

TWO TIMING WORK AND HOME,
THE RELATIONSHIP OF INDIVIDUAL VALUES WITH BOUNDARY PERMEABILITY
PREFERENCE AND BOUNDARY PERMEABILITY BEHAVIOR

by

FAEZEH AMIRKAMALI

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**To Mom,
whose smile is as necessary as the air for me...**

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ABSTRACT

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Faezeh Amirkamali, Ph.D.

The University of Texas at Arlington, 2018

Supervising Professor: Wendy Casper, Ph.D.

Boundary theory (Ashforth et al., 2000, Clark, 2000; Nippert-Eng, 1996) discusses how individuals build, keep, arrange, and cross the boundaries around work and family domains. However, the process through which people manage boundaries in work and home domains is not well-understood. In this study, I focused on boundary permeability as the key factor that explains how boundaries differ on the integration-segmentation continuum and investigated how people manage the boundaries of home and work domains. I proposed that individual values including achievement, hedonism, stimulation, and tradition are directly and indirectly associated with work-to-home and home-to-work permeability preference through work role identity salience and home role identity salience. Also, home and work permeability preferences were proposed to have positive relationships with their corresponding behaviors with work and home pressures for precedence weakening these relationships. Overall findings suggest that individual values directly and indirectly relate to work and home permeability preferences and role identity salience is often the mechanism through which this happens. Also, people strive to experience their preferred level of boundary permeability in work and home domains.

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CHAPTER 1: INTRODUCTION

Nowadays, many people can work from anywhere at any time. Factors such as globalization, the switch to service sector from manufacturing sector jobs, flexible schedules, and technological innovations (e.g., smartphones, internet, laptops, etc.) enable people to work even while they are not physically in the workplace (Ammons, 2013; Wajcman, Bittman, & Brown, 2008) and boundaries between work and home have become blurred (Ashforth, Kreiner, & Fugate, 2000). Increasing numbers of single caregivers and dual-career families cause many people to struggle to balance work and home (Martin, 2012; Neault & Pickerell, 2005; Wheatley, 2012). The number of employed mothers has increased (Cohany & Sok, 2007; Davis, Sloan, & Tang, 2011) and men are increasingly involved in home-domain tasks, although most household duties are still taken care of by women (Bianchi, Milkie, Sayer, & Robinson, 2000; Glynn, Maclean, Forte, & Cohen, 2009; Martinez, Paterna, & Yago, 2010). As such, men and women alike are experiencing interruptions from home while at work and vice versa. Work-life balance has become an important consideration for job seekers (Towers Perrin, 2005), yet research suggests there is no one best way to achieve work-life balance (Hyland & Prottas, 2017). Employees increasingly need to be skillful in managing the boundaries between work and home domains.

Most past research has examined how people experience conflict or enrichment between work and home. More recently scholars have become interested in work-family balance. Yet research suggests that the factors that foster balance differ between people and within a single person over time (Casper, Vaziri, Wayne, DeHauw, & Greenhaus, 2018), such that one cannot make a single recommendation to all people about how to foster balance. For instance, some people may consider any intrusion from one domain into the other as a problematic disruption,

while others may not perceive such intrusions negatively. One question that is not well understood is why some people have permeable and others have impermeable boundaries around work or home. People may differ in their perceptions of how permeable a boundary is under the same objective circumstances. For instance, one person may consider a call from a spouse at work to be a distracting intrusion, whereas another enjoys the flexibility of being able to talk to a spouse while working. In short, the same objective work-home events are appraised differently by different people (Ammons, 2013).

Boundary management refers to how people define, create and keep role boundaries between work and home domains (Ashforth et al., 2000; Nippert-Eng, 1996). With boundary management, individuals can isolate the requests and desires of each domain (Kossek, Noe, and DeMarr, 1999), maintaining an impermeable boundary, or allow two domains to blend so that they are highly permeable and people are present in two domains at the same time. The purpose of this dissertation is to understand individual factors that affect permeability of both the work role and the home role boundary. I use the term home to refer to a person's relationships with family and friends and his or her leisure activities.

Boundary theory (Ashforth et al., 2000, Clark, 2000; Nippert-Eng, 1996) discusses how individuals build, keep, arrange, and cross boundaries around work and family domains. People build and maintain boundaries to simplify and order their environment. According to boundary theory, people vary on a continuum from complete integration to complete segmentation of work and home roles and may have weak or strong boundaries around different roles. When the boundary around a role is weak, it is easier to enact that role (Ashforth et al., 2000).

Role boundaries have been described in terms of flexibility and permeability (Hall & Richter, 1988). Ashforth et al. (2000) argued that when a role boundary is flexible, the person

can enact that role in different times or places (e.g., teleworkers). Boundary permeability refers to the extent to which the components of one domain can enter another domain (Ashforth et al., 2000; Clark, 2000; Kossek & Lautsch, 2012). For instance, if an employee can receive intrusions from home like family-related phone calls while at work, the work boundary is permeable. In this study, I define boundary permeability as the extent to which a person is physically present in one domain (i.e., work) but mentally engaged with or thinking about another domain (Hall & Richter, 1988). Clark (2000) defines role permeability as the physical, temporal, or mental components that shift from one domain to another. For instance, if an employee can receive intrusions from home while at work, the work boundary is permeable.

Based on the characteristics of role boundaries (permeability and flexibility) researchers often describe the boundary between a pair of roles along a continuum ranging from high segmentation to high integration (Ashforth et al., 2000; Nippert-Eng, 1996). Roles are considered segmented when role boundaries are inflexible and impermeable, and as integrated when role boundaries are both flexible and permeable. One contributions of this study is that I investigate permeability of the integration-segmentation continuum based on two dimensions: (1) the direction in which there is permeability (work-to-home or home-to-work), and (2) permeability preference vs. permeability behavior.

In the boundary management literature, scholars differentiate between work-to-home and home-to-work permeability (Ashforth et al., 2000; Hecht & Allen, 2009; Kossek & Lautsch, 2008; Kossek, Ruderman, Braddy, & Hannum, 2012; Olson-Buchanan & Boswell, 2006). Previous research has shown that home-to-work transitions differ from work-to-home transitions (Ashforth et al., 2000; Nippert-Eng, 1996). That is, a person may find it easy to respond to a work-related email at home but difficult to take a family-related call at work. Therefore, the

frequency and difficulty of transitioning from work to home roles differs from transitioning from home to work roles. This has led to recent acknowledgments of the need to survey directionality in boundary management research (Capitano, 2016).

Also, I differentiate boundary permeability preference from boundary permeability behavior. According to boundary theory, both individual preferences and contextual factors affect boundary management behavior (Ashforth et al., 2000; Kreiner, 2006). Therefore, the boundary permeability that an individual prefers to enact may differ from what they are able to enact based on pressures from their supervisor, the organizational culture, their spouse, or their colleagues. For example, when an employee who prefers low work-to-home permeability is provided with technology from his employer to work at home, he may feel pressure to allow work-to-home permeability and his permeability preference and his permeability behavior may differ when he responds to firm expectations to work at home.

Past research has most often examined boundary management (Bulger, Mathews, & Hoffman, 2007; Kossek & Lautsch, 2008; Kossek et al., 2012) by examining either boundary permeability behavior or boundary permeability preference but not the relationship or the fit between them. Ammons (2008, 2013) asserts that boundary preferences and behaviors are different yet related constructs and that it is their congruence or fit that drives work–family balance. Using a person-environment fit approach, some scholars (Chen, Powell, & Greenhaus, 2009; Kreiner, 2006; Rothbard, Phillips, & Dumas, 2005) suggest that there is not one boundary management strategy that is best for everyone; instead, it is the fit between a person’s boundary permeability preference and that person’s boundary permeability behavior (or the organizational permeability supplies) that matters. Combining the notions of permeability direction, permeability preference, and permeability behavior results in four unique constructs to consider

including: (1) work-to-home permeability preference, (2) home-to-work permeability preference, (3) work-to-home permeability behavior, and (4) home-to-work permeability behavior.

Antecedents of Boundary Permeability Preference

I differentiate factors that affect one's permeability preference versus permeability behavior. Previous research (e.g., Kreiner, 2006; Nippert-Eng, 1996) has found that people differ in their *boundary permeability preferences*. Individual differences may contribute to one's home and work roles boundary permeability preferences. Role identification (role salience) is an important construct affecting permeability preferences for work and home boundaries (Matthews, Barnes-Farrell, & Bulger, 2010; Olson-Buchanan & Boswell, 2006). Role identity salience is defined as the degree to which each role is subjectively important to the person (Stryker, 1987; Thoits, 1992) and is related to preferences for boundary permeability. The higher the role identity salience, the more importance attached to a role. People typically prefer to create impermeable boundaries around roles that are more salient and permeable boundaries around less salient roles (Ashforth et al., 2000).

Individual Values and Culture

Despite a steady stream of research on work-home boundary management (Allen, Cho, & Meier, 2014), few studies have considered the role of culture and individual values in boundary permeability preferences and behaviors (Rothbard & Ollier-Malaterre, 2016). In fact, Ollier-Malaterre (2016) identified only three theoretical and one empirical paper that examined the influence of culture on boundary management, and I found only one other empirical paper since then that addressed this topic. The cultural values that a person has internalized likely relates to the permeability preferences and behaviors associated with boundaries around work and home roles (Ashforth et al., 2000). People build their self-concepts within a cultural context in which

they learn and adopt values. As such, culture also affects role dynamics (Ross & Mirowsky, 1990) and work behavior (Erez & Earley, 1993).

Ashforth et al. (2000) were the first scholars to theoretically argue for cultural differences in boundary management using Hofstede's model of national culture (1984). They proposed that people from collectivistic, feminine, low uncertainty avoidance, and low power distance cultures prefer role integration, while people from individualistic, masculine, high uncertainty avoidance, and high power distance cultures prefer role segmentation (Ashforth et al., 2000). Later on, Ollier-Malaterre, Valcour, Den Dulk and Kossek (2013) extended their work by arguing that another cultural dimension - specificity versus diffusion - has implications for boundary management. The specificity/diffusion dimension, introduced by Trompenaars and Hampden-Turner (1998), refers to the degree to which identities are consistent across work and home domains. People in culture-specific countries avoid considering personal or family-related issues when making work-related decisions - they focus on professional facts only. On the contrary, people in culture-diffuse countries combine professional and personal elements when making decisions in either domain. In diffuse cultures, professional status is considered in personal and family-related decisions and vice versa. For instance, in a diffuse culture a surgeon would be referred to as "Doctor" both in the hospital and at a family gathering. Therefore, Ollier-Malaterre et al. (2013) propose that people in diffuse cultures tend to integrate work and home roles whereas people in specific cultures keep these roles separated. Finally, Ollier-Malaterre (2016) also proposed that humane orientation, as a cultural dimension, relates to boundary management because people in humane cultures are more caring about others and consider personal aspects of others' lives; thus, they are more likely to integrate work and home compared to low humane cultures where segmenting professional and personal roles is more acceptable.

I identified only two empirical studies addressing boundary management from a cultural perspective. Poster and Prasad (2005) studied how employees of a multinational company in the United States and India differed in terms of integration or segmentation of work and family. They found that Americans tended to integrate work and family, while Indians preferred to segment the two domains. The second study, a qualitative paper by Loh, Restubog, and Gallois (2009), examined differences in boundary management between Singaporeans and Australians. Drawing from Hofstede's model of national culture (1984), the authors argued that Singaporeans are collectivist, high power distance, and high on uncertainty avoidance, whereas Australians are individualistic, low power distance and low on uncertainty avoidance. After interviewing 23 employees working in multinational organizations in Australia and Singapore, they found that Australians had more permeable and Singaporeans had less permeable boundaries around work and home. Impermeable boundaries were also associated with fewer intercultural interactions.

Past research on culture and boundary management has drawn from Hofstede's model of national culture (1984), with the exception of Ollier-Malaterre et al. (2013) who drew from the specificity/diffusion dimension introduced by Trompenaars and Hampden-Turner (1998). At the time of this study, I did not locate any studies that used other cultural frameworks such as Schwarz, GLOBE, Triandis, or Inglehart to examine boundary management. The cultural frameworks of Hofstede, GLOBE, Triandis, Inglehart, and Hampden-Turner and Trompenaars differentiate people based on national culture. However, measures associated with them can also be used to assess cultural values at the individual level. Because values vary not only between but also within cultures, examining values at the individual level can provide greater insight into how people differ. Schwartz and Bilsky (1987, 1990) define culture as a combination of values that represent human motivations and goals. They define values as "(a) concepts or beliefs, that

(b) pertain to desirable end states or behaviors, (c) transcend specific situations, (d) guide selection or evaluation of behavior and events, and (e) are ordered by relative importance” (Schwartz & Bilsky, 1990, p. 878). Values exist within a cultural context and an individual’s values are often learned from their culture. As such, value differences reflect cultural differences. Yet within a collective unit (i.e., a country) there are between-person differences in values, which are likely to grow over time given an increasing global workforce. First-generation immigrants merge values learned in their home country with those learned in their newly adopted country, teaching these culturally blended values to their second-generation immigrant children (Fitzsimmons, 2013). People can also adopt values that differ from what is normative in their culture of origin. All in all, in this study, in order to examine how individual-level values relate to boundary permeability preferences and behaviors, I use Schwartz Value Survey (1992). A key difference between Schwartz Value Survey (1992) and other cultural frameworks (Hofsted, GLOBE, Triandis, Inglehart, and Hampden-Turner & Trompenaars) is that while most frameworks focus on country-level culture and are best suited for examining cultural differences *between countries*, the Schwartz Value Survey is well-suited to study value differences both *within countries* and *between countries* (Schwartz & Bilsky, 1987) Thus, it is appropriate for use in this research examining how individual values relate to boundary permeability.

Schwartz (1992, 1994) and Bilsky and Schwartz (1994) argue that values are driven by human motivations, and measure values using the Schwartz Value Survey (SVS-10). The SVS-10 includes 57 single values categorized into 10 value “types” reflecting similar motivations. The SVS-10 has been used in 60 countries and on 200 samples (Roccas, Sagiv, Schwartz, & Knafo, 2002) to predict different kinds of behaviors (Schwartz & Bardi, 2001). The ten value types are: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition,

conformity, and security. These values “have psychological, practical, and social consequences that may conflict or may be compatible with the pursuit of other value types” (Schwartz, 1992, 1994, p. 23). Also, Schwartz, (2009) argued that including all the values variables may result in unreliable regression coefficients due to multicollinearity. Therefore, used just four of these values in my dissertation model, focusing on those I expected to relate to boundary permeability preference (achievement, hedonism, tradition, and stimulation).

Antecedents of Boundary Permeability Behavior

Regarding *boundary permeability behavior*, there are multiple factors that contribute to how people create and maintain role boundaries (Capitano, 2016). First, individuals might create different boundaries around roles that correspond with their preferences (Nippert-Eng, 1996). Yet people also create boundaries based on interpersonal negotiations with influential people in each domain. For instance, negotiation with a supervisor may affect when and where work is done and the same might happen for the home role through negotiations with a spouse. In these examples, Clark (2000) refers the supervisor and spouse (and any other person who negotiates with an employee about a role boundary) as board keepers. In addition, the nature of the job affects how permeable work and home boundaries are. For instance, jobs that require creativity or constant relationships with customers are associated with highly permeable work-to-home boundary (Schieman & Young, 2010). Worthington (2012) investigated the boundary management of prison staff and found that because this job is a low prestige occupation, prison staff create impermeable work-to-home boundaries to prevent negative feedback from entering the home domain. Other research has found that people who feel insecure at work are more likely to let work permeate into home (Boswell, Olson-Buchanan, & Harris, 2014). Finally, contextual factors may affect boundary permeability behavior (Adkins, Farmville, Premeaux, &

Rock, 2014; Park, Fritz, & Jex, 2011). For instance, aspects of organizational culture, such as expectations regarding how much time one must spend at work, flexible working hours, and family supportive strategies may all influence a person's boundary permeability behavior (Ashforth et al., 2000). Also, other contextual factors affecting permeability behavior include work norms for connectivity (Adkins et al., 2014; Richardson & Benbunan-Fich, 2011) and work norms for segmentation (Park et al., 2011).

Work and Home Pressures

Different factors may facilitate or restrain enactment of permeability preferences in work and home domains. Previous research has examined contextual factors that affect permeability behavior; however, there is limited research on contextual factors that reinforce or weaken the effect of permeability preferences on permeability behavior (for an exception see Capitano, 2016).

One's enactment of a preferred permeability preference at home and work not only depends on the preference, but is also a function of interpersonal negotiations with key people in those domains (Kreiner, Hollensbe, & Sheep, 2009; Trefalt, 2013). Permeability behavior may not always align with permeability preferences because of the pressures from work or home role partners (Ashforth et al., 2000). In the workplace, people may feel pressured to put work as a priority and to have permeable work-to-home boundary. For instance, an individual may prefer an impermeable work-to-home boundary but if colleagues or a supervisor expect him to respond to emails during the weekend, he may do so. Also, role partners in the home domain (e.g., family members) may expect employees to have permeable home-to-work boundary (e.g., to take family-related calls during working hours). Even if an employee prefers an impermeable home-to-work boundary this pressure from home may cause him or her to allow the permeation

regardless of the preference. People experience home pressure for precedence when they face expectations from the home domain to place home as a priority over work, and they experience work pressure for precedence when they experience expectations from work to place work as a priority over home (Capitano, 2016; Kossek, Colquitt, & Noe, 2001).

Capitano (2016) examined the moderating effects of work and home pressures for precedence on the relationship between home permeability preference and home permeability behavior but did not examine the effects on the relationship between work permeability preference and behavior. Her findings showed that as people perceived more work pressure for precedence, the relationship between home permeability preference and behavior became weaker. In the current study I examine work and home pressure for precedence as moderators of the relationship between work-to-home permeability preference and behavior, as well as the relationship between home-to-work permeability preference and behavior

In this dissertation, I consider individual values as predictors of home-to-work and work-to-home permeability preferences. When I refer to home, I mean individuals' relationships with family and friends and leisure activities. I also consider work role identity salience and home role identity salience as mediators between individual values and permeability preferences of work and home domains. Figure 1 shows the hypothesized relationships among model variables. The model focuses on the antecedents of home-to-work and work-to-home permeability preference and behavior. On the left side, achievement is related to home-to-work and work-to-home permeability preference directly and indirectly through work role identity salience as a mediator. Also, for tradition there is a conditional indirect effect of gender on home-to-work and work-to-home permeability preference through both work role identity salience (only for men) and home role identity salience (only for women). Hedonism also relates to home-to-work and work-to-

home permeability preference directly and indirectly through home role identity salience. Finally, stimulation is directly related to home-to-work and work-to-home permeability preference. On the right side of the model, home-to-work and work-to-home permeability preference are expected to relate to their corresponding permeability behavior with home pressure for precedence and work pressure for precedence moderating these relationships.

This research makes several contributions to the literature. First, this is the first study I am aware of considering individual values as predictors of permeability preference for home and work boundaries. Since behavior is driven by values, in order to understand *how* people manage boundaries it is important to consider individual values and motivations that clarify *why* they prefer to manage their boundaries a specific way.

In addition, although previous research has examined the effect of identity salience on boundary permeability preferences (Capitano, 2016; Matthews et al., 2010; Olson-Buchanan & Boswell, 2006), considering work and home role identity salience as mediators between individual values and permeability preferences enables us to better understand how individual values impact permeability preferences. This is important because it provides an explanation for the mechanism through which values drive people's boundary management preferences.

Finally, the current study differentiates permeability preference and permeability behavior, so as to explore when these variables are related and when they are not. Few studies differentiate preference and behavior with regard to boundary management and examine how both of these constructs are related (for exceptions, see Capitano, 2016; Piszczek, 2017). Ammons (2008, 2013) asserts that boundary preference and behavior are different yet related constructs and that it is their congruence or fit that drives work-family balance. In this study, I consider both of these constructs and their relationship. This is important because both are

important to understanding why some people experience conflict integrating work and home domains while others do not.

The structure of this dissertation is as follows. In chapter two I review the literature on boundary permeability preference, boundary permeability behavior, individual values, and boundary theory, which form the basis for the arguments. Chapter three includes the conceptual rationale for hypotheses and the theoretical model. In Chapter four, I describe the sample, measures, and methods used to test the hypotheses. Chapter five reports the results. Finally, in chapter six, I will report study findings, describe the theoretical contributions and practical implications, and discuss how the limitations of this study set the stage for future research.

CHAPTER 2: LITERATURE REVIEW

Role Boundaries and Boundary Theory

Role Boundaries

Zerubavel (1993) defines a boundary as "mental fencing" that is placed around geographical zones, historical occasions, people and thoughts that share something in common. Boundaries are the socially developed means by which individuals order their environment (Nippert-Eng, 1996). They are an unavoidable result of subjective ordering, an essential human psychological process that empowers people to simplify complex stimuli into significant categories (Hogg, 2000; Hogg & Abrams, 2001).

Individuals characterize a thing by denoting its boundary, isolating a particular type of "thing" from anything else (Zerubavel, 1991). Lamont (2000) argues that the idea of symbolic boundaries is utilized to allude to the theoretical refinement made by social actors to sort objects, individuals, space, and time. Symbolic boundaries categorize individuals into different groups and create sentiments of closeness and membership (Epstein, 1992).

Boundaries are the most basic component of culture (Nippert-Eng, 1996). Nippert-Eng (1996) defined the work-home boundary as a socially developed division between home and work domains. She argued that in order to manage the role responsibilities associated with family and work, people assemble physical and mental limits to separate their workplaces and families, and that the degree to which people segment or integrate work and home depends on type of job, coworkers, individual inclinations, and family members. Some scholars use the term “border” instead of “boundary” to refer to this same work-home demarcation. For instance, Clark (2000) discusses the borders people build between work and home, and the borderland where the two domains mix.

Scholars use the terms “boundary” and “border” to refer to a division between work and home. The traditional conceptualization of a boundary describes a single line distinguishing work from family (Leiter & Durup, 1996). Yet some scholars have argued that people make distinct boundaries around the family and work domains (Ashforth et al., 2000; Clark, 2000) because each domain is shaped by different purposes and specific cultures that dictate domain-specific behaviors (Ashforth et al., 2000; Matthews & Barnes-Farrell, 2010). Zerubavel (1991) argues that a boundary denotes the limits of an entity, suggesting that home and work each have distinct boundaries around them instead of a single border between the two domains. Also, Clark (2000) differentiates the boundaries around home and work domains, arguing that the strength of these two boundaries may differ. Investigating home and work boundaries (rather than a solitary work/home boundary) is important to differentiate boundaries of each domain (Capitano, 2016).

