

**Examining Meaningful Work and its Relationship with Leisure amongst Professional
Knowledge Workers in a Public Sector and Not-for-Profit Sector Organization**

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Thesis Abstract

Modernist perspectives on work and leisure rooted within the post-war period have reflected a differentiated relationship between work and leisure (Parker, 1971; 1983; Wilensky, 1960). The impacts of globalization, de-regulation of the labour market and the rise of flexible accumulation of capital have altered traditional modernist notions of work and leisure (Rojek, 1995; 2001; 2005b; Schor, 1992). Recent literature demonstrates the manner in which leisure is re-appraised in the postmodern context (Blackshaw, 2010; Rojek, 1995; 2001; 2010b), providing new ways of understanding how leisure can engage with work (Bowers, 2011; Guerrier & Adib, 2009; Ravenscroft & Gilchrist, 2009).

This dissertation examines meaningful work and its relationship to leisure amongst professional and knowledge workers in a not-for-profit and public sector organization. Three areas of investigation were pursued using qualitative approaches, consisting of in-depth semi-structured interviews. Article one comparatively examined experiences of meaningful work amongst workers from both organizations, and the extent to which experiences aligned to what is understood as a ‘liquid work’ organization (Clegg & Baumeler, 2010; Poder, 2007). Through an analysis of the factors that promote and hinder satisfaction, workplace satisfaction was primarily found within the not-for-profit sector organization, which more closely reflected a ‘liquid work’ organization. Article two examines leisure’s engagement with satisfying and productive forms of work through what is understood as a form of ‘civil labour’ (Rojek, 2001). Through an analysis of workers’ feelings towards work, different levels of engagement offer the potential for leisure to engage in productive and satisfying work. This was primarily evident amongst not-for-profit workers, whose engagement in work provided opportunities for developing social and cultural capital. Finally, article three examines the extent to which a de-differentiation of work and leisure (Rojek, 1993; 1995) is

taking place amongst workers in the two settings. In comparatively examining workers' perceptions of work and leisure, it is evident that a differentiation still exists. The discussion focuses on the relevance of workers' experiences of work in producing different ways of understanding leisure in relation to work. The concluding chapter presents an integration of three articles, limitations, alternative methods and proposals for future research.

Chapter 1: Introduction

Work and leisure are socially relevant topics that have transformed throughout history. Historical perspectives on work and leisure can be traced back to Ancient Civilizations. In Ancient Greece, labour was devalued in contrast with leisure of ‘*scholē*,’ which implied freedom ‘*from*’ the necessity to labour (Goodman cited in Godbey, 2003). It was not until the period of Industrialization where a ‘modern’ definition of work and leisure was developed. Modernist perspectives have presented a dichotomous view of work and leisure, where work experiences were privileged over leisure, in determining leisure interests, activities, and experiences (Parker, 1971; Wilensky, 1960; Zuzanek & Mannell; 1983). Industrial capitalism had resulted in an alienation of work and leisure, where systems of standardized production served capitalist interests, and where leisure was alienated, in being reduced to a state of consumption aimed to serve productivity (Godbey, 1999; Hinman, 1978; Kelly, 1987; Rojek, 1995). Foundational theories that have aimed to examine the relationship between work and leisure are based on the nature of work and leisure experiences rooted within the post-war manufacturing period (Parker, 1971; 1983; Wilensky, 1960).

In the contemporary environment, both the nature and experience of work and leisure have changed considerably as a result of socio-economic and social transformations that have taken place since the post-war period. Increased globalization, the de-regulation of the labour market, the rise of flexible accumulation of capital, are believed to have led to an intensification of work, and a re-structuring of work (Beck, 2000; Rojek, 2005b; Schor, 1992). These conditions have demonstrated a shift evident through a restructuring of the work experience from one that was once stable and secure under Fordism to one that is insecure producing individualized work patterns in post-Fordism. Such experiences of work

have been discussed in the context of a division of labour, between a minority of individuals in highly skilled and pressurized employment, and those in casualized labour patterns, characterized through part-time and fixed-term work (Critcher & Bramham, 2004; Giddens, 1991; Rojek, 2004; Schor, 1992). A re-structuring of the work experience also has implications for leisure, dependent upon one's employment pattern and the effects it has on one's time and resources enabling the meaningful participation in leisure, ability to connect with others, and participation in consumer culture (Bauman, 2003; Rojek, 2004; Schor, 1992).

Analysis of the relationship between work and leisure has been scarce since the 1980s. Further, foundational perspectives on the relationship between work and leisure rooted within the postwar period are no longer comprehensive in explaining this relationship. The need exists to re-examine these perspectives in the context of such changes that have affected the meaning and experience of work and leisure. It is understood that work remains central in our lives, in providing a source of identity, status, access to economic entitlements, and social value in the context of contributing to society (Hilbrecht, 2007; Rojek, 2010). However, despite the importance and value placed upon work, there is increasing evidence of employees being plagued by work-related stress, workplace dissatisfaction, and work-role conflict, as a result of intensified workloads, changing work practices, and job insecurity (Beck, 2000; Duxbury & Higgins, 2003; Haworth & Lewis, 2005; Roberts, 2006). At the same time employers are struggling to find ways to engage employees while remaining productive, by increasing organizational commitment, while reducing absenteeism and turnover (Duxbury & Higgins, 2003; Haworth & Lewis, 2005). For the most part, discussions on the topic of work and improving the experience of work for employees have resulted in a number of work-life related practices and policies introduced within

organizations. Although these topics are relevant, they have tended to neglect leisure in the work-life equation (Brady, 2008; Haworth & Lewis, 2005; Hilbrecht, 2007; Warren, 2004).

While foundational models have presented a “donatory” view of leisure, where leisure is understood as subordinate to work and reduced to a form of reward (Rojek, 1995, p.175), changes affecting the nature and experience of work have provided new opportunities for leisure to engage with work. These opportunities have resulted in a re-appraisal of leisure as something more relevant to individual lifestyle development and the formation of identity (Blackshaw, 2010; Rojek, 2010b). For the most part, this is apparent through the manner in which individuals are finding meaning and enjoyment in their work to a level comparable to leisure (Beatty & Torbert, 2003; Guerrier & Adib, 2003; Lewis, 2003; Ravenscroft & Gilchrist, 2009).

Building on these perspectives, there is evidence that the role and function of leisure is taking on greater relevance (Rojek, 1995; 2010b). In a postmodern context, reflecting socio-economic and cultural changes that have led to increased flexibility, de-differentiation, and fragmentation (Braham, 2002; Rojek, 1995; 2005a), leisure takes on greater importance. Leisure is understood as something that is important to the development of individual lifestyles, in building credibility and relevance through Hochschild’s (1983) notion of “emotional labour” (Rojek, 2010a; 2010b). Part of this development of leisure is reflected in the manner in which leisure and work are becoming increasingly de-differentiated, where characteristics that have typically defined leisure are found in work and vice-versa (Rojek, 1995; 2010b). Under these conditions, leisure can contribute to satisfying and productive work experiences, as evidenced through ‘civil labour’ (Rojek, 2001; 2004). This reflects a form of satisfying and economically necessary work that positions both work and leisure as key contributors of social capital (Rojek, 2001; 2004). For the most part, literature

examining a de-differentiation of work and leisure has primarily been discussed within the cultural industries (Bowers, 2011; Guerrier & Adib, 2003; Rapuano, 2009; Ravenscroft & Gilchrist, 2009).

Workers within the cultural industries have tended to be subsumed within the knowledge-based creative industries (see Florida, 2012; Galloway & Dunlop, 2007). For the purposes of this research, cultural creativity is understood as distinct from other forms of creative knowledge-based work (Galloway & Dunlop, 2007). Workers within the cultural industries are involved in the production and dissemination of symbolic meaning, involving “the intellectual, moral and/or spiritual behaviour of the individual and/or the beliefs, values, norms and other expressions of groups in society” (Thorsby cited in Galloway & Dunlop, 2001, p. 22). For these workers, cultural goods and services render meaning (Thorsby cited in Galloway & Dunlop, 2001), such as the production of an artwork, where the economic value of one’s goods and services are by virtue of their cultural value (O’Connor, 1999). Some workers have been able to obtain financial autonomy, dependent upon the cultural value of one’s goods, whereas in other instances, it is necessary for the take-up of other forms of paid work to support one’s production (Ravenscroft & Gilchrist, 2009). Such workers can be found within media, film, publishing, music, and traditional arts.

A de-differentiation of work and leisure is also evident within the ‘liquid modern’ context, where increased “fluidity” resulting from the rise of global capital has reshaped traditional modernist notions of order and control (Bauman, 2000, p.2; Clegg & Baumeler, 2010; Lee, 2006). With an increased focus on consumption in the liquid world, individuals are driven to new pursuits of satisfaction developed through an increasingly ‘fluid’ environment (Bauman, 1998; Lee, 2006). Under these conditions, leisure is also becoming increasingly fluid in nature, where its meaning and authenticity can be found in almost any

form of activity or “devotional leisure practice” (Blackshaw, 2010, p142). What remains relevant is the meaning of the experience itself. This research will consider the manner in which leisure practices are experienced in the de-differentiated environment. The distinction will be made between the leisure practices themselves and how they impact the self, who is engaged in the practice.

In order to examine the current relationship that exists between work and leisure, it is necessary to develop an understanding of the experience of work within the contemporary workplace. More specifically, it is important to examine the potential for meaningful work within contemporary work environments. The impacts of a changing work culture have resulted in an increased insecurity of work, as a result of fiscal restraint efforts, as well as increased rates of job stress, burnout, and dissatisfaction at work evident in all sectors, with a particular focus on the public sector (Duxbury & Higgins, 2003; Lowe, 2006; May, 2010, para.3).

This research is focused on professional knowledge workers within two sector organizations. Drucker (1969) was the first to define ‘knowledge worker’ to reflect the shift from manual-based work, reflective of a Fordist production-based economy, to a knowledge-based economy. Workers within the knowledge economy are understood to utilize and apply knowledge, where knowledge is understood as the capital asset (Drucker, 1999). As compared to manual workers, where the nature of the task is pre-determined, the knowledge worker is able to define the task and the knowledge required to complete the task (Drucker, 1999; Tucker, 1988).

Other perspectives have aimed to refine broad definitions of what constitutes a ‘knowledge worker’, which can be considered too broad in capturing a wide range of workers who utilize intellectual abilities (Kelloway & Barling, 2000). Kelloway and Barling

(2000) define knowledge as a dimension of work, which provides for differences in how knowledge is used across occupations and how individuals decide to use their knowledge. Kelloway and Barling (2000) propose a definition of knowledge work, which provides a spectrum of possibilities for how knowledge as a dimension of work can be used. This includes the creation, application, acquisition and dissemination of knowledge (2000). For the purposes of this research, the study group is captured within these definitions of knowledge workers, to reflect workers who generate value to the organization through varied uses and application of knowledge in their work.

The research examined knowledge workers in a public sector and not-for-profit sector organization. With the view of drawing interesting comparisons, the research study focused on two organizations that maintained some similarities yet operate within different work environments. Both organizations share similar mandates, in terms of their focus on protecting and assisting the health and well-being of communities and Canadians at large. Although both organizations differ in terms of scope, both are considered to be ‘externally-facing’, in serving the public. As compared to the public sector, the not-for-profit sector is subject to greater fiscal restraint due to indeterminate funding, which results in increased job insecurity (McMullen & Brisbois, 2003; Saunders, 2004). Further, salary differentials exist between both organizations, where pay is generally lower within the not-for-profit organization (McMullen & Brisbois, 2003; Saunders, 2004). Finally, dissimilarities are found in terms of organizational structure, where the not-for-profit organization is considered to be less hierarchical than the public sector organization (McMullen & Brisbois, 2003).

In light of socio-economic and social changes impacting the experience of work for these workers, this research will firstly explore the potential for meaningful work in the contemporary context through a characterization of experiences of work amongst

professional knowledge workers in two sector organizations. With a focus on obtaining meaningful and satisfying work, this research will also discuss the extent to which workers' experiences reflect what is understood as a 'liquid work' organization (Clegg & Baumeler, 2010; Poder, 2007). Secondly, in conceiving possibilities for leisure to take on greater relevance in peoples' lives in the postmodern context, this research will investigate the manner in which leisure can engage with satisfying work experiences through Rojek's (2001) notion of civil labour. Finally, this study will examine the extent to which the relationship between work and leisure has changed, as evidenced through a de-differentiation of work and leisure, amongst professional knowledge workers in two sector organizations.

Situating Oneself in the Research

My decision to pursue this research involving professional knowledge workers draws from my own professional experiences within the public sector. Over a span of ten years, I developed extensive work experience in this sector, having occupied a number of positions within different public sector organizations. As such, I was able to cultivate relationships, both professional and personal, with others in this community. To a large extent, my discussions with others having worked within the same sector have exposed some of the tensions and challenges in striving to maintain some form of satisfaction in their work and personal lives. Demands of time, multiple and conflicting role conflicts, personal and organizational constraints, are all topics that are routinely discussed with colleagues and personal acquaintances. These discussions are also fuelled by my interest in other workers and their 'work' and 'leisure' experiences. I have always maintained an interest in understanding how meaning and satisfaction can be obtained in the workplace and how these experiences are comparable with leisure.

My academic experience within the domains of the sociology and the social psychology of leisure has equally shaped this research topic. Given the multi-faceted nature of leisure touching upon many disciplines, theories, and constructs, capturing ‘one essence’ of leisure has proven challenging. The ‘instability’ of leisure and the evolution of thinking on the topic forms part of the reason why I chose to incorporate contemporary perspectives, which provide for new ways to think about leisure and its possibilities within the realm of work.

As a member of the community comprising the study group, it is important to reflect on my own membership within the study. Although my professional status qualifies me as being a ‘member’ of this population group (Kanuha, 2000), I would argue that in the context of this study, I never had or desired ‘insider’ status. I approached this study from my position as a graduate researcher rather than as a member of this community. That said, I was not afforded an increased level of acceptance amongst participants, or developed a form of “shared status” between participants and myself (Dwyer & Buckle, 2009, p.58). This is not to say that I did not maintain some form of general familiarity with participants, their experiences, and the culture of work within the public sector. Rather, my positioning can be found somewhere between “insider” and ‘outsider’, in being able to relate with participants on some level while not being a complete insider due to my positioning and status as researcher (Dwyer & Buckle, 2009).

Statement of the Problem

Socio-economic and social transformations affecting the culture of work and leisure have challenged traditional dichotomous notions of work and leisure under modernity, in reflecting a multitude of work-leisure relationships in the knowledge economy. It is evident that changes to the culture of work have resulted in an intensification of work, rising job

insecurity, and rising job dissatisfaction, which have created challenges to experiencing meaningful and satisfying work (Duxbury & Higgins, 2003; Haworth & Lewis, 2003).

Perspectives rooted within a postmodern context provide a way of understanding the shift from dichotomous relationships defining work and leisure to a de-differentiation of work and leisure, where the potential that exists for satisfying and meaningful work through leisure (Blackshaw, 2010; Rojek, 1993; 1995; 2001; 2010b; Poder, 2007). In examining some of these perspectives, the purpose of this research project was to examine meaningful work and its relationship with leisure amongst professional knowledge workers in a public and not-for-profit sector organization. Therefore, with the aforementioned research focus in mind, the following research questions have guided the study:

- 1) How is meaningful work characterized amongst professional and knowledge workers in a public and not-for-profit sector organization?
- 2) To what extent is leisure engaged with satisfying work experiences of professional knowledge workers through a form of civil labour?
- 3) Is a de-differentiation of work and leisure taking place amongst professional knowledge workers from a public and not-for-profit sector organization?

Examination of these research areas is relevant on a practical and theoretical level. The recent focus on job dissatisfaction, job stress, and maintaining a healthy work and personal balance are topical issues within the public, private and not-for-profit sectors (Duxbury & Higgins, 2003). For the most part, these issues stem from a changing culture of work as evidenced by changing demographics, increased efficiencies and work demands, and a rising insecurity of work (Duxbury & Higgins, 2003; Haworth & Lewis, 2003; Hilbrecht, 2007). Such experiences have created challenges for individuals in terms of non-work and

leisure (Haworth & Lewis, 2005; Rifkin, 1995). In examining meaningful work and its relationship with leisure within two organizational settings, there is the potential to shed light on how to improve workers' quality of work and leisure. At the same time, valuable insight can be provided to senior management on how to further increase both personal and professional satisfaction at work within these two organizations in considering the results and recommendations and applying them within an organizational context.

This research is also important on a theoretical level in contributing to the gap in social research on the topic of the relationship between work and leisure. A scarcity in the literature on the work-leisure relationship is evident since the mid-1980s (Haworth & Lewis, 2005; Hilbrecht, 2007; Kabanoff, 1980). The foundational theories on the work-leisure relationship are reflective of the post-war period where work was primarily manufacturing-based (Hilbrecht, 2007) and reflective of arduous and alienating forms of work. Contemporary work is qualitatively different in the knowledge economy, where some professional and skilled workers are able to experience satisfying and meaningful work (Beatty & Torbert, 2003; Hilbrecht, 2007; Lewis, 2003).

Further, recent developments in the literature examining work and leisure have typically focused on workers within the cultural industries (Bowers, 2011; Guerrier & Adib, 2003; Rapuono, 2009; Ravenscroft & Gilchrist, 2009). The current study expands the existing body of knowledge in this area in examining the work-leisure relationship amongst professional knowledge workers. In doing so, there is the potential for this research to contribute to the literature in incorporating postmodern perspectives to examine what characterizes meaningful and satisfying work, and the role leisure can play in contributing to satisfying and productive work.

Chapter 2: Literature Review

Historical Understandings of Work and Leisure

Any discussion on how work and leisure are related requires an examination of how these two concepts are defined under modernity. Modernity reflects the social transformations having taken place in Western capitalist society beginning throughout the pre-industrial period and solidifying with industrialism (Hutchins, 1996; Rojek, 1995). Labour was primarily concentrated in industrial and factory production, dominated by the values of speed and efficiency resulting in increased work hours and the ability to produce and consume (Kelly, 1996; Kelly & Freysinger, 2004; Ibrahim, 1991; Rojek, 2004). Industrial capitalism had produced a system of labour where the working class were alienated in selling one's labour cheaply to capitalists, who owned and controlled the means of production (Rojek, 1995; 2001). Alienating work had produced an alienation of leisure through the "fetishism" of leisure, which reduced leisure to a state of consumption (Kelly, 1987, p. 184; Rojek, 1995; 2005b). Individuals experienced "pseudo freedom" in leisure, in providing a false impression of freedom and self-expressivity (Kelly, 1987, p.175).

Under modernity, work was valued as the central life interest and leisure was considered subordinate to work, yet important to maintaining some degree of social order and control (Roberts, 1989; Rojek, 1995). Increased automation had resulted in systems of efficiencies, such as Fordism, which had produced a standardized system of production and consumption (Rojek, 1995; 2005b). While work provided financial rewards, security, and continuity, it was void of any form of intrinsic satisfaction (Rojek, 2005b). Leisure under capitalism was a commodified experience that was packaged and sold to the consumer, and homogenized through uniformity in leisure wants (Rojek, 2005b). Capitalism had produced a dichotomy between work and leisure, where leisure came to be understood as separate to

work, both temporally, in terms of free time; physically, in terms of a separation from work; and psychologically, in terms of escape from work (Kelly, 1996; Kelly & Freysinger, 2004). Obtaining ‘freedom’ in leisure was questioned because capitalism had not only dominated free-time opportunities for leisure, but also shaped the meaning of leisure through its values on production and consumption (Hinman, 1978).

Foundational Theories of Work and Leisure

The centrality of work throughout this period came to define patterns of leisure behaviour outside of work. A number of work-deterministic theories were proposed during this period to explain the nature of the work-leisure relationship and to some extent are still discussed today in the analysis of work and leisure. Wilensky (1960) and Parker (1971, 1983) are best known for examining the effects of work on leisure behaviour and experience, which are primarily sociological or situational in nature, where the work experience determines leisure behavior (Hilbrecht, 2007). Wilensky (1960) proposed three theoretical possibilities, the “spillover”, “compensatory”, and “segmentation” theories reflected the direct effects of work on leisure experiences, which were later expanded by Parker (1971; 1983). The “spillover” (also referred to as extension) theory referred to working experiences that are similar to leisure and carried into non-work time. These experiences were believed to more commonly occur amongst those with jobs who were alienated from their labour, such as unskilled or manual labour (Hilbrecht, 2007; Wilensky, 1960). The “compensatory” (also referred to as opposition) theory suggests that work experiences are compensated for in leisure through the selection of activities that are either reactive or active in nature. In a compensatory relationship, supplemental activities are actively pursued to fulfill the absence of desirable work features in one’s leisure; or, in the case of reactive activities, undesirable work features are corrected in leisure (Kando & Summers, 1971). Finally, the

“segmentation” (also known as neutrality) theory suggests work and leisure are autonomous in nature, having no effects on one another (Wilensky, 1960).

Parker (1971; 1983), also described the work-leisure relationship from a philosophical perspective through holism and segmentalism. Holism refers to the inter-relationship(s) that exists between life spheres, while segmentalism focuses on the separation of work from other life spheres. The notion of holism has been identified as something that remains relevant today, particularly in the context of understanding how to build a harmonious work-life balance (Rojek, 2010). In this context, leisure can play an important role in the management of work-related stress in an increasingly intensified and insecure work environment (Cartwright & Warner-Smith, 2003). Although these perspectives provide a way of understanding the significance of leisure in relation to work, the present study aims to examine the relevance of leisure to discussions of an integration of work and leisure.

For the most part, the foundational theories on work and leisure have been questioned in terms of their applicability to relate to broader society, including those who are not in the workforce (i.e. unemployed, retired) (Veal, 2004). Additionally, concerns have centered on these theories not having included other variables, such as occupational prestige, social class, sex, ethnicity and age, amongst others (Kabanoff, 1980; Kando & Summers, 1971). Such perspectives are believed to fall within a social formalist framework, where leisure behaviour is defined wholly through the work experience and removed from the context within which the experience takes place including issues of class, race, and ethnicity (Rojek, 2010b). Despite the lack of comprehensiveness, these theories are still discussed in the current literature examining the work-leisure relationship, described in the following section.

Work and Leisure in the Contemporary Context

The nature and experience of work and leisure have changed as a result of socio-economic and social transformations that have taken place since the post-war period. Globalization, de-regulation of the labour market, the rise of flexible accumulation of capital, have resulted in an intensification of work, a modification of traditional working practices and increased insecurity of work (Beck, 2000; Roberts, 1999; Rojek, 2004; 2010b; Schor, 1992). A casualization of labour is believed to have taken place in Western societies, reflecting a decline in full-time stable employment and a rise in casualized forms of work, where individuals take on multiple jobs (Schor, 1992). A casualization of work stems from Beck's (2000) "Brazilianization of the West", where in Brazil, a casualization of work is evident as a result of companies outsourcing work, resulting in a rise of part-time and fixed term workers. For the most part, these experiences have created a division of work, between a minority of individuals in highly skilled and pressurized jobs and a majority of those who are casualized and marginalized (Cricher & Bramham, 2004; Rojek, 2001; 2004; Schor, 1992). These impacts have demonstrated the extent to which the experience of work has shifted from one that was stable, secure and centralized under Fordism, to an experience that is no longer secure, rather, discontinuous and individualized (Roberts, 1999; Rojek, 2010).

Such experiences have also impacted the meaning and experience of leisure, where depending on one's employment pattern; the leisure experience is squeezed out, compromised or re-structured in taking on a greater focus (Schor, 1992; Rojek, 2004). For almost all individuals able to obtain work, work is intensified resulting in a time famine, which prevents the meaningful participation in leisure (Schor, 1992; Rojek, 2004; 2010). Implications on the nature and quality of leisure have been discussed, including relationships being squeezed out, a reification of relationships, and alienation from participation in

consumer culture (Bauman, 2003; Schor, 1992). For Rojek (2004), a re-structuring of work has resulted in a number of consequences for leisure depending on one's occupational status and access to resources. For some individuals, the consequences of leisure are modularized, where leisure fits the circumstances of a "time famine" or "time-surplus" (Rojek, 2004, p.61). For others, the leisure experience results in social isolation, resulting in invasive or escapist leisure patterns, while mephitic leisure forms are more extreme where attachments to society shift to antagonism (Rojek, 2004).

Analysis on the Work-Leisure Relationship

For the most part, a restructuring and casualization of work have presented negative consequences for leisure. Recent analysis on the work-leisure relationship has attempted to expand foundational understandings of work and leisure within a changing socio-economic context and its impacts on the nature and experience of work and leisure. These perspectives have incorporated different variables in the analysis of work and leisure, including one's socio-occupational status, the organization and structure of work, one's value orientations, and individual meanings and affective responses to work (Hilbrecht, 2007; Zuzanek & Mannell, 1983).

The influence of socio-occupational status in affecting leisure behaviour has been discussed in early work-leisure research and still remains relevant today. Earlier studies have examined the ways in which occupation, or characteristics associated with one's occupation, have impacted leisure attitudes and behaviours through spillover and compensation theories (Kabanoff & O'Brien, 1986; Miller & Weiss, 1982; Parker, 1974). More recent literature has discussed the ways in which the experience of work in some occupations has resulted in difficulties distinguishing between what is considered work and leisure. Lewis (2003) examined how the experience of belonging to a professional

occupational stratum impacts leisure. In her study on accountants, work was considered to be enjoyable and fulfilling based on the extent to which they obtained a sense of professional identity and self-esteem from their work. Enjoyment was derived in working long hours despite the extent to which the organization's cultural norms and values and norms associated with the profession had impacted work practices (Lewis, 2003; Perlow, 1998).

