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BOUNDARYLESS DOMAINS AND JOB SATISFACTION AMONG HEALTHCARE WORKERS IN FEDERAL MEDICAL CENTER (FMC), ASABA, DELTA STATE, NIGERIA

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Abstract

This study examines the impact of boundaryless domains on healthcare workers' job satisfaction at FMC in Asaba, Delta State, Nigeria. A cross-sectional survey with 289 respondents was conducted. Primarily, data was collected using a 5-point Likert scale structured, self-administered questionnaire for statistical analysis. With the use of SPSS version 22, the data was analysed using both multiple regression and descriptive methods. Results showed that domains' integration ($\beta = 1.182$, $t = 13.059$, $P = 0.000 < 0.05$) positively affected job satisfaction, while resource drain ($\beta = -0.291$, $t = -2.418$, $P = 0.016 < 0.05$) negatively impacted it. The study concludes that boundaryless domains can enhance integration and reduce resource drain, leading to better work-life balance and job satisfaction. It recommends FMC, Asaba, adopt telecommunication devices for remote work.

Keywords: Boundary Management, Boundaryless domains, Integration Strategy, Resource Drain, Job Satisfaction, Healthcare Workers



INTRODUCTION

Globally, work and non-work activities are interestingly becoming inseparable. This may be linked to global competitiveness and technological advancement that necessitated quick response to changing environmental factors (Allen, Merlo, Lawrence, Slutsky & Gray, 2021). This may have affected reasonably, the working lives of the employees and pressures them to put extra hours in office trying to accomplish a given task and sometimes return home with much work load needed to be attended to before the next day's office hours, all in a bid to accomplish organisational goals. On the other hand, most employees' while at work in some cases, attend to their family needs thereby mystifying work and non-work roles otherwise known as role blending or blurring or better still, boundaryless domains. Historically, the idea of role blending or boundaryless domains is not new; it started during industrial revolution of 1700s and 1800s (Glavin & Schieman, 2012).

Prior to industrial revolution, witnessed subsistence economy where peoples' residences were also production sites, making it difficult to distinguish workplace from home domains. With the emergence of industrialisation and employment of industrial workers, it became quite imperative to separate workplace from family domains thereby creating boundaries. While some individual employees may be comfortable with combining work roles and family roles otherwise known as boundaryless domains, others may frown at it as they prefer putting on their best at work domain and then have uninterrupted time and space with their families and other nonwork responsibilities.

Such employees keep aside all family issues at home and focus on their job while on work domain and while at family domain, they detach from work activities, dropping everything having to do with work. This makes them create boundaries because most often, employees who put on extra work hours and combine roles are not properly compensated and to ensure the satisfaction and most importantly, the retention of such competent workforce, employees have to be adequately compensated (Nwafili, Odita & Kifordu, 2023). In the opinion of (Zaharia & Gheorghiu, 2017), boundaries are conceptual lines of demarcation separating one domain from other domains. It is man-made, boundary is constructed by man, psychologically, or behaviourally to enable him organise his work and family domains (Mellner, Aronsson & Kecklund, 2014).

Boundaryless domain is enhanced or influenced by two concepts; flexibility and permeability (Ashforth, Kreiner & Fugate, 2000). Flexibility is the extent to which employees can shift, change or vary their work schedules while permeability is the degree to which an employee located in one domain can participate in another role domain without necessarily being physically present (Ashforth, et al, 2000). Meanwhile, boundaryless domain involves preference for high integration (blurring or overlap of domains (Ashforth et. al, 2000).

Employees with preference for integration (Integrators) accept interference in their work or family domain, they are more likely to combine, blend, or overlap the two domains by blurring the boundaries or mental fence (Rothlard, Philips & Dumas, 2005). This is contrary to those with preference for boundary creation. Integration boundary management strategy or boundaryless domains is never absolute; at a point, individual employee may prefer integration and at some other times may create boundaries (Reissner, Izak, & Hislop, 2021). This underscores the interlock of work and family lives. It is interesting to note that boundaryless domains are common occurrence due to emerging trends such as social media, technology and telecommunication (Allen, et al, 2014). These enables individuals communicate with family members while on duty in work domain and receive official calls at home or virtual meetings of workplace at home or while on vacation (Dumas, 2020).

Employees in many organisations are sometimes required by their employers or superiors to extend their work hours perhaps to achieve certain output level or to achieve a predetermined goal. Their resources such as time, energies and attentions are used up or depleted in the work domain (Morris & Madsen 2007). Similar phenomenon or occurrences are possible in home domain whereby employees exhaust his finite resources with little left to offer to the work domain. This has the capacity to reduce the corresponding resources availability to either domains thereby resulting to resource drain. In the opinion of (Chakrabarti, 2011) resource drain is a strategy for managing work-home boundary. This constraint affects directly, the relationship between work and family resources such that resources committed to one domain reduce resource availability in the other domains (Edward & Rothbard, 2000). Moreover, resource drain theory assumes a negative relationship between work and home domains (Frone, 2003). The scarcity of resource makes it impossible for resources used up in one domain to be available for further usage in another domain. Once a resource is used, it may not be available to be used again even fatigue or stress may set in because the left over may not be enough to support another domain (Morrison & Madsen, 2007). Resource drain affects home domain negatively when resources are depleted and this is enough to cause job dissatisfaction (Morris & Madsen, 2007).