A role boundary is conceptualized as a role limit (Ashforth et al., 2000). Ashforth et al. (2000) argue that roles are limited to specific times and spaces and that people differ in the degree to which roles are salient, and thus, are likely to be enacted in a wider array of times and

spaces. For example, a cashier might have a temporal work boundary of 10 am to 6 pm Monday through Saturday and a space-based work boundary of his or her store.

Boundary Theory

Boundary theory (Ashforth et al., 2000, Clark, 2000; Nippert-Eng, 1996) explains how individuals build, keep, arrange and cross the boundaries around work and home domains. People build and maintain boundaries to simplify and order their environments. Boundary theory argues that people vary on a continuum based on how much they integrate or segment work and home, which is driven by the adoption of weak or strong boundaries around roles. Weak boundaries make it is easier to enter that role from another role. The role contrast, or “the number of core and peripheral features that differ between a pair of role identities and the extent of these differences” (Ashforth et al., 2000, p. 475), also affects role transitions. When roles have a high degree of contrast, people have more difficulty “switching cognitive gears” [by] “disengaging psychologically from the identity implied by one role and re-engaging in the dissimilar identity of a second role” (Ashforth et al., 2000, p. 475).

Role Boundary Permeability and Flexibility

To study how people manage role boundaries, scholars have investigated both boundary flexibility (Bulger et al., 2007; Hall & Richter, 1988) and boundary permeability (Ashforth et al., 2000; Hall & Richter, 1988; Nippert-Eng, 1996; Olson-Buchanan & Boswell, 2006). Boundary flexibility is defined by as the degree to which one can change the time when work is done and the location where one works (Hall & Richter, 1988). When a role boundary is flexible, a person can enact a role in different times or places (Ashforth et al., 2000). For example, the work boundary is flexible if one can leave work early to attend a family event or if one can enact the work role in various places such as in telework. On the contrary, when a boundary is inflexible,

the role can only be enacted in specific times or places. For example, if an employee can not leave work early to attend to a family event and can only work at the work location, the work boundary is inflexible.

Boundaries are also characterised by degree of permeability. Boundary permeability is defined as the extent to which components of one domain can enter the other domain (Ashforth et al., 2000; Clark, 2000; Kossek & Lautsch, 2012). For instance, if an employee can receive intrusions from home (e.g., family-related phone calls) while at work, the work boundary is permeable. Permeability also reflects how much a person can be physically present in one domain (i.e., work), but mentally engaged with another domain (Hall and Richter, 1988). Role permeability occurs when the physical, temporal, or mental components shift from one domain to another (Clark, 2000). Some scholars have also studied this same notion under different names. For instance, Matthews et al. (2010) used the term inter-domain transition to refer to the frequency of physical and cognitive boundary permeations. Kossek et al. (2012) referred to cross-role interruption behaviors as the extent to which people allow interruptions from one domain while present in the other domain. Inter-domain transitions and cross-role interruption behaviors can only occur when a boundary is permeable.

Scholars agree that there are multiple forms of boundary permeability (Ashforth et al., 2000; Clark, 2000; Kossek & Lautsch, 2012; Kreiner et al., 2009). Olson-Buchanan and Boswell (2006) examined a form of permeability, labeled role referencing, which involves talking about a role (e.g., family) with someone in another domain (e.g., work). Capitano (2016) categorized four forms of boundary permeability including task (behavioral), psychological (thoughts), role referencing (interpersonal communication), and physical (physical objects or people). Task permeability is the degree to which a person engages in extra-role tasks (tasks related to another

role) such as taking a work-related phone call while at home or scheduling a doctor appointment for children while at the work. Psychological permeability is the degree to which a person thinks about one role while engaged in another role. Kossek and Lautsch (2012) argue that permeability refers to one's decisions about allowing thoughts and feelings of one domain to enter another domain. Role referencing permeability refers to talking about one role while engaged in another. Physical permeability is the degree to which a person has physical objects from one role present in another role domain. Some examples include having family photos in the office or keeping work-related awards at home. Finally, Languilaire (2009) argued for seven different types of permeability including spatial, temporal, cognitive (thoughts), behavioral, emotional (energy and strain), psychosomatic, and human (i.e., relational). Languilaire (2009) explains that the degree of cognitive, emotional, and psychosomatic permeability depends on how much a person attributes thoughts, emotions, energy, and strain to work or nonwork, shares them in those domains, and let them enter one domain from the other (Rothbard & Ollier-Malaterre, 2016). In my dissertation, I focus on permeability and measure it as a holistic construct rather than focus on distinct facets.

Boundary permeability and boundary flexibility are distinctive constructs that are not necessarily related (Ashforth et al., 2000; Clark, 2000). Flexibility refers to whether a role can be enacted in different times or places. For example, a mechanic who works at a garage which is open from 9 to 5 where all his tools are stored has an inflexible work boundary because he can only work at the garage when it is open. Yet the mechanic may be able to receive calls from family at work, denoting a permeable work boundary. Sundaramurthy and Kreiner (2008) suggest that flexibility denotes the “when” and “where” of a boundary while permeability alludes to the “what” of a boundary.

Boundary permeability is associated with both positive and negative outcomes. At home, boundary permeability is associated with higher work-family conflict (Adkins et al., 2014; Hecht & Allen, 2009; Kempen, Hattrup, & Mueller 2017; Matthews et al., 2010), more work-to-home time-based spillover (Hyland & Prottas, 2017), more work-to-family positive spillover (Powell & Greenhaus, 2010), and less negative reactions to work interrupting family (Olson-Buchanan & Boswell, 2006). At work, boundary permeability is related to more family-to-work conflicts (Hecht & Allen, 2009) and home-to-work time-based spillover (Hyland & Prottas, 2017).

Segmentation-Integration Continuum

Based on the characteristics of role boundaries (permeability and flexibility) researchers describe the boundary between two roles along a continuum ranging from high segmentation to high integration (Ashforth et al., 2000; Nippert-Eng, 1996;). Roles are segmented when boundaries are inflexible and impermeable and integrated when boundaries are both flexible and permeable.

Individual differences play a role in segmentation and integration, as people vary in their preferences for how they manage role boundaries. Some people prefer integration, mixing work and home roles. These people favor fluid boundaries between work and home so they can engage in both work and home tasks while physically present in either domain, and prefer little separation of when and where home and work assignments are completed (Ashforth et al., 2000; Nippert-Eng, 1996;). On the other end of continuum, people who prefer to segment work and home favor work and family roles that are separate and independent, with tasks confined to one domain (Ashforth et al., 2000; Nippert-Eng, 1996;). Extreme integration and segmentation (the two ends of the continuum) are rare, as most people engage in both segmentation and integration behavior to some degree (Ashforth et al., 2000).

Previous research has found that the propensity to integrate into the work domain does not necessarily relate to reciprocal integration into home (Ashforth et al., 2000; Duxbury, Higgins, Smart, & Stevenson, 2014; Olson- Buchanan & Boswell, 2006;). That is, a person's boundary protecting work from entering home may differ in permeability from that same person's boundary protecting home from work (Duxbury et al., 2014; Nippert-Eng, 1996;). As such, it is important to differentiate work-to-home and home-to-work integration (Ashforth et al., 2000; Hecht & Allen, 2009; Kossek & Lautsch, 2008; Kossek et al., 2012; Nippert-Eng, 1996; Olson-Buchanan & Boswell, 2006). The frequency and difficulty of integration from work to home may differ from the frequency and difficulty of integration from home to work (Capitano, 2016).

Research suggests that people have different strategies and behaviors related to integration into each domain (Bulger et al., 2007; Cousins & Robey, 2015; Powell & Greenhaus, 2010), such that the boundary between work and home exhibits asymmetrical permeability (Pleck, 1977). For instance, people may use segmentation at home to avoid work entering the home domain but allow integration at work to promote family involvement (Hislop & Axtell, 2011). Others have argued that the home boundary is more permeable to intrusion from work, whereas the work boundary is less permeable to intrusion from family (Hyland & Prottas, 2017). Individual priorities can also influence whether a person allows integration into a domain (Greenhaus & Powell, 2003).

When boundaries are symmetrical, people uniformly segment or allow intrusion into both domains but when boundaries are asymmetrical one boundary is more permeable (e.g., respond to a work-related email at home) than the other (e.g., won't take family-related calls at work) (Kinnunen, et al. 2016). Boundary management is often asymmetrical (Clark, 2000; Park et al.,

2011; Rau & Hyland, 2002) such that a person may allow permeability of one boundary but keep the other boundary impermeable (Hecht & Allen, 2009; Kossek et al., 2012). For example, a person may integrate home into work but keep work out of home (Daniel & Sonnentag, 2016).

The asymmetry of boundary management results in four different behaviors/preferences (Chen, Powell, & Greenhaus, 2009; Hahn & Dormann, 2013; Hyland & Prottas, 2017; Koch & Binnewies, 2015; Kreiner, 2006; Kreiner et al., 2009). *Home-to-work segmentation* happens when an individual prevents the home domain from entering work. *Work-to-home segmentation* occurs when a person prevents work from entering home. *Home-to-work integration* occurs when the individual has a permeable work boundary and thinks about or engages in activities related to home at work. Finally, *work-to-home integration* occurs when the boundary around home is permeable such that work-related activities or thoughts enter the home.

As mentioned earlier, boundary management is best reflected as a continuum with segmentation at one end and integration at the other (Chen et al., 2009; Kreiner, 2006), based on the degree of boundary permeability (Capitano, 2016). Two roles are fully segmented when boundaries in both directions (work-to-home, home-to-work) are impermeable and fully integrated when boundaries in both directions (work-to-home, home-to-work) are permeable. Previous research has used the terms impermeability and segmentation as interchangeable (Capitano, 2016; Kossek & Lautsch, 2012; Kreiner, 2006; Rothbard et al., 2005). In the following section, I use the term “permeability” such that low permeability reflects segmentation and high permeability reflects integration.

Boundary Permeability Preference and Behavior

To fully understand boundary management, it is critical to differentiate willingness to have a permeable boundary from ability to have a permeable boundary (Rothbard et al., 2005).

Yet, research on boundary management has often failed to differentiate boundary permeability preference from boundary permeability behavior. According to boundary theory, both individual preferences and contextual factors affect boundary management (Ashforth et al., 2000; Kreiner, 2006). Therefore, the boundary permeability that an individual prefers to enact may differ from what he or she is able to enact based on pressures from a supervisor, organizational culture, a spouse, or colleagues. For example, an employee who prefers work-to-home segmentation may be provided with technology by his or her company to work at home. In this case, permeability preference and his permeability behavior may not match when he responds to firm expectations to work at home. Thus, individuals differ in both their preferences to integrate or segment and in how much their work environments allow integration or segmentation (Foucreault, Ollier-Malaterre, & Ménard, 2016; Kreiner, 2006; Rothbard et al., 2005). Boundary permeability preferences may also differ from actual behavior due to expectations from home (Daniel & Sonnentag, 2016). Such disconnects between how people prefer to manage boundaries and what they are required to do are associated with more role conflict and stress and less job satisfaction (Kreiner, 2006; Kreiner, et al., 2009; Piszczek, 2017).

Past research has typically considered either boundary management behavior or boundary management preference but not the relationship or fit between them. Previous research on permeability *behavior* suggests that integration is associated with positive spillover (Bulger et al., 2007; Carlson, Kacmar, Zivnuska, and Ferguson, 2015; Kossek et al., 2012; Powell & Greenhaus, 2010; Rothbard, 2001), higher job performance (Smit, Maloney, Maertz, & Montag-Smit, 2016), and job embeddedness (Carlson et al., 2015). Yet integration is also related to depletion (Bulger et al., 2007; Greenhaus & Powell, 2003; Lambert, 1990; Rothbard, 2001), work-family conflict (Bulger et al., 2007; Carlson et al., 2015; Hecht & Allen, 2009; Matthews

& Barnes-Farrell, 2010; Voydanoff, 2005), and relationship tension (Carlson et al., 2015). Still other research finds benefits associated with keeping boundaries impermeable. In a review of boundary management research, Allen and colleagues (2014) argue that segmentation is related to lower work-to-family conflict (Kinman & Jones, 2008; Kossek et al., 2012; Park et al., 2011; Powell & Greenhaus, 2010), lower family-to-work conflict (Kossek, Lautsch, & Eaton, 2006; Kossek et al., 2012; Park et al., 2011), and more work–family balance (Li, Miao, Zhao, & Lehto, 2013). Koch and Binnewies (2015) found that supervisors who segmented work and home were perceived as more supportive of work-life management, and their employees who segmented work and family experienced less depletion and withdrawal.

Other studies have focused on permeability *preference*. Michel and Clark (2013) found that boundary segmentation preferences reinforce the relationships of individual characteristics (agreeableness, conscientiousness, neuroticism, negative affect, positive affect, and core self-evaluations) with work–family conflict and enrichment. In addition, Hahn and Dormann (2013) found that work-family segmentation preferences of employees and spouses were positively related to employees' psychological detachment and that the psychological detachment of both employee and spouse related to employee well-being. Finally, Foucreault et al. (2016) found that employees' segmentation preference was related to less emotional exhaustion indirectly through psychological detachment from work during nonwork time, and this effect was stronger among those who perceived less pressure for integration from work.

Only a handful of studies have examined the important relationship between boundary management preference and behavior, despite the fact that many many scholars (Ammons, 2008, 2013; Capitano, 2016; Chen et al. 2009; Piszczek, 2017; Rothbard et al., 2005) suggest that it is the fit between them that matters. Chen et al. (2009) found that fit between segmentation

preferences and what the organization allowed was related to more work-to-family instrumental enrichment and less strain-based and time-based work-to-family conflict. Similarly, Kreiner (2006) found that congruence between a person's segmentation preference and the perceived segmentation provided by work was related to lower stress and work-to-home conflict. Finally, Piszczek (2017) found that when employees preferred integration, after hours work-related technology use at home resulted in more boundary control, but when they preferred segmentation, they experienced less boundary control from technology use. As boundary control is a resource which relates to less emotional exhaustion (Kossek et al., 2012), neglecting preferences for segmentation or integration may result in emotional exhaustion.

Taken together these studies suggest that it is the fit between permeability preference and permeability behavior fosters positive outcomes while lack of fit may be detrimental. As such, research on boundary permeability should consider permeability preferences for both work and home and actual permeability behavior for both work and home. In this study, I investigate boundary permeability based on two dimensions: (1) the direction of permeability, and (2) permeability preference vs. permeability behavior. This results in four variables: work-to-home permeability preference, home-to-work permeability preference, work-to-home permeability behavior, and home-to-work permeability behavior (see Table 1).

Temporal Nature of Boundary Permeability Preference and Behavior

The stability of boundary management preferences has been debated in the research. Some past research assumed that boundary preferences are stable over time (e.g., Ilies, Wilson, & Wagner, 2009). However, Kossek and colleagues (2006) suggest "alternators" are people who switch between segmentation and integration over time. For instance, employees who are also athletes may have more permeable work boundary during the season of their sport if they need to

practice during work hours (Hecht & Cluley, 2014). Ollier-Malaterre and colleagues (2013) argue that boundary behavior is more variable than boundary preferences, because contextual factors affect whether behavior can align with one's preferences. They argue that when individuals are in a specific and stable context such as communicating online, their boundary behavior may stay stable for a significant but not enduring period of time (Little, 1983). However, offline permeability behavior may be more dependent on environmental contingencies than online permeability behavior as Hecht and Cluley (2014) found intraday changes in boundary management in a study of working parents in Canada. Therefore, in my dissertation, I conceptualize permeability preference as something that is relatively stable for periods of time, but boundary management behavior as something that changes regularly based on environmental demands. Following Ollier-Malaterre et al. (2013), I suggest that people follow a pattern of permeability preference in a specific context for a meaningful amount of time. However, they may change their preference in the long term as environmental factors change. For instance, a person may prefer permeable home boundary when he/she is single but changes his/her preference after getting married.

Individual Values and Culture

In this study, I focus on how individual values relate to permeability preference and behavior. Since values exist within a cultural context and it is culture that often teaches values, I first discuss studies of culture and boundary permeability. In a review of studies on culture and boundary management, Ollier-Malaterre (2016) identified only three theoretical and one empirical paper, and I found only one additional empirical paper on this topic. Ashforth et al. (2000) were the first scholars to discuss the role of culture in boundary management drawing from Hofstede (1984). Based on data from over forty countries, Hofstede (1984) identified four

dimensions along which cultures differ including collectivism versus individualism, femininity versus masculinity, uncertainty avoidance, and power distance. Ashforth et al. (2000) proposed that people from collectivistic, feminine, low uncertainty avoidance, and low power distance cultures prefer role integration, while those from individualistic, masculine, high uncertainty avoidance, high power distance cultures prefer role segmentation. Each of these four dimensions and their relationships with boundary management are discussed below.

Individualism versus collectivism. In collectivist cultures the needs of the group take precedence over individual needs, people define themselves by group membership (e.g., family, organization), and there is high interdependence between people (Hofstede, 1984). People from collectivist cultures define themselves in an inclusive and expansive way which may involve consideration of different roles (parent, employee, friend) so they are more likely to integrate roles. Therefore, Ashforth et al. (2000) proposed that collectivist cultures foster integration whereas individualistic cultures encourage segmentation.

Femininity versus masculinity. In feminine cultures, people emphasize cooperation, modesty, caring for the weak and quality of life and the society at large is more consensus-oriented. In contrast, in masculine cultures, people prefer achievement, heroism, assertiveness, and material rewards for success and the society is more competitive (Hofstede, 1984).

Oudenhoven, Mechelse, and Dreu (1998) argue that in feminine cultures people use more integrative approaches to resolving conflicts and problems. Therefore, Ashforth et al. (2000) argue that feminine cultures tend to integrate work and home and masculine cultures encourage segmentation.

Low power distance versus high power distance. Power distance is the extent to which a culture tolerates between-person differences in power and status (Hofstede, 1984). In cultures

with high power distance people accept the fact that some people are more powerful than others. Conversely, in low power distance cultures, equality in power is valued. Ashforth et al. (2000) propose that in low power distance cultures, people tend to integrate roles due to few differences in power and status, while in high power distance cultures people tend to segment roles. In addition, Smith et al. (1994) argue that in high power distance cultures more rules and procedures are used by managers to foster rigid boundaries between work and home.

Low uncertainty avoidance versus high uncertainty avoidance. Cultures with high uncertainty avoidance emphasize following rules and maintaining formal and structured interactions. Conversely, cultures with low uncertainty avoidance are more comfortable with ambiguity and less attached to rules and structure (Hofstede, 1984). In cultures with low uncertainty avoidance people create fewer rules, fostering more role integration. Lack of rules and structures may foster desire for permeable and flexible boundaries. Therefore, Ashforth et al. (2000) propose that low uncertainty avoidance is associated with role integration, while high uncertainty avoidance is related to role segmentation.

Ollier-Malaterre et al. (2013) extended the work of Ashforth et al. (2000) by exploring the cultural dimension of specificity/diffusion, introduced by Trompenaars and Hampden-Turner (1988). In culture-specific countries personal or family-related issues are not considered in work-related decision-making. On the contrary, people in culture-diffuse countries combine professional and personal elements when making decisions. In diffuse cultures, the professional status of an individual is considered even in personal decisions and vice versa. For instance, a surgeon will be referred to as doctor both in the hospital and at a family gathering. Therefore, Ollier-Malaterre et al. (2013) propose that people in diffuse cultures tend to integrate roles whereas those in specific cultures keep the roles separated.

Finally, Ollier-Malaterre (2016) proposed humane orientation as a cultural dimension that relates to boundary management. House, Hanges, Javidan, Dorfma, and Gupta (2004) define humane orientation as the extent to which a culture values generosity, altruism and benevolence instead of self-enhancement and self-sufficiency. Powell, Francesco, and Ling (2009) argue that in cultures characterized by high humane orientation, people prefer to combine work and family. Ollier-Malaterre (2016) noted that people in humane cultures care about others and thus consider others' personal lives, and so are more likely to integrate work and home relative to less humane cultures that value segmenting professional and personal roles.

Only two empirical papers I am aware of have taken a cross-cultural look at boundary management. Poster and Prasad (2005) compared employees of three multinational computer companies located in the United States and India. They found that Americans tend to integrate work and family, while Indians prefer to segment, arguing that this reflects different social contracts between state, private sector, and employees. Social contracts in the U.S. prioritize work over family, resulting in more job access, but fewer family-related benefits. Most governments in developed economies provide better facilities for childcare, health care, and parental leave than the U.S. government (Lewis, Izraeli, and Hootsmans 1992; Lewis & Lewis 1996). Social contracts in the U.S. encourage work-family integration since less support is available to help with family demands. Social contracts in India foster segmented boundaries between work and family because there is more support for family care while at work. Employees in India are also not expected to work after hours (at the time of the study), as interdependent Indian households require attention to family while at home, encouraging segmentation. In contrast, U.S. employees are expected to subordinate other roles to work, so U.S. families have learned to be flexible around work demands, resulting in integration of work

and family. As U.S. families are less stable with high rates of divorce, Americans face more family insecurity, and may attach to the more stable domain of work, fostering integration.

A qualitative study by Loh, Restubog, and Gallois (2009) compared Singaporeans and Australians in boundary permeability behavior. The authors drew from Hofstede (1984) to argue that Singaporeans are collectivist, high power distance, and high on uncertainty avoidance, whereas Australians are individualistic, low power distance and low on uncertainty avoidance. Based on interviews of 23 employees from multinational firms in Australia and Singapore, they found that Australians had highly permeable boundaries around both work and home, fostering more intercultural interactions, while Singaporeans had impermeable boundaries around both domains, resulting in fewer intercultural interactions.

The authors explained these boundary management differences as cultural differences. They argued that in collectivist cultures (Singapore) people prioritize the group over personal needs, encouraging them to create impermeable boundaries around each role to fulfill the demands of that role. In contrast, in individualistic cultures (Australia) people care more about their personal needs so they have more permeable boundaries around roles to facilitate switching between roles. As Singapore is a country with high power distance people accept their place in the hierarchy, resulting in more rigid, impermeable boundaries around roles. As Australia is low in power distance, people see each other as equals and develop more permeable boundaries to foster interaction. Finally, people in Singapore are high on uncertainty avoidance, so they prefer rules, structure, guidelines and boundaries to guide behavior. On the contrary, people in Australia have lower uncertainty avoidance so they prefer less structure, fostering more permeable boundaries.