Similar studies have looked at the role of work and leisure in the lives of teachers and physicians (Fave & Massimi, 2003). The results revealed that leisure, through what is understood as optimal experience (see Csikszentmihalyi, 1975), was most often experienced with complex and engaging tasks. Amongst teachers this was most often experienced through the preparation of lessons, writing notes, and evaluating tests. Amongst physicians, optimal experience was most often identified when performing surgery, conducting research, and handling patients. At the same time, a spillover relationship was also identified, where complex and engaging tasks found at work were also sought in participants' leisure, which included more structured forms of leisure, including reading, artistic hobbies, and sports (Fave & Massimi, 2003). These findings align with similar studies that have examined the ways in which individuals in high ruminating work often think about or complete work outside of work hours (Cropley & Millward, 2009). In certain occupations, satisfying work activities can be considered 'leisurely', while leisure activities can take on characteristics of work.

In the knowledge economy, increased technologies, competition, and pervasiveness of the global market that have demanded greater flexibility with working practices (Haworth & Lewis, 2003). Examining the socio-organization of work and the effects of alternative or atypical working arrangements, is a relevant perspective in better understanding the work-leisure relationship in the current context (Hilbrecht, 2007; Zuzanek & Mannell, 1983). This

includes examining the manner in which alternative forms of work, such as part-time work or ‘homeworking’ have facilitated or hindered leisure opportunities and other non-work activities. Dart (2006) examined home-based work among 38 male and female workers to determine how work and how issues of time and space affected leisure. With work taking place at home, workers experienced additional demands on their time, which created disruptions for themselves, and their families due to the constraints of space and time. Such interferences were found to create restrictions on leisure opportunities. At the same time, workers identified greater feelings of isolation, due to the lack of access to social opportunities and friendships found in work outside the home (Dart, 2006).

Crosbie and Moore (2004) examined the effects of “homework” on employees’ work and non-work time. The study examined the experiences of 45 homeworkers from both professional occupations and traditional occupations (involving both skilled and semi-skilled). The results found that experiences differed between workers, where traditional workers had identified difficulties in finding a place to relax after work is finished, whereas the professional workers were able to experience greater personal time while working from home (2004). For women, the benefits of homeworking may be more difficult to obtain as a result of non-work and family commitments, which can interfere with personal and work time (Sullivan & Lewis, 2001).

Analysis on the work-leisure relationship has been conducted through a socio-psychological lens, which has examined individual perceptions, orientations, and affective responses to work and leisure (Hilbrecht, 2007; Zuzanek & Mannell, 1983). Socio-psychological studies have looked at the manner in which leisure orientations impacts work. In a study of labour force employees conducted by Snir and Harpaz (2007), employees were classified as being either leisure-oriented or work-oriented. For the leisure-oriented person,

leisure was likely to spillover to various components of work, resulting in a reduction of absolute work importance and lower levels of intrinsic work orientation. While individuals' changing orientations to work and leisure can impact the work and leisure experience, recent discussions have examined how individuals have created more meaningful lives through a rejection of dominant value orientations (Bowers, 2011; Hilbrecht, 2007).

Other perspectives have described the extent to which similar concepts are evident in both work and leisure. Hunt and Brooks (1980) examined perceptions of work and leisure amongst professional and supervisory employees and clerical and technical-type employees. The results found that for both types of employees, their work provided them with opportunities to experience positive "concepts," such as freedom, creativity and social relationships, which were also the same "concepts" experienced in their leisure. A "spillover" effect took place in the ways employees' perceived and conceptualized work and leisure.

Other studies have examined the ways in which activities are experienced as work, leisure, or both work and leisure, depending on the extent to which characteristics are evident in the activity, including the degree of freedom and challenge. In Roadburg's (1983) study of both paid and amateur soccer players as well as paid and unpaid gardeners, both paid soccer players and gardeners perceived their work activities as work in comparison to their unpaid counterparts, who for the most part, perceived their activities as leisure. Reasons for defining the activity as work or leisure included, the nature of the task, pressures, direction of efforts, and degree of freedom (1983). Similar to Roadburg (1983), Henderson and Rannells (1988) examined the meanings of leisure among farm women using an oral history approach. The results indicated that although the women engaged in long, arduous work, leaving little free-time and energy remaining, leisure was still experienced in their daily work as well as

family and community obligations. Elements such as freedom associated with farm life, quietness, and generally good feelings about a task well-done, portrayed how leisure was integrated in their work activities. Leisure in the women's lives was not something clearly distinguishable; rather it was infused in all of their activities (1988).

These perspectives have shed light on the ways in which the changing nature and experience of work in contemporary context has affected the meaning and experience of leisure. For the most part, these perspectives demonstrate the different ways in which leisure can engage with work. In some cases, these opportunities are possible due to the changing structure of work, which may provide greater opportunities for leisure to take place during work hours. While in other cases, leisure is possible through the experience of the work itself. Prior to this discussion, an overview of perspectives defining leisure will be provided to develop an understanding of how leisure can be understood as part of this study.

Defining Leisure

Classical definitions have referred to leisure as a state of being, where activity is performed for its own sake (Kraus, 1978). Such perspectives are rooted within the period of Ancient civilizations, where leisure is defined as *scholē* or freedom from the necessity of labour (Goodman cited in Godbey, 2003). De Grazia (1964) further expanded these perspectives in defining leisure as not simply feeling good, but a quality of life, or as defined by Pieper (1963), a condition of the mind and spirit. Under modernity, work is defined as a fundamental human need, while leisure was understood as a reward for work offering freedom, choice and escape (Rojek, 1995).

Conventional understandings of leisure stem from its understanding within modernity, including leisure as free-time (Brightbill, 1960; Kraus, 1978), and functional perspectives regarding leisure as purposeful activity (Dumazdier, 1974; Parker, 1983). For

Dumazdier (1974), leisure is understood as the time engaged in activities external to institutional obligations. Leisure is understood as liberating in nature, providing some degree of freedom, disinterested in not serving any end, hedonistic in satisfying one's interests, and personal in supporting the attainment of one's own potential (Dumazdier, 1974).

Contemporary definitions have presented a more 'serious' view of leisure, challenging traditional modernist conceptions of leisure as primarily casual or hedonic in nature (Stebbins, 1996). Stebbins (2007) refers to serious leisure as the pursuit of an activity during one's free time that the individual finds so interesting they launch a career on acquiring the skills and knowledge of the activity, or what's understood as a leisure career. Stebbins (2007) draws on Csikszentmihalyi's (1990) theory of flow, referring to a state of optimal arousal where the level of skills matches the challenges at hand, to explain some of the 'thrills' associated with the serious leisure experience. Thrills represent the ultimate reward(s) gained by the individual from the experience of leisure that promote continued engagement in the activity (Stebbins, 2007). Stebbins (2007) defines flow as something that is most compatible with serious leisure, in that both experiences require a sense of competence, control and concentration.

Although serious leisure is understood to take place within the realm of non-work, derivatives of this theory have been discussed within the context of paid employment. Stebbins' (2004; 2009) refers to "occupational devotion" as the positive attachment to a form of self-enhancing work, where "the sense of achievement is high and the core activity (set of basic tasks) is endowed with such intense appeal" (p.768). With this, occupational devotees are unable to see the distinction between work and leisure and obtain a number of rewards

from work, including success, achievement, freedom of action and deep self-fulfillment (Stebbins, 2004; 2009).

Experiential definitions have furthered our understanding of leisure in focusing on the interpretive dimensions and attributes of the leisure experience. For Neulinger (1974; 1981) whether an activity is understood as leisure or not depends on one's perceived freedom. Perceived freedom refers to the engagement in an activity that one 'chooses' to do (Neulinger, 1974). A further distinction made to qualify the experience as leisure or non-leisure is based on type of motivation, and whether the activity is understood as intrinsically and extrinsically motivating (Mannell & Reid, 1997; Neulinger, 1974; 1981). Neulinger's (1974; 1981) conceptualization of leisure is dependent on perceived freedom and motivation type, which provides a series of states of mind. These states of mind range from pure leisure, in being freely chosen and intrinsically satisfying, to pure job, experienced under constraint while being extrinsically rewarding. While distinctions are made between what is considered leisure or non-leisure, the potential for leisure is possible when the activity is self-determined in nature despite holding extrinsic rewards (Mannell & Reid, 1997; Mannell, Zuzanek, & Larson, 1988; Neulinger, 1974).

Other perspectives have expanded experiential understandings of leisure in assessing the contextual dimensions of the experience. A definitional approach to leisure refers to "the attributes or properties of an activity, setting, or experience that lead people to construe it as leisure" (Mannell & Kleiber, 1997, p. 107). Leisure has been examined through both internal and external definitional vantage points (Mannell & Kleiber, 1997). While external definitions of leisure have provided an understanding of how leisure is socially constructed, internal definitions reflect how the leisure experience is construed by the individual in a specific context (Mannell & Kleiber, 1997). These perspectives aim to examine how the

individual perceives an activity as work, leisure, both work and leisure or neither work and leisure (Shaw, 1984). This type of analysis can reveal how different individuals perceive the same activity or experience differently, while the same individual can construe the same activity differently at different times (Shaw, 1984). Activities ‘externally defined’ as work or non-leisure can also be construed as leisure depending on the context (Shaw, 1984; Henderson & Rannells, 1988). These perspectives are helpful in understanding how activities such as work can be understood as leisure based on perceived freedom of choice and self-determination.

Leisure has also been defined through perspectives involving dimensions of time, activity and experience. Kelly (1996) refers to leisure as self-directed action, involving some dimension of time, some type of form where leisure takes place, and experience based on the perceptions of the actor. Freedom of choice is dependent on self-determination irrespective of absence of constraint, where the “freedom to do and to become” characterizes the activity (Kelly, 1996; p. 23). The experience is based on the outcomes of the action, self-determined in nature, which come to define the quality of the activity (Kelly, 1996).

Similarly to Kelly (1996), Beatty and Torbert (2003) refer to leisure as the quality of one’s time defined through an attitude of engagement and inquiry generating some form of developing outcome for the actor. An attitude of leisure lends itself to enjoyable and challenging aesthetic experiences considered to be personally developing (Beatty & Torbert, 2003). Both pleasure and enjoyment have been identified as key attributes defining the leisure experience (Godbey 2003; Mannell & Reid, 1997; Roadburg, 1983). The attitude of leisure is believed to penetrate various activities, including work, and can involve activities with or without any behavioural manifestation (Beatty & Torbert, 2003).

Such perspectives shed light on the complexities in understanding and assessing the leisure experience. To better recognize leisure, some key dimensions of the experience will be outlined within the context of this research. The experience of leisure will be understood as the quality of activity, involving some form of behavioural manifestation or not, that is self-determined in providing the freedom ‘to do’ or act, serving intrinsic and/or extrinsic purposes, and generating some form of personal and/or social outcomes. This can include outcomes of personal satisfaction, self-development, enjoyment, and social connections. This definition is compatible with postmodern thinking on work and leisure. The following section will examine how leisure’s engagement with work is possible through an examination of the development of leisure in a postmodern context.

Postmodern Perspectives on Work and Leisure

Postmodernity reflects the socio-economic and cultural changes that have resulted in a shift in how knowledge claims are legitimized, disintegration of authoritative hierarchies, and a blurring of high and low culture (Blackshaw, 2010; Braham, 2002; Huyssen, 1986; Lyotard, 1984; Rojek, 1995). Postmodernity had created doubt in traditional modernist thinking and practice that was based on the metanarrative that societal progress was attainable through a “predictable and controllable world” (Lyotard, 1984; Vogel & Oschmann, 2013, p.64). Postmodernity has been characterized through increased flexibility, irrationality, de-differentiation and fragmentation (Bramham, 2002; Rojek, 1995; 2005a). Changes in the postmodern context have provided new perspectives in understanding how leisure engages with work. Such perspectives demonstrate a re-appraisal of leisure, where leisure begins to take on greater relevance and shifts from its position as subordinate to work. This includes the manner in which leisure is understood as an arena where reskilling or the development of skills takes place, as well as a sphere of self-development and self-

expression in an increasingly de-differentiated context (Rojek, 1995; Rojek, 2001). What is understood is that these perspectives are for the most part no longer linked to modernist associations of free-time and compensation from work. The following section discusses the manner in which leisure is re-appraised in the postmodern context and its engagement with work. This will include a discussion of leisure and emotional labouring, work and leisure in a de-differentiated context, emerging trends in the study of work and leisure, and leisure and work in liquid modernity. In understanding such perspectives, there is greater potential for meaningful and satisfying work and leisure.

Leisure and Emotional Labouring. Through emotional labouring, the meaning and experience of leisure is no longer characterized through free-time, relaxation, or escape, rather it provides a central function in individual lifestyle formation (Rojek, 2005b; 2010a; 2010b). Emotional labouring refers to a form of labour aimed at achieving competence through the possession of key social and emotional competencies considered useful to both organizations and civil society (Hochschild, 1983; Rojek, 2010a; 2010b). For Rojek (2010b), emotional intelligence reflects the “precondition of being recognized as an attractive, effective member of civil society and a credible member of the labour force” (p.22). The act of emotional labouring is relevant to building character and guiding individual behaviour, through “reconnaissance”, in recognizing and understanding specific skills and competencies, and “monitoring”, which reflects the practice or testing of these skills in the environment (Rojek, 2010b, p. 23). Emotional labouring becomes central to the development of cultural capital, where the demonstration of one’s competencies and skills are critical to obtaining access and acceptance to social networks (Rojek, 2005b; 2010b).

Rojek (2010a; 2010b) asserts that the manner in which individuals’ repertoire of skills and knowledge are developed and exercised are for the most part found in the context

of leisure, which challenge conventional notions of leisure as free-time and compensation from work. Emotional intelligence and emotional labouring in leisure play a central role in the development of competencies and practices related to “care for the self” as well as “care for the other” referring to one’s own personal wellbeing and the wellbeing of others (Rojek, 2005b, p.5). It is in leisure where knowledge relating to individual lifestyles, rights and responsibilities of citizenship, ethical considerations and their risks are developed (Rojek, 2005b; 2010a). Competencies developed and expressed in leisure practice are similar to those that are relevant in work, supporting the notion of a de-differentiation, where leisure has become more work-like and vice-versa (Blackshaw, 2010; Rojek, 2010b). Emotional labouring involving the development and exercising of knowledge and competencies provides another way of understanding leisure which ties leisure to the development of cultural capital, rather than traditional notions of free-time and compensation from work.

Work and leisure in a de-differentiated context. More recent perspectives have discussed how work and leisure have become increasingly de-differentiated (Blackshaw, 2010; Rojek, 1993; 1995; 2010b). Rojek (1993; 1995) describes how the traditional binaries between work and leisure are de-stabilized in the postmodern context, resulting in a de-differentiation of work and leisure. A de-differentiation of work and leisure has been most apparent when examining how work and leisure are re-structured within a post-work context. The post-work thesis stems from changes to the structure and nature of work that have resulted in a decline of the work ethic (Aronowitz & Cutler, 1998; Gorz, 1983; Rojek, 2001; 2004; 2005b; Schor, 1992). As a result, the link between paid employment in determining citizenship rights and status is increasingly difficult (Rojek, 2004; 2005b). In a post-work society, the focus on work as the central life interest is replaced by an increased focus on the role of the active citizen (Aronowitz & Cutler, 1998). With this, labour does not disappear,

however, the active citizen voluntarily engages in labour as part of their duties of citizenship, with the goal of increasing social capital in the community (Rojek, 2005b). In the case where citizenship rights are no longer tied to regular forms of employment, a socially guaranteed wage would replace traditional forms of work (Rojek, 2001). In the post-work context, the role of leisure is no longer understood to be a reward for work. Leisure takes on greater importance in supporting the development of the active citizen, through the promulgation of key social values and as an arena of personal expression and self-development (Rojek, 2004; 2005b).

Although work still remains central in our lives, post-work provides a way of re-conceptualizing how work and leisure are structured given the changes that have affected work and leisure in a postmodern context. Rojek's (2001) notion of 'civil labour' provides a way of rethinking the work-leisure relationship in the post-work context. Civil labour refers to a form of economically and socially necessary form of work that positions both work and leisure as key contributors of social capital (Rojek, 2001; 2004). The experience of work shifts from one of abstract labour to work that is both materially necessary and creative, in being self-determined, self-expressive, and a contributor of social capital (Ravenscroft & Gilchrist, 2009; Rojek, 2001; 2004).

In civil labour, leisure is re-appraised from traditional notions of free-time activities to a key component in orienting work activities. Individuals are able to engage in constructive work, where they are able to express their identities in work that is both productive and consumptive (Ravenscroft & Gilchrist, 2009). The consumption of leisure is now linked to the consumption of time and money in the production of creative and intrinsically satisfying forms of work (Ravenscroft & Gilchrist, 2009). This type of labour demonstrates a shift in the culture of work, where a de-differentiation of work and leisure is

taking place amongst some cultural workers in favour for an improved and enriched quality of life (see Bowers, 2011; Guerrier & Adib, 2003; Ravenscroft & Gilchrist, 2009). This research will investigate how work and leisure are re-oriented in the contemporary environment and the different ways in which leisure can potentially engage with work in producing satisfying work experiences.

Emerging trends in the study of work and leisure. A re-orientation of work and leisure is primarily evident within the cultural industries, where some cultural workers have managed to integrate leisure as part of satisfying work. Ravenscroft and Gilchrist (2009) examined the extent to which an emerging “working society of leisure” exists amongst artisans within the cultural industries. With this, the extrinsic rewards of work have evolved to a form of civil labour, reflecting work that is both intrinsically satisfying and economically sustainable. Artisans were found to experience different degrees of a ‘working society of leisure’, dependent upon the extent to which their creative work was sustainable. Experiencing a ‘working society of leisure’ was dependent on both cultural capital, including social and emotional support, as well as economic capital. In some cases, cultural workers were required to support their cultural lifestyle through subsidization from other sources of income. For workers able to engage in creative and economically sustainable work, work is experienced as both a site of production and consumption in providing intrinsic rewards and creative expression. At the same time, leisure is experienced through productive qualities of work, in providing status, identity, and financial rewards (2009).

Similar experiences were found in Bower’s (2011) study examining how members belonging to different social groups were able to create meaningful lives through a harmonization of work and leisure lifestyles. Members were able to make changes in their life, to experience work and leisure differently through a rejection of the dominant cultural

norms and values associated with work, work-time, and obtaining financial rewards. For those members able to lead a seamless work and leisure lifestyle, it was necessary to engage in natural cycles of time, where a sense of connectedness is established between nature and the community (2011). For some members, this involved voluntary work in the community, such as community development projects. In the case where the community was not self-sufficient in creating meaningful, viable work, members were required to support their engagement with the community in establishing meaningfulness in their lives required seeking part-time, paid employment outside of the community. For the most part, members were able to integrate these multiple conflicting demands over their time in order to continue to experience seamless work-leisure lifestyles through meaningful work in the community (Bowers, 2011).

Guerrier and Adib (2003) examined the extent to which tour operators in the leisure industry were able to ‘work at one’s leisure’ while being at work. For the most part, tour operators were able to integrate leisure in their day-to-day work in a way that aligned with their own sense of identity as “lively and fun-loving” (Guerrier & Adib, 2003, p. 1412). This included partaking in activities with guests and tourists, such as excursions, entertainment, providing information and guidance, and party nights. For tour operators, having little supervision and greater autonomy over their work enabled workers’ to act genuinely and not in a way where their behaviour was circumscribed, avoiding situations of emotional labouring (Guerrier & Adib, 2003; Hochschild, 1983). The results of the aforementioned studies provide support that amongst some workers in cultural work settings, a de-differentiation of work and leisure is taking place. In this context, leisure takes on greater importance as something that is engaged with work in providing satisfying and meaningful work experiences for the individual. For these workers, experiencing a

reconnection of work and leisure depended on the extent to which the individual was able to engage in self-directed and self-expressive work (Bowers, 2011; Guerrier & Adib, 2003; Ravenscroft & Gilchrist, 2009).

Leisure and work in liquid modernity. Other perspectives have examined the experience of work and leisure in the postmodern context. Bauman's (1998; 2000) liquid modernity presents a way of understanding postmodern changes through the concept of fluidity. Liquid modernity reflects Bauman's interpretation of postmodernity in reflecting the current state of modernity without having to differentiate between modernities, referring to modernity versus postmodernity (Lee, 2006; Vogel & Oschmann, 2013). Liquidity or "fluid modernity" (Bauman, 2000, p.6), provides a way of understanding the condition of contemporary society, which has resulted in a dissolution of traditional bonds between individuals, networks, and institution (Bauman, 2000; 2003). The liquid modern world is characterized through increased flexibility and transience, where as a result of increased global capital, has reshaped modernist notions of order and control (Clegg & Baumeler, 2010; Vogel & Ocshmann, 2013).

In a fluid environment, consumerism takes on increasing importance, where individuals are guided by the desire to find happiness and to satisfy needs (Blackshaw, 2010; Lee, 2006). Leisure also becomes fluid in liquid modernity, and is central to experiencing and expressing different identities or what Blackshaw (2010) refers to as "shape-shifting" (p. 146). Blackshaw's (2010) liquid leisure provides a way of understanding leisure in the liquid modern context, where leisure is the arena for the engagement in meaningful and authentic activities. Individuals are engaged in "devotional leisure practices", where they are able to express themselves freely in the pursuit of different identities (Blackshaw, 2010, p. 144). For Blackshaw (2010), the experience of leisure transcends all activities: "notwithstanding

whether it [leisure] is (re)creation or consumption based, has the potential to be interpreted and worked up into a devotional practice” (p.144). Individuals engage in multiple devotional leisure practices to fulfill their needs for self-expression and pursuit of pleasure.

Blackshaw (2010) discusses leisure as a form of “art of life” (p.145), where individuals are faced with multiple choices for leisure preventing commitment to any one specific devotional leisure practice. The challenge with this refers to the extent to which the chosen activity provides some form of meaning for the individual, or whether the pursuit of the activity itself reflects what was sought all along (Blackshaw, 2010). Blackshaw (2010) discusses the potential for leisure to enable individuals to lead meaningful and authentic lives in finding ways to make their individual leisure practices more meaningful.

Both Rojek (2005b, 2010b) and Blackshaw (2010) present ways of understanding leisure in the postmodern context; in both cases, leisure is understood to take on greater relevance. For Rojek (2010b), leisure alongside work is related to how it impacts the individual in contributing to the development of the self. Leisure and work become key contributors to lifestyle formation and the development of competence and credibility. In that context, traditional definitions of leisure as consumption and separation from work are not supportable. For Blackshaw (2010), leisure is not about the maintenance of key competencies, rather the practice of leisure can be anything that is governed by the pursuit of happiness and pleasure in which the individual has chosen to freely commit oneself. Individuals are free to engage in the leisure practice that provides an expression of one’s self-identity, whether it is consumptive in nature or not. This study will examine how the leisure practice is experienced within the context of contemporary work. This will involve distinguishing practices of leisure ‘through’ work and leisure ‘at’ work.

Previous discussions of work in the postmodern context have looked at the ways in which changes affecting the nature and experience of work have resulted in a de-differentiation of work and leisure (Rojek, 2001; 2004; 2010b). Other perspectives have examined work from a liquid modern perspective, as a way of understanding changes affecting the nature and experience of work at an organizational level. For the most part, an increased “aesthetic orientation” (Bauman, 2000, p. 146) to work in the liquid modern context has revised the role of the work ethic (Kernan & Domzal, 1999; Lee, 2006; Poder, 2007). This refers to the decreased ethical value of work in producing contributing members of society (Poder, 2007) and the role of work as a “source of developmental values” (Lee, 2005; p.69). An aesthetic orientation to work has resulted in an increased individualization to work (Bauman, 2000), where the experience of work is not conducive to individuals sharing the same experience (Blackshaw, 2010; Poder, 2007). For Bauman, with an increased individualisation of work, a disintegration of relationships is evident in the liquid work context (Poder, 2007; Vogel & Ocshmann, 2013).

Increased fluidity in the liquid modern context has resulted in a shift from the traditional bureaucratic organization to the ‘liquid work’ organization (Clegg & Baumeler, 2010; Poder, 2007). The liquid work organization is understood as flexible, decentralized, with reduced bureaucratic structures (Clegg & Baumeler, 2010; Poder, 2007). At the same time, shifts affecting the flexibility of labour as a result of increased global capital have resulted in a form of disconnection between labour and capital producing an insecure work environment (Clegg & Baumeler, 2010; Poder, 2007). An increased insecurity of work requires individuals to demonstrate their relevance in an environment where traditional power techniques defined through the “panopticon” are replaced by new power techniques of “escape” and “slippage” (Bauman, 2000, p.11; Poder, 2007). The power of the panopticon,

defined through techniques of surveillance and monitoring, is re-defined in the liquid world, where power signifies the evasion of any form of commitment and obligation (Bauman, 2000; Clegg & Baumeler, 2010). According to Bauman (2002), increased insecurity in the liquid modern organization has resulted in employees being responsible for demonstrating their relevance. In the liquid modern context, an increased disengagement is apparent in the relationship between manager and employee, where traditional forms of management are replaced with employee's own self-management (Poder, 2007).

