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# Oceans Apart: Work-Life Boundaries and the Effects of an Oversupply of Segmentation

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# Oceans Apart: Work-Life Boundaries and the Effects of an Oversupply of Segmentation

Employment trends see work and personal life domains becoming both more integrated (e.g., flexible working) and more segmented (e.g., global careers). Trends toward more extreme segmentation or integration may lead to a greater risk of misfit between employee preferences for and organizational supplies of integration/segmentation. This paper investigates the impact of organizational fit and misfit within a highly segmented occupational context: offshore work. With lengthy rotations away from home, followed by long periods away from work, limited inter-role communications and reduced day-to-day transitions between work and non-work roles, offshore work offers a segmented work-life interface. Fit and misfit of integration-segmentation preferences with perceptions of organizational integration-segmentation supply were examined among offshore employees, as well as their counterparts working traditional, office-based schedules. Using polynomial regression and response surface analysis, the impact of fit and misfit on work-life conflict, enrichment and organizational commitment was assessed. The data show that misfit resulting from an oversupply of segmentation may result in behavioral work-to-life conflict, associated with the reduced number of transitions between work and home roles, strain-based conflict, and a reduced transfer of resources from work to home resulting in less developmental work-life enrichment and organizational commitment. These findings contribute to existing literature by identifying the impact of misfit resulting from segmentation oversupply on individual and organizational outcomes, emphasizing the need for HR practitioners to recognize the potential for and impact of different forms of misfit within the changing landscape of their own organizational environments.

Keywords: Work-life boundaries, work-life segmentation/integration, work-life conflict, work-life enrichment, person-organization fit, segmentation oversupply

## Employment Context and Boundary Characteristics

Given the changing business environment resulting from globalization, the introduction of new technology, flexible working and extended working hours, the idea of a traditional work schedule is diminishing (Kossek & Lautsch, 2007). One aspect of the

work-life interface impacted by these changes is a worker's ability to manage levels of integration and segmentation between work and non-work roles. Extant research has established that workers have different preferences for integration and segmentation (Nippert-Eng, 1996) leading to differing perspectives on whether they perceive organizational human resource practices as being family-supportive (Glaveli, Karassavidou & Zafiropoulos, 2013). For example, as organizations expand their use of mobile technology, more workers perform work duties from home, creating greater role integration. However, the increase in global work may create more role separation as workers are taken away from home for extended travel or expatriate assignments. These examples suggest that this changing nature of work has led to more extreme working conditions, in terms of more highly integrated or segmented work environments.

Person-organization fit theory suggests that optimal work-life outcomes are achieved when employee preferences match "an organization's values, goals, and mission" (Edwards & Rothbard, 1999; Lauver & Kristof-Brown, 2001, p.455). We argue that as workplace practices evolve toward these more highly segmented or integrated environments, further research must investigate how these changes impact person-organization fit and work-life outcomes. If workers are unprepared for the nature of these work environments (or unaware of their own preferences), they may experience misfit between their preferences and the supply of segmentation / integration offered in their work context.

In particular, prior research on the impact of highly segmented work contexts is limited. Significant increases in flexible working arrangements and technology-enabled remote working have produced greater 'blurring' of work-nonwork boundaries (Allen, Cho, & Meier, 2014). Much of the HRM research on work-life segmentation and integration therefore focuses on the development of strategies for increasing or

maintaining levels of segmentation (e.g., Rothbard, Phillips & Dumas, 2005). However, certain careers, such as offshore work, military assignments or global/expatriate management, offer very high levels of segmentation, such that employees may be faced with an oversupply of segmentation and be seeking integrative strategies. While the consequences associated with an oversupply of integration, such as work-life conflict (e.g., Kreiner, 2006) role blurring (e.g., Desrochers, Hilton & Larwood, 2005) and job satisfaction (Ilies, Wilson & Wagner, 2009), are well documented in current research, consequences associated with an oversupply of segmentation are likely to be different from those associated with integration oversupply and have garnered more limited attention. While consequences associated with an oversupply of integration between work and non-work role result from the high frequency of transitions, or at times 'interruptions', between roles, consequences of segmentation oversupply result from the low number of transitions (Ashforth, Kreiner & Fugate, 2000) which will lead to different individual and organizational outcomes. For example, frequent transitions may enable an individual to simultaneously juggle work and non-work responsibilities, resulting in higher levels of satisfaction with each role; however, the frequent juggling may also lead to experiences of work-life conflict (Glavin & Schieman, 2012; Ilies et al., 2009). Alternatively, infrequent transitions may reduce the conflict resulting from role interruptions, while at the same time reducing the flow of resources between roles, and therefore work-to-life enrichment (Glavin & Schieman, 2012; Stanko, 2009).

In light of the above, the present study contributes to literature on person-organization fit, misfit and boundary management preferences by examining the consequences of both fit and misfit, resulting from an oversupply of segmentation, within the context of a highly segmented work environment: offshore working. This environment was chosen specifically to enable to examination of consequences associated with extreme levels of

segmentation; not only does this help us better understand highly segmented work environments, such as those found in offshore work, military deployments and long-distance transport operatives, it also helps us to consider, from a human resource perspective, when segmentation strategies become too limiting. Often, segmentation strategies and tactics are introduced as a means to ameliorate the conflict and stress associated with role interruption and role blurring (e.g. Kreiner, Hollansbee & Sheep, 2009); however, it is important to understand the limitations of segmentation and when it may lead to other forms of conflict and/or a reduction in positive resource transfer (Bulger, Matthews & Hoffman, 2007).

***Boundary Preferences and Organizational Supply***

Individual boundary preferences lie on a continuum from high levels of integration to high levels of segmentation (Nippert-Eng, 1996). Those preferring high levels of integration might make frequent transitions between work and non-work roles, perform non-work duties in the work environment and work duties at home, and allow frequent interruptions from other domains. Individuals preferring high levels of segmentation may only engage in work-related duties in the workplace and at times of the day specified for work activity and may limit the number of transitions and interruptions between domains (Edwards & Rothbard, 1999). In addition, individual orientations toward segmentation or integration may fluctuate across roles and over time; general preferences may vary situationally, for example based on role centrality (Kossek et al., 2012), and/or change over the course of an individual's life cycle (e.g. Higgins, Duxbury, Lee, 1994). Human Resource policies and practices can also impact employees' perceptions of their ability to enact integrated or segmented boundary management styles (Kreiner, 2006). For example, a company may offer on-site childcare, which could be seen as supporting a more integrated work-life experience

(Kossek et al., 1999). Alternatively, an organization may require the use of separate phones for business and personal calls, which may create more segmentation between work and home experiences. However, there is little agreement in extant scholarship as to which policies and practices offer more or less integration or segmentation, reflecting the literature's tendency to define "supply" in vague terms (Piszczek & Berg, 2014).

*Offshore Work and Boundary Segmentation*

By nature, offshore employment provides workers with a highly segmented work environment. Offshore workers typically work in rotational schedules, meaning that they work for a specified number of days/weeks and then return home and do not work for what is typically a shorter period of time (Mikkelsen, Ringstad & Steineke, 2004; Ross, 2009). Offshore workers tend to live on vessels or in housing near remote branch offices during their rotations, creating a physical separation from their home environment (Thomas, Sampson & Zhao, 2003). In addition, offshore workers are reliant on the onsite communications technology, as well the flexibility of their schedules, in order to make time to communicate with their families back home (Ross, 2009). Finally, due to the physical separation of workers from their home environment, and the reduced communications with people associated with their non-work roles, it can be argued that they are more segmented psychologically from their home roles as they are unable to be involved the day-to-day activities/responsibilities of the home environment (Thomas et al., 2003). Combined, this physical, communicative and psychological separation from home activities reduces the number of transitions offshore workers make between work and non-work environments, thereby creating higher levels of work-to-home segmentation. Similarly, in the home environment, employees are physically separated from work for extended periods of time, have reduced communications with work colleagues and are less psychologically involved in

the day-to-day activities of the workplace, reducing the number of work-to-home transitions and increasing perceptions of work-to-home segmentation.