These few studies that have linked culture and boundary management used Hofstede's

model (1984) to differentiate people based on the culture at the national level. However, I focus on values at the individual level to provide a better explanation for how people differ in boundary management preferences and behaviors. Culture is defined as shared values, assumptions, and beliefs, and Schwartz and Bilsky (1990) conceptualize culture as a combination of values. They argue that cultures vary in the endorsement of certain values and define values as “(a) concepts or beliefs, that (b) pertain to desirable end states or behaviors, (c) transcend specific situations, (d) guide selection or evaluation of behavior and events, and (e) are ordered by relative importance” (Schwartz & Bilsky, 1990, p. 878). As such, values are individual-level manifestations of culture and when we measure culture, we actually measure shared values within a country or other collective. Values can be conceptualized at two distinct levels of analysis: (1) the individual unit of analysis that measures people’s values and examines the relationship with other individual-level constructs, and (2) the country-level unit of analysis that considers average within-country values. In this study, I focus on the individual level of analysis values to ensure to capture both within-country and between-country differences in values.

Schwartz (1992, 1994) and Bilsky and Schwartz (1994) identified 57 single values that are categorized in 10 individual value “types” encompassing similar motivations in the Schwartz Value System (SVS-10) including the following: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security (see Table 2). These value types are organized into two dimensions: (1) self-enhancement versus self-transcendence, or the degree to which people pay attention to personal achievement (self-enhancement) versus caring about other people and equal acceptance (self-transcendence); and (2) openness to experience versus conservation, or the extent to which people prefer excitement and independent thought (openness to experience) versus tradition and exhibiting restraint (conservation) (Bilsky

& Schwartz, 1994). They mapped out the two dimensions and their underlying values in a circumplex (see Figure 2) with 10 wedges representing 10 values. Values that have compatible motivational goals are shown in close proximity on the circumplex and those with conflicting motivational goals on opposing sides. For instance, the motivational goal of power, “social status and prestige and control or dominance over people and resources” (Schwartz, 1994, p.22), is compatible with the motivational goal of achievement, “personal success through demonstrating competence according to social standards” (p. 22), so these two values are next to each other. However, because the motivational goal of power is not compatible with the goal of universalism, “understanding, appreciation, tolerance and protection for the welfare of all people and for nature” (p. 22), they are opposite each other on the circumplex.

Schwartz (1992, 1994) argued that these values “have psychological, practical, and social consequences that may conflict or may be compatible with the pursuit of other value types” (p. 23). That is, these ten value types are interrelated and should be considered in relation to each other (Arthaud-Day, Rode, & Turnley, 2012). An issue to consider in using Schwartz’s framework is that the values are intercorrelated and considering all ten values can result in unreliable regression coefficients (Schwartz, 2009). Following the accepted approach of testing a subset of values (e.g., Arthaud-Day et al, 2012; Chui, Lloyd, & Kwok, 2002), I consider four of Schwartz’s value types in this study including achievement, tradition, hedonism, and stimulation.

An important distinction between Hofstede (1984) and Schwartz (1992) is that Hofstede focuses on differences *between countries*. However, Schwartz conceptualizes values at the individual level such that values can distinguish people based on their motivations *within countries* (individual level) in addition to *between countries* (country-level). To examine how values relate to behavior, it is important to consider value differences among people in the same

nation, which is especially important in countries with culturally diverse populations. Therefore, I use the Schwartz Value System (1992) to study how individual values relate to boundary permeability at the individual level.

Past studies using the Schwartz framework have been conducted at different levels of analysis. I categorized these studies into three groups: (1) individual-level studies within a specific country, (2) individual-level studies across multiple countries, and (3) studies that collected data at the individual level and aggregated it to create country-level scores and examine the country-level of analysis across multiple countries.

Individual-level studies within a single country have examined how individual values related to organizational citizenship behavior in teams (Arthaud-Day et al., 2012), acculturation to global consumer culture, ethnic identity and religiosity (Cleveland, Laroche, & Hallab, 2013), fair trade consumption (Doran, 2009), entrepreneurial intentions (Espiritu-Olmos & Sastre-Castillo, 2015), moral reasoning (Lan, Gowing, McMahon, Rieger, & King, 2008), work orientation (Lan, Okechuku, Zhang & Cao, 2013), and employee creativity (Rice, 2006; Zhou, Shin, Brass, Choi & Zhang, 2009). Brown and Trevino (2009) also examined the relationship between socialized charismatic leadership and individual value congruence between leaders and followers.

Studies at the individual-level across multiple countries have explored the relationship of individual values with cosmopolitanism in Turkey and Canada (Cleveland, Erdoğan, Arıkan, & Poyraz, 2011), consumer attitudes in the US and Colombia (Gregory, Munch, & Peterson, 2002), conflict management styles (Morris et al., 1998), transformational and instrumental leadership in German-speaking countries, Eastern Europe, and the Middle East (Poethke & Rowold, 2017), and resistance to change in 17 countries (Oreg, et al., 2008).

Finally, studies conducted at the country-level of analysis (aggregated) across multiple countries have examined the relationship of average within-country values with national culture (eastern vs. western) and economic ideology (capitalism vs. socialism) in four countries (U.S., Russia, Japan, China) (Ralston, Holt, Terpstra & Kai-Cheng, 1997). Overall and international performances (the average yearly increase in overall and international sales over a continuous five-year period) in three EU countries has also been examined (Byrne & Bradley, 2007).

The basic values discussed by Schwartz reflect deep human motives and are linked to work and home role salience, as work and home provide context-specific places to manifest values. For instance, for a person with high achievement values cares about being hardworking, responsible, focused, and successful, and the work domain provide many opportunities to meet these needs, fostering work role salience. Also, for people high in hedonism, enjoying life and pleasure is very important, and as the home domain provides many opportunities to meet hedonistic needs, this should be linked to home role salience.

Role identity salience

For each role a person occupies, he or she has distinct role identities (Stryker, 1987). Role identities are defined as “socially constructed definitions of self-in-role (this is who a role occupant is)” (Ashforth et al., 2000, p. 475). Hogg, Terry, and White (1995, p. 256) argue “role identities provide meaning for self, not only because they refer to concrete role-specification, but also because they distinguish roles from relevant complementary or counter-roles.” For instance, a woman with different role identities as mother, wife, manager, etc. constructs her “self” in each role and defines the essential and non-essential features of each role (Ashforth et al., 2000).

A person may place different priorities upon different role identities. According to identity theory (Stryker, 1987) some role identities are more salient and people prioritize their

role identities hierarchically based on how likely is it that the specific role identity would be the basis of behaviors and actions. Thoits (1992) defines identity salience as the subjective importance that a person attaches to an identity. When a role is highly salient for a person the probability that the identity is called upon in different situations is higher. When an identity is positioned higher in the hierarchy, that identity is a better predictor of behavior in different situations. If a husband who is a doctor perceives his professional role more important than his family role, salience is greater for the doctor role than the husband role and doctor is higher in his identity hierarchy. Consequently, in different situations (e.g., family events, church, sports club, etc.) this person is more willing to enact behaviors aligned with the role of doctor.

Ashforth and Mael (1989) argue that when a person is highly identified with a role (high role identity salience), he or she has more desire to enact that identity. Ashforth et al. (2000) argued that role identity salience affects boundary management such that highly salient roles have less permeable boundaries and less salient roles have more permeable boundaries. In the previous example, a man with high identification as doctor role is more willing to let tasks, thoughts, and objects related to being a doctor enter other domains such as home. This could involve talking about work-related issues in off-hours with family members, having work-related objects at home, letting work-related interruptions enter the family domain, and doing job-related tasks at home. People with high role identification also have more desire to protect the salient role from extra-role permeations (Hecht & Allen, 2009). The doctor with high work salience is motivated to protect his work from permeation from other domains like family, resulting in a preference for a less permeable boundary around the salient work role.

Work and Home Pressures for Precedence

According to boundary theory, in addition to individual preferences, contextual factors also affect boundary management (Ashforth et al., 2000; Kreiner, 2006). Social influence is an important contextual factor that may attenuate one's preference and shape behavior (Kossek et al., 1999). The expectations people face from home and work are examples of social pressures. People's ability to enact their preferred permeability in home and work domain not only depend on their permeability preference but also on interpersonal negotiations with key people at work and home (Kreiner et al., 2009; Trefalt, 2013). Clark (2000) refers to these "key individuals" as "board keepers." Negotiations and expectations in the work and home domain may facilitate or restrain an individual's enactment of permeability preferences such that boundary permeability preference may differ from permeability behavior based on pressures from a supervisor, a spouse, or colleagues (Ashforth et al., 2000; Daniel & Sonnentag, 2016). Thus, I consider work and home pressures as moderators of the permeability preference-behavior relationship.

Kossek and colleagues (2001) introduced "climate for sacrifice" as a construct to measure how much people perceive that important people at work and home domains expect them to sacrifice other roles because of the focal role. For instance, in a home climate for sacrifice, family members may expect a person to prioritize the home role over work. On the other hand, in a work climate for sacrifice, the individual may perceive expectations from the supervisor or colleagues to sacrifice family role responsibilities for the work role (e.g., working on weekends). Kossek and colleagues (2001) found that work climate for sacrifice was related to lower well-being and more work-to-family conflict, whereas family climate for sacrifice was related to lower well-being and more family-to-work conflict.

Capitano (2016) adapted Kossek et al.'s (2001) climate for sacrifice scale and labeled it "pressure for precedence." Capitano (2016) argued that "pressure" better captures people's perceptions of other peoples' expectations than does "climate." She also argues that "precedence" denotes that there should be a priority for one role over the other. Capitano (2016) defines home pressure for precedence as individuals' perception that family members expect them to make home role the priority over work, and defines work pressure for precedence as individuals' perception that their supervisor or colleagues expect them to make work the priority over home. Her findings show that as individuals perceive more work pressure for precedence, the relationship between home permeability preference and behavior weakens but she did not examine these effects on the relationship between work permeability preference and behavior. In this study, I examine how work and home pressure for precedence moderate the relationship between work-to-home permeability preference and behavior and the relationship between home-to-work permeability preference and behavior. The details of these moderation effects are discussed in chapter three.

CHAPTER 3: RESEARCH MODEL AND HYPOTHESES

Achievement, Work Role Identity Salience, and Boundary Permeability Preference

Bilsky and Schwartz (1994) define achievement values as "personal success through demonstrating competence according to social standards" (p. 167). The motivational values of achievement include being ambitious (hard-working, aspiring), influential (having an impact on people and events), capable (competent, effective, efficient), successful (achieving goals), intelligent (logical, thinking), and self-respectful (belief in one's own worth) (Bilsky & Schwartz, 1994). People with high achievement values are hardworking and care about their reputation. They are more competitive in their efforts to meet organizational goals to be successful. They

work harder than others in an effort to impress their boss and colleagues. Achieving professional goals is important to them so they are likely to spend a lot of time on job-related responsibilities. Consequently, those high on achievement should prefer a less permeable boundary around work to let them concentrate on work and achieve goals. They may also be less likely to do family-related tasks at work because this home-related interruption may impair goal achievement. Also, people with high achievement values may prefer a permeable boundary around the home domain so they can still think about work and do job-related tasks during off-hours time and have objects related to work at home. For instance, they may talk to family members about challenges at work, take work-related phone calls at home, or respond to a work-related email at home. Thus, high achievement values are expected to be related to a preference for a permeable home role boundary and an impermeable work role boundary.

Hypothesis 1. Achievement values is (a) positively related to work-to-home permeability preference and (b) negatively related to home-to-work permeability preference.

Boundary theory (Ashforth et al., 2000) implies that people are seek opportunities to enact salient role identities across different domains. Ashforth et al. (2000) argued that as a role identity becomes more salient, a person is more likely to let the elements of that role permeate other domains. They also suggest that when roles are highly salient, it is less difficult to enact these roles and more difficult to exit them. For instance, a dentist with a highly salient work identity may prefer to discuss work-related issues with friends or think about work during off time. He may be willing to spend more time in his clinic or think about work before the workday begins. Also, he may be less willing to think about family or do family-related tasks at work since to avoid interruptions to his salient role of dentist. Therefore, individuals with a highly salient work role are likely to enact the work role in other domains (making the boundaries of the

home domain highly permeable) and protect the work domain from entry from other roles such as home (making the work boundary impermeable).

Previous research has examined the relationship of work role identity salience with work-to-home and home-to-work permeability behavior. Olson-Buchanan and Boswell (2006) found that work role identity salience was positively related to work-to-home permeability behavior. Also, Winkel and Clayton (2010) and Kossek et al. (2012) found that work role identity salience was positively correlated with work-to-home permeability behavior and negatively correlated with home-to-work permeability behavior. Hecht and Allen (2009) used the construct of “boundary strength” introduced by Clark (2000) to measure impermeability. The greater the boundary strength, the less permeable that boundary is. They found that work role identity salience (conceptualized as job identification) was negatively related to work-to-home boundary strength and positively related to home-to-work boundary strength. Although, these studies examined the relationship between work role identity salience and boundary permeability *behavior*, Capitano (2016) proposed that it is boundary permeability *preference* that is the direct consequence of work role identity salience. That is, work role identity salience affects boundary permeability *preference* and depending on the degree to which people can enact their preferences, boundary permeability *behavior* is observed. Ashforth et al. (2000) argue that people find opportunities to enact salient role identities across domains, but did not explicitly distinguish between *preference* for a permeable boundary versus the *behavior* of allowing boundary permeability (Capitano, 2016). Capitano (2016) found that home role identity salience was negatively related to the permeability preference of the home boundary. However, the relationships between work role identity salience and home and work boundary permeability preferences are still unclear.

Given people with high achievement values care about ambition (hard-working, aspiring), influence (having an impact on people and events), capability (competent, effective, efficient), success (achieving goals), intelligence (logical, thinking), and self-respect (belief in one's own worth) (Bilsky & Schwartz, 1994), they likely have salient work identities because work enables them to reach such motivational goals. When the work role identity is salient, people prefer a highly permeable work-to-home boundary so they can enact the work role while at home, as well as an impermeable home-to-work boundary to prevent home-related tasks from entering work. As such, I suggest that work role identity salience mediates the relationship of achievement values with work-to-home permeability preference and home-to-work permeability preference.

Hypothesis 2. Work role identity salience mediates the relationship of achievement values with (a) work-to-home permeability preference and (b) home-to-work permeability preference.

Hedonism, Home Role Identity Salience, and Boundary Permeability Preference

Bilsky and Schwartz (1994) define hedonism value as “Pleasure or sensuous gratification for oneself” (p. 167). They asserted that the motivational values of hedonism include taking pleasure (gratification of desires) and enjoying life (enjoying food, sex, leisure, etc.) (Bilsky & Schwartz, 1994). People with high hedonism values are more inclined to spend time with families and friends, avoid stress and pressure, and follow their desires and needs. Enjoying life is a priority and they are likely to spend much of their time in pleasurable activities, hanging out with friends, and enjoying leisure time. As such, they likely prefer a highly permeable boundary around work so they can think about personal interests, or do things related to personal desires while at work. For instance, while at work they prefer to talk to family or friends about a party on the weekend, think about their upcoming trip during the holiday, or search for the newest

movies on the Internet. When they go home they prefer to leave work behind and spend time with family, friends, or on personal interests. As such, they prefer to avoid answering work-related emails at home or talking about work at home, perceiving this as an interruption to their personal lives. For hedonistic people, work belongs at work and nonwork time is theirs to spend as they wish. They prefer an impermeable boundary around the home domain to prevent work-related tasks or thoughts from entering into the home domain. Therefore, having high hedonism values should relate to a preference for a highly permeable work boundary and impermeable home boundary.

Hypothesis 3. Hedonism is (a) positively related to home-to-work permeability preference and (b) negatively related to work-to-home permeability preference.

As discussed earlier, individuals try to find opportunities to enact a salient role identity across domains (Ashforth et al., 2000). When a role identity (home) is more salient, a person may let elements of that role permeate other domains, as it is easy to enact a salient role at any time. For instance, a married engineer with highly salient home role identity may prefer to talk with colleagues about home-related topics such as his vacation or think about it during work. He may keep home-related objects at work such as family pictures or a poster of his favorite sports team. He prefers to spend time with family and friends and not to think about or do work-related things at home to protect his salient family role. People with highly salient home roles likely enact that role at work (making work boundaries highly permeable) while protecting the home domain from work (making the home boundary impermeable).

Previous research has examined the relationship of home role identity salience with work-to-home and home-to-work permeability behavior and found that home role identity salience was positively related to home-to-work permeability behavior (Buchanan and Boswell,

2006; Winkel & Clayton, 2010), positively correlated with home-to-work permeability behavior (Kossek et al., 2012), and negatively correlated with work-to-home permeability behavior (Kossek et al., 2012; Winkel & Clayton, 2010). Hecht and Allen's (2009) research on boundary strength (impermeability) found that home role identity salience (i.e., personal life identification) was positively related to work-to-home boundary strength and negatively correlated with home-to-work boundary strength. All of these studies examined the relationship between home role identity salience and boundary permeability *behavior* without considering permeability *preference*. Following Capitano (2016), we suggest home role identity salience affects boundary permeability *preference* and when the environment allows it, boundary permeability *behavior* is observed.

People who value hedonism, embrace enjoyment, having fun, and their own desires. They value gratification of desires and enjoying life (enjoying food, sex, leisure, etc.) (Bilsky & Schwartz, 1994). I expect people with high hedonism values to have more salient home identities because the home domain provides ample opportunities to enjoy life and explore personal interests. Hedonistic people, with their salient home identity, likely prefer highly permeable home-to-work boundary to enact the home role at work, and an impermeable work-to-home boundary to prevent work-related tasks from entering their salient home domain.

Hypothesis 4. Home role identity salience mediates the relationship of hedonism with (a) home-to-work permeability preference and (b) work-to-home permeability preference.

Tradition, Gender, Work Role Identity Salience, Home Role Identity Salience, and Boundary Permeability Preference

Bilsky and Schwartz (1994) define tradition values as “respect, commitment and acceptance of the customs and ideas that one’s culture or religion impose on the self” (p. 167).

The motivational values of tradition include respect for tradition (preservation of time-honored customs), moderation (avoiding extremes of feeling and action), humility (modest, self-effacing), acceptance of one's portion in life (submitting to life's circumstances), and devotion (holding to religious faith and belief) (Bilsky & Schwartz, 1994).

People with high tradition values tend to follow what traditional society sees as acceptable. As such, they likely prefer to set their boundary permeability based on norms and customs of society. According to social role theory (Eagly, 1987), traditional men and women are expected to adhere to their prescribed gender roles, such that men engage in work to be financially responsible for the family while women take on domestic tasks and responsibilities of the home domain. Also, women are expected to attend to relationships ("friendly, unselfish, concerned with others, and emotionally expressive") while men emphasize competence ("independent, masterful, assertive, and instrumentally competent") (Eagly & Wood, 1991, p. 309). As such, the effect of tradition on boundary permeability preference differs for men and women.

Men who are high on traditional values embrace working hard to succeed and meet family financial needs. According to prescribed gender roles (Eagly, 1987), a traditional man should have a salient work role identity because society expects him to be competent and successful at work to provide financial support for his family. Consequently, when the work role identity becomes more salient as it is for traditional men, men prefer a highly permeable work-to-home boundary so they can think, talk about, or engage in work-related activities at home. In addition, they prefer an impermeable home-to-work boundary to prevent home-related tasks from entering work. Therefore, I propose that tradition will have a conditional indirect effect on boundary permeability preference through work role identity salience and with gender as the

moderator. Men with traditional values will have higher work role identity salience, resulting in higher work-to-home permeability preference and lower home-to-work permeability preference. This indirect effect through work role identity salient is not significant for women.

Hypothesis 5. For men, tradition is (a) positively related to work-to-home permeability preference and (b) negatively related to home-to-work permeability preference indirectly through work role identity. For women, the indirect effects of tradition on (c) work-to-home permeability preference and (d) home-to-work permeability preference through work role identity salience are not significant.

On the other hand, women who have highly traditional values embrace domestic tasks and family caregiving more than being competent and succeeding at work. They see their first priority as family (Eagly, 1987) and have a more salient home role identity. Previous research has found that women do identify with the family role more than do men (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005) Traditional women who have salient home role identities are more likely to seek opportunities to enact the home role at work - for example, by talking about their children with colleagues, so they prefer permeable home-to-work boundaries. Traditional women also prefer protecting the home role from intrusion from work and thus prefer an impermeable work-to-home boundary. Therefore, I propose that tradition has a conditional indirect effect on boundary permeability preference through home role identity salience with gender moderating this relationship. Females with traditional values are expected to have high home role identity salience, resulting in high home-to-work permeability preference and low work-to-home permeability preference. This indirect effect through home role identity salience should not be significant for men.

Hypothesis 6. For women, tradition is (a) positively related to home-to-work permeability preference and (b) negatively related to work-to-home permeability preference indirectly through home role identity salience. For men, the indirect effects of tradition on (c) home-to-work permeability preference and (d) work-to-home permeability preference through home role identity salience are not significant.

Stimulation and Boundary Permeability Preference

Bilsky and Schwartz (1994) define stimulation values as “excitement, novelty and challenge in life” (p. 167). The motivational values of stimulation include having an exciting life (stimulating experiences), a varied life (filled with challenge, novelty and change), and being daring (seeking adventure, risk) (Bilsky & Schwartz, 1994). People with high stimulation values embrace stress and excitement. They enjoy risks, challenges, and can handle pressured situations. Ashforth et al. (2000) argue that when two roles are integrated a person experiences more interruptions and there is greater potential for confusion. Engaging in role integration involves the challenge of managing different role identities simultaneously, which may foster new experiences, require prompt decision-making, and involve challenge and risk. These features of role integration are aligned with the motivational values of people with high stimulation values. These people like to avoid stable situations and become bored with the same tasks every day. In the pursuit of novelty and excitement, people who value stimulation are more likely to integrate roles. In other words, they prefer highly permeable boundaries around both home and work domains to let elements of each domain enter the other. For instance, when at work people with high stimulation values may like to talk about challenging sports they play on the weekend or when at home they enjoy reading an email about a serious problem at work. Therefore, having high stimulation values may be related to preferring high permeable boundaries in both directions.

Hypothesis 7. Stimulation values is (a) positively related to work-to-home permeability preference and (b) positively home-to-work permeability preference.

Permeability Preference and Permeability Behavior

Ammons (2008, 2013) asserted that boundary preference and behavior are different yet related constructs and that it is their congruence or fit that drives work–family balance. Nippert-Eng (1996) referred to “boundary work” as what people do in order to create and maintain preferred home and work boundaries. For instance, people who prefer an impermeable home boundary may keep different calendars for work and home so when they look at the home calendar they do not see work-related tasks, or they may have work and personal magazines mailed separately to their workplace and home (Nippert-Eng, 1996). Boundary permeability behavior is influenced by permeability preferences, as people will craft boundaries to fit preferences when they can, as boundary permeability preference is positively related to boundary permeability behavior (Capitano, 2016; Powell & Greenhaus, 2010). Therefore, I propose that boundary permeability preference and boundary permeability behavior are positively related.

