Experiencing work/non-work

Theorising individuals' process of integrating and segmenting work, family, social and private

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Experiencing work/non-work - Theorising individuals' process of integrating and segmenting work, family, social and private
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To me

Opening the thesis -
Between work and non-work

The writing of this thesis has taken place between Jönköping and Stockholm passing by Cape Town, Nozeroy, Halmstad, Huskvarna, and Barcelona. It has been written in my office at JIBS or at home, on the terrace at Higgledy, in Star Alliance planes, in SJ trains, in Best Western hotels, sitting on the IKEA coach or on the kitchen table and also mentally while driving on E4 motorway. This thesis has been written during office hours but also late in the evenings, in the middle of the night, during official holidays or in the middle of the weekends. Its writing has been accompanied by passion and joy but also anger and frustration leading to stress, guilt, energy and enrichment. Its content is academic as long as I have a researcher role but it borders on storytelling where I play the role of a listener and confidant. It has been written with the emotional support from my close colleagues and with the academic support of my supervision committee. It has come into being through the love from my family and close friends and the unconditional confidence of the storytellers on whose narratives it relies.

Above all, this thesis is about work/non-work and has been written between work and non-work.

Text written in the flight BA059, London-Cape Town, the 15th of February 2009,
reviewed in Hägersten the 5th of April 2009 and Hamlstad the 26th of September 2009

Thanking, Remercier, Tack

Like wines need years to get some bouquet, ideas need years to get depth. The ideas in this thesis aged for more than five years and it is time to let them go. My ideas would not have developed without the support of multiple actors across my life domains. Whereas people who have been really close to me and supported me will recognize themselves in my work/non-work self-narrative closing this thesis, I would like to take some space here now to thank just a few of them in their respective languages.

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Jean-Charles Languilaire
October, 2009

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Summarising the thesis

The relationships between work and personal life have been on the public, business, and research agenda for about 35 years. Perspectives on these relationships have shifted from a work-family to work-life or work-personal life focus, from a conflict to a balance or enrichment view and, finally, from a segmentation to an integration perspective. This evolution, however, leads to a theoretical and practical impasse where neither integration nor segmentation can be seen as the absolute individual, organisational and societal value. This thesis takes the discussion one step further and focuses on individuals' work/non-work experiences, calling for a humanistic case. The humanistic case urges placing individuals' work/non-work experiences at the centre of human resources and at the centre of the work-life field.

The aim of the thesis is to theorise individuals' work/non-work experiences in their individual, organisational and societal contexts. To achieve the purpose, the thesis presents individuals' work/non-work self-narratives. These self-narratives of six French middle-managers, three men and three women, underline how individuals experience their diverse life domains, namely the work, the family, the social and the private and their management. The self-narratives have been generated through in-depth qualitative interviews and diaries. The thesis explores and provides an understanding of individuals' work/non-work experiences from a boundary perspective.

Focusing on the processes behind individuals' work/non-work experiences, the thesis reveals that work/non-work preferences for integration and/or segmentation are not sufficient to understand individuals' experiences. It is essential to consider the preferences in relation to their level of explicitness and the development of work/non-work self-identity. Moreover, it is important to understand the roles of positive and negative work/non-work emotions emerging in the work/non-work process as a respective signal of individuals' satisfaction or dissatisfaction in how their life domains are developed and managed.

The thesis contributes to the work-life field, especially the boundary perspective on work and non-work by presenting a model of individuals' work/non-work experiences. The model pursued is derived from 33 theoretical propositions. The study suggests a two-dimensional approach for life domain boundaries as a systematic combination of seven boundary types (spatial, temporal, human, cognitive, behavioural, emotional and psychosomatic) and their mental and concrete natures. It suggests a three-dimensional model for work/non-work preferences, revealing five major archetypes of work/non-work preferences between segmentation and integration, and stressing the emotional side of the work/non-work process. It shows that individuals value segmentation on a daily basis and integration on a long-term. This thesis concludes that segmentating and integrating is essential for the harmony of their life domains namely their work, their family, their social and their private.

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A humanistic case for individuals' work/non-work experiences

This chapter introduces the theme at the heart of this dissertation: work/non-work experiences. The first section is an historical account on how the work/non-work experiences have become a phenomenon of relevance in different research agendas, i.e. business, business ethics and corporate social responsibility. It describes a shift from segmentation to integration. The second section discusses work/non-work experiences in the current integrative paradigm. It points out that neither segmentation nor integration enhances individuals' well-being which is essential to creating and developing organisational and societal health. To escape such an impasse, I call, in the third section, for a humanistic case[1] *that places individuals' work/non-work experiences at the centre of human resources focusing on work/non-work issues but also at the centre of the work-life research field. Thereafter, this chapter presents the purpose of the thesis and its aspirations. It concludes with the structure of the thesis.*

Work/non-work experiences as a phenomenon of interest

The relationships between work and non-work have been on the public, business, and research agenda for about 30 years. Overall, interest in work and non-work starts within the research field of organisational behaviour and generates big attention within stress management literature. Starting in the United States, the field has recently extended to Europe (see Poelmans, 2005b). On both sides of the Atlantic, one underlying question beyond the development of work/non-work relationships as an empirical phenomenon is whether individuals segment or integrate work and non-work in their diverse contexts among those individual, organisational and societal context. This section presents a historical account of the phenomenon work/non-work experiences. It deals with three cases (business, ethical and corporate social responsibility).