Boundaryless domains is increasingly gaining much scholarly attention over the years as employees are finding it difficult to have a distinct work and non-work lives, thereby creating confusion, and subsequently leading to dissatisfaction and high employees' labour turnover intentions in most organisations. To solve this problem, organisations, employers and policy makers have initiated and implemented many favorable policies and programmes aimed at encouraging work-life balance and employees' job satisfaction (Allen, et al, 2021). Unfortunately, this challenge is yet to be addressed especially as Covid-19 being facilitated by

technological advancement forced many people to work from home (Allen, et al, 2021). On their own part, employees in an attempt to manage boundary between work and family roles have adopted different strategies. Hence, this study aims to examine boundaryless domains and their effects on job satisfaction among healthcare workers in Federal Medical Centre (FMC), Asaba, Delta State of Nigeria.

Statement of the Problem

Government inability globally to formulate policy on role transition has made work and home activities to become inseparable. Employers now capitalise on this to demand the services of some employees at any point in time irrespective of the role domain they may find themselves. This is more disturbing to the segmentors who naturally want to put on their services to work domain and detach after work hour so as to enhance their physical and mental well beings. This put them in tight corner as adoption of some strategies to ward off interferences may cause them their jobs or make them look arrogant to their superiors and allowing integration or role blending may lead to role strain that is capable of affecting their physical and mental well beings and possibly employees' job dissatisfaction.

Inter role conflicts have increased over the past decades. Due to global competition and the need to gain competitive advantage and position in the industry, employees' work demand has increased. They are expected to work anytime and anywhere and even put in extra work hours in work domain just to attain either a particular output level or to achieve a predetermined organisational goals and objectives without considering his or her commitments in home or other nonwork domains. This seems to create uncertainty, ambiguity, complexity and confusion as employees' daily jobs or activities are becoming unstable and unpredictable. Employees are now challenged with work-life conflict and strain because of their inability to recover after normal work hours due to much workload in office which most often spills to home domain thereby leading to goal incongruence, ineffectiveness, job dissatisfaction and turnover intentions. As technology advances, domains become boundaryless, most often they are rudely interrupted at workplace by family members or supervisors or colleagues at home domain leading to boundary violation or intrusion and its associated conflicts and job dissatisfaction. Most employees with preference for integration are now overlabored and most often stressed out in an attempt at blurring the boundary between work and nonwork domains.

Improvement in technology has come with many challenges. Employers now have access to employees no matter their geographical locations. In many cases, employees put in extra hours in order to achieve organisational goals. The time, energy and attention spent can never be recovered in home domain thus reduces home resources. This makes it impossible to

achieve the family goals or responsibility as home resources are depleted. This impairs employees' wellbeing negatively due to limited time for recovery, leisure and relaxation. This in turn reduces efficiency of workers due to strain and lack of recovery from stress.

Boundaryless domains have attracted much scholarly attentions over the past decades but little or none was linked to employees' job satisfaction. This may be as a result of the fact that most of the researches were carried out in the field of Psychology and little or none in the field of Management particularly in Human Resource Management. More so, recent studies on the subject were conducted in the developed countries with little or none in developing countries, particularly in Nigeria. Most studies conducted were carried out in other sectors of the economy such as telecommunications, manufacturing, public sectors, service and even religious sectors but scanty or less in health sector.

Despite the strategies taken by the employers to minimise or prevent role conflict and guarantee work-life balance, most employees still find it difficult to enact their boundary management preferences and enjoy job satisfaction, hence this study attempts to examine the effect of boundaryless domains on job satisfaction among healthcare workers in Federal Medical Centre (FMC), Asaba, Delta State of Nigeria.

Research Questions

This study shall be guided by the following research questions;

- i. What is the effect of domains' integration on job satisfaction of healthcare workers?
- ii. To what extent does resource drain affect job satisfaction of healthcare workers?

Objectives of the Study

The general objective of this study is to examine the effect of boundaryless domain on job satisfaction of healthcare workers in Federal Medical Centre, Asaba, Delta State of Nigeria. However, the specific objectives are to;

- i. determine the effect of domains' integration on job satisfaction of healthcare workers.
- ii. examine the effect of resource drain on job satisfaction of healthcare workers.

Research Hypotheses

The following null hypotheses shall guide the conduct of the study as follows;

- i. H_0 : There is no significant effect of domains' integration on employees' job satisfaction of healthcare workers.
- ii. H_0 : There is no significant effect of resource drain on employees' job satisfaction of healthcare workers.

REVIEW OF LITERATURE

Conceptual Review

Concept of Employees Job Satisfaction

Employees' job satisfaction is related to the feelings of employees regarding their jobs and organisation (Rad & Yarmohammadian, 2006). It is the extent to which an employee likes or dislikes his or her job (Sree & Satyavathi, 2017). The contentment derived from a particular job or the level at which employees are happy with their jobs and work environment can be referred to as job satisfaction, (Singh & Jain, 2013). Job satisfaction is not self-satisfaction and contentment alone but the feelings which motivates employees on the job (Abun, Magallanes, Foronda, Paynaen, Agoot & Pre, 2018). Job satisfaction cannot be quantified, it is a positive emotional feelings experienced by workers on the job or workplace and it varies from employee to employee. These emotional experiences range from a continuum of low excitement-high excitement and sadness- pleasure (Dziuba, Ingaldi & Zhuravskaya, 2020). This suggests employees may not just develop likeness for the job immediately but it grows over time (Rajput, Singhal & Tiwari, 2016). Also, job satisfaction may be derived from the emotional experiences on the job and work environment that makes the worker value and commit his or herself more in pursuant and achievement of the organisational goals. It describes the combination of psychological, physiological and environmental circumstances that makes employees like their job (Rajput, et.al, 2016). In the opinion of (Rad, et al, 2006), job satisfaction is an employees' emotional response to their job based on actual outcome as against expected outcome. It encompasses both hygiene factors and motivators. According to Herzberg, the motivators such as recognition, achievement, the work itself, growth, advancement and responsibility etc. facilitate job satisfaction while the hygiene factors such as job security, salary, remuneration, work conditions, relationships, supervision and company policies etc. do not lead to job satisfaction but their absence will lead to job dissatisfaction (Peretomode, 2012) . However, manager's leadership style may equally affect employees' job satisfaction and commitment to the organisational goals (Dziuba, et. al, 2020). This includes managerial attitudes and skills as a person and organisational values, leadership interest and reliability of employees in different situations. The leadership styles could be authoritarian or autocratic, democratic or participative, laissez-faire, transactional and transformational leadership (Salami, 2011). Management scholars have argued that there is no best leadership style rather situations determine the style to be adopted at any given time. The most important thing about leadership style is that it targets achieving organisational goals and at the same time, guarantee employees satisfaction through engagement and greater participation in decision making process of the organisation (Dziuba, et. al, 2020).

