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The Relationship between Work and Leisure among Employees of a Federal Government
Department

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Thesis submitted to the Faculty of Graduate and Postdoctoral Studies in partial
fulfillment of the requirements for the Master of Arts degree in Human Kinetics

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Abstract

The purpose of this study was to: (1) explore the type of relationships that exist for work and leisure for workers of a federal government department, and (2) examine the perceptions of workers believed to experience leisure at work. The study employed a phenomenological design in an attempt to understand people's perceptions and perspectives of a particular situation. Access to the population group was provided by a senior sponsor of the department, who had secured five workers to partake in the semi-structured interviews. The key results indicate that: (1) leisure tends to be experienced during work, (2) work offers a "leisure appeal", and (3) leisure appears to be a "state of mind" notion that is distinctly experienced from the obligations of structured work. The study provides insight regarding the work-leisure relationship for some public sectors workers; however, more research is needed in order to make generalizations.

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Chapter 1: Introduction

The relationship between work and leisure has been explored since the time of ancient civilizations. In ancient Greece, work was valued as a means to provide for life's needs, while recreation was engaged in to "re-create" oneself from and for the hardships of work. Leisure was perceived as most valuable, and only few were able to live a lifestyle consisting of leisure, as it was dependent on slaves doing most of the work during this time period (Murphy, 1974). The Greek philosopher Aristotle believed that work was indeed of essential value; however it was done in order to be able to enjoy leisure (Murphy, 1974).

The distinction between leisure and work was further developed with the "activity" view. The activity view perceived leisure as any activity apart from the obligations of work, family, and society (Murphy, 1974). The activity view of leisure originally placed leisure as subservient to work, involving the engagement in leisure to attain certain benefits, such as increased physical health. The activity view later incorporated an anti-utilitarian perspective where leisure was engaged in for its own sake not necessarily to achieve specific benefits (Murphy, 1974). The work of Dumazedier (1967) also considered leisure to be an activity, engaged in for the purposes of relaxation, diversion, or even development of personality.

Recent research has explored the work-leisure relationship. Zuzanek and Mannell (1982) provide an overview of some of the differing perspectives regarding work and leisure. In the mid-to-last quarter of the 19th century, research described the work-leisure relationship from the perspective of statistics and time-budget and the socio-economic perspective in terms of free-time and income levels, which considered the allocations of time between work and leisure. Research also explored a number of perspectives relevant to the changing nature of modern industrial work including, the impact of technological advancement in society on the

work-leisure relationship and its requirement for better organizational planning to accommodate employees' needs for greater flexibility in leisure (Zuzanek & Mannell, 1982).

Further understanding of the leisure and work was developed through the work of Stebbins (1999), which encompassed both leisure and work together. Stebbins (1999) developed the concept of "serious leisure", which was defined as the pursuit of an activity that the participant finds so interesting, the individual launches a career based on acquiring the skills, knowledge, and experience of that activity. With this concept, the notion of work is integrated with the notion of leisure. The individual who engaged in serious leisure was pursuing not only a career but a life dream. Leisure may be seen as one's "life work". According to Stebbins (2007), participants of serious leisure can be further classified based on where they are in their careers. Participants in serious leisure can thus be classified along a continuum ranging from either "devotees" or "participants". Devotees are considered to be very dedicated to their pursuits and participants are believed to be moderately dedicated to their pursuits. The two types of classification can be distinguished based on operational components such as the amount of time the participant commits to the pursuit including the amount of time spent training or preparing for it and learning about the pursuit. Individuals can evolve throughout various points of the continuum depending on the level of engagement of the activity.

Stebbins (2007) also identified in addition to serious leisure, the concepts of "casual leisure" and "project-based leisure". Casual leisure as compared to serious leisure is less substantial and does not offer a career, rather provides an intrinsically rewarding, relatively short-lived, pleasurable activity (2007). This type of activity can consist of activities requiring no specific training and may include play, relaxation, and entertainment to name a few.

Stebbins (2006) identified five benefits of casual leisure: (1) creativity and discovery, (2) edutainment, (3) regeneration or re-creation, (4) development and maintenance of interpersonal relationships, and (5) well-being and development of an “optimal leisure lifestyle”. An optimal leisure lifestyle may be defined as a lifestyle consisting of deeply satisfying pursuits of leisure including forms of serious leisure complemented by amounts of casual leisure (2007).

Project-based leisure can be understood as a short-term, moderately complicated, a creative one-shot or pursued on occasion undertaking carried out in free-time (2005). With this type of leisure, there is considerable planning, effort and some level of skill or knowledge. In some instances, project-based leisure stems from an obligation to undertake a specific task which is believed to be “agreeable” to the individual undertaking the task (2007). Stebbins (2007) indicates that there is a need for further exploration of leisure-like projects carried out within the realm of paid employment considering that some obligations can be pleasant and fulfilling to the individual executing the project. It is believed that engaging in project-based leisure can generate many of the same personal rewards found in serious leisure, including but not limited to personal enrichment, self-gratification and deep fulfillment, self-actualization, self-expression, and financial return (2007).

Traditional theories of work and leisure have typically focused on the dichotomy existing between the two notions. Leisure and work have been perceived as separate entities with separate processes affecting each other. Theories supporting the dichotomy of work and leisure outline the notion that an individual’s work life functions in an environmental vacuum (Iso-Ahola, 1980). With this concept, work is separate from the individual’s non-work life and is not supposed to affect or be affected by other realms of the individual’s life. However, post-industrial perspectives of work and leisure are more harmonious, in the sense that work is

becoming the new leisure, based on the individual choice in certain advanced and wealthy societies. Apart from these societies, most people in the world work because they have to and not because they enjoy their job. When integrating the roles of leisure and work, one is able to see that although both concepts differ, they do possess similar characteristics. Such characteristics may include intrinsic elements, such as freedom of choice and perceived competence. Indeed, recent research indicates that leisure in modern society is found at work and the levels of satisfaction in both work and leisure are significant contributors to perceived life satisfaction (see Beatty & Torbert, 2003; and Lewis, 2003).

A review of literature illustrates a number of foundational theories on the work-leisure relationship introduced in the mid-years of the 20th century. Wilensky (1960) developed four hypotheses on the work-leisure relationship that are rooted within the social and economic structures of an industrial society. The “spillover” leisure hypothesis reflects the similarities found between work and leisure and the idea that working experiences carry into free-time. For instance, an individual working in an office environment with minimum physical exertion will select leisure activities with similar physical exertion levels, such as watching television or playing computer games. The “compensatory” leisure hypothesis suggests that a contrast between work and leisure exists and work experiences are compensated for in a variety of unrelated non-work activities. Using the aforementioned example, an office worker will select leisure activities that require an increased level of physical exertion than that experienced on the job, such as playing hockey or participating in an aerobics class. Wilensky (1960) further developed the “segmentation” approach to the work-leisure relationship, where work and leisure are divided and the individual identifies with different structures of life, separate from work and leisure. With this, the individual’s leisure choices are not dependent or influenced by

the nature of work. The “fusion” approach developed by Wilensky (1960) reveals that work maintains similarities to leisure and vice-versa. Wilensky (1960) further expanded on these hypotheses by distinguishing between an individual who held a “career”, referring to a greater commitment to their work resulting in a stronger integration of both the individual’s work and leisure, and those “without career”, referring to individuals uncommitted to their work rather committed to other non-work domains, such as family and community.

Parker’s (1971) work on the subject is similar to Wilensky’s models as evidenced through his “extension”, “opposition” and “neutrality” theories of the work-leisure relationship. The extension theory suggests that the individual’s work experiences are similar to their leisure pursuits. The opposition theory reveals that leisure choices are opposed to work experiences. Finally, the neutrality theory indicates that there is no relationship between work and leisure. Parker (1971) further developed the philosophies of “segmentalism” and “holism”, in which the work-leisure relationship is defined as, respectively, similar to both the neutrality and opposition theories, or integrated with each other. This latter philosophy is supported in research that portrays leisure as a total way of life, eliminating any distinction between work and leisure (Kaplan, 1974; Lewis, 2003, and Beatty & Torbert, 2003).

The present study focuses on paid employment within the public sector in order to fill the existing gap found in the recent literature that typically focuses on leisure and work relationships within the private sector. It may be that the public sector emulates those strategies found within the private sector or there may be unique strategies at play. This notion is addressed further in the discussion of the research. This study will also prove beneficial as the results of this research may be applied to real organizational situations. Considering that topics relating to “Quality of Life” and “Work-Life Balance” have emerged within the federal government over the past few years, there is a

need to gain further insight on this issue in relation to this specific population group. By gathering further insight into this subject area within this population, there is the potential to share key findings with the organization which may prove beneficial in developing new approaches to working efficiently and positively thus further improving employee quality of life.

Research Problem

This study will attempt to understand how employees within a federal government department experience leisure and work, more specifically those employees who experience leisure at work. Specifically, the purpose of this study is to examine the perceptions of employees believed to experience leisure at work. The study intends to answer the following research questions:

- 1) How is leisure defined and experienced among the study group?
- 2) What is the nature of work that characterizes the study group?
- 3) What relationship exists with respect to work and leisure for this group?
- 4) What thoughts, feelings and emotions are present for this group when experiencing leisure at work?
 - a. What factors are conducive to experiencing leisure at work, and;
 - b. What feelings are present when experiencing leisure at work?

Chapter 2: Review of the Literature

In this chapter, the review of the literature on the relationship between work and leisure will be divided into four parts. Part one will identify the research on the integration of work and leisure. Part two will describe the research on the effects of leisure on work. Part three focuses on the research on the effects of work on leisure. Finally, Part four will provide a description of the research pertaining to leisure satisfaction, job satisfaction, and life satisfaction.

The Integration of Work and Leisure

Traditionally, work and leisure have been considered dialectical with leisure being the antithesis of work. According to Beatty and Torbert (2003), work and leisure are complements of each other and in their highest states possess some of the same core elements. Leisure is described as an attitude distinguished through voluntary and intentional engagement that in turn creates ongoing transformations to the individual throughout various life spans (Kelly and Godbey, 1992). In modern times, work is perceived as the primary means of expanding human power, developing character and exercising skills and abilities (Andrew, 1981). Based on the diversity existing among the traditional and modern perceptions of leisure and work, work and leisure can be seen to lie on a spectrum, ranging from purely externally motivated determined actions, as found in paid work, to internally motivated actions, such as leisure pursuits, done for the pure pleasure of doing so (Beatty and Torbert, 2003). Throughout this spectrum there is a range of “in-between” states which consist of a combination of both extrinsically and intrinsically motivated actions. Beatty and Torbert (2003) argue that there is the potential for leisure to take place at work and that leisure cannot be classified as simply free time or a specific category of activity. The authentic classification of leisure is dependent on the attitude the individual experiences while experiencing an activity at a specific

moment in time. It is believed that an individual who is able to experience leisure and work simultaneously is personally developed and transformed. Such individuals are believed to replace their traditional action-logics, or systems of beliefs, with newly transformed future-oriented perceptions of the world. Beatty and Torbert (2003) further explain that this ability of experiencing work and leisure at the same time is something which can be cultivated. Cultivation can be achieved through the awareness that an individual's activities can be both leisure and work. With this frame of mind, increasing personal leisure begins with recognizing one's own beliefs and attitudes about leisure in addition to developing leisure attitudes by reframing activities through play (Beatty and Torbert, 2003).

Similarly to Beatty and Torbert's (2003) findings, Lewis (2003) indicates that the boundaries between work and leisure are becoming increasingly blurred as post-industrial work is becoming the new leisure with working longer and harder being an individual's choice and considered increasingly enjoyable (Lewis, 2003). It is believed that as the knowledge economy experiences growth the relationship between work and leisure is continuously being challenged. Although more professional white-collar employees are exercising their own personal control regarding work and leisure/non-work time, there still tends to be a "spilling over" of work to non-work. Lewis (2003) indicates that although these boundaries may in fact still exist, they are becoming increasingly fuzzy in the post-industrial era. It is believed that although more individuals are choosing to work and devote less time to other non-work activities, one cannot disregard societal influences in devoting more time to paid work. Societal influences are comprised of influences enforcing work-based achievement. Lewis (2003) argues that post-industrial work cannot be regarded as the new leisure as it raises fundamental questions about the nature of paid work. These questions about the nature of paid work include issues surrounding the lower sense of entitlement of women to work longer hours based on family

commitments and the uncertainty that exists for the worker who cannot differentiate between knowledge work and non-work activities (Lewis, 2003).

The Effects of Leisure on Work

When examining the relationship of leisure and work, one may begin by looking at the effects of leisure on work. The research of Snir and Harpaz (2002) support the compensation, spillover, and segmentation theories. In this study, individuals of the Israeli labour force were surveyed on the subject of the “Meaning of Work”. Individuals were classified in two groups, those that are leisure-oriented and those that are work-oriented. An individual considered to be leisure-oriented possesses a greater affinity for leisure as opposed to work, whereas an individual believed to be work-oriented possesses a greater affinity for work as opposed to leisure (Burdge, 1961). In fact, leisure-oriented people were found to show lower levels of absolute work centrality, intrinsic work orientation, obligation norm, and work commitments (in terms of working hours) than work-oriented individuals.

Further results reported by Snir and Harpaz (2002), showed that leisure is likely to spillover to various components of work. With respect to absolute work centrality, valuing leisure more than work is believed to reduce absolute work importance. In terms of intrinsic motivation, leisure-oriented people tend to prefer leisure rather than work in addition to intrinsic rewards such as perceived freedom and intrinsic motivation which can be obtained through leisure. A leisure-to-work spillover takes place, and the intrinsic work orientation of a leisure-oriented person will be weaker than that of a work-oriented person. For the leisure-oriented person, the value for their need for freedom is likely to spillover to work. Therefore, their level of obligation norm, referring to the belief that all individuals have a duty to contribute to society via work, is not as strong as one who is work-oriented. Finally, in terms of work commitments, the leisure-oriented person spends less time in work-related activities than their work-oriented counterparts (Snir & Harpaz, 2002). However,

most individuals are situated somewhere in between of this spectrum maintaining both leisure-oriented and work-oriented characteristics.

Mannell and Kleiber (1997) contrast Snir and Harpaz's (2002) findings indicating that if one is more satisfied with one's leisure, one may also be satisfied with one's work. Mannell and Kleiber (1997) indicate that leisure has been found to be one variable that has proven to positively affect levels of job satisfaction. A 1982 study that surveyed 265 university support staff in the U.S. indicated that the more satisfied workers were with the amount of leisure time they had, the less likely they were to leave their jobs (Mannell and Kleiber, 1997). Similar results were found by Hildebrand and Mannell (1996) involving 103 school teachers who perceived their leisure as contributing to their level of job satisfaction by providing opportunities for relaxation, relieving stress, recharging, providing a positive outlook and maintaining self-esteem (Mannell and Kleiber, 1997).

The Effects of Work on Leisure

When examining the effects of work on leisure, support is found through the use of the spillover, compensation and segmentation hypotheses. In a study conducted by Herbert (1987) on differing work groups, participants from four separate categories of employment were surveyed including coal-miners, steel-workers, factory workers, and office workers in private and public organizations in South Wales. The study was aimed at: (1) identifying the profile of workplace situations, (2) leisure activities engaged in among participants; and, (3) exploring the relationship between work and leisure among these work groups. The results indicated that apart from certain influential factors such as social class, age, sex, and family influences, the effects of work directly on leisure remain important. The need to "compensate" for work in leisure time was strongly supported and recognized by the respondents in this study, where coal-miners demonstrated the need to

compensate for confined work conditions through participation in outdoor activities. In addition, office workers were found to seek active recreation as compensation for the sedentary aspects of their work. Moreover, the “neutrality” theory, also referred to as the segmentation theory, is based on the separateness existing between work and leisure. This theory was also strongly supported by steelworkers and women factory workers whose leisure was separate from their work but neither compensatory nor complimentary. The “spillover” theory was also supported among a minority, specifically coal-miners as they were found to extend their social relationships formed at work outside of the work environment (Herbert, 1987).