While Bauman presents how work is experienced in the liquid work context, other perspectives have pointed to a more integrative picture of work under the liquid modern condition. Poder (2007) discusses the manner in which a de-differentiation is evident in the liquid modern context as a result of an increased aesthetic orientation that has impacted work. As Poder (2007) explains, "The point is to experience an exciting, stimulating, and challenging form of work, and not just to have a job" (p.138). Under such conditions, the experience of work can be thought of in similar ways to leisure (Blackshaw, 2010). Poder (2007) indicates that in the liquid work context, relationships are not disintegrated, rather through reduced bureaucratic structures, a blurring between work and personal takes place. Additionally, there is potential for the individual to engage in meaningful and self-actualizing work through increased engagement and contribution to the organization (Poder, 2007). Through an increased focus on team work (Poder, 2007), and "swift trust" (Meyerson, Weick, & Kramer, 1996, p.167) with other members of the team, group cohesiveness and integrated relationships are factors countering disintegrative forces of liquid modernity.

In the liquid work context that is characterized through increased insecurities of work, emotional labouring plays an important role. Workers are expected to be able to

demonstrate their ability to adapt within the organization (Boltanski & Chiapello, 2007), but also in demonstrating their value in building social capital in the context of an increasingly insecure environment (Clegg & Baumeler, 2010). At the same time, the rise in teams and team work also contributes to decreased insecurities of work in that workers are able to form intimate bonds and support systems with others (Poder, 2007). Such perspectives of work in the liquid work context are relevant in understanding how work in contemporary life can still be meaningful and relevant given characteristics of an increasingly liquid world.

For the purposes of this study, I will examine meaningful work amongst workers from two organizational settings. Through an examination of meaningful work experiences, this study will shed light on the potentiality of the liquid work organization in contributing to meaningful and satisfying work experiences. This becomes an important topic in the overall discussion of work and leisure given changes within the contemporary context that have resulted in intensified work practices, drives for efficiencies and rising insecurities of work (Beck, 2000; Clegg & Baumeler, 2010; Lee, 2005; Rojek, 1995). The impacts of these changes have largely been discussed in the context of workers plagued by stress, burnout, while organizations struggle with issues of productivity and retention (Duxbury & Lewis, 2003; Haworth & Lewis, 2003).

Chapter 3: Methodology

Description of the Study Group

The study group consisted of workers from two organizations within the not-for-profit and public sectors. The first, a not-for-profit (NFP) organization, aims to direct their efforts at addressing social problems in the community through the investment of resources in various community-focused areas and groups. The organization is comprised of approximately 100 employees and is governed by a volunteer-led local Board of Directors. The organization was selected because it is a model for a productive and successful not-for-profit, which can be compared to the public sector organization, holding both similarities and dissimilarities with the not-for-profit.

For the purposes of this research a general description is provided of the NFP organization's key functions and activities. The organization's structure is described in this study as comprising of different branches, including fundraising, capacity-building, and management and operations. In the context of fundraising, activities included organizing and managing workplace accounts in support of annual campaign/fundraising. Capacity-building primarily refers to activities aimed at developing communities and providing assistance to communities through the management of funding programs, which deliver funding to different capacity/community building agencies. Activities in this area also include supporting community-building programs, hosting the capacity building centre, and working directly with communities to develop the resources and capabilities of their residents. The management and operations of the organization covers all activities to support the day-to-day operations of the organization. This work also includes the provision of advice to the Board of Directors and the fundraising cabinet. The work in this category encompasses different

functions within the organization, including human resources, information technology, corporate services, corporate planning, and partnerships.

The second organization in this study is a public service (PS) unit, comprised of approximately 60 employees within a federal government department. Although the unit examined does not reflect an “organization” per se, for the purposes of this research, the unit will be referred to as organization. The organization represents an integrated federal initiative aimed at providing national leadership on ways to prevent and reduce crime nationally. The organization was selected for its social focus and mandate which is comparable to the NFP organization and the researcher’s knowledge of the organization and ability to access the study group through a senior manager.

For the purposes of this research, a general description is provided of the PS organization’s key functions and activities. The organization’s structure is described in this study as comprising of different branches including, project management, which includes both a program funding and policy research component, and management and operations. In the context of program funding, key activities include the management and oversight of organizational proposals and submissions for funding programs or research programs. The oversight and management of funding programs typically includes reviewing project proposals, communicating with stakeholders, initiating the approval process, overseeing its implementation and conducting monitoring and evaluation for funded projects. The management and oversight of policy and research activities would include the development of research activities, either in-house or contracted, compiling research findings and disseminating to staff, as well as keeping abreast of evidence-based research to inform policies and programs. In the area of management and operations, activities include setting

the strategic direction and leadership of the organization and the day-to-day management of operations within the different functional areas.

The research examined knowledge workers in a public sector and not-for-profit sector organization. Both organizations share similar mandates, in terms of their focus on protecting and assisting the health and well-being of communities and Canadians at large. Both public and not-for-profit organizations face similar challenges in the current work environment. Both types of organizations are at risk for a high degree of public scrutiny, specifically as it relates to remaining transparent and accountable to the public (Burstyn, 2010). Additionally, both organizations are at risk with respect to retaining a healthy and productive workforce, as in the future, both recruitment and retention will be major concerns for these organizations (Duxbury & Higgins, 2009).

Although similar, dissimilarities are evident within both organizations. In comparison with the public sector, the not-for-profit sector is subject to greater resource limitations and is in constant search for funding to maintain itself and its programs (Catsouphe, Swanberg, Bond, Galinsky, 2004). As a result, there are greater temporary rather than permanent resourcing options, resulting in increased job insecurity (McMullen & Brisbois, 2003; Saunders, 2004). More recently, drives towards efficiency and cost-effectiveness in the public sector have resulted in efforts to streamline financial, human, asset and information resources (Clerk of the Privy Council, 2011).

Other differences relate to differences in pay between both organizations, where pay is generally lower within the not-for-profit organizations in comparison with other private sector and “quasi-public” organizations (McMullen & Brisbois, 2003, p. v; Saunders, 2004). Although both organizations are considered to be “externally-facing”, in serving the public, the not-for-profit sector organization maintains a more direct link and involvement with the

public. Finally, dissimilarities are found in terms of organizational structure, where the not-for-profit organization is considered to be much less hierarchical than the public sector organization (McMullen & Brisbois, 2003). By focusing on two organizations with similar mandates, as compared to a profit-driven mandate, the researcher is able to obtain insight on how two organizations that are relatively similar yet operate differently conceptualize work and leisure.

Research Design

A qualitative design was selected for this project to enable the researcher to gather insight into the nature of a particular phenomenon, to develop new concepts and theoretical perspectives about the phenomenon, and to discover any problems that may exist within the phenomenon (Peshkin, 1993). A qualitative design was well-suited to the objectives of the research considering it would allow the researcher to gather an in-depth understanding on workers' experiences of work and leisure and the specific dimensions that affect the relationship between work and leisure.

A phenomenological approach was adopted for this study. A phenomenological study attempts to understand people's perceptions, perspectives, and understandings of a particular situation (Leedy & Ormrod, 2001). Phenomenology is situated in participants lived experiences (Creswell, 2013), with the purpose of examining "what something is like from an insider's perspective" (Leedy & Ormrod, 2001; p.153). This approach is best-suited to the objectives of the study in order to describe knowledge workers' lived experiences of meaningful work within two organizational settings and its relationship to leisure.

In phenomenological research, interviews constitute the primary method of data collection, "where the participants' descriptions can be explored, illuminated, and gently probed" (Kvale cited in Wimpenny & Gass, 2000, p. 1487). With this research approach, in-

depth interviews of approximately one to two hours are recommended to enable the researcher to enquire into participants' lived experiences and obtain their descriptions of the phenomenon (Creswell, 2013). Creswell (2013) recommends a sample size ranging between 5 to 25 participants. According to Polkinghorne (1999), selecting an appropriate sample size is not concerned with generalizing results, rather providing for a better understanding of the variation in the results.

Participants

A convenience sample was selected for this study. According to Leedy and Ormrod (2001), a non-probability convenience sample considers individuals that are readily available. Therefore, participants that were available and willing to participate in the study were selected. Inclusion criteria included participants who were employed full-time during the period of data collection within both organizations. It is understood that different working arrangements would provide for vastly different work and leisure experiences. Therefore, in an effort to ensure greater comparative ability, only full-time employees were recruited and selected for the study. The sample consisted of both management and non-management positions. In the context of examining people's experiences and feelings towards work, it was important to pay greater attention to the experiences of both management and non-management workers in this research. In doing so, there was the potential to highlight whether one's work roles had an impact on workers' experiences of work and its relationship with leisure. In the present study, management was defined as Director-level or higher or managers responsible for supervising one or more staff.

The resulting sample of 26 participants comprised of 15 employees out of approximately 60 from the NFP organization and 11 employees out of approximately 100 from the PS organization. From the NFP organization, eight were in management and senior

management positions, while seven were employees in non-management positions. All had been working for the organization between two months and 11 years. A total of nine participants were female and six were male. Participants varied in age with the majority (60%) having been 26 to 35. 27% were 46 to 55. 13 % were 18 to 25 (6%) and 56 to 65 (7%). Just over half of all participants (53%) were married, while 27% were single, 13% engaged or common-law, and 7% divorced. Over half of participants had children (60%), while 40% did not have children. The majority of participants (74%) were university educated, having either a Bachelor's degree or a Master's degree. A total of 20% of participants had a college diploma, and 6% had a high school diploma. A breakdown of participants by sex, occupational class, and function is provided below (see Table 1).

From the PS organization, four were in management and senior management positions, while seven were employees in non-management positions. Similar to the NFP organization, all had been working for the organization between two months and 11 years. A total of seven participants were female and four were male. Participants varied in age with the majority having been 46-55 (46%). 36% were 26 to 35. 9 % were 36 to 45, and 9% were between 18 to 25. Just over half of all participants (55%) were married, while 27% were divorced and 18% common-law. The majority of participants (73%) had children, while 27% did not have children. Almost all participants (91%) were university educated, either having a Bachelor's degree, a Master's degree, or a doctoral degree, and 9% having a college diploma. A breakdown of participants by sex, occupational class, and function is provided below (see Table 2).

The size and composition of the sample was considered adequate for the purposes of this study, in being able to obtain a rich variation of participant descriptions. Although a purposive sampling approach was not employed, which would have targeted efforts at

securing an adequate representation of participants across socio-demographic and occupational variables, the study's sample still comprised of participants ranging across occupational and socio-demographic variables. Participants varied in terms of length of employment, occupational class, occupational category, age, marital status, family status, and education. The resulting sample is believed to consist of a range of participants, whom provided a variety of experiences related to the phenomenon (Polkinghorne, 1999)

Table 1

Participants within the Not-for-Profit Organization

Name	Sex	Occupational class	Function
Joe	Male	Manager	Fundraising
Mike	Male	Manager	Management
Sue	Female	Manager	Fundraising
Sara	Female	Manager	Capacity Building
Tom	Male	Senior Manager	Management
Nick	Male	Manager	Management
Lisa	Female	Manager	Management
Jack	Male	Manager	Management
Jen	Female	Employee	Capacity Building
Amy	Female	Employee	Fundraising
Ang	Female	Employee	Fundraising
Kate	Female	Employee	Management
Val	Female	Employee	Management
Kelly	Female	Employee	Capacity Building
Steph	Female	Employee	Fundraising

Note. Pseudonyms have been provided to ensure participant anonymity.

Table 2

Participants within the Public Sector Organization

Name	Sex	Occupational class	Function
Matt	Male	Manager	Project Development
Dan	Male	Manager	Management
Rox	Female	Manager	Management
Jon	Male	Senior Manager	Management
Cassy	Female	Employee	Project Development
Sally	Female	Employee	Project Development
Ken	Male	Employee	Project Development
Jess	Female	Employee	Management
Mel	Female	Employee	Project Development
Nina	Female	Employee	Project Development
Hana	Female	Employee	Project Development

Note. Pseudonyms have been provided to ensure participant anonymity.

Recruitment

The recruitment process was initiated following receipt of the Ethics Approval Form from the University of Ottawa Health Sciences and Science Research Ethics Board (see Appendix A). In order to recruit participants, it was necessary to obtain permission from the senior manager within each of the two organizations. From the PS organization, the researcher had consulted with a manager, whom the researcher had known prior to commencing the research, to discuss the nature of the research study and discussed the possibility of conducting the research within the PS organization. At that time, the manager had discussed the potential to conduct this study with the senior manager responsible for the

organization. Pre-consultations with the senior manager had taken place to discuss the nature and objectives of the study and to gain authorization to consider PS employees to take part in this study. A letter of permission was signed by the senior manager to confirm the organization's support to conduct the study within their organization (see Appendix B).

To access the senior manager within the not-for-profit organization, the researcher had initially phoned a few people within the organization to determine who would be the best person to consult about carrying out the study. After obtaining the contact information of the senior manager, the researcher had arranged for a meeting to discuss the research project. Following this meeting, the researcher provided the senior manager with details of the research study, including the purpose of the study, how the data would be collected, the time commitment of potential participants, and how the research is beneficial.

At this time, the researcher had provided the senior manager with a summary of the nature of the research study, including the objectives of the research study, the methodology, the obligations as potential participants, and the benefits of the research. The senior manager had confirmed with the researcher the organization's interest in participating in the study, following approval from its senior management committee. A letter of permission was signed by the senior manager to confirm the organization's support to conduct the study within their organization (see Appendix C).

The researcher had provided both senior managers in each organization with a letter of invitation that was circulated to all employees (see Appendix D). Upon request of the senior manager from the NFP organization, the researcher also delivered a brief presentation at the staff meeting to introduce the researcher and the nature of the research and to explain the obligations as potential participants. The invitation letter circulated to all employees provided an introduction to the researcher and the study, obligations as a participant in the

study, and a confirmation that senior management has committed to accommodating their participation. To ensure voluntary participation of participants, in the case where employees had an interest in participating in the study, they were to communicate directly with the researcher. This alleviated any pressure for employees to feel compelled to participate considering their participation was being solicited by senior management.

For each employee that had contacted the researcher stating their interest in the study, the researcher had responded in thanking them for their interest and confirming their status as full-time employees. Although the invitation letter indicated that the research was being conducted amongst full-time employees, it was important for the researcher to confirm their status as a full-time employee prior to data collection. For employees who met the criteria of the study, the researcher had confirmed their preference for the interview time, either in the morning (early, mid, or late), or afternoon (early, mid, late) during the period of data collection. At this stage, the researcher had also confirmed their comfort in having the interview take place on the organization's premises, and confirmed participants' preference in conducting the interview in English or French. Following responses provided by employees, the researcher prepared a tentative timetable with the dates and interview times. At this stage, the researcher had consulted with the executive administrator within each organisation to arrange for the boardroom reservation to accommodate the interviews on-site during working hours. No names were provided to the administrators within each organization, only the required dates and times for the boardroom reservation. Once the boardrooms were confirmed, the researcher had sent a final confirmation to each participant with the details of the interview date, time, location, and language of the interview.

Data Collection

The purpose of the interviews was to obtain information on participants' experiences, feelings, and beliefs about the phenomenon in question. In-depth semi-structured interviews took place with participants during working hours in a boardroom located within each of the organization's offices. Having conducted the interviews in a boardroom on-site provided greater accessibility for participants in that the location of the room was familiar and in close proximity to their workspace, yet still separate from their work location. All interviews were conducted in English in both organizations with the exception of one that was conducted in French in the NFP organization. Prior to conducting the interviews, the researcher introduced herself, explained purpose of the research study, and clarified the expectations of being a participant in the study. At this time, participants were asked to sign the consent form prior to beginning the interview (see Appendix E). The interviews were tape-recorded and the researcher took additional notes and personal observations throughout the course of the interviews in an attempt to ascertain greater credibility in the data collection and analysis.

In phenomenological research, the preferred method of data collection is semi-structured interviews (Marton & Booth, 1997). Semi-structured interviews, or semi-standardized interviews, lie somewhere between structured and unstructured interviews, and typically involve a number of guiding questions based on central themes that are asked for each participant (Berg, 2001). These questions are for the most part asked in a consistent and systematic order; however the interviewer is free to digress from the order of the questions to probe beyond the answers received to their prepared and standardized questions (2001).

The construction of the interview schedule was based on three central themes, which informed the guiding discussion questions (see Appendix F). These themes consisted of: (a)

participants' perceptions of work, (b) participants' perceptions of leisure, and (c) participants' perceptions of the relationship between work and leisure. The interview approach included questions relating to participants' socio-demographic information, including their age, sex, marital status, educational level, as well as their position title within the organization. Discussions with participants centered on the following guiding questions: (a) Describe the nature of your work and how you feel about it? (b) "How do you define leisure?" and (c) For you personally, how do you see work and leisure relating to each other?

The first question aimed to gather information on participants' nature of work, the nature of their work responsibilities, their motivations behind employment choice, satisfactions with work, and their general orientations towards work. The second guiding question aimed to understand how participants' experience leisure in their lives, how they felt leisure was meaningful, if at all, and the attributes perceived to be associated with leisure. The third guiding question was critical to determining how the relationship between work and leisure is conceptualized and experienced amongst participants. The sequencing of all three questions provides participants with a natural flow in responding to general questions surrounding work and leisure, which positioned participants to best respond to the third guiding question.

The researcher utilized a series of probes and follow-up questions to ensure the research concerns were addressed. A series of scheduled probes helped to manage the conversation, regulate the length of responses, clarify responses, and keep the conversation on topic (Rubin & Rubin, 2005). Unscheduled probes or follow-up questions were used during the interview and following the interview, to obtain greater information about an idea, a concept, a theme, an event or issue mentioned by the participant (Rubin & Rubin, 2005).

Data Analysis

Following completion of participant interviews, each interview was transcribed verbatim. In reviewing participants' responses, the researcher was able to highlight the areas within participants' transcripts that required additional follow-up and clarification. In a few cases, follow-ups with participants were required. At that point, the researcher contacted the participant(s) by e-mail or by phone, to obtain greater clarification on a specific statement or response made during the interview. In two instances, following transcription of the interview, the researcher had communicated with participants by e-mail to request a clarification on a statement made during the interview. In one instance, the researcher had made the clarification with the participant through a subsequent phone discussion. In the second instance, the researcher had arranged to meet in-person with the participant at their location of work.

Creswell's (1998) steps to analyzing phenomenological data were used in the current study, in conjunction with Moustakas (1994) approach to analyzing phenomenological data. According to Creswell (1998), the first stage of analysis involved identifying statements that related to the topic. The researcher had read each of the transcripts in order to separate relevant information from irrelevant information for each of the questions, while making reflexive notes, including the researcher's initial impressions and thoughts, directly on the transcript. Following this stage, the researcher assessed and interpreted the information to produce a segment of data reflecting a single, specific thought. An initial template was developed for each organization to assist in organizing each of the segments of information identified in the transcripts as well as the researcher's reflective notes.

The next step involved grouping the segments of information into categories of meaning units (Creswell, 1998). In examining both the reflexive notes and the statements

identified within each of the templates, the researcher was able to assign codes to develop broader categories of meaning. To assist in developing themes and to identify divergent perspectives (Creswell, 1998), the researcher had added another tier of analysis in producing a secondary template for each organization to identify the broader categories as they related to the key questions. At this stage, the key themes begun to emerge and were identified within the template. At the same time, the researcher was able to identify divergent categories, which had developed into new themes.

The researcher was able to identify the broader themes and sub-themes within each of the organizations. Moustakas's (1994) approach to the analysis of participants' experiences was incorporated in order to distinguish between participants' individual textural and structural experiences. The researcher had reviewed the themes and sub-themes and differentiated those that were a reflection of participants' experiences (textural) and those that reflected the context or setting that influenced how participants' experienced the phenomenon (structural descriptions). In doing so, it was possible to demonstrate both the meaning of the experience and the conditions that may have influenced the experience.

The researcher had then developed three Excel tables for each of the key questions to identify both the structural and textural themes and sub-themes by organization and position (management or non-management). The researcher was then able to record the frequency to which participants had experienced or identified a specific theme and sub-theme, which provided some information on the degree of strength for each of the themes and sub-themes. In doing so, it was possible to comparatively examine participants' experiences through both textural and structural themes within both organizations. The final stage involved constructing a composite, where the various meanings are incorporated to develop an overall description of the phenomenon (Creswell, 1998). A composite was developed as they relate

to each of the three articles of the study, which present an integration of the structural and textural themes identified in the analysis.

Quality of Data

Trustworthiness in qualitative research refers to the extent to which the results of a research study are understood to reflect the perspectives of the study's participants (Lincoln & Guba, 1985). To establish credibility in the research, the researcher had engaged in a number of verification procedures, including the 'bracketing' of one's presuppositions, researcher reflexivity, peer review, and a thick description of the context and research procedures (Creswell & Miller, 2000; Lietz & Zayas, 2010; Miller and Crabtree, 1992). In some cases, these approaches were also found to establish transferability, auditability or reliability, and confirmability in the research (Lincoln & Guba, 1985; Lietz & Zayas, 2010).

The first procedure involved the bracketing of the researcher's presuppositions on the phenomenon. Bracketing, or as Husserl referred to as "epoche", (as cited in Moustakas, 1994, p.85) refers to the researcher being able to withhold or abstain their own views, interpretations, and presuppositions, from influencing the perspectives provided by participants (Miller & Crabtree, 1992). Prior to conducting the data collection and data analysis, the researcher was involved in an exercise to consciously expose her views and presuppositions in an attempt to avoid researcher bias (Lietz & Zayas, 2010). For the researcher, the study of work within the public service sector is something that is of particular interest considering her own experiences working within the public service sector. The researcher has developed over the years an in-depth understanding on the nature of work, the culture of public service work, and the increased interest within public service organizations to strive to improve the conditions to enhance the quality of work lives for its employees.

It was necessary for the researcher to reflect upon the manner in which her personal and professional experiences could have an impact on the reason for conducting the study, the assumptions on the main findings within both organizations, and the data collection procedures and analysis. At the conceptualization stage of the study, the researcher was able to identify her views and presuppositions relating to how public service work and not-for-profit work is generally characterised, and how these characterizations could potentially impact experiences of work. At the same time, views were exposed concerning the manner in which leisure potentially engages with work amongst workers in both settings. These assumptions identified in the early research stages were important to acknowledge and were influential in the choice of method for the study. Through the use of a semi-standardized interview with fewer pre-determined questions, and the formulation of generic discussion questions, it was possible to ensure that a broad spectrum of participant experiences could be identified.

Reflexivity, similar to bracketing, provides a way for the researcher to understand the manner in which their own views, knowledge, and experience, potentially impacts the research (Horsburgh, 2003). The researcher maintained a reflexive journal or a “reflective commentary” (Shenton, 2004, p. 168) to record her impressions and emergent themes and patterns, which were used to inform on the results of the research. For Shenton (2004), in examining Lincoln and Guba’s (1985) notion of progressive subjectivity, the use of a reflective commentary is particularly useful in shedding light on the manner in which the researcher develops constructions or ideas, which can be tied to the results. The researcher was able to identify key impressions formulated following the interviews with participants and following the review of the transcribed interviews (Shenton, 2004). This is particularly

useful in firstly identifying how impressions were constructed into patterns and themes, and secondly, how these constructed themes either aligned or digressed from the results.

Part of ensuring credibility includes conducting peer reviews or peer verification, involving the researcher discussing their findings with other experts or colleagues in the field of study (Krefting, 1991; Lincoln & Guba, 1985). The research supervisor was able to provide valuable insight pertaining to the analysis of data, both in terms of technique as well as findings. Through peer verification, the researcher was able to adjust the process of analysis, which enabled the clear identification of the strength of themes and provided a comprehensive picture of comparability between two organizations. Peer review was also valuable in the review of alternative ways of conceptualizing the findings and how the findings could be expanded in different ways to reveal the relationship with broader theory.

Maintaining a rich or thick description of the context and the research methods throughout the research process is important to establishing credibility (Creswell & Miller, 2000; Lietz & Zayas, 2010; Shenton, 2004). The researcher had made all attempts to ensure that the phenomenon examined and the contextual factors affecting the phenomenon were clearly identified and documented (Shenton, 2004). The researcher had maintained detailed manual notes of the research methods, including the choice of methods, the recruitment process, and interview process. The researcher tape recorded interviews to provide the ability to manually capture any relevant details provided by the participants during the interview, including any expressions, reactions, or potential areas that could have required additional clarification. Throughout data analysis, the researcher was able to compare her descriptive notes with participants' experiences in an attempt to enrich the findings, both in terms of structural and textural themes. The result of having a thick description provides a

way for the reader to understand the phenomenon being described as a true reflection of participants' thoughts, feelings, and experiences (Creswell & Miller, 2000; Shenton, 2004).

Confirmability in qualitative research refers to ensuring that the study's findings are a reflection of the participants' experiences and not 'the characteristics and preferences of the researcher' (Shenton, 2004, p. 72). The same approaches to establish credibility in the research study also helped to ensure confirmability, which included the bracketing of the researcher's views and the maintenance of a reflexive journal.

Transferability, or "the degree to which the findings are applicable or useful to theory, practice and future research" (Lietz & Zayas, 2010, p. 195), is also evident in this study. The findings of this research do hold relevance in other similar contexts, which possess similar structural or contextual characteristics. This includes the extent to which meaningful work is understood with other similar organizational settings, the potentiality for features of liquid work to contribute to satisfying experiences of work, and the potential for leisure to engage with certain forms of work. The findings of the study are also relevant to practice and future research, in shedding light on information concerning meaningful work experiences and the structural or conditional factors that either enable or hinder the experience at the organizational level. At the same time, the researcher's utilization of a thick description of the research process, context and phenomenon also supported the study's transferability (Shenton, 2004).

Dependability in qualitative research refers to the extent to which the research can be replicated and yield the same results (Shenton, 2004). Auditability, like dependability, ensures that the research procedures are clearly documented throughout the project stages (Lincoln & Guba, 1985). Throughout the research process, the researcher had a system to track changes or decisions made, both individually and in collaboration with the research

supervisor. This was most evident in the analysis of the data, which at times necessitated the inclusion of certain criteria or rules in order to delineate certain categories.