While fewer transitions can reduce day-to-day experiences of work-to-life conflict, this greater segmentation between home and work roles can make the transitions that are made more difficult (Ashforth et al., 2000; Collinson, 1998). For example, in research with workers on North Sea Oil platforms, Collinson (1998) found both positive and negative consequences associated with the extreme levels of work-home separation: while some workers reported that the separation fit with their preferences for keeping work and home segmented, many workers also reported that the infrequency of the transitions between home and work made these transitions more difficult. Further, research and pre-survey interviews with our own sample suggests that often the starting dates of new rotations are not fixed, leaving worker schedules at the mercy of organizational factors over which workers lack control. This lack of control over shift scheduling and inflexibility and uncertainty in terms of shift assignments can lead to difficulties in planning non-work events, finding time to spend with partners and children, and meeting childcare/household responsibilities (Beers, 2000; Ross, 2009; Sutherland & Flin, 1989; Thomas et al., 2003; Williams, 2008). Further, it also means that transitions from home back to the work environment become less planned and more likely to be perceived as interruptions. Research on role transitions suggests that workers use rituals to move in and out of work roles which ease the stress associated with the transition; when transitions are not planned, the activities associated with supporting the transition may not occur, causing additional stress for both the offshore employee and his or her family (Ashforth et al., 2000; Hall & Richter, 1988). Limited research examines the effects of offshore work on the work-life interface; however, common themes in extant research include dissatisfaction with extreme separation from

home, social and office environments, and difficulty associated with unpredictable rotational scheduling (Sutherland & Flin, 1989; Thomas et al., 2003).

In summary, offshore work environments offer a more segmented work-to-life interface than other types of working arrangements, resulting in fewer transitions between work and home, as well as fewer inter-domain interruptions. Therefore, the first hypothesis for this study is as follows:

*Hypothesis 1:* Offshore workers perceive a greater supply of work-to-life segmentation than their counterparts based in the home office.

However, an important consideration is the relationship between segmentation preferences and opting to perform offshore work. According to Schneider's (1987) attraction-selection-attrition framework, individuals are attracted to particular jobs not only by the career prospects offered, but also by the 'career environment' (p. 441) within the organization. Boundary management literature suggests that individuals take an active role in creating environments that match their boundary preferences (e.g., Kossek et al., 1999). While the scope of this study does not permit a full examination of the reasons that offshore workers entered into their work engagements, it is possible that offshore workers have a greater preference for segmentation and therefore have self-selected into arrangements that match their preference (Rau & Hyland, 2002). The second study hypothesis is as follows:

*Hypothesis 2:* Offshore workers will report higher levels of preference for work-to-life segmentation than their counterparts based in the home office.

*Fit between Work-to-Life Segmentation Preferences and Supply and Work-to-Life Conflict*

Person-Organization Fit, defined by Rothbard et al. (2005, p. 246) as 'congruence between the individual and the environment', is the guiding theoretical framework for

this research. Prior research suggests that when the supply of integrating vs. segmenting practices matches the individual preferences of workers, the best outcomes for the work-life interface are achieved (Kreiner, 2006; Rothbard et al., 2005). In this study, we examine not only the impact of 'fit' but also of 'misfit', or when an organization's supply of a segmented or integrated work experience does not match worker preferences. Although often ignored in the research, person-organization misfit has been linked to the inability of individuals to manage their work-life boundaries according to their preferences for segmentation or integration (Rothbard et al., 2005; Kossek et al., 2012). In the context of this study, we seek to understand specifically the consequences of misfit that results from an oversupply of segmentation.

First, the relationship between organizational fit/misfit and work-to-life conflict will be examined. Work-to-life conflict occurs when meeting demands at work makes it difficult to meet demands at home (Beauregard, 2006). We hypothesize that organizational fit will be negatively associated with work-to-life conflict, because the better the fit, the more the organization is allowing employees to manage work-life boundaries in the manner best suiting their family needs and working styles. For instance, an employee with school-aged offspring may prefer an integrated environment in which he can alternate between work activities and helping children with homework. In contrast, an employee who experiences non-work interruptions as a drain on her time and attentional resources may prefer a more segmented work environment in order to maintain her productivity.

When organizational supply does not match employee preferences, the ensuing misfit is likely to increase experiences of work-to-life conflict. Taking the examples above, the employee preferring integration may struggle to meet family demands in a highly segmented work environment. The employee who prefers segmentation may find

her focus on work tasks compromised in a more integrated environment that blends work and non-work elements. We therefore expect that misfit will be associated with higher levels of work-to-life conflict.

*Hypothesis 3A:* Person-organization fit between work-to-life segmentation preferences and segmentation supply will be negatively related to work-to-life conflict.

*Hypothesis 3B:* Person-organization misfit between work-to-life segmentation preferences and segmentation supply will be positively related to work-to-life conflict.

Work-to-life conflict is a multi-dimensional construct encompassing time, strain and behavioral forms of conflict (Carlson et al., 2006). Time-based conflict occurs when activities associated with work take up time normally assigned to one's personal life (e.g., working late). Strain-based conflict occurs when physical and psychological resources are so heavily used at work that they are unavailable for use at home (e.g., being too tired to care for one's children after a busy work day). Behavior-based conflict occurs when behaviors used at work are inappropriate or ineffective when used at home (e.g., using an authoritarian leadership style with family members). While our hypotheses address the relationships between fit/misfit and the larger work-to-life conflict construct, it may be important to consider the impact of the offshore context on the emergence of different forms of work-to-life conflict. For example, while offshore workers may not necessarily experience the day-to-day, time-related work-to-life conflict of having to work late or taking work home to do in the evenings, they may experience periodic time-based conflict, such as an inflexible rotation schedule falling on a child's birthday or wedding anniversary. Similarly, considering strain-based conflict, while offshore workers may not experience day-to-day exhaustion from work activities, the long hours and extended travel may impact their energy levels when returning from a rotation. Last, while offshore workers may not have to make daily (or

more frequent) transitions between work-appropriate and non-work appropriate behaviors, making these transitions after loner periods of enacting a specific type of behaviour may make these transitions more difficult (Ashforth et al., 2000). Given the limited prior research on the impact of offshore work on specific dimensions of work-to-life conflict, this paper does not make specific hypotheses relating to each dimension. However, supplemental data analyses will examine the influence of fit and misfit on each of these dimensions.

*Fit between Work-to-Life Segmentation Preferences and Supply and Work-to-Life Enrichment*

Person-organization fit or misfit between segmentation preferences and supply are also likely to impact work-to-life enrichment, defined as the extent to which participation in one domain enhances participation in another (Warner & Hausdorf, 2009). According to Greenhaus and Powell's (2006) model, resources generated in one domain (e.g., work) can be transferred to another domain (e.g., home) either directly via higher performance at home, or indirectly via the spillover of positive affect from work to home. An organizational context offering its employees a good fit between segmentation preferences and supply is likely to foster flexibility resources such as discretion in determining where and when work is performed, psychological resources such as self-efficacy derived from being able to manage work-life boundaries as one prefers, and perhaps even material resources associated with decreased dependence on external providers for home or child care due to the increased ability to manage non-work and work commitments in a preferred manner. These are in turn likely to contribute to perceptions of improved quality of life at home (Chen et al., 2009). In contrast, misfit between preference for and supply of segmentation or integration may result in a lack of transferable resources or unwillingness on the part of the employee to utilize resources

that do not match their preferences for managing boundaries between work and home; and is therefore likely to be associated with lower levels of work-to-life enrichment. Another consideration is the impact of offshore vs. office-based work on the transfer of resources from one domain to another. Regardless of fit or misfit with the work context, individuals making fewer transitions between the work and home environment may experience lower levels of resource transfer. Research on work-life integration suggests that higher levels of integration may facilitate the spillover of both positive and negative affect between the work and home environments (Ilies et al., 2009). Offshore workers, in a highly segmented work environment with infrequent transitions between domains, will have fewer opportunities for resources to transfer across domains and may therefore report lower levels of positive spillover between work and home.

*Hypothesis 4A:* Person-organization fit between work-to-life segmentation preferences and segmentation supply will be positively related to work-to-life enrichment.

*Hypothesis 4B:* Person-organization misfit between work-to-life segmentation preferences and segmentation supply will be negatively related to work-to-life enrichment.

