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Effects Of Self-Determination On Work/Life Balance

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EFFECTS OF SELF-DETERMINATION ON WORK/LIFE BALANCE

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ABSTRACT

In recent years the workforce has experienced many changes, mostly as a result of the proliferation of technology. With the ever changing work environment and the increased blurring of work and home boundaries, more research is imperative in helping organizations hire, retain, and keep the right employees satisfied. The present study aims to examine the interactions and moderating effects of motivation on boundary management preferences and behaviors. Respondents were asked to complete three questionnaires assessing their motivation towards their current work, preferred boundary management styles, and their enactment of boundary management techniques while present in the work and home domains. By using a sample of full- time employees, the present study examined the effects of motivation on boundary management preferences and enactment. Potential findings will help to better identify motivated individuals who are more likely to employ boundary management techniques that are conducive with responsibilities for demanding positions, which often requires work to take precedence over other life domains.

Keywords: self-determined motivation, work-life balance, boundary management, integration, segmentation

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CHAPTER I

INTRODUCTION

The workplace is a dynamically changing environment. In recent years many individuals have taken a new approach to work/life balance as new technologies and flexible work policies have emerged. The proliferation of smart phones, flextime, and telecommuting has fostered the potential for a constant connection to both work and home, creating an increased overlap of work and personal life and transforming work and non-work relationships. With the rise of technology and many employees valuing flexible work policies, it is imperative that organizations understand and adopt the right workplace policies. This allows for organizations to be competitive in talent acquisition and retention, as successful employers realize future success is dependent upon effectively hiring and retaining the right employees (Orrell, 2009).

Understanding desirable work policies extends much further than an employee's job title, as employees must properly allocate time between work and home domains. In an attempt to allocate resources properly, individuals construct boundaries around work and home in order to provide organization and structure to the world around them.

Research suggests the ways in which employees manage these boundaries (referred to as boundary management) can have a large impact on many important

outcomes, such as productivity, turnover intention, burnout, job satisfaction, and overall life satisfaction (Richer, Blanchard, & Vallerand, 2002).

Motivation, a predominant field in organizational research that has been essential in understanding many organization outcomes, may be instrumental in helping to paint a more complete view of how employees approach and enact boundary management. The present research will focus on one theory that proposes motivation can be intrinsically (self) or extrinsically (externally) driven (Deci, Koestner, & Ryan, 1999). An intrinsic drive towards work has been found to have many positive organizational benefits such as increased job satisfaction, stronger organizational commitment, and overall life satisfaction (Baard, Deci, & Ryan, 2004; Gagné, Koestner, & Zuckerman, 2000). More research is needed to understand how motivation towards one's job may impact the type of boundary management techniques preferred and implemented.

With the ever changing work environment and the increased blurring of clear work and home boundaries, more research is imperative in helping organizations hire, retain, and keep the right employees satisfied. The present study aims to examine the interactions and moderating effects of motivation on boundary management preferences and behaviors.

Work-Life Balance and Work-Family Conflict

Work-life balance is an emerging field in organizational psychology, which focuses on the demands of managing work and non-work responsibilities (Greenhaus & Powell, 2003). As all individuals have a limited amount of resources to allocate between work and non-work domains, employees must manage their resources properly. This task is not easy, as multiple roles often have differing attitudes, behaviors, and expectations

which can lead to incompatibilities and conflict between domains (Clark, 2000). Much research has investigated the impact of holding multiple important roles; most of which focus on the negative aspects of conflicting responsibilities (Parasuraman & Greenhaus, 2002).

Work-family conflict is defined as tension experienced between work and family domains, where incompatible expectations and challenges exist between roles (Burke & Cooper, 2008; Greenhaus & Beutell, 1985). Work-family conflict is seen as a bidirectional concept, where work can interfere with family and family can interfere with work (Frone, Yardley, & Markel, 1997). These concepts are referred to as work-to-family conflict and family-to-work conflict respectively. The direction of work interfering with family-life has been found to be more prevalent than family interfering with work for both men and women (Frone, 2003). This suggests work has a greater degree of negative impact on family life than family life does on work.

Three unique forms of work-family conflict are recognized: time-based, strain-based, and behavior-based conflict (Greenhaus & Beutell, 1985). Greenhaus and Beutell define time-based as conflict that occurs when time devoted to one domain makes it difficult to fully participate in the other domain. Strain-based conflict occurs when strain from one domain carries over and hinders participation in another domain. Lastly, behavior-based conflict occurs when behaviors expected in one domain are incompatible with others.

When conflict and stress threaten personal resources individuals make adjustments to protect these assets. Conservation of Resources Theory (Hobfoll & Lilly, 1993) states humans seek to acquire and maintain resources such as time, energy, and

money. The loss of such resources, a threat to the loss of resources, or lack of an expected gain in resources subsequently produces stress. This theory also encompasses stress outcomes for employees as work-family conflict leads to stress due to the loss of resources through the juggling of multiple roles. In order to protect resources threatened by high work-family conflict, solutions such as looking for a more family friendly job (e.g., company with more family friendly policies) are often pursued (Boyar, Maertz, Person, & Koeugh, 2003).

Boundary Management

In an attempt to manage demands of multiple roles, reduce the presence of work-family conflict, and allocate resources properly, employees implement boundary management techniques. Boundary management techniques are cognitions and strategies by which individuals manage aspects of multiple domains. Nippert-Eng (1996) describes boundary management as the ways individuals segment (keep separate), or integrate (blend) aspects of work and non-work. Working adults construct boundaries around work and personal life that vary in strength (Clark, 2000; Nippert-Eng, 1996). The strength of these boundaries influences important aspects of how work and non-work aspects interact (Ashforth, Kreiner, & Fugate, 2000; Clark, 2000; Nippert-Eng, 1996).

Nippert-Eng (1996) created a strong foundation for boundary management research, focusing on the ways in which individuals classify domains by constructing and defining boundaries. Boundary strength is further comprised of two elements: permeability and flexibility (Ashforth et al., 2000; Clark, 2000). Permeability refers to the extent of which elements of one domain may enter and are readily found in other domains (Ashforth et al., 2000; Hall & Richter, 1988). Overall boundary permeability

relates to being physically located in one domain but behaviorally or emotionally engaged in another (Clark, 2000). Receiving calls from family members while present in the work domain is an example of a permeable boundary, allowing aspects of home into the workplace.

Flexibility, the second element of boundary strength, refers to the ability of the boundary in one domain to be relaxed to meet the demands of other domains (Ashforth et al., 2000; Clark 2000). Flexibility is seen as the degree to which role boundaries can be adjusted physically or temporally to be enacted in different locations and at different times (Ashforth et al., 2000). Boundary flexibility answers the questions of "when and where" a role can be enacted, while boundary permeability tells us the extent to which elements of one role can be assimilated with another (Sundaramurthy & Kreiner, 2008). Rearranging one's work schedule in order to attend a family member's sporting event is an example of a flexible boundary that allows work timeframes to be relaxed in order to accommodate family.

The terms integration and segmentation were coined to describe the degree in which permeability and flexibility are implemented. Nippert-Eng (1996) proposed a boundary strength continuum, with segmentation and integration representing opposite ends of the spectrum. Integration and segmentation represent two extremes of the work-life balance continuum, which are characterized by strong to weak boundary implementation. Most individuals do not fall on either extreme of the integration-segmentation continuum. In fact, instances of complete segmentation are rare (Ashforth et al., 2000; Nippert-Eng, 1996).

Strong boundary implementation is referred to as segmentation, which is characterized by low permeability and flexibility (Nippert-Eng, 1996). Strong segmenters rarely, if at all, bring elements of one domain into the other; preferring to keep work and home as separate entities. Individuals who segment construct strong, impermeable boundaries around domains, preventing elements from one domain to come in contact with elements of other domains. Impermeable boundaries are constructed through activities that restrict aspects of one domain from freely entering another, such as turning off one's personal cell phone while at work to prevent interruptions from home. Disconnecting work related e-mails from a personal smart phone is another example of an impermeable boundary that could be established in order to maintain the separation of work and home life.

Nippert-Eng (1996) defines the opposing end of the boundary management spectrum as integration, which allows for the permeability of elements between domains as well as highly flexible boundaries. Strong integrators are characterized by their preference to blend elements of both domains, essentially eliminating boundaries and allowing aspects of one domain to be found freely in another. Behaviors such as keeping a combined keychain for work and home, inviting co-workers home for dinner, and keeping pictures of family on one's work desk are characteristics of integrators. An integrator would also enact flexible boundaries that allow for the willingness to disengage activity in one domain to attend to needs in the other. Implementing flexible boundaries allows an employee to leave work to pick up a sick child from school, or rearrange one's work schedule to attend a family member's ballet recital.

In some cases, employees may not have control over the flexibility of a work boundary because of the construction of the work environment or aspects of the job itself. Due to this possible constraint, it is believed boundary flexibility is comprised of an individual's willingness, as well as actual ability to leave the domain (Clark, 2000).

Preferred Boundary Enactment

One's position on the continuum is dependent on many situational and environmental factors. It is believed the primary objective of implementing boundary management techniques is to reduce work-life conflict by minimizing the difficulty of multiple role transitions (Ashforth et al., 2000). There are many individual differences behind boundary preferences, with varying reasoning behind why one boundary management technique is implemented over another.

The enactment of segmentation or integration techniques each holds many advantages and disadvantages. Integration may be desired as the blurring of roles often helps to reduce tension that may arise from holding multiple roles (Meyerson & Scully, 1995). Integration is thought to enable flexibility and allow employees to cope with multiple demands by allowing attention to be given to problems that arise in either domain. Greater integration between domains is also believed to reduce the amount of effort needed to transition back and forth between work and family roles (Ashforth et al., 2000). For those who embrace multiple roles, integration has been found to lead to higher organizational commitment (Kirchmeyer, 1995). In some cases, such as establishing a new career, employees choose to spend extra time and resources in the work domain in order to create a solid foundation in one's field and further career goals. Highly ambitious employees, looking to gain promotions and get ahead in their careers, are also found to

prioritize work over other life aspects (Sturges, 2008). Employees who are trying to get ahead often do not mind devoting extra time and resources to the work domain, resulting in a boundary management style that allows work to be brought home and work related calls, texts, and e-mails to be addressed during non-work hours.