A business case

Near, Rice and Hunt (1980) in one of the first reviews of the relations between work and non-work conclude that empirically both work and non-work domains are interrelated and influence life and work satisfaction. However,

[1] The term case in this chapter is used to refer to the accepted idea of "business case" and "ethical case" within the work-life research as well as the field of diversity management. It indicates the reasons why actions need to be carried out, i.e., in the business case, actions carried out are good for a business purpose; in the ethical case, they are good for an ethical purpose. Similarly, in the humanistic case, actions carried out are good for human interests and values.

practitioners ignore the existence of non-work (especially home) in their work policies and practices. They overlook its influences on working attitudes and behaviours (Hall & Richter, 1988) creating the "myth of separate spheres" (Kanter, 1977 in Hall & Richter, 1988, p. 213). Nonetheless, the field swiftly moves its focus to work-family relationships recognised afterwards as antecedents of mental and physical health (Greenhaus & Beutell, 1985; Martin & Schermerhorn Jr., 1983). Since then, the work/non-work or work-family relationships have constantly been pointed out as factors of stress (Cox, Griffiths, & Rial-González, 2000), poor health (Paoli & Merllié, 2001), low job satisfaction (Babin & Boles, 1998), behavioural deviations (Frone, Russell, & Cooper, 1993; Roos, Lahelma, & Rahkonen, 2006) and perceived quality of life (Rice, Frone, & McFarlin, 1992) to the point that they may reduce individuals' performance in and outside work. As a result, researchers start to claim that it is in the "business interest" to help employees to "manage" their relationships between work and non-work (Johnson, 1995). This refers to a "business case" (Kossek & Friede, 2006).

This business case was reinforced in the late 1980's and early 1990's when women entered in a more massive and systematic way the labour market. Whereas practitioners perpetuate the myth of separate spheres, women find it difficult to assume multiple roles both at work and outside work, i.e. especially family-based roles. Women start to face the "double shift" syndrome (Friedman & Greenhaus, 2000; Hochschild, 1989; Paoli & Merllié, 2001), making it hard to simultaneously accomplish a career and a family. Work and family roles are seen to be in conflict. These demographic changes in organisations and the appearance of two-career or dual-earner families have raised the research interest in work-family conflicts[2]. Beyond the valuable knowledge of the antecedents, consequences and moderators of such conflicts or interface (see Frone, Yardley, & Markel, 1997; Geurts & Demerouti, 2003; Poelmans, O'Driscoll, & Beham, 2005), the overall learning of this stream of research is a greater awareness that the work-family relationships are essential for individuals' physical, psychological and social health in and outside the workplace.

Consequently, in the mid and late 1990's, practitioners started to recognise that work and non-work, especially family, were interrelated and had an impact on organisational performance. Under overall social, economic, legal, institutional and individual pressures, organisations developed and implemented work-family policies (Goodstein, 1994; Poelmans & Sahibzada, 2004). The work-family relationships have become a central issue on the human resource management (HRM) agenda via work-family arrangements. Den Dulk (2005) defines work-family arrangements as "measures supporting working parents developed by employers" (den Dulk, 2005, p. 211). Diverse classifications of

[2] Most of research published within the work-family conflict stream starts with changes in the demographic and arrival of women in the labour market.

work-family policies may be found. Glass & Finley (2002) distinguish three main types of options: 1- flexible work arrangements providing greater temporal and spatial flexibility without reducing the average hours worked, 2- facilitation of leave arrangement aiming at reducing work hours to provide time to spend outside work[3] and 3- the provision of child care or support arrangement aiming at providing social support for parents on the workplace. Actually, a large panel of options exists, among them part-time, flexi-time, tele-working, compressed work week, parental leave, maternity leave, paternity leave or even on-site day care (see: den Dulk, 2005; Geurts & Demerouti, 2003; Kodz, Harper, & Dench, 2002). These diverse work-family policies are developed differently in organisations as well as in countries (den Dulk, 2005). Altogether, the context in terms of different individual, organisational, cultural, national and institutional, legal matters (see Block, Malin, Kossek, & Holt, 2006; den Dulk, 2005; Goodstein, 1994; Poelmans & Sahibzada, 2004). Ollier-Malaterre (2009) recently reinforces the centrality of the context by defining a two-level model for the adoption of organisational work-life initiatives on a country. The first context at the macro level is the socio-institutional context. The second context at the meso level refers to how HR managers may scan and interpret work-family related information. From this stream of research, what becomes central is the importance of the individual, societal and organisational contexts. International research on the work-family additionally points to the centrality of culture (see for example chapters 9 to 12 in Poelmans et al., 2005).

As a whole, work-family policies help employees to combine paid work and family responsibilities. They enable individuals to cope with multiple demands to limit work-to-family and family-to-work conflict. These policies are promoted as "win-win solution for employers and employees" (Lambert & Kossek, 2005, p. 521) and even as "win-win-win" solution, i.e. they are of benefit to individuals, organisations and society. Indeed, governmental agencies[4] emphasise the necessity for employers to support their employees in managing their work-family relationships so that not only organisational health but foremost societal health may be improved (Mißler & Theuringer, 2003). As a matter of fact, from an individual perspective, work-family arrangements aim at organising the work content and the work context so that work demands do not interfere with family demands and vice-versa. They thus constitute possible strategies to be able to combine work and family to reach a balance between work and family. From organisational view point, such options are presented not only as way to reduce stress and increase employee satisfaction and commitment (Sutton & Noe, 2005) but also as a means to attract and retain

[3] This mainly implies to provide time for family

[4] Examples include Arbetslivsinstitutet in Sweden, European Agency for Safety and Health at Work (EASHW), European Network for Workplace Health Promotion (ENWHP), Health Canada, Institute for Employment Studies (IES) in United Kingdom, National Institute for Occupational Safety and Health (NIOSH) in the United States or UN's World Health Organisation (WHO).

employees (Arthur and Cook, 2003 in Grover & Crooker, 1995; Sutton & Noe, 2005) especially in the context of labour market shortages (Poelmans, Chinchilla, & Cardona, 2003). Consequently, in addition to these individual gains, announcing initiatives in favour of greater work-family relationships influence directly and positively the share value of the firm (Arthur & Cook, 2004). **Work-family policies are directly and indirectly enhancing the business case**.