Human beings are gregarious in nature and as such value relationship. It is believed that in organisational settings, employees co-exist and thus value interpersonal relationship. This strong bond or unity among employees in same organisation whether among co-workers or between employees and their immediate supervisors tend to stimulate trust, positive feelings and images among employees of different organisations, this in turn foster team spirit and ultimately leads to the development of job satisfaction (Lodisso 2019). It appears most organisation desires the development of team spirit. This is because of the benefits that would be derived from it which is performance and its effects on the achievement of the organisational goals.

Work environment is an important determinant of employees' job and it is the setting, social factors and physical conditions that characterised where jobs are being performed satisfaction (Salami, 2011). In the opinion of (Sila, & Sirok, 2018) work environment significantly affects employees' job satisfaction in the sense that it influence their behaviour, perception and performances. It is believed that employees' wellbeing, workplace relationships, teamwork, efficiency and employee health which are products of conducive work environment impact positively on employees' job satisfaction and performances.

The importance of job satisfaction cannot be overemphasised in any organisation, hence, (Okpoi, Nwoyi, Ogar, Arrey, and Nkamare, 2021) pointed out two importance of job satisfaction to include; good employees and employees' retention. According to them, when an employee is comfortable, he is happy and will in turn become a good employee. Therefore, organisations should not only strive to recruit the best workers but should as well ensure their satisfaction in order to get the best out of them (Edih, Nwafili, Edih, & Irejeh, 2023).

Many organisations are grappling with employees' turnover. The retention of upward mobiles in the organization creates better work environment, good publicity and competitive advantage (Edih, et al, 2023). Hence, their satisfaction is considered paramount to guarantee their stay for long term.

Concept of Healthcare Workers

An individual who provides direct medical care and services to the sick and injured, such as nurses and doctors, or indirect medical service such as waste handlers, assistants, and lab technicians, is referred to as a healthcare worker (Joseph & Joseph, 2016). By using the ideas and practices of evidence-based medicine and care, health professionals help people stay healthy. In compliance with the requirements of the communities they serve, health professionals investigate, diagnose, treat, and prevent human illness, injury, and other physical and mental disabilities. In order to meet the requirements and expectations of both people and

populations in terms of health and to improve population health outcomes, they offer advice on or carry out preventive and therapeutic treatments as well as promote health. In order to promote evidence-based health care, they also carry out research and create, modify, or enhance ideas, theories, and practical techniques. One of their responsibilities could be to oversee other medical professionals (World Health Organisation Guideline, 2013). Over the world, there are about 59 million healthcare professionals and doctors, nurses, physician's assistants, pharmacists, social workers, nutritionists, physical and occupational therapists, and medical technologists are among them (Joseph & Joseph, 2016). According to the most recent National Health Workforce Accounts (NHWA) figures for 2020, there are 65 million health professionals in the world. This implies that there were 14 million more net jobs in 2020 than there were in 2013, and that number might rise to 19 million by 2030 (Boniol, Kunjumen, Nair, Siyam, Campbell & Diallo, 2022)

Concept of Boundaryless Domains or Domains Integration

Boundaryless domains or work-life integration means synergies between work and life domain (Munjal, 2017). It is the overlap of the work and non-work domains such that good performance is retained and responsibilities fulfilled in both domains. Integration is simply role blurring or overlap of domains and it is one of the strategies of boundary management (Ashforth et al, 2000). Employees with high preference for integration combine the two domains, a situation whereby an individual while in one domain e.g. work domain attends to the activities in another domain e.g. family such as school runs for his or her children. In this case, there is no distinction between home and work and when and where individuals are engaged in them (Olson-Buchanan & Boswell, 2006).

However, flexibility and permeability of domains are associated with high integration (Daniel & Sonnentag, 2015) and switching of boundaries is a function of individual difference and individuals differ in preference for separation or integration (Kreiner, 2006). Work and family life have become more blurred than ever due to technological and communication devices such as laptops and smart phones etc., thereby affecting the working system through role flexibility with regard when and where work is done (Wepfer, et. al, 2018). In addition, working remotely has been made possible especially during Covid-19 compulsory sit-at-home with the aid of communication technology and thus reconfigured the boundaries between work and nonwork (Schieman & Badawy, 2020).

More so, individuals who have preference for integration (Integrators) accepts interference, they are ready to combine, blend, or overlap the two domains; work and family thereby removing boundaries or mental fence. For example, the integrators can display their

family pictures in their offices and take extra job home (Rothlard, et al, 2005). It appears working longer hours, closing late from work, taking work home to be completed and checking work related communications during off time is impacting negatively on the employees' well beings as many perceive it as being tedious and tiring. On the other hand, some employees believe that this flexibility afford them the privilege of incorporating their personal activities or needs into their work roles for more job satisfaction and work-life balance (Wepfer, et. al, 2018). But to some people, integration get them overwhelmed, overtaxed and exhausted due to expectation for constant availability (Wepfer, et. al, 2018).