Conversely, one may prefer to engage in behaviors that promote segmentation, as it is often believed to foster preservation and development of each domain more fully. Greater segmentation reduces interruptions, which allows individuals to focus more completely on the salient role (Ashforth et al., 2000; Rothbard & Edwards, 2003), ultimately leading to better concentration and productivity in the present domain. Segmentation may also be appealing in coping with differing norms or expectations found in the two domains (Hewlin, 2003). From a more psychological perspective, segmentation implementation is often viewed as a mental escape from role responsibilities (Hochschild, 1997), reducing one's susceptibility to stress, depression, and mood swings by separating negative aspects of one domain from the other (Linville, 1987).

Some gender differences are thought to exist between the ways in which men and women enact boundary management techniques. As women have traditionally taken a dominant role in caring for children and the household, even with the increase of dual-earning households, research has found women are more motivated by family (Buttner, 1993). Additional findings directionally suggest gender and the number of children under 18 in the home also have an impact on the ways in which boundaries are constructed (Bulger, Matthews, & Hoffman, 2007), and the ability for one to enact these boundaries.

Boundary Incongruence

As there are a variety of reasons behind enacting certain segmentation or integration behaviors, one holds a preferred boundary management style. Kreiner (2006) describes preferred boundary management as the degree an individual favors integration or segmentation of work and home domains. The surrounding work and home environments, as well as the individuals found within each domain, contribute to the degree in which preferred boundary segmentation or integration is fostered.

Further research by Kreiner, Hollensbe, and Sheep (2009) found the combination of one's preferred boundary state and the mix of environmental influences will either match or not, in the sense that all external variables will either create a fostering or antagonistic environment for implementing one's preferred boundary management style. This is referred to as work-boundary (in) congruence. Environments that are not conducive to fostering preferred boundary management lead to work-boundary incongruence. Work-boundary congruence is achieved when all external factors allow and support one's desired boundary enactment.

Even when work-boundary congruence is present, preferred boundary management cannot always be consistently achieved due to external circumstances. Boundary interruptions are a key hindrance to preferred boundary management implementation for employees who prefer segmentation. Boundary interruptions refer to intrusions from one role into another role, where physical and temporal permeations across domains are perceived as interruptions. Intrusions can vary in frequency, severity, and directionality (Kossek, Ruderman, Braddy, & Hannum, 2012) and are assessed in different ways. Some boundary intrusion assessments focus on the total number of hours

per week employees feel distracted by family/work while present in the family/work domain (Kossek & Lautsch, 2008). Directionality of intrusions across domains is important to distinguish, as intrusions from the family domain while present in the work domain are differentiated from work creating a disruption in personal life (Kossek et al., 2012). Directionality can vary in acceptance, depending on one's preferred boundary management style.

Intrusions can also vary in the degree in which they are self-generated. As many intrusions are made by the outside domain, employees can also generate engagement with the domain they are not currently engaged with, such as texting a family member while at work. Some individuals are asymmetric in the ways in which they cross boundary lines. Kossek and Lautsch (2008) determined some individuals are uni-centric and engage significantly more with one role. These individuals are suggested to engage in asymmetrical role intrusions with their preferred role, but far less likely to engage in these types of intrusions from the opposite side. For example, some employees rarely take calls from family members while present in the work domain. However, answering work related calls and e-mails during weekends and vacations is frequently engaged in.

Those who prefer integration may experience similar frustrations when external circumstances thwart preferred boundary enactment. Certain work policies, such as non-fraternization rules, can prevent aspects of work from crossing into the non-work realm. Segmentation can also be forced on those who prefer integration if one's spouse does not approve of conducting work during family time. Family members can also hinder integration by not responding to personal calls/texts while present in the work domain.

Motivation and the Self-Determination Theory Continuum

Motivation is broadly defined as a force that directs, energizes, and sustains behavior over time (Ambrose & Kulik, 1999; Kanfer, 1990). Being motivated means being energized to achieve an end goal (Ryan & Deci, 2000). Motivation in the work context examines the psychological processes by which individuals form and commit to work-related goals, plan goal accomplishment, allocate personal resources, and regulate thoughts, behavior, and effort towards goal attainment (Pinder, 1998; Kanfer, 1990). The present study will focus on one theory of motivation in the workplace.

Self-Determination Theory is an approach to human motivation and personality that ultimately explains the reasoning behind behaviors (Ryan & Deci, 2000). Although many theorists have treated motivation as a singular concept, Self-Determination Theory proposes varying degrees of motivation and describes the theoretical, experimental, and functional differences among motivational types.

Ryan and Deci (2000) proposed that all intentional behavior is believed to fall on a continuum of controlling to autonomous, such that an individual engages in the behavior due to either pressure from an external force or internal drive. Intrinsic motivation, or self-determined behavior, refers to motivation emanating from the self, in which a particular task aligns with personal values, and is pursued for enjoyment and fulfillment. Motivation that falls at the other end of the spectrum is not freely engaged in, externally controlled, and only pursued to obtain external rewards or avoid punishments. The continuum of self-determined motivation describes types of motivation as well as regulatory styles, causality, and rational behavior.

Ryan and Deci (1985) proposed the self-determination continuum in order to explain the range and types of intentional behaviors. The continuum progresses from states categorized as controlling (non-self-determined) to autonomous (self-determined). Amotivation, which falls on the farthest end of non-self-determined behavior. When amotivated, individuals lack drive to engage in a specific task and act aimlessly without intention. Amotivation is believed to result from not finding value in an activity, perceived lack of competence in ability to perform a task, or as a result of not expecting to obtain a desired outcome from subsequent effort (Ryan, 1995; Seligman, 1975). An example of amotivation towards work would be an employees who goes to work but is not sure it is worth it, not finding value in their line of work. A state of amotivation towards work has been found to lead to learned helplessness (Abramson, Seligman, & Teasdale, 1978; Seligman, 1975).

Next along the continuum are forms of non-self-determined motivation, consisting of external regulation, introjected regulation, identified regulation, and integrated regulation. Externally regulated behaviors are the least autonomous and are performed solely to obtain a reward or satisfy an external demand (Deci & Ryan, 1985). Externally regulated behavior is a means to an end approach, driven by an external locus of control and perceived as controlling. Employees who work hard in order to maintain money or fringe benefits are considered externally regulated.

Introjected regulation, which is a type of extrinsic motivation that moves slightly closer to self-determined behavior, involves taking in a demand but not fully accepting it as one's own. Those who are motivated in this sense pursue tasks to avoid guilt or anxiety, or to attain ego enhancements such as pride. Individuals who are driven to work

because they would feel guilty if they did not are considered introjected. Introjected employees may be motivated to engage in a task to increase self-worth or demonstrate ability. Although these are intrinsically driven forces, introjected regulation is still extrinsically motivated due to the external perceived locus of control and the absence of identifying the behavior as part of one's self (Deci & Ryan, 1985).

Moving along the continuum towards more self-determined behaviors, another form of extrinsic motivation is regulation through identification. Those who are motivated in this sense value the task or behavioral goal and perceive it as personally important. However, this task is not found to be internally interesting and would not be pursued in the absence of external demands (Deci & Ryan, 1985).

Further, the most autonomous, and self-determined form of extrinsic motivation is integrated regulation. This occurs when tasks are brought in line with one's personal values, emulating a sense of self through the task, thus making it self-determined. Behavior characterized by integrated motivation shares many qualities with intrinsic motivation, although is still considered extrinsically motivated because the pursuit of the task is done to attain additional external outcomes rather than solely for inherent enjoyment (Deci & Ryan, 1985).

Lastly, intrinsic motivation, which falls on the farthest end of the self-determination continuum, is defined as the desire to work on a task for its own sake because the work itself is enjoyable, satisfying, and/or challenging (Deci & Ryan, 1985). Intrinsic motivation emanates from the self and drives those to pursue tasks even in the absence of external stimuli and rewards.

Intrinsic/Extrinsic Influences in the Workplace

Individuals exhibit varying degrees of motivation towards one's job and specific tasks found within the workplace. Employee motivation is strongly influenced by individual difference factors, specific job factors, and various aspects of the work environment. Therefore, specific aspects of one's job may influence the amount of self-determined motivation an employee possesses towards work (Gagne & Deci, 2005).

Self-determined and non-self-determined orientations hold differing foci, ultimately contributing to varying life and organizational outcomes. Self-determined motivation, is an important issue in organizations, as more self-determined motivation towards work leads to many positive job outcomes, having many benefits for employees and the organization as a whole.

A self-determined orientation reflects an employee's pursuit towards self-development, self-expression, and self-actualization (Deci & Ryan, 1985; Kasser, 2002). Individuals motivated in this sense have been found to have more interest, excitement, and confidence; which leads to enhanced job performance, persistence, and creativity (Deci, Vallerand, Pelletier, & Ryan, 1991). More meaningful and satisfying relationships with co-workers have also been found for those intrinsically driven (Akhtar, 2000).

Higher self-determined motivation has also been connected to positive organizational outcomes, such as stronger organizational commitment, fewer turn-over intentions, increased job satisfaction, and overall greater well-being (Baard et al., 2004; Gagné et al., 2000; Richer et al., 2002; Ryan & Deci, 2001). Higher self-determined motivation also positively predict higher goal attainment in the work setting (Judge, Bono, Erez, & Locke, 2005).

In contrast, a non-self-determined orientation towards work is primarily driven by material accumulation and external rewards (Watts, 1992). Employees possessing a lower degree of self-determination towards work are typically focused on self-satisfying aspects of work, such as occupying a prestigious position, high income, having influence, and control, as well as gaining social approval in the workplace (Akhtar, 2000).