The forthcoming chapter presents a description of the phenomenon based on an examination of the three key research questions that have guided the study. The first article provides a contextual piece to this study in examining how meaningful work is characterized amongst professional and knowledge workers in both a not-for-profit and public sector organizational setting. The second article examined the extent to which leisure is engaged with satisfying work experiences of professional and knowledge workers through a form of civil labour. Finally, the third article will examine whether a de-differentiation is taking place amongst professional knowledge workers from a public and not-for-profit sector organization.

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Chapter 4: Thesis Articles

**Article I: Satisfaction in the Liquid Work Organization: Meaningful Work in Two
Organizational Settings**

Abstract

Socio-economic transformations have impacted the nature and experience of work in the current environment (Roberts, 1999; Rojek, 2001; 2004). The intensification of work and rising rates of workplace dissatisfaction (Duxbury & Higgins, 2003; Lowe, 2006; May, 2010) necessitate a closer examination of how meaningful work is possible in the given context. This study examines how meaningful work is characterized amongst professional and skilled workers in a not-for-profit sector and public sector organization, and the extent to which these experiences are characteristic of the 'liquid work' organization (Clegg & Baumeler, 2010; Poder, 2007). This study employed a qualitative, interpretive approach, using in-depth interviews, to investigate participants' experiences of satisfaction and dissatisfaction in their workplace environment. The results of the study found that experiences of meaningful work were largely evident in the not-for-profit sector organization, which more closely resembles a liquid work organization. Aligning with literature on liquid work (Clegg & Baumeler, 2010; Poder, 2007); workers' experiences were both integrative, deriving social benefits at work and a sense of belongingness, and individualized, in having the opportunity to play a defining role in contributing to the organization's outcomes. The findings shed light on the factors enabling satisfaction within two contemporary organizational settings, and the potential for the liquid work organization to enhance personal and professional satisfaction.

Introduction

The contemporary western work environment reflects a different work culture than that reflective of post-war society. Globalization, de-regulation of the labour market, the rise of flexible accumulation of capital, and changing workforce demographics have led to a changing work culture and a modification of traditional working practices (Roberts, 1999; Rojek, 2001; 2004). In examining work in contemporary society, attention should be given to how satisfying work can occur given such transformations that have resulted in a multitude of work experiences. Recent literature has examined the effects of a shifting work culture from traditional modern forms of work to ‘liquid modern’ forms of work (Clegg and Baumeler, 2010; Poder, 2007).

Liquid work stems from Bauman’s (2000) theory of liquid modernity, referring to a ‘liquid’ condition of life, defined as an era where increased ‘fluidity’ has re-shaped traditional modern structures of order and systems of control in producing a dissolution of boundaries between individuals and institutions (Clegg & Baumeler, 2010; Vogel & Ocshmann, 2013). Bauman’s liquid modernity has been discussed in the context of the work organization, characterized by an increased aesthetic orientation to work, increased individualization, and a disintegration of relationships (Poder, 2007; Vogel & Oschmann, 2009). At the same time, perspectives on ‘liquid work’ have been described as integrative, reflective of communality rather than individuality, and self-fulfilling (Clegg & Baumeler, 2010; Poder, 2007). Such characteristics have been found to promote satisfaction in contemporary work in providing opportunities for creative expression, self-management, autonomy, challenge, and social relationships (see Bowers, 2011; D’Abate, 2005; Guerrier & Adib, 2003; Ravenscroft & Gilchrist, 2009, Snir & Harpaz, 2005; Wright & Davis, 2002).

Satisfaction has become an increasingly important issue given the increasing number of Canadians who experience job stress and dissatisfaction at work as a result of the nature of their work as well as work environment (Duxbury & Higgins, 2003; May, 2010). For the most part, job stress and dissatisfaction at work have been found to result in increased absenteeism and turnover, increased physical and mental health problems, and reduced quality of life (Duxbury & Higgins, 2003; May, 2010, Weston, 2012; Williams, 2003). The present study aims to examine how meaningful work is experienced amongst professional and knowledge workers in both a not-for-profit and public sector organization and how increased satisfaction can be obtained at work. Using a qualitative interpretive approach to investigate workers' experiences of satisfaction and dissatisfaction, it is possible to understand what factors associated with specific work contexts enable and hinder workplace and personal satisfaction. Through an examination of what constitutes meaningful work within these workplaces, it is possible to identify the extent to which features of the 'liquid work' organization are possible within contemporary professional working environments, and how they might contribute to increased satisfaction and reduced stress.

Methods

Description of the Study group

The study group consisted of workers from two organizations within the not-for-profit (NFP) and public sector (PS). The first, a NFP organization, is governed by a volunteer-led local Board of Directors. The organization is focused on investing resources according to community needs, in order to build a healthy, strong, and safe community. The organization is comprised of approximately 100 employees and is aimed at directing efforts to address the root causes of social problems in the community. In this case, the organization was selected because it is a model for a productive and successful not-for-profit, and

secondly, based on the similarities between the not-for-profit organization and the public sector organization in terms of mandate.

The second, a PS organization, consisted of approximately 60 employees within a unit of a federal government organization. Although the unit examined does not reflect an “organization” per se, for the purposes of this research, the unit will be referred to as organization. The organization represents an integrated federal initiative aimed at providing national leadership on ways to prevent and reduce crime nationally. The organization was selected for its social focus and mandate which can be compared with the second organization examined in the study and the researcher’s knowledge of the organization and ability to access the study group through a senior manager. Although both organizations share similarities, in terms of mandate, both organizations operate within different work environments, in terms of pay, funding to maintain itself and its programs, and organizational structure.

Sample

Participants were identified using a convenience sample. Therefore, participants that were available and willing to participate in the study were selected. Inclusion criteria included participants employed full-time within both organizations. It is understood that different working arrangements would provide for vastly different work and leisure experiences. In an effort to ensure greater comparative ability, only full-time employees were recruited and selected for the proposed study. The researcher also made efforts to obtain a sample of both management and non-management positions. In the present study, management was defined as a Director-level or higher or managers responsible for supervising one or more staff.

Recruitment of the sample consisted of the researcher initially contacting two senior managers from both senior organizations to determine whether there would be an interest on the part of each of the organizations and its employees to participate in the study. Following initial contact, a meeting had taken place with each of the senior managers to describe the research, its objectives, and obligations as participants of the study. Participants were recruited through an invitation circulated by senior management. To ensure voluntary participation of participants, in the case where employees had an interest in participating in the study, they were to communicate directly with the researcher.

The resulting sample of 26 participants comprised of 15 employees from the NFP organization and 11 employees from the PS organization. From the NFP organization, eight were in management and senior management positions, while seven were in non-management positions (see Appendix A). All had been working for the organization between two months and 11 years. A total of nine participants were female and six were male. Participants varied in age with the majority (60%) having been 26 to 35. 27% were 46 to 55. 13 % were 18 to 25 (6%) and 56 to 65 (7%). Just over half of all participants (53%) were married, while 27% were single, 13% engaged or common-law, and 7% divorced. Over half of participants had children (60%), while 40% did not have children. The majority of participants (74%) were university educated, having either a Bachelor's degree or a Master's degree. A total of 20% of participants had a college diploma, and 6% had a high school diploma.

From the PS organization, four were in management and senior management positions, while seven were employed in non-management positions (see Appendix B). Similar to the NFP organization, all had been working for the organization between two months and 11 years. A total of seven participants were female and four were male.

Participants varied in age with the majority having been 46-55 (46%), 36% were 26 to 35, and 9 % were 36 to 45, and 9% were between 18 to 25. Just over half of all participants (55%) were married, while 27% were divorced and 18% common-law. The majority of participants (73%) had children, while 27% did not have children. Almost all participants (91%) were university educated, either having a Bachelor's degree, a Master's degree, or a doctoral degree, and 9% having a college diploma.

Data Collection and Analysis

A qualitative, interpretive approach was selected for the current study through in-depth semi-structured interviews (Creswell, 1998; Miles & Huberman, 1994). The purpose of the interviews was to obtain information on participants' experiences of meaningful work. Interviews took place with participants during working hours in a boardroom located within each of the organization's offices. Interviews were conducted in English with the exception of one that was conducted in French. Following completion of participant interviews, each interview was transcribed verbatim. Content analysis was used to systematically analyze transcribed interview data to identify patterns and themes (Berg, 2001). An inductive approach to content analysis was applied in collecting specific data and moving to more general observations through category and theme development (Elo & Kyngas, 2008). The first stage of analysis involved conducting open coding, which consisted of reviewing transcripts and making notes within the text itself to describe the various pieces of information highlighting participants' experiences of work (Berg, 2001; Elo & Kyngas, 2008).

According to Berg (2001), following open coding; coding frames are used to organize data and identify findings to establish categories. At this stage, the researcher assessed and interpreted the information highlighted from the first phase to produce a segment of data

reflecting a single, specific thought. An initial template for each organization was developed to record coded data and begin organizing and grouping segments of information to develop categories. To establish patterns, the researcher added another tier of analysis in preparing a spreadsheet to outline the clusters of main categories and sub-categories to describe the nature of the phenomenon in question. At this stage, the frequency of participants' responses in aligning with the categories was recorded in an Excel spreadsheet to assess the magnitude or strength of a specific category of information and to identify themes and patterns (Berg, 2001). It is important to note that categories were developed to reflect both manifest and latent content, which reflected data at both a surface level and deeper level (Berg, 2001). The following section presents the results of the data analysis in outlining participants' experiences of meaningful work within two organizations.

Results

The following section presents how meaningful work is characterized within both the NFP and PS organization. Participants from within the NFP organization and the PS organization were asked to describe the nature and experiences of their work. Based on this information, it was possible to identify how participants experienced workplace satisfaction. The results provide a comprehensive explanation of the experience and the factors that enable and hinder satisfaction amongst participants. Pseudonyms have been provided to ensure participant anonymity.

Meaningful work amongst NFP participants

Making a difference in the community. Most NFP participants had reported deriving satisfaction in being able to make some form of social contribution in the community. For the most part, participants' contribution to the community was both direct and indirect through their involvement in fundraising activities and capacity-building. As

part of Sue's work is managing fundraising campaigns, she is able to increase participation and secure donations that reach the community. She feels passionate about her work in that she knows she is making a difference in someone's life: "To me, it is giving back to the community, and I choose to, we all do here, we all put the hours that is required to and that's why we're here, and otherwise we'd be somewhere else." Although Jen's work may be more indirect in managing agencies who provide help to individuals in need in the community, she is still able to see that her work has a purpose in having positive impacts in the community: "I get a lot of letters by people who have received [help in the form of goods and services]...it's really touching the letters I get."

For other participants, making a social contribution involved more direct means, as was the case with Kelly, whose involvement in the community consisted of helping residents find the right tools to build capacity. For her, what's most rewarding is being able to oversee the process in the community to ensure there is a positive change, "You're listening to resident concerns, and you're connecting them to a tool or a decision-maker that can help make change." Most NFP participants had identified obtaining satisfaction through opportunities stemming from both the nature of their work and the organization itself to make a social contribution in the community. NFP participants were able to see that their efforts were contributing in making a positive difference in the community, whether that was through direct or indirect means.

Stimulating Work. Within the NFP organization, stimulating work consisted of work that was both creative in nature and provided some form of personal development. For these participants, as part of their role in the organization meant being able to adapt to new changes, take on new risks, and creatively address organizational challenges. For Lisa, whose role involves supporting the leadership of a senior manager, satisfaction is derived in

being able to work with different teams in the organization to creatively address their challenges:

I like honestly, like feet up on the table and white boarding, conceptualizing things, knowing that we have an opportunity or an idea, and we never ever pursued this business line before or kind of project before, how on earth do we do this?

Maintaining relationships and networking comprises a key part of Jack's role in building organizational capacity in obtaining money to offset costs. For him, satisfaction is derived through successfully meeting organizational goals: "We raise a considerable amount of money and it allows us to do things that we probably would not have been able to do had we not secure the funding. Its success is my success."

For other participants, satisfaction is derived through work providing some form of personal development. For these participants, work provided the opportunity to develop skill sets that were not considered 'natural'. For Tom, his work enables him to exercise relationship management skills more often than technical skills. As a result of the nature of his work, it was possible for him to develop skills that he did not have previously: "You know I am an introvert by nature, and so you know it has been set of learned skills, that have helped me develop to the posture and the person that you see today, which isn't natural to me." Similarly, for Lisa, satisfaction is derived in from activities that enable her to develop new relationships and personal rapport: "When I'm at work, I felt like I always had to act in a certain way, come off in a certain way, and that didn't allow people to kind of come in. Now I am in a job that is allowing me to do that." NFP participants had identified deriving satisfaction through stimulating work. For some, this involved creative opportunities at work to succeed in meeting organizational goals and challenges. For others, work was satisfying in that participants were able to develop and exercise different skill sets, which provided not only professional growth but individual growth.

Social Benefits. NFP participants had described obtaining satisfaction from the benefits derived through social activities at work. Participants had identified deriving social benefits through interactions with colleagues and social interactions as part of the nature of one's work. Some participants found that developing relationships with colleagues provided satisfaction in having a sense of belongingness to the team. For Amy, being able to work in a team has enabled relationships to be formed outside of work: "we're very close, I mean, you know, we do things socially outside of work." A sense of belongingness with the team was also reported as a result of the nature of the work and the type of people who work in the organization, as Sue describes: "Most people don't do it for the money. So, you know you kind of grow into almost a family."

Participants also reported obtaining a sense of satisfaction through organized social activities within the workplace. For most participants, having the opportunity to participate in social activities provided through the organization enabled camaraderie amongst workers and provided stress-relief. For Sue, social activities during work hours is beneficial for teambuilding: "I think they really do balance things here, we're going to bowl [bowling] next week, yeah, so that's great and it forces us and it's a great teambuilding and to get away and enjoy it's sharing working hours so it's wonderful. Similarly, it provided a way to connect with others, as Jen recounts, "It really brought us together; it's the small stuff, it's not a lot of people that work here, and we often don't cross paths."

For other participants, satisfaction was derived through work-related social interactions with clients, which was an essential part of their work. Tom described an example of assisting an organization in building their capacity to develop a project: "My role is to step in and to identify people in the community, paid or volunteer, professionals, architects, contractors, civic leaders, politicians, etc... to fulfill this project." Similarly,

Jack's role in obtaining money outside of fundraising activities is dependent on exercising relationship management: "I am very comfortable talking to people, getting to know people, and I just relish and cherish relationships in that fashion. It's just something I enjoy doing, I learn a lot from it I love to learn about people." For these participants, satisfaction was derived through social benefits stemming from the nature of one's work and the work context. In the context of the nature of one's work, these experiences were more often identified amongst participants who had greater control over their work to exercise the social and relationship aspect, rather than only the technical aspects of their work.

Workplace balance. Some NFP participants reported dissatisfaction with the extent to which their work blurred into their non-work lives. For these participants, the demands of work had at times resulted in working additional hours, which cut into their personal lives. Expectations to fulfill commitments outside of normal working hours resulted in participants feeling they had less personal control over work, regardless of whether the activity is enjoyable, or not. For Amy, as part of her work in fundraising, engagements can be held on the weekends or the evening. Regardless of whether the activity is considered fun, it is still recognized as work:

A lot of people might think you know you're going to an event at a restaurant or a bar that's leisure, right? I mean people assume that it's fun time and not to say that it's not enjoyable but like I said before you're on, you're preparing to give a presentation, you have to set things up, and tear things down, you know, it is work.

For these NFP participants, a blurring between work and non-work was not enjoyed in the sense that work demands interfered with non-work hours. Although some participants had identified having less personal control over work and non-work, they were able to exercise some control in being able to self-manage to ensure that they are able to meet these commitments as part of the work.

Experiences of workplace satisfaction amongst NFP participants stemmed from both the work environment as well as nature of work. This included having the opportunity to make a difference in the community, work that was either creative or personally developing in nature, and deriving social benefits from work. NFP participants also described dissatisfaction with the extent to which work experiences blurred with non-work. The following section will discuss how public sector (PS) participants experience workplace satisfaction.

Public Sector participants' experiences of satisfaction

Having an expert role. Amongst PS participants, having an expert role within the organization provided primary satisfaction. For these participants, having an expert role provided some degree of autonomy over the conduct of their work. For Cassy, developing her expertise in an area enabled a sense of ownership over her work: "I like the fact that I'm given a diversity of files and I also like the fact that you have an increased sense of responsibility because the team is so small. It allows you to build your knowledge in a certain thing." Having an expert advisory role in the organization also enabled some participants to feel like an active participant in contributing to senior management decisions, as Dan describes: "I find that you know I feel quite valuable to the organization. It's a very good feeling and I'm involved in many aspects of the senior management activities and decision-making."

For other participants, satisfaction was derived from working in an area of interest, in which one's skills and knowledge are exercised. For Ken, this comes from being able to exercise his skills and knowledge in the policy realm to help develop partners' ideas: "I really enjoy providing some political, well not so much big 'P' advice, and understanding things from the political perspective, which might be perceived both with our external

partners and internally.” For PS participants, satisfaction was for the most part derived from making a contribution to the organization through the capacity of their work, which provided some degree of ownership over their work and recognition.

Working with others. Amongst some PS participants, aside from their responsibilities in managing and leading staff, helping others within the organization was also found to be one of the most satisfying elements of their work. Although Matt’s work is primarily transactional in nature, providing guidance and support to his staff is personally rewarding: “You can see the effort and the trust you placed in them has paid off in a very discernible way. That’s what I drive the most pleasure, it’s true.”

Similarly, Jon’s work in managing and leading the organization involves a lot of hands-on management. For him, the greatest enjoyment is derived from the day-to-day interactions with staff and outside partners: “I’m more oriented towards people than process. So, you know the human interaction, you get the kind of feeling of sort of collective job done. And, one of mutual respect that develops, the bonds.” As part of their management role, participants felt that the human element of work, in working with staff and developing staff, provided the greatest satisfaction.

Reduced control over work process. The majority of PS participants identified having reduced control over work as a result of bureaucratic processes, which led to dissatisfaction with work. Bureaucratic processes included internal obstacles, such as delays in work flow and approval processes in the management of project proposals for funding or overseeing funded projects. Mel describes the process as being very long and tedious, with no guarantee of successful completion at the end and in some cases, lost partnerships. For her, there is a need to adapt personally to ensure that it does not affect her well-being, “If you let it get to you too much, I think you will lose some motivation, and that’s a pity.”

Similar experiences are identified by Rox, who describes how her role in overseeing the management of these projects as challenging due to long delays as part of the approval process: “We try to get the money out the door as fast as we can and unfortunately, we end up with long delays internally... that’s difficult because we can’t really communicate that outward to the public.” For Matt, the work is often transactional or routine in nature, which typically involves handling the day-to-day operational requests for information. For him, this type of work is least satisfying:

It [the work] is very routine and one gets weary of it very easily. Particularly when one’s been doing it for 25 years, I would say it takes some thought, but it’s not where you have to be innovative or imaginative or creative.

While participants had identified a lack of control over their work as a result of these processes, other participants had described a lack of control over the level of engagement of other employees. For Nina, it is difficult to obtain intrinsic satisfaction from work. Although she may be working hard, the result of her efforts may not materialize due to others’ lack of engagement in the work or lack of contributing to the work: “I felt that it’s almost just like the paycheck that gives you that reward. You may be a very hard worker, but there’s going to be a lot of expertise and lack of desire of other people to work hard as well as part of your team.”

For Dan, the lack of engagement of others is apparent amongst employees and creates an imbalance between those that are working and those that are not working. He further explains that this imbalance may be related to the perceived security associated with the public service sector:

I think it’s a chronic problem in the civil service where you have a guaranteed job, you have you know, all kinds of very good bulletproof job protection. So, if an employee in the government decides not to participate or not to do much, you can still somewhat get away with it. But I can certainly say with the number of years that I’ve been in the government, these are few and few.

For most PS participants, obtaining satisfaction in the workplace was difficult due to the lack of control they felt over their work as well as the environment. A lack of control was attributed to the nature of bureaucratic processes as well as the lack of engagement of others in their work had created both personal and professional challenges.

Lack of a sense of belongingness. Most PS participants identified experiencing a lack of a sense of belongingness with colleagues and management. For some participants, this stemmed from not having opportunities at work to establish social relationships and connections. For Cassy, the current work environment doesn't provide the same social opportunities as her previous workplace. She explains why these interactions are beneficial: "You get to know your colleagues a little bit better and get to know your colleagues in a social situation, perhaps access people you may not necessarily have access to before." A lack of engagement with others is the result of a way of working that does not provide opportunities to build connections, as Mel describes: "People tend to be sitting on their chair in front of their computer, doing their work and that's it from that time to that time they are finished." She feels that working in this environment requires some level of personal conformance: "You tend to forget yourself and to get through that and you become the way they want you to become not how you'd like to, how you think, how you see the work environment."

For other participants feeling like an 'active participant' was identified as an important factor in establishing a sense of belongingness. As Dan describes, it is not something experienced equally:

For them [some employees], it can be very frustrating, because sometimes they don't really know where they fit or what's going on. For them they're not aware of what's going on. I can understand their view like, I have some chats with some employees and you can feel some frustration.

Amongst other participants, feeling like an ‘active participant wasn’t possible considering opportunities to engage with other employees are rare. In Ken’s experience, in the case where they do exist, it is difficult to participate as there is a tendency to be suspicious of management’s intent, “Like if your ADM [Assistant Deputy Minister] says [name of social initiative], you are welcome to come and talk about anything, but you have to speak to speak French. There are conditions attached.” For most participants, not being able to obtain a sense of belongingness at work was the result of a lack of social opportunities, which created dissatisfaction with work and personal mistrust of management. Other participants felt that building connections with senior management, in being an ‘active participant’ would contribute to their feelings of belongingness.

Amongst PS participants, experiences of satisfaction related to participants ability to contribute to the organization in the capacity of their work and working with, and developing staff. Dissatisfaction in the workplace stemmed from having reduced control over work as a result of bureaucratic demands and others’ lack of engagement in the work. A lack of a sense of belongingness was also identified amongst participants, involving difficulty in being able to establish social relationships and connections with others and difficulty in feeling like an ‘active participant’ in the organization.

Discussion

The purpose of this study was to examine experiences of meaningful work amongst workers in two organizational settings and the factors that enable and hinder satisfaction in the workplace. The findings indicate that the NFP organization, which more closely resembled a liquid work organization, provided greater personal and professional satisfaction amongst participants as compared to the PS organization, which reflected a traditional

bureaucratic organization. Within the NFP organization, participants described the nature of work itself as stimulating in providing opportunities to take new risks and creatively address challenges to meet organizational goals. NFP managers were able to exercise some degree of self-management in their work in being autonomous and able to exercise control over their work to accomplish goals.

In the context of liquid work, self-management is an increasingly important feature. Sorhaug (as cited in Poder, 2007) discusses the ways in which employees become independent in their ways of working and meeting organizational needs. Individuals within the liquid work context are able to play a role in defining the organization and are responsible for managing themselves to attain goals and successes (Clegg & Baumeler, 2010; Poder, 2007). Being able to successfully address organizational challenges, such as exploring new lines of business or obtaining additional funding to develop new initiatives was important to NFP participants who personally identified with the success of the organization. In some cases, satisfaction was obtained through opportunities for self-development. A common feature of the liquid work organization is opportunities in the workplace for self-development, which can enable individuals to exercise different skills and abilities (Clegg & Baumeler, 2010).

As compared to NFP participants, opportunities to exercise creativity amongst PS participants were limited due to the bureaucratic constraints and processes, which had impacted participants' ability to exercise control over the work process. Bureaucratic processes were identified as internal obstacles, including the long approval process for projects, lost project partners due to long delays, and the difficulties associated with communicating information outwardly. For these participants, not being able to complete performance expectations (i.e. successful approval and implementation of a project

proposal), may have contributed to increased employee organizational goal conflict in clearly understanding what performance actions are expected of them (Wright & Davis, 2003). For some participants, this required adjusting to a way working that would not impinge on one's well-being. According to Clegg and Baumeler (2010), individuals working within traditional bureaucratic organizations experience greater emotional coherence, where emotions are controlled as a result of long-standing conformance to work processes.

For some PS participants, obtaining satisfaction was difficult as a result of imbalances between workers that are actively engaged in their work and those that are not engaged. A lack of control over the work of others resulted in participants disconnecting to the work, or connecting to the work on an extrinsic level. To some extent, this has been associated with 'secure' forms of employment, regardless of performance outcomes. Recent decisions affecting the public service have been related to concerns of 'poor performers' in the public service (Treasury Board Canada Secretariat, 2013). While bureaucratic processes are in place for verification purposes and the clarification of expectations of performance actions (Wright & Davis, 2003) it may be counterproductive in promoting the accomplishment of 'rules' rather than actual performance and work objectives.

The nature of work was more externally-focused amongst NFP participants, in providing opportunities to make a social contribution in the community and providing a greater sense that efforts were more closely linked to the outcomes of one's work. For these participants, feelings of making a difference in the community enabled participants to experience a form of 'active citizenship', where individuals are able to develop one's social capital in making a difference in the community (Aronowitz & Cutler, 1998; Rojek, 2005b). Unlike Bauman's characterization of the 'liquid modern' condition of work focused on an increased aesthetic orientation to work, individuals within a liquid work organization are

concerned with making a difference in their work (Poder, 2007). For these participants, in identifying with their work, they are able to obtain some form of ‘emotional value’ (Clegg & Baumeler, 2010). The work itself has become individualized, but not in the sense of removing communality (Poder, 2007); rather in providing benefits for the individual as well as the organization. In doing so, there is a stronger sense of commitment to the organization and the work is experienced at a deeper level (Clegg & Baumeler, 2010), hence the extent to which individuals felt passionate about their work.