Complete integration is very rare but integrators are perceived to have higher work-life balance, suggesting that integrators are more likely to have work-life balance. At full integration, there is boundaryless domains where participants behave as social partners (Allen, et al, 2014), for instance, integrator discuss work issues with family and share family information with colleagues(Allen, et al, 2014).

Since integration encourages overlap of roles and may lead to work- family conflict, a situation whereby an individual in a workplace will be disturbed with family issues, integrators and managers or leaders should be mindful of exhaustion as employees' wellbeing are measured by work-life balance, exhaustion and life satisfaction, (Reinke & Gerlach, 2020). Similarly, role conflict can equally occur at home, a situation whereby an individual on either casual or annual leave is called to attend to one issue or the other at office. On the contrary, (Nguyen & Sawang, 2016) assert that full integration is synonymous to work-life balance, a situation whereby work and family are wholly integrated.

In the opinion of (Munjal, 2017), role integration is associated with many benefits including; reduction in stress, a situation where individual attends to his or her jobs timely, having time for other social activities that can reduce stress; more control of the job; entailing giving the employees more freedom to handle their jobs in their own way thereby facilitating time management and greater efficiency; and employees engagement; whereby employees flexible work schedules and autonomy enable them give their services to where it is required mostly and reducing social loafing. Other benefits include motivation and work commitment since integration is more linked with work-life balance; enhancing cooperation and coordination due to the fact that integrated work culture requires lots of synergy and cooperation among various units that must be properly coordinated; improved job performance which results from flexible work schedule and causing the workers to put up their best effort within the time limit for the job and lastly, employers branding and reputation due to the fact that the organisation has the culture of helping employees balance work and

their personal life which motivates them, increase their performance and boosts the image and reputation of the organisation.

Meanwhile, it is difficult to practice absolute integration, even though an employee prefers integration, there are times when he or she may create boundaries (Reissner, et al, 2021). Empirically, it has been revealed that employees with tendency for integrating work into family or other domains do not necessarily integrate home or family into works and vice versa, hence only few integrators or segmentors actually exist (Wepfer, et al 2018). An employee who returned home already tired may decide to switch off his or her phones and other telecommunication devices to avoid work related communications at home. Same thing can occur at work domain where an employee will like to focus on job thereby avoiding all family and friends intrusion during a particular time especially during board meetings and other important issues.

Domains' Integration and Employees' Job Satisfaction

Boundaryless Domains or domain integration is believed to lead to work-life balance (Meller, et al, 2014, Munjal, 2017). Studies have it that female employees have preference for integration than their male counterparts and that integration is associated with greater work-life balance and job satisfaction than segmentation (Meller, et al, 2014). Employees with preference for integration experience greater work to family enrichment and little work to family conflict when compared with segmentors (Moazami-Goodarzi, Rantanen, Nurmi & Muano, 2015). Work-life balance is not easy to achieve nowadays and achieving it requires role overlap facilitated by flexibility in work schedules (Munjal, 2017). Moreover, the study of (Yasir, Majid, Yasir & Khan, 2019) confirmed there exists positive significant effect of boundary integration and life satisfaction of female nursing employees with the mediating effect of family-work enrichment and work-family enrichment and job satisfaction.

The study of (Ma, Wang, Wang, Liu & Kim, 2021) revealed that work-life integration or role blurring can result to work overload, role conflict and psychological stress which leads to dissatisfaction and poor performance of employees. This assertion corroborated with the findings of (Wepfer, et al, 2018) who believed that employees with high level of role integration is associated with low rate of work recovery and are more likely to suffer from fatigue, work exhaustion and dissatisfaction and may likely experience less work-life balance. Olson-Buchanan and Boswell, (2006) opined that highly identified roles are integrated into other domains, high role integration is related to reduced intrusions and integrators set less boundaries by using behavioural tactics during off duties and are more prone to work-life conflicts.

Concept of Resource Drain

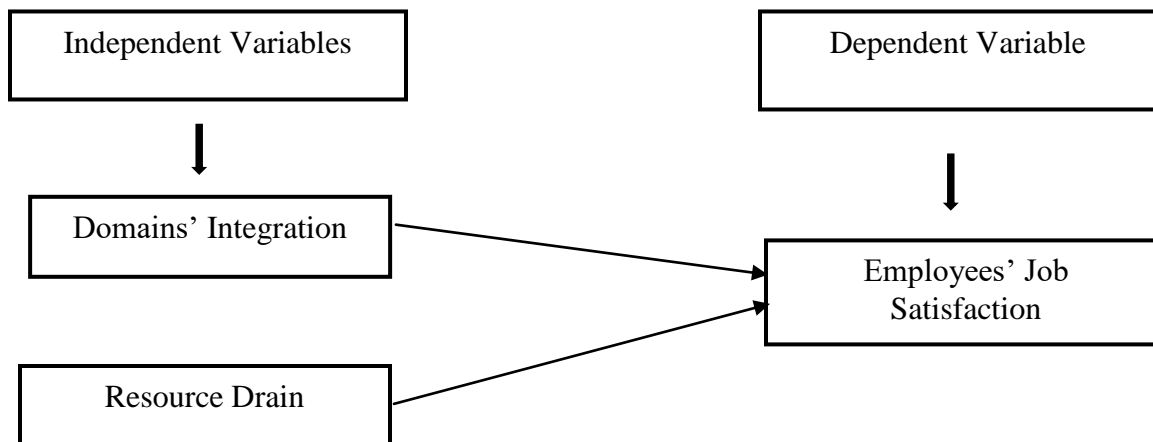
Technological advancement and global competition have increased the job demand of employees as their work schedules are varied frequently leading to unstable and increased work hours (Bologna & Thomas, 2015). Employees are in most cases required by their employers or organisations to put on additional work hours. They expend their time, energies and attentions in work domain without corresponding input in home or family domain thereby resulting to resource drain. The effect on family resources is negative, it leads to inverse relationship between work and family resources such that resources meant for one domain reduces availability in another domain (Edwards & Rothbard, 2000). Resource drain model postulates a negative correlation between work and family domains (Frone, 2003). Resource drain refers to the transfer of scarce resources such as time, energy, or attention from one domain (i.e. family) to another domain (i.e. work), thereby depleting the resources in the source domain (Morris & Madsen, 2007). According to (Frone, 2003), resource drain is the depletion of the finite resources (time, energy, or attention) in one life domain (e.g. home) through increased role commitment in another domain (e.g. work). The assumption of limited resources makes it impossible to regain resources used or depleted in one role domain (i.e. work) thereby reducing the availability and usefulness of the resources in another role domain (i.e. family). For instance, an increase in time spent in work domain reduces sleeping and leisure time with family role domain untampered (Edwards & Rothbard, 2000). This create work-life imbalance and can possibly lead to tension which subsequently results to employees' job satisfaction. Resources can also be transferred outside work and family domains like community or personal affairs (Edwards & Rothbard, 2000).