With respect to the spillover theory, further support is found in the study conducted by Brook (1993) on the work-leisure relationship of both male and female managers in New Zealand. The results of the survey found that the participants distinguished two types of non-work or leisure choices, which either extended or contrasted their experiences at work. The first group of non-work choices which were engaged in more frequently was found to be that which was similar to paid employment based on a number of dimensions such as creative, challenging, mental activity, routine, self development, enjoyable and emotional involvement. Such activities included sport, recreation, gardening, and reading or studying. The second group of non-work choices consisted of those activities more personally relevant to the participant. These activities were found to be more concerned with interpersonal relationships and freedom of choice. Such activities included spending time with family or pets, socializing and entertaining friends and listening to music. Overall, the managers considered work to be more challenging and stimulating, while non-work activities were more enjoyable and emotionally involving. Brook (1993) explains that in order to better understand leisure, it is crucial not to separate it from the domain of paid employment, as this makes up the total life space of the individual. Thus, work and non-work activities possess some of the same

characteristics such as creativity, challenge, mental activity, self-development and enjoyment (Brook, 1993). In sum, Brook's research reveals that for some managers, the spillover theory is supported through similarities found at work and leisure while the compensation theory is supported by the characteristics not found in paid employment, such as freedom of choice, discretion and social involvement.

Research by Ejick and Mommaas (2003) found that the leisure patterns within the Dutch new upper middle class based on job sector were quite different from one another. In this study, the leisure patterns of civil servants, private sector employees and the self-employed were examined using data from the Dutch Time Budget Studies (TBS) administered every 5 years. The data used in this study was collected in 1990, 1995, and 2000. Results of the study indicated that public sector employees participated in more traditional high-status activities, and less in more social and popular-cultural activities than their private sector and self-employed counterparts. Further results revealed: (1) members of the private sector participated in more popular activities than public sector employees and the self-employed participants; (2) members of the private sector engaged in more social activities than public sector workers; (3) self-employed participants partook in more sociable leisure activities than their public and private sector counterparts; and, (4) self-employed individuals participated in highbrow activities much more than private sector employees.

The results of the aforementioned study are significant to understanding how leisure pursuits are influenced by certain work-related personal qualities. This may be illustrated mainly through the pursuits of the self-employed participants. The self-employed were found to spend more time on "networking" and social activities. This may have been due to their need to attract new clients (Ejick and Mommaas, 2003). In addition, the self-employed engaged in various cultural pursuits, which may have assisted in their work through the acquisition of new cultural goods and

services. Finally, Ejick and Mommaas (2003, p.389) indicate, “characteristics often associated with being self-employed (e.g. flexibility, social skills, and willfulness) as mirrored in their leisure activities...” thus supporting the “spillover” theory with leisure pursuits selected based on similarities found in work.

The relationship between the effects of work on leisure is illustrated in a study by Dart (2005) which examined how the issues of space and time affect leisure opportunities of people engaged in home-based work. In other words, the degree to which effects of work spillover into the individual’s private life. Dart argues that the home is typically perceived as a place for leisure, a private space important for family leisure, which is believed to guard against time-space compressions typically associated with paid work outside the home. Dart discusses the qualitative research conducted by Robson (1993) which consisted of interviews with 38 home-based male and female workers. The study aimed to examine the relationship between work and leisure given the space-time interferences that occur as a result of the merging of the public and private spheres of the individual. The results of this study found that many of the respondents were unable to designate a workspace within the home in addition to creating additional demands on their time. The shared home/work space was believed to cause disruptions in the home for themselves and their families due to the constraints on space and time. The results also indicated that there was more isolation associated with home-based work as opposed to paid work outside the home, which provides access to social situations and allows for friendships to develop. When looking at finishing work for the day, the respondents also faced difficulties in creating and maintaining a sense of meaning attached to certain locations in the home. The meaning and perception of the space within the home became threatened due to interferences with work and the penetration of the public sphere into their private sphere. Finally the results found that women in home-based work were not always able to take

control of this space-time compression and to use it to their advantage. This loss of boundaries between work, specifically the penetration of the public sphere into the private sphere, was contributing to more restrictions on their leisure opportunities and experiences (Robson, 1993).

According to Berg, Kalleberg, and Applebaum (2003), high-performance work practices, job characteristics, and the work environment can help relieve conflict associated with balancing work and family. Berg et al.'s (2003) study consists of two 1970s Quality of Employment Surveys (QES) from 1972 to 1973 and 1977, examining workers across three manufacturing industries to determine whether the nature of jobs and the workplace environment had a significant effect on the workers' ability to balance work and family obligation. The results indicated that high-performance work practices consisting of opportunities to engage in decision-making, informal training, pay for performance, and good promotion opportunities all contributed to a positive work-family balance. In addition, greater commitment to the organization was also found to increase workers' ability to balance work and family lives (Berg, Kalleberg, and Applebaum, 2003). Berg et al. (2003) further argue that a "spillover" exists from work to family in that high-performance work systems enable workers to better balance their work and family lives. The reasons for "spillover" are identified as: (1) belief that high-performance work systems gives people a greater sense of personal control and efficacy while having positive effects on the individual's other life spheres; and, (2) high-performance work systems consisting of more family-friendly practices in order to gain commitment from workers. Thus for Berg et al. (2003), the spillover theory confirms the potential effects of work practices on the individual's non-work life, including the implications for leisure.

Leisure Satisfaction, Job Satisfaction, and Life Satisfaction

According to Edginton, Jordan, DeGraaf, and Edginton (1998), different variables affect life satisfaction or well-being. Components of life satisfaction have been identified by Deiner (1984) and include external criteria, subjective criteria, and individual emotional states. The component of external criteria refers to the value framework of one's culture. This can include expectations a society or culture holds in relation to life satisfaction. Subjective criteria relates to one's personal assessment of what constitutes satisfaction and the degree to which their criteria is achieved. Finally, the emotions felt by the individual during life's activities are considered a measure of life satisfaction (Edginton et al., 1998).

Leisure plays an important role in contributing to life satisfaction. According to Leitner and Leitner (1996), leisure behaviour is considered as one of the most important determinants of life satisfaction and psychological well-being. When exploring the relationship between leisure and life satisfaction numerous studies have focused on the influence of certain variables such as age, activities, work, community well-being, individual lifestyles and their impact on overall life satisfaction (Edginton et al., 1998). Beginning with the variable of age, research conducted by Kelly, Steinkamp, and Kelly (1987) has indicated that men in their later years desire companionship in leisure more than women do (Edginton et al., 1998). Diener's research also suggests similar findings in that life satisfaction increases with age (Judge and Watanabe, 1993).

Studies have indicated that participation in leisure activities influence life satisfaction. Leisure pursuits that offer opportunities for social interaction as well as the learning of new skills over time were found to be more influential to levels of satisfaction than other leisure forms (Edginton et al., 1998). Numerous studies relating to social leisure participation were found to have positive impacts on satisfaction in addition to being maintained the most throughout later life

(Edginton et al., 1998). Overall, it is believed that individuals who engage in leisure pursuits throughout life are happier than those who do not. Properties of leisure that can be found through active participation, such as perceived freedom, self-determinism and competence, are also believed to contribute to overall levels of life satisfaction.

In a study conducted by Kurtz and Propst (1991) the influence of leisure on life satisfaction is examined through the relationship between perceived leisure control and life satisfaction. According to Rodin, Timko, and Harris (1985), perceived control is defined as the exception of having the power to participate in making decisions in order to obtain desirable consequences. When looking at the role of perceived control in leisure, five dimensions developed by Ellis and Witt (1984) measure individuals' perceptions of freedom in leisure. These include: perceived leisure control; perceived leisure competence; leisure needs; depth of involvement in leisure; and degree of playfulness. Ellis and Witt (1984) examined the degree of perceived control in the leisure lives of 54 non-institutionalized seniors, through the administration of three questionnaires, in addition to relating the measures of perceived control to life satisfaction: (1) The Leisure Diagnostic Battery; (2) The Life Satisfaction Index A; and, (3) The Affect Balance-Scale-Subjective Well-Being. The results indicated that seniors who were involved in freely chosen activities displayed high levels of perceived leisure control that were positively correlated with life satisfaction. Ellis and Witt (1984) further indicated that the results of this study are consistent with the existing psychological literature pertaining to the positive effects of perceived control on psychological health. Thus the results of Ellis and Witt (1984) are consistent with research done by Iso-Ahola (1980), Kelly (1982), Witt and Ellis (1987), and Savell (1988) defining perceived control as a basic motivator in leisure behaviour and contributor to life satisfaction.

Aside from leisure's contributions to enhanced life satisfaction and well-being, job satisfaction is believed to be another integral dimension affecting well-being. According to Green (2006), quality of job is an important element in contributing to quality of life and job satisfaction. Green (2006) argues that a worker who is more satisfied with greater levels of perceived well-being will perform better. Determinants of job satisfaction include the aspects of the individual's personality, aspects of his/her job and the match between the job and the individual (Green, 2006).

Elements that define the quality of work life (job satisfaction) include skill, work effort, personal discretion and control, pay and security. It is believed that a worker possessing greater skills and higher education will have higher expectations of their jobs and a greater level of job satisfaction. Green (2006) asserts that the degree of fit between level of skills and job tasks determines quality of work (Green, 2006). The intensification of work effort or work overload is believed to produce a decline in perceived well-being. Discretion is believed to be essential to well-being and higher levels of job satisfaction. Indeed, exerting personal influence and discretion over tasks to be performed is key in offsetting the dissatisfaction that can occur in situations of hard work (Green, 2006). Finally, the element of pay is believed to have a modest impact on job satisfaction, most notably, the "comparison pay" which refers to the notion that individuals expect to receive given their skills and what others are receiving (Green, 2006).

The influence of job satisfaction on life satisfaction and vice-versa were illustrated in a study conducted by Judge and Watanabe (1993), which examined the cross-sectional and longitudinal relationship between job and life satisfaction using two data sets from the Quality of Employment Surveys (QES). The results found that life satisfaction significantly influenced job satisfaction, and vice-versa. Based on the longitudinal analysis, the effects of life satisfaction on job satisfaction were much stronger than the effects of job satisfaction on life satisfaction. This relationship could be

explained through the “dispositional effect” meaning that individuals in positive affective states recall positive material more often; hence individuals who are satisfied with their lives are more likely to be satisfied with their jobs (Judge and Watanabe, 1993).

Leisure’s role in contributing to life satisfaction, whether in the form of activities or through the type of feelings invoked while engaged in the leisure pursuit, were found to positively affect life satisfaction as evidenced in the research (Edginton et al., 1998; Deiner 1984; and Ellis & Witt, 1984). Job satisfaction was also found to equally affect life satisfaction, including the quality of job as well as other feelings the individual holds towards nature of work (Green, 2006). Considering both work and leisure hold significance in affecting one’s life satisfaction, understanding both the nature of one’s work and leisure is an important step towards understanding the individual’s overall well-being.

The relationship of work and leisure has traditionally been illustrated through the traditional theories of Wilensky (1960) and Parker (1971). These traditional theories explored the direct effects of work and its characteristics on leisure behaviour and experiences. Stebbins (1999; 2007) discussed the relationship of work and leisure as one of integration to varying degrees within the context of a continuum consisting of “devotees” on one end of the spectrum and “participants” on the other end. The work of Stebbins was a form of inception on the integration of work and leisure. With the inception of the post-industrial perspectives, the holistic theory refers to the work-leisure relationship as a blurring of the boundaries between the two concepts, where work is considered as the new form of leisure or vice-versa (see Beatty and Torbert, 2003; and Lewis, 2003). The theoretical and empirical findings discussed in this paper indicate that work may affect one’s leisure choices and that an individual’s leisure environment affects work, more specifically job satisfaction. Considering that both leisure satisfaction and job satisfaction are believed to be significant

contributors to overall life satisfaction and perceived quality of life, there appears to be a need to further explore the relationship between work and leisure.

The study will explore how employees within a federal government department experience leisure and work. In addition, the study will gather insight on the perceptions of employees who are believed to experience leisure at work. In an attempt to gather this insight, the study will address the following research questions:

- How is leisure defined and experienced among the study group?
- What is the nature of work that characterizes the study group?
- What relationship exists with respect to work and leisure for this group?
- What thoughts, feelings and emotions are present for this group when experiencing leisure at work? This includes factors that are more conducive to experiencing leisure at work and any feelings are invoked during the experience.

Chapter 3: Methodology

Chapter 3 describes the methodology used for this study. The methodology consists of eight parts that include the following: (1) the study group, (2) parameters of the study, (3) rationale for selecting a qualitative design, (4) data collection method, (5) areas of focus for the semi-structured interviews, (6) data collection procedures, (7) quality of data, and (8) ethical considerations.

Study Group

The target group for the proposed research consisted of public servants within the Department of Canadian Heritage. This group was selected for the following reasons: (1) it is a former place of employment for the researcher which would facilitate access to the employees of the organization, (2) the researcher has a comprehensive understanding of the organization's culture, and (3) in recent years, the concept of work-life balance or work and non-work balance has evolved to be an important issue within this group.

A convenience sample was selected for the study. The researcher had secured the sample through the Senior Sponsor, a senior employee within one unit of the Department of Canadian Heritage (PCH). From the unit's total of thirty employees, fourteen were considered potential participants in the study. From this number of employees of the unit, a total of seven individuals expressed an initial interest in participating in the study. One individual did not respond to the researcher's confirmation of participation, and a second individual withdrew from participating in the study citing time constraints. A total of five individuals responded with confirmation of acting as a participant in the study.

Parameters of the Study

The following describes the three parameters of the study and how each was met:

Parameter 1: The first parameter involved selecting participants who had expressed an interest in participating in the study. The Senior Sponsor, through a recruitment e-mail, had secured a number of potential participants, all whom had confirmed interest in participating.

Parameter 2: The second parameter consisted of ensuring that potential participants were available during the anticipated period of data collection. At the time the researcher had confirmed the employees' confirmation of interest in participating in the study; she had ensured that potential participants were to be available during the month of data collection, which was February 2008. It was also at this time, the researcher confirmed their availability for the interview. This parameter was necessary to ensure timely completion of the study.

Parameter 3: Thirdly, individuals who have worked for the Department of Canadian Heritage for a minimum of one year were selected as participants in the study. With this condition, an assumption is being made that after one year of employment, the employee would have acquired the experience and knowledge relating to the organization's culture; once the employee has completed the learning curve related to their position and is able to invest interest in the organization's practices and related information for employees. During the period of selecting potential participants done by the Senior Sponsor, the Sponsor had ensured that the 14 employees considered as potential participants have been employed with the organization for a minimum of one year based on Human Resources

documentation. All five respondents in the study met the aforementioned three parameters.