Unlike NFP participants, PS participants felt removed from the outcomes of their work. Most PS participants were not able to identify with their work as a result of bureaucratic processes. It is clear that the PS organization operates in a different context than private and not-for-profit organizations, where the application of procedural constraints and ‘red tape’ are intended to manage employee’ actions that could negatively impact the organization (Wright & Davis, 2003). Although these processes serve in reducing organizational risks, such processes have resulted in participants’ feeling a reduced sense of control and creativity at work. For some participants, it was necessary to build resilience in order to conform to the nature of work. As a result, employees were not able to identify with their work to the same extent as NFP participant, who felt that their efforts were closely linked to the outcomes of their work. For the most part, PS participants identified obtaining satisfaction from internally-focused activities, which included developing one’s expertise and knowledge and in the case of managers, working with others. For most participants, enjoyment from work was derived through the development of one’s expertise in the capacity of one’s work role. Having the opportunity to develop one’s expertise over work provided a sense of autonomy, a sense of ownership, and promoted feelings of being an active participant. Similarly, working with others was found to promote satisfaction amongst

managers. For most PS participants, this was something that wasn't always possible due to a lack of opportunities to engage with others.

According to Poder (2007), in the liquid work organization, relationships are found to be more integrative rather than disintegrative, as described by Bauman in the context of liquid modernity. In the liquid work organization, the growth of specific work teams and the development of trust amongst members of the team promote communality rather than increased individualization (Clegg & Baumeler, 2010; Poder, 2007). Amongst participants from both organizations, NFP participants identified deriving satisfaction through social benefits of work. For NFP participants, a sense of belongingness was developed in having a close-knit team, developing camaraderie through organized forms of activities, and relationship management as part of one's work. While these practices promote satisfying experiences, they are also found to be beneficial for the organization. Such activities promote social capital within the NFP organization, as well as cultural capital, through the transmission of organizational practices and rules. Hochschild's (1983) 'emotional labour' consists of the refinement of emotional intelligence, which reflects key activity that takes place at work as a way of building social competencies for productivity purposes (Rojek, 2010a). In the liquid work organization, the management of emotions and the display of desirable emotions at work can be tied to organizational success (Clegg & Baumeler, 2010; Goleman, 1995; Rojek, 2010a). In a liquid work environment, rising insecurity of long-term stable employment means the need to continuously demonstrate one's value and work in an insecure environment, emotional labouring can be one way to achieve this (Rojek, 2010a; Clegg & Baumeler, 2010).

Social benefits experienced amongst participants in the NFP organization had resulted in greater "swift trust" (Meyerson, Weick, & Kramer, 1996, p.167) amongst

colleagues, an important component of teamwork, where members do not doubt the active involvement of other members in the team (Clegg & Baumeler, 2010). Unlike NFP participants, PS participants did not have opportunities to develop a sense of belongingness with others in the workplace, which resulted in a lack of personal engagement or disconnection to the work. Not having these types of opportunities may have prevented PS participants from developing 'swift trust' with others in the workplace. Further, participants did not feel like an 'active participant' within the organization, specifically amongst senior management, which had further contributed to feelings of a lack of belongingness. This may have been exacerbated as a result of the bureaucratic structure of the organization where only a few are privileged to senior management information and decisions. Within the public service, effective communications has been identified as an area of concern amongst employees (Lowe, 2006).

Some NFP participants had identified dissatisfaction with the extent to which they experienced a workplace balance. For these participants, work-related activities that extended traditional hours of work created feelings of reduced personal control over one's work and non-work time. For the most part, workplace balance, evidenced through a blurring of work and personal lives is becoming more apparent in contemporary work. This has in large part been due to the proliferation of new technologies, increased organizational expectations, as well as workers' own desire to work longer (Haworth & Lewis, 2003; Fave & Massimi, 2003; Lewis, 2003). A blurring of work and personal lives is a key feature of liquid work, where an increase in flexible ways of working and self-management, requires individuals to be adaptable and able to commit to work responsibilities regardless of other commitments (Clegg & Baumeler, 2010).

Conclusions

Within the NFP and PS organizations, different factors associated with the work as well as the work context were influential in participants' experiences of meaningful work. The NFP organization more closely resembled a liquid work organization, which contributed to experiences of satisfaction amongst participants. For NFP participants, meaningful work was typically associated with having control over the experience, obtaining a sense of belongingness at work and a clear sense that work was contributing to meaningful outcomes. Amongst PS participants, meaningful work was typically associated with having an expert role, which provided participants some degree of control in developing and exercising one's expertise. Generally, PS participants felt less control over the work experience, as a result of bureaucratic processes and a lack of engagement in the work environment, which was found to be less flexible and expressive than of NFP participants.

The study supports the notion that individuals are not strictly motivated by extrinsic reward; rather, there is some intrinsic interest for workers to feel they are able to perform well in their work (Wright & Davis, 2003). Work that provides the ability to have some control in meeting performance goals, some opportunity for self-expression and creativity, and where participants can see how their efforts meet organizational objectives, promotes satisfying work. Obtaining meaningful and satisfying work is of increasing importance considering concerns over workers' experiences of intensified work, long working hours, job insecurity, and increased stress at work (Duxbury & Higgins, 2003; Haworth & Lewis, 2003; Lowe, 2006; Roberts, 1999). An intensification of work as well as rising job insecurity have been evident within the public service sector, where recent efforts to streamline and downsize the public service workforce have altered long-standing notions of public service work as secure to insecure. At the same time, reports of rising job dissatisfaction and job

stress evident amongst the Canadian workforce are found to negatively impact organizational productivity, employee quality of work, as well as employee mental, physical and emotional health (Duxbury & Higgins, 2003; Lowe, 2006). This study sheds light on the extent to which a liquid work organization is evident within contemporary workplaces and how elements of the liquid work organization can play an important role towards establishing meaningful work in creating conditions for productive and satisfying work.

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Appendix A

Table 1

Participants within the Public Sector Organization

Name	Sex	Occupational class	Function
Matt	Male	Manager	Project Development
Dan	Male	Manager	Management
Rox	Female	Manager	Management
Jon	Male	Senior Mg	Management
Cassy	Female	Employee	Project Development
Sally	Female	Employee	Project Development
Ken	Male	Employee	Project Development
Jess	Female	Employee	Management
Mel	Female	Employee	Project Development
Nina	Female	Employee	Project Development
Hana	Female	Employee	Project Development

Note. Pseudonyms have been provided to ensure participant anonymity

Appendix B

Table 2

Participants within the Not-for-Profit Organization

Name	Sex	Occupational class	Function
Joe	Male	Manager	Fundraising
Mike	Male	Manager	Management
Sue	Female	Manager	Fundraising
Sara	Female	Manager	Capacity Building
Tom	Male	Senior Manager	Management
Nick	Male	Manager	Management
Lisa	Female	Manager	Management
Jack	Male	Manager	Management
Jen	Female	Employee	Capacity Building
Amy	Female	Employee	Fundraising
Ang	Female	Employee	Fundraising
Kate	Female	Employee	Management
Val	Female	Employee	Management
Kelly	Female	Employee	Capacity Building
Steph	Female	Employee	Fundraising

Note. Pseudonyms have been provided to ensure participant anonymity

**Article II: Re-orienting Work through Leisure: Perceptions of Work amongst
Professional Knowledge Workers in Public and Not-for-Profit Sector Organizations**

Abstract

In incorporating Rojek's (2001) concept of "civil labour," the current study investigates whether a contemporary reading of civil labour is evident amongst certain professional knowledge workers. Recent contributions in the area of work and leisure have demonstrated a shift from traditional, uniform, and secure forms to work to individualized forms of work. For the most part, these experiences of workers within the creative industries have demonstrated forms of civil labour through a convergence of work and leisure, in producing materially necessary and creative work (Bowers, 2011; Guerrier & Adib, 2003; Ravenscroft & Gilchrist, 2009). In this paper I utilize a qualitative, phenomenological approach to investigate experiences of work amongst professional knowledge workers in both a not-for-profit and public sector organization. The results align with Rojek's (2001) notion of civil labour, where for some workers; leisure is engaged with the experience of productive and personally satisfying work. The potential for leisure to engage with work was based on workers' level of engagement in their work. Amongst not-for-profit workers, experiencing a form of 'civil labour' was possible due to the workers' engagement in intrinsically satisfying and self-expressive work, which contributed to the development of social and cultural capital.

Introduction

Early capitalist societies have for the most part experienced a dichotomous relationship between work and leisure, where work was central in determining time and resources for leisure (Parker, 1971; Wilensky, 1960). The impacts of globalization, increased international competition, and the de-regulation of the labour market leading to a “casualization” of work, have re-structured the work experience, while challenging traditional notions of work (Beck, 2000; Gorz, 1983; Rojek, 2001; 2005b). An individualization of work has taken place, where work is no longer void of intrinsic rewards, and leisure is no longer experienced strictly as a reward for work. As a result of such changes, work has become re-constituted through leisure.

In this article I seek to investigate whether a convergence of work and leisure is taking place through a form of Rojek’s (2001) civil labour amongst certain skilled and professional workers. For the most part, recent contributions in the area of work and leisure have been rooted within creative industries with limited investigation in knowledge industries. This study employs a qualitative, phenomenological approach to investigate workers’ conceptualizations of work in both a not-for-profit and public sector organization. By comparatively examining the work experiences of these workers, it is evident amongst some workers that a re-orientation of work *is* taking place. This new orientation is characterized by a convergence of work and leisure in producing satisfaction and creativity through the experience of work.

Re-orientating Work through Leisure

Industrial capitalism reflected a system of labour where the capitalist class had ownership over capital, while the working class were alienated in selling one’s labour cheaply to capitalists, who owned and controlled the means of production (Rojek, 1995;

2001). Work throughout the mid-20th century was aimed at increasing efficiencies through standardized management systems of production and consumption, such as “Fordism” (Rojek, 1995, p.13). Although work didn’t provide any form of intrinsic satisfaction, the work experience was relatively continuous and secure, and the affluent worker was able to obtain financial rewards enabling their participation in leisure (Goldthorpe et al. cited in Rojek, 2005b). Leisure came to be understood as a form of escape, providing “pseudo freedom” where the individual would turn to leisure for what was believed to be freedom and expressivity, when in reality it was an illusion for more fundamental alienation (Kelly, 1987, p.175).

In moving from traditional capitalist labour markets, where under Fordism, the work experience was void of any intrinsic rewards; contemporary perspectives reflect individualized work experiences that are both personally relevant and intrinsically rewarding. One way of understanding how the work experience has changed is through the increased focus on leisure in a “post-work” society (Aronowitz & Cutler, 1998). For Aronowitz and Cutler (1998), we have entered into a post-work society, where postmodern conditions, such as the increased cybernation of work has resulted in a fragmentation of work experiences and a decline in the work ethic (Rojek, 2004). In a post-work society, the focus on work as the central life interest is replaced by an increased focus on the role of the active citizen developed through leisure and community (Aronowitz & Cutler, 1998; Rojek, 2005b). Leisure becomes integral to understanding a revised notion of work, where the role and function of work is tied to leisure through the development of social capital. According to Gorz (as cited in Rojek, 2001), such a shift moves from a situation where citizenship rights are tied to ownership of capital and regular work, to a situation where citizenship rights are tied with social capital.

In post-work, civil labour represents a shift in what is understood through traditional, capitalist forms of ‘abstract labour’, to meaningful work that is both materially necessary and creative, in being self-determined, self-expressive and a contributor of social capital (Ravenscroft & Gilchrist, 2009; Rojek, 2001; 2004). Under such conditions, experiences of leisure are also modified. The leisure experience is no longer wholly understood as “fixed”, or dependent on the domination of the work ethic. It is also no longer simply understood as a reward for work; rather leisure has become recognized as a relevant life sphere connected to all other life spheres in shaping lifestyle choices and actions. For Rojek (2001; 2005a; 2005b; 2010b), individual lifestyles are shaped by information learned in leisure, including information on lifestyle options, rights and responsibilities of citizenship, ethical considerations as well as their risks. Leisure is an important arena for the propagation of social values and where individual repertoires of skills are developed and exercised, building competence and credibility affecting all spheres of life, including work (Ravenscroft & Gilchrist, 2009; Rojek, 2005b; 2010b).

It is evident that in contemporary western society, the centrality of work may not be declining for those individuals in full-time, stable employment. However, there is evidence of a shift amongst traditional forms of work that were once secure, centralized, and uniform, to more individualized experiences of work. Rojek’s (2001) concept of “civil labour” provides a way of understanding this re-orientation of work through leisure in post-work, where individuals are able to reclaim work in exercising control over their work experience, which is both personally relevant and intrinsically satisfying. For the most part, studies examining experiences of civil labour have focused on workers’ experiences of work and leisure within the cultural industries (Guerrier & Adib, 2003; Rapuano, 2009; Ravenscroft & Gilchrist, 2009). For such workers, work provides intrinsic rewards, characteristic of leisure

and vice-versa, including creativity, stimulation, and challenge. These notions of work and leisure are relevant in understanding the extent to which a de-differentiation of work and leisure has taken place, where work is thought of in similar ways to leisure and vice-versa (Ravenscroft & Gilchrist, 2009; Rojek, 1993; 1995). Although issues of class are still influential in determining individual lifestyles, there is a relaxation of boundaries of work and leisure within society that provide for varied experiences. The present study aims to examine whether this notion of civil labour manifests itself in other occupational settings, such as those in professional and knowledge work. What follows are the results reflecting participants' perceptions.

Methods

Description of the study group

The study group consisted of workers from two organizations within the not-for-profit (NFP) and public sectors (PS). The first, a NFP organization, is governed by a volunteer-led local Board of Directors. The organization is focused on investing resources according to community needs in order to build a healthy, strong, and safe community. The organization is comprised of approximately 100 employees and is aimed at directing efforts to address the root causes of social problems in the community. In this case, the organization was selected because it is a model for a productive and successful not-for-profit, and secondly, based on the similarities between the not-for-profit organization and the public sector organization in terms of mandate.

The second, a PS organization, consisted of approximately 60 employees within a unit of a federal government organization. Although the unit examined does not reflect an "organization" per se, for the purposes of this research, the unit will be referred to as organization. The organization represents an integrated federal initiative aimed at providing

national leadership on ways to prevent and reduce crime nationally. The organization was selected for its social focus and mandate which can be compared with the second organization examined in the study and the researcher's knowledge of the organization and ability to access the study group through a senior manager. Although both organizations share similarities in terms of mandate, both organizations operate within different work environments, in terms of pay, funding to maintain itself and its programs, and organizational structure.

Sampling

Participants were identified using a convenience sample. Therefore, participants that were available and willing to participate in the study were selected. Inclusion criteria included participants employed full-time within both organizations. It is understood that different working arrangements would provide for vastly different work and leisure experiences. In an effort to ensure greater comparative ability, only full-time employees were recruited and selected for the proposed study. The researcher also made efforts to obtain a sample of both management and non-management positions. In the present study, management was defined as a Director-level or higher or managers responsible for supervising one or more staff.

To recruit participants, the researcher communicated with two senior managers from both senior organizations to determine whether there would be an interest on the part of each of the organizations and its employees to participate in the study. Following initial contact, a meeting was held with each of the senior managers to describe the research, its objectives, and obligations as participants of the study. Participants were recruited through an invitation circulated by senior management. To ensure voluntary participation of participants, in the case where employees had an interest in participating in the study, they were to communicate

directly with the researcher. This alleviated any pressure for employees to feel compelled to participate considering their participation was being solicited by senior management.

The resulting sample of 26 participants comprised of 15 employees from the NFP organization and 11 employees from the PS organization. From the NFP organization, eight were in management and senior management positions, while seven were in non-management positions (see Appendix A). All had been working for the organization between two months and 11 years. A total of nine participants were female and six were male. Participants varied in age with the majority (60%) having been 26 to 35. 27% were 46 to 55. 13 % were 18 to 25 (6%) and 56 to 65 (7%). Just over half of all participants (53%) were married, while 27% were single, 13% engaged or common-law, and 7% divorced. Over half of participants had children (60%), while 40% did not have children. The majority of participants (74%) were university educated, having either a Bachelor's degree or a Master's degree. A total of 20% of participants had a college diploma, and 6% had a high school diploma.

From the PS organization, four were in management and senior management positions, while seven were employed in non-management positions (see Appendix B). Similar to the NFP organization, all had been working for the organization between two months and 11 years. A total of seven participants were female and four were male. Participants varied in age with the majority having been 46-55 (46%). 36% were 26 to 35. 9 % were 36 to 45 and 9% were between 18 to 25. Just over half of all participants (55%) were married, while 27% were divorced and 18% common-law. The majority of participants (73%) had children, while 27% did not have children. Almost all participants (91%) were university educated, either having a Bachelor's degree, a Master's degree, or a doctoral degree, and 9% having a college diploma.

Data collection and analysis

A qualitative, phenomenological approach was selected for the current study (see Creswell, 1998; Moustakas, 1994). The purpose of the interviews was to obtain information on participants' experiences, feelings and beliefs about the phenomenon in question. In-depth semi-structured interviews took place with participants during working hours in a boardroom located within each of the organization's offices. Interviews were conducted in English with the exception of one that was conducted in French.

Following completion of participant interviews, each interview was transcribed verbatim. The first stage of analysis involved identifying statements that related to the topic. In doing so, each of the transcripts were reviewed and marked in order to separate pertinent information under each of the key questions in the interview schedule. Following this stage, the researcher assessed and interpreted the information to produce a segment of data reflecting a single, specific thought. An initial template for each organization was developed to assist in organizing each of the segments in order to develop clusters of meaning and to look for emerging patterns. To assist in the development of patterns, the researcher added another tier of analysis in preparing a second template for each organization to outline the clusters of meaning from participants' responses. Following this stage, the researcher was able to identify themes that emerged within each organization. The themes that emerged from the data were then used to present a description of what participants experienced (textural description) as well as the context or setting that influenced how the participants experienced the phenomenon (structural description) (Moustakas, 1994).

Following the identification of emerging themes, the researcher had developed a series of Excel tables for each of the key questions in the study to identify both the structural and textural themes and sub-themes by organization and position (management or non-

management). The researcher was then able to enter into the tables the frequency to which participants had experienced a specific theme or sub-theme, which provided some information on the degree of strength for each of the themes and sub-themes. The following section presents the results of the data analysis. The results are divided into both structural and textural descriptions for each of the key questions in the study.

Results

In an attempt to understand participants' experiences of work, participants were asked to describe the nature of their work and their feelings towards their work. The following sections provide a structural description of participants' work context as well as a textural description of participants' feelings towards work within the not-for-profit (NFP) organization and the public sector (PS) organization.

Participants' Work Context

The following provides a structural description of the work context amongst participants in the NFP and PS organization. Within the NFP, the majority of participants' work was in support of conducting fundraising or capacity-building. Participants' work in support of annual fundraising campaigns involved different activities to run a successful campaign, including preparation and planning, providing support and training, implementing different campaigns, and conducting evaluations post-campaign.

Capacity building activities within the NFP organization included developing and marketing the capacity building centre, which comprises of various volunteer, capacity building agencies. Part of this work involved examining proposals for funding from different agencies aimed at improving the quality of life of local citizens in communities. The work also included working directly with communities and agencies to build the capacity of residents and communities.

Similar to the NFP organization, most participants within the PS organization described the nature of their work as involving some type of project management. Project management comprised of the management and oversight of projects under funding programs or research. Under the management and oversight of programs, the work would include reviewing project proposals for funding under certain programs, initiating the approval process, overseeing its implementation, and conducting monitoring and evaluation for funded projects. The management and oversight of research activities would include the development of research activities, either in-house or contracted, compiling research findings and disseminating to staff, as well as keeping abreast of evidence-based research to inform policies and programs.

Within both organizations, a number of participants' work consisted of supporting the management and operations of the organization. Within both the PS and NFP organization, work in support of management and operations was conducted by members of the management team, including managers and senior managers, as well as their support staff. Similar to both organizations, work in this category included the management of the organization and the overall strategic direction and leadership of the organization. The work also included both day-to-day management of operations within different functional areas, and the management of the organization's strategic direction.

The day-to-day operations included acting as a functional specialist in providing advice and guidance, through relationship management, to ensure the effective management of the organization. While the management of the organization's strategic direction involved the planning and development of strategies, initiatives, and partnerships, in order to reach the organization's goals. As part of the study, participation from the different functional areas within the management and operations of both organizations differed. Within the PS

organization, participants' functional areas included corporate services and finance. Within the NFP organization, participants' functional areas included human resources, information technology, corporate services, partnerships, resource development, and strategy management.

In addition to participants providing a description of the nature of their work, the researcher asked the participant to identify and describe how they felt about their work. The following presents a textural description of participants' responses grouped into key themes outlining the most or least enjoyable aspects of participants' work. To assist in facilitating the reader's understanding of participants' responses, a set of pseudonyms have been provided for participants from each organization.

Participants' Feelings towards Work

Social interaction. Work-related social interaction was identified as an emergent theme amongst participants in both organizations. This comprised of social interactions for the purposes of work, which included the management of relationships both internally and externally to the organization. Most NFP participants identified social interaction to be one of the most enjoyable aspects of their work. For Joe, a manager, enjoyment was identified through the interactivity with clients: "I like getting out and meeting people, going to certain events." Similarly, for Mike, a manager, working with colleagues, staff and management provided the most enjoyment:

It's the interactivity, the interaction with the staff. Ahh, the back and forth communication that's necessary in describing stuff that's happening with [specific issue] and how to avoid certain scenarios and stuff like that... not just work talk not just shop talk, it's 'hey, how you doing', a little bit more outside of the work.

Some participants within the PS organization had identified social interaction as one of the most enjoyable aspects of their work. However, for the most part, interactions were

primarily internal to the organization, with the objective of providing help and supporting colleagues and staff. Matt, a manager, described how being able to provide support to staff's career development was an important element of the work: "I take great gratification when I see them [younger, newer staff] get to the beginning of the point where they're self-confident, where they can do the work. Similarly, enjoyment was derived in working with staff in playing a mentoring role as Rox, a manager, described, "the things that I enjoy most revolve around people, like, mentoring, the opportunities to work with someone, and help them further develop, create passion."

Social interaction in support of relationship management was identified as an integral yet enjoyable aspect of the work amongst some participants in the NFP organization. For these participants, relationship management was integral in fulfilling organizational goals, building trust with others, building partnerships, and solving problems. For Tom, a senior manager, work was particularly enjoyed for its overwhelming focus on relationship management in order to meet organizational goals: "what I do is work with people to solve issues, either issues within the organization, or contribute to solutions in the community... I love that work."

Playing a different managerial role, Jack described the importance of building relationships by saying, "a lot of my role is getting money outside of workplace campaigns, not donations... so the relationship management piece and sponsorship are intertwined in my work." For him, being comfortable talking to people and getting to know people is not only something necessary as part of his work, but thoroughly enjoyed: "I just relish and cherish relationships in that fashion." For Ang, keeping fundraising accounts happy and informed was not only necessary, but was something enjoyed to the extent that it was not considered work, rather it is considered "leisure": "I really do consider meeting with my outside

accounts leisure... like it's a conversation about work but it's more about getting to know somebody.”

In other instances relationship management was identified as a way to build one's own personal rapport, which involved building “not just professional rapport but personal [rapport] with people. For me, being in a job that allows me to work on personal rapport all the time continues to make me a better professional” (Lisa, manager). Relationship management for the purposes of work and work-related social interaction was identified as emergent aspects of the work amongst NFP participants, whose work was identified as conducive to establishing relationships, and interacting with clients, internally and externally. Within the PS organization, social interaction was primarily internal in nature, most often identified amongst PS managers. Similarly, NFP managers had identified the greatest opportunities for social interaction and relationship management.

Work-life. Work-life was an emergent theme identified amongst participants from both organizations. Work-life included flexibility with work hours, freedom in managing one's time throughout the work day, and the extent to which the organization included activities that contributed to enhancing work-life. Some participants from the PS organization expressed their satisfaction with the extent to which they were able to exercise flexibility in working hours to balance other needs, demands and obligations. For Sally, having flexibility with work hours upon returning from a leave of absence was something that was highly valued: “they were very accommodating to that and worked around at the beginning to give me a schedule that I could re-integrate into work and feel that I was happy with that.” For Cassie, working long hours is something that is not promoted within her team:

There is sort of an equal emphasis and I've heard of my manager, for example, if I'm staying late or working late, she'll be like it's time to go home. So in terms of well-being, sure, there is that emphasis on there is the things that are important in life and not just work.

Similar to PS participants, the majority of NFP participants indicated having enjoyed the flexibility they had with working hours, as Nick, a manager, described:

I think there's a very healthy sense of work-life balance here, and how do I know that, well I'm here between 7 and 7:30, there's nobody here...and if I leave at 5:30 tonight, there's probably you know maybe 8-10 people here, so people are putting in their time, but I don't see a lot of long hours.

Unlike PS participants, most NFP participants described having the ability to exercise some freedom in managing the workday as they would like to. For Amy, having flexibility with hours involves having freedom to adjust hours where necessary as long as the hours are getting done: "because we are in and out so often, you know, we know that if we have an event to go to in the evening, then we don't necessarily have to come early that morning." Similarly, for Joe, a manager, having the freedom to arrange one's workday brings contentment, on the condition that it's not being abused and the work is done: "I go to the gym at lunch, and if I'm gone for an hour and a half, no one really bats an eye, or we're not really monitoring our time."