Hypothesis 8. Boundary permeability preference is positively related to boundary permeability behavior.

Moderating effect of Pressure for Precedence

According to boundary theory, not only individual preferences but also contextual factors affect boundary management (Ashforth et al., 2000; Kreiner, 2006). Therefore, boundary permeability preference may differ from actual behavior based on pressures from work (e.g. supervisor or colleagues) or home (e.g. spouse or children). There are many examples of how boundary permeability preferences fail to align with a person’s behavior due to expectations from home or work environments (Daniel & Sonnentag, 2016). For instance, a female professor

may prefer to a highly permeable work-to-home boundary but faces pressures from her husband to keep work-related tasks at work and focus on family while at home. Or, a male engineer may prefer a highly permeable home-to-work boundary but his supervisor expects him to focus on work and forget family while at work. I examine how the pressures for precedence one might face at home or work domain moderate the relationship of permeability preference and permeability behavior.

Work Pressure for precedence

Capitano (2016) defines work pressure for precedence as an individual's perceptions that a supervisor or colleagues expects him or her to make work the priority over home. Kossek and colleagues (2001) argue that this perception is a result of organizational norms and values that imply work should be prioritized over home, even to the extent that people disregard home responsibilities. Different people in the workplace may impose expectations to put work before home. For instance, managers may show that they expect employees to prioritize work over home domain by explicitly asking employees to do so (e.g. to take work home, respond to work related emails during nonwork time, and keep home related issues at home) or implicitly by acting as a role model for the employees (Bandura, 1977). Koch and Binnewies (2015) argue that when managers integrate work and home, the employees are more likely to adopt the same behavior. Coworkers may also exert pressure for precedence at work. When coworkers have impermeable boundaries around work and let work-related responsibilities enter home, employees are likely to do the same regardless of preferences because they believe it matters to being accepted by group members (Derks, van Duin, Tims, & Bakker, 2014). Work pressure for precedence should affect the relationship between permeability preference and permeability behavior. When work pressure for precedence is low, the relationship between permeability

preference and behavior is strong because people can enact their preferences for and maintaining boundaries. However, when work pressure for precedence is high, the relationship of permeability preference and behavior should be weaker because people feel a need to subjugate their preferences to align their behavior with others' expectations. This argument is consistent with research as Capitano (2016) who found that as people perceive more work pressure for precedence, the relationship between home permeability preference and behavior weakens. Therefore, I propose that work pressure for precedence moderates the positive relationship between home-to-work permeability preference and home-to-work permeability behavior, such that the relationship is weaker when work pressure is high than when work pressure is low. I also propose that work pressure for precedence moderates the positive relationship between work-to-home permeability preference and work-to-home permeability behavior, such that the relationship is weaker when work pressure is high.

Hypothesis 9. Work pressure for precedence moderates the positive relationship between home-to-work permeability preference and home-to-work permeability behavior, such that the relationship is weaker when work pressure is high than when work pressure is low.

Hypothesis 10. Work pressure for precedence moderates the positive relationship between work-to-home permeability preference and work-to-home permeability behavior, such that the relationship is weaker when work pressure is high than when work pressure is low.

Home Pressure for Precedence

Capitano (2016) defines home pressure for precedence as individuals' perceptions that their family members expect them to make the home role the priority over work role. Norms and

values may shape this perception that home is more important than work, such that individuals disregard work responsibilities (Kossek et al., 2001). Different people in the home domain (e.g. spouses/partners, parents, or children) may impose expectations to put home above work. I argue that these home pressures for precedence affect the relationship of permeability preference and behavior. At low levels of home pressure for precedence, people should behave in a way that is more aligned with their permeability preferences. As home pressure for precedence increases, the relationship between permeability preference and behavior should weaken.

Therefore, I propose that home pressure for precedence moderates the positive relationship between home-to-work permeability preference and home-to-work permeability behavior, such that the relationship is weaker when home pressure is high than when home pressure is low. I also propose that home pressure for precedence moderates the positive relationship between work-to-home permeability preference and work-to-home permeability behavior, such that the relationship is weaker when home pressure for presence is high than when it is low.

Hypothesis 11. Home pressure for precedence moderates the positive relationship between home-to-work permeability preference and home-to-work permeability behavior, such that the relationship is weaker when home pressure is high than when home pressure is low.

Hypothesis 12. Home pressure for precedence moderates the positive relationship between work-to-home permeability preference and work-to-home permeability behavior, such that the relationship is weaker when home pressure is high than when home pressure is low.

CHAPTER 4: METHODS

Procedure

This study was conducted using survey research methods. Since all the data were collected from a single source, I collected predictor and criterion data at two time points (two weeks apart) to reduce common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Two online surveys were administered at two points in time. Time 1 and Time 2 surveys were linked using a respondent identification code that was provided by Qualtrics.

In order to examine the quality and length of the survey and the measures, I conducted a pilot test using 105 Mturk workers. After a thorough review of participant responses and feedback, no flaws or errors were found. Then, I collected the primary data using Qualtrics panels. At Time 1 participants were emailed a link to an online survey, which measured all model variables except home-to-work permeability behavior and work-to-home permeability behavior (individual values, work role identity salience, home role identity salience, home pressure for precedence, work pressure for precedence, home-to-work permeability preference, work-to-home permeability preference, demographics characteristics, and all big five personality traits). Two weeks later, at Time 2, participants were emailed a link to a second online survey assessing home-to-work permeability behavior and work-to-home permeability behavior.

Participants

Participants were required to be full time employees who speak English and live in the US. Full time employees were chosen because part-time and full-time employees may have different preferences and behavior regarding home and work boundary permeability because their responsibilities, working hours, free time, and expectations differ both in home and work domains. A total of 415 participants completed the Time 1 survey and 210 participants

completed the Time 2 survey. In order to remove random responders, in the Time 1 survey participants who failed to correctly respond to the attention check questions were omitted. In addition, four respondents who gave the exact same response for every item for the individual values (for example, indicating strongly agree for all questions) were also omitted. From the Time 2 survey data, I omitted 5 participants who failed to respond to the attention check questions correctly. Then using the identification code provided by Qualtrics, I matched Time 1 and Time 2 surveys, resulting in a final sample of 200 respondents who completed both Time 1 and Time 2 surveys.

For the final sample, the average age was 43 years ranging from 20 to 75. The sample was 42.5% male and 57.5% female. In terms of ethnicity, 85% were White, 5.5% Black or African American, 5% Asian, 3% Hispanic or Latino, and 1.5% were other races. More than half of the participants were married (59.5%) or cohabited with a partner (8.5%), and the rest were either single (18.5%), divorced (10%), widowed (2%), or separated (1.5%). Most participants (69.5%) had children, with an average of 1.39 child. The country of origin of 94.5% of participants was the U.S. The average tenure with the organization was 10.98 years. The highest educational level was high school (18%), 2-year college (22.5%), four-year college (31.5%), some graduate school (5.5%), master's degree (18.5%), and doctorate degree (4%). Most participants did not have a home office (80%) and those who did, spent an average of 28% of their working hours in their home office. More detailed demographics characteristics are provided in Table 3.

Measures

Measures with a Cronbach's alpha of .70 or higher demonstrate adequate reliability (Nunnally, 1978). With the exception of home role identity salience, all measures had a

Cronbach's alpha greater than .70. Reliabilities were calculated based on the sample of participants who completed both T1 and T2 surveys ($N = 200$).

All individual items are provided in the Appendices. Appendix 1A - 1F include all measures. Appendices 2A and 2B show the surveys that were used, with the T1 survey in Appendix 2A and the T2 survey in Appendix 2B.

Individual Values. Individual values were measured using the Schwartz Value Survey (SVS; Schwartz, 1992, 1994; Schwartz, Verkasalo, Antonovsky, & Sagiv, 1997). The Schwartz Value Survey (SVS) includes 57 single values categorized into 10 value "types" reflecting similar motivations, and has been used in 60 countries on over 200 samples (Roccas, Sagiv, Schwartz, & Knafo, 2002). The ten individual value types are power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. These values "have psychological, practical, and social consequences that may conflict or may be compatible with the pursuit of other value types" (Schwartz, 1992, 1994, p. 23). Including all individual values may result in unreliable regression coefficients due to high multicollinearity (Schwartz, 2009). Therefore, I measured all individual values in the T1 survey but examined the four most relevant to boundary permeability preference (achievement, hedonism, tradition, and stimulation) in the current research, following other studies that focus on a subset of values (e.g., Arthaud-Day et al, 2012; Chui, Lloyd, & Kwok, 2002). Subjects were instructed to rate the importance of 57 items in the SVS as guiding principles in their lives using a 7-point Likert scale (1 = "not important at all"; 7 = "of supreme importance"). Sample items for achievement are "Ambitious (hard working, aspiring)" and "Capable (competent, effective, efficient)." Sample items for hedonism are "Pleasure (gratification of desires)" and "Enjoying life (enjoying food, sex, leisure, etc.)." Sample items for tradition are "Respect for tradition (preservation of time

honored customs)” and “Accepting my portion in life (submitting to life's circumstances).” Sample items for stimulation are “An exciting life (stimulating experiences)” and “A varied life (filled with challenge, novelty and change).” Reliabilities of 0.81, 0.72, 0.81, and 0.79 were found for achievement, hedonism, tradition, and stimulation, respectively.

Work and Home Role Identity Salience. Role identity salience was measured by adapting items from Hecht and Allen (2009). I adapted their personal role values scale by substituting the word “home” for “personal.” Sample items for work role identity salience are “I consider my work to be very central to my existence” and “Most of my life goals are work oriented.” Sample items for home role identity salience are “I like to be absorbed in my home life most of the time” and “The most important things that happen to me involve my home life.” Subjects were asked to respond on a 7-point Likert scale (1 = “strongly disagree”; 7 = “strongly agree”). Appendix 1B includes the full list of items. After reviewing home role identity salience items, I removed the one reverse-coded item because it had low correlations (less than 0.3) with other items. This increased the scale reliability from 0.66 to 0.83. So that the two role identity salience measures would include parallel items, I also removed the reverse-coded item from the work role identity salience scale because it had low correlations with other items (less than 0.3), which increased its reliability from 0.80 to 0.84.

Boundary Permeability Preference. Work-to-home and home-to-work permeability preferences were assessed with the Kreiner (2006) 4-item segmentation preference measure. When the items of this measure are reverse-coded, high scores refer to a higher level of permeability preference. Sample items for work-to-home permeability preference are “I do not like to have to think about work while I am at home” and “I prefer to keep work life at work”. Sample items for home-to-work permeability preference are “I do not like to have to think about

home while I am at work” and “I like to be able to leave home behind when I go to work.” Subjects provided responses on a 7-point Likert scale (1= “strongly disagree” to 7 = “strongly agree”). All items were reverse coded so that higher scores indicate a greater preference for permeability. All items are included in Appendix 1C. Reliabilities of 0.90 and 0.83 were found for work-to-home and home-to-work permeability preference, respectively.

Boundary Permeability Behavior. Work-to-home and home-to-work permeability behavior were assessed with Powell and Greenhaus’ (2010) adaption of Kreiner’s (2006) original 4-item scale. Sample items for work-to-home permeability behavior are “I do not think about work while I am at home” and “I keep work life at work.” Sample items for home-to-work permeability behavior are “I do not think about home while I am at work” and “I do not allow home issues to creep into my work life.” Subjects responded on a 7-point Likert scale (1= “strongly disagree” to 7 = “strongly agree”). All items were coded such that higher scores indicate higher levels of permeability behavior. Please refer to Appendix 1D. Reliabilities of 0.94 and 0.89 were found for work-to-home permeability behavior and home-to-work permeability behavior, respectively.

Home and Work Pressures for Precedence. Home and work pressure for precedence were measured with Capitano’s (2016) adaptation of Kossek et al.’s (2001) original six-item climate for sacrifice scale. The original scale was used to measure individual perceptions of climate at work and home. Capitano (2016) modified the scale to reflect the notion of pressure experienced by participants in home and work domains and reported reliabilities of 0.80 for home pressure for precedence and 0.90 for work pressure for precedence. I adapted the scale and replaced “my manager” with “important people at work” and replaced “my spouse/partner” with “important people at home” so the questions include all important people at home or work that may impose

some pressure for priority upon the individual. Sample items for work pressure for precedence are “Important people at work generally expect me to take time away from my personal life to get the work done” and “Important people at work generally expect me to put my personal life second to the job.” Sample items for home pressure for precedence are “Important people at home generally expect me to take time away from my job to spend time with them” and “Important people at home generally expect me to make them my top priority.” Subjects provided responses on a 7-point Likert scale (1= “strongly disagree” to 7 = “strongly agree”). Please refer to Appendix 1E. Acceptable reliabilities were found, with $\alpha = 0.89$ for work pressure for precedence, and $\alpha = 0.81$ for home pressure for precedence.

Control Variables

Demographic Characteristics. In order to control for potential confounding variables, I collected various demographic information including gender, ethnicity, age, education, marital status, country of origin, number of children, tenure with the organization, and having a home office. After running correlations of demographic variables and model variables, I checked for demographics that were significantly correlated with either boundary permeability preference or boundary permeability behavior. Since marital status is a categorical variable with more than two groups, I clustered the categories into married/cohabiting with a partner versus not married/cohabiting with a partner (single/widowed/divorced/separated = 0, married/domestic partnership/cohabiting with partner = 1). I noticed that *marital status* was significantly correlated with work-to-home permeability behavior ($r = -.14, p < .05$), such that single people had more permeable work-to-home boundaries than did people who were married/cohabiting. Because this could potentially impact hypothesized relationships, I decided to use marital status as a control

variable. Surprisingly, number of children was not significantly correlated with work-to-home or home-to-work permeability behaviors.

Personality Traits. Kossek et al. (1999) suggest that personality characteristics may be related to work-home boundary preferences. Therefore, in order to provide a conservative study of the hypothesized relationships, beyond any effects of personality, I examined whether personality dimensions were correlated with model variables to see whether to include them as covariates. I assessed the Big Five personality traits including agreeableness, conscientiousness, extraversion, neuroticism, and intellect/imagination using Mini-IPIP scale (Donnellan, Oswald, Baird, & Lucas, 2006). Donnellan et al. (2006) developed a 20-item short form scale of the 50-item International Personality Item Pool—Five-Factor Model measure (Goldberg, 1999). A sample item for agreeableness ($\alpha = .73$) is “I sympathize with others’ feelings.” A sample item for conscientiousness ($\alpha = .68$) is “I get chores done right away.” A sample item for extraversion ($\alpha = .70$) is “I talk to a lot of different people at parties.” A sample item for neuroticism ($\alpha = .72$) is “I have frequent mood swings.” A sample item for intellect/imagination ($\alpha = .71$) is “I have a vivid imagination.” Subjects responded on a 7-point Likert scale (1= “strongly disagree” to 7 = “strongly agree”). All items are included in Appendix 1F. Since *extraversion* was inversely related to home-to-work permeability behavior ($r = -.15, p < .05$) and *neuroticism* was positively related to both home-to-work permeability behavior ($r = .32, p < .05$) and work-to-home permeability behavior ($r = .14, p < .01$), I decided to use these two personality traits as control variables.

Analysis

I conducted confirmatory factor analyses using MPlus Version 7.0. Because the number of items was large relative to the sample size ($N=200$) (Bentler & Chou, 1987), I divided the

measurement model into two smaller models and conducted confirmatory factor analyses for each of them separately. I estimated several nested measurement models, comparing model fit indices to determine the best-fitting measurement model. Then, to test hypotheses, I used Preacher, Rucker, and Hayes's (2007) PROCESS Macro including models 1, 4, and 7 with 10,000 bootstrap samples to assess direct, mediation, moderation, and moderated mediation effects.

CHAPTER 5: RESULTS

Before testing the measurement model and hypotheses, I took several steps to identify errors or outliers using single construct and multivariate methods. First, I identified univariate outliers by calculating the mean of all model variables and identifying values less than three standard deviations below the mean or more than three standard deviations above the mean. I found three outlier cases that had out of range values. Out of these three outliers, two respondents did not complete the Time 2 survey and were dropped from the sample on that basis. The other respondent had also been omitted due to random responding (i.e., giving the exact same response for every item for individual values). Then, I calculated Mahalanobis distance. In two cases, the probability of the distance was less than .001. Both of these outliers were already dropped from the sample because they did not complete the Time 2 survey.

Descriptive Statistics and Correlations

Correlations, reliabilities, means, and standard deviations are displayed in Table 4. Participants preferred less permeable boundaries around home domain than work domain (the mean of work-to-home and home-to-work permeability preference was 2.08 and 2.92, respectively, ($t(200) = -9.13, p < .001$). However, the mean difference between actual behavior regarding work-to-home ($M = 3.59$) and home-to-work ($M = 3.74$) permeability was not

significant. Additionally, comparing participants' permeability preference and behavior in each domain, I noticed that they reported higher levels of permeability behavior than permeability preference in both work and home domains (work-to-home permeability preference ($M = 2.08$), work-to-home permeability behavior ($M = 3.59$), [$t(200) = -12.41, p < .001$]; home-to-work permeability preference ($M = 2.92$), home-to-work permeability preference behavior ($M = 3.74$), [$t(200) = -7.51, p < .001$]). In addition, participants reported more pressure for precedence from home ($M = 5.34$) than pressure for precedence from work ($M = 4.47$), ($t(200) = -6.66, p < .001$). Finally, participants reported higher levels of home role identity salience ($M = 5.65$) than work role identity salience ($M = 3.78$), ($t(200) = -14.16, p < .001$).

Consistent with theoretical arguments, achievement was negatively correlated with home-to-work permeability preference ($r = -.31, p < .01$), and positively correlated with work role identity salience ($r = .27, p < .01$), but contrary to the predictions, it was negatively correlated with work-to-home permeability preference ($r = -.16, p < .05$). Hedonism was negatively correlated with work-to-home permeability preference ($r = -.14, p < .05$) as anticipated, but against my predictions, it was negatively correlated with home-to-work permeability preference ($r = -.19, p < .01$) and was not significantly correlated with home role identity salience. Contrary to expectations, stimulation was negatively correlated with home-to-work permeability preference ($r = -.18, p < .01$) and it was not significantly correlated with work-to-home permeability preference. Tradition was negatively correlated with work-to-home permeability preference ($r = -.20, p < .01$) and home-to-work permeability preference ($r = -.30, p < .01$), and positively correlated with home role identity salience ($r = .25, p < .01$) and work role identity salience ($r = .19, p < .01$). Gender (male = 1, female = 0) was positively correlated with work-to-home permeability preference ($r = .15, p < .05$), which implies that men prefer higher levels of

work-to-home permeability than women do. Work role identity salience was positively correlated with work-to-home permeability preference ($r = .26, p < .01$) and negatively correlated with home-to-work permeability preference ($r = -.20, p < .01$) as predicted. Home role identity salience was negatively correlated with work-to-home permeability preference ($r = -.41, p < .01$), which is line with my anticipations. However, in contrast to my predictions, home role identity salience was negatively correlated with home-to-work permeability preference ($r = -.18, p < .05$). Consistent with theoretical propositions that people work to enact their preferred degree of boundary permeability (Kreiner, 2006; Rothbard et al., 2005), the permeability preference of home and work domains were positively correlated with the corresponding permeability behavior of that specific domain. Specifically, the correlation between work-to-home permeability preference and behavior ($r = .19, p < .01$) and the correlation between home-to-work permeability preference and behavior ($r = .28, p < .01$) were both positive and significant. Work and home pressure for precedence were not significantly correlated with either home-to-work or work-to-home permeability behavior.

Measurement Model

I conducted confirmatory factor analyses to test the factor structure of the model variables. I compared c^2 , Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Standardized Root Mean Square Residual (SRMR) of various models. For CFI and TLI, values above .95 indicate excellent fit and values between .90 and .95 indicate good fit (Hu & Bentler, 1999). For RMSEA and SRMR, values below .05 indicate excellent fit and values between .05 and .08 indicate good fit. Because the number of items was large relative to the sample size (Bentler & Chou, 1987) and the sample ($N = 200$) was not big enough to provide adequate power to test the whole measurement model at once, I

divided the model into two smaller models and conducted confirmatory factor analyses for each smaller model in 2 parts. In the first CFA I tested the eight-factor hypothesized model that includes all constructs in the main model except individual values (work role identity salience, home role identity salience, home-to-work permeability preference, work-to-home permeability preference, work pressure for precedence, home pressure for precedence, home-to-work permeability behavior, and work-to-home permeability behavior), and in the second CFA, I tested the four-factor hypothesized measurement model that includes individual values (achievement, tradition, hedonism, and stimulation).

CFA – Part 1

After conducting the confirmatory factor analyses, as reported in Table 5, the hypothesized eight-factor model (model 1) including work role identity salience, home role identity salience, home-to-work permeability preference, work-to-home permeability preference, work pressure for precedence, home pressure for precedence, home-to-work permeability behavior, and work-to-home permeability behavior, fit the data well ($\chi^2 (377) = 588.54, p < .01$, RMSEA = .05, CFI = .94, TLI = .93, SRMR = .05).

I also compared a series of models in which I constrained the correlation between different factors to 1.0. First, I compared the hypothesized model (model 1) to model 2 constraining the correlation between home-to-work and work-to-home permeability preference to 1.0 ($\chi^2 (378) = 828.01, p < .01$, RMSEA = .08, CFI = .88, TLI = .86, SRMR = .08), model 3 constraining the correlation between home-to-work and work-to-home permeability behavior to 1.0 ($\chi^2 (378) = 920.51, p < .01$, RMSEA = .09, CFI = .85, TLI = .83, SRMR = .08), model 4 constraining the correlation between home and work role identity salience to 1.0 ($\chi^2 (378) = 1024.69, p < .01$, RMSEA = .09, CFI = .82, TLI = .80, SRMR = .17), model 5 constraining the

correlation between work and home pressure for precedence to 1.0 ($\chi^2 (378) = 808.03, p < .01$, RMSEA = .08, CFI = .88, TLI = .86, SRMR = .07), model 6 constraining the correlation between home-to-work permeability preference and behavior to 1.0 ($\chi^2 (378) = 825.69, p < .01$, RMSEA = .08, CFI = .88, TLI = .86, SRMR = .08), model 7 constraining the correlation between work-to-home permeability preference and behavior to 1.0 ($\chi^2 (378) = 1061.98, p < .01$, RMSEA = .10, CFI = .81, TLI = .78, SRMR = .10), and model 8 constraining the correlation between home-to-work permeability preference and behavior and also the correlation between work-to-home permeability preference and behavior to 1.0 ($\chi^2 (379) = 1275.92, p < .01$, RMSEA = .11, CFI = .75, TLI = .72, SRMR = .12). In summary, all chi-square difference tests were statistically significant, indicating that the hypothesized model (model 1) exhibited a significant increment in fit relative to all the alternative measurement models.