Qualitative Design

A phenomenological study was selected for the proposed research. According to Leedy and Ormrod (2001) a phenomenological study attempts to understand people's perceptions, perspectives, and understandings of a particular situation. This qualitative design appears to be well suited to the objectives of the research as it will attempt to allow the researcher to understand how employees of the Department of Canadian Heritage perceive and experience leisure and work, more specifically leisure at work. With this design, the researcher is able to understand how participants interpret thoughts, feelings, and actions, allowing the researcher to be responsive to participants and their settings with the researcher being able to gain insight into the phenomenon being studied (Baumgartner, Strong, and Hensley, 2002).

Data Collection Method

An interpretive constructionist paradigm was selected for this research in order to gather insight on how individuals within the same cultural arena view an experience and the meanings they attribute to it (Rubin & Rubin, 2005). In phenomenological research the researcher attempts to access the conceptual world of participants while making the effort to not maintain any preconceived notions about the phenomenon being studied (Geertz, 1973).

With this approach the researcher will be able to gain a greater understanding of what it is like for the participants to experience leisure at work. With a qualitative data

collection technique the researcher is able to gather depth and detail about the research topic by following up on responses provided by the participant (Rubin & Rubin, 2005). The researcher is required to suspend any preconceived notions or personal experiences which may influence what is actually being said by the participants (Leedy & Ormrod, 2001). Although the researcher is exploring how employees experienced leisure and work, the researcher is to suspend any preconceived notions. Taking this into consideration, the researcher had to suspend these notions throughout the data collection process in order to gain an understanding of the perception of these employees with respect to leisure and work and the phenomenon of experiencing leisure at work. In an attempt to minimize any preconceived notions, the researcher incorporated certain processes throughout the data collection that are described in further detail below in the section "Quality of Data."

When using a phenomenological approach the researcher may depend on lengthy, unstructured interviews of approximately one to two hours in length (Leedy & Ormrod, 2001). According to Marton and Booth (1997), semi-structured interviews are the preferred method of data collection in phenomenological research. The proposed research consisted of in-depth semi-structured interviews with participants. The interviews required the researcher to listen attentively as participants describe their experiences. The researcher was responsible for listening to subtle yet meaningful clues in the narratives, expressions, and questions raised by the participants (Leedy & Ormrod, 2001). The typical sample size consists of 5 to 25 people, all who have direct experience with the phenomenon being studied (Creswell, 1998).

During the in-depth semi-structured interview, the researcher led the discussion with the participants through a set of guidelines that consisted of specific areas of focus for the interviews. The guidelines were incorporated in the Ethics submission process and also identified the expectations from each participant as well as respecting the anonymity and confidentiality with the participants. The expectations from each participant consisted of voluntary participation in the in-depth semi-structured interview, review of information collected from the interview once transcription was complete (member checking and follow-ups), and compliance with the anonymity and confidentiality terms of the research study that are outlined in the consent form (see Appendix A).

Areas of Focus for Semi-structured Interviews

With respect to the development of a questionnaire or interview schedule, phenomenologists often use no interview schedule preferring to maintain a flexible approach in order to gather information from participants from whichever direction appears to be appropriate (Baumgarten et al., 2002). During the interview process, the researcher focused on specific areas pertaining to the research objectives through a set of guidelines, found in the interview schedule, to lead the discussion (see Appendix B).

The researcher focused on understanding the participants' perceptions with regard to leisure and work and in some cases how the participants experience leisure at work. The researcher led the discussion in order to grasp an understanding of the participants' nature of work, their personal definitions of leisure according to what they felt it meant, their perceptions on how work and leisure are related, their overall thoughts, feelings, and emotions while experiencing leisure at work. The researcher started the interview by

introducing the research topic and purpose of the study. After having introduced the consent form and outlining the expectations from the respondent, the researcher asked a few demographic questions, followed by a general, open-ended question referring to their definition(s) of leisure (see Interview Schedule in Appendix B). At this point, the respondents explained their perspectives and experiences. The researcher listened carefully to the respondents and where appropriate, during the discussion, had introduced the remaining areas of focus. This approach was taken with each respondent in order to lead the discussion. It should be noted that the areas of focus were not necessarily introduced in the same order for each of the participants. Depending on the participants' response and considering the interview discussion was semi-structured, the researcher would introduce the area of focus that was most appropriate at that time.

Data Collection Procedure

The researcher knew the Senior Sponsor from PCH and was able to access to the employees through the Sponsor's assistance and permission. The researcher had initially contacted the Sponsor by telephone to discuss the background and objectives of the study and the role of the Sponsor in assisting the researcher in the study through access to the sample. Once the Sponsor had confirmed interest in assisting in the study, the researcher sent an e-mail (see Appendix C) to the Sponsor describing the objectives of the study that was later used by the Sponsor in the selection of participants.

The total population group within the unit of the organization was thirty employees. The Sponsor had selected fourteen employees that the Sponsor felt would qualify fitting the parameters of the study. By sending an e-mail to the selected employees of the unit, voluntary participation was ensured as the Sponsor had eliminated

any direct pressure to participate in the study by using this approach as opposed to approaching employees face-to-face. This is not to say that employees' who had received the e-mail might have felt some compulsion to participate in the study considering their participation was being solicited by senior management. Secondly, the Sponsor had incorporated some of the text found within the researcher's original e-mail sent to the Sponsor. The Sponsor had contacted the researcher prior to sending the e-mail and confirmed the content of the e-mail. The actual recruitment e-mail was not sent to the researcher. The Sponsor had indicated that the e-mail contained the research objectives, the expectations as a participant of this study, and had requested that only in the case where employees had an interest in participating were they to respond by the given deadline of Friday, February 1st, 2008. This date had provided employees five days to volunteer participation. Voluntary participation was further facilitated by relieving any pressure to respond in the case the employee was disinterested in participating. However, as previously mentioned, employees may have felt somewhat obliged to participate considering it was the Sponsor who was requesting their participation.

At this stage, the Sponsor had compiled the list of seven employees whom had expressed an interest in participating in the study. Prior to providing the list of interested employees' names and contact information to the researcher, the Sponsor had communicated with each employee to determine their level of comfort with having the researcher communicate with them directly. The Senior Sponsor had sent an e-mail to interested employees using the blind-copy function, where the other recipients' e-mail addresses were not visible. This ensured that the interested employees' identities remained confidential amongst the seven employees. At this stage the researcher's name

was revealed to the pre-selected employees. Once the employees had confirmed their approval in having the researcher contact them, the list of employee names, phone numbers and e-mail addresses was sent to the researcher by e-mail.

After obtaining approval from the Sponsor to contact those employees having expressed an interest in participating in the study, the researcher had prepared an e-mail directed to each employee thanking them for their interest in participating in the study and asking them to confirm their availability throughout the month of February, which was the researcher's period of data collection. The e-mail also requested employees to indicate their availability for an interview of a minimum of one-hour and their preference in having the interview either in the morning (early, mid, or late) or the afternoon (early, mid, or late). The e-mail was sent to employees on Wednesday, February 6, 2008 and requested that they confirmed by e-mail or phone by end of day on Friday, February 8, 2008.

Within 48 hours, the researcher had received a total of five confirmations from individuals, which included a preferred number of days throughout the month of February and preferred interview time(s). One individual had declined participation in the study and the second individual had not responded to the researcher's e-mail of confirmation. With the total number of available days and times as indicated by individuals, the researcher selected two days to conduct interviews that had been indicated by all individuals.

At this stage, the researcher contacted the Sponsor by telephone to discuss the reservation of a boardroom on the premises of the Department for the two days during working hours, starting at 8:00 a.m. and ending at 5:00 a.m. The Sponsor had confirmed

the reservations with Facilities Management and provided the researcher with the details of the boardroom reservation and location. By selecting a boardroom on the premises of the department, respondents would be able to easily access the interview location, without incurring any additional travel burden, including, distance, time, or cost. However, conducting the interviews at this location may have affected the respondents' ability to speak openly and candidly, and may have compelled respondents to answer in certain ways considering they were still on the department's premises. The researcher had prepared a draft timetable with the dates and preferred interview times for the individuals. Those individuals who had confirmed interest in participating in the study within the timeframe were contacted directly by the researcher to arrange for a precise meeting time and day. Once all the interview times and days have been confirmed, the researcher provided this information to the Sponsor to inform the Sponsor of the interview times within the two days for the selected participants and to approve their participation in the study during working hours of those days.

The researcher managed to secure five employees of the unit who had met the criteria for selection of participants in the study as identified in the section "Parameters of the Study". Interviews were conducted in-person, on location at the department's premises. As mentioned earlier, this may have been a limitation of the study considering respondents' may have felt uncomfortable speaking openly and candidly during the interviews considering they were still on the department's premises. The interviews took place in one of the boardrooms reserved by the sponsor through Facilities Management. All respondents were present on their scheduled day and arrived on time. Prior to starting each interview, the researcher ensured that all respondents had signed an informed

consent form. The researcher used a copy of the guidelines document to assist in leading the discussion for each of the five interviews.

Upon meeting the respondents, the researcher noted any major reactions from the respondent, including their overall appearance of comfort. Also noted during the course of the interviews was any information the respondent appeared reluctant to divulge. For the majority of respondents, there was a general sense of ease and comfort upon meeting the researcher and during the interviews. As previously mentioned, the researcher had started the discussion with a general, open-ended question regarding their personal definitions of leisure. This question allowed the respondent to describe their own experiences with leisure and reflect on its meaning. The researcher listened carefully and depended heavily on the respondents' answers and descriptions in order to recognize cues that would allow the researcher to introduce the next area of focus until all remaining areas of focus were discussed. The interview was an informal exchange of information. Depending on the respondent's answer, the researcher would probe further in order to seek added clarification, or in cases where the respondent was unsure of their answer, the researcher would provide confirmation to the respondent by saying "thank you" or "that's great", or similar statements. The researcher noted that in one instance, the first respondent appeared uncomfortable at a certain point during the interview as she was reflecting on her past personal life. After divulging such information, she had requested that the information not appear in the published report or the Executive Summary to be provided to the organization. In respect of the respondent's request, this information was omitted from the study entirely.

Interviews were tape-recorded and the researcher took additional notes during the interviews. Notes that were taken included personal observations the researcher had made during the interviews. For the most part, these observations included the respondents' overall sense of comfort as well as added notes relating to points raised during the interview discussions. These points were added clarifications from the respondents or important points recorded as a reminder for the researcher, which assisted the researcher during the analysis stage. Each interview lasted between 45 minutes to two hours, in once case. The first interview lasted 90 minutes while the following three interviews lasted approximately 45 minutes to an hour. The last interview lasted nearly 2 hours. The researcher observed that the first and fifth respondents appeared to have a strong interest in the topic and the discussion overall. This was evident by their desire to continue the interview discussion as well as the level of detail they described in their experiences to the researcher. The remaining three respondents were also observed to feel at ease with the researcher and the discussion; however, there was no attempt to continue the interview discussion above and beyond the four areas of focus that were introduced by the researcher. Once interviews were complete, the researcher transcribed each interview prior to starting the analysis. The time that was required in order to arrange the interviews with participants with the assistance of the Sponsor, to interview each participant, and to transcribe the data collected was approximately one month starting and ending in February 2008. The researcher contacted a few of the respondents during the month of March 2008 to verify some of the transcribed data for further clarification and to ensure that the researcher was interpreting the observation accurately.

Quality of Data

Within qualitative research an element of trustworthiness must be identified throughout the process (Rubin and Rubin, 2005). To establish trustworthiness, credibility, transferability, and dependability are to be incorporated in the research design (Krefting, 1991). Credibility or internal validity in quantitative research refers to the extent to which the information collected and interpreted is accurate (Krefting, 1991). Certain measures are used to ensure credibility including prolonged and varied field experience. The researcher did not possess a prolonged and varied experience in the field and had instead taken the opportunity throughout the data collection to maintain an accurate and detailed description of any many reactions, both verbal and non-verbal, during the interview process. According to Rubin and Rubin (2005), maintaining a “thick” or detailed description of what was said, seen, and felt and include portions in the final report consist of one approach of maintaining credibility. Detailed descriptions consisted of the researcher observing and recording any reactions from respondents upon meeting the researcher and prior to starting the interviews. The researcher observed and recorded any major reactions evident during the interviews. The researcher also took note of anything that was said by the respondents that was considered to be significant or that required added clarification.

Another measure involved maintaining a reflexive journal, including details on how the transcripts were made, verified and the level of details it contains (Rubin and Rubin, 2005). The researcher had a journal that contained information stemming from the very beginning of the research study until the final version of the report was prepared. The journal contained information regarding the selection of the research topic, concepts

relating to the research topic, information on the nature of conversation the researcher had with the Senior Sponsor, ideas regarding approaches to analyzing and presenting the data, as well as brief summaries of meetings with the research supervisor. The journal was used as a measure to assist with the transcription of the interviews considering any major verbal or non-verbal reactions that took place during the interviews would be recorded in the journal to assist with the transcription at a later point. Member checking took place where respondents were asked to verify the data found in the transcripts in cases where the researcher needed further clarification. The respondents were informed during the interview that if they wished to review the transcripts, they would be able to upon request. The respondents also agreed prior to the interview that in the case where the researcher required further clarifications, they would be willing to assist the researcher. No respondent requested to review the transcripts; however, two respondents were contacted by phone for additional clarifications on the meanings of some of the points mentioned during the interview discussion. The respondents expressed their pleasure in having helped the researcher. Debriefing also took place with experts in the field, including the research supervisor and committee members.

Measures were taken to ensure that transferability. One measure to ensure transferability consisted of maintaining a detailed description of the methods, including the sample, data collection techniques, procedures, and any other relevant information (Krefting, 1991). This measure consisted of tape recording the in-depth semi-structured interviews and taking notes during the interview process. Finally, to ensure dependability, or reliability in quantitative research, an auditor and expert in the field,

being the research supervisor, was involved in the entire research process for purposes of reviewing the progress of the research, transcripts, and other notes (Krefting, 1991).

The researcher took precautions to ensure that preconceived notions were suspended during the period of data collection and analysis. The fact that the researcher was no longer an employee of the department assisted greatly in separating herself from the data. The researcher was able to review and analyze the data collected in a non-biased fashion. After transcribing the interviews, the researcher took an extended period of time analyzing the data in order to ensure that it was accurately interpreted.

The researcher conducted member-checking with a few of the respondents to clarify segments of information to ensure that it was not the researcher's own personal interpretation. The researcher was conscious of her biases and perspectives on the study topic and research questions. The researcher reviewed the draft analysis notes to ensure that none of the researcher's own biases were evident or unjustifiably included in the analysis section.

Ethical Considerations

The researcher had obtained approval to conduct this study from the University of Ottawa Health Sciences and Science Research Ethics Board. The ethics process was lengthy; however, there were no major concerns with the exception of ensuring that the consent form would be translated in French, which it was done successfully. The interviews were conducted in a confidential manner, including scheduling interview arrangements with the respondents by e-mail and accommodating respondents' preferences in terms of time, day, and location. It is not known whether the respondents' colleagues knew they were being interviewed. However, to the researcher's knowledge,

respondents' colleagues did not know they were being interviewed. The researcher had communicated with each respondent to arrange the time, date and location of the interview. The researcher also ensured that the interview schedule, which included the names, times, and dates of the respondents, was not shared with anyone except for the Senior Sponsor.

Free and informed consent was obtained from all the respondents through two separate screening processes. The first screening process involved the senior sponsor obtaining consent from interested respondents and the second screening process involved the researcher confirming participants' informed consent prior to starting the interviews including their right to withdraw from the study at any time. Respondents received absolutely no type of compensation for their participation.