Work-to-life enrichment is a multi-dimensional construct comprising work-to-life development, affect and capital (Grzywacz et al., 2007). Developmental enrichment occurs when skills acquired at work improve performance at home (e.g., mentoring techniques used in parenting). Affective enrichment involves the transfer of positive emotions from work to home. Capital work-to-life enrichment refers to the transfer of social capital (e.g., meeting prominent community members through work relationships that can be leveraged to support personal volunteer activities). Similar to work-to-life conflict, the offshore context may impact experiences relating to the specific dimensions of work-to-life enrichment. For example, offshore workers may be less

likely to transfer affective and capital resources from work to home, given their infrequent transitions and physical separation from family and social networks. However, they may find that developmental resource transfer is maintained or even strengthened given the extended tours in work and home roles. For example, a six-week rotation may allow a worker to rapidly enhance their leadership skills which they then can utilize and apply to a greater extent during a long stay at home. Again, while the our hypotheses only address the relationships between person-organization fit, misfit and the larger enrichment construct, supplemental analyses will examine the influence of dimensionality on the hypothesized relationships.

It is also important for HR practitioners to consider the impact of these relationships from an organizational perspective. Employees' organizational commitment has been linked to key performance-related outcomes including in-role performance, organizational citizenship behaviours, and burnout (Morin et al., 2013). Drawing upon person-organization fit theory and prior research that suggests that work-life enrichment enhances employees' job-related attitudes (Daniel & Sonnentag, 2016), we reason that fit between work-to-life segmentation preferences and supply allows employees to better fulfil their need for autonomy in managing work-life boundaries, and that this need fulfilment results in greater organizational commitment (Greguras & Diefendorff, 2009). The converse is likely to be true for misfit. Indirect support for these propositions is offered by Rothbard et al.'s (2005) findings that individuals preferring segmentation were less committed to their organizations when offered integrating work-life benefits such as onsite childcare, and more committed when offered what they perceived to be segmenting work-life practices. The next hypotheses are as follows:

*Hypothesis 5A:* Person-organization fit between work-to-life segmentation preferences and segmentation supply will be positively related to organizational commitment.

*Hypothesis 5B:* Person-organization misfit between work-to-life segmentation preferences and segmentation supply will be negatively related to organizational commitment.

Figure 1 illustrates the hypothesized relationships.

(Figure 1 near here)

## Methods

### *Sample and procedure*

Data were gathered at a multinational geo-science firm headquartered in the Netherlands. The sample was drawn from one large operating group providing offshore support off the western coast of Africa. Approximately one-half of the operating company's employees worked in the home office in the Netherlands, while the other half worked as offshore employees, rotating on and off vessels, platforms or to branch offices. Offshore employees typically spent 4 to 6 weeks offshore followed by a home leave equal to approximately one-half of the length of their last offshore assignment. As noted earlier, an organization offering more extreme forms of segmentation was intentionally selected in order to have the opportunity to capture the phenomenon of segmentation oversupply.

The research utilized a case study approach to triangulate and understand the experiences of office-based and offshore employees. Initial phases of the study included three exploratory interviews with senior leadership, as well as eighteen employee interviews to identify and define key work-life issues among the various worker subgroups. The employee interviews were conducted in two rounds, the first being

semi-structured and exploratory in nature, in which key themes were identified: the desire for more contact with family members when offshore, difficulties reintegrating into family life after an offshore rotation, and attitudes toward the employer and one's role in the organization. The second round of employee interviews was more structured and focused on key themes identified in the first round of interviews with the intent of assisting with the development of the quantitative survey instrument. A total of nine interviews were conducted in each round of employee interviews. In both rounds, respondents were drawn from a stratified sample of employees based in the home office and offshore employees, as well as those in management and non-management positions in order to represent a broad range of viewpoints. Employees interviewed in the first round of semi-structured interviews were not asked to participate in the second round. Interviews were conducted in person where possible and by telephone among those currently working offshore. All interviews were recorded and transcribed.

Six months following the qualitative phase of the research, a quantitative survey of the entire employee population of the operating company was deployed. This comprised 121 employees of the operating company as well as 64 employees from three branch offices reporting in to the company. The response rate was 50%. Data from the quantitative survey were used to test the study's hypotheses, and these findings are reported in this paper. Among the survey participants, 42% reported being 'all or primarily office-based', holding positions where they worked primarily from the organization's home office in the Netherlands. Another 51% reported being 'all or primarily field-based', meaning that they worked offshore or in branch offices which served as a local base for platform work. Similar to offshore employees, branch office workers were rotated in from their home countries for approximately six-week field assignments, followed by a period of home leave for approximately half of the time

spent away on their last assignment. Similar to offshore employees, branch office employees experienced physical separation from their families and often experienced communications limitations due to the remote location of the offices. Further, they were often secluded from the local communities in which the branch offices were located due to security concerns. Given the similarities of the work context faced by both branch office and offshore employees, these employees were grouped together in the analyses. In addition, further analyses were run to examine whether offshore and branch office employee responses reflected similar experiences. Independent sample t-tests (unequal variances assumed) comparing means scores for perceptions of organizational supply of segmentation ($p=.646$), preferences for segmentation ($p=.415$), job satisfaction ($p=.794$), work-life conflict ($p=.232$) and work-life enrichment ($p=.857$) all found no significant differences between branch office employees and offshore employees. The additional 7% of employees could not be classified as either offshore or office-based workers because their roles involved either work in a mix of both types of environments, or they held other positions at the organizations that required significant out-of-office, but not always off-shore work. Due to the different nature of these roles from the rest of the off-shore and office-based employees, these individuals were removed from the analysis.

All employment and demographic data were collected directly from survey respondents. All survey respondents had worked for the organization for at least six months and average tenure at the organization was 4.67 years. Almost two-fifths (39%) of the participants reported that their role involved managing others, which is somewhat higher than the percentage of managers overall within the operating group. Most participants (75%) were married or in a similar relationship, and 35% had at least one child under the age of 18. The majority of participants were male (74%) and had a

bachelor's level degree or higher (72%), which is reflective of the overall population within the company.

### *Measures*

For all measures, participants were asked to indicate the extent to which they agreed or disagreed with each item on a five-point scale ranging from 'strongly disagree' = 1 to 'strongly agree' = 5.

*Work-to-life Conflict*

Work-to-life conflict was measured using the nine items from Carlson et al.'s (2000) measure of time, strain and behavioral work-to-family conflict. Items were modified to allow employees without traditional family structures to represent their non-work experiences (e.g., 'My work keeps me from my family or social activities more than I would like'). Cronbach's alpha for the overall measure was .88. Reliability for the time (.88), strain (.89) and behavioral (.77) subscales was also calculated given their presence in the analyses.

*Work-to-life Enrichment*

Work-to-life enrichment was assessed using the nine items from Carlson et al.'s (2006) measure of developmental, affective and capital work-to-family enrichment. Again, items were amended to be applicable to respondents both with and without traditional family responsibilities (e.g., 'My involvement in my work helps me to understand different viewpoints and this helps me be a better person at home'). Cronbach's alpha for this measure was .92. Reliability for the developmental (.81), affective (.87) and capital (.92) subscales was also calculated given their presence in the analyses.

*Organizational Commitment*

Organizational commitment was measured using the 15-item Organizational Commitment Questionnaire (OCQ) developed by Mowday et al. (1979) (e.g., 'I am

proud to tell others that I am part of this organization'). Cronbach's alpha for this measure was .90.

*Work Location*

Employee work location was categorized as 'offshore' or 'home office-based' on the basis of employee responses to an item asking where the majority of their work took place.

*Work-to-life Segmentation Preference and Supply*

Work-to-life segmentation preference and work-to-life segmentation supply were each assessed using 4-item measures developed by Kreiner (2006) (e.g., 'I don't like to have to think about work while I am at home' for preference, and 'My workplace lets people forget about work when they're at home' for supply). Cronbach's alpha was .82 for the segmentation preference measure and .84 for the segmentation supply measure.

The control variables included in the analysis were gender, presence of a child under 18 in the household, tenure, whether or not an employee had managerial responsibilities, and household income. These variables have either been established as predictors of work-life conflict, enrichment and organizational commitment, or have the potential to influence them (e.g., Beauregard, 2006; Mowday et al., 1979).