Resource Drain and Employees' Job Satisfaction

Resource drain is believed to cause fatigue, stress, and burnout when the unused or leftover resources are depleted (Morris & Madsen, 2007). Resource drain as it affects home or family domain leads to job dissatisfaction as resources in home domain are depleted (Morris & Madsen, 2007). As put by (Frone, 2003), the resource drain model proposes an inverse relationship between work and home domains. The use or depletion of finite resources such as time, energies or attention in one role domain will affect negatively their usage in another role domain which invariably lead to work-life imbalance and eventual life and job dissatisfaction. . According to compensation model, individual employees are expected to switch attention and commitment to another domain for satisfaction in order to reduce the effect of dissatisfaction in a particular domain (Edwards & Rothbard, 2000). As it relates to work domain, it will be difficult

to reduce or shift attention, time or energy completely rather, the employee can detach psychologically.

Figure 1. Conceptual Framework of variables



Theoretical Review

Boundary Theory

Boundary theory and work-family border theory may be similar but vary in scope and origin (Desrochers, Hilton, & Larwood, 2005). As a cognitive sociological perspective, it was firstly propounded to facilitate employees' understanding of how different organisations and entities are differentiated and the interaction existing between them which serves as a binding force for the entities (Desrochers, et.al, 2005). Further development saw (Nippert-Eng, 1996) as cited in (Desrochers, et.al, 2005) developed a model to explain the interactions between the two domains; work and home. This was later modernised by (Ashforth, et.al, 2000), to focus more on role transitions and interactions between individual's preference for boundaryless and the organisation's family policies. Boundary theory assumes that individuals differ in their preference for either role integration or segmentation (Kreiner, et.al, 2009). The theory viewed individuals as holders of multiple roles in various life domains with different philosophies (Ashforth, et al, 2000). These domains are separated by boundaries that is physical, temporal, behavioral or psychological and communicative (Carlson, et al, 2016, Kreiner, et al, 2009, Ashforth et al, 2000, Clark, 2000). It focuses on the implications of the two domains- work and family and the ease of transitioning between the roles (Ashforth, et al, 2000). The theory states that individuals create and maintain boundaries between work and family domains in order manage the roles in the two life domains (Daniel & Sonnentag, 2015).The distinctiveness of roles is characterised by segmentation while role blurring or ease of transition is a feature of

integration. Segmentors prefer to keep work and family roles separate, without interference whereas integrators prefer quick transition between the two domains (Frone, 2003). Boundaries sometimes overlap, it becomes obvious when roles are segmented and blurred when integrated but transitions in domains are easier for integrators (Kreiner, 2006). Role blurring is the uncertainty or inability to differentiate individual work role from family role (Allen, et al, 2014, Schieman & Glavin, 2008). Role integration is facilitated by flexibility and permeability of the boundary (Mellner, et al, 2014). The extent to which an employee in one life's domain enters or participates in another domain determines the permeability of the boundary (Dumas, 2020). A boundary is flexible if it can be moved or shifted (Hyland, 2020).

Boundary is a social construct, its management depends on individual preference for integration or segmentation. Individuals who prefer integration allows interference of another domain while in a particular domain. For example, an employee may go for school runs during office hour or may be called to attend to office duty while on vacation or leave. This preference is aimed at achieving a balance between work and home domain in order to guarantee job satisfaction (Nguyen & Sawang 2016). On the contrary, segmentation preference does not allow overlap of roles, they treat work roles as official and home role as private. Segmentors are not willing to discuss their family matters in office and are not willing to bring office job home. However, it is not possible to segment always .At some point, individuals may prefer segmentation and at some other time prefer integration (Reissner, et al, 2021). Meanwhile, roles in work domain sometimes encroach into family domains, segmentors find it difficult to cross border just as integrators find it difficult to maintain boundary (Allen, et al, 2014). Boundary violation is another construct in work-family roles that is associated with greater conflicts (Hunter, Clark & Carlson 2019). Interference from another role domains may lead to goal obstruction- inability to achieve a target goal due to time and attention given to another domain thereby interrupting the activities in the current domain (Hunter, et al, 2019).