Anonymity and confidentiality of the respondents in the research report was ensured by the researcher. During the conduct of research and publications, no names were recorded on audio-cassette or to be made available in any publication. Any revelatory information will never be published and where such information is found on audio-cassette, they are retained in a securely locked place in the thesis supervisor's office until time of disposal.

There were minimal risks or benefits for the respondents. There were no risks or benefits for the researcher with the exception being the positive relationship between the researcher and the Senior Sponsor. Respondents may have felt there was a risk of displeasing the Senior Sponsor by refusing to participate and possibly some benefits from agreeing to participate.

Research results in the form of an executive summary will be disseminated to the Senior Sponsor and all respondents of the study once published. By ensuring informed consent was obtained by respondents, they were aware that revelatory information would not be included in the published report and that the results would be shared with the organization once published.

Chapter 4: Data Analysis

This chapter identifies the steps that were taken to analyze the data and describes the key results reported within each area of focus. In order to conduct the analysis, the data for each area of focus was grouped into four separate parts consisting of the following: (1) statements related to the topic identified, (2) “meaning units” of the topic identified, (3) divergent perspectives identified, and (4) constructing a composite. Tables are provided for added clarification of the results found within sections 2 and 3.

With phenomenological research, the goal throughout data analysis is to identify common themes from participants’ descriptions of their experiences (Barritt, 1986). Once the transcribing of the interviews was complete, the researcher typically takes the following steps to analyze the data collected (Creswell, 1998; Karadakis, 2007):

- 1) *Identify statements that relate to the topic.* The researcher separates relevant from irrelevant information in the interview and then breaks the relevant information into small segments (e.g. phrases or sentences) that each reflect a single, specific thought.
- 2) *Group statements into “meaning units”.* The researcher groups the segments into categories that reflect the various aspects (“meanings”) of the phenomenon as it is experienced.
- 3) *Seek divergent perspectives.* The researcher looks and considers the various ways in which different people experience the phenomenon.
- 4) *Construct a composite.* The researcher uses the various meanings identified to develop an overall description of the phenomenon as people typically experience it.

The main focus of the analysis is to identify common themes in the experiences of the respondents despite differences in the individuals and settings studied. The final result will entail a general description of the phenomenon as it is perceived among the people who have experienced it firsthand (Leedy & Ormrod, 2001).

Each participant was interviewed using a semi-structured interview guide consisting of guidelines with key areas of focus intended to guide the discussion and to provide consistency among respondents. The areas of focus consisted of the following: (1) participants' nature of work, (2) participants' personal definitions of leisure, (3) their perceptions on work and leisure, and (4) their overall thoughts, feelings, and emotions while experiencing leisure at work. Three of the four areas of focus relate specifically to leisure and how leisure and work are experienced. However, the first area of focus on the participants' nature of work is aimed at providing a background on the nature of work of this study group that will situate the remaining three foci. Qualitative data analysis software such as Nvivo was initially considered; however, in order to follow Leedy and Ormrod's (2001) approach to analyzing data in phenomenological research, the use of qualitative analysis software was not recommended in order to analyze the data. In addition, with phenomenological research, as part of the experience involves the researcher being able to reflect and focus on the data as part of the detailed analysis process typical of a phenomenological approach (Leedy & Ormrod, 2001).

What follows is a description for each area of focus. The first area of focus, "Nature of Work", will first be analyzed for the 5 respondents with respect to step one "Statements Related to Topic", step two "Meaning Units", step three "Divergent Perspectives for the area of focus", and finally step four "Constructing a Composite".

The other areas of focus “Personal Definitions of Leisure”, “Perceptions on Work and Leisure”, and “Overall Thoughts, Feelings, and Emotions While Experiencing Leisure at Work” will be analyzed for each step in the same manner. It should be noted that for some of the respondents, the data analysis is more in-depth, depending on the interview length and the level of engagement of the respondent in the interview discussion.

AREA OF FOCUS 1: Nature of Work

I. Statements Related to Topic

Respondent I:

The respondent is a female Francophone, between the between the ages of 45 and 55. Her status is presently single and has been divorced twice. She does not have any children and resides in the Quebec region with her dog. The respondent’s job title is Planning and Coordination Officer. Work responsibilities involve dealing with requests from the Directorate of Strategic Planning and the Assistant Deputy Minister’s office. A request can relate to information on any subject. Work responsibilities also include providing input to the yearly planification documents including the Program Activity Architecture and the Departmental Performance Report. There is a medium-to-high workload and the work is cyclical in nature. The cycle of planification happens each year, therefore it is relatively predictable; however, a significant amount of work considered ad-hoc.

She works an average of 37.5 hours of week and works between the hours of 7:00 a.m. and 3:20 p.m., conducive to the respondent’s lifestyle thus allowing the respondent to avoid traffic. There is a positive and good relationship with the manager. As a Francophone, there is an appreciation for the manager’s sense of humour:

He says he's not from France, but he has a strong accent and he's lived there for many years and worked on a farm in university, it's funny because in spite of his accent, he understands Quebecers, one day I said "*do you know Tête à Claques*", now he is addicted because I introduced him to it.

The work environment is considered very important and liking people year round is also very important. She reflected on her current position in comparison to her previous work role six years ago. At that time, personal issues made this period a very difficult time and work was not considered significant. She describes having overcome these issues:

...if I have a problem, I have the solution. When my body is sick, I don't run to the doctor, I fix it. It sounds weird but it works. Give it time but it works. Freedom is the freedom to make the good or bad choices. The biggest lesson I've learned is that whatever you do in life, learn from it...in relationships, friends, jobs. I realized this in the past few months.

For this respondent, work includes a medium-to-high workload involving cyclic work. She has a positive relationship with her manager and colleagues, which contributes to a positive work atmosphere. Through the use of humour at work, she has been able to maintain these positive relationships.

Respondent II:

The respondent is a male Anglophone, between the ages of 25 and 35. He is single, never been married, with no children. He resides alone in the Quebec region. The respondent's job title is Research Analyst within the sector. Work responsibilities consist of environmental scanning, involving looking at social, technological, political trends affecting the Sector. Other responsibilities involve participation at international conferences and involvement in research projects and committees. There is a medium-to-high workload involving high-priority type work addressing key departmental initiatives. The work environment is more informal, relaxed and free-flowing. He works regular

work hours of 37.5 hours per week with a segment of overtime hours put in on occasion. He reflected on his previous work within the international sector as being more positive as compared to their current job. His previous employment provided the opportunity to travel to Paris and participate in the UNESCO Convention as well as a greater sense of accomplishment:

...I really felt that I was accomplishing something and I really got the satisfaction from that so, if we're talking about leisure as a state of mind, or feelings I would definitely associate leisure with feeling during that period... you know, at the end you always work huge days when you go overseas on a mission but at the end of the day if you can look at yourselves sitting down with a glass of wine having really accomplished something today...we're not saving lives obviously...

For this respondent, his work includes a medium-to-high workload involving high-priority type work. He feels that having a sense of accomplishment, despite the stress of the job itself, is very rewarding and brings a great deal of satisfaction. This creates a positive outlook on work and work atmosphere.

Respondent III:

The respondent is a female Anglophone, between the ages of 25 and 35. She is married and is pregnant with their first child. She resides in the Ottawa region with her husband. The respondent's job title is Senior Program Officer. Work responsibilities include: business planning for the government, reporting on plans and priorities for the sector and Departmental Performance Reports, performance measurement, coordinating official languages requests for the department, and audit and evaluation material. Work is cyclic in nature and if planned out properly, work can be done throughout the year. She expressed having a medium-to-high workload consisting of key accountability-type

work. She reflected on their previous job working as a Correspondence and Briefing Officer that involved a high level of stress and overtime:

There was a time, actually with planning it can get stressful, but it's also not so, we're not really ah, you know, we don't have a Minister asking us for things all the time, when I was working in the Program unit as an officer, ah, the level of stress there and overtime we would have to do was crazy, back then I found it really hard to balance work and leisure because you'd work so late, by the time you got home, you would have dinner and go to bed.

She works regular full-time hours of 37.5 hours per week and will be leaving for maternity leave in the Spring of 2008. Their work environment was described as positive in nature and friendly. She expressed that current organizational practices are better suited towards employees' needs, including flexible work hours, a supportive Director General, who allows working from home, and up to five years of maternity leave if requested.

For this respondent, work includes a medium-to-high workload involving cyclic and high-priority type work. She identified current organizational practices as playing a key role in positively affecting her work atmosphere.

Respondent IV:

The respondent is a female Anglophone, between the ages of 25 and 35. She is single, never been married, with no children. She resides alone in the Ottawa region. The respondent's job title is Strategic Research and Policy Analyst. Work responsibilities include doing the environmental scan for the sector as well as providing additional documentation and support for a Manager's meeting in November as well as a number of presentations. She works regular work hours of 37.5 hours per week and their workload was considered medium-to-high with high priority-type work based on key

initiatives. She reflected on their previous job within another unit of the department, where work-life balance was not managed effectively:

...so, for example in that area, they struggled with the work-life balance and actually structured a Values Working Group to try and manage that and often the expectation is that you stay until the job is done. So, it's kind of like an organizational culture, so for example, I worked until 6:30 on a Friday night and he expected me to stay because he had family issues. And, just higher priorities in saying that this work has to be done and inferring that if you don't do it or stay to do it, you're not helping the team.

She describes that in her previous work, there was an issue where the organization was not enforcing work-life balance that created a negative work environment for the respondent. She describes the organization employing a new practice in an attempt to rectify this issue.

For this respondent, work includes a medium-to-high workload involving high-priority type work. She identifies the organization, through its practices, as having a key role in promoting employee work-life balance and in creating a positive work atmosphere.

Respondent V:

The fifth respondent is a female, Anglophone, between the ages of 35 to 45. She is married with two children and resides with her family in the Quebec region. The respondent's job title is a Manager of Human Resources within the sector. Work responsibilities include implementing the Human Resources Strategy, involving initiatives in staffing and recruitment to employee well-being. Responsibilities include the learning strategy as well as all kinds of staffing actions. The respondent works regular hours of 37.5 hours per week, but enjoys flexibility in daily working hours and working from home whenever possible. She describes having a medium-to-high

workload. Work is considered exciting and invigorating; although, currently, they are dealing with a difficult issue at work that is stressful and time-consuming. She describes a positive work environment that is more informal in nature and colleagues are more receptive and friendly. She reflects on their previous work as one which provided no opportunity for having an impact or satisfaction, not in the community, the workplace, or as having any type of greater good:

...there was a lot of existential questions I was having about role of government, what is it we do and overall there was a lot of dissatisfaction in life period, cause you're kind of mid-thirties, don't I want more satisfaction and more meaningful...

At [her former place of work], less impact, less say and yet I was thinking about work all day. There would be no reason, when I was a clerk, that I would be thinking about work all day because I'm not thinking and providing thinking and analysis, I'm not thinking of new ideas, I'm not thinking of ways to improve things - I'm filing, so when filing is done, it's done and I'm home watching T.V...

She refers to their current work as being strategic in nature where creativity is considered an important component of the job and involves working outside of regular working hours:

...If you really think about it, I'm always thinking about what I need to do and how can I do it better. I watch a T.V. show and something will click and that could work with this... So, really I work all the time, but it's not work...

She explains that work that is more strategic is a lot less concrete in terms of a paper product but more about thinking and coming up with ideas, being something that does not shut off when you leave the office.

For this respondent, work includes a medium-to-high workload that is considered stressful at times. She identifies her work environment as informal and friendly. She identifies her work as being more strategic in nature, involving a high degree of

creativity. With work that is of this nature, she is able to experience a sense of satisfaction and impact that contributes to a positive work atmosphere.

II. “Meaning Units” of Data for Nature of Work

All five of the respondents worked regular full-time hours of 37.5 hours per week. All five of the respondents identified having a *medium-to-high workload*. Four of the five respondents reflected on their previous work as *less positive* than their current position. Three of the five respondents identified a *positive* work atmosphere in their current work environment. Two of the five respondents identified a *sense of satisfaction* in their work that contributed to a positive work environment. Two of the five respondents identified *organizational practices* when referring to their work. Two of the five respondents referred to their work as *cyclic* in nature, two identified *priority-type* work relating to key initiatives in the department when describing their responsibilities.

In summary, all respondents identified a medium-to-high workload, involving mainly priority-type and cyclic work. A positive work atmosphere was identified by the majority of respondents in their current work. Organizational practices were believed to affect employee work-life balance as well as contribute to a positive work environment. A sense of satisfaction derived from work was also believed to contribute to a positive work atmosphere.

III. Divergent Perspectives on Nature of Work

The first respondent interviewed identified that a positive relationship with management and colleagues was significant in contributing to a positive work atmosphere. The respondent felt that humour is an appropriate and effective vehicle for

building relationships, in this case, with her manager. The second respondent reflected on his previous work experience within the international sector as a memorable moment in his career. He felt that having worked for the UNESCO Convention, within the context of their position, provided a great sense of satisfaction. He expressed that although working long days is difficult in itself, having gone overseas on a mission and feeling as though something had been accomplished was a great reward.

The third respondent reflected on difficulties with her previous work in terms of balancing work and leisure. She referred to organizational practices, including policies put in place to support employees and a supportive Director, contributed to a positive work atmosphere. The fourth respondent also reflected on her previous work and how employee work-life balance was not managed effectively. She identified organizational practices as important in contributing to a positive work atmosphere and employee work-life.

The fifth respondent referred to her work as being strategic in nature. She felt that work of this nature contributed to a positive work atmosphere as well as feeling that she is making an impact. The respondent expressed that even after having worked regular work hours, the mind does not shut off and creativity is an ongoing thing that can happen at any time.

The respondents, for the most part, held differing views as to what contributed to a positive work atmosphere. However, the nature of the work itself, the level of satisfaction derived from work, and overall relationships with management and colleagues were identified as having the greatest importance in creating a positive work atmosphere through the “leisure appeal” that it provided to respondents (see Table 1).

Table 1: Divergent Perspectives on Nature of Work

- Positive relationship with management and colleagues as contributing to a positive work atmosphere (Respondent I)
- Sense of accomplishment (derived mainly from previous work) contributed to a positive work atmosphere (Respondent II)
- Organizational practices promote employee work-life and contribute to a positive work atmosphere (Respondents III & IV)
- Current work that is strategic in nature contributed to a positive work atmosphere (Respondent V)

IV. Constructing a Composite

All respondents having worked together within the same unit of the department expressed a medium-to-high workload in their current positions. All respondents reflected on their previous work when describing their current work situation. Four respondents felt that when drawing the comparison between their current and past work experiences, their current work was identified in a more positive light than their previous job. Three respondents identified a positive work atmosphere when describing the nature of their work, including an informal and friendly environment. Two respondents identified a sense of satisfaction derived from work as contributing to a positive work atmosphere. Two respondents that had described working in a positive atmosphere referred to organizational practices. More specifically, flexibility in work hours, a supportive manager, maternity leave policies and implementation of work-life balance practices.

Two respondents referred to their work as either cyclic and two respondents described their work as being priority-type. Cyclic work was based on the planification cycle within government and requiring thorough planning and organization throughout the fiscal year. Priority-type work was referred to as work reflecting existing or emerging departmental and/or government priorities. Both reflect the intensity of the respondents' work experiences within the unit and contributing to their workload.