**Analysis and Results**

Table 1 presents the means, standard deviations and correlations for the study variables. The correlation between work location and segmentation supply is significant and positive, indicating those working offshore perceive more segmentation between work and non-work activities, supporting Hypothesis 1. However, segmentation preference is not significantly correlated to work location, suggesting those working offshore are no

more likely to prefer segmentation than those based in the home office. Hypothesis 2 is therefore not supported.

(Table 1 near here)

In addition, the analysis explored whether there were actual differences in the experiences of offshore vs. office-based employees in terms of work-to-life conflict, enrichment and organizational commitment. Table 1A presents the comparison of means using independent samples t-tests with unequal variances assumed. The results show that offshore workers experience significantly lower levels of work-to-life conflict ($p=.034$) and higher levels of organizational commitment ($p=.042$) than their office-based counterparts. There is no significant difference in experiences of work-to-life enrichment ($p=.368$).

(Table 1A near here)

To examine the level of person-organization fit between segmentation preferences and supply, and the relationship between fit and work-to-life conflict, enrichment and organizational commitment, three-dimensional response surface analysis is recommended (Edwards, 1996; Edwards & Rothbard, 1999; Kreiner, 2006). This methodology is found to be superior to other methods of assessing fit which rely on the use of difference scores, because the use of difference scores 1) detracts from the relevance of the actual values assigned to the scores for preference and supply, and 2) neglects to take into account the variance within each measure, such that the measure with greater variance will have a greater relative influence on the relationship between the measures (Edwards, 2007; Kreiner, 2006). A response surface method allows for segmentation preference, as a representation of the 'person', and segmentation supply, as a representation of the 'organization', to be treated as separate constructs, eliminating the issues associated with difference scores (Edwards, 2007). To test the hypothesized

relationships, polynomial regression analysis was used to generate the coefficients necessary for the response surface model.

Protocols outlined by Edwards (1996, 2007) and followed by Kreiner (2006) were utilized in the analysis. In Step 1, the five control variables ($C_{1-5}$) were entered as independent predictors of the dependent outcome variables ($Z_{1-3}$).

$$Z_{1-3}= b_o + b_1C_1 + b_2C_2 + b_3C_3 + b_4C_4 + b_5C_5 + e \quad (1)$$

In Step 2, measures for segmentation preference (X) and supply (Y) were entered as additional predictors for the outcome variables.

$$Z_{1-3}= b_o + b_1C_1 + b_2C_2 + b_3C_3 + b_4C_4 + b_5C_5 + b_4X + b_5Y + e \quad (2)$$

In Step 3, interaction terms for segmentation preference and supply were entered alongside squared terms for segmentation preference and supply in order to account for linear and curvilinear relationships. When the changes in $R^2$ are significant after the quadratic and interaction terms are entered into the model, this indicates that a non-linear relationship may exist and a response surface method is appropriate (Edwards, 2007).

$$Z_{1-3}= b_o + b_1C_1 + b_2C_2 + b_3C_3 + b_4C_4 + b_5C_5 + b_4X + b_5Y + b_6X^2 + b_7XY + b_8Y^2 + e \quad (3)$$

The response surface models displayed in Figures 2A-C, 3 and 4 are visual representations of the three-dimensional relationships between segmentation preferences, supplies, and the outcome variables. The figures were created by calculating the linear and curvilinear slopes for the figures against the 'fit' and 'misfit' lines and plotting the points using the unstandardized beta weights from the polynomial regression (Shanock et al., 2010). In each figure, the solid line represents perfect fit (X=Y) whereby scores for preferences match scores for supply and the horizontal, dashed line represents perfect misfit between preferences and supplies (Y=-X). For example, the point 5, 1 on the line would indicate high preference for segmentation but low organisational supply.

Hypotheses (3A, 4A and 5A) relating to the impact of person-organization fit on the outcome variables can be examined using the fit line. First, using beta weights from the polynomial regression, linear slope ($a_1$) for the fit line can be calculated by adding the beta for work-to-life segmentation preference ($b_4$) and the beta for segmentation supply ($b_5$) as follows; $a_1 = b_4 + b_5$. When $a_1$ does not equal zero, then a linear slope along the line of perfect fit exists. For example, a negative slope would indicate that higher levels of congruence between preference and supplies lead to lower levels of work-to-life conflict, enrichment and/or commitment, while a positive slope indicates higher levels of conflict, enrichment and/or commitment at higher levels of congruence. Next, the curvature associated with the line of perfect fit is calculated by adding the beta weights for the interaction and curvilinear terms: $a_2 = b_6 + b_7 + b_8$. If $a_2$ is positive, this indicates that the shape of the model curves upwards (convex), meaning that the presence of the outcome (conflict, enrichment, commitment) is greater at very high levels of segmentation preference and supply (e.g. 5,5) than it is at the midpoint (e.g. 3,3). If $a_2$ is negative, this indicates that the shape of the model curves downwards (concave), meaning that the presence of the outcome (conflict, enrichment, commitment) is greater when there are moderate levels of segmentation preference and supply (e.g. 3,3) than when there are very low levels of preference and supply (e.g. 1,1).

Hypotheses relating to person-organization misfit (3B, 4B and 5B) can be examined using the misfit line. Again, using beta weights from the polynomial regression, linear slope ($a_3$) for the misfit line can be calculated by subtracting the beta for segmentation supply ($b_5$) from the beta for segmentation preference ($b_4$) as follows; $a_3 = b_4 - b_5$. When $a_3$ does not equal zero, then a linear slope along the line of perfect fit exists. A positive slope along the misfit line would indicate that higher levels of incongruence between preference and supplies lead to higher levels of work-to-life

conflict, enrichment and/or commitment, while a negative slope indicates lower levels of conflict, enrichment and/or commitment at higher levels of incongruence. Again, the curvature associated with the line of misfit is calculated by subtracting the beta weights for the interaction and curvilinear terms: $a_4 = b_6 - b_7 + b_8$. If $a_4$ is positive, this indicates that the shape of the model curves upwards (convex), meaning that the presence of the outcome (conflict, enrichment, commitment) is greater when work-to-life segmentation preference exceeds segmentation supply (e.g. 5,1) and if $a_4$ is negative, this indicates that the shape of the model curves downwards (concave), meaning that the presence of the outcome (conflict, enrichment, commitment) is greater when there are segmentation supply exceeds segmentation preference (e.g. 1,5).

The first set of hypothesized relationships (Hypotheses 3A and 3B) looks at work-to-life conflict as an outcome variable. As outlined above, in Step 1 the control variables of gender, presence of a child in the home and tenure were entered into the equation as independent predictors of work-to-life conflict. Next, segmentation preference and supply were entered in Step 2, followed by the interaction terms and tests for curvilinear relationships in Step 3. Table 2 shows the results of the regression analysis for work-to-life conflict. The change in $R^2$ are significant after the quadratic and interaction terms are entered into the model, indicating that a non-linear relationship may exist and a response surface method is appropriate (Edwards, 2007).

(Table 2 near here)

Figure 2A shows the response surface model for the relationship between work-to-life segmentation preferences, supply and work-to-life conflict. Using beta weights from the work-life conflict polynomial regression, linear slope ($a_1$) for the fit line was calculated by adding the beta for segmentation preference ($b_4$) and the beta for segmentation supply ($b_5$) as follows; $a_1 = b_4 + b_5 = -.16$ (NS). Next, the curvature

associated with the line of perfect fit was calculated by adding the beta weights for the interaction and curvilinear terms for work-to-life conflict: $a_2 = b_6 + b_7 + b_8 = -.011$ (NS). The non-significant findings suggest that Hypothesis 3A is not supported. Upon examination of the misfit line, the data show a significant, positive slope ($a_3 = b_4 - b_5 = .46$ $p < .01$), indicating that work-to-life conflict is higher when individuals experience higher levels of incongruence between segmentation preference and segmentation supply. In addition, tests for curvature at the misfit line were significant and negative ($a_4 = b_6 - b_7 + b_8 = -.32$, $p = .02$), suggesting conflict is greater when segmentation supply exceeds segmentation preference (e.g.1, 5). This provides support for Hypothesis 3B.