An ethical case

There have been conflicting results regarding these programmes particularly in the late 1990's and beginning of the 2000's. On the one hand, many employees have succeeded to better manage their relationships between work and family, especially in regard to spending more time at home with their family leading in some cases to higher satisfaction and less perceived stress (European Foundation for the Improvement of Living and Working Conditions, 2006). On the other hand, globally roughly 20% to one third of the employees report to suffer from a large work/non-work imbalance (Braza & Languilaire, 2002; Duxbury, Higgins, & Johnson, 1999; Eriksson, 1998; European Foundation for the Improvement of Living and Working Conditions, 2004). In addition, some work-family solutions are not always positively related to a reduction of work-to-family and family-to-work conflicts (Kossek, Lautsch, & Eaton, 2006). These results question the effectiveness and the role of work-family policies (Sutton & Noe, 2005). This has led work-family scholars to unanimously conclude that having work-family friendly policies is not identical to being family-friendly and that the business case favours employer-friendly policies rather than "employee-friendly" policies

Indeed, the implementation of work-family policies rather than their sole adoption is central for their effectiveness at the individual, organisational and societal level (Kodz et al., 2002; Kossek, 2003; McDonald, Brown, & Bradley, 2005; Poelmans & Sahibzada, 2004). Numerous obstacles to taking up such options and to their effectiveness when implemented have been pointed out among them heavy workloads, the climate/culture in the organisation especially the reactions of the colleagues and/or the managers as well as the lack of knowledge about the existence of work-family options (Allen, 2001; Kodz et al., 2002; Kossek, 2003; McDonald et al., 2005). Kodz et al. (2002) and McDonald et al. (2005) mention specifically the restrictions concerning the availability of and access to such arrangements. In fact, work/family programs are mainly reserved to women especially women having children at home so that men as well as employees living outside the nuclear family scheme are rarely in the scope of the policies. Furthermore, part-time arrangements from which women tend to benefit are often seen as a hindrance for career development, creating a new type of discrimination. The difficulties linked to

the implementation of work-family reinforces that context matters especially the organisational context that will favour or hinder individuals to succeed in their work-family strategies. They also indirectly point out the question of the ethical responsibility of the management towards every employee. It can indeed be seen that justice, equality and equity issues can be raised on how work-life options are granted to employees. What is central is that questions of ethics may affect the willingness of taking options and the effectiveness of taking such options by affecting the organisational climate for example. It is therefore in the interest of business to adopt work-family policies but the effectiveness of such programs depends on the ethical implementation of policies. Overall, work-family programs have to be fairly and openly adopted and implemented to enable employees facing work-family conflict to manage this conflict.

The corporate social responsibility case

Beyond the ethical case, the work/non-work relationships become a central issue within the corporate social responsibility (CSR) agenda (Pitt-Catspouphes & Googins, 2005). Ollier-Malaterre (2009) refers to how HR managers may or may not frame work-life issues as social issues in comparison to business issues. Part of the idea of CSR asserts that corporations are not only any more accountable in front of shareholders, but also in front of a large group of stakeholders including employees, their families as well as the society at large. Pitt-Catspouphes and Googins (2005) conclude that:

> "Casting work-family issues as social responsibility offers opportunities to redefine the horizons of the work-family agenda, to involve different stakeholders in the development and implementation of the agenda, and to increase business accountability for their actions"
>
> (Pitt-Catspouphes & Googins, 2005, p. 483)

Lewis and Cooper (1995) indicate that difficulties to manage work and non-work responsibilities influence the functioning of families and other members' well-being especially kids. They point out that such difficulties may reduce community involvement and the quality of care families provide to the "elderly and vulnerable" (ibid., p. 294). Along these lines, it is thus to be emphasized that employers should aim at providing a workplace enabling meaning, structure, identity, self-respect of employees as well as material rewards. This may be possible beyond the work-family policies in considering work/non-work issues in this new workplace. Indeed, to meet some shortages of work-family and going often beyond the legal frame required, more general programs under the broad label of work-life programs have been introduced. These programs recognise that family is not the only dimension outside work but that there may be dimensions like "free" and "leisure" time (See Hyman & Summers, 2004). These programs also extent the access to a larger panel of employees such as men with paternity leave arrangements. In a sense, these new policies address

part of the general changes of expectations towards life for men and women (see: Baudelot & Gollac, 2003; Bauer & Penet, 2005; Suzan Lewis & Cooper, 1995; Sturges & Guest, 2004).

The centrality of work/non-work issues for CSR is reinforced by the fact that a large part of the effectiveness of policies depends on the development of "work-life culture" (Allen, 2001; R. J. Burke, 2000; Clark, 2001; Suzan Lewis, 2001; McDonald et al., 2005). It thus reinforces the importance of the organisational context and the context of work that is changing (see Blyton, Blunsdon, Reed, & Dastmalchain, 2006). Such policies are partly built on the changes in managerial attitudes towards work/non-work issues as well as on the provision of options beyond the legal frame, i.e. the voluntary side of work-family arrangements (Trinczek, 2006). Beyond such aspects, one of the strong arguments of work-life programs is that work and non-work should be more integrated in order for individuals to balance multiple demands and experience less work/non-work conflict. Integration is the key word of the work-life programs. Integration is developed through formal flexibility gained, first, in the different types of working arrangements and, second, via initiatives included in work-life programs. In concrete terms, it is represented via part-time contract or tele-working agreement or by the disposal of childcare or gym equipment in the organisations' facilities or even the encouragement to accomplish community activities via internal associations based on the competence of the firms. Integration is as well developed by informal flexibility enhanced by new forms of organising. Contemporary organisations are, indeed, based on flat organisations, team work, quality circle and project work involving individuals in and outside the formal boundaries of the organisation and beyond the hierarchical structure by focusing on the activities and processes rather than belongingness to specific units (Pettigrew & Massini, 2003). Such flexibility is supported by IT that often makes work "portable" i.e., available anywhere at any time (Kossek, 2003; Valcour & Hunter, 2005) even outside the office space and working hours. Consequently, the spatial and temporal definitions of work are losing part for their sense. In the context of work/non-work experiences, scholars claim that boundaries between work and non-work become blurry