When discussing work-life, some NFP participants were keen to describe the extent to which the organization supports the work-life of employees through its social committee and related activities. Amy explained that "we have a pretty good balance here...we have a staff committee, and you've probably heard that we're going bowling this afternoon. We try to do activities like that every so often; it's a great opportunity to get everyone together." From these comments it is evident that there is some flexibility with working hours amongst participants within both organizations. For PS participants, this involved being able to accommodate employee's work time to ensure that time spent at work is not extended, and

flexible working schedules are in place, where appropriate. However, participants in the NFP organization had identified work-life as comprising of exercising some degree of freedom in managing one's workday and the sectioning of time throughout the day. Additionally, NFP participants felt that work-life comprised of social events offered by the organization.

Control over work. Participants from both organizations reported deriving satisfaction in having discretion and control over their work. Having control over one's work involved having the ability to build opportunities for oneself as well as the organization, creatively problem-solve, and develop one's expertise and provide expert advice. Some NFP participants reported deriving satisfaction in being able to build opportunities for oneself as well as the organization. For Lisa having the experience and knowledge provides the opportunity to creatively contribute to problem-solving within the organization: "I have enough experience and knowledge ...where I can go into a team, I can sit and listen to perhaps their challenge and I can offer just a different perspective on how they can you know find a solution to that challenge." Similarly, Jack, explained that being able to control elements in work in order to build opportunities for the organization was personally satisfying: "I'll use the word manipulate, not in a pejorative way but I can make something happen, I bridge. I just put the [name of centre] together as an example... I feel a great satisfaction in the fact that I did that." Amongst some PS participants, satisfaction was primarily derived through developing and providing expertise as part of their work role. For Cassie, working on a diversity of files enabled her to feel ownership over her work: "so sometimes you're the only person working on something. It's kind of nice, because it allows you to build your knowledge in a certain thing."

In general, participants from both organizations described having some degree of control over their work. The meaning of exercising control over one's work was experienced differently between both organizations. For the most part, NFP participants were able to control elements of their work to creatively contribute to opportunities for the organization, while PS participants described exercising control in developing one's expertise and providing expert advice in the context of their work.

Contributing to positive outcomes in the community. Contributing, both directly and indirectly, to positive outcomes in the community was an emerging theme identified amongst participants from within both organizations. Although some PS participants identified feeling withdrawn from the impact(s) on the community, some had reported deriving satisfaction from the outcomes or results of the project(s) they are responsible for. For Sally, satisfaction is derived in seeing the outcomes of the projects: "looking at the intervention project, it's nice to see that you're making a difference within Canada amongst youth-at-risk and other varying populations." Similarly, for Hana, a great deal of gratification derives from being able to see the positive outcomes stemming from the projects:

Especially when I meet with the clients and to tell you all the marvelous things that's happened, and how the project is helping someone, like staying away from youth gangs... so for me that's the most rewarding... we do project development, implementation, activity reports, as you can see what has been done and it's solid evidence of crime prevention in the works.

For some NFP participants, contributing to the community was something that they felt passionately about and derived satisfaction in both directly and indirectly making a positive difference in the community. For Sue, a manager, feeling passionate about work stemmed from indirectly making a difference in somebody's life: "I don't know who that person is, but I know I'm making a difference. To me, it is giving back to the community, and I choose to, we all do here, we all put the hours that is required to and that's why we're here, and

otherwise we'd be somewhere else.” For Jen, although involvement with the community may be more removed, satisfaction is still derived in knowing that her work is helping others through individual testimonials: “I get a lot of testimonials ... so it's really touching the letters I get... kinda like my work has a purpose sort of thing. It's nice to see the end result of work kinda thing.”

Some participants within the NFP organization identified directly impacting the community. For Kelly, having experience in the field has provided the opportunity to build the rapport with community residents. Having the opportunity to directly assist community residents in building capacity provided a great deal of satisfaction:

listening to resident concerns...connecting them to, whether it's a tool or a decision-maker that can help make change, and you're I guess, helping oversee the process to ensure there's a movement and progression towards change.

Although experiences differed, participants from both organizations reported deriving satisfaction from contributing to outcomes in the community through their work. The perceived impacts on the community were found to be more apparent amongst NFP participants. For some PS participants, due to the nature of their work, the impact on the community was identified as being more removed in that satisfaction was derived from the outcomes reported as part of the funded projects within the community. NFP participants' experiences of satisfaction were identified as more closely related to the impact on individuals who are affected by the work, through intuitive means, individual testimonials, or in directly assisting community residents.

Connection to the work. Participants within both organizations expressed deriving satisfaction from having a connection to their work. A connection to the work consisted of feelings of belongingness and accomplishment. For Dan, a manager, being an active participant in many aspects of senior management activities and decision-making are

thoroughly enjoyed as it fosters a sense of belongingness within the organization: “I find you know I feel quite valuable to the organization...I’m aware of what’s going on very much in the [name of organization] because so much of it, they always have a [function] angle to it.” Similarly, for Jess, interactions with their senior manager are considered to be the most enjoyable as it provides a sense of involvement within the team and connection to the work: “I like, [name of senior manager]. He is a great boss, and he’s great at giving a lot of information so I feel very involved in what happens here.”

Conversely, for some NFP participants satisfaction was derived from having a sense of belongingness to the team as well as a sense of accomplishment from the work itself, which provided a connection to the work. For some, a sense of belongingness to the work stems from having a close knit team:

I think we’re lucky because we work in an environment where it’s...you have to be a certain type of individual to work here...Most people don’t do it for the money. So, you know, you kinda grow into almost a family. (Jen)

A sense of accomplishment was also identified by some NFP participants as providing a great deal of satisfaction and connecting them to their work. For Lisa, a manager, deriving a sense of accomplishment stemmed from growing personally and professionally:

I know what kind of contribution I can make...And, I know that at the end of the day if I didn’t have it, I would feel very unfulfilled... I think it’s more personal, like kind of, satisfaction that I’m living and growing as an individual but more importantly, contributing to what others are doing.

Other NFP participants identified deriving feelings of accomplishment from having achieved goals in the context of their work: “les plus satisfaisant c’est de pouvoir élever à mon but monétaire...il y a différent buts aussi de réalisé, c’est de monter le taux de participation” (Steph). Similarly, Jack, a manager, described the importance and inherent benefit in succeeding at raising money at an upcoming event:

the money I will generate though my efforts with my team will allow it to happen... but seeing it, you know come across the success of the night and how everyone will benefit from that is a pleasure for me because I take great pride in it happening. But if we didn't generate the money for it I don't know how we would do it.

Participants within the PS organization derived satisfaction from a sense of belongingness through senior management involvement, while NFP participants derived enjoyment through a sense of belongingness to their respective teams. Some NFP participants also identified feelings of accomplishment in their work, which may be tied to their ability to exercise a sense of control or discretion over their work.

Work as developing. Work as personally developing was a key theme amongst some NFP participants. For Tom, a senior manager, work was intrinsically satisfying as a result of learned skills that were both personally developing and essential in successfully meeting the organization's objectives:

it is a skill or a set of skills that I've developed over time that were not natural to me. That, you know I am an introvert by nature, and so you know it has been set of learned skills that have allowed me, that have helped me develop to the posture and the person that you see today, which isn't natural to me. I am particularly proud about having had the opportunity to develop that, and as well, I can see what it does you know, what the effect of it is in terms of impact out there.

Building personal rapport with people and not just professional rapport was considered important as it was something that was not necessarily inherent: "...when I'm at work, I felt like I always had to act in a certain way, come off in a certain way, and that didn't allow people to kind of come in and I didn't pursue those conversations that build the personal rapport." (Lisa, manager)

Work was particularly enjoyed amongst some PS participants, for its focus on developing different skill sets and exercising different abilities to enhance the quality of their work. For Cassie, being able to conduct both hands-on research as well as directing the flow of research by putting contracts together, has allowed her to build an expert role in her field:

“I would prefer to be involved in the hands-on research a little bit more. That being said I think that this develops a different skill set, because you’re responsible for negotiating with external partners.” Similarly, Nina indicated that, enjoyment is derived from having discussions with colleagues and academics in developing the quality of one’s work: “we’re discussing new ideas, testing new ideas and findings and where does that bring us... how those findings can apply to the work that we do to try and improve the conditions of our goals and our mandates.”

Participants from both organizations perceived work to be developing. For the most part, NFP participants identified their work as being personally developing through the learning of new skills and traits that contributed to the development of one’s personal repertoire of skills. In the PS organization, participants spoke of developing professionally where work was considered to be developing in the context of building new skill sets, expertise, to enhance the quality of one’s work.

While participants shared similar experiences in term of satisfaction derived through social interactions at work, work-life opportunities, control, community contributions, a sense of connection, and developing work, the nature of the experience differed. Differences were mostly identified in how participants engaged with their work. While opportunities for satisfaction were identified as a result of the work environment for both NFP and PS participants, other opportunities were identified amongst NFP participants through engagement in the work itself.

Discussion

The findings suggest that although both organizations function in an environment of creative constraint, professional knowledge workers were able to experience leisure-like satisfactions and rewards at work through engagement in work, which aligns with Rojek’s

(2001) notion of ‘civil labour’. In order to determine the extent to which a convergence between work and leisure is taking place, it is important to distinguish between participants’ experiences of satisfaction derived while being *at* work and those satisfactions derived *through* the actual experience of work, or in doing the work. Participants from both organizations had identified experiences of satisfaction from being ‘at’ work, which included experiences of social interaction and benefits associated with work-life. For NFP participants’ experiences of satisfaction were also derived “through” the work or in actually doing the work, as compared to PS participants, whose experiences of satisfaction largely stemmed from being “at” work.

Participants from both organizations had identified contributing to the community through their work as an experience providing primary satisfaction. Experiences differed based on the meanings provided for participants. NFP participants were able to engage in satisfying work as a direct result of knowing how their work was contributing to positive outcomes for individuals in the community. They were able to contribute to the role as ‘active citizen’ in developing social capital through their contributions to community outcomes (Aronowitz & Cutler, 1998; Rojek, 2001). PS participants derived satisfaction in seeing that their work was contributing to making a difference in the community. For these participants, the experience was more removed, which was based on project outcomes that needed to be seen or read about, rather than through more direct or intuitive means. For PS participants, obtaining satisfaction was derived more from seeing the impacts or outcomes of a project, rather than through more direct and intuitive means associated with actually doing the work.

Amongst participants from both organizations, exercising control was identified as a key element in providing opportunities for engagement through work. Amongst NFP

participants, these experiences were more often identified in the context of engaging in creative-type work dealing with organizational challenges. Amongst PS participants, having personal control over work involved developing one's expertise in the context of one's work role. In the context of workers in cultural industries, control and autonomy over work was more evident through the ability to obtain both economic and cultural capital, which was identified as key factors enabling a convergence between work and leisure (Bowers, 2011; Guerrier & Adib, 2003; Rapuano, 2009; Ravenscroft & Gilchrist, 2009).

Within both organizations, participants identified feelings of connectedness with work. Experiences varied between participants, where for PS participants, a connection to the work was derived through a sense of belongingness, particularly through involvement with senior management. NFP participants felt a strong connection to their work, in that work provided intrinsic satisfaction and was personally fulfilling. For these participants, although work was materially necessary, it was not identified as a key factor keeping participants in their jobs. For them, deriving a sense of accomplishment involved being able to reach both personal and professional goals through their work and developing close bonds with others who share the same passion for the work. The extent to which NFP participants experienced a strong connection to their work and experienced work as self-developing reflected notions of 'civil labour' (Rojek, 2001). For Rojek (2010b), leisure is more than simply consumption; leisure forms a part of individual lifestyle formation, where both work and leisure work together in contributing to individual competence and credibility.

For most workers within cultural industries, experiencing civil labour is dependent on the extent to which one has control over their work, in being able to access both economic and cultural capital (see Bowers, 2011; Ravenscroft & Gilchrist, 2009). As compared to workers these industries, both NFP and PS workers do maintain some degree of control over

their work, and in the case of NFP participants, were still able to engage in their work to a similar degree as workers within cultural industries. These results support the notion that engaging in what is understood to be civil labour or culturally-based creative work is dependent on the extent to which the individual is willing to “invest their time” and resources in the experience (Locke cited in Ravenscroft & Gilchrist, 2009, p. 26).

Other findings reflected participants’ satisfaction derived from experiences of being at work. Participants from both organizations had reported deriving satisfaction from social interactions that form part of one’s work. For the majority of NFP participants, social interaction and relationship management were integral to the nature of work of participants in order to meet the organization’s goals and consisted of directly working with external clients, partners, and stakeholders in the community, which contributed to participants’ cultural capital. Amongst PS participants, the experience was more internally-focused, which consisted of interactions with staff. Similarly, participants had identified satisfaction with having flexibility with work hours. Although participants from both organizations had experienced flexibility with work hours, NFP participants had greater freedom in managing the use of their time throughout the day. However, such flexibility was granted on the condition that work was getting done.

Experiences of NFP participants align with the extent to which forms of ‘civil labour’ is apparent amongst workers’ within the cultural industries, in that satisfying experiences are derived primarily through engagement with the work itself rather than the experience of simply being at work (Bowers, 2011; Rapuano, 2009; Ravenscroft & Gilchrist, 2009). Overall, the extent to which participants felt that they possessed the social capital to positively affect the community through their work, exercised control over work, and obtained a sense of accomplishment, both personal and professional, the greater the

satisfactions derived through work. While participants from both organizations had identified satisfying experiences of work, NFP participants held a deeper sense of connection and identification to the work itself and others within the organization. This was evident in the manner in which they engaged with the work and the nature of outcomes derived through work.

Conclusions

The results of the study provide support to Rojek's (2001) notion of civil labour in that amongst some professional knowledge workers, it is evident that the work experience is becoming increasingly individualized, where individuals can reclaim the work experience through leisure-like satisfactions. Aligned with contemporary perspectives on work and leisure, there is some evidence of an increased convergence between work and leisure, where leisure is taking on a more 'serious' role as a contributor of social capital and component of identity formation. The nature of engagement between participants differed in that only some NFP participants were able to engage in a form of civil labour through the experience of work itself rather than from being at work. Although it appears that some professional and knowledge workers had demonstrated an engagement through the experience of work, it was not to the same extent as some workers found within cultural industries. The difference is found between those that have shaped their lives around meaningful work and leisure, without having much autonomy over their work or the economic and cultural capital to support their work (see Ravenscroft & Gilchrist, 2009).

Traditional perspectives on work and leisure, where work is considered to be secure, centralized, and primarily a site of production and where leisure is considered to be a reward for work have not disappeared; however, there is evidence that such experiences are changing. Rojek's (2001) civil labour reflects this shift in supporting the notion that

engagement in contemporary professional and knowledge work, can be personally satisfying consisting of intrinsic leisure-like satisfactions, which exceed beyond material necessity.

Examining work amongst different occupational groups and within different organizational settings will be important in revealing to what extent 'civil labour' is evident in contemporary work and how workers experience civil labour in these settings.

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Appendix A

Table 1

Participants within the Public Sector Organization

Name	Sex	Occupational class	Function
Matt	Male	Manager	Project Development
Dan	Male	Manager	Management
Rox	Female	Manager	Management
Jon	Male	Senior Mg	Management
Cassy	Female	Employee	Project Development
Sally	Female	Employee	Project Development
Ken	Male	Employee	Project Development
Jess	Female	Employee	Management
Mel	Female	Employee	Project Development
Nina	Female	Employee	Project Development
Hana	Female	Employee	Project Development

Note. Pseudonyms have been provided to ensure participant anonymity

Appendix B

Table 2

Participants within the Not-for-Profit Organization

Name	Sex	Occupational class	Function
Joe	Male	Manager	Fundraising
Mike	Male	Manager	Management
Sue	Female	Manager	Fundraising
Sara	Female	Manager	Capacity Building
Tom	Male	Senior Manager	Management
Nick	Male	Manager	Management
Lisa	Female	Manager	Management
Jack	Male	Manager	Management
Jen	Female	Employee	Capacity Building
Amy	Female	Employee	Fundraising
Ang	Female	Employee	Fundraising
Kate	Female	Employee	Management
Val	Female	Employee	Management
Kelly	Female	Employee	Capacity Building
Steph	Female	Employee	Fundraising

Note. Pseudonyms have been provided to ensure participant anonymity

**Article III: De-differentiating Work and Leisure? Perceptions on the Work-Leisure
Relationship amongst Professional Knowledge Workers in the Public and Not-for-
Profit Sectors**

Abstract

Modernist perspectives of work and leisure have presented a divided relationship between work and leisure. Postmodern perspectives challenge static modernist perspectives of work and leisure in demonstrating a de-differentiated or 'blurred' relationship (Rojek, 1995). The present study examined whether a de-differentiation of work and leisure is actually taking place amongst professional, knowledge workers. The study employed a qualitative, phenomenological approach to investigate conceptualizations of work amongst professional workers in both a not-for-profit and public sector organization. The results of the study found some support for modernist perspectives reflecting a division of work and leisure. While some workers identified experiences of leisure taking place at work, the extent to which it is understood to mean a de-differentiation of work and leisure is limited. Although a de-differentiation is not fully complete, participants had different ways of thinking about the work-leisure relationship dependent on the extent to which satisfaction was obtained at work. The study sheds light on the extent to which intrinsically satisfying and fulfilling work experiences can play a role in shaping individuals' meanings and experiences of, leisure in relation to work.

Introduction

Foundational perspectives on work and leisure rooted within the post-war era reflected a hierarchical relationship where the effects of work were privileged over leisure behaviour and experiences (Parker, 1971; 1983; Wilensky, 1960). Such perspectives are reflective of leisure under modernity, where leisure is treated as an arena separate from work, providing a sense of freedom and escape (Rojek, 1995). The rapid increase of industrialization during the post-war period provided new modes of productivity with a greater emphasis on efficiency, mass production and consumption. The work environment has witnessed a number of socio-economic and social transformations since the 1970s, as a result of increased globalization and the proliferation of new technologies and mass communications (Robertson, 1992; Rojek, 1995; 2005b). While such changes have affected experiences of work and leisure, some perspectives have examined the continued relevance of foundational theories in explaining the relationship between work and leisure in the contemporary context (Hilbrecht, 2007; Zuzanek and Mannell, 1983). Postmodern perspectives challenge static modernist perspectives that have long divided the relationship between work and leisure to reflect a de-differentiation or blurring of work and leisure (Beatty and Torbert, 2003; Blackshaw, 2010; Rojek, 1993; 1995).

From this postmodern theorizing of work and leisure comes the notion of de-differentiation, where traditional binaries of work and leisure are deconstructed, displacing the once stable conditions of being at work (obligated) or at leisure ('free' and self-determined) (Rojek, 1993; 1995). The current study examines whether a de-differentiation of work and leisure is taking place amongst professional knowledge workers in two occupational settings, and whether perceptions of de-differentiation provide greater personal and professional satisfaction amongst these workers. The study employs a qualitative,

phenomenological approach to comparatively examine how work and leisure are perceived and experienced in a not-for-profit and public sector organization. The results of the study shed light on the nature of the relationship between work and leisure in two comparable yet distinctive occupational settings. The results also help understand how different experiences of work produce different ways of conceptualizing leisure in relation to work.

Leisure and Work in Transition

Foundational Perspectives

Central to our understanding of leisure today stems from its interpretation within modernity. The foundation of modernity stems from the notion that work is the fundamental human need and central life interest, which is believed to have emanated from Weber's "protestant ethic thesis" (as cited in Rojek, 1995, p.45). A division of work and leisure is evident under modernity, where leisure came to be understood as a reward for work that served to increase productivity under capitalism (Godbey, 1999; Hinman, 1978). According to Rojek (1995) leisure as a reward reflected "an artificial realm of freedom in which the pursuit of escape routinely ended in anti-climax and where fantasy and illusion flourished" (p.184).

During the post-war period, a number of foundational theories came to define the relationship between work and leisure, where the centrality of work defined the patterns of leisure outside of work (Parker, 1971; 1983; Wilensky, 1960). Such perspectives had reinforced an understanding of leisure that is separate from work, yet reliant on work for its meaning and purpose. The current work environment reflects a different socio-cultural context than that of the post-war period. Socio-economic and social transformations, such as the rise of global markets, the proliferation of new technologies and mass communications and changing demographics have largely affected experiences of work and leisure (Haworth

and Lewis, 2005; Hilbrecht, 2007; Robertson, 1992; Rojek, 1995; 2005b). Recent research has expanded on foundational theories in examining the work-leisure relationship through a variety of different perspectives, including a socio-occupational, socio-organizational, and social-psychological lens (Hilbrecht, 2007; Zuzanek and Mannell, 1983). For the most part, such perspectives have started to demonstrate a shift in traditional thinking surrounding work and leisure in the contemporary context.

Conventional definitions of leisure tend to rely on modernist perspectives in defining leisure as a sphere associated with self-determination and freedom (Kaplan, 1975; Parker, 1983) separate to work. Similar definitions have defined leisure as free-time from work (Brightbill, 1960), a form of escape (Rojek, 1995), or purposeful activity (Dumazdier, 1974; Kraus, 1987; Parker, 1983). According to Rojek (1995), postmodernism challenges leisure as “a modernist concept and refers to a bounded category of practice and experience” (p.146). As such, postmodernist perspectives of leisure can be best understood through phenomenological and experiential perspectives that emphasize the fluid character of leisure. The following section aims to describe the manner in which work and leisure would have shifted from static perspectives of work and leisure to postmodern perspectives reflecting a relationship that is boundless and de-differentiated in nature.

Postmodern Perspectives

Postmodernity reflects a shift in thought and practice stemming from economic, cultural and political changes (Rojek, 1995; 2005b). Such changes have included a decline of legitimating grand narratives and what is understood as ‘truth’, reduction of cultural and authoritative hierarchies, and shifts to flexible, Post-fordist systems of labour (Blackshaw, 2010; Huyssen, 1986; Lyotard, 1984; Rojek, 1995; 2005b). The destabilizing effects of postmodernity have led to a decentring of work and the peripheral relationship leisure has

with it. Unlike modernist notions of leisure being an arena of freedom separate from work, Rojek (1995), deconstructs these traditional binaries, exposing them as destabilized categories that blur into one another:

the modernist practice of polarizing work and leisure is simply insupportable... The symbolic role of 'work' and 'leisure' in structuring identity, association and practice is therefore directly confronted. Instead of treating the categories of work and leisure as centred on inflexible meanings, the flexibility and mobility of these categories are emphasized. (p. 171)

A deconstruction of traditional binaries would be most apparent through a de-differentiation of work and leisure. Rojek (1993;1995) speaks of an increased de-differentiation in postmodernity, where the features of work become more leisure-like and the features of leisure resemble work (Blackshaw, 2010). A de-differentiation of work and leisure can also be explained through individuals seeking similar satisfactions in all life spheres (Bauman, 2000; Blackshaw, 2010; Crichton and Bramham, 2004; Poder, 2007). For Rojek (2010b), leisure is re-appraised in a de-differentiated context, where leisure is no longer tied to modernist notions of consumption, and free-time or compensation from work. One way of understanding how leisure is taking on greater relevance is through 'emotional labour' (Hochschild, 1983). The practice of emotional labour or emotional labouring can take place in leisure, where the individual is able to develop and continuously refine social competencies that result in the development of competence and credibility (Rojek, 2010a; Rojek 2010b).

Other contemporary perspectives have expanded on a de-differentiation of work and leisure in examining how work and leisure are defined within the liquid modern context. Under what Bauman (2000) refers to as liquid modernity, fluidity is central in explaining a blurring of traditionally self-contained boundaries resulting in a dissolution of "bonds which interlock individual choices in collective projects and actions" (p. 6). For Bauman (1998),

consumerism takes on increasing importance in a liquid modern world. In liquid modernity, individual needs would be “governed by the pursuit of pleasure and happiness” (Bauman cited in Blackshaw, 2010, p 121). Blackshaw (2010, p. xi) sees ‘liquid leisure’ as reflecting the variety of experiences that individuals commit to in a fundamental way. This is understood as a form of devotional practice, guided by the pursuit of happiness, which can either be re-creative in nature or consumption-based (Blackshaw, 2010). For Blackshaw (2010), leisure is fluid in nature, and provides meaning for individuals engaged in the leisure practice, regardless of what the activity entails.

In contemporary western society, it is understood that a multitude of leisure experiences exist, where individuals can obtain satisfaction in different ways. For Rojek (1995; 2010b), leisure is not about consumption nor is it escape from work; leisure is the practice of development of the self. The development of the self reflects the extent to which the individual is able to “to maintain and enhance competence, relevance and credibility” (Rojek, 2010b, p. 189). For Blackshaw (2010), the leisure experience is a reflection of one’s freedom to select and engage in the leisure practice itself, and where the satisfaction that comes from the pursuit of the practice comes to define the experience. Liquid modernity, similar to Rojek’s de-construction of work and leisure, involves a form of “disembedding”; however, a “re-embedding” does not take place (Bauman & Tester, 2001, p. 89). The process of disembedding refers to the unravelling of traditions under liquid modernity, which cannot be re-constructed into something new (Lee, 2006). The notion of Rojek’s de-differentiation implies a de-construction of binaries of work and leisure that eventually ‘re-embeds’ into something new as part of one’s development of self. For the purposes of this paper, in examining whether a de-differentiation of work and leisure is taking place amongst

workers in two organizational settings, the distinction will be made between leisure that is experienced ‘at’ work and leisure that is experienced ‘through’ the work experience itself.