Supplemental analyses were conducted to better understand the types of conflict associated with fit/misfit. As seen in Table 2, the change in $R^2$ after the introduction of the quadratic and interaction terms is significant for strain-based and behavioral work-to-life conflict, indicating that these dimensions warrant further response surface analyses (Edwards, 1996, 2007).

(Figure 2A near here)

Figures 2B and 2C show the response surface models for strain-based and behavioral work-to-life conflict. The response surface analysis for strain-based conflict shows a significant, negative slope at the fit line ($a_1 = b_4 + b_5 = -.040$ $p = .03$) and a significant positive slope at the misfit line ($a_3 = b_4 - b_5 = .82$ $p < .01$), indicating that strain-based conflict declines with fit and increases with misfit. This demonstrates partial support for both Hypotheses 3A and 3B. Analysis of behavioral work-to-life conflict demonstrates significant, negative (concave) curvature around the misfit line ($a_4 = -.49$, $p = .01$), suggesting that behavioral work-to-life conflict is highest when individual preferences for segmentation are low and segmentation supply is very high.

(Figures 2B and 2C near here)

Next, the relationship between work-to-life segmentation preferences, supply, and work-to-life enrichment was examined. As seen in Table 3, the results of the regression analysis show that the change in $R^2$ was not significant after the interaction terms were entered into the model, suggesting no non-linear relationship exists. This suggests that there is no support for Hypotheses 4A and 4B.

Supplemental analyses were conducted to investigate the possibility of a relationship between segmentation preference and supply and different forms of work-to-life enrichment. Polynomial regression analyses indicated that for work-to-life development, the change in $R^2$ becomes significant after the quadratic and interaction terms are entered into the model (See Table 3).

(Table 3 near here)

Figure 3 shows the response surface model for work-to-life development-based enrichment. The response surface analysis demonstrates significant, positive (convex) curvature around the misfit line ($a_4$=.59, $p<.01$), suggesting that developmental work-to-life enrichment is greater when segmentation preference exceeds segmentation supply, opposing Hypothesis 4B which suggests that person-organization misfit will reduce work-to-life enrichment.

(Figure 3 near here)

Last, the relationship between segmentation preferences and supply and organizational commitment was examined. Table 4 shows the results of the polynomial regression. The change in $R^2$ becomes significant after the segmentation-supply interaction term is entered into the model warranting further analysis.

(Table 4 near here)

Figure 4 shows the response surface model for the relationship between work-to-life segmentation preferences, supply and organizational commitment. Although the linear slope of the fit line ($a_1$= -.010, NS) was not significant, the curvature ($a_2$= -.20, $p<.05$) was significant and negative (concave); indicating organizational commitment is greater when there are moderate levels of segmentation preference and supply than when there are very low levels of segmentation preference and supply, suggesting only partial support for Hypothesis 5A. . When examining the misfit line, a significant, negative slope ($a_3$= -.20 $p<.05$) was found, indicating that levels of organizational commitment are lower at higher levels of misfit, supporting Hypothesis 5B. Tests for curvature around the misfit line were not significant ($a_4$= .05, NS).

(Figure 4 near here)

Given that the correlation between work-to-life enrichment and organizational commitment (see Table 1) is significant ($r(98)=.537$, $p<.01$), a further analysis was run to determine whether work-to-life enrichment might also be a predictor of commitment. Again using polynomial regression the five control variables were entered in Step 1 followed by work-to-life enrichment at Step 2. The results indicate that organizational commitment is significantly higher at higher levels of work-to-life enrichment ($\beta$= .504, $\Delta R^2$=0.306, $p<.000$).

**Discussion**

The purpose of this study was to better understand the impact of misfit between work-to-life segmentation preferences and segmentation supply on the work-to-life interface for workers facing highly segmented work environments, such as those in offshore roles. A growing body of literature examines the implications of highly integrated work environments being facilitated by technology, telework, extended working hours and protean careers, many suggesting methods of boundary management

that will increase the ability to segment work and non-work roles (e.g., Direnzo, Greenhaus & Weer, 2015; Kossek, Lautsch & Eaton, 2006; Valcour & Hunter, 2005). The findings in this paper suggest that, just as the research on highly integrated work environments such as telework has helped us to consider the both the benefits and negative consequences associated with high levels of integration, understanding the benefits and negative consequences of segmentation oversupply can aid us in crafting work environments that provide healthy boundary conditions. Our findings therefore contribute new information on the consequences of segmentation oversupply to the literature on highly segmented employment patterns, such as offshore work, as well as extending previous scholarly work on person-organization fit and boundary preferences. We outline these contributions below, and discuss the findings in more detail in the subsequent paragraphs.

Although the present study builds on prior research examining fit between segmentation preferences and supply, our findings shed new light on the relationship between segmentation and organizational outcomes. First, prior research (e.g., Kreiner, 2006) has indicated that work-life conflict decreases with higher levels of segmentation. Contrary to these previous findings, this study found that misfit - resulting from an oversupply of work-to-life segmentation from an organizational (offshore) context - is related to higher levels of work-to-life conflict, in particular behavioral conflict. This is likely to be attributable to the more extreme nature of segmentation offered by the offshore context in this study. Second, this research demonstrates that misfit resulting from an oversupply of segmentation from an organizational (offshore) context is related to lower levels of organizational commitment. This finding builds on Kreiner's (2006) research, which did not examine organizational commitment but which found that an oversupply of segmentation negatively impacts employee satisfaction levels. Finally,

our results point to the idea that high levels of segmentation may reduce the pathways that enable work-to-life enrichment; the findings show that specific forms of enrichment are most likely to occur when segmentation supplies are lower than segmentation preferences. This suggests that person-organization fit does not always yield positive outcomes, and that with regard to segmentation supply, there are tradeoffs between having preferences met and transferring resources between work and home domains. It also suggests that not all misfits are equal; the nature of how misfit occurs, rather than simply its presence, may be important in predicting outcomes. While being forced to engage in more segmentation than desired results in negative consequences, being prevented from engaging in as much segmentation as desired may actually be beneficial for employees (in terms of enhancing resource transfer from work to home) despite their preferences being unmet.

Voydanoff (2005, p. 823) conceptualizes the idea of misfit as 'occurring when demands and needs exceed abilities and supplies'. She suggests that often individuals engage in boundary work that realigns perceptions of the environment with preferences, but that those without the skills or resources to manage their boundaries experience negative work-life consequences. Certain organizations may be more or less likely to offer skills and resources to aid in boundary management. While traditional workplaces have made significant strides in offering flexibility and autonomy in order to allow employees to manage boundaries according to their preferences, other types of employment contexts may find this more challenges. In the extreme environment of rotational, offshore work, it is likely that workers experience significant constraints when they seek to increase the integration between their work and non-work domains and organizations may struggle to find methods of offering this flexibility given the nature of the work that needs to be done (Rothbard et al., 2005).

In this study, person-organization misfit, resulting from an oversupply of segmentation, impacted behavioral forms of work-to-life conflict. While behavioral conflict has often been neglected in the work-life literature, prior research has shown that behavioral work-life conflict can be attributed to certain behaviors required by occupational roles (Dierdorff & Ellington, 2008). In the case of offshore workers, the infrequency of transitions between roles may exacerbate the differences between work and non-work role behaviors. Prior research has found that when there is greater segmentation between home and work roles, resulting in fewer transitions between the two, transitions can become more difficult (Ashforth et al., 2000). In exploratory interviews conducted with offshore workers at our sample organization prior to data collection, interviewees acknowledged that the long periods of separation between work and home contributed to difficulties in transitioning from behaviors used offshore to behaviors appropriate for the home. One offshore worker commented on his propensity to fall into his manager role at home after returning from a long rotation: '*Sometimes I get the comment, "I am your wife, not one of your field staff".*'