In summary, respondents identified a medium-to-high workload that was considered high-priority in nature; however, for the majority, their present work was favored more positively than their previous work. Respondents identified a number of elements with a "leisure appeal" that contributed to having a positive work atmosphere. Elements found at work that were most valued among respondents included the nature of work, the level of support received from management and colleagues, the sense of satisfaction derived from their work and organizational practices that met employees' needs and contributed to a positive work-life balance.

AREA OF FOCUS 2: Personal Definitions of Leisure

I. Statements Related to Topic

Respondent I:

Leisure means freedom and to exert discretion in life. The respondent felt that freedom is true leisure and can entail anything as long as personal choice is not compromised:

To me, it's to be free-to be free to light up a cigarette, if I want a cigarette, pour a glass of wine, if I want a glass of wine, drive my car at 150 km if I want to and because of my marital status, not being a mother, not being responsible for anybody – I can be free. The only person, I cannot say person, but to me, she is more a person than a lot of real people is my dog. I have a little Yorkshire, a little

Yorkie, and she is my life. So, leisure for me is freedom, it's once I am at home I become very secluded, I don't open my door...

As part of exerting freedom of choice and experiencing leisure, leisure also consists of solitude, or being secluded. She felt that leisure is also diversion in the form of rest and renewal. She describes the experience of being diverted:

Switch your mind off or let it rest, while doing something else. Not something serious... I was working on PAA [Program Activity Architecture], and then go to Report card for awhile. I read about the health of dogs. Because my dogs died... So, after 20 minutes of working, thinking, reading, writing, or whatever, if I can switch off and read a little about my dog, enjoy myself, then I go back. This is not necessarily funny as such, but it diverts the mind.

The respondent is Francophone and referred to leisure as "*loi du moindre effort*", meaning the law of least effort. They further explained that when one does not even have to make a choice that means that there are no choices to be made. Leisure consists of spending time on the internet, supporting their "secret life" to which a lot of people are unaware. Her "secret life" consists of maintaining two web sites that she created. Leisure also consists of reading, an average of ten books per month. She felt that having access to the library greatly facilitates experiencing leisure.

The respondent felt that everything outside of work consists of her own "world"; leisure is viewed as a time when the individual exerts discretion in doing and not something that can be imposed from management where it would be considered work. As mentioned earlier, she prefers a life of introversion and seclusion:

...I don't let many [people in her home], very selective of people, I have tons of friends, but nobody visits me. My door is not opened, my phone is not answered unless I really want to but my friends know it and they understand.

She emphasized that leisure is based on life priorities at certain points in one's life. Depending on age and life circumstances, leisure will change. For one of the respondent's colleagues, being young and single, her leisure consists of going out all the time. For the respondent, going out is not a priority and happens less at her age and given the life she's had, which includes having been married twice. For this respondent, leisure consists of anything that involves freedom of choice. This includes the freedom to engage in diversion-related activities, such as internet use at work or outside of work, or to pursue leisure in solitude.

Respondent II:

According to this respondent, leisure is "socially platonic" referring to something that is rooted within a social context, subjective, and entirely dependent on the individual's social interests. It is mainly carried out away from work, possibly with friends and is considered to be very enjoyable. Leisure is highly subjective and means different things to different people.

...I guess it would be more whatever floats your boat...I mean, it can be different things to different people, I guess, for some people, leisure could be considered their job, even though it is not a rock musician, or whatever... I mean it could be an accountant finding leisure if that's what you're into I suppose.

Leisure is linked to positivity and a state of mind concept:

I think it's about being well with yourself, get that feeling that leisure, of relaxing of, enjoyment, you know, taking your time, does that make sense, or?

He felt that a typical leisure experience involved a state of relaxation, whether being alone, having a coffee or cooking, or being with friends on a Saturday night:

...I guess, you know, being with friends have something to do with that. Then again, I need my alone time in a day and like what I was describing earlier, you know, about going for a coffee and going out and getting my stuff to make dinner.

For this respondent, leisure is enjoyment and relaxation, whether that involves spending time with friends in a social context or enjoying time in solitude. Leisure is subjective and depends on the individual's interests.

Respondent III:

Leisure is defined as anything that a person is passionate about. It is about being committed to something to the point where it brings great enjoyment. It is, for the most part, not associated with work but can be related to work. Leisure is based on feelings of enjoyment, fun and consists of socializing. She felt that leisure is associated with her passion for massage therapy and feels that true leisure will be experienced later in life, once she is retired and able to open a massage therapy spa:

...I've always thought of being a massage therapist and opening a spa, or retreat of sorts. My husband has been doing it for a few years now and got his level 3 certification for therapeutic touch and stuff. So, I thought I could be a touch therapist if I did that part-time, then when I get my degree, I could open my retreat.

Although the spa would technically be considered work, it would not be experienced as work because it has always been her passion. For this respondent, leisure is considered experiencing enjoyment. It may consist of something that involves a high degree of commitment and passion or it can consist of socializing with others that can also bring similar feelings of enjoyment.

Respondent IV:

For this respondent, leisure is defined as distinct from work:

Well, in my definition of leisure I separate leisure outside of work...

Leisure is in no way similar to work. However, the respondent identified leisure as something that could potentially take place at work:

I think it could happen, it depends if you enjoy the work, it is stimulating, rewarding, creative, ahh...

It is time spent doing the things that she enjoys. The experience brings feelings of happiness, enjoyment, fulfillment and creativity. Leisure consists of activities such as cooking with friends, shopping and spending time alone:

... I love the time I spend with my friends, I'm really into shopping and I know that it always makes me feel happy, but, no, seriously I like to cook for people and friends, we always have a good time but I like my alone time, that's important...

For this respondent, leisure is considered as something that brings enjoyment with the exception of anything related to work. It can consist of spending time with friends or spending time alone in solitude.

Respondent V:

Leisure is defined as a blurring of boundaries between leisure and work. Leisure and work are not perceived as separate things:

...there is a blurring between leisure and work, I don't separate the two, I really don't see them as separate things...

She further explains that the distinction people make is between what you have to do and what you choose to do. She does not see that distinction within the realm of what you have to do, because you can choose to do what you want. It is something that is blurred and within any of these things, there is always stuff that you do not like as much and there are always things that must be contended with:

I would've preferred staying in bed this morning and I'm dealing with some difficult issues right now, so right now, Oh God, so, this morning leisure would mean staying home and going back to bed

Leisure is also something that changes. She refers to a current project that she is working on, which is considered extremely exciting and invigorating and having the potential of making an impact and being meaningful. She describes government work as not always meaningful unfortunately with the exception of a specific work project:

So knowing that I have this opportunity to make a difference, to me that's leisure, I find it extremely exciting.

Leisure is stimulating, interesting and involves learning new things. These criteria apply to any domain of life, including work and signify leisure. It is difficult to distinguish between what is and is not leisure and when experiencing leisure, stimulation does not always need to happen. For instance, taking the opposite route of stimulation through simple relaxation:

Okay, I don't need to be stimulated 100 percent of the time, frankly, there's the whole flake out on the couch watching T.V., like something mind-numbingly stupid, awesome sometimes right? You need it...

Leisure is also affected by having children. She explains that perhaps the distinction cannot be made between both work and leisure because there isn't really any leisure time left. Spending time with children takes up this time [leisure], for instance, watching Kid Nation on Wednesday nights, and although it is still enjoyable and considered leisure, it would not be their first choice had she not had children.

Leisure means having an impact on whatever it is being done and having a sense of accomplishment. For instance, making costumes for their kids for Halloween and organizing a party provides for a certain sense of satisfaction when you are done and

completed. The same feelings are experienced at work when working on a project; there are steps to take, objectives, and deadlines that must be executed.

For this respondent, there is a blurring of the boundaries between leisure and work. There is no distinction between both concepts. Leisure and work both offer the opportunity to have a sense of accomplishment and to feel as though one is making an impact. Experiencing leisure does not always require stimulation, and can even include relaxing and spending time doing things that may not always be intrinsically motivating.

II. “Meaning Units” of Data for Definitions of Leisure

All five respondents felt that leisure consisted of *freedom of choice*. The concept of freedom was either directly or indirectly referred to throughout the discussions. All five respondents described feelings of *enjoyment* as associated with leisure. Four of the five respondents referred to leisure as mainly something that, to varying degrees, is experienced *apart from work*. Four of the five respondents felt that leisure take place regardless of *setting*. Four of the five respondents referred to *solitude* as part of their leisure experiences. Three of the five respondents referred to leisure activities as involving *socializing*. Two of the five respondents referred to leisure as *activities-based*).

In conclusion, the majority of respondents experienced leisure, for the most part, outside of work rather than at work. Respondents agreed that leisure is something enjoyable that the individual chooses to pursue. Socializing with others or spending time in solitude was strongly valued amongst respondents as forms of leisure pursuits.

III. Divergent Perspectives on Leisure

The first respondent identified leisure as a form of diversion that can take place at work. The respondent felt that being diverted consisted of computer and internet usage, including working on personal internet projects and web surfing. She also felt that reading books that are entertaining is the ultimate form of diversion. Specifically, she chooses to read about negative and unfortunate events that take place. She reads books of this nature because she believes that life in general is worst than what she reads about during her leisure time. In order to avoid thinking about the negative things that exist in the world, such as wars, she chooses to read about serial killers to escape to a different world.

The second respondent identified leisure as something that is enjoyable. It can take place at work depending on the individual's interests and job. He referred to leisure as involving socializing with friends and spending time alone in solitude.

The third respondent identified leisure as something that brings enjoyment. She referred to leisure as something that comes from passion and a high-degree of commitment, which can include work. She is passionate about massage therapy and feels that later in life she will be able to pursue this dream through the creation of a spa.

The fourth respondent interviewed referred to leisure as an experience that cannot be linked to work. In other words, it cannot relate to any aspect of work. She identified that feelings invoked through leisure pursuits, such as enjoyment, happiness, fulfillment, and stress-relief is experienced at a level that is quite distinct from any other sphere of life.

The fifth respondent identified no distinction between work and leisure. It is considered in essence the very same thing. She referred to the experience of leisure as

one that changes depending on how one is feeling about doing something at that moment. She referred to a current situation at work that is considered stressful and not perceived as leisure, based on the respondent's feelings. It is something that is based on having an impact and a sense of accomplishment, which provides for the meaningful, stimulating and enjoyable experience. She also expressed that having children changes the shape of leisure, but not the experience itself. Although leisure time is distributed doing things that are not always determined by the respondent, it is still very much leisure and enjoyed to the fullest.

All respondents identified leisure as something that brought a great deal of enjoyment. However, respondents' perspectives differed on the things that were believed to bring about such enjoyment. Respondents identified the following as their forms of leisure: opportunities for diversion, anything based on the individual's interests including work, level of passion and commitment towards something, anything that is not related to work, and an integration of the individual's spheres of life, consisting of work and leisure (see Table 2).

Table 2: Divergent Perspectives on Leisure

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| <ul style="list-style-type: none">• Leisure is based on diversion (Respondent I)• Leisure is based on individual's interests (Respondent II)• Leisure stems from the individual's passion and level of commitment (Respondent III)• Leisure is not linked to work (Respondent IV)• No distinction between the definitions of work and leisure (Respondent V) |
|--|

IV. Constructing a Composite

There are many definitions of leisure as identified through the experiences of the respondents interviewed. All five respondents identified leisure as involving some degree of personal freedom of choice. For one respondent, leisure is based entirely on freedom. For the other four respondents, freedom is asserted through the selection of specific activities that allow for exercising discretion, involving the opportunity to make a choice even within the realm of something that is mandatory and not determined by the respondent.

All five respondents described leisure as invoking feelings of enjoyment, satisfaction, and happiness among others. Enjoyment was irrespective of what the respondent was engaged in, whether it involved socializing with other people or working on a project in solitude. For four respondents, leisure is not dependent on physical setting; rather it is focused on more state of mind components, including the feelings and emotions of the respondent.

Four respondents referred to leisure as something that was for the most part experienced apart from work. For the four respondents that stated leisure could in fact happen at work, leisure was for the most part referred to as taking place outside of work. Leisure was rooted as something where they had full freedom of choice and discretion in selecting their leisure pursuits, whether it involved being alone working on the internet or engaging in activities with others. In terms of leisure pursuits, socializing with others, either at work or outside of work was perceived as a positive and significant leisure experience. Two respondents described their leisure as activities-based namely as

conducive to having the opportunity to socialize and spending time with friends or to achieve a more strategic goal, such as pursuing one's passion.

In summary, respondents strongly felt that leisure was something that produced feelings of enjoyment. The majority of respondents experienced leisure either through socializing with others or in solitude. For the most part, leisure was identified as a state-of-mind experience that can take place anywhere and can include anything, including work.

AREA OF FOCUS 3: Perspectives on Work and Leisure

I. Statements Related to Topic

Respondent I:

Leisure "plays a big part" of her job. The respondent identifies herself as a Quebecker who believes that playing tricks on people and making fun of people comes naturally. At work, if there is a need to be serious, then she will be, otherwise she doesn't have to be:

While working for the DG [Director General], it was a bit hard, because he had to adapt to me. That was very strange because he was so straight and I was not. When it's time to be serious, I am.

She explains that the attention span of a person is twenty minutes. This is considered to be a long time to be working, reading, writing, or doing other things:

...but, let's say it's 20 minutes, you're at your desk, everyone is working and you're alone in your corner...20 minutes is a long time to be working, reading, writing, or whatever. Well, switch to a website, I have tons of websites, where I can go and find a joke or read something that will...

Leisure comes in the form of diversion at work. She explains the importance of doing the right things to make you happy, such as getting up at 5:00 a.m. and leaving at 3:20 p.m.,

anticipating arriving home to see her dogs. Work flows naturally into her personal life. There is not a need to compensate for experiences at work.

For this respondent, work and leisure are integrated. She is able to experience leisure at work considering her leisure consists of humour and internet activities, which provide opportunities to divert. She was able to build positive relationships with her colleagues and her manager through the use of humour.

Respondent II:

Leisure is for the most part not associated with work, with the exception of certain professions, including those that are more creative in nature. Both work and leisure are important and you can't really commit to one thing entirely:

...I think you need a break from an activity, whether that's work or leisure, I suppose...you need something different to fall back on, to have variety...spice up life sort of thing...

Although, it is possible to go without one or another by finding comfort in one if you do not have the other. You could balance the one that you do not have and compensate for it. In his current position, leisure and work are mainly separated and describes compensating to make the most of his off-work hours as much as possible:

I guess this is corny, but you just have to have to do what you like, I suppose and if you don't find that in your work, like I am not necessarily finding that now... I just fall back on other things, like reading, photography...

He describes compensating for work experiences through leisure as something that comes from their cultural background and family mindset:

...I come from a culture that really hates their jobs; my family, blue-collar working class...work long hours and about really hating your job. My dad worked in a paper mill all his life and he would come home really sweaty and tired and really raw for about 2 hours before he could calm down. About how hard his job was and how unsatisfying or this problem or that problem...my uncle

was involved in the same thing and they were just looking forward to retirement and just counting down the hours...you know?

For this respondent, leisure can take place at work; however, for him, it is for the most part separated. In order to balance for the absence of leisure in his work, he compensates for work experiences through leisure in his off-work hours.