De-differentiation of Work and Leisure

Recent literature has examined the de-differentiated and fluid experiences of work and leisure as evidenced amongst some workers. In a study examining members belonging to different social groups, some members were able to experience a reconnection of work and life in developing harmonious work-leisure lifestyles (Bowers, 2011). For them, belonging to specific cultural and social groups meant resisting the values associated with traditional notions of work and work-time. Part of this resistance to traditional norms was in order to experience meaningful work, which wasn’t centralized on obtaining financial rewards. Some groups were more successful than others in maintaining a dissolution of boundaries between work and leisure enabling them to sustain a seamless lifestyle. For these groups, being able to connect with nature and seasonality in returning to natural cycles of time provided greater control over their time and freedom with respect to how time would be spent. The dissolution of boundaries between work and leisure ultimately depended on the extent to which the community was self-sufficient in creating meaningful work.

Similar experiences have been examined with cultural workers, whose leisure was manifested through productive and intrinsically satisfying forms of work (Ravenscroft and Gilchrist, 2009). For these artists, work was no longer a site of production; it became a site for providing intrinsic rewards and creative expression. At the same time, leisure is believed to take on the productive qualities of work, in providing status, identity, and financial rewards. The extent to which cultural workers were able to experience a “working society of leisure” depended on certain class factors, including access to cultural capital, including

emotional, social, and artistic support, as well as the development of economic capital (2009).

In a study of tour operators in the leisure industry, workers were able to “work at one’s leisure” while being at work, including providing customer support to guests and enhancing their experiences by engaging in various excursions and activities (Guerrier and Adib, 2003). For them, having little supervision and greater autonomy and discretion over their work enabled satisfying experiences at work. In all respects of the work, workers were able to integrate leisure in order to align with their own sense of identity. Tour operators felt they were able to ‘be themselves’ at work, avoiding situations of emotional labouring, or situations where the management of their emotions was circumscribed by the organization (Guerrier and Adib, 2003; Hochschild, 1983). It is evident that in some culturally creative work settings, a de-differentiation of work and leisure is beginning to take place. The current study examines whether a de-differentiation of work and leisure is taking place amongst professional knowledge workers in two occupational settings.

Methods

Description of the Study Group

The study group consisted of workers from two organizations within the not-for-profit (NFP) and public sectors (PS). The first, a NFP organization, is focused on investing resources according to community needs, in order to build a healthy, strong, and safe community. It is comprised of approximately 100 employees and is governed by a volunteer-led local Board of Directors. In this case, the organization was selected because it is a model for a productive and successful not-for-profit, and secondly, based on the similarities between the not-for-profit organization and the public sector organization in terms of mandate.

The second, a PS organization, consisted of approximately 60 employees within a unit of a federal government organization. Although the unit examined does not reflect an “organization” per se, for the purposes of this research, the unit will be referred to as organization. The organization represents an integrated federal initiative aimed at providing national leadership on ways to prevent and reduce crime nationally. The organization was selected for its social focus and mandate which can be compared with the second organization examined in the study and the researcher’s knowledge of the organization and ability to access the study group through a senior manager. Although both organizations share similarities in terms of mandate, both organizations operate within different work environments, in terms of pay, funding to maintain itself and its programs, and organizational structure.

Sampling

Participants were identified using a convenience sample. Therefore, participants that were available and willing to participate in the study were selected. Inclusion criteria included participants employed full-time within both organizations. It is understood that different working arrangements would provide for vastly different work and leisure experiences. In an effort to ensure greater comparative ability, only full-time employees were recruited and selected for the proposed study. The researcher also made efforts to obtain a sample of both management and non-management positions. In the present study, management was defined as a Director-level or higher or managers responsible for supervising one or more staff.

Recruitment of the sample consisted of the researcher initially contacting two senior managers from both senior organizations to determine whether there would be an interest on the part of each of the organizations and its employees to participate in the study. Following

initial contact, a meeting had taken place with each of the senior managers to describe the research, its objectives, and obligations as participants of the study. Participants were recruited through an invitation circulated by senior management. To ensure voluntary participation of participants, in the case where employees had an interest in participating in the study, they were to communicate directly with the researcher. This alleviated any pressure for employees to feel compelled to participate considering their participation was being solicited by senior management.

The resulting sample of 26 participants comprised of 15 employees from the NFP organization and 11 employees from the PS organization. From the NFP organization, eight were in management and senior management positions, while seven were in non-management positions (see Appendix A). All had been working for the organization between two months and 11 years. A total of nine participants were female and six were male. Participants varied in age with the majority (60%) having been 26 to 35. 27% were 46 to 55. 13 % were 18 to 25 (6%) and 56 to 65 (7%). Just over half of all participants (53%) were married, while 27% were single, 13% engaged or common-law, and 7% divorced. Over half of participants had children (60%), while 40% did not have children. The majority of participants (74%) were university educated, having either a Bachelor's degree or a Master's degree. A total of 20% of participants had a college diploma, and 6% had a high school diploma.

From the PS organization, four were in management and senior management positions, while seven were employed in non-management positions (see Appendix B). Similar to the NFP organization, all had been working for the organization between two months and 11 years. A total of seven participants were female and four were male. Participants varied in age with the majority having been 46-55 (46%). 36% were 26 to 35. 9

% were 36 to 45 and 9% were between 18 to 25. Just over half of all participants (55%) were married, while 27% were divorced and 18% common-law. The majority of participants (73%) had children, while 27% did not have children. Almost all participants (91%) were university educated, either having a Bachelor's degree, a Master's degree, or a doctoral degree, and 9% having a college diploma.

Data Collection and Analysis

A qualitative, phenomenological approach was selected for the current study (see Creswell, 1997; Moustakas, 1994). The purpose of the interviews was to obtain information on participants' experiences, feelings and beliefs about the phenomenon in question. In-depth semi-structured interviews took place with participants during working hours in a boardroom located within each of the organization's offices. Interviews were conducted in English with the exception of one that was conducted in French. Following completion of participant interviews, each interview was transcribed verbatim.

The first stage of analysis involved identifying statements that related to the topic. In doing so, each of the transcripts were reviewed and marked in order to separate pertinent information under each of the key questions in the interview schedule. Following this stage, the researcher assessed and interpreted the information to produce a segment of data reflecting a single, specific thought. An initial template for each organization was developed to assist in organizing each of the segments in order to develop clusters of meaning and to look for emerging patterns. To assist in the development of patterns, the researcher added another tier of analysis in preparing a second template for each organization to outline the clusters of meaning from participants' responses. Following this stage, the researcher was able to identify themes that emerged within each organization. The themes that emerged from the data were then used to present a description of what participants experienced

(textural description) as well as the context or setting that influenced how the participants experienced the phenomenon (structural description) (Moustakas, 1994).

Following the identification of emerging themes, the researcher had developed a series of Excel tables for each of the key questions in the study to identify both the structural and textural themes and sub-themes by organization and position (management or non-management). The researcher was then able to enter into the tables the frequency to which participants had experienced a specific theme or sub-theme, which provided some information on the degree of strength for each of the themes and sub-themes. The following section presents the results of the data analysis. The results are divided into both structural and textural descriptions for each of the key questions in the study.

Results

The purpose of this study was to identify whether a de-differentiation of work and leisure is taking place amongst professional knowledge workers in two organizational settings. Participants from within the NFP organization and the PS organization were asked to describe how they felt work and leisure was related in their lives. The forthcoming sections, ‘The Leisure Experience in the Workplace’ and ‘The Leisure Experience Outside the Workplace’, represent a structural division within which textural descriptions are framed and grouped by key themes.

The Leisure Experience in the Workplace

This section provides a description of participants’ experiences of leisure within the workplace. Different categories emerged describing the leisure experience within the workplace and participants’ responses, which are described in Table 1. For NFP and PS participants, the leisure experience at work primarily involved some form of relief and escape from work obligations, either through work-related social activities or personal

activities engaged in at work. Social interaction at work, for the purposes of work, was also identified as leisure amongst NFP and PS participants.

Table 1

The Leisure Experience in the Workplace

Category of Experience	Not-for-profit (NFP) Participant Responses	Public Service (PS) Participant Responses
Leisure as relief and escape through work-related social activities	We had this 'Take a Break Challenge' we did a while ago, an hour every Friday, between 3 and 4, like all staff would be taking it off and kind of meet in one department. It was a lot of fun that was kind of a highlight for the whole month of November (Jen)	If you go out bowling in the afternoon, or if you go out for a group lunch and if it's the summer you go mini-golfing...trying to introduce in some way some sort of non-work related leisure type activity that people can do in a non-stressful environment and which brings them together somehow (Matt)
	They [the organization] have quite a bit of activities for leisure, they have bowling and they had curling in March, so they do have some time to take away and reduce the stress. (Sue)	I took all the staff out to play mini-put and umm go-karting and then hosted a picnic, or BBQ afterwards, and to me that was leisure. (Rox)
	There's a little staff event, after 'Kindness Week', we had a little thing where we recognized people for their efforts, I would consider that leisure (Kate)	
Leisure as relief and escape through personal activities at work	We're actually going to do it ourselves, go out and buy a table tennis and a ping pong table, so we can go and get away from the things even for a few minutes, cause I think it's one of those things where anybody can kind of play or participate and take their minds away from work (Mike)	It [role-playing with colleagues] is leisure. It was spontaneous and it was enjoyable and for those 15 minutes we were in another place in another world it was creative, and connecting (Rox)
	Even just checking Facebook quickly for a few seconds like that's kind of like a little bit of a leisure time. I guess when I do take those leisure moments, there is a little bit of guilt associated with it (Jen)	

Leisure as social interaction	I've come to a place in my career where the technical abilities, you know, I have them, but they're not what I exercise every day, it's more the relationship side that I exercise every day. For me, there's a lot of leisure that's intertwined (Tom) Whenever I have my daughter, I bring her to my accounts, I'm a person too, I'm not just asking you for money all the time... they've asked to bring pictures of my daughter and she has a grand-daughter, so we're just going to talk about that, which is where the leisure thing comes in (Ang)	The things that I enjoy most revolve around people, like, mentoring, the opportunities to work with someone, and help them further develop, create passion (Rox)
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Note. Pseudonyms have been provided to ensure participant anonymity

Participants from both organizations had identified leisure as a way of obtaining relief and escape through work-related social activities. Work-related social activities provided participants with opportunities to engage in fun, diversionary activities, which provided stress-relief, and opportunities to connect with others. For the most part, NFP participants reported the greatest opportunities for, and engagement in, structured social activities at work. Leisure was also described as an experience of relief and escape that took place through participants' engagement in personal activities at work outside of one's work responsibilities during the workday. As compared to PS participants, NFP participants identified greater opportunities to engage in personal activities during working hours. NFP participants' engagement in these activities was facilitated by their ability to exercise some degree of freedom over their time throughout the workday. These experiences were found to provide participants with a sense of diversion and escape from work obligations, which reflected participants' interests to some extent. The leisure experience at work was also found to take place through social interactions as part of one's work responsibilities. For

NFP participants, these experiences were intertwined as part of the relationship management aspect of work, which was an integral component of their work. Amongst PS participants, social interactions were primarily focused on internal clientele and staff.

The Leisure Experience Outside of the Workplace

This section provides a description of participants' experiences of leisure outside of the workplace. Different categories emerged describing the leisure experience outside of the workplace and participants' responses, which are described in Table 2. The majority of participants had identified a separation between work and leisure, where leisure and work were found to fulfill different needs and satisfactions. A separation between work and leisure was further identified amongst participants from both organizations as resulting from the demands and expectations associated with work.

Table 2

The Leisure Experience Outside of the Workplace

Category of Experience	Not-for-profit (NFP) Participant Responses	Public Service (PS) Participant Responses
Leisure and work as fulfilling different needs	I don't think fun and hard work and accomplishment are mutually exclusive. I don't think fun and leisure are the same thing necessarily [what's the difference between the two of them?] It's the downtime portion (Nick)	I feel right now to forget about work as interesting as it is; I feel the need to disconnect totally from work (Dan)
	While I'm here I know what kind of contribution I can make, I know that it's [work is] exciting and interesting to me...if I didn't have it I would feel very unfulfilled. So, I don't know if it is leisure; I think it's more personal, like kind of, satisfaction that I'm living and growing as an individual (Lisa)	I like coming to work and working in a professional capacity, but at the same time I don't like the way I dress. The way that you dress for leisure is very different, for me at least, in the way that I dress in the office. That's really important it lets me express different parts of my personality and the different things that drive me (Cassy)

	Leisure time to me is just downtime outside of what I would normally be doing during the course of a day...as much as I love what I'm doing, there's still a work link (Jack)	Now, I find working here for the government, and that's what I struggled with, when I decided to join the government, I feel that it's almost just like the paycheck that gives you the reward (Nina)
Demands and expectations associated with work	I found that it's hard for me to maintain high-maintenance friendships. The more you have the skills that are attractive to people with high-needs, the more difficult it is. In your work, you don't have a filter system; you have to be open and accepting. I think the effect of that is the need to have this idea of a low-maintenance friendship; it's the only way to be able to sustain that work passion and work drive (Kelly)	You may be a very hard worker, but there's going to be a lack of expertise and lack of desire of other people to work hard as well as part of your team. You don't get the same sense of satisfaction because things can be very slow as well with all the bureaucratic stuff that needs to be approved (Nina)
	I think what I'm trying to get at is just the physical part of being in here and being amongst my colleagues. It creates a sense of urgency around stuff that may not be too urgent. But as soon as I exit the building, I am free as a bird (Lisa)	For me, leisure means being in control, you know I get to decide exactly what I want to do at this time at this date and again within the work environment I don't think that's always possible or even feasible due to the demands of the workplace environment (Cassy)
	It [work role] relies so much on relationships, I feel like I have to be on guard a little bit, so some of my friends, my personal life the same sort of thing. I'm fairly serious in my work, when I come to work, I'm here to work (Nick)	People tend to be sitting on their chair in front of the computer, doing their work and that's it from that time to the time they finish...this is not the way I prefer it to function but you have to sometimes get in the system, you have to accept it...you tend to forget yourself and become the way they want you to become not how you'd like to (Mel)

Note. Pseudonyms have been provided to ensure participant anonymity

Similarities were found amongst both NFP and PS participants who identified leisure as a way of fulfilling individual needs, including the need for downtime and personal expression. Differences were noted in the manner in which participants' needs are fulfilled through work. Amongst NFP participants, work was found to be intrinsically satisfying and

rewarding despite being different from the satisfactions derived, and needs met, in leisure. For PS participants, work was experienced more extrinsically, where leisure was identified as a way to fulfill intrinsic needs and provide individual self-expression.

For both NFP and PS participants, a separation between work and leisure stemmed from having a reduced sense of control over the demands and expectations associated with the work role and work environment. For NFP participants, work was enjoyed, despite experiencing a reduced sense of control over the demands and expectations of the work role. This included the manner in which the work role itself required participants' to act in a certain way, whether that involve being accommodating to support one's work or managing one's behaviour in a way conducive to establishing relationships. For NFP participants, a separation between work and leisure was identified as a way for participants to exercise greater control in their leisure, which also provided a way to better support work. A reduced sense of control was identified amongst PS participants as a result of a highly bureaucratic and conforming work environment. For PS participants, obtaining satisfaction with work was difficult and led to a separation of work and leisure.

Discussion

Despite the highly contemporary workplaces and relatively skilled workforce participating in this study, many of the responses reflected more traditional, modernist divisions between work and leisure. A separation of work and leisure was identified amongst participants from both organizations to different degrees. One of the key factors separating the leisure experience from taking place at work amongst NFP and PS participants was that work and leisure were identified as fulfilling different needs and satisfactions. Leisure was identified as essential in providing both a sense of control in one's life and fulfilling one's personal needs, including the need to relax, escape, and disconnect. This was

the case regardless of whether work was intrinsically enjoyed, as experienced amongst NFP participants, or extrinsically enjoyed as experienced amongst PS participants.

The lack of control as a result of the demands and expectations of the work role and work environment resulted in participants consciously separating work and leisure. For PS participants, a reduced sense of control over the work environment produced an inability to identify with the work experience at an intrinsic level. A lack of control over the work environment was a result of bureaucratic demands and processes, which promoted certain expectations of conformance, and the lack of control and influence over the work of others. Amongst NFP participants, a reduced sense of control resulted from the demands and expectations associated with the actual work role itself. This was reflected in the manner in which participants' conducted their work and the behaviours exercised at work.

The experience of work was an important feature distinguishing participants' reasons for experiencing leisure outside of work. For NFP participants, whom experienced greater satisfaction at work, a separation of work and leisure enabled participants' to experience greater control and freedom in managing their personal and work lives. Whereas, for PS participants, a separation of work and leisure provided a way for them to fulfill satisfactions not found at work. As compared to PS participants, NFP participants expressed greater acceptance in having a separation of work and leisure in order to better balance their work and leisure lives. Amongst PS participants, this was not something that was desired, rather, it was the result of the work environment.

At the same time, the results provide some evidence of leisure as something that is understood to take place at work amongst participants; however, the extent to which these experiences are a reflection of Rojek's (2010b) notion of leisure in the de-differentiated sense is questioned. Although some participants' experiences of leisure were identified as

taking place at work, they were largely separate from the actual experience of work and served diversionary purposes. For NFP participants engaging in non-work related diversionary activities, such as the internet, games, and socialization, during working hours was rationalized in providing a number of benefits, including respite and opportunities for social connectedness. As compared to PS participants whose experiences of 'leisure' were limited to 'lunchtime' experiences, NFP participants were better positioned to engage in these activities as they felt they had greater control in managing their workday. This may have been influenced by the organization's own distinct culture and expectations.

Amongst some NFP participants, work-related social activities were aimed at bringing staff together in providing relief, escape, and building social cohesion at work. Although these activities are aimed at providing a number of benefits to the participant, such activities are understood to be beneficial for the organization as a form of emotional labouring serving productivity purposes. Similarly, amongst NFP participants who identified relationship management as part of their work to be a key factor contributing to "leisure", the extent to which it is considered leisure is questioned, as these activities are largely serving interests of productivity. It is understood these kinds of activities that take place at work are a way of building social competencies for productivity purposes in the work setting, aligning with the literature on emotional labour and leisure as way of refining one's emotional intelligence (Hochschild, 1983; Rojek, 2010a).

Although participants' experiences provide examples where work does maintain qualities that are characteristic of leisure, in terms of providing relaxation, escape, and social connectedness (Beatty and Torbert, 2003; Rojek, 1995; Parker, 1983), the 'leisure' experience is taking place outside of the experience of the work itself. Unlike work-leisure experiences that have emphasized a de-differentiation of work and leisure lives (Bowers,

2011; Guerrier and Adib, 2003; Ravenscroft and Gilchrest, 2009), the leisure experiences described by participants are considered what Roberts (2011) considers to be “inconsequential” (p.6). With this, the experience provides some form of satisfaction through diversionary activities for the participant but the outcomes do not necessarily transcend beyond the experience itself. For the participant, the leisure experience is what Rojek (2010b) describes as an “activity designed to distract one from the cares and predicaments of work” (p.189), which cannot be understood to reflect a de-differentiation of work and leisure.

Conclusions

The results of the study indicate that traditional categories of work and leisure are seemingly evident in the contemporary workplace, despite theories of a de-differentiation of work and leisure and leisure fluidity. Based on the experiences of workers in two occupational settings, it is evident that even when work is intrinsically satisfying, it still may not qualify as leisure based on participants’ conceptualizations. In aligning with traditional categories, leisure is still recognized as a distinct, autonomous experience, which is satisfying in serving personal interests and conditional on one’s personal control and voluntary engagement. It is clear that leisure is not having a ‘doubling’ effect per se; where leisure is understood as taking place both through work and outside of work. Rather, the meaning and experience of leisure is dependent on the extent to which satisfaction and self-expression are obtained in other life spheres, such as work.

Despite maintaining a conscious separation being made between work and leisure, NFP participants still reported greater satisfaction and enjoyment at work as compared to PS participants. Despite the extent to which participants felt reduced control over work, the extent to which work was satisfying and intrinsically rewarding played a role in how leisure

was understood and experienced in relation to work. The findings of this study point to the extent to which the nature of the work experience can influence the way of thinking about work and leisure, and secondly, the continued importance of leisure in fulfilling satisfactions not obtained through work.

Even though the relationship between work and leisure is changing and modernist perspectives may be seen as insufficient in defining the range of experiences today, there is still a distinction that exists. The notion of a de-differentiation of work and leisure may not be complete in the workplace but there is still an understanding that satisfying work and leisure, although distinct, can offer similar types of satisfactions and benefits. What is needed is a better understanding of the kinds of interplay between work and leisure and the factors, including personal, social, and occupational, which play a role in shaping this relationship. This can assist in comprehending how individuals make sense of work and leisure in their lives in an attempt to enhance the potential for both personal and professional satisfaction.

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Appendix A

Table 1

Participants within the Not-for-Profit Organization

Name	Sex	Occupational class	Function
Joe	Male	Manager	Fundraising
Mike	Male	Manager	Management
Sue	Female	Manager	Fundraising
Sara	Female	Manager	Capacity Building
Tom	Male	Senior Manager	Management
Nick	Male	Manager	Management
Lisa	Female	Manager	Management
Jack	Male	Manager	Management
Jen	Female	Employee	Capacity Building
Amy	Female	Employee	Fundraising
Ang	Female	Employee	Fundraising
Kate	Female	Employee	Management
Val	Female	Employee	Management
Kelly	Female	Employee	Capacity Building
Steph	Female	Employee	Fundraising

Note. Pseudonyms have been provided to ensure participant anonymity

Appendix B

Table 2

Participants within the Public Sector Organization

Name	Sex	Occupational class	Function
Matt	Male	Manager	Project Development
Dan	Male	Manager	Management
Rox	Female	Manager	Management
Jon	Male	Senior Mg	Management
Cassy	Female	Employee	Project Development
Sally	Female	Employee	Project Development
Ken	Male	Employee	Project Development
Jess	Female	Employee	Management
Mel	Female	Employee	Project Development
Nina	Female	Employee	Project Development
Hana	Female	Employee	Project Development

Note. Pseudonyms have been provided to ensure participant anonymity

Chapter 5: Conclusions

Global Discussion and Integration

The conclusions will consist of a global discussion and integration of the results stemming from the three papers. Following that, I will outline the limitations to the study as well as alternative methods that could have been incorporated in the current study. Finally, I will provide suggestions to support further investigation and recommendations stemming from the findings. The three papers presented a detailed description of meaningful work and the relationship that exists between work and leisure amongst professional knowledge workers in a public and not-for-profit sector organization. The results of these papers support new ways of understanding the work-leisure relationship. While there is some blurring between the categories of work and leisure, these categories are still understood as distinct reflecting traditional modern, binary conceptions of work and leisure.

Using qualitative approaches, it was possible to identify similarities and differences amongst workers' characterizations of meaningful work, the potentiality of leisure to engage with meaningful and self-expressive work, and how leisure is understood in relation to work.

Both work environments were found to produce different experiences of meaningful work, shedding light on the relevance of the 'liquid work' organization in contemporary work. As presented in the first article, the experience of work differed significantly between participants from the NFP and PS organization. While for NFP participants, the nature and experience of work was considered to be intrinsically satisfying and self-expressive, PS participants had difficulties connecting with work on an intrinsic level due to their reduced sense of control.

The study sheds light on the potential for a 'liquid work' organization to positively contribute to meaningful and satisfying work (Clegg & Baumeler, 2010; Poder, 2007). The NFP organization, which more closely resembled a liquid work organization, possessed

certain characteristics that are important for the promotion of workplace satisfaction. This reflected the extent to which work was considered an ‘individualized’ experience, in the sense that participants were able to personally identify with their work and feel that their efforts are significant in contributing to organizational goals. Additionally, exercising greater control over one’s work provided NFP participants with the opportunity for self-expressivity and engagement with work on a creative-level. For PS participants, heavy bureaucratic demands impeded participants’ ability to identify with work on an intrinsic level. Meaningful and satisfying work experiences were also dependent on the extent to which participants were able to experience a sense of belongingness within the organization. As compared to PS participants, NFP participants had experienced a stronger sense of belongingness to the team through social opportunities at work. For PS participants, a lack of opportunities for social engagement, and not feeling like an ‘active participant’ within the organization, resulted in reduced levels of trust with others in the organization and not knowing where they fit in within the organization.

While the first article focused on understanding how meaningful work is characterized within two organizations, the second article examined whether leisure can engage with satisfying work through a form of civil labour. Participants’ level of engagement revealed the potential for leisure to engage with work in producing meaningful and satisfying experiences. For most PS participants, engagement in work stemmed from the experience of being ‘at’ work, which was centered on participants’ involvement with management, interactions with staff, and seeing the outcomes of the work. For NFP participants, engagement was found to take place primarily ‘through’ the nature of their work. For the most part, NFP participants were found to identify with their work on a deeper level, in that the work was personally developing and intrinsically rewarding in contributing

to social outcomes in the community. These differences shed light on the manner in which leisure as understood through civil labour is possible within the context of satisfying work (Ravenscroft & Gilchrist, 2009; Rojek, 2001; 2004).

In theorizing Rojek's (2001; 2004) civil labour amongst other forms of work, there is the potential to better understand leisure's engagement with satisfying work. Leisure, as a contributor of social and cultural capital, was integrated with NFP participants' community and social-focused work. Leisure, as a key source of self-development and expressivity, was also a key feature of NFP participants' experiences of work. All of these factors contribute to what is understood as a form of 'civil labour,' where leisure is embedded in socially relevant, constructive, and self-expressive work (Ravenscroft & Gilchrist, 2009; Rojek, 2001; 2004).