Greater segmentation and fewer transitions may also influence work-to-life enrichment. This study found that misfit actually facilitated developmental work-to-life enrichment when supplies of segmentation were lower than employee preferences. As discussed earlier in this manuscript, while prior research has shown that greater integration between work and non-work roles facilitates the transfer of resources and positive spillover between roles, the high levels of segmentation and limited number of transitions experienced by offshore employees may limit the flow of resources from work to the home environment (Ilies et al., 2009). Skills developed in the workplace may appear less relevant or transferable to life at home when these domains are separated so comprehensively in terms of time and physical space. Lower levels of

enrichment may also have a knock-on effect on organizational commitment. Supplemental analyses in this study found that commitment was higher at higher levels of work-to-life enrichment. Prior research on work-life enrichment has also identified the role it may play in the relationship between organizational policies and supports and work-related attitudes and outcomes (Baral & Bhargava, 2010; Wayne, Casper, Matthews, & Allen, 2013)

Misfit between work-to-life segmentation preferences and supply may also negatively influence organizational outcomes. While prior literature suggests that fit will result in positive job-related attitudes (Daniel & Sonnentag, 2016; Greguras & Diefendorff, 2009), the impact of misfit has received limited attention in the literature. Organizations that employ shift workers or offshore employees may need to consider more creative strategies for boundary preference and organizational resource alignment. For example, providing technology resources that enable employees to use email and Skype on a regular and predictable basis might enable more frequent contact with friends and family. The findings also suggest that even when employees prefer work-to-life segmentation, at the highest levels of segmentation supply, organizational commitment declines. Therefore, organizations offering high levels of work-to-life segmentation may need to consider that, at extreme levels, even workers who prefer segmentation to integration are unhappy with the rigid boundaries of their environment.

Strain-based conflict was a significant outcome for both fit and misfit between segmentation preference and supply. When work-to-life segmentation preferences matched supply, strain-based conflict was lower, and when preferences did not match supplies, conflict was higher. In an offshore environment, workers on long rotations and with lengthy shifts within those rotations may find themselves returning home exhausted, lacking the energy required to participate fully in their home environment.

Those preferring higher levels of segmentation may have developed coping mechanisms or have resources in their non-work environment to help them manage this transition more successfully.

Last, the results of this study also suggest that workers may be unaware of the level of segmentation offered by a work environment. While a clear relationship was found between offshore working and perceived organizational supply of segmentation, there was no evidence that workers preferring work-to-life segmentation self–selected into off-shore roles. Further exploration as to why the self-selection premise was not fulfilled may be warranted in future research. Better understanding workers' expectations of a work environment at the beginning of an employment relationship might help to identify if a potential misfit might occur (Kossek & Lautsch, 2007). In addition, organizations may want to assess whether they offer segmenting or integrating practices and the potential for personal preferences to be accommodated (de Araujo et al., 2015).

**Practical Implications**

This research suggests that employers and employees need to be aware of the negative consequences relating to person-organization misfit, in particular when it results from an oversupply of segmentation, which has implications for individuals and organizational throughout the employment relationship. As organizations perform workforce planning and engage in job analysis and design, they should consider the segmenting and integrating aspects of the job roles they are creating. For example, can shift work be redesigned in a manner that allows greater symmetry with employees' non-work responsibilities? During the recruitment stage, organizations, particularly those offering more extreme segmenting or integrating environments, may want to ensure that they present a clear picture to potential employees regarding the integrating /

segmenting nature of the work environment. For example, workplaces where there are tacit guidelines encouraging employee socialization during non-work hours may want to clearly present this picture to job candidates. In addition, in order to improve job candidates' ability to 'self-select' into roles that better match their preferences, employers may provide assessment tools that enable employees to recognize their own preferences (Kossek & Lautsch, 2007). As employees progress to different positions within the organization and their life circumstances (i.e., marriage, childcare, eldercare) change, continued assessment of person-organization fit, as well as options to remedy misfit, should be considered.

In addition to clearer communication and organizational and self-assessment, organizations can help employees and perhaps even their families develop supports that ease the less frequent, but more difficult transitions associated with a highly segmented work environment. Research has demonstrated the importance of supervisor, co-workers and family supports in reducing negative work-life, psychological and physical outcomes in shift work settings (e.g. Louden & Bohle, 1997). For example, organizations offering high levels of work-to-life segmentation may offer more outreach to families, enabling them to better understand the challenges associated with the job role of their family member and fostering better connections between the home and work environments. In addition, in environments such as the offshore context for this study, organizations can work to improve the ability of workers to communicate with their families during long periods of absence. Research has found that improved communication helps to reduce the strain offshore work may place on family relationships and improve the ability of the worker to be involved in the day-to-day dynamics and decision-making of their family (Parkes, Carnell & Farmer, 2005). The ability to make brief, but more frequent transitions into their non-work roles may ease

the conflict associated with end-of-rotation transitions. Last, organizations can also assist employees and their families by offering more advance notice of upcoming transitions. Several offshore workers made comments similar to the following: '*Information about plans [regarding next project offshore] for field staff is given too late and usually on a short notice.'* Research on boundary transitions has identified that when employees are able to engage in 'planned transitions', they are able to enact routines and rituals that assist with the transition process (Hall & Richter, 1988, p.215).

**Limitations and Directions for Future Research**

The study was conducted within a single firm, potentially limiting the ability to generalize the findings to other organizations. In addition, due to the small number of total employees within the organization, the sample size was constrained. Although the response rate was high, the limited sample made it difficult to identify significant relationships among variables. In addition, the use of self-report measures may have introduced a common method bias to the data. (Podsakoff, MacKenzie & Lee, 2003).

Future research might seek to use a longitudinal design to test the lagged impact of understanding worker preferences and workplace supply of integrating or segmenting work practices. Doing so from the perspective of both employees and employers, at the outset of the employment relationship and at intervals throughout the employment relationship, would enable scholars to determine the long-term repercussions of such an understanding. This in turn could help justify changes in HR policy to better assess fit/misfit and thereby facilitate positive outcomes for both individuals and organizations. In addition, the scope of research into extremely segmented work environments should be expanded to consider multiple organizations and occupations, such as military personnel and expatriates on international assignments. Significant increases in flexible and home-based work options have led to more integrating work environments, and

outcomes associated with fit and misfit should be examined within those contexts as well in order to enhance outcomes for these workers and their employing organizations.

**Disclosure Statement**

The authors report no conflict of interest from financial interest or benefit arising from the application of this research.

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Table 1. Descriptive statistics and correlations among study variables

| *Variable* | *Mean* | *Std. Dev.* | *1* | *2* | *3* | *4* | *5* | *6* | *7* | *8* | *9* | *10* | *11* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| (1) Work location[a] | 0.55 | 0.50 | | | | | | | | | | | |
| (2) Gender[b] | 1.14 | 0.35 | -.224* | | | | | | | | | | |
| (3) Tenure | 4.67 | 4.76 | -.131 | -.193 | | | | | | | | | |
| (4) Child (under 18) in home[c] | 0.35 | 0.48 | -.067 | -.235* | -.091 | | | | | | | | |
| (5) Managerial status[d] | .039 | .490 | -.101 | -.009 | .182 | .099 | | | | | | | |
| (6) Household income | 55,421 | 21,128 | -.235* | .082 | .192 | .025 | .318** | | | | | | |
| (7) Work segmentation preferences | 4.00 | 0.89 | .110 | .157 | -.026 | .133 | -.203 | -.104 | (.82)[e] | | | | |
| (8) Work segmentation supplies | 3.30 | 0.82 | .278** | -.069 | -.086 | .251* | -.019 | -.052 | .299** | (.84)[e] | | | |
| (9) Work-life conflict | 2.73 | 0.76 | .215* | -.078 | .110 | -.137 | .100 | .100 | .093 | -.167 | (.88)[e] | | |
| (10) Work-life enrichment | 3.03 | 0.77 | -.063 | .133 | -.042 | -.095 | .152 | .023 | -.061 | .048 | -.026 | (.92)[e] | |
| (11) Organizational commitment | 3.25 | 0.59 | -.231* | .066 | -.025 | .162 | .156 | -.012 | -.114 | .112 | -.112 | .537** | (.90)[e] |

[a] 0=All or primarily home office-based, 1=All or primarily field-based, [b] 0=Male, 1=Female, [c] 0=No children 18 or under in home, 1=Presence of 1 or more children under 18 in home, [d] 0=Non-manager, 1=manager, [e] =Cronbach's alpha