Not only has a higher self-determined motivation towards work been found to lead to many increased organizational, and life benefits, Vansteenksite et al. (2007) determined a non-self-determined orientation may be detrimental to employees in aspects of both work and home. Using support from Self-Determination Theory, this study determined those who hold a non-self-determined orientation towards work experience less positive work related outcomes compared to those who are self-determined. This research also suggests negative effects of a non-self-determined drive extends beyond the workplace. Non-self-determined employees were found to be less happy with their lives, report lower life satisfaction, experience more conflict between work and life roles, and more likely to report feeling mentally depleted after a day's work. Mental depletion from work is believed to hinder the development of a satisfying family life. Thus, those who are non-self-determined are more likely to carry negative effects of work to the home life. Conversely, self-determined employees are more likely to report feeling energized after a day's work, allowing them to fully engage in activities outside of work.

These findings suggest motivational drive towards work has significant effects on all domains of one's life. The present study will expand on these findings by examining the effect motivation has on the way in which employees use boundary management techniques to manage time and allocate resources between work and home domains.

Present Research

Individuals who are self-determined perform tasks because the work itself is fulfilling and would be performed even in the absence of external stimuli and rewards (Deci & Ryan, 1985). Because aspects of work are so closely connected with the self, employees who are more self-determined by work may naturally employ an integrative boundary management style that allows aspects of work to continually be connected with all aspects of life. Fully disconnecting work from other parts of life may be difficult for intrinsically driven employees; therefore aspects of work may continually be present, no matter which domain the individual is engaged with.

Conversely, research has found those who are uncertain about whether they are in the right profession or career generally have no career strategy to implement (Strurges, 2008). With no clear career goals, employees take an unfocused and purely extrinsically driven approach to work. From a more psychological perspective, segmentation implementation is often viewed as a mental escape from role responsibilities (Hochschild, 1997), reducing one's susceptibility to stress, depression, and mood swings by separating negative aspects of one domain from the other (Linville, 1987). Individuals who hold a lower degree of self-determined motivation towards work may choose to employ segmentation behaviors in order to separate aspects of life that are not viewed as enjoyable.

It is possible that those who possess a higher degree of self-determined motivation towards work are more likely to engage in role-crossing intrusions with work while in the home domain, allowing work related intrusions such as calls and e-mails to impede time spent with family. Conversely, employees who demonstrate a lower degree of self-

determined motivated towards work are expected to prevent intrusions from work, creating distance from less enjoyable aspects of life.

Individuals also have differing degrees of motivation towards non-work activities such as family. One's position on the self-determination scale towards family may impact the effect work motivation has on managing boundary intrusions. A higher degree of self-determined motivation towards family may lessen the extent of role-crossing intrusions from work while present in the home domain. As self-determined motivation towards family increases the amount of time one wants to engage with family, the extent of role-crossing intrusions from work while present in the home domain are expected to be fewer.

> Hypothesis 1: An interaction is expected to be found between work motivation and family motivation on level of intrusions into family. Intrusions from work while present in the non-work domain are expected to be found to a greater extent for those who have a higher degree of self-determined motivation towards work. This effect will be weakened for employees who demonstrate more self-determined motivation towards family.

Self-determined motivation towards family is also expected to influence the extent of role-crossing intrusions from family while present in the work domain. Individuals who have a higher degree of self-determined motivation towards family are more likely to engage with family while at work, finding it difficult to fully disengage with the family domain. More self-determined motivation towards work will lessen this

effect as those motivated by work will want to reduce role-crossing intrusions by family in order to engage more fully with the preferred domain.

> Hypothesis 2: An interaction is expected to be found between family motivation and work motivation on level of intrusions into the work domain. Intrusions from family while present in the work domain are expected to be found to a greater extent for those who have a higher degree of self-determined motivation towards family. This effect will be weakened for employees who demonstrate more self-determined motivation towards work.

A motivated workforce is a competitive advantage in today's fast pace, technology-driven economy. Self-determined employees not only are more involved and committed to their work, but more connected and loyal to their organization (Tremblay, Blanchard, Taylor, Pelleiter, & Villeneuve, 2009). With motivation playing such an important role in employee and organizational success, the best way to properly assess employee motivation is an issue that warrants additional research. As the boundaries between work and non-work continue to blur, hiring individuals who are able to integrate work with home life may become an important hiring requirement for demanding jobs. Potential findings from the present research will help to better identify motivated individuals who are most likely to employ boundary management techniques that are conducive with demanding positions, which often requires work to take precedence over other life aspects.

CHAPTER II

METHOD

Procedure

All respondents were asked to complete three questionnaires. In order to provide visual support for the procedure, Appendices A, B, and C demonstrate how the questionnaires were presented to respondents. The first questionnaire measured motivation towards work. The second questionnaire measured motivation towards family. The third scale assessed the level of role-crossing intrusions while present in the work and home domains. Following completion of the three scales, participants were asked to indicate their gender, age, number of children living in the household under the age of 18, and marital status. Differences among these groups were examined during analysis.

Participants

The sample consists of 359 Mechanical Turk "Workers" who chose to complete the Human Intelligence Task containing the questionnaire. Amazon's Mechanical Turk is an incentive based crowdsourcing marketplace that enables "requesters" (individuals and businesses) to access the survey respondents (Workers). "Requesters" post human intelligence tasks, such as surveys, for "Workers" to complete in exchange for compensation. "Workers" were awarded 25 cents for full completion of the questionnaire. In order to qualify for the survey, respondents must be employed full-

time (35 hours or more a week), be a citizen of and currently living in the United States, and be living with at least one child under the age of 18.

The majority of the 359 Mechanical Turk "Workers" who qualified for the study are female (63%), have at least a bachelor's degree (56%), and are married (71%). The average age of the respondents in the present study is 38. Respondents most frequently report having one child under the age of 18 living in their household (41%), while 38% have two children, and 21% have three or more children.

Measures

Respondents were asked to complete the three scales described below. All measures and relevant scales are included in the appendices.

Work motivation. The Work Extrinsic and Intrinsic Motivation Scale (WEIMS), developed by Tremblay et al. (2009), based on the original French self-determination work motivation measure (Blais, Brière, Lachance, Riddle, & Vallerand, 1993), was used to measure self-determined motivation towards work (shown in Appendix C). The WEIMS is an 18-item measure of self-determined work motivation that is theoretically grounded in Self-Determination Theory (Deci & Ryan, 2000). The WEIMS is divided into three-item subscales that correspond to the six types of motivation on the self-determination continuum (i.e., amotivation, external regulation, introjected regulation, identified regulation, integrated motivation, and intrinsic motivation). Participants were asked to indicate on a Likert scale of 1 (*does not correspond at all*) to 7 (*corresponds exactly)* the extent to which the statements describe the reasons they are involved with their work. A total score, derived from the formula developed by Vallerand (1997) (shown in Appendix C), classifies respondents as self-determined or non-self-determined.

In order to calculate the total score, sub scores were calculated by taking an average of the scores for the questions associated with each type of motivation found in Appendix C (e.g., Intrinsic Motivation= Q4, Q8, Q15). Each sub score was then weighted using the formula provided in Appendix C to achieve an overall score. Overall possible scores range from a -36 to +36. A positive score reflects a self-determined orientation while a negative score reflects a non-self-determined orientation towards work. Previous research supports that this measure demonstrates high levels of reliability (Fortier, Vallerand, & Guay, 1995; Slovinec-D' Angelo, Pelletier, Reid, & Huta, 2014). Tremblay et al. (2009) found the internal consistency measure to be .84 for this scale.

In order to more closely examine where differences in self-determined motivation and boundary management take place, the present study examined work motivation three separate ways. The first analysis used the total work motivation scores, the second analysis re-calculated the total work motivation score to exclude amotivation, and the third analysis examined each motivational subscale (i.e. intrinsic motivation, identified motivation, extrinsic motivation, and amotivation) individually. The individual motivation scores were calculated by taking an average of the scores for the questions associated with each type of motivation found in Appendix C (e.g., Intrinsic Motivation = Q4, Q8, Q15).

Family motivation. The Situational Motivation Scale (SIMS), developed by Guay, Vallerand, and Blanchard (2000) was used to measure self-determined motivation towards family in the present research (shown in Appendix D). The SIMS is a 16-item measure that determines one's degree of self-determined motivation towards certain tasks. The scale was adapted for the current study to represent motivation towards family.

Respondents were asked to answer the questionnaire as it related to their attitudes towards their involvement with family. The SIMS is designed to measure intrinsic motivation, identified regulation, external regulation, and amotivation. Participants were asked to indicate on a Likert scale of 1 (*correspond not at all*) to 7 (*corresponds exactly)* the extent to which the statements describe the reasons they are engaged with their family.

In order to gain a total motivational score, the formula validated by Blanchard, Mask, Vallerand, de la Sablonniere, and Provencher (2007), (shown in Appendix D) was used to calculate a total motivational score towards family. Possible scores range from -18 to +18 where positive scores represent a self-determined orientation towards family and negative scores reflect a non-self-determined orientation towards family. The Cronbach alpha for this scale was found to be .85, demonstrating a high level of internal consistency.

The present study examined family motivation three separate ways. The first analysis used the total family motivation scores, the second analysis re-calculated the total family motivation score to exclude amotivation, and the third analysis examined family motivational subscale (i.e., intrinsic motivation, identified motivation, extrinsic motivation, and amotivation) individually. The individual motivation scores were calculated by taking an average of the scores for the questions associated with each type of motivation found in Appendix D (e.g., Intrinsic Motivation = Q1, Q7, Q11, Q15).

Work-life integration strategy. A ten item scale developed by Kossek et al. (2012) was used to measure the dependent variables, level of intrusions while present in the work or non-work domain, for Hypotheses 1 and 2 (shown in Appendix E). The scale

is comprised of two parts, Non-Work Interrupting Work Behaviors scale (questions 1-5) and the Work Interrupting Non-Work Behaviors scale (questions 6-10), used to assess the level of intrusions from work and family domains. Participants were asked to indicate on a Likert scale of 1 (*strongly disagree)* to 5 (*strongly agree)* the extent to which they agree with each statement. The Non-Work Interrupting Work Behaviors scale measures the level of intrusions from family into work. Higher scores on this scale indicate higher levels of intrusions from family into work. . Conversely, the Work Interrupting Non-Work Behaviors scale measures the level of intrusions from family into work. Higher scores on the Work Interrupting Non-Work Behaviors scale indicate higher levels of intrusions from work into family.