Boundary management approach can be situational as an individual employee may not be able to constantly entrench segmentation or integration as desired leading to conflict and job dissatisfaction (Pizzczek, 2017). Challenges from home may force segmentors to work from home or leave the job to meet family appointment just as office stress may cause an integrator to jettison all work related issues at home. Pizzczek, (2017) noted that sometimes, integration may be useful to segmentors and segmentation useful to integrators. Because these behaviors are situational and do not occur frequently, segmentors and integrators can still adopt their boundary preference tactics under ideal situation.

This theory is significant to this study on boundary management strategies and employees' job satisfaction in the sense that every employee is firstly a product of a family and

secondly a workman or an employee of a given organisation who always desire a balance between work role and family role. In an attempt to achieve work-life balance, individual employee may prefer segmentation strategy or integration or both depending on the situation at hand with the view of improving performance which is capable of translating into employees' job satisfaction.

Empirical Review

Ma, Wang, Wang, Liu and Kim, (2021) examined the repercussions of work-life integration for P2P accommodation hosts when boundaries between work and life are blurred. The cross-sectional survey research design method was used for this investigation. A structured questionnaire was created to gather primary data from 304 P2P host employees, which served as the sample size. The recommendation of Anderson and Gerbing, (1988) was followed when doing a confirmatory factor analysis (CFA). The findings showed that work-life integration was positively correlated with work-family conflict, work overload, and emotional exhaustion (job unhappiness), all of which had an impact on the way that employees interacted with clients and performed in social situations.

Schieman and Badawy, (2020) conducted research on the evaluation of the work-home interface during the COVID-19 pandemic. Online and offline data collection methods were adopted to gather information from two nationally representative samples of Canadian workers under the Angus Reid Forum (ARF) in 2019 (n= 2,524) and 2020 (n= 2,530). To assure a representative sample, a randomised sample was chosen to match the matrix. The technique of ordinary least square regression was employed to analyse the acquired data. The findings demonstrated that although role blurring has greatly increased, the impact of this phenomenon was mitigated during the coronavirus pandemic. Additionally, schedule control makes role blurring easier but its effectiveness is diminished during the pandemics.

Gagnano, Simbula, and Miglioretti (2020) conducted a study to examine the impact of work-family and work-health balances on employee happiness. The online survey had 318 respondents in total. The factors pertaining to the nonwork domain and work domains were analysed using multiple linear regression and the t-test, respectively. The findings showed that workers place a high importance on work-life balance and health. Compared to work-family balance, work-health balance shown a better correlation with employees' job satisfaction. The health domain was found to be extremely important for work-life balance, and it was determined that various work groups needed to be taken into account.

Boundary management was examined by Daniel and Sonnentag (2015) as a potential predictor of job satisfaction and work-family enrichment. In order to ascertain employees'

preferences for permeability and flexibility, as well as their perceptions of the workplace's permeability and flexibility, work-family enrichment, and job satisfaction, 222 employees who had at least one child at home took part in the survey. The data was analysed using regression analysis, and the results indicate a high positive correlation between job happiness, work family enrichment, and employees' permeability preferences. Job satisfaction and perceived flexibility were influenced by work-family enrichment.

Beyond the resource drain idea, income satisfaction was investigated by Sha, Li, Law, and Yip (2019) as a mediator between commute time and subjective well-being. 813 Hong Kong commuters provided information via questionnaire, and a bootstrapping-based multiple mediation analysis was used to examine the results. The findings show that both direct and indirect impacts of commute time are significantly higher on subjective well-being, with the indirect effects accounting for 23.1% of the total influence on well-being. The only significant mediator of the relationship between commute duration and subjective well-being was found to be wage satisfaction. The conclusion reached was that policy makers ought to take into account both the direct and indirect effects of commute time on subjective well-being.

Ilies, Wilson, and Wagner (2009) conducted a study on how work-family integration affects employees' daily job satisfaction, which in turn affects their daily marriage satisfaction and emotional states at home. 101 employees and their spouses made up the sample that took part in the phone interviews and online survey. The hierarchical linear modelling (HLM) framework was utilized to examine the hypotheses. The main effects of daily job satisfaction on daily marital satisfaction and affect at home, as well as the moderating effect of work-family integration on the strength of the within-individual spill over effects on home affects, are supported by the results of the within-individual modelling of spill over linkages. Employees that demonstrated a high degree of integration between their job and family responsibilities demonstrated more intra-individual spill over effects on both positive and negative effects at home.

METHODOLOGY

In executing this study, a cross-sectional survey research design method was applied. This enabled the researcher to collect data from the respondents using a questionnaire at one point in time. This study covers boundaryless domains and job satisfaction among healthcare workers of Federal Medical Centre (FMC), Asaba, Delta State of Nigeria. Federal Medical Centre (FMC), Asaba is the only Federal tertiary healthcare institution in Delta State of Nigeria. A total of 1,043 healthcare workers - 93 consultants, 231 registrars or resident doctors, 585 nurses, 71 medical laboratory scientists, 11 medical laboratory technologists, and 52 pharmacists—make up the study's population. A sample size of 289 was determined using Taro

Yamani's formula. This study used a simple random sampling to choose the participants and stratified random sampling to determine the number of healthcare workers from each profession who participated, due to the population's heterogeneity in terms of differences in professions and worker categories. Proportional stratification was utilized to ascertain the workforce participation rate for each profession. This approach made sure that employees in every profession participated in proportion to the size of their staff or workforce, and the basic random sampling procedure was used to guarantee that every participant had an equal chance of being chosen. Applying the proportional stratification equation, the formula for the sample size is given as;

$$n_i = (N_i/N) \times n$$

Where;

n_i = Sample Size of the stratum, i

N_i = Population size of the stratum i

N = Total Population

n = Total Sample Size

Table 1. Proportional Stratification of the Sample Size of FMC Workers

S/N	Profession/Rank	Population	Sample Size $n_i = (N_i/N) \times n$
1.	Consultants	93	$93/1,043 \times 289 = 26$
2.	Registrars or Registered Doctors	231	$231/1,043 \times 289 = 64$
3.	Nurses	585	$585/1,043 \times 289 = 162$
4.	Medical Laboratory Scientists	71	$71/1,043 \times 289 = 20$
5.	Medical Laboratory Technologists	11	$11/1,043 \times 289 = 3$
6.	Pharmacists	52	$52/1,043 \times 289 = 14$
	Total	1,043	289