**p<.01, *p<.05

Table 1A. Comparison of Means (independent samples, equal variances not assumed)

| *Variable* | *Mean Offshore Workers* | *Mean Office-Based Workers* | *t* | *df* | *P (sig. two-tailed)* |
|---|---|---|---|---|---|
| Work-life conflict | 2.26 | 2.54 | -.215 | 92.95 | .034* |
| Work-life enrichment | 3.29 | 3.17 | .905 | 96.07 | .368 |
| Organizational commitment | 3.38 | 3.14 | 2.07 | 91.29 | .042* |

**p<.01, *p<.05

Table 2. Polynomial regression analysis predicting individual dimensions of work-life conflict

| | | *Work-life conflict (overall measure)* | | | *Time-based work-life conflict* | | | *Strain-based work-life conflict* | | | *Behavior-based work-life conflict* | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Step | Predictor variables | Model 1 | Model 2 | Model 3 | Model 1 | Model 2 | Model 3 | Model 1 | Model 2 | Model 3 | Model 1 | Model 2 | Model 3 |
| 1 | | | | | | | | | | | | | |
| | Gender | -.250 | -.379 | -.374 | -.546 | -.744* | -.774* | .108 | -.014 | -.002 | -.310 | -.370 | -.344 |
| | Presence of children | -.261 | -.259 | -.224 | -.565* | -.728* | -.702* | -.314 | -.172 | -.137 | .096 | .123 | .167 |
| | Tenure | .006 | .002 | .001 | -.005 | -.009 | -.012 | .017 | .010 | .010 | .007 | .004 | .004 |
| | Managerial status | .140 | .205 | .240 | .160 | .295 | .311 | .300 | .334 | .373 | -.040 | -.115 | .037 |
| | Household income | .027 | .032 | .035 | .012 | .015 | .016 | .039 | .046 | .052 | .032 | .034 | .038 |
| 2 | | | | | | | | | | | | | |
| | Segmentation preference | | .202* | .187 | | .356* | .295 | | .159 | .207 | | .089 | .060 |
| | Segmentation supply | | -.191 | -.270* | | .056 | .012 | | -.482** | -.609** | | -.146 | -.215 |
| 3 | | | | | | | | | | | | | |
| | Seg. Pref. x Seg. Supply | | | .079 | | | .004 | | | .053 | | | .179 |
| | Segmentation Pref$^2$ | | | .059 | | | -.061 | | | .184 | | | .056 |
| | Segmentation Supply$^2$ | | | -.301** | | | -.150 | | | -.385** | | | -.367** |
| | $R^2$ | .050 | .110 | .188 | .063 | .135 | .149 | .051 | .164 | .236 | .028 | .046 | .140 |
| | $\Delta R^2$ | .050 | .060 | .078 | .063 | .072 | .014 | .051 | .113 | .072 | .028 | .019 | .094 |
| | *F* | 1.040 | 3.264* | 3.003* | 1.322 | 4.047* | .521 | .910 | 5.614** | 2.502* | .561 | .954 | 3.421* |
| | *SE* | .734 | .718 | .697 | 1.092 | 1.060 | 1.068 | 1.068 | 1.018 | .995 | .821 | .822 | .793 |

**p<.01, *p<.05, Gender was coded as male= '0' and female = '1', Presence of children under 18 in the household was coded as yes= '1' and no='0, Managerial status was coded as manager='1' and non-manager='0'

Table 3. Polynomial regression analysis predicting work-life enrichment

| | | *Work-life enrichment (overall measure)* | | | *Work-life development* | | | *Work-life affect* | | | *Work-life capital* | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Step | Predictor variables | Model 1 | Model 2 | Model 3 | Model 1 | Model 2 | Model 3 | Model 1 | Model 2 | Model 3 | Model 1 | Model 2 | Model 3 |
| 1 | | | | | | | | | | | | | |
| | Gender | .221 | .258 | .196 | -.122 | -.080 | -.117 | .499 | .606* | .570 | .286 | .247 | .134 |
| | Presence of children | -.153 | -.171 | -.191 | -.343 | -.279 | -.320 | -.078 | -.111 | -.127 | -.039 | -.124 | -.127 |
| | Tenure | -.010 | -.008 | -.010 | -.008 | -.008 | -.007 | -.010 | -.005 | -.007 | -.011 | -.011 | -.017 |
| | Managerial status | .273 | .258 | .218 | .451* | .416* | .363* | .161 | .112 | .085 | .207 | .244 | .205 |
| | Household income | -.006 | -.007 | -.008 | .083 | -.083 | -.083 | .004 | -.000 | -.002 | .062 | .062 | .062 |
| 2 | | | | | | | | | | | | | |
| | Segmentation preference | | -.055 | -.049 | | -.085 | .002 | | .164 | -.181 | | .083 | .031 |
| | Segmentation supply | | .093 | .085 | | -.071 | -.072 | | -.229 | .253 | | .125 | .075 |
| 3 | | | | | | | | | | | | | |
| | Seg. Pref. x Seg. Supply | | | -.230 | | | -.260* | | | -.123 | | | -.306* |
| | Segmentation Pref$^2$ | | | -.52 | | | .056 | | | -.080 | | | -.133 |
| | Segmentation Supply$^2$ | | | .189 | | | .278* | | | .172 | | | .118 |
| | $R^2$ | .048 | .057 | .110 | .110 | .125 | .200 | .052 | .095 | .118 | .042 | .060 | .124 |
| | $\Delta R^2$ | .048 | .008 | .054 | .110 | .014 | .075 | .052 | .043 | .023 | .042 | .018 | .065 |
| | $F$ | 1.004 | .427 | 1.892 | 2.547* | .790 | 2.956* | 1.085 | 2.297 | .822 | .868 | .904 | 2.318 |
| | $SE$ | .768 | .772 | .762 | .789 | .791 | .768 | .876 | .864 | .867 | .972 | .973 | .953 |

**p<.01, *p<.05

Gender was coded as male= '0' and female = '1', Presence of children under 18 in the household was coded as yes= '1' and no='0'

Managerial status was coded as manager='1' and non-manager='0'

Table 4. Polynomial regression analysis predicting organizational commitment

| *Step* | *Predictor variables* | *Model 1* | *Model 2* | *Model 3* |
|---|---|---|---|---|
| 1 | | | | |
| | Gender | .173 | .242 | .175 |
| | Presence of children | .198 | .203 | .205 |
| | Tenure | -.002 | .001 | -.003 |
| | Managerial status | .169 | .123 | .113 |
| | Household income | -.008 | -.010 | -.013 |
| 2 | | | | |
| | Segmentation preference | | -.113 | -.200* |
| | Segmentation supply | | .092 | .100 |
| 3 | | | | |
| | Seg. Pref. x Seg. Supply | | | -.126 |
| | Segmentation Pref$^2$ | | | -.179* |
| | Segmentation Supply$^2$ | | | .103 |
| | $R^2$ | .052 | .079 | .166 |
| | $\Delta R^2$ | .052 | .028 | .087 |
| | $F$ | 1.080 | 1.449 | 3.256* |
| | $SE$ | .572 | .569 | .550 |

**p<.01, *p<.05

Gender was coded as male= '0' and female = '1', Presence of children under 18 in the household was coded as yes= '1' and no='0'

Managerial status was coded as manager='1' and non-manager='0'