Control variables. Gender, marital status, the number of children under the age of 18 living in the household, education, and age were examined for potential effects on the dependent variable prior to being controlled for in the study.

Analysis

Hierarchical multiple regressions were was used to analyze the data and examine relationships and interactions among the variables.

Hypothesis 1: An interaction is expected to be found between work motivation and family motivation on level of intrusions into family. Intrusions from work while present in the non-work domain are expected to be found at a greater extent for those who have a higher degree of self-determined motivation towards work. This effect will be weakened for employees who demonstrate more self-determined motivation towards family.

To provide support for Hypothesis 1, work motivation was determined by participants' score on the WEIMS questionnaire. Family motivation was determined by participants' score on the Situational Motivation Scale (SIMS) that was adapted to determine motivation towards family. The dependent variable, level of intrusions into the family domain, was determined by the Work Behaviors scale (questions 6-10 of the Work-Life Integration Strategy scale). To provide support for Hypothesis 1, an interaction must be found between work motivation and family motivation ($p < .05$) in relationship to role-crossing intrusions from work while present in the non-work domain.

> Hypothesis 2: An interaction is expected to be found between family motivation and work motivation on level of intrusions into the work domain. Intrusions from family while present in the work domain are expected to be found at a greater extent for those have a higher degree of self-determined motivation towards family. This effect will be weakened for employees who also demonstrate more self-determined motivation towards work.

To provide support for Hypothesis 2, family motivation will be determined by participants' score on the Situational Motivation Scale (SIMS). Work motivation was determined by participants' score on the WEIMS questionnaire. The dependent variable, level of intrusions into work, was determined by the Work Behaviors scale (questions 1-5 of the Work-Life Integration Stagey scale). Hypothesis 2 will be supported if an interaction exists between work motivation and family motivation ($p < .05$) in relationship to level of intrusions from family while present in the work domain.

CHAPTER III

RESULTS

Descriptive statistics, including internal consistency reliabilities and intercorrelations, can be found in Table 1. A significant, negative, relationship was found between education level and level of intrusions into work. Results show those who have a bachelor's degree or higher have a higher level of intrusions into work. A significant, negative, relationship was also found between age and level of intrusions into family. Findings show that younger employees have a higher level of intrusions into family. Notably, a negative association between marital status and work interrupting family was found to approach significance. Results suggest married individuals have a higher level of intrusions into family. All remaining analyses between the demographic variables and dependent variables are non-significant.

Notably, a significant relationship was found between the dependent variables. Findings suggest employees who have a higher level of intrusions into work also have a higher level of intrusions into family; see Table 1.

Even though the total work and total family motivation scales used in the study have been widely used and have shown high levels of consistency and reliability in previous research, the reliability of the scales were brought into question in the present

study. When the reliability analysis was performed to reflect the way the formula calculates work motivation (i.e., reverse coding introjected work motivation, extrinsic work motivation, and work amotivation to reflect their negative weight in the scale), the reliability of the scale is very low (-.005). Closer examination of the change in alpha when certain items of the scale are deleted suggested the alpha could increase to .547 if introjected motivation were removed.

When examined without the reverse coding, the alpha is .801, which much more closely aligns with previously reported alphas. Due to the increased alpha and the fact that there were no significant differences in the results when analyses were performed with and without the reverse scores, scores were not reversed in the present study.

When a reliability analysis was performed on the total family motivation scale to reflect the way in which the formula calculates total family motivation (i.e., extrinsic family motivation and family amotivation are reverse coded to reflect their negative weight in the scale), the scale demonstrates average reliability (.643). Closer examination of the change in alpha if certain items of the scale were deleted suggested the alpha could be increased to .800 if extrinsic motivation was deleted. Since this scale has been proven in past research, this factor was not removed in the present research. The concern of using a weak factor in the scale is reduced when the relationship between level of intrusions with each type of family motivation is examined individually. Analysis of the motivational types individually helps to determine the strength of the unique effect each type of family motivation has on the level of role-crossing intrusions. Implications are discussed in more detail in the Discussion section.

Work Interrupting Family Analyses

Hypothesis 1, which expects an interaction to be found between work motivation and family motivation on the level of intrusions into family, was examined in three separate ways.

The first analysis examined total family and total work motivation scores, calculated using the formulas found in Appendix C and Appendix D. For this analysis, a hierarchical linear regression was used. The covariates, marital status and age, were entered in Step 1, R^2 =.027, $p < .01$. Total work motivation and total family motivation were entered in Step 2, $R^2 = .07$, $p < .01$, ΔR^2 =.043, $p = .000$. Finally, the interaction between total work motivation and total family motivation was entered in Step 3, R^2 = .078 $p > .05$, ΔR^2 = .008, $p = .087$; see Table 2. Hypothesis 1 was not supported, as the interaction between family motivation and work motivation is not significant. However, significant main effects for total family motivation and level of intrusions into family, and total work motivation and level of intrusions into family emerged in the expected directions; based on Step 2 coefficients. Findings show those who are less motivated by family have higher levels of intrusions into family. Conversely, those who are more motivated by work have higher levels of intrusions into family.

A separate analysis examined Hypothesis 1 using total work motivation and total family motivation without amotivation. Total work motivation and total family motivation scores were recalculated without amotivation. A hierarchical linear regression was used for this analysis. Marital status and age were entered in Step 1, R^2 = 027, p < .01. Total work motivation (excluding amotivation) and total family motivation (excluding amotivation) were entered in Step 2, $R^2 = .089$, $p < .05$, ΔR^2 =.062, p =.000.

Finally, the interaction between total work motivation (excluding amotivation) and family motivation (excluding amotivation) was entered in Step 3, $R^2 = .093$, $p > .05$, $\Delta R^2 = .004$, $p = .235$; see Table 3. A significant interaction was not found, therefore Hypothesis 1 was not supported. However, a main effect for total work motivation and level of intrusions into family emerged based on Step 2 coefficients. Employees who are more motivated by work have higher levels of intrusions into family.

Additionally, each type of motivation was examined individually. The four types of motivation measured in the family motivation scale (intrinsic, identified, extrinsic, and amotivation) were paired with the corresponding individual scores from work motivation. A hierarchical linear regression was conducted for each motivational pair (i.e., intrinsic work motivation with intrinsic family motivation, identified work motivation with identified family motivation, extrinsic work motivation and extrinsic family motivation, amotivated work motivation with amotivated family motivation). For each analysis run, marital status and age were entered in Step 1, each corresponding motivational type was entered in Step 2, and the interaction between each motivational pair was entered in Step 3.

When the individual scores for intrinsic motivation were analyzed, marital status and age were entered in Step 1, $R^2 = .027$, $p < .05$. Intrinsic work motivation and intrinsic family motivation were entered in Step 2, $R^2 = .09$, $p < .01$, $\Delta R^2 = .065$, $p = .000$. Finally, the interaction between intrinsic work motivation and intrinsic family motivation was entered in Step 3, $R^2 = .093$, $p > .05$, $\Delta R^2 = .000$, $p = .699$; see Table 4. A main effect emerged for intrinsic work motivation and level of intrusions into family; based on Step 2

coefficients. Results show intrusions from work into family are higher for intrinsically motivated employees.

When the individual scores for identified motivation were analyzed, marital status and age were entered in Step 1, $R^2 = .027$, $p < .01$. Identified work motivation and identified family motivation were entered in Step 2, $R^2 = .066$, $p < .01$, $\Delta R^2 = .039$, $p = .001$. Finally, the interaction between identified work motivation and identified family motivation was entered in Step 3, $R^2 = .077$, $p < .05$, $\Delta R^2 = .010$, $p = .050$; see Table 5. A significant interaction between identified work motivation and identified family motivation emerged; see Table 5 and Figure 1. The interaction reveals intrusions from work while present in the family domain are found at a greater extent for those who have high identified work motivation, compared to low identified work motivation. This effect is weakened for those who demonstrate high identified motivation towards family. Since identified motivation is closely related to intrinsic motivation, Hypothesis 1 is partially supported.

No significant main effects or interactions emerged when the individual scores for extrinsic motivation were analyzed; see Table 6.

When individual scores for amotivation were analyzed, marital status and age were entered in Step 1, $R^2 = .027$, $p < .01$. Work amotivation and family amotivation were entered in Step 2, $R^2 = .107$, $p < .01$, $\Delta R^2 = .079$, $p = .000$. Finally, the interaction between work amotivation and family amotivation was entered in Step 3, $R^2 = .112$, $p > .05$, $\Delta R^2 = .005$, $p = .157$; see Table 7. Two significant main effects emerged, between work amotivation and level of intrusions into family and family amotivation and level of intrusions into family; based on Step 2 coefficients. The main effect suggests intrusions

from family into work are greater for employees who are highly amotivated by work and/or highly amotivated by family.

Additional analysis of gender as an interaction was examined. Even though no significant main effects emerged between gender and level of role-crossing intrusions, previous research has found women have a higher level of family motivation (Buttner, 1993). Also, as women have traditionally taken a more dominant role in the family domain, it is important to examine whether a significant gender interaction exists in this study. In order to accomplish this, hierarchical linear regressions examined gender as an interaction for each way motivation was examined in the present study (i.e., total motivation, total motivation without amotivation, and each motivational type separately). When gender as an interaction was examined with total motivation, marital status, age, and gender were entered in Step 1. Total family motivation and total work motivation were entered in Step 2. The interaction between total work motivation and total family motivation was entered in Step 3. The interaction between total work motivation and gender was entered in Step 4. The interaction between total family motivation and gender was entered in Step 5. Finally, the three-way interaction between family, work, and gender was entered in Step 6. This process was repeated for the analysis of total motivation without amotivation and the analyses of each motivational type separately. No significant interactions emerged when gender was examined as an interaction for both work interrupting family and family interrupting work.

Family Interrupting Work Analyses

Hypothesis 2, which expects an interaction to be found between work motivation and family motivation on level of intrusions into work, was examined four separate ways as it relates to family interrupting work.