A limited number of previous studies have assessed both permeability preference and permeability behavior. Thus, in order to study the nature of permeability preference and permeability behavior, I investigated their correlation and conducted separate CFAs by simultaneously constraining the correlation between home-to-work permeability preference and behavior and the correlation between work-to-home permeability preference and behavior to 1.0. As reported in Table 4, work-to-home permeability preference and behavior are positively correlated ($r = .19, p < .01$) as are home-to-work permeability preference and behavior ($r = .28, p < .01$). Results of the confirmatory factor analyses show that the fit of the hypothesized model, where permeability preference and behavior are freely correlated was superior to the fit of the model where these correlations were constrained to 1.0 (model with constrained correlations $\chi^2 (100) = 925.48, p < .01$, RMSEA = .20, CFI = .63, TLI = .56, SRMR = .17; model without constrained correlations $\chi^2 (98) = 237.77, p < .01$, RMSEA = .084, CFI = .94, TLI = .92, SRMR

= .05, $\Delta\chi^2(2) = 687.71, p < .01$). Therefore, results suggest that permeability preference and permeability behavior are different, yet related constructs.

CFA – Part 2

The confirmatory factor analyses (reported in Table 6) revealed that the hypothesized four-factor model (model 1) including individual values (achievement, tradition, hedonism, and stimulation) did not fit the data adequately ($\chi^2(153) = 1905.12, p < .01, RMSEA = .11, CFI = .81, TLI = .77, SRMR = .08$). Therefore, I looked for problematic items which could be dropped from the scale to improve the measurement model. After checking the factor loadings, I noticed that two items had standardized factor loadings less than 0.6 (“successful” for achievement and “devout” for tradition); therefore, these two items were dropped from the scale. Also, I checked inter-item correlations and noted that two achievement items (“ambitious” and “influential”) had correlations less than 0.4 with other achievement items, so I dropped these items from the scale to improve the measurement model fit. In total, three items were dropped from achievement scale and one was dropped from tradition scale. The final shortened scale includes 3, 3, 3, and 5 items respectively for achievement, hedonism, stimulation, and tradition. After conducting confirmatory factor analyses, the hypothesized model with shortened scale (model 2) fit the data significantly better than the model with full scale (model 1) ($\chi^2(71) = 162.94, p < .01, RMSEA = .08, CFI = .92, TLI = .90, SRMR = .06$).

Then, I compared a series of models in which I constrained the correlation between different factors to 1.0. First, I compared the final measurement model (model 2) to model 3 constraining the correlation between achievement and hedonism to 1.0 ($\chi^2(72) = 210.72, p < .01, RMSEA = .10, CFI = .88, TLI = .85, SRMR = .07$), model 4 constraining the correlation between achievement and tradition to 1.0 ($\chi^2(72) = 231.19, p < .01, RMSEA = .11, CFI = .86,$

TLI = .83, SRMR = .07), model 5 constraining the correlation between achievement and stimulation to 1.0 ($\chi^2(72) = 289.85, p < .01$, RMSEA = .12, CFI = .81, TLI = .77, SRMR = .09), model 6 constraining the correlation between hedonism and tradition to 1.0 ($\chi^2(72) = 221.55, p < .01$, RMSEA = .10, CFI = .87, TLI = .84, SRMR = .07), model 7 constraining the correlation between hedonism and stimulation to 1.0 ($\chi^2(72) = 177.42, p < .01$, RMSEA = .09, CFI = .91, TLI = .89, SRMR = .06), and model 8 constraining the correlation between tradition and stimulation to 1.0 ($\chi^2(72) = 243.40, p < .01$, RMSEA = .11, CFI = .86, TLI = .82, SRMR = .07). In summary, all changes in chi-square were statistically significant, suggesting that the final measurement model (model 2) was the best fit to the data.

Hypothesis Testing

In order to test hypotheses, I used Preacher and colleagues' (2007) PROCESS Macro 2.16.3. I mean-centered variables prior to creating interaction variables to eliminate potential multicollinearity issues (Cohen, Cohen, West, & Aiken, 2013).

Using the PROCESS Macro (*Model 4*) with 10,000 bootstrap samples, I tested Hypotheses 1, 2, 3, 4, and 7. PROCESS Macro provides 95% bias-corrected bootstrap confidence intervals for testing the significance of indirect effect (Preacher et al., 2007), and therefore, is preferred over the Sobel test (Hayes, 2009). Table 7 includes the results for the direct effects of achievement, hedonism, and stimulation on home-to-work and work-to-home permeability preference. Table 8 contains the results of indirect effects of achievement and hedonism on home-to-work and work-to-home permeability preference through work role identity salience and home role identity salience. Findings show that while achievement is significantly related to work-to-home permeability preference ($b = -.20, t(198) = -2.34, p < .05$), the direction of the relationship was opposite of what I expected, so H1a was not supported.

Achievement was negatively related to home-to-work permeability behavior ($b = -.40, t(198) = -4.53, p < .001$), providing support for H1b (see Table 7). H2a predicted an indirect effect of achievement on work-to-home permeability preference through work role identity salience and results support this hypothesis ($b = .11, \text{BootLLCI} = .046, \text{BootULCI} = .190$) (See Table 8). It is interesting that this indirect effect is in the direction that I predicted (positive) while the direct effect was not. H2b that predicted an indirect effect of achievement on home-to-work permeability preference through work role identity salience was not supported ($b = -.04, \text{BootLLCI} = -.111, \text{BootULCI} = .002$). Although hedonism was significantly related to home-to-work permeability preference ($b = -.20, t(198) = -2.66, p < .01$), the relationship was opposite of what I predicted, so H3a was not supported. H3b was supported since hedonism was negatively related to work-to-home permeability preference ($b = -.14, t(198) = -2.01, p < .05$). The indirect effects of hedonism on (H4a) home-to-work permeability preference ($b = -.01, \text{BootLLCI} = -.057, \text{BootULCI} = .010$) through home role identity salience and on (H4b) work-to-home permeability preference ($b = -.03, \text{BootLLCI} = -.093, \text{BootULCI} = .028$) through home role identity salience were not supported. H7a predicted a positive relationship between stimulation and work-to-home permeability preference but was not supported ($b = -.06, t(198) = -.99, p > .05$) (see Table 7). Finally, while the relationship between stimulation and home-to-work permeability preference was significant, the direction was not positive as I predicted ($b = -.16, t(198) = -2.62, p < .01$), so H7b was not supported.

I used PROCESS Macro (*Model 7*) with 10,000 bootstrap samples to test Hypotheses 5 and 6. The PROCESS Macro provides 95% bias-corrected bootstrap confidence intervals for testing the significance of the moderated mediation effect a.k.a conditional indirect effect (Preacher et al., 2007). It also allows one to examine the significance of conditional indirect

effects at different levels of the moderator. Table 9 includes the results for indirect effect of tradition on home-to-work and work-to-home permeability preference through work role identity salience and home role identity salience at different values of the moderator, which is gender (men and women). Findings show that for *men*, tradition is (H5a) positively related to work-to-home permeability preference indirectly through work role identity ($b = .11$, BootLLCI = .033, BootULCI = .222) and (H5b) negatively related to home-to-work permeability preference indirectly through work role identity ($b = -.06$, BootLLCI = -.143, BootULCI = -.010), so both H5a and H5b are supported. For *women*, the indirect effects of tradition on (H5c) work-to-home permeability preference through work role identity salience ($b = .02$, BootLLCI = -.029, BootULCI = .078) and on (H5d) home-to-work permeability preference through work role identity salience ($b = -.01$, BootLLCI = -.057, BootULCI = .013) were not significant, so H5c and H5d was also supported. H6a-H6d predicted conditional indirect effects of tradition on two permeability preferences through home role identity salience. For *women*, the indirect effect of tradition on home-to-work permeability preference through home role identity salience was not significant ($b = -.03$, BootLLCI = -.097, BootULCI = .008), so H6a was not supported. However, for women, tradition is negatively related to work-to-home permeability preference indirectly through home role identity salience ($b = -.10$, BootLLCI = -.184, BootULCI = -.038), providing support for H6b. Finally, for men, the indirect effects of tradition on (H6c) home-to-work permeability preference through home role identity salience ($b = -.02$, BootLLCI = -.099, BootULCI = .005) and on (H6d) work-to-home permeability preference through home role identity salience were not significant ($b = -.08$, BootLLCI = -.196, BootULCI = .009), thus H6c and H6d were supported.

Table 10 examines the relationships between home-to-work permeability preference and behavior and between work-to-home permeability preference and behavior, with permeability preference at Time 1 and permeability behavior at Time 2. Consistent with theoretical arguments, home-to-work permeability preference and behavior are positively related ($b = .34, t(198) = 3.85, p < .001$). Work-to-home permeability preference was also positively related to work-to-home permeability behavior ($b = .29, t(198) = 2.86, p < .01$). Thus, H8a and H8b were both supported.

I used PROCESS Macro (*Model 1*) with 10,000 bootstrap samples in order to test hypotheses 9, 10, 11, and 12 and examine the moderating effects of home and work pressure for precedence on two permeability preference – behavior relationships. Results are provided in Table 11. To test Hypotheses 9 and 11, I controlled for extraversion and neuroticism since these variables were significantly correlated with home-to-work permeability behavior (see Table 4). Findings showed that neither work pressure for precedence ($b = -.03, t(194) = -.47, p > .05$) nor home pressure for precedence ($b = .09, t(194) = 1.29, p > .05$) moderated the positive relationship of home-to-work permeability preference and home-to-work permeability behavior; thus, hypotheses 9 and 11 were not supported. Then, I controlled for neuroticism and marital status to test Hypotheses 10 and 12 because they were significantly correlated with work-to-home permeability behavior (see Table 4). Results showed that Hypotheses 10 and 12 were not supported, as work pressure for precedence ($b = -.07, t(194) = -.81, p > .05$) and home pressure for precedence ($b = -.02, t(194) = -.25, p > .05$) did not moderate the positive relationship of work-to-home permeability preference with work-to-home permeability behavior. In Table 12, a summary of findings for all research hypotheses is provided. Also, unstandardized regression coefficients for all hypothesized relationships are reported in Figure 3.

Supplemental Analysis

Since the direct effect of achievement on work-to-home permeability preference was opposite of what I expected (negative) while the indirect effect of achievement on work-to-home permeability preference through work role identity salience was in the direction that I anticipated (positive), I decided to further investigate the nature of these relationships by testing the indirect effect of achievement on work-to-home and home-to-work permeability preference through home role identity salience. Findings show that achievement has a negative indirect effect on work-to-home permeability preference through home role identity salience ($b = -.09$, BootLLCI = $-.183$, BootULCI = $-.0221$). The indirect effect of achievement on home-to-work permeability preference through home role identity salience was not significant ($b = -.03$, BootLLCI = $-.105$, BootULCI = $.001$).

In addition, since hedonism was negatively related to home-to-work permeability preference, which is opposite of what I predicted and the indirect effects of hedonism on home-to-work permeability preference and on work-to-home permeability preference through home role identity salience were not supported, I decided to conduct more analyses and test the mediation effect of work role identity salience in these relationships. Results show that hedonism has a negative indirect effect on home-to-work permeability preference through work role identity salience ($b = -.05$, BootLLCI = $-.107$, BootULCI = $-.011$) and a positive indirect effect on work-to-home permeability preference through work role identity salience ($b = .09$, BootLLCI = $.039$, BootULCI = $.170$)

Finally, because the relationship between stimulation and work-to-home permeability preference was not significant and the direction of the relationship between stimulation and home-to-work permeability preference was not positive as I predicted, I tested the mediation

effects of home and work role identity salience in these relationships. Findings show that stimulation has a positive indirect effect on work-to-home permeability preference through work role identity salience ($b = .11$, BootLLCI = .068, BootULCI = .187). Also, I noticed that when I added work role identity salience to the relationship, the direct effect of stimulation on work-to-home permeability preference was significant and negative ($b = -.18$, BootLLCI = -.296, BootULCI = -.057). In fact, since the direct and indirect effects are in the opposite directions, they neutralize each other and the total effect becomes insignificant as found in the primary analysis. The indirect effect of stimulation on work-to-home permeability preference through home role identity salience was not significant ($b = -.010$, BootLLCI = -.058, BootULCI = .034). Results also show that stimulation has a negative indirect effect on home-to-work permeability preference through work role identity salience ($b = -.06$, BootLLCI = -.117, BootULCI = -.003). I found that when I added work role identity salience to the relationship, the direct effect of stimulation on home-to-work permeability preference became insignificant ($b = -.11$, BootLLCI = -.240, BootULCI = .027) suggesting that work role identity salience fully mediates this relationship. The indirect effect of stimulation on home-to-work permeability preference through home role identity salience was not significant ($b = -.004$, BootLLCI = -.036, BootULCI = .013).

CHAPTER 6: DISCUSSION

In spite of an emerging literature on the factors that relate to boundary permeability, few studies have explored how culture and/or individual values relate to boundary management. More specifically, I argue that individual values are important factors to answer *why* people manage their boundaries in a specific way. This study provides a theoretical framework to explore the process through which individual values influence one's boundary permeability behavior. I argue that individual values relate to boundary management behavior indirectly,

through role identity salience and boundary permeability preference. Moreover, I suggest that contextual factors restrain or reinforce individuals' ability to enact their preferences in work and home domains. In this study I provide a comprehensive framework to study the influence of individual values on boundary permeability preference and behavior while considering contextual factors that may affect the preference-behavior relationships.

I chose achievement, hedonism, tradition, and stimulation as four important individual values that affect one's work-to-home and home-to-work permeability preferences. Since prescribed gender roles for traditional men and women differ, I argue that the effect of tradition on boundary permeability preference differs for men and women. Thus, I addressed the effect of tradition taking into account the role of gender.

I also argue that the effects of achievement, hedonism, and tradition on permeability preference of work and home domains are mediated by home and work role identity salience. That is, the underlying motivations of these individual values result in either work or home role to become more salient and then, people seek opportunities to enact the salient role identity in other domains and protect the domain of the salient role from entry from other domains.

Finally, to study how people's actual boundary permeability behavior is shaped, in addition to individual values and boundary permeability preferences, I considered the effect of contextual factors. More specifically, I examined how the pressures for precedence one may perceive from important people at work or home domain influence the relationship between permeability preference and behavior.

This study contributes to the boundary management literature by introducing individual values as important factor to explain *why* people prefer to manage boundaries in a specific way. Also, it highlights the importance of differentiating permeability preference from permeability

behavior and including both of them in theoretical models to identify individual or contextual factors that strengthen or weaken this relationship. Finally, by including work and home role identity salience, findings of this study provide an explanation for the mechanism through which values drive people's preferences regarding boundary management.

Discussion of Findings

In this section, I discuss the findings beginning with the direct and indirect effect of individual values on permeability preference, followed by the relationship between permeability preference and behavior, and concluding with the moderating effects of home and work pressures for precedence.

Achievement, Work Role Identity Salience, and Boundary Permeability Preference

Although I predicted that achievement would be positively related to work-to-home permeability preference, results did not support this. While achievement was significantly related to work-to-home permeability preference, the direction of the relationship was opposite of what I expected. However, work role identity salience did mediate the relationship between achievement and work-to-home permeability preference as expected. Surprisingly, the indirect effect of achievement on work-to-home permeability preference through work role identity salience is in the direction that I predicted (positive) while the direct effect is negative.

In order to better understand this apparent inconsistency, I conducted some supplemental analyses to test the indirect effect of achievement on work-to-home permeability preference through home role identity salience. Findings show that achievement has a negative indirect effect on work-to-home permeability preference through home role identity salience. Notably, achievement was positively related to both work and home role identity salience. These findings are interesting as they show that among this sample of people with high achievement values who

appreciate self-respect (belief in one's own worth), capability (competent, effective, and efficient) and intelligence (logical, thinking), both home and work role identities are highly salient. This suggests achievement-oriented people want to be competent, effective, and efficient in both work and home domains and demonstrate “excellence” as an employee and in home domain roles (family member, friend). The role identity, which is more salient while they are home may be the primary driver of work-to-home permeability preference. When work role identity is salient, they prefer more permeable work-to-home boundary because it allows them to address work-related tasks while they are at home. When home role identity is more salient, they prefer a less permeable work-to-home boundary because achievement values in the home domain dictate that allocating time to family members and friends, which is devoid of intrusion from work is critical. This is aligned with boundary theory (Ashforth et al., 2000) that people seek opportunities to enact salient role identities across different domains.

My prediction that achievement values would be negatively related to home-to-work permeability preference was supported for the direct effect. That is, people with high achievement values preferred impermeable home-to-work boundaries to protect the work domain from home-related intrusions. However, counter to expectations, there was no indirect effect of achievement on home-to-work permeability preference through work role identity salience, and supplemental analyses revealed that the indirect effect of achievement on home-to-work permeability preference through home role identity salience was also not significant. That is, achievement-oriented people prefer a less permeable home-to-work boundary to prohibit home-related tasks or responsibilities from entering the work domain, but this effect operates directly rather than through role salience.

All in all, these findings suggest that depending on the domain, people with high achievement value show different permeability preferences. In home domain, there are dual pathways and achievement operates through both high work identity salience and high home identity salience with opposite effects. The dual pathway suggests there is a competition between high work salience and high home salience for achievement people which may make it more difficult for them to manage the work-home interface. In the work domain, individuals with high levels of achievement value prefer low permeable home-to-work boundary and role identity salience does not play a role in this preference.

Hedonism, Home Role Identity Salience, and Boundary Permeability Preference

Although I expected hedonism to be positively related to home-to-work permeability preference, this relationship was negative, opposite of what I predicted. Home role identity salience also did not mediate this relationship as predicted. Yet supplemental analyses suggested that hedonism has a negative indirect effect on home-to-work permeability preference through work role identity salience. Hedonism was positively related to work role identity salience, and counter to my expectations the relationship between hedonism and home role identity salience was not significant. In the current study hedonistic people has highly salient work role identities so they preferred to impermeable work boundaries to protect work from home intrusions. Such findings suggest that hedonistic people who value pleasure (gratification of desires), enjoying life (enjoying food, sex, leisure, etc.), and being self-indulgent (doing pleasant things) may see the work domain as a place where hard work helps them reach the pleasures and the life quality that they desire. Success in the workplace can provide financial rewards which provide access to opportunities to enjoy life and do pleasant things. Therefore, hedonistic people possess a salient

work role such that they prefer to focus on work responsibilities at work and not to be distracted by home issues.

I expected hedonism to be negatively related to work-to-home permeability preference and findings supported this effect, although the predicted mediation effect of home role identity salience was not significant. I also examined work role identity salience as a mediator of this relationship in supplemental analyses and found that hedonism to have a positive indirect effect on work-to-home permeability preference through work role identity salience. It is interesting that in the direct effect, hedonism is negatively related to work-to-home permeability preference but the indirect effect is positive through work role identity salience. It suggests that the direct and indirect effects have competing influences. That is, hedonistic people have more salient work role identities, so they prefer permeable home boundaries that allow work-related tasks to enter home so they can succeed at work to achieve resources for a better life and for gratification of desires. However, hedonistic people also prefer to keep home boundaries impermeable to work to make life more pleasant and enjoyable.

In conclusion, direct effects suggest that hedonistic people prefer more impermeable boundaries around both work and home domains. Yet there is a piece of hedonism that relates to a strong work identity, and the indirect effect through this strong work identity relates to a preference for a highly permeable work-to-home boundary. Ashforth et al. (2000) argue that integrating different roles leads to more cross-domain interruptions, results in more confusion due to conflicting demands. Since hedonistic people value enjoying life and doing pleasant things, they may want to avoid such conflict.

Tradition, Gender, Work Role Identity Salience, Home Role Identity Salience, and Boundary Permeability Preference

I predicted gender would moderate the indirect effect of tradition on work-to-home and home-to-work permeability preference through work and home role identity salience. In other words, I predicted that the indirect effect of tradition on boundary permeability preference would differ for men and women, and this was largely supported. For men, tradition was positively related to work-to-home permeability preference indirectly through work role identity salience. That is, traditional men have more salient work role identities which is associated with their preference for a permeable home boundary so they can elements of work (e.g. responsibilities and tasks) enter the home domain. In addition, as expected for men tradition was negatively related to home-to-work permeability preference indirectly through work role identity salience. In other words, traditional men prefer impermeable work boundaries to protect the work domain from intrusions from home, and this effect occurs through more salient work role identities. I also predicted that for women, the indirect effects of tradition on work-to-home permeability preference and home-to-work permeability preference through work role identity salience would be nonsignificant, and both of these hypotheses were supported.

I also predicted conditional indirect effects of tradition on permeability preferences through home role identity salience. For women, the indirect effect of tradition on home-to-work permeability preference through home role identity salience was not significant, counter to predictions. However, consistent with predictions, for women tradition was negatively related to work-to-home permeability preference indirectly through home role identity salience. This suggests that traditional women have more salient home role identities, fostering a preference for less permeable home boundaries to protect the home domain from work intrusions. However, my

prediction that traditional women would prefer more permeable home-to-work boundary was not supported. This finding may suggest that social desirability has affected how participants responded to the survey. The data were collected within the US cultural context where there are strong social sanctions in the workplace for not protecting work from home. This may be why, even traditional women may not prefer to follow the prescribed gender role norm to keep work permeable to home responsibilities, as this motive may not be as strong as the social sanctions from the workplace that expect them to put their work over home. My prediction that for men, the indirect effects of tradition on home-to-work permeability preference and work-to-home permeability preference would transpire through home role identity salience was supported.

These findings align with social role theory's (Eagly, 1987) suggestion that traditional men and women are expected to adhere to prescribed gender roles. Men who are high on traditional values embrace working hard to succeed and meet their family's financial needs. According to prescribed gender roles (Eagly, 1987), traditional men should have salient work role identity because society expects men to be competent and successful in jobs to provide financial support for the family. On the other hand, women with highly traditional values embrace domestic and family caregiving tasks more than being competent and succeeding at work. Such traditional women see their first priority as family (Eagly, 1987); therefore, they have more salient home role identities. A review by Eby and colleagues (2005) found that women in general identify with their family role more than do men. Consequently, traditional men and women show different boundary permeability preferences which are a function of the role identities which are most salient to them. Traditional men would prefer to protect the salient work role identity by creating impermeable work boundaries and enacting salient work roles at home by having low permeable home boundaries. Traditional women also wish to protect their

more salient role (i.e., home) by keeping the home boundaries impermeable to work demands and responsibilities.