To sum up, the three cases retrace the development of how work/non-work relationships and experiences have become a central research focus in what is today referred as the work/life field[5]. Firstly, the business case claims that organisations have business interests in taking into consideration the work/non-work relationships within their policies and practices. It introduces the idea of integration. Secondly, the ethical case claims that organisations have ethical responsibilities when adopting and implementing work/non-work initiatives so that such policies are not discriminative as segmentation policies may have formerly

[5] The work-life field is defined as "a focus on the relationship between work and personal life" (See Kossek & Lambert, 2005b, p. 515).

been. Thirdly, the corporate social responsibility case enlarges the positive impacts of the work-life initiatives to more stakeholders and to the society so that integration may as well be beneficial for the society and community. **Overall, the three cases retrace a shift from segmentation to integration of the work and non-work domains assuming that integration helps and supports individuals in reducing their work/non-work conflict and increase their work/non-work balance.** They also underline in diverse degree the importance of individual, organisational and societal contexts. Nonetheless, **the question is whether this shift towards integration is an answer to individuals' well-being and to how individuals view their work/non-work experiences.** The next section discusses this challenge which constitutes the research problem of the thesis.

Work/non-work experiences in an integrative context

In the 1980's practitioners viewed work and non-work as distinctive and required that employees distinguish between them. Today, there is a general and overwhelming organisational belief that integration of work and non-work is essential to increase individuals' well-being and, in turn, increase organisational performance (Kossek, Lautsch, & Eaton, 2005) as well as societal health. In other words, the integration of work and non-work should enhance the creation and the development of healthy organisations.

On the one hand, a healthy organisation means having healthy employees (Cooper, 1994; Kriger & Hanson, 1999; Newell, 2003; Pratt, 2000). On the other hand, it can be defined as an organisation, "whose structure, culture and management processes contribute to high levels of organisational performance" (McHugh & Brotherton, 2000, p. 744). Overall, two levels of healthy organisations emerge, i.e. the individual level and the organisational level. The relationships between both are yet to be clarified; nonetheless one may argue that overall both levels are to be seen as complementary. Browne's definition (2002, p. 206) emphasizes such an aspect which sees the organization as maximizing "the integration of the worker goals for well-being and company objectives for profitability and productivity".

The work/non-work literature and the three cases presented above build on this complementariness but also on the compatibility between both levels. Overall, the work/non-work arrangements theoretically lead to higher organisational and societal health via higher individual work/non-work balance or lower individual work/non-work conflict especially when ethically developed and implemented and when the individual and organisational needs and wants are compatible. **However, contrary to scholars' and practitioners' primary expectations, an integrative context may not solve the so-called work/non-work conflict at the individual level.** Friedman and Greenhaus (2000, p. 66) show that "evidence on role conflicts shows that establishing and maintaining boundaries

between these two life domains is essential." A clear distinction between work and personal life may be necessary for some individuals. In 1988, Hall and Richter (1988) already noticed this difference between the organisational viewpoints relayed by popular journals and the individuals' beliefs:

> "Surprisingly, while many of the remedies touted in the popular press entail greater integration of work and home (such as home-based employment), our findings indicate greater need of separation of the two domains."
>
> (Hall & Richter, 1988, p. 213)

More recent research suggests that the segmentation and integration of work and non-work domains may be both negative and positive for individuals' well-being and that this in fact depends on the individuals' context. Kossek (2003, p. 14) for example says: "there may be times when setting boundaries between work and home and structure may be desirable." As a consequence, current research insists on the importance of a fit between individuals' preferences and the organisational response towards work/non-work to ensure the work-life programs' effectiveness both at the individual and the organisational level (Edwards & Rothbard, 1999; Kossek et al., 2006; Kossek, Noe, & DeMarr, 1999; Rothbard, Phillips, & Dumas, 2005; Sutton & Noe, 2005):

> "Wanting and attaining a high degree of separation between work and family may signify effective management of the boundary between these domains. Effective management may facilitate role performance in both domains, which in turn should enhance well-being."
>
> (Edwards & Rothbard, 1999, pp. 119-120)

Rothbard et al. (2005) hold that such fit is essential to job satisfaction and organisational commitment. They even show that incongruence between individuals' desires and organisational policies have greater negative effects for individuals seeking segmentation than for those seeking integration. In line with the discussion above, they thus conclude that

> "Integrating policies have become increasingly popular in many organizations as mechanisms for tapping into the full potential of employee. To this end, companies have adopted numerous policies, practices, and amenities such as onsite childcare and gym facilities among others. These policies are intended to attract people to organizations and help current employees manage their multiple roles. However, these policies are also consistent with the goal of many organizations to maximize the productivity of employees. [...] Although these policies and practices may increase some individual's satisfaction and commitment by helping them actively manage the boundary between work and nonwork roles, our study suggests that greater access to integrating policies may have drawbacks for some employees"
>
> (Rothbard et al., 2005, p. 255)

Wilson et al. (2004) qualitatively illustrate the same individual challenge for young professionals in the UK who fight against their organisational context to recreate boundaries lost in their overall working environment. Kossek et al .

(2006, p. 363) also indicate that "as currently implemented, many flexibity policies can encourage one to adopt an integration strategy which may not support lower family-to-work conflict". Kylin (2007) and (Kylin, 2008) indicate that home-based teleworkers have a need to re-established boundaries between the waged work and other home activities to "legitimise working home in relation to family, friends and neighbours" (Kylin, 2008, p. 185).