The first analysis examined total family motivation and total work motivation scores. For this analysis, a hierarchical linear regression was used. The covariate, education level, was entered in Step 1, R^2 =.021, $p < .01$. Total work motivation and total family motivation were entered in Step 2, $R^2 = .048$, $p < .01$ ΔR^2 =.027, $p = .006$. Finally, the interaction between total work motivation and total family motivation was entered in Step 3, $R^2 = .052$ $p > .05$, $\Delta R^2 = .004$, $p = .225$; see Table 9. Hypothesis 2 was not supported, as the interaction between total family motivation and total work motivation is not significant. However, a significant main effect between family motivation and level of intrusions into work; based on Step 2 coefficients. Findings suggest those who are more motivated by family have a higher level of role-crossing intrusions into work

A separate analysis examined Hypotheses 2 using total work motivation and total family motivation without amotivation. The recalculated total work motivation and total family motivation scores were used for this analysis. A hierarchical linear regression was used for this analysis. Education was entered in Step 1, $R^2 = 021$, $p < .01$. Total work motivation (excluding amotivation) and total family motivation (excluding amotivation) were entered in Step 2, $R^2 = .049$, $p < .01$, ΔR^2 =.028, p =.006. Finally, the interaction between total work motivation (excluding amotivation) and family motivation (excluding amotivation) was entered in Step 3, $R^2 = .052$, $p > .05$, ΔR^2 =.003, $p = .307$; see Table 10. A significant interaction was not found, therefore Hypothesis 2 was not supported.

However, a main effect of total family motivation, without amotivation, level of intrusions into work emerged; based on Step 2 coefficients. Employees who are more motivated by family are have higher levels of intrusions into work.

Additionally, each type of motivation was examined individually. The four types of motivation measured in the family motivation scale (intrinsic, identified, extrinsic, and amotivation) were paired with the corresponding individual scores for work motivation. A hierarchical linear regression was conducted for each motivational pair (i.e., intrinsic work motivation with intrinsic family motivation, identified work motivation with identified family motivation, extrinsic motivation and extrinsic family motivation, amotivated work motivation with amotivated family motivation). For each analysis, education was entered in Step 1, each corresponding motivational pair was entered in Step 2, and the interaction for each motivational pair was entered in Step 3.

When individual scores for intrinsic motivation were analyzed (intrinsic work motivation and intrinsic family motivation), education was entered in Step 1, $R^2 = .021$, $p < .01$. Intrinsic work motivation and intrinsic family motivation were entered in Step 2, $R^2 = .058$, $p < .05$, $\Delta R^2 = .038$, $p = .001$. Finally, the interaction between intrinsic work motivation and intrinsic family motivation was entered in Step 3, $R^2 = .065$, $p > .05$, $\Delta R^2 = .006$, $p = .118$; see Table 11. A main effect emerged for intrinsic family motivation and level of intrusions into work; based on Step 2 coefficients. Findings suggest intrusions from family into work are higher for employees who are more intrinsically motivated by family.

When the individual scores for identified motivation were analyzed, education was entered in Step 1, $R^2 = .021$, $p < .01$. Identified work motivation and identified family

motivation were entered in Step 2, $R^2 = .064$, $p < .01$, $\Delta R^2 = .043$, $p = .000$. Finally, the interaction between identified work motivation and identified family motivation was entered in Step 3, $R^2 = .072$, $p > .05$, $\Delta R^2 = .008$, $p = .079$; see Table 12. The main effect that emerged, based on coefficients from Step 2, shows employees who score higher on identified family motivation have higher levels of intrusions into family.

No significant main effects or interactions emerged when the individual scores for extrinsic motivation were analyzed; see Table 13.

When individual scores for amotivation were analyzed, education was entered in Step 1, $R^2 = .021$, $p < .01$. Work amotivation and family amotivation were entered in Step 2, $R^2 = .044$, $p < .05$, $\Delta R^2 = .023$, $p = .015$. Finally, the interaction between work amotivation and family amotivation was entered in Step 3, $R^2 = .059$, $p < .05$, $\Delta R^2 = .015$, $p = .017$; see Table 14 and Figure 2. A significant interaction between work amotivation and family amotivated emerged. The interaction reveals intrusions from family while present in the work domain are found at a greater extent for those who have high family amotivation, compared to low family amotivation. This effect is weakened for employees who demonstrate low work amotivation.

CHAPTER IV

DISCUSSION

The present research investigated the relationship between self-determined motivation towards work and family and level of role-crossing intrusions. Even though neither hypothesis was fully supported, interesting main effects and covariate relationships emerged. Some meaningful main effects emerged in expected directions, suggesting that in general, those who are more self-determined by work and/or home are more likely to engage with the motivating domain no matter which domain they are engaged with. Notably, a significant interaction was found between identified work motivation, identified family motivation, and the level of intrusions into family. A significant interaction also emerged between non-self-determined work motivation and non-self-determined family motivation on likeliness for work to interrupt family. Significant relationships with family interrupting work include: total family motivation, totally family motivation without amotivation, intrinsic family motivation, and identified family motivation. Two significant interactions emerged when examining the level of intrusions into work. The interaction between work amotivation and family amotivation as well as the interaction between self-determined work motivation and self-determined family motivation both have a significant relationship with role-crossing intrusions into

work. Age, marital status, and education were also found to have significant relationships with role-crossing intrusions.

There are dozens of possible explanations for the findings in the present study. A few examples of each are outlined throughout the Discussion section.

Discussion of the Demographics

Age and marital status were both found to have a significant negative relationship with level of intrusions into family. Younger employees have a higher level of intrusions into family. This may be due to younger employees being more likely to be in close connection with technology. Another possible explanation is, younger employees may feel the need to be in closer contact with work as they are establishing their career. Married individuals also have a higher level of intrusions into family. Among several possible reasons, it is possible that married individuals are better able to engage with work as childcare is likely to be a shared responsibility.

In the case of role-crossing intrusions from work into family, employees who have a bachelor's degree or higher were found have a higher level of intrusions into work, compared to those who do not have a bachelor's degree. One possible explanation is, many positions that require an advanced degree are office or desk jobs where employees can more easily connect to family through phone and e-mail.

Notably, employees who are more likely to allow intrusions into work are also more likely to allow intrusions into family. In general, employees who are more likely to engage in role-crossing intrusions in one area of life may be more likely to do so in all areas of life. One possible explanation is, as integration is believe to be implemented to help reduce tension that arises from holding multiple roles (Meyerson & Scully, 1995),

reduce effort in transitioning between roles (Ashforth el al., 2000), and to allow employees to simultaneously cope with multiple demands, integration may be preferred across all aspects of life for those who choose to integrate.

Discussion of Work Interrupting Family

Hypothesis 1, which expects an interaction to be found between work motivation and family motivation on level of intrusions into family, was tested three separate ways. The first analysis used the total work motivation scores. A second analysis was performed using total work motivation scores, calculated without amotivation. Additional analyses examined each motivational subscale (i.e. intrinsic work motivation, identified work motivation, extrinsic work motivation, and work amotivation) individually. Hypothesis 1 was not fully supported. However, the significant main effects emerged in the expected directions. The current research found employees who are less motivated by family have a higher level of intrusions from work into family. Conversely, those who are more motivated by work are more likely to have intrusions into family. Kossek and Lautsch (2008) determined some individuals are uni-centric and engage significantly more with one role; having more frequent asymmetrical role intrusions with one's preferred role. Present findings support a higher degree of self-determined motivation relates to having more role-crossing engagements with the role that is highly motivating.

As individuals who are self-determined perform tasks because the work itself is fulfilling and would be performed even in the absence of rewards (Deci & Ryan, 1985), results support employees who have higher self-determined motivation towards work have a higher level of intrusions into the family domain. A possible reason for this

finding is that fully disconnecting from an aspect of life that is highly motivating may be difficult. Therefore, an integrative approach may be naturally present.

Lack of self-determined motivation was also found to be associated with level of role-crossing intrusions. As amotivation is classified as the most non-self-determined state, those who are more amotivated by family engage more with work while present in the family domain, possibly as a way to disengage with aspects of life that are less motivating. The findings from the main effects suggest motivation is associated with higher levels of engagement with motivating domains, while lack of motivation is associated with less engagement with a domain.

Hypothesis 1 was also not supported when total work motivation and total family motivation were examined without amotivation. Consistent with the analysis that includes amotivation, a significant main effect for total work motivation and level of intrusions into family emerged in the expected direction when amotivation was excluded from the analysis. Unlike results from the analysis with amotivation, a significant main effect between family motivation and level of intrusions into family was not found when amotivation was excluded. Amotivation appears to be associated with lower motivation scores towards family. Those who are amotivated lack the intention to act and may engage more with other aspects of life while present in a domain that is not inherently motivating.

Hypothesis 1 was partially supported when the motivational types were examined individually. The significant main effect between intrinsic work motivation and intrinsic family motivation shows employees who are more intrinsically motivated by work have a higher level of intrusions from work into family. This aligns with the main effects that

emerged when total work and total family motivational scores were examined. Findings suggest fully disconnecting from an aspect of life that is highly motivating is difficult. Therefore, employees engage with motivating aspects of life no matter which domain they are engaged with.

Hypothesis 1 was supported by the interaction that emerged between identified work motivation and identified family motivation. Findings suggest those who have high identified work motivation, compared to low identified work motivation, are found to have more intrusions from work while present in the family domain. This effect is weakened for those who have high identified family motivation. Identified work motivation is a form of self-determined motivation. Therefore, the interaction emerged in the expected direction. As expected, a higher degree of work motivation increases of the level of role-crossing intrusions into family, while a higher degree of self-determined motivation towards family lessens this effect. Among several possible explanations, employees who are highly motivated by family appear to protect time spent engaging with a motivating domain, therefore reducing the level of intrusions from work while present in the family domain.

When motivational types were examined individually, two significant main effects emerged for work amotivation and family amotivation, showing intrusions from family while at work are greater for employees who are highly amotivatied by work and/or highly amotivated by family. One possible reasons for this finding is, as amotivation is the lack of intention to act, those who are motivated in this sense may aimlessly allow intrusions from either domain, striving to find some type of fulfillment.