Stimulation and Boundary Permeability Preference

I predicted a positive relationship between stimulation and work-to-home permeability preference, but this was not supported. Supplemental analysis suggested a reason for this effect. Stimulation was found to have a positive indirect effect on work-to-home permeability preference through work role identity salience. When I added work role identity salience to the relationship, the direct effect of stimulation on work-to-home permeability preference was significant and negative. Since the direct and indirect effects are in the opposite directions, they may neutralize each other with the total effect becoming insignificant. That is, people with high stimulation value have more salient work role identity, so they prefer to keep home boundary permeable to work responsibilities. On the other hand, these people would like to experience challenge and risk in life so they prefer to have impermeable home boundary to allocate their time and energy to the adventurous experience with their family and friends.

I predicted a positive direct relationship between stimulation and home-to-work permeability preference. Although this relationship was significant, the direction was negative, so this hypothesis was not supported. Results of the supplemental analysis revealed that work role identity salience mediated this relationship. Stimulation was related to higher work role identity salience which related to lower home-to-work permeability preference. When I added work role identity salience to the relationship, the direct effect of stimulation on home-to-work permeability preference became nonsignificant, suggesting work role identity salience fully mediates this relationship.

To conclude, these findings reveal that people with high stimulation values who appreciate an exciting life (stimulating experiences), a varied life (filled with challenge, novelty and change), and are daring (seeking adventure, risk) have different permeability preferences in work and home domains. At work, their salient work role identity relates to a preference for a less permeable home-to-work boundary. In the home domain, their salient work role identity is related to preferences for highly permeable home boundaries that allow work enter home. However, when direct effects considered, the part of high stimulation values that does not relate to a salient work role identity relates to a preference for less permeable home boundaries. To conclude, people with high stimulation value appear to find the excitement, challenge, novelty, and adventure at work fosters a more salient work role identity, and a desire to enact the work role at home and protect the work domain from home intrusions.

Although participants reported higher home role identity salience ($M = 5.65$) than work role identity salience ($M = 3.78$), home role identity salience did not mediate any of the relationships between individual values and home-to-work permeability preference, only work role identity salience was a mediator. In contrast, the relationships between individual values and work-to-home permeability preference were mediated with both work and/or home role identity salience. It suggests that the salience of the home role is not relevant to understanding preference for home-to-work permeability, but that the salience of both work or home roles are relevant to allowing intrusions into the home domain.

Permeability Preference and Permeability Behavior

The results of Confirmatory Factor Analyses suggest that permeability preference and permeability behavior are distinct constructs. Study results also show that home-to-work permeability preference and home-to-work permeability behavior were positively related,

expected. Also, work-to-home permeability preference was positively related to work-to-home permeability behavior. These findings are consistent Rothbard et al.'s (2005) theoretical arguments that people's boundary permeability preference differs based on an integration-segmentation continuum, while their boundary permeability behavior differs along a distinct integration-segmentation continuum. Also, Nippert-Eng (1996) referred to "boundary work" as what people do in order to create and maintain home and work boundaries that they prefer. The positive relationships between home-to-work permeability preference and behavior and between work-to-home permeability preference and behavior are aligned with the theoretical idea that people actively try to attain their preferred level of boundary permeability and craft boundaries that fit their preferences when they can.

These results are aligned with the previous research by Capitano (2016), which found that home permeability preference is positively related to home permeability behavior. Also, the positive relationship between permeability preference and permeability behavior is consistent with the findings of Powell and Greenhaus (2010) that there is a positive relationship between preferred boundary strength at home and actual boundary strength at home.

Moderating Effect of Pressure for Precedence

I predicted the moderating effects of home and work pressure for precedence on the two permeability preference – behavior relationships. I predicted that the pressures people perceive at work and home represent strong situational factors that attenuate the relationship between permeability preference and permeability behavior in home and work domains. Therefore, I predicted that work pressure for precedence moderates the positive relationship between home-to-work permeability preference and home-to-work permeability behavior, such that the relationship is weaker when work pressure is high than when work pressure is low; work

pressure for precedence moderates the positive relationship between work-to-home permeability preference and work-to-home permeability behavior, such that the relationship is weaker when work pressure is high than when work pressure is low; home pressure for precedence moderates the positive relationship between home-to-work permeability preference and home-to-work permeability behavior, such that the relationship is weaker when home pressure is high than when home pressure is low; and home pressure for precedence moderates the positive relationship between work-to-home permeability preference and work-to-home permeability behavior, such that the relationship is weaker when home pressure is high than when home pressure is low. Contrary to my expectations, neither the moderating effect of work pressure for precedence or not home pressure for precedence on the relationships between permeability preference and behavior in work and home domains were supported.

One reason for the lack of support of these hypotheses may be how the core moderator variables - work pressure for precedence and home pressure for precedence - are operationalized. Work pressure for precedence is defined as the individuals' perception that important people at work expect them to make the work role the priority over home, and home pressure for precedence is defined as individuals' perception that important people at home expect them to put home before work (Capitano, 2016). These nonsignificant results are surprising as they contradict predictions based on boundary theory. Boundary theory asserts that boundaries are constructed socially (Ashforth et al., 2000) and that people manage role boundaries via interpersonal negotiations with key individuals in each domain (Kreiner et al., 2009; Trefalt, 2013) who have been referred to as "boarder keepers" (Clark, 2000).

I also noticed that although the correlations between work-to-home permeability preference and behavior and between home-to-work permeability preference and behavior are

significant ($r = .19, p < .01$; $r = .28, p < .01$, respectively), the magnitude of these correlations are not as high as I expected. This implies that some factors other than home and work pressure for precedence may constrain individuals' ability to enact their preferred level of home and work boundary permeability. Insight into what these factors might be may be gained by paying attention to how boundary permeability is operationalized.

In this study, I measured boundary permeability as a holistic construct (not as a combination of different dimensions) defined as the extent to which the components of one domain can enter the other domain (Ashforth et al., 2000; Clark, 2000; Kossek & Lautsch, 2012). Previous research suggest that people develop different types of permeability. For instance, Languilaire (2009) introduced seven types of permeability including spatial, temporal, cognitive (thoughts), behavioral, emotional (energy and strain), psychosomatic, and human (i.e., relational). Also, Capitano (2016) categorized four forms of boundary permeability including task (behavioral), psychological (thoughts), role referencing (interpersonal communication), and physical (physical objects or people). One important factor to consider is that whether people can enact their preferred level of boundary permeability depends on the type of permeability under consideration. For instance, people can more easily think about work while they are at home (psychological permeability) or talk about it to other family members (role referencing permeability) but doing work-related tasks at home (task permeability) may be more difficult as it requires more engagement, so they should sacrifice some family time for that. Similarly, in the work domain, more distracting and time consuming home permeations are more difficult to handle when they enter the work domain. Therefore, the strength of the relationship between one's permeability preference and behavior may depend on the type of permeability. For those types of permeability that do not require high engagement and spending much time or attention

(e.g. psychological and emotional), people may be more likely to behave in accordance to their permeability preference. But, for the kinds of permeability that take more time, engagement, and energy (e.g. tasks from the other domain), the degree to which people enact their preferred level of permeability depends on other moderator factors.

One important moderator could be the nature of the job and whether tasks can viably be conducted in the home domain. Jobs that are more flexible and can be done anywhere are more likely to possess tasks that can permeate the home. For instance, with regard to task permeability, a teacher can do parts of his or her job outside school (e.g., grading) but a mechanic who works at a garage which is open from 9 to 5 where all tools are stored is not able to do the job while at home. Therefore, even if the mechanic prefers high work-to-home *task* permeability, the nature of the job may not allow this permeation, so the permeability preference-behavior relationship is attenuated. In addition, previous research has found that jobs that require creativity or constant relationships with customers are associated with a highly permeable work-to-home boundary (Schieman & Young, 2010).

To conclude, results show that participants reported relatively low levels of home-to-work and work-to-home permeability preference ($M = 2.92$, $SD = 1.13$; $M = 2.08$, $SD = 1.04$, respectively) comparing to home-to-work and work-to-home permeability behavior ($M = 3.74$, $SD = 1.40$; $M = 3.59$, $SD = 1.58$, respectively). Since I operationalized boundary permeability as a holistic construct in this study, it is not possible to investigate the relationship between different kinds of permeability and their corresponding behavior to identify probable moderators. However, I assume that task permeability constitutes a big portion of boundary permeability. Therefore, the nature of the job and home tasks could act as moderators that strengthen or attenuate the relationship between permeability preference and behavior.

Theoretical Contributions

This research contributes to the boundary management literature by exploring the process through which individual values can affect both home and work boundary permeability preference through work and home role identity salience and also by examining the relationship between home and work boundary permeability preference and their corresponding behaviors.

First, I examined the direct and indirect effects of achievement, hedonism, and stimulation and the conditional indirect effect of tradition on permeability preference of work and home domains. Although there is plenty of research on work-home boundary management (Allen et al., 2014), very few studies consider the role of culture and individual values in understanding boundary permeability preference and behavior (Rothbard & Ollier-Malaterre, 2016). This is the first study I am aware of considering individual values as predictors of permeability preference for home and work boundaries. Since behavior is driven by values, in order to study *how* people manage boundaries, it is important to consider the individual values and motivations that clarify *why* people prefer to manage boundaries in a specific way. By introducing individual values to the boundary management literature and exploring the direct and indirect effects of these values on boundary permeability preference, I offer a new avenue of research that includes individual-level manifestations of culture. Because individual values vary not only between but also within countries, examining values at the individual level in the boundary management literature may provide greater insight into how people differ in managing their boundaries.

Second, although previous research has examined the effect of identity salience on boundary permeability preferences (Capitano, 2016; Matthews et al., 2010; Olson-Buchanan & Boswell, 2006), this study contributes to the boundary management literature by considering

work and home role identity salience as mediators between individual values and permeability preferences. These findings enable us to better understand how individual values impact permeability preferences. This is important because it provides an explanation for the mechanism through which values drive people's preferences regarding boundary management.

Results regarding the direct and indirect effects of achievement on work-to-home permeability preference are particularly enlightening for future research. Findings show that the indirect effect of achievement on work-to-home permeability preference through work role identity salience is positive but that the indirect effect through home role identity salience is negative. This change in the direction of the effect highlights the importance of including both identity salience for multiple roles in future studies. By omitting home role identity salience, it would be difficult to know the reason for the negative direct effect of achievement on work-to-home permeability preference.

This study also sheds light on the importance of including role identity salience in boundary management studies. First, findings demonstrate that hedonism is directly and negatively related to work-to-home permeability preference but that hedonism also exhibits a positive effect through work role identity salience as a mediator. Before adding work role identity salience as the mediator to the relationship, the direct relationship between stimulation and work-to-home permeability preference was negative and nonsignificant, but after adding work role identity salience, there was a positive indirect effect of stimulation on work-to-home permeability preference through work role identity salience and a significant negative direct effect of stimulation on work-to-home permeability preference.

Third, this study extends the boundary management literature by applying social role theory. Actually, I linked boundary theory (Ashforth et al., 2000, Clark, 2000; Nippert-Eng,

1996), identity theory (Stryker, 1987), and social role theory (Eagly, 1987) to explain how tradition affects boundary permeability preference at work and in the home. Social role theory (Eagly, 1987) argues that traditional men and women are expected to adhere to their prescribed gender roles. Findings indicate that the indirect effect of tradition on work-to-home and home-to-work permeability preferences through home and work role identity salience differs for men and women. That is, traditional men and women show different boundary permeability preferences from those that are less traditional in values.

Fourth, past research has tended to examine the boundary strategies that people enact (Bulger, Mathews, & Hoffman, 2007; Kossek & Lautsch, 2008; Kossek et al., 2012) by studying either boundary permeability behavior or boundary permeability preference. Few studies differentiate preference and behavior with regard to boundary management and explore their relationship (for exceptions, see Capitano, 2016; Piszczek, 2017). Findings of this study highlight the importance of differentiating permeability preference from permeability behavior. This is important in the boundary management literature because by including both of these constructs in theoretical models and examining how they are related, scholars can identify individual or contextual factors that strengthen or weaken this relationship. Also, this is important in the work-life studies because considering both of these two constructs and examining the fit between them may explain why some people experience conflict integrating work and home domains while others do not. The fit between boundary permeability preference and behavior may be one reason why people have experience different levels of work-life balance as Ammons (2008, 2013) asserts that it is the fit between boundary preference and behavior that drives work–life balance.

Fifth, this is the first study I am aware of examining two distinct dimensions of

permeability preference and behavior (work-to-home versus home-to-work). Findings show that the direct effects of achievement and hedonism on work-to-home and home-to-work permeability preference are negative suggesting symmetric nature of boundaries around work and home domains. However, the conditional indirect effects of tradition on work-to-home and home-to-work permeability preference are in opposite directions suggesting asymmetry in work and home boundaries. Kossek and colleagues (2012) suggested that boundary management could be symmetrical (preferring equal levels of boundary permeability in both domains) or asymmetrical (preferring high boundary permeability in one domain and low boundary permeability in another domain). The findings of this study contribute to boundary management literature by highlighting the importance of individual values as factors that may explain why some people prefer symmetric boundaries while others prefer asymmetric boundaries.

Finally, the findings that work and home pressures for precedence do not moderate the relationship between permeability preference and behavior suggest that the boundary conditions under which permeability preference and permeability behavior are more and less strongly related are yet to be determined. Future research should differentiate between various types of permeability in order to explore the effect of organizational, cultural, or individual factors that may facilitate or attenuate one's ability to experience a preferred level of boundary permeability.

Contributions to Practice

The findings of this study have significant practical implications for organizations and employees. First, this study revealed that individuals differ in their boundary management preferences in home and work domains depending on their individual values and role identities. Organizations striving to attract and retain good employees should take this variability in boundary management preference differences into consideration. Previous research argues that

work-life balance has become an important consideration for job seekers (Towers Perrin, 2005), yet there is no one best way to achieve work-life balance (Hyland & Prottas, 2017). Therefore, organizations should recognize their employees' boundary preferences prior to developing practices such as flexible working hours, telecommuting, virtual office, etc. Technological innovations (e.g., smartphones, internet, laptops, etc.) enable people to work even while they are not physically in the workplace (Ammons, 2013; Wajcman, Bittman, & Brown, 2008) but organizations should consider the fact that some employees prefer to work only at the office. Having the same expectations for all employees regarding use of technology to work off-hours may create problems as some employees may prefer to permeable home and/or work boundaries while others prefer to keep work and home separate. Organizations might consider adding questions about applicant boundary preferences to job interviews to learn whether a person "fits" in firms with an "always on" culture. Likewise, firms also could provide applicants with a realistic preview of organizational expectations regarding boundary management to enable applicants to make more informed decisions.

In addition, findings show gender differences in boundary permeability preferences, but only among men and women that are highly traditional in values. As such, organizations would benefit from recognizing the gender-related differences in preferences that might exist in geographies and industries that attract employees that are highly traditional in their values. To make an employer attraction to both men and women with a variety of value profiles, employers should make sure perks and benefit packages are created which appeal to employees with a wide range of needs and values.

Finally, this study demonstrated that boundary permeability behavior at home and work is in part a function of boundary permeability preferences in those domains. Individuals who

identify their boundary permeability preferences and make career decisions that enable them to align behavior and preference may be happier in the career choices. That is, the level of permeability one prefers in the work and home domains is an important consideration in decisions about an occupation or competing job offers. The home permeability preferences might also be discussed with family members to ensure clear communication and a mutual understanding of what is and is not appropriate boundary management behavior. Awareness and considerations of preferences may help employees make wiser career decisions or experience less conflict between home and work.

Limitations and Opportunities for Future Research

Findings of this study should be interpreted within the context of its limitations. First, I collected the data from a single source so results may be subject to common method bias (Podsakoff et al., 2003). In order to reduce this concern, I collected predictor and criterion data at two time points (two weeks apart) and used validated measures (Podsakoff et al., 2003).

In addition, true causality cannot be definitely tested using cross sectional data. Therefore, longitudinal studies are needed to test for temporal precedence from individual values to work and home role identity salience and work and home permeability preference and finally to work and home permeability behavior. Future research should measure how changes in values over time are associated with changes in identity salience and subsequently, permeability preferences.

This study also used a sample of full time employees who speak English and live in the US. Full time employees were selected because part-time and full-time employees may have different preferences and behaviors regarding home and work boundary permeability. Therefore, the generalizability of the findings is limited to full-time employees. In addition, the findings

may not be generalizable to European or Southern Asian countries that have different cultural values or national policies that differ in the level of family support they provide. Since I examined the relationship between individual level values and permeability preference and behavior and not the country level of analysis, I cannot draw conclusions about country level effects based on these findings. Finally, because the data was collected through Qualtrics, I assume that the sample mainly included participants who are not in high paying jobs since participants were willing to spend time filling the survey for few dollars. Therefore, the findings may not be generalized to people who are in highly paid jobs.

This study underscores the importance of including individual values as manifestation of culture in boundary management studies. I considered four individual values (achievement, hedonism, tradition, and stimulation) out of ten values recommended by Schwartz (1992, 1994) and found that they directly and indirectly affect boundary permeability preference. Future research should examine the effects of other values including power, self-direction, universalism, benevolence, conformity, and security on boundary preference. For instance, conformity is defined as “restraint of actions, inclinations and impulses likely to upset or harm others and violate social expectations or norms” (Bilsky and Schwartz, 1994, p. 167) and could be a potential moderator of the relationship between boundary preference and behavior. That is, people with high conformity values are more likely to follow social expectations at home and work, and therefore, may be less likely to enact their preferences for boundary management. Specially, exploring these individual differences using samples from different countries would provide the opportunity to make within-country and between-country comparisons.

Also, there are a limited number of studies addressing the role of culture in boundary management at the macro (i.e., country) level, with only two empirical papers in this area. Those

few studies usually used Hofstede's model of national culture (1984) with the exception of Ollier-Malaterre et al. (2013) who used the specificity/diffusion dimension introduced by Trompenaars and Hampden-Turner (1998). At the time of this study, I did not find any study that used other cultural frameworks to differentiate people based on their national culture such as GLOBE, Triandis, or Inglehart in the boundary management field. Future research may adopt these cultural frameworks to empirically examine why people differ in managing work and home boundaries. Given an increasing global workforce, considering culture in boundary management and work-family studies can enlighten important questions of relevance to multinational firms.

Findings of this study indicate that the indirect effect of achievement on work-to-home permeability preference differ depending on which more salient role identity is a stronger mediator of this relationship. When work role identity is salient, this indirect relationship is positive suggesting that achievement-oriented people prefer a more permeable work-to-home boundary because it allows them to address work-related tasks while they are at home. When the home role identity is more salient, the indirect effect becomes negative, which means that they prefer a less permeable work-to-home boundary because achievement values in the home domain dictate allocating time to family members and avoiding any intrusions into home from work. Building on the findings in this study, scholars might include dual pathways between achievement and home boundary preference to examine the simultaneous mediation effects of work role identity salience and home role identity salience.

This study emphasizes the importance of distinguishing boundary permeability preference from boundary permeability behavior and examining their relationship in both work and home domains. Future research can extend the literature by exploring how the fit between these two constructs is associated with organizational and personal outcomes. For instance, the

fit between one's work permeability preference and behavior may be associated with higher job satisfaction, organizational commitment, and job performance, and lower turnover intentions and burnout. The congruence between one's work permeability preference and behavior may be also related to higher life satisfaction and quality of life. Moreover, research suggests that factors that foster balance differ between people and within a single person over time (Casper, Vaziri, Wayne, DeHauw, & Greenhaus, 2017), such that one cannot make a single recommendation to all people about how to foster balance. Therefore, the concept of fit may be an important consideration with respect to understanding work-life balance as well as work-family conflict and enrichment.

Finally, findings did not support the moderation effects of work and home pressure for precedence on the boundary permeability preference-behavior relationships. One possible explanation is that I measured boundary permeability as a holistic construct (not a combination of different dimensions). Yet the degree to which individuals are able to experience their preferred level of permeability may depend on the type of permeability under investigation. For example, it is easier to think about work at home (psychological permeability) than do a work-related task at home (task permeability). Therefore, an avenue for future research is to investigate the relationship between different kinds of permeability and their corresponding behavior to enable scholars to identify factors that facilitate or weaken each of these relationships. For instance, the relationship between task permeability preference and task permeability behavior could be affected by the nature of the job (job flexibility, job design, etc.). Also, the relationship between role-referencing permeability preference and role-referencing permeability behavior could be affected by aspects of organizational culture which encourage or discourage employees to talk about their personal life at work.

Conclusion

Boundary theory (Ashforth et al., 2000, Clark, 2000; Nippert-Eng, 1996) discusses how individuals build, keep, arrange, and cross the boundaries around work and family domains. However, the process through which people manage boundaries in work and home domains is not well-understood. In this study, I focused on boundary permeability as the key factor that explains how boundaries differ on the integration-segmentation continuum and investigated how people manage the boundaries of home and work domains. I proposed that individual values including achievement and hedonism have direct and indirect effects on work-to-home and home-to-work permeability preference through work role identity salience and home role identity salience. I also proposed that stimulation directly affects work-to-home and home-to-work permeability preference. In addition, the conditional indirect effect of tradition on work-to-home and home-to-work permeability preference through work role identity salience and home role identity salience with gender moderating at the first stage of mediation was proposed. Home and work permeability preferences were proposed to have positive relationships with their corresponding behaviors with work and home pressures for precedence weakening these relationships. Although not all of the hypotheses were supported, overall findings suggest that individual values directly and indirectly relate to work and home permeability preferences and role identity salience is often the mechanism through which this happens. Also, people strive to experience their preferred level of boundary permeability in work and home domains.

