



Faculty of Cognitive Sciences and Human Development

**WORK - NONWORK BOUNDARY MANAGEMENT PREFERENCES
AND WELL - BEING AMONG NURSES: FAMILY-SUPPORTIVE
SUPERVISOR BEHAVIOR AS A MODERATOR**

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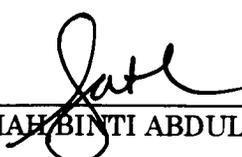
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**WORK-NONWORK BOUNDARY MANAGEMENT PREFERENCES AND
WELL-BEING AMONG NURSES: FAMILY-SUPPORTIVE SUPERVISOR
BEHAVIOR AS A MODERATOR**

CARLINA NATALIA ANAK SINGIAU

**This project is submitted
in partial fulfilment of the requirements for a
Bachelor of Science with Honours
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**Faculty of Cognitive Sciences and Human Development
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(2019)**

The project entitled 'Work-nonwork boundary management preferences and well-being among nurses: Family-supportive supervisor behavior as a moderator' was prepared by Carlina Natalia anak Singiau and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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ABSTRACT

The purpose of this study was to examine the moderating effect of family-supportive supervisor behavior on the relationship between work-nonwork boundary management preferences and well-being among nurses. Questionnaire were administered to 67 registered nurses in a private hospital at Kuching, Sarawak. Pearson Correlation and Hierarchical Multiple Regression was used to test the hypotheses of the study. It can be confirmed that work-nonwork boundary management preferences which is segmentation and integration has no significant relationship with well-being among nurses. However, family-supportive supervisor behavior was reported to have a positively significant relationship with well-being among nurses. The result of the study also found that family-supportive supervisor behavior moderates the relationship between work-nonwork boundary management preferences and well-being among nurses. The findings of this study may provide useful information and body of knowledge for both practitioners and future researchers for the purpose of improving current policy on work-life balance.

Keywords: Work-nonwork boundary management preferences, family-supportive supervisor behavior, well-being among nurses

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji kesan moderasi tingkah laku penyelia sokongan keluarga terhadap hubungan antara pengurusan sempadan kerja dan bukan kerja pilihan dan kesejahteraan hidup jururawat. Borang soal selidik telah diberikan kepada 67 orang jururawat berdaftar di sebuah hospital swasta di Kuching, Sarawak. Ujian Korelasi Pearson dan Regresi Hirarki Berganda telah digunakan untuk menguji hipotesis kajian. Kajian mengesahkan bahawa pengurusan sempadan kerja dan bukan kerja pilihan iaitu segmentasi dan integrasi tidak mempunyai hubungan yang signifikan dengan kesejahteraan hidup jururawat. Walau bagaimanapun, tingkah laku penyelia sokongan keluarga didapati mempunyai hubungan yang positif signifikan dengan kesejahteraan hidup jururawat. Hasil kajian juga mendapati bahawa tingkah laku penyelia sokongan keluarga memoderasikan hubungan antara pengurusan sempadan kerja dan bukan kerja pilihan dan kesejahteraan hidup jururawat. Penemuan kajian ini dapat membantu organisasi dalam memperbaiki dasar-dasar keseimbangan hidup bekerja dan boleh dijadikan sebagai rujukan kepada pengkaji pada masa akan datang.

Kata Kunci: Pengurusan sempadan kerja dan bukan kerja pilihan, tingkah laku penyelia yang bersifat kekeluargaan, kesejahteraan hidup jururawat

CHAPTER ONE

INTRODUCTION

Background of Study

Hospital is one of the healthcare institutions that offer a medical care to the society. The medical care includes providing treatment and continuous nursing care to every patient depending on their health problems. Nursing care is the responsibility of nurses as they need to perform hands-on care such as administering medicines and observing patients' condition. However, inevitable issues such as shortage of workforce as well as the complexity of today's illnesses influence the way the nursing performance in their daily practice. Moreover, unstable of working hours, heavy workload and shift work hours has made nurses as a stressful occupation than other. In the recent study has indicated that a total of 63.1% nurses in Malaysia have poor work-life balance in their career (Nurumal et al., 2017).