Discussion of Family Interrupting Work

Hypothesis 2, which expects an interaction to be found between work motivation and family motivation on level of intrusions into work, was tested three separate ways. The first analysis used the total family motivation scores. A second analysis was performed using total family motivation scores, calculated without amotivation. Additional analyses examined each motivational subscale (i.e., intrinsic family motivation, identified family motivation, extrinsic family motivation and family amotivation) individually. Hypothesis 2 was not fully supported. However, a significant main effect emerged in the expected direction. The current research found employees who are more motivated by family have higher levels of intrusions into work. Consistent with the support provided for Hypothesis 1, some individuals engage significantly more with a preferred domain (Kossek & Lautsch; 2008). The present research supports a high degree of self-determined motivation towards family increases the level of role-crossing intrusions in order to engage with a domain that is motivating.

Hypothesis 2 was also not supported when total work motivation and total family motivation were examined without amotivation. Consistent with the analysis that includes amotivation, a significant main effect for total family motivation and level of intrusions into work emerged in the expected direction when amotivation was excluded from the analysis. Amotivation does not appear to be related to the level of family intruding into work, as the outcomes were the same with and without amotivation.

When motivational types were examined individually, one significant interaction emerged that supports Hypothesis 2. Individuals who have high family amotivation, compared to low family amotivation have a higher level of intrusions into work. This

effect is weakened for employees who demonstrate low work amotivation. Among several possible explanations, as amotivation falls on the farthest end of non-self-determined behavior (Ryan & Deci; 1985), those who are not highly motivated by family may be making the effort to disengage with the family domain. This effect is reduced for employees who also have a lack of motivation towards the work domain, as the drive to engage with the opposite domain is lessened as satisfaction is not gained from either domain.

General Discussion

Results suggest employees are motivated to engage with domains that are found to be more self-determined, no matter which domain they are present in. Self-determined motivation is associated with higher engagement with a domain, while lack of self-determined motivation is associated with less engagement. As tasks that are self-determined are performed for their own sake because the work is enjoyable, satisfying, and/or challenging (Deci & Ryan, 1985), one possible explanation is engagement with preferred domains may be naturally present as it is difficult to fully disengage with aspects of life that are motivating and fulfilling.

Limitations

One main limitation to note is the low reliability of the total work and total family motivation scales in the present study. Even though the scales used in this study are widely accepted, and have shown high levels of consistency and reliability, the reliability was brought into question in the present study. When reliability was examined by the way the formula calculates total work motivation (i.e., reverse coding introjected work motivation, extrinsic work motivation, and work amotivation to reflect their negative

weight in the scale), the reliability of the scale is very low (-.005). When examined without the reverse coding, the reliability is much better (.801). It is possible that previous research did not report the reliability scores with reverse coding.

Similarly, when reliability is examined by the way the formula calculates total family motivation, (i.e., extrinsic family motivation and family amotivated are reverse coded to reflect their negative weight in the scale), reliability is relatively low (.643).

As the use of the total work and total family motivational scales have been widely used and accepted, it is possible the low reliability of the total work motivation and total family motivation scales reported in the present study is due to respondent inattention, rather than measurement error. The questionable reliability of the scales suggests respondents may be using response sets (e.g., using a pattern of agree/disagree) to complete the questionnaires. Even though all respondents passed three attention filters, it is possible participants were not providing thoughtful responses. If respondents really were responding to the intrinsic and extrinsic questions the way the scale was intended to measure motivation, the alpha would have been high when the reliability was examined with the reverse coding and a low alpha would have been reported when the scale was examined without reverse coding. The opposite is true for the present study, suggesting respondents were not answering the motivational questions in a meaningful way.

Additionally, low reliability as a result of respondent inattention is supported by the fact that the alpha of the last questionnaire completed (i.e., work-life integration scale) demonstrates the highest reliability. As respondents become more fatigued, the likelihood of using response sets is increased. This can lead to an artificially increased alpha as a particular pattern of responding leads to more consistent answers (e.g.,

agreeing or disagreeing with all questions), making it appear as though respondents are answering the questions in a reliable manner.

Regardless of the cause, the low reliability of the work and family motivation scales reported in the present study introduces the risk of random error, which decreases the chance of finding significant results. If the reliability of the scales would have been higher, it is possible the hypotheses of the present study would have been more completely supported. Despite the questionable reliability of the total scales reported in the present study, analysis of the motivation types individually helps to mitigate this concern.

Additionally, low R^2 scores were reported throughout the survey; refer to Tables 2-13. Even when significant findings were identified, the low R^2 revealed weak predictions. Although there are several likely explanations, this limitation was likely caused by the low reliability of the total work motivation and total family motivation scales reported in the present study. It may also be that motivation really does not explain much of the variability in level of role-crossing intrusions. It is possible that several other variables contribute to level of intrusions.

Another main limitation of the study is the nature of the self-reported measures. Even though the survey was promised to be anonymous, respondents may have been answering in ways that portray themselves in a more positive light or possibly closer to the ways in which they believe they should feel towards work and/or family. Due to the self-reported measures used, it may be unclear as to whether the scores are truly reflective of family motivation, or whether the scores reflect the ways in which employees believe they should feel about engagement with family. It is also possible that

respondents were responding to the Work-Life-Integration scale in a way they believe is socially desirable (e.g., not bringing work into family). These factors may have introduced systematic error into the results. This error increases the chances that certain interactions were not found that may have emerged if respondents were answering with no bias. In particular, if respondents believed they should have responded more positively to the family motivation scale, a significant interaction may have been missed between work interrupting family and family interrupting work, due to inflated family motivation scores.

Additionally, there are many opportunities to collect additional participant information in order to more fully understand motivational outcomes. It is possible that interesting relationships and moderators could have been missed by not collecting additional work and family information, such as occupation, job level, and salary information.

The method of sampling could also be considered a limitation of the present study. The sample consisted of Mechanical Turk "Workers" who qualified to complete our Human Intelligence Task containing the questionnaire. Systematic error may have been induced in the results due to the incentive-based nature of the Mechanical Turk platform. The risk of insufficient effort responding is present as a result of respondents rushing through the survey in order to obtain the incentive promised for completion. In extreme cases, there is the chances of "bots" completing the questionnaire. This factor may have contributed to the low reliability of the motivational scales, increasing the amount of random error in the data and also decreasing the likeliness of finding significant interactions.

Future Research

The present study analyzed the motivation data three separate ways. However, there is fourth opportunity for analysis that can be investigated in future research. Tremblay et al. (2009) proposed the creation of self-determined and non-self-determined scores generated by using a sum of the three self-determined types of motivation (i.e., intrinsic motivation, integrated motivation, and identified motivation) and a sum of the three non-self-determined motivational types (i.e., introjected motivation, extrinsic motivation, and amotivation). Future research can investigate if motivation conceptualized in this manner has a significant relationship with role-crossing intrusions.

More detailed employee information, such as occupation, job level (e.g., entry level, executive level), and salary could be collected in future studies in order to better understand reasons behind motivation and role-crossing intrusions. For example, executive level employees may naturally be more motivated by obtaining fulfillment from their career as they have invested a lot of resources into work to climb the cooperate ladder.

From a family perspective, additional research should investigate more diverse family situations, including families with no children, families with children over the age of 18, and single individuals. Some employees who are highly motivated by work may make the decision not to have a family in order to more fully focus on their career. Additional research could also investigate the spouse's work and family motivation. Interesting interactions may exist between an employee's motivation towards work and family, their spouse's motivation towards work and family, and role-crossing intrusions.

Additionally, this research should also be replicated with non-U.S. employees in order to obtain a more global perspective. Cultural influences and work-life balance expectations are likely to have effects on motivation towards work, family, and subsequent boundary management preferences. For example, some cultures take more of a family-first approach, having a greater focus on well-being and increased time spent with family. Cultures that are more motivated in the family sense may naturally take a more segmented approach when it comes to allowing aspects of work into the family domain. It is important to further understand how cultural differences influence the results found in the present study.

Implications for Practice

Prior to collecting data, it was believed that potential findings would help better identify motivated individuals who are more likely to enact boundary management techniques that closely align with the responsibilities of demanding positions, which often requires work to take precedence over other life aspects. Results from the present research suggest employees who have a higher degree of self-determination towards work are more likely to engage with work, even when they are not present in the work domain. This suggests individuals who are more self-determined by work will not only have higher job performance (Deci et al., 1991) but may be a better fit for jobs that require integration of work with family.

If self-determined motivation towards work relates to willingness to interrupt work with aspects of family, employers might want to consider administrating work and family motivation scales during the application process. As some jobs require the constant ability to connect with work, identifying candidates who are willing and

possibly enjoy being more connected with work may lead to hiring employees who are a better fit for more demanding positions. This could ultimately lead to better organizational fit and fewer employee turnovers.

From an employee perspective, taking the work and family motivation scales may help to more closely align work and family priorities. Better self-awareness would ultimately guide employees to evaluate and choose jobs that best fit with their lifestyle, possibly leading to higher job satisfaction and organizational fit.