Respondent III:

Work and leisure are for the most part separate but can take place together. Work experiences, whether good or bad, carry into your personal life. If it is a positive and enjoyable experience at work, it will flow into your home life. At times, when work is not so pleasant, you go home carrying the “baggage” from work and if need be, compensate for these experiences. She explains that to balance both work and non-work, there is a need to put things into perspective and see that there is more to work itself:

Whatever you do experience at work, whether it’s good or bad, it kind of does put other things, personal things in perspective... So, probably if it is enjoyable at work then it does sort of flow into your home life, and you don’t necessarily take the work home with you and stuff because it’s a little more enjoyable...at times, when it’s not so pleasant at work, you go home carrying a bit of that baggage...

For this respondent, leisure can be experienced at work, although there is a need to compensate for negative work experiences. She explained that both positive and negative work experiences carry into her personal life. In order to balance these negative experiences, there is a need to put things into perspective and realize there is more to work itself. Through compensation, she is able to balance these negative work experiences. She recounts on her past position and the difficulties in balancing work and leisure due to the workload:

There was a time, actually with planning it can get stressful, but it’s also now so, we’re not really ah...I remember when I was working in the [Former Program] as

a Briefing Officer, ah, the level of stress there and overtime we would have to do was crazy, back then I found it really hard to balance work and leisure because you'd work so late, by the time you got home, you would have dinner and go to bed...

For this respondent, both work and leisure need to be balanced and in the case where work is creating conflict for leisure, then there is a need to compensate.

Respondent IV:

Leisure and work are completely separated. Work carries different expectations, coming from management and there is no opportunity for leisure. Leisure comes from the individual's own freedom of choice and their own expectations. Her work is unrelated to her leisure:

...well, in my definition of leisure, I separate leisure outside of work...

This is not to say that work cannot be enjoyed rather the experience is very different than any experience enjoyed outside of work, both can be enjoyed at different levels:

I think being satisfied at work is linked to being happy in life, but I think you can enjoy your work to a different level that you enjoy your life...

For this respondent, leisure is separated from work. Both concepts can be enjoyed to different degrees; however, leisure is dependent on the freedom to make choices, where in the case of paid work, the individual does not maintain the freedom to make choices.

Respondent V:

There is a blurring of the lines between work and leisure. She does not separate the two and does not see them as separate things. She explains that the distinction people make sometimes is determining what it is you have to do and what you choose to do. She

does not see that distinction, even within the realm of what you have to do; you can choose what you want to do. The distinction is too blurred to determine when you're working and when you're playing:

Maybe I don't have leisure or I don't understand, I don't know, or maybe work is leisure, I just don't see the distinction, I try and I can't think of one...

Like I was technically working last night, you know, everything could fall under research and analysis of a situation that's going to be used at some point. We use every experience to go somewhere else and go and get stuff from different areas, it's serendipitous. Everything we do gets used in every way.

There are times at work where you are not at full capacity and work can consist of chatting with neighbours about recipes and the like. It is okay to not be stimulated all the time. At this moment, there are stressful issues relating to work that are creating ill feelings and are being brought home. This happens in both zones and would apply if it were home-related problems being brought into work. As work becomes more strategic and less concrete in terms of paper product, work is not turned off when you leave the office.

For this respondent, there is a blurring of the lines between work and leisure. She views both concepts as integrated rather than as separate. Both work and leisure maintain similar properties that making a distinction is not possible. There are instances where work carries into non-work, including negative work experiences and more positive work experiences including strategic work responsibilities, which both carry into non-work.

II. "Meaning Units" of Data Collected on Perspectives on Work and Leisure

Four of the five respondents believed that leisure and work can take place *simultaneously*. At work, leisure is dependent on a number of characteristics including: diversion, humour, creativity, nature of work, and level of stimulation. Two of the five

respondents referred to *compensation* as the type of relationship experienced between work and leisure. The same two respondents identified the need to *balance* work and non-work as a precedent to compensating for negative work experiences. Three of the five respondents felt that work experiences *carried into* non-work life, mainly family and home life. Work experiences that carried into non-work included both pleasant and unpleasant experiences. Two of the five respondents felt that their work consisted of leisure and that both work and leisure were *integrated* in their daily lives.

In summary, the majority of respondents believed that work and leisure can take place simultaneously depending on certain characteristics present at work, including the opportunity to be diverted, the nature of the work itself, and level of stimulation and creativity. Respondents also identified the need to compensate for negative work experiences through their leisure in their non-work life.

III. Divergent Perspectives on Work and Leisure

The first respondent felt that leisure and work are integrated. According to this respondent, she feels that as a Quebecker, her personality is made up of playing around and having fun, therefore humour and diversion consist of leisure at work. Work has to consist of leisure otherwise she would not be able to remain in the job. There is a natural flow of both work and non-work. When work reaches a point where she feels she needs to compensate for negative experiences, she will explore other career options. For the most part, she felt that the responsibility to make one happy lies with the individual to ensure that she makes decisions in life that are congruent to experiencing a happy work-and-leisure life.

The second respondent felt that leisure and work can be experienced at the same time; however, in his current work, there is an absence of leisure. He identifies the need to compensate for this absence of leisure in his non-work life. The third respondent felt that although leisure and work can take place together, work experiences, both positive and negative, carry into her non-work life. She explains that by putting things into perspective, she acknowledges that there is more to life than work and negative experiences can be balanced through compensation.

The fourth respondent felt that work and leisure are not integrated, rather separated. Work can be enjoyed by an individual to a certain degree but in a very different way than leisure. She felt that her work was unrelated to leisure and for the most part not enjoyable.

The fifth respondent also felt that her work integrated leisure and there is a blurring of the lines between the two. Therefore, the distinction between what is considered work and what is considered leisure is not evident as both are experienced simultaneously. She felt that stimulation, interesting work, and feeling as though they are making an impact consists of both leisure and work. Both work and leisure maintain similar properties, the distinction could not be made.

The respondents had differed in the manner in which they experience both work and leisure. For the most part, respondents identified both work and leisure as something that could in fact take place at the same time; however, for the majority, this was not evident in their work. Respondents that did not experience an integration of work and leisure resorted to compensating for the absence of leisure at work. Respondents identified that work experiences were found to carry into non-work and was perceived as

something that was either positive or negative, depending on the nature of the experience (see Table 3).

Table 3: Divergent Perspectives on Work and Leisure

- | |
|---|
| <ul style="list-style-type: none">• Work and leisure are integrated in the form of humour and diversion at work (Respondent I)• Work experiences are compensated for in order to balance the absence of leisure in current job (Respondent II)• Work experiences both positive and negative carry into non-work (Respondent III)• Work and leisure are completely separate and can be enjoyed in different ways (Respondent IV)• Work and leisure are integrated through a blurring of the lines between the two (Respondent V) |
|---|

IV. Constructing a Composite

Four respondents identified work and leisure as something that can take place at the same time. In terms of leisure taking place at work, the first respondent referred to leisure in the form of diversion and humour taking place at work. While, the third respondent emphasized how the nature of work responsibilities and factors surrounding work, including support from management and colleagues, as a form of leisure at work. The fifth respondent was unable to make the distinction between work and leisure, and felt that her work, for the most part, consisted of leisure.

Two respondents referred to compensating for work experiences. Compensation for these experiences followed a desire to better balance work and non-work. Three respondents felt that positive and negative work experiences carried into their personal and non-work lives. In some instances, experiences that carried into non-work were compensated for through leisure. The notion that leisure is integrated with work was felt

by two respondents. The first respondent identified that leisure taking place at work was dependent on extrinsic factors, including the opportunity for diversion. The fifth respondent described the integration as a result of the blurring of the lines between work and leisure. Both work and leisure were found to offer similar characteristics, considered intrinsic, such as level of stimulation, interest and overall sense of impact.

In summary, the majority of respondents believed that work and leisure were similar enough in some instances that both could take place at the same time. Overall, the respondents' experiences of work and leisure consisted either of the following: (1) an integration of both work and leisure that includes a blurring of boundaries, (2) compensation of work through leisure, (3) a spillover from work to leisure, and (4) a clear separation of work and leisure.

AREA OF FOCUS 4: Overall Thoughts, Feelings, and Emotions while Experiencing Leisure at Work

I. Statements Related to Topic

Respondent I:

Leisure is integrated with work and “plays a big part of the job”. Elements of leisure at work are found through humour. She describes her experience of her manager having to adjust to her personality:

...But he had a hard time adjusting to me going in, and saying jokes, nobody had told him jokes before – but it was funny and with time he got used to it. I’ve been there for so long and for those that are new, they know me, or they hear of me. And I am not the only person like this either...

Part of leisure at work involves being diverted from a specific work-related task. This involves “switching off your mind” or “letting it rest” by doing other things:

I was working on PAA [Program Activity Architecture] and go on Report card for awhile. I read about the health of my dogs. Because my older dogs died... So,

after 20 minutes of working, thinking, writing or whatever, I can switch off and read a little bit about my dog, then I go back. This is not necessarily funny as such, but it diverts the mind...

Leisure at work also includes socializing with friends and colleagues. In addition, she gets along well with her boss and this helps to enjoy her work even more. There are factors at work that are conducive to experiencing leisure, including the accessibility of the library, which further enables her to enjoy reading. She explains that to experience leisure at work, it must not come from management. She refers to the unit's monthly social gathering, which is not considered to be fun or leisure because leisure is about freedom of choice:

They feel obliged to go because it's management. It can't be fun if it's management...

She describes the feeling of guilt when experiencing leisure at work because it is fun and you're not supposed to be doing it:

...Not that work is terrible, work does not give you a sense of pleasure, leisure offers you pleasure. So, if you feel a sense of pleasure then you feel guilty because you are seeking leisure in the wrong place...

She describes feeling guilty because there are feelings of pleasure and contentment at the same time. It's not appealing to her to experience leisure for very long at work. The guilt comes and goes:

You know someone sends you an e-mail and it's a funny movie clip, people come by and see you and they see you laugh and smile and they know you're not working, but it comes and goes, the guilt comes and goes.

She believes that experiencing leisure at work has a direct and positive effect on her work and overall life satisfaction. She explains that she could not be in a job where she would not be able to have a bit of freedom once in a while, whether it be to read a funny e-mail, make a joke, or go on the internet:

I could not work somewhere where I would work 7.5 hours non-stop. I couldn't, my soul would not take it, at that point, it's not even the brain, I think...

For this respondent, leisure is integrated with work through diversion found online as well as through socializing with her manager in the form of humour. Her leisure can easily be found at work considering these elements are present in her work. She recognizes when she is experiencing leisure because of the feelings of guilt that come with the experience. Experiencing leisure at work is believed to positively affect her life satisfaction.

Respondent II:

For the most part, leisure is experienced outside of work but can be experienced at work. Currently, in his work, it is not experienced very often but he finds a certain level of satisfaction in his work. As someone who is interested in culture, books, and music, working at Canadian Heritage is a perfect fit:

I still find satisfaction in what I do, it's just sometimes hard to find, I guess with any government jobs, that's hard to find a concrete like what you're accomplishing, like so many times you're going to work on something, like heart and soul work on something that will end up on the shelf, but that's life I suppose.

Factors conducive to leisure include the atmosphere, colleagues and a free-flowing, informal work environment that is structured in a more democratic way. Feelings invoked in a leisure state include happiness, enjoyment, relaxation and feeling well with yourself. He reflected on his previous work experience where he had the opportunity to work on the UNESCO convention. The experience provided a great deal of satisfaction and happiness despite the stress. He expressed that in order to be happy with life generally speaking, it's important to be satisfied at work and outside of work. Having

been brought up in a culture that hated their jobs, he is trying not to fall into the same mindset:

...that was the mindset so I unfortunately fall into that pattern sometimes when I look at work, but I am trying not to...

For this respondent, leisure is not always found in his current work but it can take place depending on a number of factors believed to be conducive to leisure, including a free-flowing, democratic, and informal work atmosphere. The nature of his work provides for some satisfaction based on his interests in culture, books, and music.

Respondent III:

Leisure can be experienced at work; however, it is not experienced often in their current work. Her work is sometimes enjoyable depending on who it is you're working with, colleagues, and the type of communications you have with them. A key factor conducive to leisure is level of support:

I think that when it's enjoyable is really when you get the support from the people that you actually need. Like in order to do our jobs, we often depend on other areas in departments, when we can get their support, then is the time when the job becomes enjoyable...

She describes how certain social aspects contribute to leisure including organized luncheons within the unit and alternative staff meetings that are more enjoyable.

Working in the planning area, you are contributing to a bigger cause, where it is difficult to see the end result, but when you receive encouraging comments from the Assistant Deputy Minister, the Deputy Minister, and the Minister, it is very satisfying.

Part of leisure at work involves being diverted and having something else to look forward to, such as the gym or the Workplace Charitable Campaign, which provides stress-relief and an opportunity to meet other people. She explained that the department

is strong on balancing work-life and described its organizational practices as evidence of understanding that if you are better balanced, it makes you a better employee.

For this respondent, leisure is not experienced often at work but it can happen depending on a number of factors relating to work atmosphere including, colleagues, the level of support from colleagues, positive feedback from management and nature of communications. Socializing at work allowing opportunities to divert as well as organizational work practices enforcing work-life balance all have a positive effect on the experience. In terms of the experience itself, it is something enjoyable, fulfilling, and offers stress-relief.

Respondent IV:

Leisure is not experienced at work but could be if the work was enjoyable, stimulating, rewarding and creative. If that were the case and leisure was experienced at work, she would feel happiness, enjoyment, fulfilled and reduced stress. She expressed that being satisfied at work can affect life satisfaction; however, you can enjoy your work to a different level than you enjoy your life. She explained that the department has in place organizational practices to manage stress and implement more work-life balance. Such practices include a telework facility and 90-day work plans that are very structured so that you can meet certain milestones in order to relieve some of the day-to-day stress. She provides an example in her previous work where work-life was not managed well:

So, it's kind of like and organizational culture, so for example, I worked until 6:30 on a Friday night and he [Manager] expected me to stay because he had family issues. And, just higher priorities in saying that this work has to be done and inferring that if you don't do it or stay to do it, you're not helping the team.

For this respondent, leisure is not experienced at work but could be found at work depending on the nature of work including work that is stimulating and enjoyable. Feelings of this experience would involve enjoyment, fulfillment and reduced stress. She feels that it is important to enjoy work as it affects life satisfaction. She identified organizational work practices as playing a role in employee work-life balance and stress-relief.

Respondent V:

The distinction between work and leisure is blurred. Both work and leisure are integrated. She explains that she never stops working, but she does not consider it work per say, rather part of her lifestyle and it is considered enjoyable. She explains that there are factors at work that are conducive to leisure, including the element of trust, where she has a certain amount of work that she tries to deliver and her manager trusts her to deliver the work in her own way. She explains that as part of this trust, is the idea that she can be trusted to manage her own time. With this, she will make herself available for meetings and make sure she is present a certain amount of time. In the case where she has no meetings and if what she is working on does not need the interaction, she likes to be able to work from home. Having this flexibility is very important and is the foundation of trust.

If she feels as though she is not producing that much and wants to go home, she is able to and trusted by her manager to manager her time and deliver:

I don't like the very dictatorial, "you're here and make yourself available between 9 and 5," to me it's not peak. My argument will be if that's what you want, you will get less out of me. I will make sure I don't do that 10 to midnight thing, that I do a lot of the time, or the weekend thing, where I take notes and think about stuff.