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Table 1

Four Permeability Variables Based on Preference Versus Behavior and Permeability Direction

		Permeability direction	
		Work-to-Home	Home-to-Work
Permeability preference vs. permeability behavior	Preference	Work-to-home permeability preference	Home-to-work permeability preference
	Behavior	Work-to-home permeability behavior	Home-to-work permeability behavior

Table 2

Schwartz Value System (Individual Level)

Value Type	Definition	Schwartz Value Survey items
Power	Social status and prestige, control or dominance over people and resources	<ul style="list-style-type: none"> • Social Power (Control Over Others, Dominance) • Wealth (Material Possessions, Money) • Authority (The Right to Lead Or Command) • Preserving My Public Image (Protecting My "Face") • Social Recognition (Respect, Approval by Others)
Achievement	Personal success through demonstrating competence according to social standards	<ul style="list-style-type: none"> • Ambitious (Hard-Working, Aspiring) • Influential (Having an Impact On People And Events) • Capable (Competent, Effective, Efficient) • Successful (Achieving Goals) • Intelligent (Logical, Thinking) • Self-respect (Belief in One's Own Worth)
Hedonism	Pleasure or sensuous gratification for oneself	<ul style="list-style-type: none"> • Pleasure (Gratification of Desires) • Enjoying Life (Enjoying Food, Sex, Leisure, Etc.) • Self-indulgent (Doing Pleasant Things)
Stimulation	Excitement, novelty and challenge in life	<ul style="list-style-type: none"> • An Exciting Life (Stimulating Experiences) • A Varied Life (Filled with Challenge, Novelty And Change) • Daring (Seeking Adventure, Risk)
Self-direction	Independence of thought and action	<ul style="list-style-type: none"> • Freedom (Freedom of Action and Thought) • Creativity (Uniqueness, Imagination) • Independent (Self-Reliant, Self-Sufficient) • Choosing Own Goals (Selecting Own Purposes) • Curious (Interested in Everything, Exploring)
Universalism	Understanding, appreciation, tolerance and protection for the welfare of all people and for nature	<ul style="list-style-type: none"> • Equality (Equal Opportunity for All) • A World at Peace (Free of War and Conflict) • Unity with Nature (Fitting into Nature) • Wisdom (A Mature Understanding of Life) • A World of Beauty (Beauty of Nature and The Arts) • Social Justice (Correcting Injustice, Care for The Weak) • Protecting the Environment (Preserving Nature) • Broadminded (Tolerant of Different Ideas and Beliefs) • Inner Harmony (At Peace with Myself)

Table 2 (Continue)

<i>Schwartz Value System (Individual Level)</i>		
Value Type	Definition	Schwartz Value Survey items
Benevolence	Preservation and enhancement of the welfare of people with whom one is in frequent personal contact	<ul style="list-style-type: none"> • Helpful (Working for the Welfare of Others) • Honest (Genuine, Sincere) • Loyal (Faithful to My Friends, Group) • Responsible (Dependable, Reliable) • Forgiving (Willing to Pardon Others) • True Friendship (Close, Supportive Friends) • A Spiritual Life (Emphasis on Spiritual Not Material Matters) • Meaning in Life (A Purpose in Life)
Tradition	Respect, commitment and acceptance of the customs and ideas that one's culture or religion impose on the self	<ul style="list-style-type: none"> • Respect for Tradition (Preservation of Time-Honored Customs) • Moderate (Avoiding Extremes of Feeling & Action) • Humble (Modest, Self-Effacing) • Accepting My Portion in Life (Submitting to Life's Circumstances) • Devout (Holding to Religious Faith & Belief) • Mature love (deep emotional & spiritual intimacy)
Conformity	Restraint of actions, inclinations and impulses likely to upset or harm others and violate social expectations or norms	<ul style="list-style-type: none"> • Politeness (Courtesy, Good Manners) • Self-Discipline (Self-Restraint, Resistance to Temptation) • Honoring of Parents and Elders (Showing Respect) • Obedient (Dutiful, Meeting Obligations)
Security	Safety, harmony and stability of society, of relationships and of self	<ul style="list-style-type: none"> • Clean (Neat, Tidy) • Sense of Belonging (Feeling That Others Care About Me) • Healthy (Not Being Sick Physically or Mentally) • Reciprocation of Favors (Avoidance of Indebtedness) • Family Security (Safety for Loved Ones) • Social Order (Stability of Society) • National Security (Protection of My Nation From Enemies)

Note. Adopted from "Values and personality" by Bilsky and Schwartz, 1994, *European journal of personality*, 8(3), p. 167 and from "Draft User's Manual: Proper Use of the Schwartz Value Survey, Version 14" by S. H. Schwartz, 2009, compiled by R. F. Littrell, Auckland, New Zealand: Centre for Cross Cultural Comparisons. Available from [http:// www.crossculturalcentre.homestead.com](http://www.crossculturalcentre.homestead.com).

Table 3

<i>Demographic Characteristics (N=200)</i>		
Variable		Percent
Gender	Male	42.5%
	Female	57.5%
Ethnicity	White	85%
	Hispanic or Latino	3%
	Black or African American	5.5%
	American Indian or Alaska Native	0.5%
	Asian	5%
	Other	1%
Age	18 to 24 years	2.5%
	25 to 34 years	28.5%
	35 to 44 years	25.5%
	45 to 54 years	20.5%
	55 to 64 years	17.5%
	65 years and over	5.5%
Education	High school	18.0%
	Some college or 2-year degree	22.5%
	College - 4 year degree	31.5%
	Some graduate school	5.5%
	Master's degree	18.5%
	Doctorate degree	4%
Marital status	Single, never married	18.5%
	Married or domestic partnership	59.5%
	Cohabiting with partner, unmarried	8.5%
	Widowed	2%
	Divorced	10%
	Separated	1.5%
Country of origin	USA	94.5%
	Other	5.5%
Number of children	0	30.5%
	1	26.5%
	2	27%
	3	8%
	4	6%
	5	1.5%
	6	0.5%
Tenure with the organization	1-10	61.5%
	11-20	26%
	21-30	8.5%
	31-40	3.5%
	More than 40	0.5%
Home office	Yes	20%
	No	80%

Table 4

Correlations and Descriptive Statistics

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Achievement	5.51	0.87	(.81)														
2. Hedonism	5.22	1.07	.62**	(.72)													
3. Stimulation	4.59	1.28	.60**	.63**	(.79)												
4. Tradition	5.21	1.08	.54**	.41**	.49**	(.80)											
5. WHPP	2.08	1.04	-.16*	-.14*	-0.07	-.20**	(.90)										
6. HWPP	2.92	1.13	-.31**	-.19**	-.18**	-.30**	.29**	(.83)									
7. WRIS	3.78	1.38	.27**	.30**	.42**	.19**	.26**	-.20**	(.84)								
8. HRIS	5.65	0.95	.20**	0.07	0.03	.25**	-.41**	-.18*	-.27**	(.83)							
9. HPFP	5.34	1.19	.26**	.16*	.20**	.34**	-.23**	-0.12	.15*	.34**	(.81)						
10. WFPF	4.47	1.58	.15*	.17*	.16*	0.07	-0.02	-.18*	.33**	0.02	.14*	(.89)					
11. WHPB	3.59	1.58	0.06	-0.07	-0.01	-0.10	.19**	0.07	0.08	-.25**	-0.02	-0.02	(.94)				
12. HWPB	3.74	1.40	-0.09	-.16*	-.15*	-0.09	-0.10	.28**	-.23**	-0.06	0.03	-0.12	.48**	(.89)			
13. Extraversion	3.72	1.25	.29**	.30**	.32**	0.07	0.11	-0.03	.34**	-0.02	0.10	.23**	-0.00	-.15*	(.70)		
14. Neuroticism	3.55	1.24	-0.05	-0.09	-0.08	-0.02	-0.07	0.03	-0.04	-0.01	0.02	0.02	.14*	.32**	-.20**	(.72)	
15. Marital	0.68	0.47	0.01	0.01	-0.04	0.09	-0.07	0.01	-0.07	.15*	0.12	-0.07	-.14*	-0.13	-0.09	0.02	
16. Gender	0.43	0.50	-0.14	-0.09	0.01	-0.03	.15*	0.07	.17*	-0.03	0.12	-0.01	0.04	0.04	0.03	-.16*	0.13

N = 200

Single, Widowed, Divorced, or Separated=0, Married or domestic partnership, or Cohabiting with partner=1; Male = 1, Female = 0; WRIS = Work role identity salience, HRIS = Home role identity salience, HPFP = Home pressure for precedence, WFPF = Work pressure for precedence, WHPB = Work-to-home permeability behavior, HWPB = Home-to-work permeability behavior

All variables measured in T1 survey except work-to-home permeability behavior and home-to-work permeability behavior measured in T2 survey.

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 5

<i>Model Fit Results for Confirmatory Factor Analysis – Part 1 (Hypothesized Eight-Factor Model Excluding Individual Values)</i>							
	χ^2	df	$\Delta\chi^2$ (Δ df)	RMSEA	CFI	TLI	SRMR
Model 1 (hypothesized eight-factor model)	588.54	377		0.05	0.94	0.93	0.05
Model 2 (constraining the correlation between H-to-W and W-to-H permeability preference to 1.0)	828.01	378	239.47 (1)***	0.08	0.88	0.86	0.08
Model 3 (constraining the correlation between H-to-W and W-to-H permeability behavior to 1.0)	920.51	378	331.97 (1)***	0.09	0.85	0.83	0.08
Model 4 (constraining the correlation between home and work role identity salience to 1.0)	1024.69	378	436.15 (1)***	0.09	0.82	0.80	0.17
Model 5 (constraining the correlation between work and home pressure for precedence to 1.0)	808.03	378	219.49 (1)***	0.08	0.88	0.86	0.07
Model 6 (constraining the correlation between H-to-W permeability preference and behavior to 1.0)	825.69	378	237.15 (1)***	0.08	0.88	0.86	0.08
Model 7 (constraining the correlation between W-to-H permeability preference and behavior to 1.0)	1061.98	378	473.44 (1)***	0.10	0.81	0.78	0.10
Model 8 (constraining the correlation between H-to-W permeability preference and behavior to 1.0 and constraining the correlation between W-to-H permeability preference and behavior to 1.0)	1275.92	379	687.38 (2)***	0.11	0.75	0.72	0.12

N = 200. All alternative models were compared to Model 1 (hypothesized model). All $\Delta\chi^2$ differences are significant at $p < .001$. CFI = Comparative Fit Index. TLI = Tucker-Lewis Index. RMSEA = Root Mean Squared Error of Approximation. SRMR = Standardized Root Mean Square Residual.

Table 6

Model Fit Results for Confirmatory Factor Analysis – Part 2 (Only Individual Values Included)

	χ^2	df	$\Delta\chi^2$ (Δ df)	RMSEA	CFI	TLI	SRMR
Model 1 (hypothesized four-factor model with full scale)	1905.12	153		0.11	0.81	0.77	0.08
Model 2 (hypothesized four-factor model with shortened scale)	162.94	71		0.08	0.92	0.90	0.06
Model 3 (constraining the correlation between achievement and hedonism to 1.0)	210.72	72	47.78 (1)***	0.10	0.88	0.85	0.07
Model 4 (constraining the correlation between achievement and tradition to 1.0)	231.19	72	68.25 (1)***	0.11	0.86	0.83	0.07
Model 5 (constraining the correlation between achievement and stimulation to 1.0)	289.85	72	126.91 (1)***	0.12	0.81	0.77	0.09
Model 6 (constraining the correlation between hedonism and tradition to 1.0)	221.55	72	58.61 (1)***	0.10	0.87	0.84	0.07
Model 7 (constraining the correlation between hedonism and stimulation to 1.0)	177.42	72	14.48 (1)***	0.09	0.91	0.89	0.06
Model 8 (constraining the correlation between tradition and stimulation to 1.0)	243.40	72	80.46 (1)***	0.11	0.86	0.82	0.07

N = 200. All alternative models were compared to Model 2 (hypothesized four-factor model with shortened scale). All $\Delta\chi^2$ differences are significant at $p < .001$. CFI = Comparative Fit Index. TLI = Tucker-Lewis Index. RMSEA = Root Mean Squared Error of Approximation. SRMR = Standardized Root Mean Square Residual.

Table 7

Direct Effects of Achievement, Hedonism, and Stimulation on Home-to-Work and Work-to-Home Permeability Preference

Variable	Home-to-work permeability preference		Work-to-home permeability preference	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
Achievement	-.40***	.09	-.20*	.08
Hedonism	-.20**	.07	-.14*	.07
Stimulation	-.16**	.06	-.06	.06

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table 8

Estimations and Bias-corrected Bootstrapped 95% Confidence Intervals for Indirect Effects of Achievement and Hedonism on Home-to-Work and Work-to-Home Permeability Preference through Work Role Identity Salience and Home Role Identity Salience

Variable	Indirect Effect											
	Home-to-work permeability preference						Work-to-home permeability preference					
	WRIS			HRIS			WRIS			HRIS		
	<i>b</i>	BootLLCI	BootULCI	<i>b</i>	BootLLCI	BootULCI	<i>b</i>	BootLLCI	BootULCI	<i>b</i>	BootLLCI	BootULCI
Achievement	-.04 (.03)	-.111	.002	-	-	-	.11 (.04)	.046	.190	-	-	-
Hedonism	-	-	-	-.01 (.02)	-.057	.009	-	-	-	-.03 (.03)	-.093	.028

Note: Bootstrap standard deviations are in parentheses. WRIS = Work Role Identity Salience. HRIS = Home Role Identity Salience.

Table 9

Estimations and Bias-corrected Bootstrapped 95% Confidence Intervals for Conditional Indirect Effect of Tradition on Home-to-Work and Work-to-Home Permeability Preference through Work Role Identity Salience and Home Role Identity Salience at Different Values of Gender (Men and Women)

Variable	Conditional Indirect Effect											
	Home-to-work permeability preference						Work-to-home permeability preference					
	WRIS			HRIS			WRIS			HRIS		
	<i>b</i>	BootLLCI	BootULCI	<i>b</i>	BootLLCI	BootULCI	<i>b</i>	BootLLCI	BootULCI	<i>b</i>	BootLLCI	BootULCI
Tradition- Men	-.06 (.03)	-.143	-.010	-.02 (.03)	-.099	.005	.11 (.05)	.033	.222	-.08 (.05)	-.196	.009
Tradition- Women	-.01 (.02)	-.057	.013	-.03 (.03)	-.097	.008	.02 (.03)	-.029	.078	-.10 (.04)	-.184	-.038

Note: Bootstrap standard deviations are in parentheses. Tradition was centered at its mean. WRIS = Work Role Identity Salience. HRIS = Home Role Identity Salience.

Table 10

Direct Effects of Home-to-Work and Work-to-Home Permeability Preference on Home-to-Work and Work-to-Home Permeability Behavior

Variable	Home-to-work permeability behavior		Work-to-home permeability behavior	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
Home-to-work permeability preference	.34***	.09	-	-
Work-to-home permeability preference	-	-	.29**	.10

Note: Home-to-work and work-to-home permeability preference were measured at Time 1. Home-to-work and work-to-home permeability behavior were measured at Time 2. * $p < .05$. ** $p < .01$. *** $p < .001$.

Table 11

Moderation Effects of Work and Home Pressure for Precedence on the Relationships of Home-to-Work and Work-to-Home Permeability Preference with Home-to-Work and Work-to-Home Permeability Behavior

Relationships	Moderation effect			
	Home pressure for precedence		Work pressure for precedence	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
Home-to-work permeability preference - behavior	.09	.07	-.03	.06
Work-to-home permeability preference - behavior	-.02	.09	-.07	.08

Note: Home-to-work and work-to-home permeability preference and home and work pressure for precedence were centered at their means. Control variables: extraversion, neuroticism, and marital status.
 * $p < .05$. ** $p < .01$. *** $p < .001$.

Table 12

Summary of Hypotheses and their Support Status

H1. Achievement is (a) positively related to work-to-home permeability preference and (b) negatively related to home-to-work permeability preference.	H1a	Not supported
	H1b	Supported
H2. Work role identity salience mediates the relationship of achievement with (a) work-to-home permeability preference and (b) home-to-work permeability preference.	H2a	Supported
	H2b	Not Supported
H3. Hedonism is (a) positively related to home-to-work permeability preference and (b) negatively related to work-to-home permeability preference.	H3a	Not supported
	H3b	Supported
H4. Home role identity salience mediates the relationship of hedonism with (a) home-to-work permeability preference and (b) work-to-home permeability preference.	H4a	Not supported
	H4b	Not supported
H5. For men, tradition is (a) positively related to work-to-home permeability preference and (b) negatively related to home-to-work permeability preference indirectly through work role identity. For women, the indirect effects of tradition on (c) work-to-home permeability preference and (d) home-to-work permeability preference through work role identity salience are not significant.	H5a	Supported
	H5b	Supported
	H5c	Supported
	H5d	Supported
H6. For women, tradition is (a) positively related to home-to-work permeability preference and (b) negatively related to work-to-home permeability preference indirectly through home role identity salience. For men, the indirect effects of tradition on (c) home-to-work permeability preference and (d) work-to-home permeability preference through home role identity salience are not significant.	H6a	Not supported
	H6b	Supported
	H6c	Supported
	H6d	Supported
H7. Stimulation is (a) positively related to work-to-home permeability preference and (b) positively home-to-work permeability preference.	H7a	Not supported
	H7b	Not supported
H8. (a) home-to-work permeability preference is positively related to home-to-work permeability behavior and (b) work-to-home permeability preference is positively related to work-to-home permeability behavior.	H8a	Supported
	H8b	Supported
H9. Work pressure for precedence moderates the positive relationship between home-to-work permeability preference and home-to-work permeability behavior, such that the relationship is weaker when work pressure is high than when work pressure is low.	H9	Not supported
H10. Work pressure for precedence moderates the positive relationship between work-to-home permeability preference and work-to-home permeability behavior, such that the relationship is weaker when work pressure is high than when work pressure is low.	H10	Not supported
H11. Home pressure for precedence moderates the positive relationship between home-to-work permeability preference and home-to-work permeability behavior, such that the relationship is weaker when home pressure is high than when home pressure is low.	H11	Not supported
H12. Home pressure for precedence moderates the positive relationship between work-to-home permeability preference and work-to-home permeability behavior, such that the relationship is weaker when home pressure is high than when home pressure is low.	H12	Not supported