In understanding how participants' experiences of meaningful work are shaped within both organizations and how leisure can potentially engage in satisfying work, the third article solidifies our understanding in examining how participants conceptualize work and leisure. Although recent perspectives have discussed the manner in which work and leisure are becoming increasing de-differentiated in the postmodern context (Blackshaw, 2010; Poder, 2007; Rojek, 2010b), the relationship between work and leisure is still understood and experienced as dichotomous amongst workers in both organizations. Culturally understood definitions of leisure and work, and personal experiences of work and leisure are believed to contribute to these understandings (Bowers, 2011; Russell, 2009).

An incompatibility between leisure and work was evident amongst participants from both organizations, where leisure was understood to fulfill certain needs and satisfactions, separate to work, and which provided a form of control over one's time. Where leisure was found to take place at work, evident primarily amongst NFP participants, the experience of

leisure was largely distinct from the actual experience of work itself. For the most part, the nature of this experience tended to reinforce conventional definitions of leisure as escape, free-time, and serving social benefits.

Differences were noted in how participants' experiences of work shaped their ways of thinking and experiencing leisure in relation to work. Despite participants experiencing a reduced sense of control as a result of the demands and expectations of work, the experience of work was a factor in distinguishing their reasons for conceptualizing leisure as separate to work. Amongst NFP participants, despite experiencing a reduced sense of control in their work, work was still largely intrinsically satisfying. NFP participants expressed greater acceptance in separating work and leisure in order to exercise greater control and freedom in better balancing their personal and work lives. Amongst PS participants, reduced satisfaction in the workplace resulted in participants seeking certain satisfactions in leisure, which was not what participants' desired but necessary in order to manage their work experience and the work environment. In both cases, leisure is understood as a way of 'compensating' or supporting the experience of work; however, the meaning of the experience differed based on individuals' experiences of satisfying work.

The results of the three articles that comprise this study demonstrate how different experiences of meaningful work in two contemporary work settings enable leisure to engage with work, and support different ways of thinking about, and experiencing, the relationship between work and leisure. Participants' level of engagement in meaningful and self-expressive work was important to understanding the potential for leisure to engage with work through a form of 'civil labour'. Further, participants' perceptions of leisure and how it relates to work in their lives demonstrate the extent to which different work experiences shape the role and function of leisure in one's life.

Although the relationship between work and leisure is largely understood as differentiated, an incongruity is evident amongst participants' conceptualizations of work and leisure and theorizations of work and leisure as de-differentiated within the postmodern context. It is evident that when asking participants to describe the relationship between work and leisure in their lives, their conceptualizations of work and leisure still draw on traditional binary conceptions of these two categories. However, upon examining participants' experiences of satisfying work, it is possible to see the extent to which the categories of work and leisure are displaced reflecting a de-differentiation of work and leisure.

In examining theories of de-differentiation that aim to de-construct the work-leisure binary (Rojek, 1993; 1995), it is evident that these categories do not actually disappear. It is understood that individual understandings of work and leisure are embedded in socialized understandings of leisure as something very distinct from work (Bowers, 2011). Theories of de-differentiation are not conceptualized amongst these types of workers. As their emergence is found within the cultural industries, where workers are able to challenge dichotomous values surrounding work and leisure, there appears to be less of an acceptance of these values in professional, knowledge forms of work. The challenge will be to reframe our understandings of leisure in order to uncover its potential to contribute to meaningful and fulfilling lives starting with the sphere of work.

Limitations and Alternative Methods

As a thesis committee, it was determined that the method utilized for this research was the most effective means to examining workers' experiences of work and leisure, and the manner in which work and leisure are related in their lives. Limitations to this study have been identified, as well as other potential approaches to investigation, which could have alternatively been used are discussed below.

Limitations

A limitation to this study may relate to the sampling. A convenience sample where full-time workers who were available and willing to participate were selected was considered appropriate for the purpose of this study. The convenience sampling technique had resulted in a sample of relatively skilled, knowledge workers largely occupying senior and management positions. It may have been useful to obtain a sample with a greater diversity of workers from both organizations in terms of skills and educational background, occupying a variety of positions within the organization. This could have been conducted through the use of a purposive sampling technique (Patton, 1990). The researcher could have applied a criterion-based purposive sampling approach to recruit selected participants that occupy different positions within the organization. This would require obtaining a greater understanding of the organizational structure of both organizations prior to beginning the study.

Although the sample size of 26 participants was considered appropriate for this qualitative, phenomenological study in order to obtain varied experiences (Leedy & Ormrod, 2001; Polkinghorne, 1999), it may have prevented the researcher from obtaining a certain level of depth into participants' experiences. With a smaller sample size, it may have been possible for the researcher to obtain detailed information surrounding participants' lives, including social, community, personal, and family. This would have potentially revealed interesting results in examining the phenomenon from a more holistic perspective.

Alternative Methods

Case study research design. The research design was deemed appropriate for the current study. Given the nature of the objectives of the study, it would have also been possible to apply a purposive sampling technique to select only a few participants from each

organization through a case study research design. Case studies are seen as useful within organizational contexts for understanding relationships, behaviours, motivations and conditions of organizational settings (Berg, 2001). In employing a case study, the smaller sample size would have permitted the collection of more in-depth information including increased contextual information surrounding participants' experiences of work and experiences of leisure in relation to work. This may have elucidated greater information about the physical environment (organization's structure and culture) as well as any economic and social factors potentially impacting participants' experiences (Leedy & Ormrod, 2001).

Through the use of multiple data collection techniques in a case study design (Berg, 2001; Leedy & Ormrod, 2001), in addition to conducting face-to-face interviews, the researcher could have included a review of organizational documents and observations. A review of organizational documentation could have provided an in-depth understanding of the structure and culture of each organization through a review its policies, amongst other methods. Further, in conducting observations, perhaps through researcher attendance in staff meetings, it may have provided greater insight on participants' work experiences and the nature of work.

In employing a phenomenological approach, the study gathered information on participants' lived experiences, including their ways of understanding and experiencing how work and leisure are related in their lives. An alternative approach would have included providing participants with operational definitions of work and leisure prior to the interviews taking place. While the use of operational definitions of work and leisure would have modified the study as phenomenological in nature, it could have revealed interesting information on the extent to which participants' understandings of leisure and work are

aligned with externally-constructed definitions. The use of operational definitions could also contribute to the study's reliability, where participants would have held similar interpretations of the key concepts in the study, possibly yielding more comparable findings.

Data analysis. The focus of the current study was to investigate meaningful work and its relationship to leisure amongst professional knowledge workers in two organizational settings. The nature of the study group was in itself the most important factor guiding the analysis of the three articles. Examining professional knowledge workers is relevant given the recent attention on workplace satisfaction amongst these types of workers, and the nature of the emergent literature on the topic, which primarily focused on workers within the cultural industries.

Although the primary focus of the study was to examine participants' experiences within and across organizational sectors, the study also focused on participants' responses based on their role as a manager or non-manager. This provided additional insight as to how managers' experiences of work and leisure differed from non-managers. It would have, however, been interesting to have incorporated other key factors in the analysis of the study, including sex, marital status, cultural background, and family status. Incorporating these variables, amongst others, to the analysis of the study could have provided interesting findings on how participants' experiences may have been influenced by social factors. At the same time, incorporating these variables with a larger sample size would have also produced interesting findings.

Focus group research design. Considering the small sample size in the current study, conducting focus groups within each organization may have been an effective method to investigate participants' experiences of work and their understanding of leisure in relation to work. A focus group design would have 'encouraged' participants to speak freely about

opinions, experiences, thoughts, and feelings. Discussions in a group could have been particularly interesting for the current study, given that it produces an environment where individuals would be reacting to others' comments potentially yielding new themes and ideas, which would not have produced in face-to-face interviews (Berg, 2001). The focus group design differs in nature to face-to-face interviews in that there is the potential to expose 'socially constructed information' (Berg, 2001). The study could have benefitted from socially constructed information based on workers' interactional experiences of work (Berg, 2001). This would have contributed to understanding new dimensions of the nature and experience of work within each of the organizations.

Future Research

Replication of the study using different samples. Future areas of investigation could replicate this study in examining two or more organizations within the same sector. It is possible that experiences of work and leisure amongst workers in two different organizations within the same sector would provide interesting insight in establishing a characterization of work and leisure within a particular sector. The study could also be replicated amongst other occupational groups and sectors, which could provide some insight on the variation of experiences of work and leisure amongst different job types and socio-economic classifications. At the same time examining different types of workers, including casual, contract, and short-term workers within different organizations and investigating their experiences of work and leisure could also potentially yield interesting results.

Further, another area of inquiry would be to examine the topic within a much broader sample, which could potentially include workers from the public, private and not-for-profit sector organizations. This would provide greater comparability on how differing organizations experience work and leisure. This type of investigation could include

employing quantitative approaches alone or in conjunction with qualitative approaches, as discussed in the previous section. In doing so, the findings could be more broadly generalized.

Integration of other variables and instruments. As discussed in the previous section, the integration of other variables, including sex, age, marital status and family status would have been interesting to explore in the analysis of worker's experiences of meaningful work and leisure. It would also be interesting to investigate cultural and religious differences and how they relate to meaningful work and the work-leisure relationship. In the context of potentially utilizing quantitative approaches, by incorporating other instruments, such as a satisfaction scale to measure satisfaction levels, or a scale to assess meaningful work amongst workers different organizations. The use of such a scale would be most applicable with a broader sample and could provide greater comparability amongst workers in different organizations.

Areas of inquiry. This research had provided a detailed description of workers' experiences of meaningful work and leisure within two organizational settings. The results of this research have also led to other future research veins. In the context of examining the relationship between work and leisure, there is perhaps a greater need to look at the structures and culture of the organization and concepts of emotional labouring. This could include looking at the extent to which activities within the organization aimed at providing workers with opportunities for social interaction or relief from work are truly serving workers' interests. Another line of inquiry could include examining the manner in which the accumulation of social and cultural capital through work is also evident amongst workers' leisure practices outside of work. Further, as leisure continues to be defined as something that is relevant in our lives, there may be an interest to explore individuals' changing

attitudes towards leisure and whether this has an impact on one's engagement with work, and vice versa.

Conclusion

In summary, the three papers presented in this research have shed light on how meaningful work is experienced amongst professional knowledge workers in two organizational settings and the manner in which leisure can, and is perceived to, engage with work. The results are relevant in better understanding the nature of the relationship between work and leisure in the contemporary context, and the extent to which leisure can potentially engage in the domain of professional and knowledge work. The results are also beneficial to both organizations in contributing to their understanding of how workers' are experiencing work, and how they can potentially improve the quality of work lives of their employees. Finally, the study has shed light on the manner in which our working practices and experiences of work continue to shape our understandings and experiences of leisure and the role it plays in our lives.

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Appendices

Appendix A: Ethics Approval Letter

File Number: h02-11-05

Date (mm/dd/yyyy): 04/14/2011



Université d'Ottawa University of Ottawa
Bureau d'éthique et d'intégrité de la recherche Office of Research Ethics and Integrity

Ethics Approval Notice Health Sciences and Science REB

Principal Investigator / Supervisor / Co-investigator(s) / Student(s)

<u>First Name</u>	<u>Last Name</u>	<u>Affiliation</u>	<u>Role</u>
George	Karlis	Social Sciences / Leisure Studies	Supervisor
Amanda	Sharaf	Health Sciences / Human Kinetics	Student Researcher

File Number: h02-11-05

Type of Project: PhD Thesis

Title: Towards a Contemporary Work-Leisure Model :Perceptions of Work and Leisure among Management and Non-Management Employees in Public Service and Not-for-Profit Organizations

Approval Date (mm/dd/yyyy)	Expiry Date (mm/dd/yyyy)	Approval Type
04/14/2011	04/13/2012	Ia

(Ia: Approval, Ib: Approval for initial stage only)

Special Conditions / Comments:
N/A

File Number: h02-11-05

Date (mm/dd/yyyy): 04/14/2011



Université d'Ottawa **University of Ottawa**
 Bureau d'éthique et d'intégrité de la recherche Office of Research Ethics and Integrity

This is to confirm that the University of Ottawa Research Ethics Board identified above, which operates in accordance with the Tri-Council Policy Statement and other applicable laws and regulations in Ontario, has examined and approved the application for ethical approval for the above named research project as of the Ethics Approval Date indicated for the period above and subject to the conditions listed the section above entitled "Special Conditions / Comments".

During the course of the study the protocol may not be modified without prior written approval from the REB except when necessary to remove subjects from immediate endangerment or when the modification(s) pertain to only administrative or logistical components of the study (e.g. change of telephone number). Investigators must also promptly alert the REB of any changes which increase the risk to participant(s), any changes which considerably affect the conduct of the project, all unanticipated and harmful events that occur, and new information that may negatively affect the conduct of the project and safety of the participant(s). Modifications to the project, information/consent documentation, and/or recruitment documentation, should be submitted to this office for approval using the "Modification to research project" form available at:
http://www.rges.uottawa.ca/ethics/application_dwn.asp

Please submit an annual status report to the Protocol Officer 4 weeks before the above-referenced expiry date to either close the file or request a renewal of ethics approval. This document can be found at:
http://www.rges.uottawa.ca/ethics/application_dwn.asp

If you have any questions, please do not hesitate to contact the Ethics Office at extension 5841 or by e-mail at: ethics@uOttawa.ca.

Appendix B: Not-for-Profit Organization Letter of Permission

March 21, 2011

Ottawa, ON

Research Project Title: **Towards a Contemporary Work-Leisure Model: Perceptions of Work and Leisure among Management and Non-Management Employees in Public Service and Not-for-Profit Organizations**

Dear _____,

This letter is to confirm our prior meeting discussing the _____ willing participation in the aforementioned research study to be conducted by Amanda Sharaf, graduate researcher at the University of Ottawa. This letter authorizes the conduct of the proposed research study within the organization, involving the recruitment of employees and the conduct of interviews with employees to take place during working hours.

Please provide your permission to conduct the research study within the _____ by signing this letter.

Thank you very much.

Sincerely,

Amanda Sharaf

Signature: _____

Date: March 21, 2011

Appendix C: Public Sector Organization Letter of Permission

March 21, 2011

Ottawa, ON

Research Project Title: **Towards a Contemporary Work-Leisure Model: Perceptions of Work and Leisure among Management and Non-Management Employees in Public Service and Not-for-Profit Organizations**

Dear _____

This letter is to confirm our prior meeting discussing the _____ willing participation in the aforementioned research study to be conducted by Amanda Sharaf, graduate researcher at the University of Ottawa. This letter authorizes the conduct of the proposed research study within the organization, involving the recruitment of employees and the conduct of interviews with employees to take place during working hours.

Please provide your permission to conduct the research study within the _____ by signing this letter.

Thank you very much.

Sincerely,

Amanda Sharaf

Signature: _____

Date: 31/3/11

Appendix D: Letter of Invitation to Participants

Dear participant,

I would like to introduce myself: My name is Amanda Sharaf, and I am a Ph.D. Candidate within the School of Human Kinetics, Health Sciences, at the University of Ottawa.

I am conducting a research study aimed at examining the perceptions of work and leisure amongst full-time employees from the public service and not-for-profit organizations.

We often hear about work-life balance, referring to the relationship between our work and non-work/family lives and obligations, but we don't often hear about leisure and its relationship with work. The current study intends to examine how work and leisure are conceptualized in our current social environment. To this end, I would like to hear what your thoughts, feelings, and perspectives are on work and leisure and how you experience leisure in your life.

By doing this type of research, there is the opportunity to build greater community understanding of the influencing relationship between work and leisure and vice versa. A greater work community understanding could positively influence the quality of life and work between employees and their organizations.

The purpose of this letter is to cordially invite you to take part of this research. I have met with your senior management to explain and secure their satisfaction of the research purpose as well as their commitment to the accommodation for your participation in the interviews.

Your participation is voluntary, and as a willing participant, you would be asked to take part in one interview (approx. 1 hour), which would take place during the month of April 2011. Interviews would be scheduled at the participant's convenience and would take place on-site.

The participant's confidentiality and anonymity would be protected at all stages of the research study. This will ensure that participant's names as well as revelatory information would not be published or made available to anyone other than the researcher and research supervisor.

If you have an interest in participating in this study, or you would like to have additional information on the study, please communicate with me directly at _____, or by e-mail at _____. Please ensure your response to this request by _____, 2011.

I look forward to hearing of your positive response and in meeting with you.

Thank you.

Amanda Sharaf

Appendix E: Ethics Consent Form



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Sciences

School of Human
Kinetics

Consent Form

Title of the study: Towards a Contemporary Work-Leisure Model:
Perceptions of Work and Leisure among
Management and Non-Management Employees in
the Public Service and Not-for-profit Organizations.

Amanda Sharaf, under the supervision of Dr. George Karlis, along with her affiliation within the School of Human Kinetics, Faculty of Health Sciences at the University of Ottawa.

The graduate researcher's coordinates are as follows:

Telephone number:

E-mail Address:

The research supervisor's coordinates are as follows:

Telephone number:

E-mail Address:

Invitation to Participate: I am invited to participate in the abovementioned research study conducted by Amanda Sharaf, graduate researcher with the Faculty of Health Science, School of Human Kinetics and supervisor, Dr. George Karlis, School of Human Kinetics, Faculty of Health Sciences.

Purpose of the Study: The purpose of the study is to understand perceptions of work and leisure among employees in the public service and not-for-profit organizations, in an attempt to understand what relationship(s) exist between work and leisure.

Participation: My participation will consist essentially of participating in a one-hour semi-structured interview during which the graduate researcher will lead the discussion and ask me to describe my experiences. The interview has been scheduled for the month of April at the National Crime Prevention Centre (NCPC) or United Way Ottawa office during the day. I will also be asked my willingness and availability to answer any follow-up questions from the researcher and review the transcripts if necessary.

Risks: My participation in this study will entail that I describe my perceptions of work and leisure. I have received assurance from the researcher that every effort will be made to minimize any unforeseen risks and in the case where I would like to withdraw my participation, I would be able to do so at any point throughout the research process.

Benefits: My participation in this study will contribute to the researcher's doctoral research project and will contribute to the existing body of knowledge on the relationship between work and leisure. The research may also prove to be beneficial for the organization and its employees upon its completion.

☎ 613-562-5852
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Confidentiality and anonymity: I have received assurance from the researcher that the information I will share will remain strictly confidential. I understand that the contents will be used only for the doctoral research project and that my confidentiality will be protected as the research data collected will be secured and only available to the researcher and supervisor. All data, including transcripts, audio cassettes and any other information will be securely locked in the supervisor's office. **Anonymity** will be protected by ensuring that any names revealing the identity of the participant will not be included in the final dissertation report or in any following publication in addition to any revelatory information. Direct quotes may be used and I understand in the case where they are used, no names of participants will be revealed.

Conservation of data: The data collected including the hard copy information including transcripts and consent forms, electronic data, and audio cassettes will be kept in a secure and locked location situated in the supervisor's office at the University of Ottawa, and will be available only to the researcher and the supervisor. All information will be retained for a period of 5 years, until at which point it will be destroyed through shredding, deletion and disposal.

Compensation: No compensation will be provided to the participant involved in this research project. The researcher has assured me that every effort will be made to accommodate the participant, in terms of location/time for the interview to take place.

Voluntary Participation: I am under no obligation to participate and if I choose to participate, I can withdraw from the study at any time and/or refuse to answer any questions, without suffering any negative consequences. If I choose to withdraw, all data gathered until the time of withdrawal will be destroyed through shredding, deletion, and disposal.

Acceptance: I, _____, agree to participate in the above research study conducted by Amanda Sharaf of the School of Human Kinetics, Faculty of Health Sciences, which research is under the supervision of Dr. George Karlis.

If I have any questions about the study, I may contact the researcher or his supervisor.

If I have any questions regarding the ethical conduct of this study, I may contact the Protocol Officer for Ethics in Research, University of Ottawa, Tabaret Hall, 550 Cumberland Street, Room 159, Ottawa, ON K1N 6N5
Tel.: (613) 562-5841
Email: ethics@uottawa.ca

There are two copies of the consent form, one of which is mine to keep.

Participant's signature: _____

Date: _____

☎ 613-562-5852
📠 613-562-5149

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où je voudrais retirer ma participation, je pourrais faire ainsi à un point quelconque dans tout le procédé de recherches.

Bienfaits: Ma participation à cette recherche aura pour effet de contribuer au doctorat de recherche du chercheur et contribuera à la trousse de rédaction sur le rapport entre le travail et les loisirs. La recherche peut également s'avérer salubre pour l'organisation et les employés sur son accomplissement.

Confidentialité et anonymat: J'ai l'assurance du chercheur que l'information que je partagerai avec elle restera strictement confidentielle. Je m'attends à ce que le contenu ne soit utilisé que pour le doctorat de recherche et selon le respect de la confidentialité, les données de recherches rassemblées seront fixes et seulement disponibles au chercheur et au surveillant. Toutes les données, y compris des transcriptions, cassettes sonores et n'importe quelle autre information seront solidement fermées à clef dans le bureau de surveillant.

L'anonymat est garanti en s'assurant qu'aucun nom indiquant l'identité du participant ne sera inclus dans le rapport final de dissertation ou en aucune publication suivante en plus d'aucune information révélatrice. Des citations directes peuvent être employées et je comprends dans le cas où elles sont employées, aucuns noms des participants seront indiqués.

Conservation des données: Les données recueillies comprenant de l'information d'impression incluant des transcriptions et des formes de consentement, des données électroniques, et des cassettes sonores seront maintenues dans un endroit bloqué et verrouillé situé dans le bureau du surveillant à l'université d'Ottawa, et seront disponibles seulement au chercheur et au surveillant. Toute l'information sera maintenue pendant une période de 5 ans, à quel point il sera détruit par le déchetage, la suppression et la disposition.

Compensation: Aucune compensation ne sera fournie au participant impliqué dans ce projet de recherche. Le chercheur m'a assuré que tout effort sera fait d'adapter au participant impliqué dans ce projet de recherche. Le chercheur m'a assuré que tout effort sera fait d'adapter au participant pour que l'entrevue ait lieu, en termes d'endroit et temps.

Participation volontaire: Ma participation à la recherche est volontaire et je suis libre de me retirer en tout temps, et/ou refuser de répondre à certaines questions, sans subir de conséquences négatives. Si je choisis de me retirer de l'étude, les données recueillies jusqu'à ce moment seront détruites par le déchetage, la suppression, et la disposition.

Acceptation: Je, _____, accepte de participer à cette recherche menée par Amanda Sharaf de l'École des sciences de l'activité physique, Faculté des sciences et de la santé à l'Université d'Ottawa, laquelle recherche est supervisée par Dr. George Karlis.

Pour tout renseignement additionnel concernant cette étude, je peux communiquer avec le chercheur ou son superviseur.

☎ 613-562-5852
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Pour tout renseignement sur les aspects éthiques de cette recherche, je peux m'adresser au Responsable de l'éthique en recherche, Université d'Ottawa, Pavillon Tabaret, 550, rue Cumberland, salle 159, Ottawa, ON K1N 6N5

Tél.: (613) 562-5841

Courriel : ethics@uottawa.ca

Il y a deux copies du formulaire de consentement, dont une copie que je peux garder.

Signature du participant: _____

Date:

Appendix F: Interview Schedule

Introduction to the Research Project and a few welcoming words to the Participant.

Hello _____, thank you for your interest in participating in the research study. My name is Amanda Sharaf, and as you may already know, the research relates to the concepts of work and leisure. We often hear about work-life balance, referring to how we manage our work and non-work/family lives and obligations, but we don't often talk about leisure and its relationship with work. The study attempts to explore the relationship that exists between work and leisure through an examination of employee perceptions of both work and leisure within different organizational contexts. To this end, I would like to hear what your thoughts, feelings, and perspectives are on work and leisure. Welcome, prior to starting the interview, I would like to mention a few things:

Being a participant in this study will require your consent to the following (expectations from participant):

- Informed consent by signing the Consent Form. Yes/No
- Participate in one semi-structured interview (approx. 1-2 hours in length) that will be tape-recorded. Yes/No
- Once interview and transcription is complete, would the participant be willing to review the notes from their interview and/or answer any additional follow-up questions from the interviewer if need be? Yes/No

Leading the semi-structured discussion to cover key guiding questions (questions 2,3,4) along with scheduled or unscheduled probes/follow-up questions:

1. I hope to begin with a few socio-demographic questions:, if you are comfortable with that:
 - Sex: M/F
 - May I ask what age cohort are you in? (18-25); (25 to 35); (36 to 45); (46 to 55); (56 to 65+)
 - What is your current marital status?
 - Do you have any children?
 - Can you confirm your highest level of education? (Secondary School); (High School Diploma); (Community College); (Undergraduate Degree); (Graduate Degree, Master's or Ph.D.); (Other training: _____)
 - What is the current title of your position within the organization?

- How long have you been with the organization?

I will now ask you a few questions that now pertain to leisure and work in your life

2. Describe the nature of your work and how you feel about it?

- Can you tell me more?
- Can you provide an example when you felt like that?
- You mentioned the time when you were working on the _____; how did that have an impact on your feelings towards work?
- Can you describe how you felt during that event?

3. How do you define leisure?

- What is the first thing that comes to mind when you think of leisure? Why?
- Can you provide me with an example?
- Tell me about that?
- How come you feel that _____ is leisure?
- If you had more opportunities to do _____, would you?
- Can leisure be anything else? Why?

4. For you personally, how do you see work and leisure relating to each other?

- Can you tell me why you see work and leisure relating this way?
- Are there instances where work positively and negatively impacts leisure?
- In your opinion, is leisure something that can happen at work?
- In that event, you mentioned leisure taking place at work; can you explain why this happened?
- If you could change the way work and leisure are related in your life, would you?

5. Is there anything else you would like to mention concerning how you experience work and leisure?