Another factor involves working less on an hourly basis and more on a salary basis, coming from a human resources perspective, she explains that the non-productive person is non-productive and that is all there is to it, whether you give flexibility or force them to work 7.5 hours per day. In order to be more productive, there needs to be greater flexibility with work. She believes this is a better approach to managing employees and by putting in place more performance measurement-type tools, people are salaried but there are performance contracts, similar to the way management works. Her leisure is as much work as it is not. She describes that these factors are significant to her level of enjoyment, fun, stimulation, feeling as though she is making an impact and acquiring new knowledge:

The amount of that [stimulation and sense of making an impact] that I have in my life, the amount of having that sense, definitely has a substantial impact on my overall happiness...

For this respondent, the boundaries between work and leisure are blurred. Work and leisure are integrated and include a number of relational factors that contributes to this experience, including increased trust and flexibility in the relationship between and employee and his/her manager. Working on a salary-based rather than an hourly-based system also contributes to enhanced employee productivity and overall feelings towards work. Experiencing leisure at work is something that is natural because her leisure consists of elements that are found in her work role and responsibilities. Both leisure and work possess similar characteristics and provide the same benefits, including feeling stimulated, learning new things and making an impact. Experiencing leisure at work involves enjoyment, stimulation, making an impact and increased knowledge.

II. “Meaning Units” of Data for Overall Thoughts, Feelings, and Emotions While Experiencing Leisure at Work

All five respondents believed that leisure *could take place at work*. Four of the five respondents experienced *leisure during work* to varying degrees. Three of the five respondents identified elements of leisure at work including *socializing* with colleagues, friends, or management. Three of the five respondents referred to *work atmosphere* as a factor conducive to leisure at work. This includes the nature of environment, level of support from other departments and management, and type of work and nature of work responsibilities. Two of the five respondents referred to *diversion* as being an element of leisure at work.

In terms of feelings invoked when experiencing leisure at work, all five respondents described feelings of *enjoyment*. Three of the five respondents described *happiness*, while two of the five respondents identified feelings of *fulfillment*. Two of the five respondents identified feelings of *stress-relief*. Two of the five respondents felt that being satisfied with both work and leisure positively affects *life satisfaction*. Two respondents referred to organizational practices as positively affecting employees’ *work-life balance*.

In summary, although not all of the respondents identified experiencing leisure at work, they believed that it could take place at work. Respondents valued socialization as an element conducive to experiencing leisure at work as well as work atmosphere, including type of work, nature of work responsibilities, and the environment within which one works. Experiencing leisure at work was described as something that was overall enjoyable and self-fulfilling.

III. Divergent Perspectives on Experiencing Leisure at Work

The first respondent described experiencing leisure at work as one that invokes guilt along with contentment and pleasure. Leisure at work consists of socializing and being diverted through internet activities. She feels guilty that she is seeking leisure in the wrong place. She does not engage in leisure all the time but once in a while. It is not appealing for her to experience leisure for very long at work, alleviating the guilt. She describes the guilt as a feeling that comes and goes.

The second respondent identified that the nature of work is significant in promoting satisfaction. If the work is of interest to the person, then it allows for leisure to be experienced at work. The third respondent identified work atmosphere including the level of support from colleagues, feedback from management, the types of communications, and organizational practices as conducive to experiencing leisure at work.

The fourth respondent identified that the type of work responsibilities were significant in experiencing leisure at work. Although, she did not experience leisure at work, work that was creative and stimulating was believed to be factors contributing to this experience. The fifth respondent identified specific relationship factors between her and her manager as necessary in order to experience leisure at work. The first factor refers to level of trust between her and her manager. This refers to the level of trust between her and her manager in terms of delivering her work and managing her time efficiently. The second factor refers to the level of flexibility between her and her manager. Flexibility to manage her time and work in the manner which she feels is most productive.

Finally, she explained that working on a salary-basis with performance measurement tools to measure success, instead of an hourly-basis, is conducive to experiencing leisure at work. With this style of working, there is both greater flexibility and level of trust confided in the employee, believed to contribute to a positive outlook on work and greater productivity.

The respondents differed in what they felt were key factors conducive to experiencing leisure at work. The divergences identified by respondents are reflective of the various aspects related to work as well as the key elements of work found to be highly valued amongst the five respondents. Respondents valued differing aspects of work including the opportunities that can be found at work, the nature of the work itself, work atmosphere, employee work responsibilities, as well as relational factors and human resources-related practices (see Table 4).

Table 4: Divergent Perspectives on Experiencing Leisure at Work

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| <ul style="list-style-type: none">• Diversion and socialization found at work are key factors to experiencing leisure at work (Respondent I)• Nature of work that is of interest to the employee produces satisfaction (Respondent II)• Work atmosphere, including support, feedback and communications are significant to experiencing leisure at work (Respondent III)• Type of work responsibilities, specifically work that is stimulating and creative, allow for leisure to be experienced at work (Respondent IV)• Relationship factors between employee and management, such as level of trust and flexibility are conducive to experiencing leisure at work as well as increased productivity (Respondent V)• Salary-based versus hourly-based work practices confides trust and flexibility towards the employee and are more productive (Respondent V) |
|--|

IV. Constructing a Composite

All five respondents identified that leisure could be experienced at work. Four of respondents felt that they experienced leisure in their work to varying degrees. Of the four respondents, two felt that leisure was integrated with their work on a daily basis. Three respondents felt that leisure took place when certain elements of work were present including: work atmosphere, communications with colleagues, nature of work, and type of work responsibilities. Three respondents felt that socializing with colleagues, friends and management were important elements in experiencing leisure at work. Two respondents referred to work atmosphere as an important element of experiencing leisure including a free-flowing, democratic environment, type of work, and level of support from other departments. Two respondents identified diversion at work as an opportunity to experience leisure. Diversion took the form of humour, diversion through working on another project, and going to the gym.

All five respondents agreed that experiencing leisure at work would invoke feelings of enjoyment. Three respondents agreed that experiencing leisure at work would make them feel happy. Two respondents felt that leisure at work would produce feeling of fulfillment and satisfaction. Two respondents identified stress-relief as a key outcome of experiencing leisure at work. The effects of experiencing leisure at work were found to contribute to overall life satisfaction among two respondents. Finally, two respondents referred to organizational practices as influencing employee work-life balance.

In summary, although all five respondents felt that leisure could be experienced at work, respondents experienced leisure in their current work to varying degrees, ranging from work and leisure being integrated on one end of a spectrum to the complete

separation of both concepts found at the other end. Respondents identified the experience of leisure at work as something that can take place depending on certain factors. Of all the factors identified by respondents, elements associated with work nature and work atmosphere were highly valued among respondents and were found to positively affect experiencing leisure at work. Other important related elements found at work included opportunities to socialize and to be diverted. Overall, work was found to play an important role in experiencing leisure and the respondents' outlook on work. In a few cases where work and leisure were integrated for respondents, both the nature of work and leisure possessed similar characteristics that made this experience take place naturally and offered similar benefits. Feelings of leisure at work that were considered important consisted of enjoyment, fulfillment and stress-relief.

Chapter 5: Discussion and Conclusions

In this chapter, the discussion and conclusions of this study that examined the relationship between work and leisure will be divided into four distinct parts. Part 1 will provide a summary of the key findings for each of the areas of focus. Part 2 will provide a discussion as to whether the results of this study support or refute the previous research identified in the review of the literature. Part 3 will identify the limitations of this study. Finally, Part 4 will identify the conclusions and recommendations for future studies.

Summary

The study attempted to understand how federal employees within the Department of Canadian Heritage (PCH) experience leisure and work, more specifically, those employees who experience leisure at work. As mentioned in the previous chapter, four areas of focus were introduced to the interviewees in order to guide the discussion and ensure some consistency with the responses.

The first area of focus dealt with the respondents' nature of work within the unit of the department. A medium-to-high workload consisting of both cyclic and high-priority work was found to take place. The current work environment, including nature of work role, work responsibilities, and work atmosphere was perceived more positively than other previous work environments. Finally, a positive work atmosphere was found within the unit, and factors such as positive relationships with colleagues and management, along with work that is stimulating and strategic in nature contributed to this positive work environment. In summary, respondents felt that a number of elements found at work that had a "leisure appeal" contributed to a positive work atmosphere.

The second area of focus refers to the respondents' perspectives on leisure. Freedom of choice was determined to be essential in defining leisure. Leisure was something that brought enjoyment and happiness and was for the most part something that was experienced apart from work. Leisure was reported as something that was integrated with work and perceived as an experience that could take place regardless of actual physical setting. On the other hand, it was reported that leisure was distinctly separate from work. Leisure pursuits consisted of time spent alone, in solitude, as well as socializing opportunities and the pursuit of activities. Leisure was identified as a form of diversion. In summary, respondents felt that leisure was something that produced feelings of enjoyment. Leisure was for the most part identified as a state-of-mind experience. It should be noted that all respondents had identified leisure as being associated with enjoyment and happiness; this is not to say that leisure cannot be identified as something that is negative or even detrimental.

The third area of focus asked respondents to describe their perspectives on both work and leisure. Perspectives varied on work and leisure, both work and leisure were perceived as possibly taking place simultaneously, where work and leisure could be integrated on a daily basis. It was found that there was a blurring of the lines between the two, where no distinction could be made between work and leisure. In another case, work was also found as entirely separate to leisure. Perspectives included the need to balance both work and non-work, where work experiences that were negative in nature were compensated through leisure pursuits. Work was also found to carry-into non-work experiences, such as leisure time, regardless of whether the experience at work was positive or negative. In summary, respondents believed that leisure and work could take

place at the same time. There are similarities between both concepts, where a blurring of boundaries can occur. Stemming from the perspectives identified by respondents, the relationship between work and leisure has been interpreted as any of the following: integration, compensation, a spillover, and separation.

The fourth area of focus discussed respondents' overall thoughts, feelings, and emotions while experiencing leisure at work. It was reported that leisure could take place at work, where the experience itself varied to different degrees depending on a number of elements that were found at work and factors believed to be conducive to having this experience. Elements found at work included socializing with colleagues, friends, and management as supporting the work-leisure experience. Work atmosphere, including level of support from other departments and management, nature of work itself and work responsibilities were reported as factors conducive for leisure taking place at work. In addition, opportunities for diversion were found to be factors conducive to experiencing leisure at work. In terms of feelings invoked when experiencing leisure at work, enjoyment, happiness, fulfillment, and stress-relief were reported. Experiencing leisure at work was believed to positively affect overall life satisfaction. Finally, organizational practices employed by the department were believed to support employees' work-life balance. In summary, respondents felt that leisure could take place at work and experienced leisure at work to varying degrees in their current work. A number of work-related factors were found to contribute to this experience. For those respondents who experienced leisure in their current work, work possessed certain characteristics or offered opportunities that were found to be similar to their leisure.

Discussion

The first area of focus dealt with respondents' nature of work. All respondents worked within the same unit of the Department and all of whom identified a medium-to-high workload mainly consisting of cyclic and high priority-related work. Respondents expressed the importance of the nature of their work and the high-degree of accountability associated with their work. For the majority, work was within the planning and corporate priorities area, consisting of a combination of policy development, planning activities, program management, and human resources-related work. Responsibilities included liaising with other units of the Department as well as other government organizations. Respondents would be responsible for directly handling ministerial requests as well as preparing the annual planning documents for the Department. Despite having worked in a high-pressure environment, respondents were still able to enjoy their work to varying degrees and perceive their work atmosphere in a positive light.

The results of the current study support the research by Brook (1993) that examined two types of leisure and non-work choices. One of the two groups was found to engage in non-work and leisure that extended characteristics of paid work. The results of this study found that strategic work contributed to a positive work atmosphere by providing the opportunity to engage in stimulating and creative work that simply did not "shut-off" once the workday ends. In other words, characteristics of work continued in non-work and consisted of the respondent's leisure. The results of this study confirm the research of Berg, Kalleberg, and Applebaum (2003), where high-performance work practices, job characteristics, and the work environment relieves conflict associated with

balancing work and family. The results found that organizational practices, including flexible work hours, supportive managers, maternity leave policies, and values-related working groups, assists employees in maintaining a positive work-life balance and work atmosphere.

The results related to respondents' nature of work and overall feelings towards work refutes the research of Green (2006). Green indicates that the intensification of work effort or work overload was believed to produce a decline in well-being. The results indicated a medium-to-high workload for respondents of the unit consisting of high-priority and cyclic work whom still experienced a positive work atmosphere and a positive non-work life, as described through the respondents' ability to overcome or compensate for difficulties found at work through their leisure.

The second area of focus dealt with respondents' definitions of leisure. The results of this study overall support the research defining leisure. Leisure was found to consist of freedom of choice through voluntary and intentional engagement (Kelly & Godbey, 1992). The results support the research of Brook (1993), which explored the types of leisure pursuits among managers and distinguished two-types that either extended or contrasted experiences found at work. The results of this study indicated that socializing opportunities were considered one of the major components of leisure congruent with the leisure pursuits of those managers who contrasted their work by selecting activities more focused on interpersonal relationships and freedom of choice (Brook, 1993). The research indicates that the leisure-oriented person prefers leisure to work, in addition to intrinsic rewards such as perceived freedom and intrinsic motivation, and was found to experience lower levels of absolute work-centrality (Snir & Harpaz,

2002). This refutes the results of the current study where freedom was defined as the essence of leisure and did not affect the individual's duty to contribute to society through work.

Leisure was defined as something that for the most part took place apart from work. When looking at the effects of work on leisure, the results support the research of Herbert (1987) and Brook (1993), which explored the relationships that existed between work and leisure and its effects on workers' leisure pursuits, outside the domain of work. Leisure taking place regardless of physical setting was also supported by post-industrial theorists that refer to leisure as a state of mind concept where leisure is dependent on the attitude the individual experiences while pursuing an activity at a specific moment in time (Beatty & Torbert, 2003). Past research supports the results that leisure is defined as an activity apart from the obligations of work, family and society to attain specific benefits (Murphy, 1974). It also supports the work of Dumazdier (1967) where leisure is an activity that can be pursued for the purposes of diversion.

The inability to distinguish between the definitions of work and leisure are supported by the research of Lewis (2003) indicating that the boundaries between work and leisure are becoming increasingly blurred as post-industrial work is evolving as the new form of leisure. Lewis further asserts that issues can result from this transformation, which includes a lower sense of entitlement for women to work longer as well as the uncertainty that exists for the worker who cannot differentiate between work and non-work. The results of this study refutes Lewis's research considering the blurring of boundaries is experienced positively as a form of stimulation and creativity that is a part of the individual's total way of life.

The third area of focus identified respondent's perspectives on work and leisure. The results indicate that leisure and work can take place simultaneously, which supports the post-industrial perspectives (Beatty & Torbert, 2003; and Lewis, 2003). Post-industrial theorists have indicated that leisure in modern society is found at work and where both concepts differ, they do possess similar characteristics. The results of this study found that respondents' perspectives on work and leisure varied ranging from work and leisure being integrated on one end to the complete separation of both concepts. Ultimately, the findings of this study supports Beatty and Torbert's (2003) research where work and leisure lie on a spectrum, ranging from purely externally motivated determined actions, as found in paid work, to internally motivated actions, such as leisure pursuits engaged in for the purpose of pure pleasure. The spectrum range has states of "in-between" that consist of both extrinsically and intrinsically motivated actions. The results of this study also found that, for some respondents, work and leisure were found to be integrated further supporting research by Beatty and Torbert (2003). Beatty and Torbert also assert that such an individual is considered to be personally developed and cultivated. They are aware that their activities can be both leisure and work (2003).