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Appendix A

Table 1

Descriptive Statistics

Variable	*M*	*SD*	1	2	3	4	5	6	7	8	9
1. Family Interrupting Work	18.17	4.49	-								
2. Work Interrupting Family	12.86	5.39	.273**	-							
3. Age	38.25	8.46	-.016	-.13*	-						
4. Gender	1.62	.484	.052	-.03	.028	-					
5. Marital Status	1.29	.496	-.041	-.10*	-.03	.215**	-				
6. Education	1.44	.597	-.14**	-.01	-.07	.088	.129*	-			
7. Children Under 18	1.80	.765	.088	.017	-.07	-.006	-.18**	.016	-		
8. Total Work Motivation	2.70	7.93	.037	.098	.039	.046	-.001	-.144*	.063	-	
9. Total Family Motivation	9.86	5.34	-.17**	.159**	.090	.227**	.011	.045	.010	.133*	-
10. Total Work Motivation without Amotivation	12.42	7.00	.047	.234**	.005	.007	-.001	-.15**	.037	.012**	-.05
11. Total Family Motivation without Amotivation	13.67	3.56	.161**	-.07	.056	.179**	-.015	.043	.006	.13*	.91**
12. Intrinsic Work Motivation	4.57	1.52	.066	.238**	-.00	-.015	.010	.145**	.019	.799*	-.020
13. Intrinsic Family Motivation	5.94	1.13	.194**	-.045	.040	.175**	.003	.004	.022	1.57**	.01**
14. Identified Work Motivation	4.53	1.39	.063	.187**	-.039	-.066	-.074	-.112*	.047	.573**	.035
15. Identified Family Motivation	5.94	1.13	.211**	-.049	.029	.176	.032	-.018	-.04	.118*	.76**
16. Extrinsic Work Motivation	5.44	1.13	.079	.013	.067	-.038	-.056	.008	.048	-.18**	.26**
17. Extrinsic Family Motivation	4.18	1.47	.006	.064	-.054	-.035	.064	-.112*	-.01	.002	.39**
18. Work Amotivation	3.24	1.09	.010	.263**	-.09	-.099	.000	.023	-.07	-.47**	-.42**
19. Family Amotivation	1.91	1.47	-.117*	.256**	-.11*	-.23**	-.039	-.035	-.01	-.097	-.86**

Note: Gender was coded 1=Male, 2=Female. Education was coded 1=Bachelor's Degree or Higher, 2=Non-Bachelor's Degree. Marital Status was coded 1=Married, 2=Not Married. Number of Children was coded 1= 1 Child, 2= 2 Children, 3= 3 or more Children $^{*}p < .05$; $^{**}p < .01$.

Table 2

Regression of Work Intruding into Family on Covariates, Total Work Motivation, Total Family Motivation, and the Interaction between Total Work Motivation and Total Family Motivation

Variable	R^2	ΔR^2	*B*	*SE*	β	*p*
Step 1	.027**	.027**				<.01
Marital Status			-1.28*	.621	-.108	.040
Age			-.083	.033	-.130	.014
Step 2	.070**	.043**				.000
Total Work Motivation			.089**	.035	.130	.012
Total Family Motivation			-.167**	.049	-.178	.001
Step 3						
Total Work Motivation × Total Family Motivation	.078	.008	.013	.007	.244	.087

Note: Marital Status was coded 1= Married, 2= Not Married. *$p < .05$; **$p < .01$.

Table 3

Regression of Work Intruding into Family on Covariates, Total Work Motivation Without Amotivation, Total Family Motivation Without Amotivation, and the Interaction between Total Work Motivation Without Amotivation and Total Family Motivation Without Amotivation

Variable	R^2	ΔR^2	*B*	*SE*	β	*p*
Step 1	.027**	.027**				<.01
Marital Status			-1.28*	.621	-.108	.040
Age			-.08*	.033	-.130	.014
Step 2	.089**	.062**				.000
Total Work Motivation			.186**	.039	.241	.000
Total Family Motivation			-.108	.077	-.071	.164
Step 3						
Total Work Motivation × Total Family Motivation	.093	.004	-.015	.012	-.310	.235

Note: Marital Status was coded 1= Married, 2= Not Married. *$p < .05$; **$p < .01$.

Table 4

Regression of Work Intruding into Family on Covariates, Intrinsic Work Motivation, Intrinsic Family Motivation, and the Interaction between Intrinsic Work Motivation and Intrinsic Family Motivation

Variable	R^2	ΔR^2	*B*	*SE*	β	*p*
Step 1	.027*	.027*				<.05
Marital Status			-1.28*	.621	-.108	.040
Age			-.083*	.033	-.130	.014
Step 2	.093**	.065**				.000
Intrinsic Work Motivation			.907**	.183	.256	.000
Intrinsic Family Motivation			-.391	.246	-.082	.112
Step 3						
Intrinsic Work Motivation × Intrinsic Family Motivation	.093	.000	-.067	.172	-.142	.699

Note: Marital Status was coded 1= Married, 2= Not Married. *$p < .05$; **$p < .01$.

Table 5

Regression of Work Intruding into Family on Covariates, Identified Work Motivation, Identified Family Motivation, and the Interaction between Identified Work Motivation and Identified Family Motivation

Variable	R^2	ΔR^2	*B*	*SE*	β	*p*
Step 1	.027**	.027**				<.01
Marital Status			-1.28*	.621	-.108	.040
Age			-.083*	.033	-.130	.014
Step 2	.066	.039				.001
Identified Work Motivation			.770**	.205	.200	.000
Identified Family Motivation			-.446	.263	-.090	.092
Step 3						
Identified Work Motivation × Identified Family Motivation	.077	.010	-.321	.163	-.638	.050

Note: Marital Status was coded 1= Married, 2= Not Married. *$p < .05$; **$p < .01$.

Table 6

Regression of Work Intruding into Family on Covariates, Extrinsic Work Motivation, Extrinsic Family Motivation, and the Interaction between Extrinsic Work Motivation and Extrinsic Family Motivation

Variable	R^2	ΔR^2	*B*	*SE*	β	*p*
Step 1	.027**	.027**				<.01
Marital Status			-1.28*	.621	-.108	.040
Age			-.08*	.033	-.130	.014
Step 2	.032	.004				.468
Extrinsic Work Motivation			.026	.253	.006	.917
Extrinsic Family Motivation			.234	.196	.064	.232
Step 3						
Extrinsic Work Motivation × Extrinsic Family Motivation	.032	.000	.036	.169	.067	.830

Note: Marital Status was coded 1= Married, 2= Not Married. *$p < .05$; **$p < .01$.

Table 7

Regression of Work Intruding into Family on Covariates, Work Amotivation, Family Amotivation, and the Interaction between Work Amotivation and Family Amotivation

Variable	R^2	ΔR^2	*B*	*SE*	β	*p*
Step 1	.027**	.027**				<.01
Marital Status			-1.28*	.621	-.108	.040
Age			-.08*	.033	-.130	.014
Step 2	.107**	.079**				.000
Work Amotivation			.867**	.293	.175	.003
Family Amotivation			.547*	.217	.149	.012
Step 3						
Work Amotivation × Family Amotivation	.112	.005	.155	.110	.228	.157

Note: Marital Status was coded 1= Married, 2= Not Married. *$p < .05$; **$p < .01$.

Table 8

Regression of Home Intruding into Work on Covariates, Total Work Motivation, Total Family Motivation, and the Interaction between Total Work Motivation and Total Family Motivation

Variable	R^2	ΔR^2	*B*	*SE*	β	*p*
Step 1	.021**	.021**				<.01
Education			-1.29**	.474	-.143	.007
Step 2	.048**	.027**				.006
Total Work Motivation			-.004	.030	-.007	.896
Total Family Motivation			.130**	.041	.167	.002
Step 3						
Total Work Motivation × Total Family Motivation	.052	.004	-.008	.006	-.176	.225

Note: Education was coded 1= Bachelor's Degree or Higher, 2= Non-Bachelor's Degree.
* $p < .05$; ** $p < .01$.

Table 9

Regression of Family Intruding into Work on Covariates, Total Work Motivation Without Amotivation, Total Family Motivation Without Amotivation, and the Interaction between Total Work Motivation Without Amotivation and Total Family Motivation Without Amotivation

Variable	R^2	ΔR^2	*B*	*SE*	β	*p*
Step 1	.021**	.021**				<.01
Education			-1.29*	.474	-.143	.007
Step 2	.052**	.028**				.006
Total Work Motivation			.012	.034	.018	.729
Total Family Motivation			.210**	.066	.166	.001
Step 3						
Total Work Motivation × Total Family Motivation	.052	.003	-.011	.010	-.273	.307

Note: Education was coded 1= Bachelor's Degree or Higher, 2= Non-Bachelor's Degree.
* $p < .05$; ** $p < .01$.

Table 10

Regression of Family Intruding into Work on Covariates, Intrinsic Work Motivation, Intrinsic Family Motivation, and the Interaction between Intrinsic Work Motivation and Intrinsic Family Motivation

Variable	R^2	ΔR^2	B	SE	β	p
Step 1	.021**	.021**				<.01
Education			-1.28*	.474	-.143	.007
Step 2	.065**	.038**				.001
Intrinsic Work Motivation			.037	.157	.012	.816
Intrinsic Family Motivation			.767**	.209	.192	.000
Step 3						
Intrinsic Work Motivation × Intrinsic Family Motivation	.065	.006	-.229	.146	-.585	.118

Note: Education was coded 1= Bachelor's Degree or Higher, 2= Non-Bachelor's Degree.
* $p < .05$; ** $p < .01$.

Table 11

Regression of Family Intruding into Work on Covariates, Identified Work Motivation, Identified Family Motivation, and the Interaction between Identified Work Motivation and Identified Family Motivation

Variable	R^2	ΔR^2	B	SE	β	p
Step 1	.021**	.021**				<.01
Education			-1.28*	.474	-.143	.007
Step 2	.064**	.043				.000
Identified Work Motivation			-.014	.171	-.004	.937
Identified Family Motivation			.866**	.219	.209	.000
Step 3						
Identified Work Motivation × Identified Family Motivation	.072	.008	-.242	.137	-.576	.079

Note: Education was coded 1= Bachelor's Degree or Higher, 2= Non-Bachelor's Degree.
* $p < .05$; ** $p < .01$.

Table 12

Regression of Family Intruding into Work on Covariates, Extrinsic Work Motivation, Extrinsic Family Motivation, and the Interaction between Extrinsic Work Motivation and Extrinsic Family Motivation

Variable	R^2	ΔR^2	B	SE	β	p
Step 1	.021**	.021**				<.01
Education			-1.29**	.474	-.143	.007
Step 2	.030	.010				.172
Extrinsic Work Motivation			.343	.212	.086	.106
Extrinsic Family Motivation			.110	.164	.036	.501
Step 3						
Extrinsic Work Motivation × Extrinsic Family Motivation	.031	.000	-.055	.141	-.123	.696

Note: Education was coded 1= Bachelor's Degree or Higher, 2= Non-Bachelor's Degree.
* $p < .05$; ** $p < .01$.