**Figure 1: Model of Relationships Leading to Work-Life Conflict**

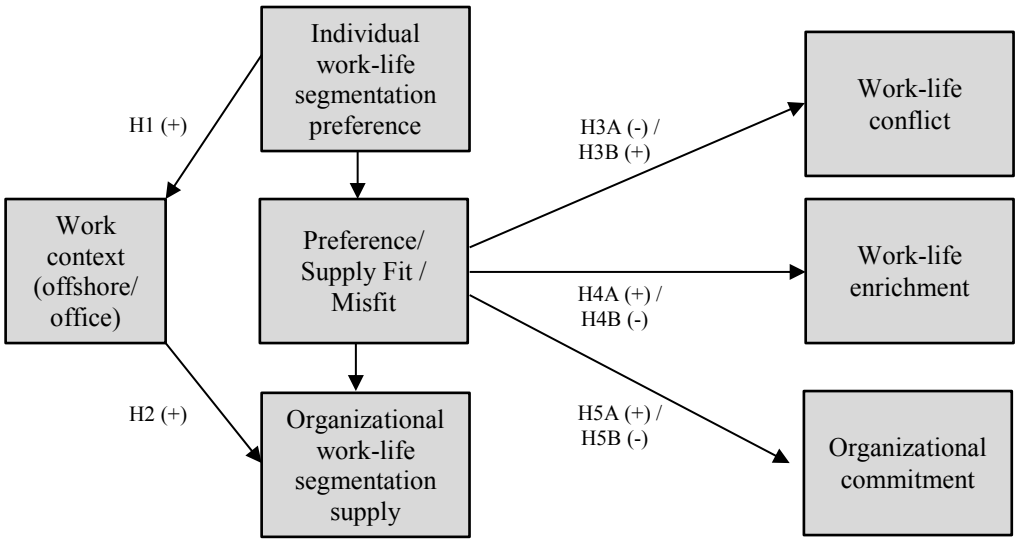
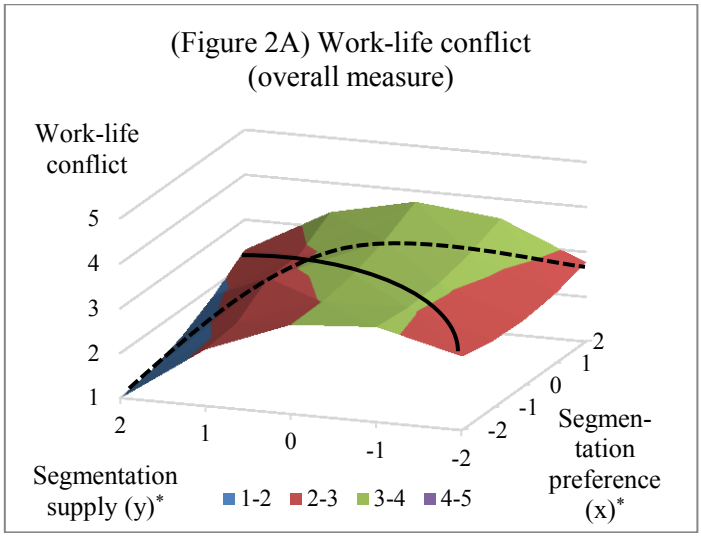
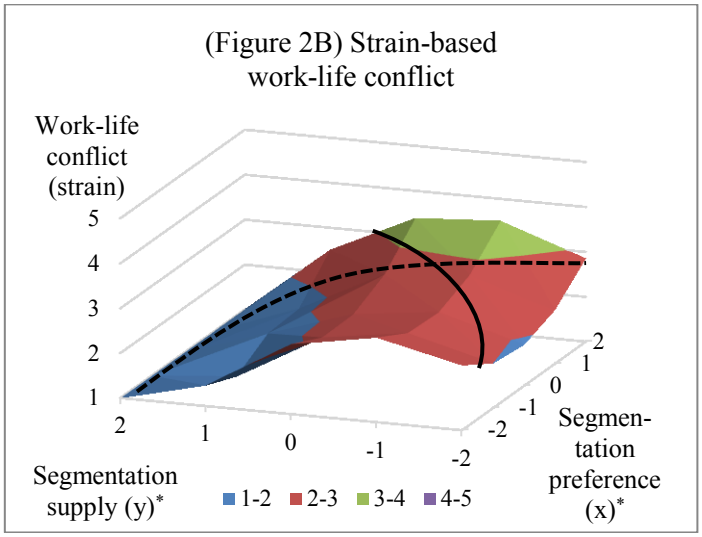



**Figure 2A Response Surface Analysis: Segmentation Preference, Supply and Work-Life Conflict**



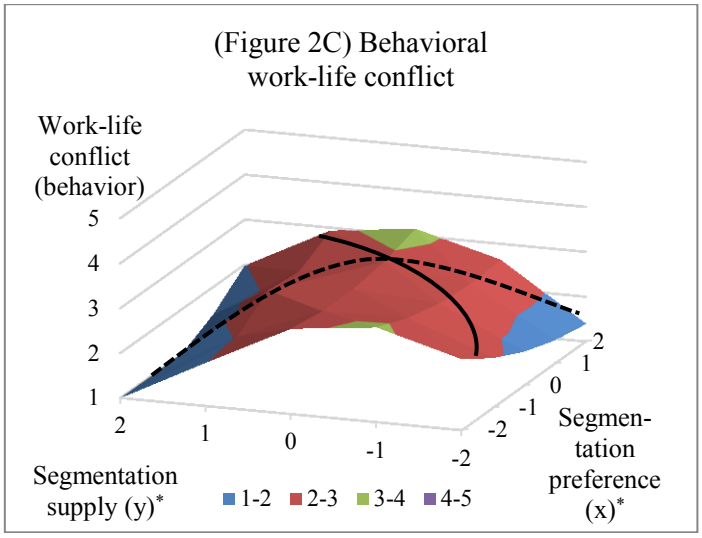

*scores are centered

**Figure 2B Response Surface Analysis: Segmentation Preference, Supply and Strain-Based Work-Life Conflict**



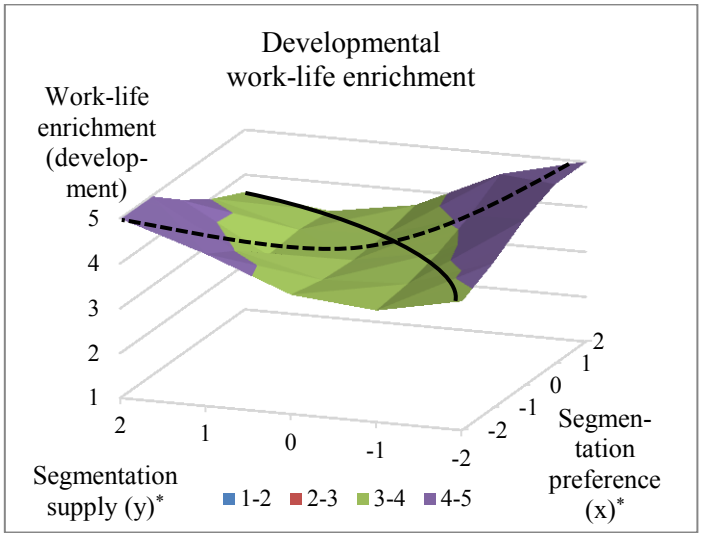

*scores are centered

**Figure 2C Response Surface Analysis: Segmentation Preference, Supply and Behavioral Work-Life Conflict**



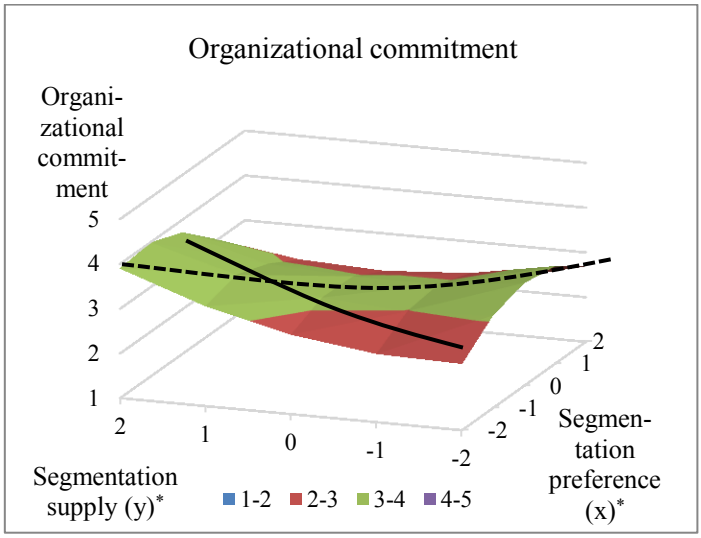

*scores are centered

**Figure 3 Response Surface Analysis: Segmentation Preference, Supply and Work-Life Enrichment**




*scores are centered

**Figure 4 Response Surface Analysis: Segmentation Preference, Supply and Organizational Commitment**




*scores are centered