In conclusion, the development of the work/non-work experiences as a phenomenon of interest can be seen as in Figure 0:a,

Figure 0:a - The development of the work/non-work experiences

The contemporary integrative context as one unique solution, as it was for the segmentation view, may in some cases be even more detrimental for individuals. The current research implies that there is no one unique organisational answer such as segmentation or integration. It points out the importance of individualities with regard to work/non-work integration and/or segmentation. It reveals that to be effective the work/non-work policies have to match the view of the individual, organisation and society with regards to work/non-work integration and/or segmentation. Only a match will enable to answer the three cases presented. Only a match will enable individuals to develop healthy work/non-work relationships. Only a match will enable individuals to perceive healthy work/non-work

experiences that are essential to the creation and development of healthy organisations. Therefore, I conclude that the **work-life research and organisations are, to me, in an impasse where neither segmentation nor integration solves the challenges for individuals' well-being and in turn the creation and development of healthy organisations**. This is the research problem of the thesis. The next section provides one way to get out of this impasse.

A call for a humanistic case for work/non-work experiences

In the light of the above discussion, it is imperative to consider, in research and practice, both segmentation and integration (Kossek & Lambert, 2005a, p. 5) as complementary processes. It is also imperative to consider individuals' differences with regard to work/non-work experiences. As a matter of fact, in the context of corporate social responsibility, there is a necessity for organisations to "respect" individuals' choices in terms of the extent to which they want to segment or/and integrate both domains (Geurts & Demerouti, 2003; Hall & Richter, 1988; Kirchmeyer, 1995).

> "Therefore, the most promising strategy to reduce conflict and facilitate balance between both domains is to create a healthy and motivational workplace that respects workers who have responsibilities and interests outside the workplace that they consider important for their quality of life."
>
> (Geurts & Demerouti, 2003, p. 308)

> "Despite promotion of the integration response…early finding indicated a need for maintaining the gap between work and family…However, the findings do not suggest that organizations should adopt a separation response, but rather, a third type which can be termed "respect". Respect refers to the employer acknowledging and valuing the non-work participation of workers, and committing to support it."
>
> (Kirchmeyer, 1995, p. 517)

As a consequence, organisations have to value the diversity among their employees when it comes to their work/non-work experiences. It is essential to understand each employee in their individual, organisational and societal contexts to apprehend their work/non-work experiences that are shaped in these different contexts. It is essential to go further than the three cases discussed above. For that, I argue that organisations but also researchers must focus on individuals for the sake of human interests and values as, after all, work/non-work is about one's entire life and thus about being humane[6]. Therefore, **I call for a fourth case: a humanistic case for work/non-work experiences both in practice and in research.**

[6] Humanism is "a doctrine, attitude, or way of life centred on human interests or values" (Merriam-Webster). Be humanistic means thus to focus on such human interests and values.

In practice, by calling for a humanistic case, I wish to emphasise that management teams and especially human resource (HR) managers in charge of work-life programs should take steps to apprehend individuals' work/non-work experiences in their individual, organisational and societal contexts. This requires paying due attention to individuals and their individual experience. I also wish to highlight that work/non-work programs, whatever form they may take, have not only been created, developed and implemented for the primary sake of business, nor for the primary sake of ethic, nor for the primary sake of being considered as socially responsible. Work/non-work programs ought to be implemented to enable individuals to realise themselves as individuals in their whole life. Essentially, I claim that from a humanistic viewpoint managers should listen, explore and understand individuals' work/non-work experiences in their individual, organisational and societal contexts. Such a humanistic case will enhance further the creation of sustainable healthy organisations and society.

In research, by advocating a humanistic case, I call for researchers in the work-life field to get an understanding of the diversities of individuals' work/non-work experiences in their individual, organisational and societal contexts and for the respect of these diverse and individual experiences. In adopting a humanistic case, I call for an understanding, by the researchers in the work-life field, of individuals' work/non-work experiences in their individual, organisational and societal contexts. I also claim that researchers in the work-life field should listen, explore and understand individuals' work/non-work experiences in their individual, organisational and societal contexts to enable work/non-work theories to emerge.

Taken together, the call for a humanistic case for work/non-work experiences urges placing individuals' work/non-work experiences at the centre of Human Resources focusing on work/non-work issues but also at the centre of the work-life research field. Additionally, it urges practitioners and researchers to consider individuals' work/non-work experiences in their individual, organisational and societal contexts. This leads thus to the purpose of the thesis. .

Purpose of the thesis

The aim of the thesis is to theorise individuals' work/non-work experiences in their individual, organisational and societal contexts.

Aspirations of the thesis

To achieve such purpose and following the call above, this thesis aspires to **present**, but also **explore** as well as **understand** individuals' work/non-work experiences in their individual, organisational and societal contexts. These

aspirations reveal three levels in the process of research. The interdependent levels make it possible to reach a comprehensive level of understanding essential to theorise individuals' work/non-work experiences.

Structure of the thesis

The core of thesis is divided into five main parts that are complemented with an introduction and a conclusion. This structure is meant to achieve the purpose of this thesis and reflect on the overall research process.

- The **introduction** reveals the subject at the heart of this thesis, i.e. individuals' work/non-work experiences and the discovery of a research problem by calling for a humanistic case for the work/non-work experiences. Such a call leads to the purpose of this thesis, i.e. theorising work/non-work experiences as well as three aspirations for this thesis, i.e. presenting, exploring and understanding work/non-work experiences that guide the analysis and interpretation[7] made in this thesis.
- **Part 1** is the theoretical part of the thesis. It presents the frame from which individuals' work/non-work experiences can be analysed and interpreted. It reviews how the work/non-work experiences have been conceptualised so far in the work-life field with the focus on a boundary perspective. It reviews research in the emerging boundary perspective. It concludes by presenting a boundary frame essential to the apprehension of individuals' work/non-work experiences.
- **Part 2** is the methodological and method part of the thesis. It introduces a narrative approach via the development of a narrative mindset as a methodological approach. Such an approach is seen as critical to access individuals' work/non-work experiences in their individual, organisational and societal contexts. Secondly, this part details the methods used to practically apply a narrative approach and thus access individuals' work/non-work experiences.
- **Part 3** represents the empirical part of this thesis generated during the fieldwork. As a whole, it ***presents*** individuals' work/non-work experiences in the form of six work/non-work self-narratives. It refers thus to the first aspiration of this thesis.
- **Part 4** is the analytical part of this thesis. Its aim is twofold. It ***explores*** individuals' work/non-work experiences and it also ***gives an understanding*** of individuals' work/non-work experiences in their individual, organisational and societal contexts. Explicitly, it represents both a first level and a second level of analysis of individuals' work/non-work experiences in the lens of the boundary frame developed in Part 1.