Work-life balance described as a degree to which individual need to balance the responsibility between work and family demands in terms of behavior, temporal and emotional to obviate the conflict between both demands (Syed, 2015). It is crucial for individual to fulfill both work and family demand as both are mutually dependent on one another. Individuals who incapable to do so are likely to experience work-life conflict. As stated by Kumara and Fasana (2018) work-life conflict occurs when there are incompatible between individuals' family and job roles. Conflict may occur when individuals spend more time on one domain compared to the other domain. Consequently, nurses who experience poor work-life balance are exposed to work-family conflict. Continuously of conflict between family demand and work demand among nurses will exposed them to problems such as burnout and work stress (Balang, 2010). Burnout is a state where individual emotionally, physically and mentally exhaust which cause by excessive

and prolonged stress (Schaufeli, Leiter, & Maslach, 2009). When individual in the state of burnout, it is difficult for them to give full commitment to both demands as they feel like there is nothing more that they can do to fix their problems. Rubab (2017) also pointed out that stress either stemming from home or workplace can have adverse effects on both domain such as work family conflict or reducing individuals' productivity in the workplace. Additionally, technological developments such as the using of smartphone and wireless internet have made it difficult for family and work management. Working hours and time with family are disrupted with the use of technology such as email and other social application like WhatsApp or WeChat. When this happens, the events at the work will affected events at home and the reverse. People start to carry out both work and personal matters in different places, different time, with different set of people and different norm for behavior and emotion.

As managing work and family domain has become increasingly compelling and pressing issues, it is crucial to create a boundary between work and family life among nurses. In 1996, Nippert-Eng has presented a comprehensive approach to the analysis of the intersection of home and work. This intersection is characterized by a continuum ranging from integration to segmentation. This concept was further develop by Clark (2000) where the study started to introduced a work/family border theory, which is a theory about work/family balance. This theory emphasized on how integration and segmentation influence work/family balance. This theoretical work has been expanded by Ashforth, Kreiner, and Fugate (2000) as they propose that individuals both role identity and role boundary can be arrayed on a continuum ranging from high segmentation to high integration. The study has stated that the boundary has influences both work and family life. Other researcher started to broaden the study by investigating the boundary management profiles and relate it with work and personal life balance. The study help to enhance

the current knowledge related to boundary management and work-life balance by examining relationships with work-family enrichment (Leduc, Houliort, Bourdeau, & Grant, 2016).

Meanwhile, research by Wepfer, Allen, Brauchli, Jenny, and Bauer (2017) has expanded the study by reviewed and discussed on the boundary management which associated with both positive and negative well-being indicators.

As studied by Mellner, Aronsson and Kecklund (2015) , individual able to have work-life balance when they set up boundaries between their work and family life. They either can choose to separate or blending both domain according to their suitability and preferences on how they want to manage it. Setting up the most preferable boundary between work and family is known as boundary management preferences. Boundary management preferences is falls along a continuum ranging from segmentation and integration. Segmentation is a degree where work and family matters are physically, emotionally and psychologically separate by the individuals meanwhile integration is a situation where the individuals merge both work and family matters at the same time (Ammons, 2013). Besides helping individuals to facilitate the managing of work and family domain, a study by Bogaerts, De Cooman, and De Gieter (2018) stated that boundary management preferences also offering benefits to individuals in terms of well-being.

However, without support from organization, it is challenging for individuals practicing boundary management preferences. Therefore, there are some study started to emphasize on the important roles of supportive supervisor especially in terms of family matter or known as family-supportive supervisor behavior (Crain & Stevens, 2018). It is believed that the behavior of family supportive supervisor able to contribute indirectly towards individuals' well-being. Study by Othman and Nasurdin (2013) has revealed that supervisory support is the relevant factor of work engagement among nurses in public hospital within Malaysia. The study reported that

supervisory support may generate extrinsic motivational role which could drive individual's willingness to engage more with their workplace. Overall, study by Othman and Nasrudin (2013) has provide an insight for the Ministry of Health Malaysia to provide training program to enhance a greater range of support to nurses. For example, nurse supervisor could play a beneficial role in the lives of nurses by increasing knowledge about individual boundary management preferences. This knowledge could help them to create a supportive environment that will make it easier for nurses to engage in boundary management preferences which can lead to well-being. Furthermore, family-supportive supervisor behavior also acts as a source to encounter nurses' well-being issues. Family-supportive supervisor behavior has a potential to become a strategy to help the healthcare institutions in cultivating a positive workplace context such as showing specific behavior that response to nurses' needs for work and nonwork management.

Therefore, the aim of this study is to investigate on how family-supportive supervisor behavior acts as a moderator on the relationship between work-nonwork boundary management preferences and well-being among nurses.