On instruments of data collection, the structured questionnaire was the main data-gathering tool used in this investigation. Primary data was gathered from healthcare professionals at the Federal Medical Centre (FMC), Asaba, Delta State, using a self-administered questionnaire. There were two portions of the questionnaire that were used (A & B). While part "A" consisted of the biographical information of the respondents, part "B" addressed the data needs for each of the formulated hypotheses. The questions are formatted using the five-point LIKERT scale, which goes from strongly agree to strongly disagree. On method of data analysis, both descriptive and inferential statistical analytical approaches were

employed to analyse the quantitative data used in this investigation. The bio data of the respondents was analysed using descriptive statistics, which included the use of percentages, mean score etc. while correlation and multiple regression were then applied to analyse the research hypotheses. Regression analysis forecasts and explains the dependent variable based on the independent variables, whereas correlation establishes the relationship between the two variables, the dependent and independent variables.

ANALYSIS

Response Rate

Table 2. Summary of Response Rate of the Respondents

S/N	Profession/Rank	Total Distribution	Total Respondents	Total Usable	Response Rate
1.	Consultants	93	26	20	7.7
2.	Registrars or Registered Doctors	231	64	56	21.5
3.	Nurses	585	162	152	58.5
4.	Medical Laboratory Scientists	71	20	19	7.3
5.	Medical Laboratory Technologists	11	3	3	1.2
6.	Pharmacists	52	14	10	3.8
	Total	1,043	289	260	100

Two hundred and sixty of the two hundred and eighty-nine copies of the questionnaires that were distributed for this study were correctly completed and returned, accounting for 89.97% of the response rate. The remaining 29 copies, or 10.03%, were either filled out incorrectly or were not returned. As a result, the two hundred and sixty questionnaires that were used for analysis in this study correspond to roughly ninety percent (90%) of the entire sample group as indicated in table 2 above.

Demographic Features of Respondents

Table 3. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Gender	260	1	2	1.42	.495	.245
Age Distribution	260	1	5	3.15	1.084	1.175

Marital Status	260	1	4	1.83	.035	.567	.321
Number of Children	260	1	5	2.80	.073	1.185	1.404
Educational Level	260	1	3	2.03	.034	.545	.297
Length of Service	260	1	4	2.61	.063	1.017	1.034
Valid N (listwise)	260						

Table 3...

The respondents' demographic information, including their gender, age range, marital status, number of children, educational level, and duration of service, was given and examined in this part. A sample of 260 respondents in total was taken, and the findings are shown in the table above.

Inferential Statistics

Table 4. Correlations

		Domains		
		Job Satisfaction	Integration	Resource Drain
Job Satisfaction	Pearson Correlation	1	.967**	.945**
	Sig. (2-tailed)		.000	.000
	N	260	260	260
Domains Integration	Pearson Correlation	.967**	1	.985**
	Sig. (2-tailed)	.000		.000
	N	260	260	260
Resource Drain	Pearson Correlation	.945**	.985**	1
	Sig. (2-tailed)	.000	.000	
	N	260	260	260

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

The job satisfaction indicators in the above table have positive correlation coefficients, demonstrating their suitability as gauges of boundaryless domains. The results showed that there is a positive relationship of 96.7% between the integration of domains and job satisfaction, as indicated by the r value of 0.967 on a number line of 100%. The correlation between the two variables is given as ($r = 0.967, 0.01$). In the same vein, the coefficient for resource drain and job satisfaction among healthcare personnel is ($r = 0.945, 0.01$), while the correlation coefficient for domain integration is ($r = 0.985, 0.01$). This suggests that resource drain and work satisfaction have a positive relationship of 94.5%, as indicated by the r value of 0.945 on a 100% number line.

It is clear from the ANOVA table that the predictive variables, resource drain and domain integration, were regressed on in order to determine the dependent variable, which is job satisfaction. The two variables under consideration had a substantial impact on job happiness among healthcare personnel at FMC, Asaba, as indicated by the independent variables' significant prediction of the job satisfaction ($F(2, 257) = 1881.779, P < 0.05$).

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.493	.449		1.097	.274
	Domains Integration	1.022	.078	1.182	13.059	.000
	Resource Drain	-.220	.091	-.219	-2.418	.016

a. Dependent Variable: Job Satisfaction

The below model shows the study hypotheses formulation;

$$JS = \beta_0 + \beta_{1DI} + \beta_{2RD} + \mu \text{-----} (4)$$

$$JS = 0.493 + (1.022 \times DI) + (-0.220 \times RD) \text{-----} (5)$$

The domains integration has a significant and beneficial impact on the job satisfaction of healthcare workers, as indicated by the regression coefficients in the above table ($\beta = 1.182, P = 0.000 < 0.05$). Resource drain has a noteworthy and adverse impact on workers' job satisfaction ($\beta = -0.291, P = 0.016 < 0.05$).

Test of Research Hypotheses

Multiple regression analysis was employed as an analytical technique to evaluate the hypotheses. The P-values provided in the coefficient table (Table 5) were used to test the study hypotheses.

Hypothesis One

H_i: Domains integration has positive significant effect on job satisfaction of healthcare workers.