[7] In this thesis, the terms analysis and interpretation are used a synonymous.

- **Part 5** builds on the exploration conducted and the understanding reached in Part 4. This part answers the primary purpose of the thesis by theorising individuals' work/non-work experiences in their individual, organisational and societal contexts.
- The **conclusion** goes back to the call of humanistic case. It clarifies the theoretical and methodological contributions of this thesis in the light of the purpose and of the humanistic call raised in the introduction. It deals with a few limitations of this thesis. It presents implications and challenges both for practitioners and researchers. It ends with few personal reflections about my own process in this research.

The structure and logic of the thesis can be summarized as in the Figure 0:b below.

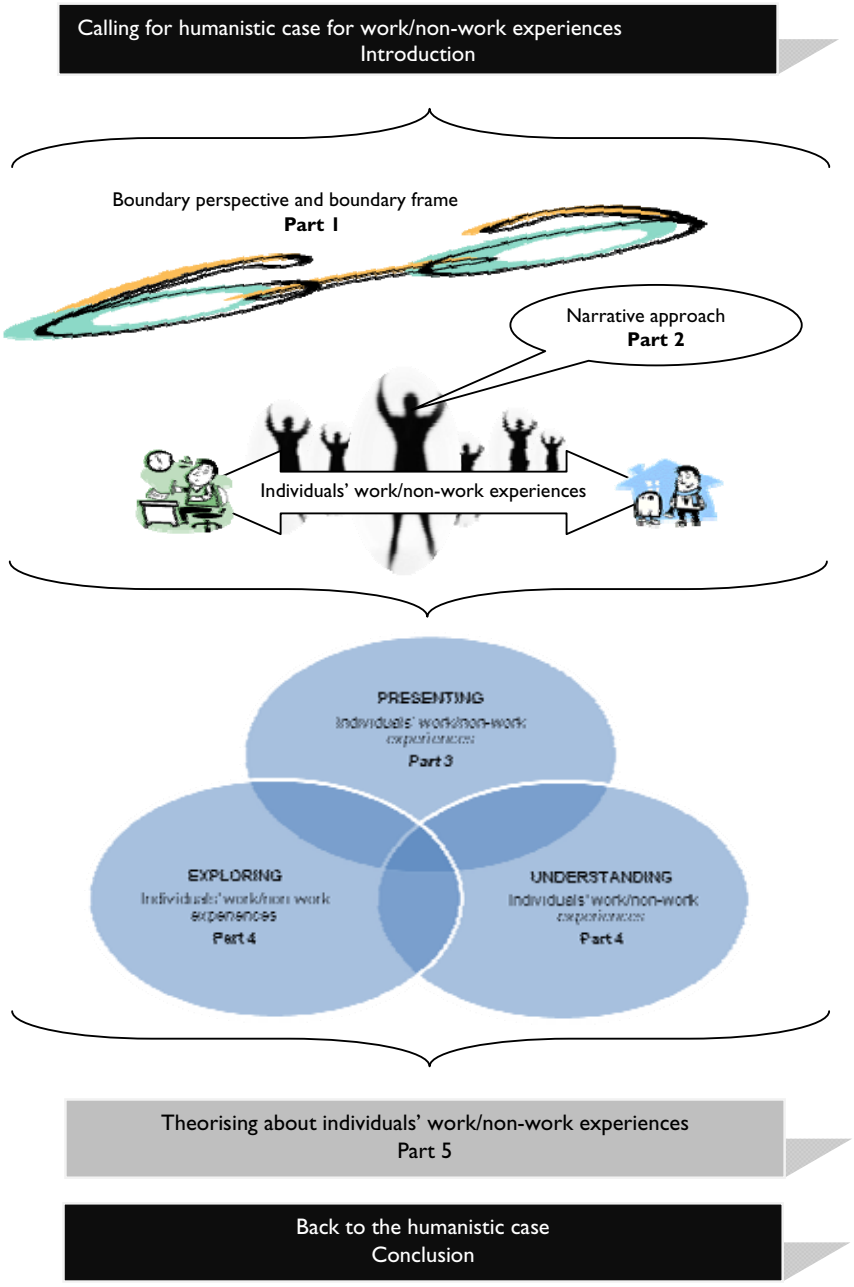


Figure 0:b - Structure and logic of the thesis

Part I
Framing individuals' work/non-work experiences

In the introduction, I focused on the work/non-work experiences as empirical phenomena. This part aims at presenting a theoretical frame from which individuals' work/non-work experiences can be presented, explored and understood. This theoretical frame is to be found in the work-life field defined by "a focus on the relationship between work and personal life"(Lambert & Kossek, 2005) (Lambert & Kossek, 2005, p. 515). This part serves as a theoretical review contextualising the purpose of the thesis in theory. It also defines its theoretical basis in terms of a boundary frame.

Chapter 1.1
Individuals' work/non-work experiences in the work-life field

Defining the work-life field as "a focus on the relationship between work and personal life" (Lambert & Kossek, 2005, p. 515), that is to say a focus on life domains and their relationships, one has to consider how individuals' work/non-work experiences have been conceptualised in this field. The aim of this chapter is to deal with the overall question of how the current knowledge in the work-life field can help understand individuals' work/non-work experiences. For that, the first section discusses how life domains are presented in the work-life field. The second section examines the mechanisms behind the relationships between domains. The third section reviews the concepts specifically related to the life domains relationships. This helps identify two major gaps in regards to how the conceptualisation developed so far can support the understanding of individual's work/non-work experiences.