Problem Statement

Work-nonwork boundary management preferences has become a concern among researchers due to significant changes in work and family domains. The imbalance between these two domains are believed to have an adverse effect on an individual if he or she is not taking seriously on how to manage on this issue. In fact, work-nonwork boundary management preferences have considered as a useful strategy to help individual in achieving well-being. Although, there is increasing studies on boundary management preferences, however, there is less study that investigated work-nonwork boundary management

preferences in private hospital in Kuching, Sarawak especially among nurses. Most of the studies was conducted in Western context (Allen, Jenny, Bauer, Brauchli, & Wepfer, 2017; Bogaerts et al., 2018; Mellner et al., 2015) and this may not be applicable in local context. Furthermore, a review of literature on work-nonwork boundary management preferences demonstrate that there was a contradict result between the most preferable work-nonwork boundary management among individuals. Some study found that strong preferences of segmentation with a high boundary control can help individuals to achieved work-life balance (Mellner, Aronsson, & Kecklund, 2014). Meanwhile, a study by Paustian-Underdahl, Halbesleben, Carlson, and Kacmar (2013) revealed that by integrating both work and family domain will strengthen the positive influence of family involvement on family work enrichment. Moreover, there is also very little is known about how work-nonwork boundary management preferences influences well-being among nurses. Hence, this study would like to investigate the relationship between work-nonwork boundary management preferences i.e. segmentation and integration and well-being among nurses.

Ha1. There is a positive relationship between work-nonwork boundary management preferences (segmentation) and well-being among nurses.

Ha2. There is a positive relationship between work-nonwork boundary management preferences (integration) and well-being among nurses.

The previous study has stated that nurses are need much of the support from their supervisor in improving their well-being (Konstantinos & Christina, 2008). Some study has suggested that family-supportive supervisor behavior have the ability to assist individuals in managing both work and life domains (Morganson, Litano, & O'Neill, 2014). Moreover, recent study also suggested that future research should emphasize on the importance of family-

supportive supervisor behaviors as important moderator that affect the relationship between work-nonwork boundary management preferences and individuals' well-being. The study argues that in order to have a boundary management fit, family-supportive supervisor behavior is crucial to create an environment that support the practicing of work-nonwork boundary management preferences (Bogaerts et al., 2018). Hence, this study would like to investigate the relationship of family-supportive supervisor behaviors and well-being among nurses, also the moderating effect of family-supportive supervisor behaviors on the relationship between work-nonwork boundary management preferences and well-being among nurses.

Ha3. There is a positive relationship between family-supportive supervisor behavior and well-being among nurses.

Ha4. Family-supportive supervisor behavior moderate the relationship between work-nonwork boundary management preferences and well-being among nurses.

Research Objectives

This research aim is to determine the effect of family-supportive supervisor behaviors as a moderator on the relationship between work-nonwork boundary management preferences and well-being among nurses. In order to address the above stated research problems, this research intends to achieve the following specific objectives.

- i. To investigate the relationship between work-nonwork boundary management preferences (segmentation) and well-being among nurses.
- ii. To investigate the relationship between work-nonwork boundary management preferences (integration) and well-being among nurses.
- iii. To investigate the relationship between family-supportive supervisor behavior and well-being among nurses.

- iv. To investigate the moderating effect of family-supportive supervisor behaviors on the relationship between work-nonwork boundary management preferences and well-being among nurses.

Research Hypotheses

The following are the hypotheses that are formulated for this research;

- Ha1. There is a positive relationship between work-nonwork boundary management preferences (segmentation) and well-being among nurses.
- Ha2. There is a positive relationship between work-nonwork boundary management preferences (integration) and well-being among nurses.
- Ha3. There is a positive relationship between family-supportive supervisor behavior and well-being among nurses.
- Ha4. Family-supportive supervisor behavior will moderate the relationship between work-nonwork boundary management preferences and well-being among nurses.