Table 13

Regression of Work Intruding into Family on Covariates, Work Amotivation, Family Amotivation, and the Interaction between Work Amotivation and Family Amotivation

Variable	R^2	ΔR^2	B	SE	β	p
Step 1	.021**	.021**				<.01
Education			-1.29**	.474	-.143	.007
Step 2	.044*	.023*				.015
Work Amotivation			.442	.252	.107	.081
Family Amotivation			-.543**	.186	-.178	.004
Step 3						
Work Amotivation × Family Amotivation	.059*	.015*	.224	.093	.393	.017

Note: Education was coded 1= Bachelor's Degree or Higher, 2= Non-Bachelor's Degree.

* $p < .05$; ** $p < .01$.

Appendix B

Figure 1

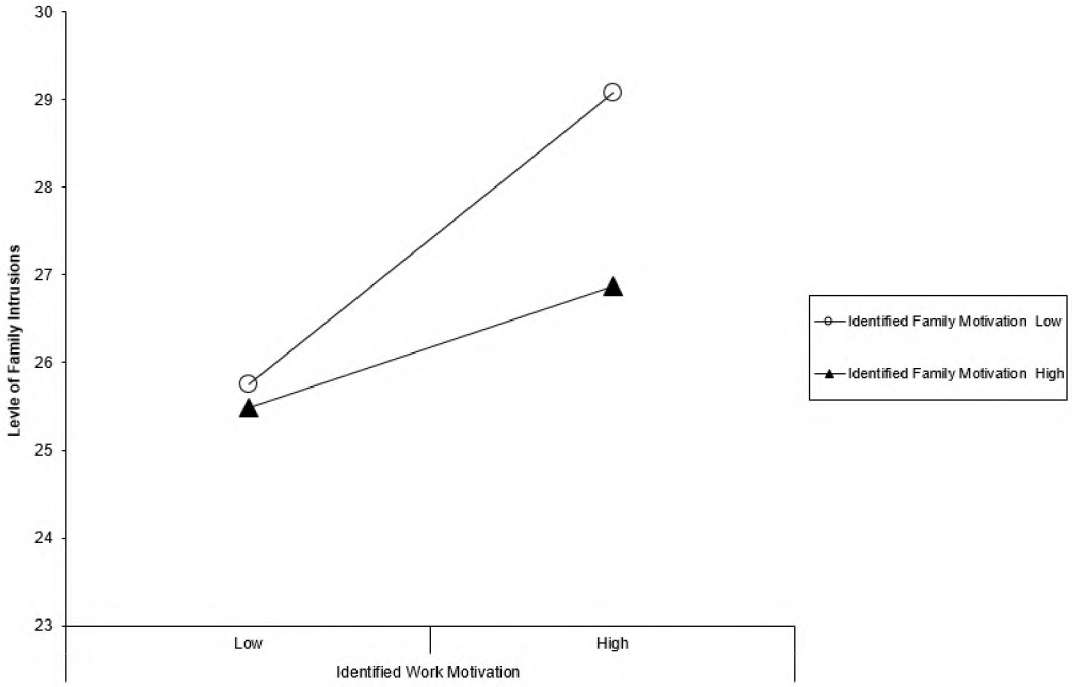
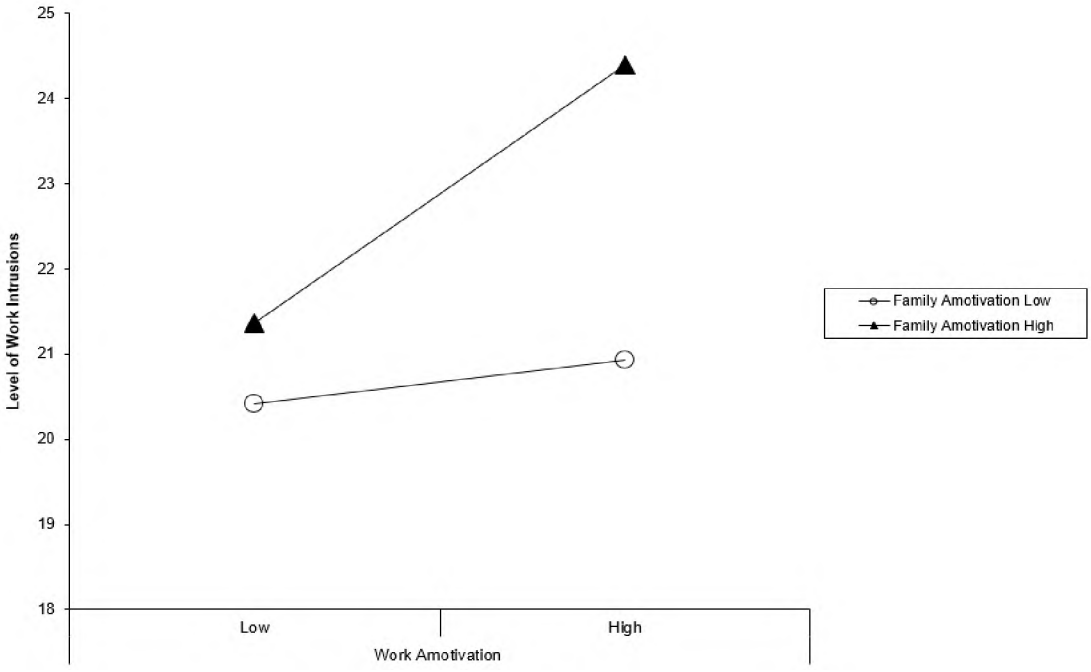


Figure 2



Appendix C

*Why Do You Do Your Work?**

Please indicate to what extent each of the following items corresponds to the reasons why you are presently involved with your work; *1= Does Not Correspond At All* and *7= Corresponds Exactly*.

1. Because this is the type of work I chose to do to attain a certain lifestyle.
2. For the income it provides me.
3. I ask myself this question, I don't seem to be able to manage the important tasks related to this work.
4. Because I derive much pleasure from learning new things.
5. Because it has become a fundamental part of who I am.
6. Because I want to succeed at this job, if not I would be very ashamed of myself.
7. Because I chose this type of work to attain my career goals.
8. For the satisfaction I experience from taking on interesting challenges.
9. Because it allows me to earn money.
10. Because it is part of the way in which I have chosen to live my life.
11. Because I want to be very good at this work, otherwise I would be very disappointed.
12. I don't know why, we are provided with unrealistic working conditions.
13. Because I want to be a "winner" in life.
14. Because it is the type of work I have chosen to attain certain important objectives.
15. For the satisfaction I experience when I am successful at doing difficult tasks.
16. Because this type of work provides me with security.

17. I don't know, too much is expected of me.

18. Because this job is a part of my life.

* Tremblay, Blanchard, Taylor, Pelleiter, & Villeneuve, (2009)

*An average of each subscale should be used in the equation.

*The total score formula was developed by Vallerand (1997)

SCORING

First you should calculate the score for each of the motivation subscales. To do that, you should add up the scores on the questions that correspond to a particular subscale. Follow these guidelines:

- Intrinsic motivation (IM) = Q4 + Q8 + Q15
- Integrated regulation (INTEG)= Q5 + Q10 + Q18
- Identified regulation (IDEN) = Q1 + Q7 + Q14
- Introjected regulation (INTRO) = Q6 + Q11 + Q13
- External regulation (EXT) = Q2 + Q9 + Q16
- Amotivation (AMO) = Q3 + Q12 + Q17

To calculate your final score, you should use the following formula (where IM corresponds to the score on the Intrinsic motivation subscale, INTEG corresponds to the score on the Intergated regulation subscale, etc.):

Final score = (3 x IM) + (2 x INTEG) + (1 x IDEN) + (-1 x INTRO) + (-2 x EXT) + (-3 x AMO)

The total score derived from this formula reflects your relative level of self-determination. A positive score indicates a self-determined profile and a negative score indicates a non self-determined profile.

Appendix D

The Situational Motivation Scale (SIMS)* (Adapted to fit motivation towards family.)

Thinking only about the family that lives with you, please indicate to what extent each of the following items corresponds to the reasons why you are engaged with your family; *1= Does Not Correspond At All* and *7= Corresponds Exactly*.

1. Engaging with my family is interesting
2. I am engaging with my family for my own good
3. I am supposed to engage with my family
4. There may be good reasons to engage with my family, but personally I don't see any
5. Engaging with my family is pleasant
6. Engaging with my family is good for me
7. Engaging with my family is something I have to do
8. I engage with my family but I am not sure if it is worth it
9. Engaging with my family is fun
10. Engaging with my family is my personal decision
11. I don't have any choice when it comes to engaging with my family
12. I don't see what engaging with my family brings me
13. I feel good when I am with my family
14. Engaging with my family is important to me
15. I feel that I have to engage with my family
16. I engage with my family, but I'm not sure it's a good thing

Codification key: Intrinsic motivation: Items 1, 5, 9, 13; Identified regulation: Items 2, 6, 10, 14; External regulation: Items 3, 7, 11, 15; Amotivation: Items 4, 8, 12, 16

*Guay, Vallerand, & Blanchard, (2000)

Total score = +2*(intrinsic motivation) + 1* (identified regulation) – 1*(introjected regulation) – 2*(amotivation)

*Blanchard, Mask, Vallerand, Da La Sablonniere, & Provencher (2007)

Appendix E

Work-Life Integration Strategy*

Please indicate to what extent you agree or disagree with each statement; *1= Strongly Disagree* and *5= Strongly Agree*.

Non-Work Interrupting Work Behaviors

1. I take care of personal or family needs during work.

2. I respond to personal communications (e.g., emails, texts, and phone calls) during work.

*3. I do not think about my family, friends, or personal interests while working so I can focus.

4. When I work from home, I handle personal or family responsibilities during work.

5. I monitor personal-related communications (e.g., emails, texts, and phone calls) when I am working.

Work Interrupting Non-Work Behaviors

6. I regularly bring work home.

7. I respond to work-related communications (e.g., emails, texts, and phone calls) during my personal time away from work.

8. I work during my vacations.

9. I allow work to interrupt me when I spend time with my family or friends.

10. I usually bring work materials with me when I attend personal or family activities.

*Q3 is reverse scored
* Kossek, Ruderman, Braddy, & Hannum, (2012)