1.1.1 The life domains in the work-life field

The definition of the work-life field above reveals that one of the first aspects of this field of research is about the life domains. Whereas the definition points towards work and personal life, few other domains have been discussed. This is reflected in the use of diverse labels in the field such as 'work-family', 'work-life' or even 'work, family and personal life'. Consequently, this section reviews the concepts of work, family, life as well personal life & professional life.

1.1.1.1 Work

The work-life research field originates from industrial organisation where work is in focus. This creates a pre-understanding of the field where work has mainly been seen as wage work. Geurts and Demerouti (2003), following the general trend in research, define work as "a set of (prescribed) tasks that an individual performs while occupying a position in an organisation" (p. 280). The concept of work is nonetheless under questions in all research in this field because each piece of research, this one included, looks into the content and meaning of work. One of the main issues, when looking at what constitutes work, is the inclusion or not of work performed in contexts other than companies like home (housework) or in voluntary association (community/voluntary work). Zedeck (1992) defines work as "a set of tasks performed with an objective or goal in mind". This definition sees work as an activity that is physically performed or even mentally performed. It nonetheless does not consider the physical location of work. It indicates that work is subjective. Indeed, some individuals with

certain objectives in mind may consider that they are working whereas others with the same objectives may not perceive their activities as work. With regards to individuals' work/non-work experiences, it is thus central to consider how individuals perceive work as demanding or not.

1.1.1.2 Family

One of the first and most used labels in the work-life field is work-family, indicating that there are two life domains, work and family. Family has primarily been defined as the nuclear family with two adults with children at home. The focus is mainly on how the working parent(s) manage to balance work and family responsibilities in terms of child development and of family functioning in house work tasks (see Poelmans, 2005b). This view is not without limitations. First, the extended family is not systematically taken into consideration. Whereas the close family may be a well-functioning unit, work can impact the extended family relationships and vice-versa. This is often ignored unless when considering the extended family members as a source of support, as the partner is seen as helping the family function. Second, the focus is often on children at home so that having adult children is not fully considered. Nonetheless, the relationships between parents and children do not stop so that working couples with adult children may still have their adult children in mind when evaluating the functioning of their family. Third, the focus has been clearly on couples (single or dual earner), but less on single parenting as well less on couples without children and even less on singles. Nonetheless, each one of this unit may be perceived by the individual in focus as a family. It is thus central to consider the contexts in which individuals see and define the family.

The label "work-family" has often been replaced by "work-home" (see for example Hall & Richter, 1988; Suzan Lewis & Cooper, 1995; Major & Germano, 2006; Nippert-Eng, 1996; Rothbard & Dumas, 2006; Taris et al., 2007). To me the concept overemphasises the spatial dimension of the family domain. When opposed to work, it would mean that work needs to be performed in a specific place, i.e. an office or a factory. Such view is largely influenced by the industrial view of work that defines work as physically separated (see Kylin, 2007, Bergman, 2007 #319). In our contemporary society based on service and knowledge companies, this physical distinction blurs. Home may indeed become a working space such as for tele-workers in the frame of flexible working arrangement (Kylin, 2007). The office may become a space where non-work related activities may be performed, like gym hall or other services. It is often the disintegration of the physical boundaries that lead to seeing work and home boundaries as blurred.

1.1.1.3 Life

The notion of "work-life" which is extensively used in the literature with its different collocations, i.e. work-life issues, work-life balance, work-life conflict, work-life integration (see among others Duxbury & Higgins, 2001; European Foundation for the Improvement of Living and Working Conditions, 2006; Jones, Burke, & Westman, 2006; Kodz et al., 2002; Kossek & Lambert, 2005b; Milliken & Dunn-Jensen, 2005) surely recognises that there are more than work and family domains in people's lives.

Nonetheless, the hyphen (-) between work and life grammatically tends to imply that work and life are two separated and opposed domains. The use of the hyphen has been reported by Lambert and Kossek (2005). Even if the "work-life" notion is not problematic as a label for the field which ultimately focuses on creating a better harmony between work and life, such conceptualisation does not reflect the core concepts of the field. Undoubtedly, the use of "work-life" puzzles me as a scholar and above all spurs me to reflect on the appropriate conceptualisation for my research.

Separating work from life is to say that work is not part of life. In addition, opposing them presupposes that work and life have different functions. Separating and opposing work and life relates also to the modern and industrial view of work as a "demanding" arena and other times as "restorative" (See Veal, 2004). It descends from the puritan ethic and capitalism views of work sustained by the industrial revolutions (Veal, 2004) which physically separate the place of work from other places. Such a view has been reflected in fields like work psychology (Jones et al., 2006), especially recovery research (see Evengelia Demerouti, 2007; Fritz & Sonnentag, 2005; Sonnentag, 2001, 2003; Taris et al., 2007; Zijlstra & Sonnentag, 2006), or even in broader fields like organisational behaviour, stress management and human resource management. These fields primarily address how job characteristics influence an individuals' life, especially the negative impacts of work on health, well-being and satisfaction.

Nonetheless, this view may be challenged. First, even if some work characteristics may be perceived as demanding, work is as well a space where one develops. Work may be restorative and source of vitality. Work brings structure and meaning to people's life (Watson, 1995). Secondly, off-job activities (called life) are essential to recover (see Evengelia Demerouti, 2007; Rook & Zijlstra, 2006; Sonnentag & Kruel, 2006; Zijlstra & Cropley, 2006), are central for people's well-being (Duxbury & Higgins, 2001; Duxbury et al., 1999; S Lewis, Rapoport, & Gambles, 2003) and require "physical, intellectual and emotional resources" (Zedeck, 1992, p. 7). This leads individuals to perceive everyday life outside work to be full of demands ranging from housing

to parenthood and from caring for elders to socialising with friends and relatives, from travelling to having healthy life style.

Hence work and life relationship is fourfold. On the one hand work may be the "kiss of death" and/or the "spice of life" (Lennart, 2002). On the other hand, off-job activities may also be a "the kiss of death" and/or the "spice of life". Overall, work and life are not separated but make a whole. Work and life are not of opposed nature. Both may be demanding and restorative. The concepts to be used in the field should thus not bear any connotation in these regards. They should not bias the content of work and of life outside work.