Conceptual Framework

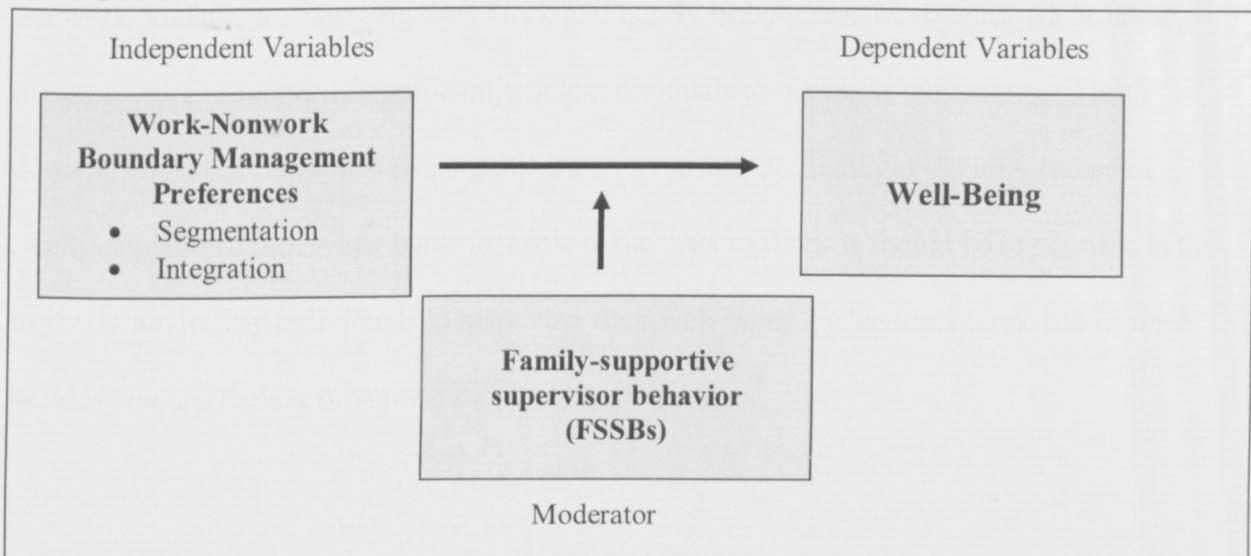


Figure 1 Proposed conceptual framework

A conceptual framework shown in the Figure 1 explains the moderator model in order to manifest the extent to which family-supportive supervisor behavior may moderate the relationship between the work-nonwork boundary management preferences and the well-being. According to the objectives of this study, work-nonwork boundary management preferences is considered as independent variable meanwhile well-being is considered as dependent variable, and family-supportive supervisor behavior as a moderator variable. Work-nonwork boundary management preferences consist of two dimension which is segmentation and integration.

Significance of Study

The significance of this study will contribute to improve the current body of knowledge on the advantages of using work-nonwork boundary management preferences to achieve well-being among nurses. A clear boundary between work and nonwork domain enable nurses to avoid both domain from interfere with each other. This study also conducted to fill in the research gap as stated in the problems statement. In addition, the finding of this study will be able to help nurses to choose either segmenting or integrating their work-nonwork domains in managing their work and family life. A clear work-nonwork boundary management preference is significantly help individuals to plan how they managed both domains. Besides, this study also significant as it can help to highlight the importance of family-supportive supervisor behaviors role in the organization. It should be implement in the organization to help individuals in achieving their well-being by having a work-life balance besides create a feeling of appreciation among employees.

Limitation of Study

Even though this research is particularly prepared, researcher still informed of its limitations and deficiency. First, the study may not represent the overall opinions of all nurses in Kuching, Sarawak. The range of this research is only for registered nurses who are currently working in a private hospital in Kuching, Sarawak. Second, questionnaire may consume a long time to be process and analyses. Respondents may respond expeditiously and inexcusably as they may be busy on work matters. Third, due to the lack of time and resource, the researcher has to ignore other factors that able to enhance employees' well-being such as family support and organizational commitment.

Definitions of Terms

Table 1 Conceptual and operational definition of terms

Terms	Conceptual Definition	Operational Definition
Segmentation	Characterized by inflexible and impermeable boundaries between work and family domain (Kreiner, Hollensbe, & Sheep, 2009).	When individuals prefer to separate physically, mentally and behaviorally their work and non-work domains from blended with each other.
Integration	Characterized by flexible and permeable boundaries that allow both work and family domain accessible to each other (Kreiner, Hollensbe, & Sheep, 2009).	When an individual prefers to interblend physically, mentally and behaviorally their work and non-work domains.