H₀: Domains' integration has no positive significant effect on job satisfaction of healthcare workers.

Given that the probability is 0.000 lower than the intended significance level of 5%, or ($0.000 < 0.05$), the alternative hypothesis is accepted and the null hypothesis is rejected. This

suggests that the integration of domains has a noteworthy and favourable impact on the job satisfaction of healthcare personnel at FMC, Asaba.

Hypothesis Two

H₁: Resource drain has a positive significant effect on job satisfaction of healthcare workers.

H₀: Resource drain has no positive significant effect on job satisfaction of healthcare workers.

Table 5 indicates that resource drain has a negative significant effect on the job satisfaction of healthcare workers in FMC, Asaba, Delta State, Nigeria, even though the probability value of 0.016 is less than the desired level of significance, that is, $0.016 > 0.05$. This is supported by the negative beta value of -0.219 and the negative t-statistic of -2.418 .

Discussion of Findings

Domains' Integration and Job Satisfaction of Healthcare Workers

The result from the regression table shows that there exists a positive and significant relationship between domains' integration and employees' job satisfaction as indicated by the correlation coefficient values; ($\beta = 1.182$, $t = 13.059$, $P = 0.000 < 0.05$). This implies that the more the ability of employees to efficiently combine roles or integrate both work and family domains, the happier and contentment the employees would be in his or her job and the less an employee integrate his family from his or her job, the more the role conflict with its attendant consequences of work-life imbalance and job dissatisfaction. The implication of the beta value of 1.182 suggests that an increase in domains integration will lead to corresponding increase in job satisfaction of healthcare workers by 11.82% and an inverse relationship of same magnitude occurs when there is decrease in domains' integration. Although, most healthcare professionals at FMC, Asaba prefer combining their work and family responsibilities because of domains' permeability coupled with technological and communication advancement. Again, the social support given to health workers have ultimately resulted to goal congruence and as such, workers are ready to give their best for the attainment of organisational goal. For instance, most consultants and senior registrars on call may supervise the junior ones from nonwork domain but in an emergency situation, they rush down to the hospital notwithstanding the domain they are and the time. This is in agreement with the study of (Munjal, 2017) who posited that work-life balance is thought to result from boundaryless domains or domain integration. According to study conducted by (Meller et al., 2014), female employees prefer integration of domains as it is linked to higher job satisfaction and work-life balance. When compared to segmentors, employees who favour integration report higher work-to-family enrichment and lower work-to-family conflict (Moazami-Goodarzi, Rantanen, Nurmi & Muano, 2015).

Resource Drain and Job Satisfaction of Healthcare Workers

Resource drain is negatively related to job satisfaction of FMC workers as can be seen from data analysis result, ($\beta = -0.291$, $t = -2.418$, $P = 0.016 < 0.05$). The correlation coefficient indicated negative implying that the more resource drain, the less the satisfaction of employees of the hospital. When an employee is stressed out, all he or she cares about is to rest thereby forgoing others activities that can enable him or her detach. This has psychological effect on the staff and as such affects his or her job satisfaction. It was discovered that fatigue sets in due to resource drain and employees find it difficult to achieve work-life balance due to resource drain. The implication of the beta value of -0.291 suggests that the more resources are being drained in one role domain, the resultant effect will be 29.1% reduction in job satisfaction of healthcare professionals of FMC, Asaba, Delta State of Nigeria and the lower the resource drain, the job satisfaction of healthcare workers will increase by same percentage which is 29.1%. This research supports the findings of Frone (2003), which posited that the resource drain model suggests an adverse relationship between the home and work domains. According to Edwards and Rothbard (2000), resource drain is comparable to compensation, which is a powerful reaction to unhappiness in a single domain. Job discontent results from resource drain since it impacts the home or family domain and depletes resources there (Morris & Madsen, 2007).

CONCLUSION

Boundaryless domain or domains integration is very vital to employees as it determines the level at which employees achieve work-life balance and employees' job satisfaction. Although total boundaryless domain is difficult to achieve due to geographical space of domains and time, employees try their best to combine both work and family domains with the aid of communication technology in order to guarantee a balance at both ends and to ensure resources are not depleted in either domain. It becomes evident from the study result that domains' integration motivates workers as it is positively related to employees job satisfaction while on the other way round, resource drain causes burnout and fatigue which consequences of course is employees job dissatisfaction as can be supported by the study result which stipulates that resource drain has negative significant relationship with job satisfaction of healthcare professionals at FMC, Asaba, Delta State of Nigeria. Consequently, this study indicates that boundaryless domains will improve domain integration and lessen resource drain, both of which will inevitably result in work-life balance and happy employees.

RECOMMENDATIONS

Based on this study, FMC, Asaba should capitalise on technology advancements and implement telecommunication gear that allow medical professionals to operate remotely from any location, including their home. This will simplify tasks and potentially allow medical personnel, especially consultants, to treat patients virtually without physically being present in the hospital.

More specifically, the hospital administration should offer social support to healthcare staff to lessen the strain and stress in their homes and allow them to concentrate on their profession for improved output and job satisfaction.

Lastly, in order to avoid conflict and the depletion of resources within the home domain, hospital management should make sure that staff members are neither overworked nor overused.

LIMITATIONS AND FUTURE RESEARCH

The Federal Medical Centre (FMC), Asaba was the subject of the study as one facet of Delta State's healthcare system. Therefore, it is not possible to extrapolate the study's findings to the entire healthcare sector. Future studies should look into the connection between boundaryless domains and healthcare workers' job satisfaction in different parts of Nigeria. Future studies should look into how Nigerian hospitals' organisational effectiveness is affected by boundaryless domains.

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