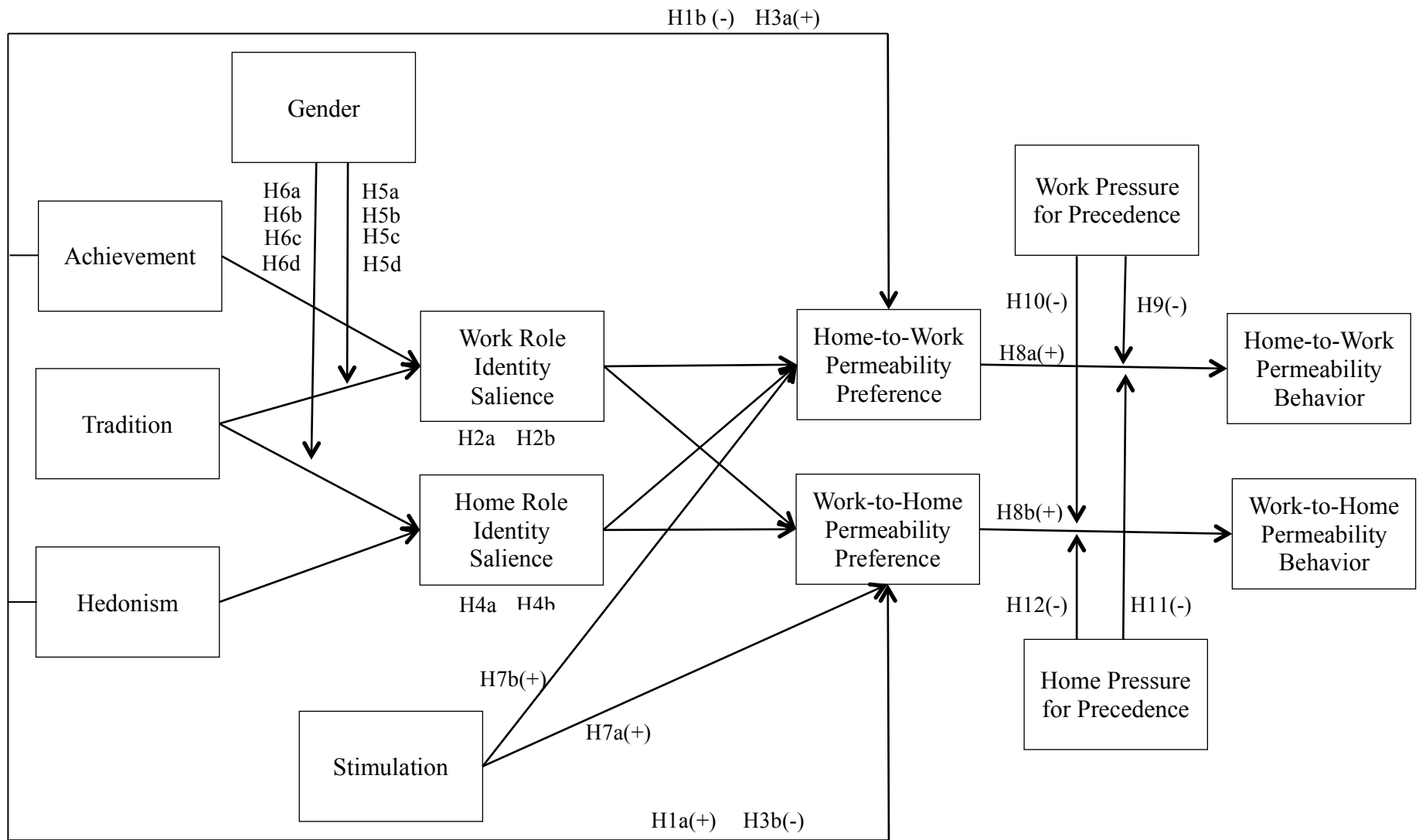


Figure 1. Proposed Model

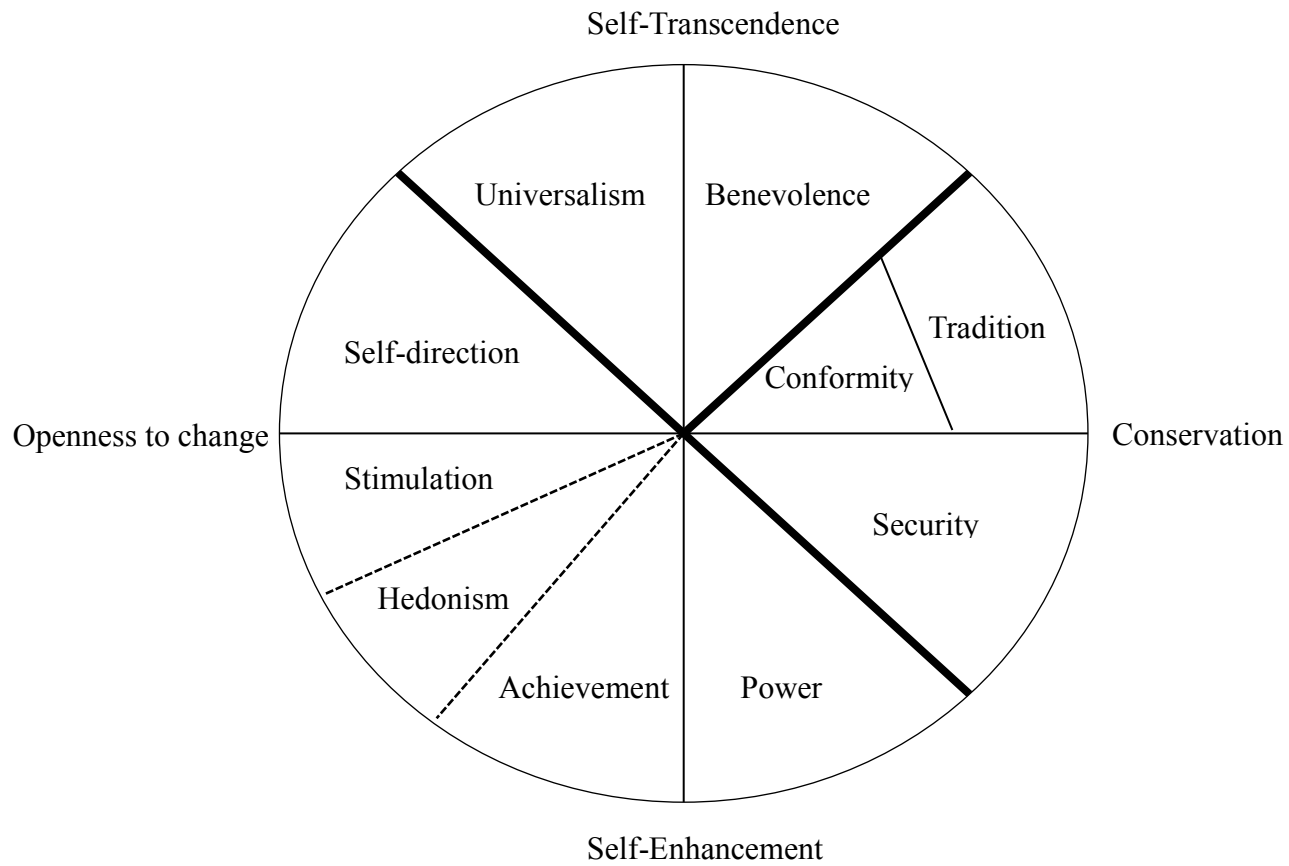
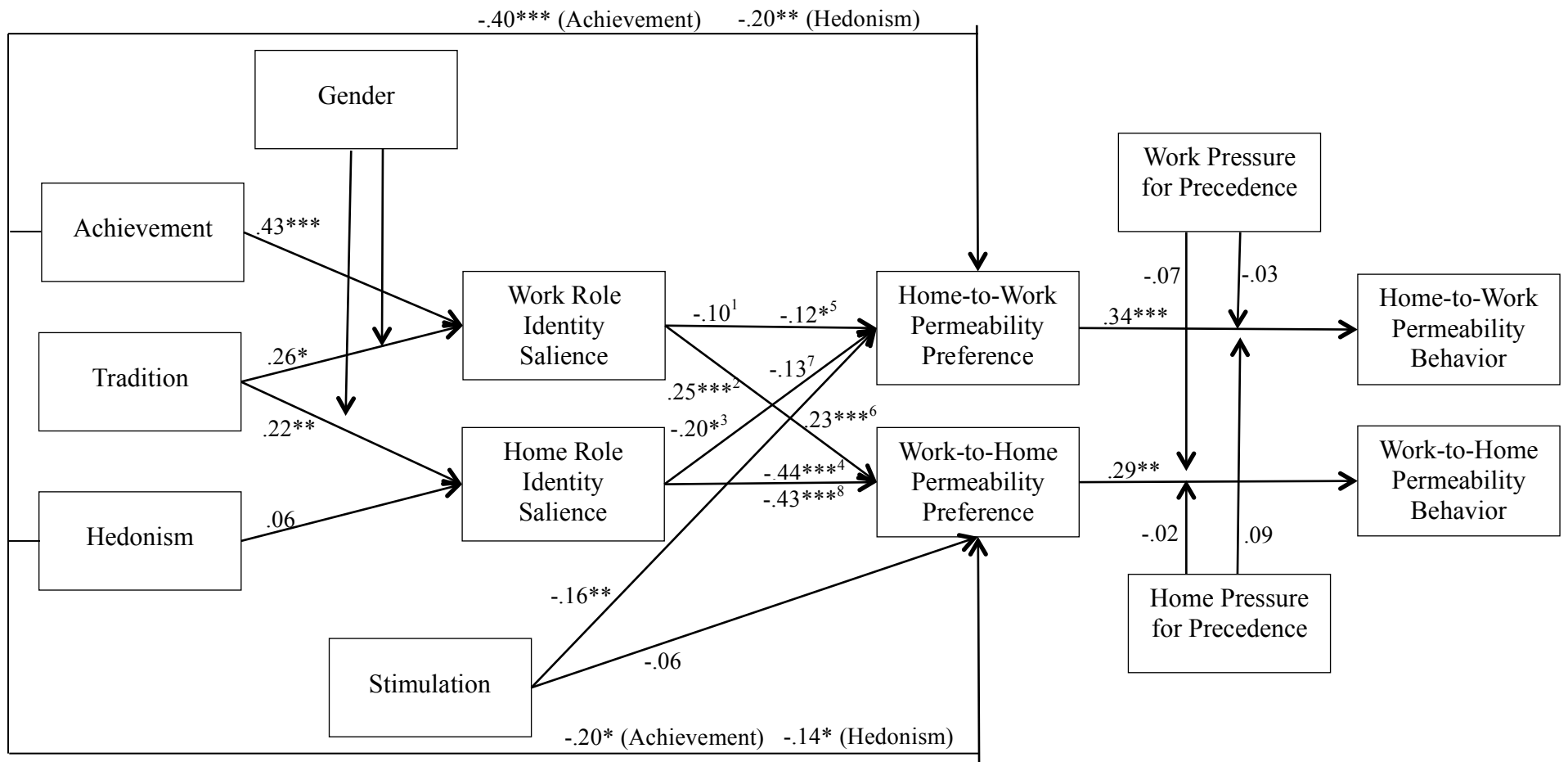


Figure 2. Schwartz's Circumplex of Individual Value Types. Adopted from "Values and Personality" by Bilsky and Schwartz, 1994, *European journal of personality*, 8(3), p. 167



N = 200. Path estimates are unstandardized coefficients.

Control variables: extraversion, neuroticism, and marital status.

Coefficients between role identity salience and permeability preferences: 1 and 2: achievement, 3 and 4: hedonism; 5, 6, 7, and 8: tradition.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Figure 3. Research Model

APPENDIX 1

A. Individual Values

Schwartz Value Survey (SVS; Schwartz, 1992, 1994; Schwartz, Verkasalo, Antonovsky, & Sagiv, 1997)

Universalism

- Equality (equal opportunity for all)
- Inner harmony (at peace with myself)
- A world at peace (free of war and conflict)
- Unity with nature (fitting into nature)
- Wisdom (a mature understanding of life)
- A world of beauty (beauty of nature and the arts)
- Social justice (correcting injustice, care for the weak)
- Broadminded (tolerant of different ideas and beliefs)
- Protecting the environment (preserving nature)

Power

- Social power (control over others, dominance)
- Wealth (material possessions, money)
- Social recognition (respect, approval by others)
- Authority (the right to lead or command)
- Preserving my public image (protecting my "face")

Hedonism

- Pleasure (gratification of desires)
- Enjoying life (enjoying food, sex, leisure, etc.)
- Self-indulgent (doing pleasant things)

Self-direction

- Freedom (freedom of action and thought)
- Creativity (uniqueness, imagination)
- Independent (self reliant, self sufficient)
- Choosing own goals (selecting own purposes)
- Curious (interested in everything, exploring)

Benevolence

- A spiritual life (emphasis on spiritual not material matters)
- Meaning in life (a purpose in life)

- True friendship (close, supportive friends)
- Loyal (faithful to my friends, group)
- Honest (genuine, sincere)
- Helpful (working for the welfare of others)
- Responsible (dependable, reliable)
- Forgiving (willing to pardon others)

Security

- Sense of belonging (feeling that others care about me)
- Social order (stability of society)
- National security (protection of my nation from enemies)
- Reciprocation of favors (avoidance of indebtedness)
- Family security (safety for loved ones)
- Healthy (not being sick physically or mentally)
- Clean (neat, tidy)

Stimulation

- An exciting life (stimulating experiences)
- A varied life (filled with challenge, novelty and change)
- Daring (seeking adventure, risk)

Achievement

- Self respect (belief in one's own worth)
- Ambitious (hard working, aspiring)
- Influential (having an impact on people and events)
- Capable (competent, effective, efficient)
- Intelligent (logical, thinking)
- Successful (achieving goals)

Conformity

- Politeness (courtesy, good manners)
- Self discipline (self restraint, resistance to temptation)
- Honoring of parents and elders (showing respect)
- Obedient (dutiful, meeting obligations)

Tradition

- Respect for tradition (preservation of time honored customs)
- Mature love (deep emotional & spiritual intimacy)
- Moderate (avoiding extremes of feeling & action)

- Humble (modest, self effacing)
- Accepting my portion in life (submitting to life's circumstances)
- Devout (holding to religious faith & belief)

B. Home and Work Role Identity Saliency

Hecht and Allen (2009) – Personal Life and Job Identification adapted from Kanungo (1982)

Work role identity saliency:

- Most of my life goals are work oriented.
- I consider my work to be very central to my existence.
- I like to be absorbed in my work most of the time.
- To me, my work is only a small part of who I am. (Reverse-coded)
- The most important things that happen to me involve my work.

Home role identity saliency

- The most important things that happen to me involve my home life.
- To me, my life outside of work is only a small part of who I am. (Reverse-coded)
- I like to be absorbed in my home life most of the time.
- Most of my life goals are personal rather than work oriented.
- I consider my home and personal life to be very central to my existence.

C. Boundary Permeability Preference

Kreiner (2006) - Segmentation preference

Work-to-home:

- I don't like to have to think about work while I'm at home. (Reverse-coded)
- I prefer to keep work life at work. (Reverse-coded)
- I don't like work issues creeping into my home life. (Reverse-coded)
- I like to be able to leave work behind when I go home. (Reverse-coded)

Home-to-work:

- I don't like to have to think about home while I'm at work. (Reverse-coded)
- I prefer to keep family life at home. (Reverse-coded)
- I don't like home issues creeping into my work life. (Reverse-coded)
- I like to be able to leave home behind when I go to work. (Reverse-coded)

D. Boundary Permeability Behavior

Powell and Greenhaus' (2010) adaption of Kreiner's (2006) original 4-item scale - Segmentation preference

Work-to-home:

- I don't think about work while I'm at home. (Reverse-coded)
- I keep work life at work. (Reverse-coded)
- I don't allow work issues to creep into my home life. (Reverse-coded)
- I leave work behind when I go home. (Reverse-coded)

Home-to-work:

- I don't think about home while I'm at work. (Reverse-coded)
- I keep family life at home. (Reverse-coded)
- I don't allow home issues to creep into my work life. (Reverse-coded)
- I leave home behind when I go to work. (Reverse-coded)

E. Home and Work Pressure for Precedence

Capitano's (2016) adaptation of Kossek, Colquitt, and Noe's (2001) original six-item - Climate for sacrifice scale

Home pressure for precedence:

Important people at home generally expect me to:

- Take time away from my job to spend time with them.
- Put work second to them.
- Make them my top priority

Work pressure for precedence:

Important people at work generally expect me to:

- Take time away from my personal life to get the work done.
- Put my personal life second to the job.
- Make work my top priority

F. Personality Traits

Donnellan, Oswald, Baird, and Lucas (2006) - Mini-IPIP scale

Agreeableness

- I sympathize with others' feelings.
- I am not interested in other people's problems. (Reverse-scored)
- I feel others' emotions.
- I am not really interested in others. (Reverse-scored)

Conscientiousness

- I get chores done right away.
- I often forget to put things back in their proper place. (Reverse-scored)
- I like order.
- I make a mess of things. (Reverse-scored)

Extraversion

- I am the life of the party.
- I do not talk a lot. (Reverse-scored)
- I talk to a lot of different people at parties.
- I keep in the background. (Reverse-scored)

Neuroticism

- I have frequent mood swings.
- I am relaxed most of the time. (Reverse-scored)
- I get upset easily.
- I seldom feel blue. (Reverse-scored)

Intellect/imagination

- I have a vivid imagination.
- I am not interested in abstract ideas. (Reverse-scored)
- I have difficulty understanding abstract ideas. (Reverse-scored)
- I do not have a good imagination. (Reverse-scored)

APPENDIX 2A

(Time 1 Survey)

Introduction

The purpose of this research study is to better understand the work-home preferences and behaviors of working adults. This is a two-part survey: Today, you will complete Part 1. In approximately 2 weeks, you will be asked to complete Part 2.

Procedures

If you decide to participate in this study, you will answer a series of questions today that should take you about 15 minutes. Parts 2 of the survey, which you will take at a later time, will take substantially less time (approximately 5 minutes).

Risks/Discomforts

The risks of taking this survey are minimal.

Confidentiality

Your data will be compared to the data of other individuals who complete the survey. We will present the research results as trends and overall averages.

Questions about the Research

This research is being conducted by a Ph.D. candidate at The University of Texas at Arlington. UTA's Institutional Review Board (IRB) has approved this research study (Protocol #2018-0435). Your participation is completely voluntary. By participating in this survey, you are indicating your voluntary participation. If you choose to participate, you can stop or withdraw your participation at any time. If you have questions, concerns, or complaints regarding this study, you may contact mehrafarid.a@gmail.com. If you have any questions, concerns, or complaints regarding your rights as a human subject in a research study, or would like to obtain more information or offer input, you may contact UTA's IRB office, which is independent of the research team (contact 817-272-3723 or through regulatoryservices@uta.edu).

Thank you for your interest in this research.

By selecting to participate you agree that you have read and understood the above.

What is your employment status?

- Self-employed
- Full-time employed
- Part-time employed

The following is a list of values that people may have – that is, things they care about a great deal. In the parentheses following each value is an explanation that may help you to understand its meaning. For each of the following values, please ask yourself: "Is this value important to ME as guiding principles in MY life?" Then, rate how important each of the following values is to you personally.

	Not at all important	Very little important	A little important	Somewhat important	Moderately important	Very important	Extremely important
Equality (equal opportunity for all)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inner harmony (at peace with myself)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social power (control over others, dominance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pleasure (gratification of desires)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Freedom (freedom of action and thought)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A spiritual life (emphasis on spiritual not material matters)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sense of belonging (feeling that others care about me)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social order (stability of society)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An exciting life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(stimulating experiences)							
Meaning in life (a purpose in life)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Politeness (courtesy, good manners)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wealth (material possessions, money)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
National security (protection of my nation from enemies)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-respect (belief in one's own worth)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reciprocation of favors (avoidance of indebtedness)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creativity (uniqueness, imagination)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A world at peace (free of war and conflict)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect for tradition (preservation of time honored customs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mature love (deep emotional & spiritual intimacy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-discipline (self-restraint, resistance to temptation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Privacy (the right to have a private	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

sphere)							
Family security (safety for loved ones)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social recognition (respect, approval by others)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unity with nature (fitting into nature)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A varied life (filled with challenge, novelty and change)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wisdom (a mature understanding of life)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Authority (the right to lead or command)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
True friendship (close, supportive friends)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A world of beauty (beauty of nature and the arts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social justice (correcting injustice, care for the weak)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independent (self-reliant, self-sufficient)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Moderate (avoiding extremes of feeling & action)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Loyal (faithful to my friends, group)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ambitious (hard working, aspiring)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Broadminded (tolerant of different ideas and beliefs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Humble (modest, self-effacing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Daring (seeking adventure, risk)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting the environment (preserving nature)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Influential (having an impact on people and events)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honoring of parents and elders (showing respect)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Choosing own goals (selecting own purposes)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healthy (not being sick physically or mentally)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capable (competent, effective, efficient)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accepting my portion in life (submitting to life's circumstances)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honest (genuine, sincere)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preserving my	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

public image (protecting my "face")							
Obedient (dutiful, meeting obligations)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intelligent (logical, thinking)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helpful (working for the welfare of others)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enjoying life (enjoying food, sex, leisure, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Devout (holding to religious faith & belief)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsible (dependable, reliable)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Curious (interested in everything, exploring)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forgiving (willing to pardon others)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful (achieving goals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clean (neat, tidy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-indulgent (doing pleasant things)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equality (equal opportunity for all)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The following questions ask about your **PREFERENCES** related to how you manage your work and home roles. Make sure to answer these questions by focusing on what you prefer to do, regardless of whether this is how you actually behave.

Consider the extent to which you agree with the following statements about your PREFERENCES while you are at HOME. **When we refer to your HOME we mean your relationships with your family and friends and your leisure activities.**

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
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I do not like to have to think about work while I am at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer to keep work life at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not like work issues creeping into my home life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to be able to leave work behind when I go home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Consider the extent to which you agree with the following statements about your PREFERENCES while you are at WORK. **When we refer to your HOME we mean your relationships with your family and friends and your leisure activities.**

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor	Somewhat agree	Agree	Strongly agree
--	-------------------	----------	-------------------	-------------------	----------------	-------	----------------

	disagree						
I do not like to have to think about home while I am at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer to keep my personal life at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not like home issues creeping into my work life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to be able to leave home behind when I go to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The following questions ask you about your work role. To what extent do you agree with the following statements about your WORK role?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Most of my life goals are work oriented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider my work to be very central to my existence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to be absorbed in my work most of the time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To me, my work is only a small part of who I am.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The most important things that happen to me involve my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The following questions ask you about your home role. To what extent do you agree with the following statements about your HOME role?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
The most important things that happen to me involve my home life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To me, my life outside of work is only a small part of who I am.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to be absorbed in my home life most of the time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most of my life goals are personal rather than work oriented.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider my home and personal life to be very central to my existence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The following section asks about the expectations you face from important people at home. Please respond to the following items by indicating the degree to which you agree or disagree.

Important people at home generally expect me to:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Take time away from my job to spend time with them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Put work second to them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make them my top priority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The following section asks about the expectations you face from important people at work. Please respond to the following items by indicating the degree to which you agree or disagree.

Important people at work generally expect me to:

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Take time away from my personal life to get the work done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Put my personal life second to the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make work my top priority	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The questions in this section ask about your personality. Please report the extent to which you agree that each of these traits describes you.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
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I am the life of the party.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I sympathize with others' feelings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get chores done right away.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have frequent mood swings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a vivid imagination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not talk a lot.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not interested in other people's problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often forget to put things back in their proper place.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am relaxed most of the time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not interested in abstract ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I talk to a lot of different people at parties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel others' emotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like order.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get upset easily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have difficulty understanding abstract ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I keep in the background.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not really interested in others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make a mess of things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I seldom feel blue.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not have a good imagination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- What is your sex?
 - Male
 - Female
 - Other

- How old are you?

- What is your marital status?
 - Single, never married
 - Married or domestic partnership
 - Cohabiting with partner, unmarried
 - Widowed
 - Divorced
 - Separated

- What is your highest level of education? If currently enrolled, highest degree received.
 - High school
 - Some college or 2-year degree
 - College - 4 year degree
 - Some graduate school
 - Master's degree
 - Doctorate degree

- What is your country of origin (where you were born)?

- In what country do you currently live?
- Please specify your ethnicity.
 - White
 - Hispanic or Latino
 - Black or African American
 - American Indian or Alaska Native
 - Asian
 - Native Hawaiian or Pacific Islander
 - Other

- How many years have you lived in the U.S.?

- How many children (including stepchildren) do you have?

- How many siblings do you have?
- Do you have any caregiving responsibilities at your home for parents or other adults that need assistance?
 - If yes:
 - Who do you care for?
 - What type of caregiving do you do?
- Please select ALL the people living at home with you.
 - Spouse/Partner
 - Child(ren)
 - How many?
 - Parent/Parent in law
 - How many?
 - Roommate(s)
 - How many?
 - How close are you to your roommate(s)? (1=Not close at all to 7=Very close)
 - Other
 - Specify:
- Please select the ages of the people living at home with you. If you live alone, select “other” and enter “zero” in the box.
 - Spouse/Partner
 - Child #1
 - Child #2
 - Child #3
 - Child #4
 - Parent or In-Law #1
 - Parent or In-Law #2
 - Roommate #1
 - Roommate #2
 - Other
- What is your current job?
- What is your job status?
 - Hourly
 - Salary - non-manager
 - Salary - manager/executive

- What is your employment status?
 - Self-employed
 - Full-time employed
 - Part-time employed

- How many hours do you work per week?

- Please indicate the number of years you have worked in your current organization.

- Do you have a home office?
 - If yes:
 - What percentage of your working hours do you spend in your home office?

THANK YOU! You have now completed the survey.

APPENDIX 2B

(Time 2 Survey)

Introduction

The purpose of this research study is to better understand the work-home preferences and behaviors of working adults. This is a two-part survey. About two weeks ago, you completed Part 1. Today, you will complete Part 2.

Procedures

If you decide to participate in this study, you will answer a series of questions today that should take you about 5 minutes.

Risks/Discomforts

The risks of taking this survey are minimal.

Confidentiality

Your data will be compared to the data of other individuals who complete the survey. We will present the research results as trends and overall averages.

Questions about the Research

This research is being conducted by a Ph.D. candidate at The University of Texas at Arlington. UTA's Institutional Review Board (IRB) has approved this research study (Protocol #2018-0435). Your participation is completely voluntary. By participating in this survey, you are indicating your voluntary participation. If you choose to participate, you can stop or withdraw your participation at any time. If you have questions, concerns, or complaints regarding this study, you may contact mehrafarid.a@gmail.com. If you have any questions, concerns, or complaints regarding your rights as a human subject in a research study, or would like to obtain more information or offer input, you may contact UTA's IRB office, which is independent of the research team (contact 817-272-3723 or through regulatoryservices@uta.edu).

Thank you for your interest in this research.

By selecting to participate you agree that you have read and understood the above.

In this section, questions ask about your **ACTUAL BEHAVIOR** related to how you manage work and home roles. Make sure to answer these questions by focusing on what you ACTUALLY do most of the time, regardless of what you would prefer to do.

Consider the extent to which you agree with the following statements about your BEHAVIOR while you are at HOME. **When we refer to your HOME we mean your relationships with your family and friends and your leisure activities.** Your response can range from 1 (strongly disagree) to 7 (strongly agree).

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I do not think about work while I am at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I keep work life at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not allow work issues to creep into my home life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I leave work behind when I go home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Consider the extent to which you agree with the following statements about your BEHAVIOR while you are at WORK. **When we refer to your HOME we mean your relationships with your family and friends and your leisure activities.** Your response can range from 1 (strongly disagree) to 7 (strongly agree).

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I do not think about home while I am at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I keep my personal life at home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not allow home issues to creep into my work life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I leave home behind when I go to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

THANK YOU! You have now completed the survey.