Family-supportive supervisor behavior	Behaviors of supervisor that are support emotionally and instrumentally towards individuals work and family matter (Rofcanin, Bakker, & Heras, 2017)	Behavior of the supervisor that support employees to meet their both work and non-work domains at work and outside the work.
Well-being	Can be thought as a life satisfaction based on the individuals' perceptions of their health, happiness and sense of purpose (Litchfield, Cooper, Hancock, & Watt, 2016).	Conditions in which employees' feel satisfy with their life, job and family

Conclusion

This chapter has discussed on the issues related to the research topic under investigation. The background of the study, the problem statement of the research, the objectives and the hypotheses of the research, the conceptual framework of the research, the significance of the study, the limitation of the study and the definitions of terms used were explained in this chapter. The following chapter will describe a review of literature related to this research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews the literature related to the relationship between work-nonwork boundary management preferences and well-being and family-supportive supervisor behaviour as a moderator among nurses. This chapter will present the discussion of the variables related to the study, the theory that will explaining the study and the past research studies to support the hypotheses of this research study.

Work-nonwork Boundary Management Preferences

Mellner et al. (2015) has defined work-nonwork boundary management preferences as a psychologically and behaviorally boundaries that has been set by individuals as a strategy to balance their work and family demands. The formation of boundaries is due to the increasing use of communication technology. The development of technology has changed the traditional working norms among society which is unfinished work should have stay in the office and home should be a place that free from any work-related matters. However, these traditional ways of thinking have changes since the organization realize the technology able to increase the productivity of their business (Patiño & Inge, 2015). Organization started to use social application such as WhatsApp by creating a group to discuss on work related matters among their colleagues. Therefore, as individuals' personal life has interfered by work domain, it is important for them to create a boundary between both domains which known as work-nonwork boundary management preferences. These boundaries are fall along a continuum range from segmentation and integration (Ammons, 2013). The practicing of these boundaries is based on individual's amenity and ability either they choose to segment

their work and life domain or integrate their work into personal life.

Segmentation is a state where the boundary between work and family domain is less flexible and permeable. This means that when individuals perceive low flexibility boundary and do not allow any transition of role or task while they are working or at home, they are practicing segmentation. Besides, segmenters also do not allow aspect of one role to spill over into another role (Bulger, Matthews, & Hoffman, 2007). In other words, segmentation is where an individual completely separates psychologically, behaviorally and emotionally between their work and family domain. For instance, segmenters will turn off their mobile data the moment they reach their home to make sure such devices such as smartphones will not interrupt their time while spending with family. By practicing segmentation, an individual is able to manage one domain more efficiently without interruption from another domain which can create a sense of satisfaction. On the other hand, integration is a state where the boundary between work and family domain is high flexibility and high permeability. Integrators will easily perform different roles at different places and do not mind blending their work and family domain. For instance, they are able to take a responsibility to fetch their kids at school while they are working (Bulger et al., 2007). Integration is suitable for individuals who are excellent in multi-tasking as they are able to perform both roles while in the other domain.

Family-Supportive Supervisor Behavior

The role of supervisor is very important in influencing subordinates' behavior. Besides involving themselves in managing organization work-related matters, they also serve as a source of references and become a network channel between top management and lower management. As organizations started to concern on individuals' well-being, it is important for them to implement friendly-family policies in the organization. However, implementation of

policy is quite expensive, and it may cost a lot of time to choose the most suitable policy for all of the employees in the organization. Thus, it is time for organization to use internal resources to improve individuals 'well-being which is introducing and practicing the family-supportive supervisor behavior in the organization. As stated by previous scholar, family-supportive supervisor behavior is a behavior that showed by supervisor that are intended to help individuals to perceive work-life balance (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009; Lv, 2018; Matthews, Mills, Trout, & English, 2014). The behavior is trainable which is good to be applied among leader or supervisor as they are capable to influence subordinates' behavior. The practicing of family-supportive supervisor behavior is one of the package that consider as supportive working environment in an organization. This practice is a form of encouragement and motivation that given by organization to their subordinates to maintain their work-life balance. Family-supportive supervisor behavior are consisting of four main elements which is emotional support, instrumental support, role modelling behaviors, and creative work-family management (Lv, 2018).

The first element is emotional support. Emotional support is focusing on how individuals feeling are being cared and they are comfortable to seek for help such as advice regarding family commitment from their supervisor. In addition, they are also become more open with their supervisor when they are facing on non- work issues. The second element of family-supportive supervisor behavior is instrumental support. Instrumental support is referring to how supervisor able to analyze the current need of individuals in dealing with work and family issues. Take for example, supervisor found that their subordinates need flexible working hours as they need to send their children to school or paying bills. Therefore, in order to solve this problem, supervisor will implement a new flexible working hour policy