The results of this study determined that there is a blurring of lines between work and leisure that supports the research of post-industrial theorists where work is considered the new leisure (Lewis, 2003) and refutes the findings of Dart (2005). The research indicates that a blurring of boundaries between both spheres causes disruptions in designating a workplace within the home and added difficulties due to constraints on space and time. Dart's (2005) research also indicated that the penetration of the public sphere (paid work) into the private sphere (non-work/leisure) causes major restrictions on

the individual's leisure opportunities. This was not supported in the results of this study that found the blurring of the lines of work and leisure as a positive experience.

Work experiences were found to carry into non-work as evidenced in the results. The results of this study found that both positive and negative experiences carried-into non-work. It is not evident what caused this to take place; however, it is believed that the respondents' nature of work and work responsibilities, which were considered to be high-priority in nature, played a role in having these experiences transcend into the respondents non-work lives. This supports the previous theoretical research of Wilensky (1960) and Parker (1971). Wilensky (1960) identified the spillover hypothesis that reflects similarities between work and leisure where work experiences carry into free-time. Parker's (1971) extension theory also supports the results as well as Wilensky's research. The results of this study also support the research of Lewis (2003), Herbert (1987), and Brook (1993). Lewis (2003) identified that although professional white-collar employees are exercising their own personal control regarding work and leisure there still tends to be a "spilling over" of work to non-work, as evidenced in the results of the study. Lewis (2003) asserted that although the boundaries between work and leisure are becoming increasingly blurred, these boundaries still exist.

Herbert (1987) explored the work-leisure relationship for four categories of workers, which revealed that that the "spillover" theory was supported amongst one of the categories of workers, coal-miners, who were found to extend their social relationships formed at work outside of work. Brook's (1993) study of managers in New Zealand identified two groups of non-work or leisure choices among participants. The first group sought a number of work-related characteristics in their non-work or leisure

time, which is congruent with the findings of this study. Finally, Berg et al's (2003) research indicated that a "spillover" exists from work to family in a positive way, where high-performance work systems enable employees to better balance work and family. This supports the results of this study where, for some respondents, positive characteristics at work were found to positively affect non-work or leisure time.

The results found that compensating for work experiences through leisure was evident among a few of the respondents and supported the empirical research of Herbert (1987) and Brook (1993), as well as the theoretical models developed by Wilensky (1960) and Parker (1971). Herbert (1987) identified the need to "compensate" for work in leisure time in his study, where coal-miners demonstrated the need to compensate for confined work conditions through outdoor pursuits and office workers were found to seek active recreation as compensation for sedentary aspects of their work. Brook (1993) indicated that managers in New Zealand, who fell into the first type of participants, contrasted their challenging experiences at work with enjoyable and emotionally involving activities. Theoretical research also supports the current study's results, referring to Wilensky's (1960) "compensatory" hypothesis, which suggests that a contrast between work and leisure exists and work experiences are compensated for in a variety of unrelated non-work activities. Parker's (1971) similar "opposition" theory supports the results consisting of the selection of leisure choices as opposed to work experiences.

Work was also found to be separate from leisure as reported in the results and supported in the theoretical and empirical research. The work of Wilensky (1960) and Parker (1971) have defined this relationship of work and leisure as, respectively, the "segmentation" hypothesis and "neutrality" theory. The empirical research also supports

the findings. Herbert (1987) identified both neutrality and segmentation theories in his study that found steelworkers' and women factory workers' leisure was entirely separate from their work.

With respect to the fourth area of focus of this study, respondents' overall thoughts, feelings, and emotions while experiencing leisure at work, the results indicate that leisure could be experienced at work. The results of this study regarding leisure taking place at work supports the post-industrial perspectives found in the research (Beatty & Torbert, 2003; and Lewis, 2003). Further supporting the work of Beatty and Torbert (2003), this study found that work and leisure were experienced to varying degrees similar to the spectrum identified by Beatty and Torbert, which identified the relationship of work and leisure to vary ranging from purely externally motivated determined actions to internally motivated actions. The blurring of lines between work and leisure was also found as a key result discussed in this area of focus. As stated earlier, the results support the perspectives surrounding post-industrial work.

The results of this study indicate that those respondents who regularly experienced leisure at work preferred leisure pursuits that were similar to their work roles and responsibilities. Support for the results is found in the research of Beatty and Torbert (2003) that referred to work and leisure as being complements to each other and in their highest states possess some of the same core elements. Brook (1993) reported similar findings where managers were classified into two types of groups based on leisure and non-work preferences. The first group revealed that leisure choices that were engaged in more frequently were similar to paid employment based on a number of dimensions such as creativity, mental activity, self-development and enjoyable and emotional

involvement. It was identified that both work and non-work possess some of the same characteristics.

This study revealed that relationship factors between the employee and his/her manager, including level of trust and flexibility positively affect experiencing leisure at work and overall outlook towards both work and non-work. Research by Berg et al. (2003) support the results of this study as they found that high-performance work practices consisting of opportunities to engage in decision-making along with other opportunities all contributed to a positive work-family balance. This study also found that a salary-based versus hourly-based work practice would confer greater trust and flexibility between the employee and his or her manager, in addition to confiding a greater level of commitment from the employee. The results further support Berg et al.'s (2003) research indicating that the greater family-friendly work practices employed in an organization, the greater the commitment from workers.

Research by Hildebrand and Mannell (1996) have indicated that leisure provided opportunities for relaxation, relieving stress, recharging, providing a positive outlook and maintaining self-esteem. These findings support the results of this study where respondents reported similar feelings and emotions while experiencing leisure at work. As part of experiencing such feelings and emotions, the results reported that respondents' who were satisfied with both work and leisure were also satisfied with life, which supports the research on leisure and life satisfaction. Research by Edginton et al. (1998) have indicated that leisure pursuits that offer opportunities for social interaction as well as the learning of new skills over time, including opportunities found at work, had positive impacts on life satisfaction. According to Rodin, Timko, and Harris (1985), the

power to participate in making decisions regarding leisure contributes to enhanced life satisfaction.

Finally, the results of this study found work atmosphere as a factor conducive to experiencing leisure at work. It is worth noting that some support is found in the research that indicates a positive work atmosphere consisting of a number of elements including certain aspects of the individual's personality, his or her job, and the level of match between the job and the individual are significant determinants of job satisfaction (Green, 2006).

Limitations

One important limitation of this study was the small number of respondents (5). The researcher, through the Senior Sponsor, had targeted all workers of the unit in an attempt to determine who met the parameters of the study. A total of 14 workers were pre-screened and recruited by the Senior Sponsor. Of this number, 5 voluntarily participated in the study. It was not possible to obtain a greater number of participants perhaps due to issues of time and workload. With a larger, representative sample, the results would have increased generalizability.

Another limitation that may have explained the small number of respondents involves the researcher's period of data collection and issues of workload amongst respondents and other potential participants. During the period of selecting the sample size and data collection, workers of the unit were in the process of submitting their planning documents in preparation for the start of the new fiscal year. This is a cyclic process that occurs each year and generally considered a busy period for any department involving a high degree of pressure. Opportunities for leisure may have been restricted

during this time due to working longer, greater levels of overtime, and heightened feelings of stress. In addition, there was only one round of data collection that may not have accommodated the two workers who had initially expressed interest in participating in the study then declined participation at the time when the researcher confirmed interest and availability.

Another limitation involved the method in which the interviews were conducted. Although the interviews were semi-structured and informal in nature with only a set of guidelines for the researcher to lead the discussion, there may have been some discomfort among the respondents to freely disclose their personal experiences. This may have been due to the respondents' either knowing or having heard of the researcher as being a former employee of the department. Another factor that may have prevented respondents' to fully disclose is that the interviews took place on departmental premises. This had facilitated respondents' availability to attend the interviews; however, it may have caused some discomfort to speak openly and freely while still being on the premises of work.

In addition to the aforementioned limitation concerning the method of the study, another limitation involves conducting interviews face-to-face. This approach can invoke a certain degree of sensitivity. The researcher in the context of an interview is able to assess the respondent's reactions and body language during the interview, whether it is interpreted positively or negatively. Ultimately, there is a great level of reliance and trust in the researcher's ability to accurately and fairly interpret such behaviour, which may lead to inaccuracies, in the case of falsely interpreting non-verbal behaviour, when analyzing the collected data or reporting on results.

Another limitation involved the researcher's own ability to provide a consistent level of attention and energy when conducting the semi-structured interviews. In the current study, a number of interviews were conducted back-to-back on one day. The researcher, depending on her level of alertness, may not have been equally focused on each of the interviews conducted that day. In the case where there was a decrease in focus or alertness, the researcher's ability to listen carefully for cues in the discussion with the respondent, which is essential when conducting semi-structured interviews, may have been reduced. This may have lead to potentially missing out on relevant information that would have otherwise been evident to the researcher under optimal conditions.

Moreover, another limitation of this study involves the lack of research on the relationship of work and leisure that is rooted in Canada. For the most part, the literature in this field is British-oriented from the United Kingdom. Secondly, there appears to be a gap in the literature that focuses on the relationship of work and leisure within the public sector. The review of the literature indicates that a significant amount of research has involved the private sector.

Recommendations for Future Studies

In terms of recommendations for future research, with a qualitative study, it is difficult to generalize the results to a larger group based on the small sample size. An increased sample size along with the consideration of other factors in the methodology including societal and demographic components, nature of work responsibilities and degree of fit between the individual and his or her job would be a start. In order to increase the sample size and incorporate such data in the methodology, it would be useful

to prepare a questionnaire that the respondents could easily complete and the responses would be analyzed consistently. This would be followed by conducting in-depth interviews to collect in-depth data that would not be captured through the questionnaire. It is recommended that a questionnaire be given to the respondents in advance of the interviews in order for them to better reflect on their responses as well as avoid any difficulties that can arise when respondents' are not comfortable with divulging certain information to the researcher, especially in a face-to-face context.

With qualitative research, there are many ways to approach and interpret the data. The researcher had used the best approach for the sample size, according to Leedy and Ormrod (2001) and Creswell (1998). However, there are other approaches that may have been suitable depending on the number of participants, the phenomenon being studied, and other conditions. It is important that future qualitative research explore other approaches to collecting and/or analyzing the data. Another approach would involve the researcher taking field notes, through direct observation, of participants in direct experience with the phenomenon. In this case, the researcher could take detailed notes of what was seen, heard, felt, and thought (Miles & Huberman, 1984).

The research study consisted of one approach to a phenomenological study that was structured around a purpose statement with specific research questions. Another approach may have considered including a hypothesis building case study that would allow for a more exploratory type of study that would perhaps provided added breadth and depth of data.

Future research should take into account how work and leisure are experienced among public sector employees. As mentioned earlier, previous research tends to focus

on the private sector. Considering both are very different, there are some similarities between both the private and public sector. The organizational culture within the federal government over the past few years has changed in terms of structures and practices, where similarities exist to those found in the private sector. There is a greater emphasis on accommodating employees' needs, including flexible work arrangements, career and educational goals and work-life balance.

Future research should also consider the specific line of work of the individual in affecting the experience of leisure at work. From the results of this study, leisure experienced at work was found to possess similar properties and benefits to leisure found outside of the domain of work. There is a need to explore the relationship between leisure and certain job-related qualities for individuals across a number of different occupational groups.

Finally, future research should examine the relevance of the work of post-modern theorists, such as Wilensky (1960) and Parker (1971). The "spillover" and "extension" theories were found to still hold relevance in post-industrial work. However, it is not entirely evident whether the "spillover" holds relevance on its own or perhaps due to similarities that are perceived with both work and leisure. In the case of the later, the "spillover" may really be a natural extension after all.

Conclusions

The results of this study, for the most part, confirm the existing research on the topic. Both leisure and work possess similar characteristics, which supports post-industrial perspectives focusing on the integration of the two spheres based on their similarities. The degree of "leisure appeal" found at work, including opportunities for

humour, fulfillment, socializing, and stimulation, results in a wide number of benefits, including enhanced job and life satisfaction.

In addition to post-industrial perspectives holding relevance, the “spillover” and “extension” theories may still prove valuable as work offered experiences, that were both positive and negative, carried into non-work or leisure. In addition, even in the case where work was integrated with leisure, due to the blurring of the boundaries between work and leisure, there was a “spillover-optimistic” effect which took place. This was found to take the form of strategic thinking, stimulation and creativity which extended from work to non-work. The results support Wilensky’s (1960) research on how similarities in work are found within an individual’s leisure that can further reinforce their level of commitment to their work, which Wilensky referred to as having a “career”. Finally, leisure was perceived as a state of mind concept. Respondents’ varied in terms of what they considered a leisure experience; however, for the majority, the experience was dependent on the feelings and emotions invoked in the respondent rather than actual physical context.

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Appendix A: Consent Form

Title of the study: The Relationship between Work and Leisure among Employees of the Department of Canadian Heritage.

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:

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 how federal employees within the Department of Canadian Heritage experience leisure and work, more specifically to understand the perceptions of those employees who experience leisure at work.

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 February at the Department of Canadian Heritage headquarters during working hours. 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 Master's 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 upon its completion.

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 Master's 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 thesis 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: _____

Appendix B: Interview Schedule

(For researcher only)

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 and as you may already know, the research relates to the concepts of work and leisure, more specifically, the integration of the individual's work and leisure. The study attempts to explore the relationship that exists and the experience, in cases where, people experience leisure at work. The research study will look at employees of the Department of Canadian Heritage. 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. one hour 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 answer any additional follow-up questions from the interviewer if need be? Yes/No

Leading the semi-structured discussion to cover key areas of focus

1. I hope to begin with a few demographic questions:, if you are comfortable with that:
 - Sex: M/F
 - May I ask what age cohort are you in? (25 to 35); (36 to 45); (46 to 55); (56 to 65+)
 - What is your current marital status?
 - What is the title of your position?
 - Can you provide me with a brief description of your work/position?

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

2. What is your definition of leisure?

- What is the first thing that comes to mind when you think of leisure? Why?
 - Can you provide me with an example?
 - Can you explain what you mean by this?
 - Can leisure be anything else? Why?
3. How do you view leisure and work?
- Do you think leisure can be found at work?
 - Are there elements of leisure that can be found at work?
 - Why are these elements?
 - Can you provide an example?
 - Why do you feel they are leisure-related?
 - Please explain?
 - Are there specific characteristics of work that are conducive to leisure?
 - What are these characteristics? Why?
 - Can you provide an example?
 - Please explain?
4. What thoughts, feelings or emotions (perceptions) are invoked when they experience leisure at work?
- Can you explain what type of feelings you have? Why?
 - Are they positive or negative?
 - Can you provide me with an example?
5. In your opinion, do you think work and/or leisure plays a role in life satisfaction?
- If so, how?
 - If not, then why?
 - Can you explain further?

Appendix C: E-mail to Senior Sponsor

Good Morning,

As discussed earlier, my graduate research study relates to the relationship between work and leisure among employees of the Department of Canadian Heritage. More specifically, the study will attempt to understand how federal employees within PCH experience leisure and work with a special interest in those employees who experience leisure at work.

The study is qualitative in nature employing a phenomenological research design and will consist of semi-structured, in-depth interviews of a minimum one hour in length at the time, day, and location of preference of the participant.

Please feel free to contact me if you have any further questions.

Thank you,
Amanda

Amanda Sharaf
Analyst | Analyste
Communications Policy and Federal Identity Program | Politique de communication et programme de l'image de marque
Strategic Communications and Ministerial Affairs | Communications stratégiques et affaires ministérielles
Treasury Board of Canada, Secretariat | Secrétariat du Conseil du Trésor du Canada
Ottawa, Canada K1A 0R5



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