1.1.1.4 Professional life and personal life

To solve some of the issues raised above, researchers have started using the concepts of "work" versus "personal life" as well "professional life" versus "personal life" (Kossek & Lambert, 2005a). The idea of personal life is then extended to domains other than family especially to leisure or community activities (see Haworth & Veal, 2004). It is a tripartite concept: work, family and personal life. Though the use of the tripartite concept increases our knowledge on how to consider individuals' work/non-work experiences, it is not without limitations.

Indeed, the concept of personal life and professional life *per se* creates confusions and is problematic when it is used to conceptualise life domains. Would that mean that professional life is not personal? Is it thus public? On the other hand, would that mean that personal life is solely private? But cannot something professional be private? And cannot private life be public? Rather, both the professional life and personal life are social as they involve social interactions during which people are engaged as individuals and social agents. "Both lives" are thus not wholly personal and not wholly public, but public and personal at the same time. Additionally, using the adjective *professional* implies that one's life is organised and planned, rather than being loose, unplanned and non-organised. To conclude, adding the two adjectives *professional* and *personal* does not make the concepts clearer. The concepts to be used should thus be based on another line of thought.

1.1.2 The mechanisms between domains

Beyond the definitions and conceptualisation of life domains and to understand the relationships between life domains, it is crucial to review how life domains interact. To discuss linkages or mechanisms between domains, two aspects need to be considered. First, it is important to consider domains that are conceptually distinct (Edwards & Rothbard, 2000). According to Edwards and

Rothbard, mechanisms linking two distinct domains are not valid to discuss relationships within specific domains (Edwards & Rothbard, 2000). Contrary to this point of view, I argue that as far as life domains are defined as conceptually distinct even when belonging to one overarching domain, it is possible to use similar mechanisms to explain how their relationship is working. Here, I discuss mechanisms between distinct life domains bearing in mind the fact that the two domains may be considered sub-domains of an overarching domain. Secondly, the linkages between domains are classified under different categories, or different terms describing similar mechanisms (Edwards & Rothbard, 2000; Near et al., 1980; Zedeck, 1992). In an attempt to clarify the relationship mechanisms at the individual level as well their causal character, Edwards and Rothbard (2000) sort out, in the frame of work and family, the linkages in six "general categories: spillover, compensation, segmentation, resource drain, congruence and work-family conflict" (p. 179). It is however recognised that three main theories are at the heart of such mechanisms, namely segmentation theory, the spillover theory and the compensation theory (see Clark, 2000; Geurts & Demerouti, 2003; Willensky, 1960 in Near et al., 1980; Poelmans et al., 2005; Zedeck, 1992). These three theories are often said to be 'classical' (see Geurts & Demerouti, 2003), but studies trying to validate one and each of them have been inconsistent over time. I prefer to see these theories as basic mechanisms between the two domains. The following sections review these three mechanisms.

1.1.2.1 The segmentation mechanism

The segmentation mechanism can be considered as the earliest view (see Geurts & Demerouti, 2003). It is based on the principle that the two life domains in focus are two different domains independent of one another. Segmentation occurs when domains have distinct structures so there is no interference between the two. The division of domains in time, space, thoughts and functions enables individuals to precisely compartmentalise their life. Such view has been associated with blue-collar (see Geurts & Demerouti, 2003) as a natural set to perceive the relationships essentially between work and family. Nowadays, this view is perceived to be the result of an active choice of the individual (see among others Clark, 2000; Edwards & Rothbard, 2000; Hall & Richter, 1988; Kylin, 2007; Wilson et al., 2004).

1.1.2.2 The compensation mechanism

The compensation mechanism refers to the means through which one individual seeks support in one domain in order to fulfil a lack in the other (Edwards & Rothbard, 2000; Geurts & Demerouti, 2003; Zedeck, 1992). The compensation may be done by reallocating resources from the dissatisfying domain to the satisfying or seeking more positive experiences in the satisfying

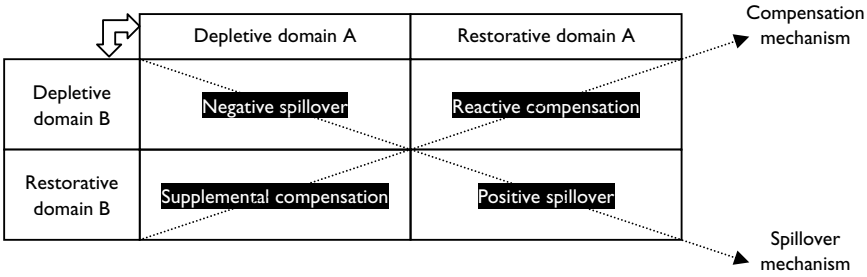
domain (Edwards & Rothbard, 2000). Compensation may be *supplemental* when desirable experiences are lacking in the unsatisfying domain but are sought in the other domain. For example, when autonomy is missing at work, one can look for activities other than work enabling one to be autonomous. Compensation may be *reactive* when one remediates in the satisfying to undesirable experiences occurring in dissatisfying domain. For example, when one concentrates his/her career when facing a divorce (see Edwards & Rothbard, 2000; Geurts & Demerouti, 2003; Zedeck, 1992). The *resource drain mechanism* (Edwards & Rothbard, 2000) is a similar mechanism. Nonetheless, whereas compensation is seen as intentional when considering the compensation mechanism, it is done naturally when considering the resource drain mechanism (see Edwards & Rothbard, 2000).

1.1.2.3 The spillover mechanism

The spillover mechanism refers to the processes through which one domain influences the other in a similar manner. As underlined by Edwards and Rothbard (2000), resemblances are depicted in terms of "affect (i.e. mood and satisfaction), values (i.e. the importance ascribed to work and family pursuits), skills and overt behaviours" (p. 180). For example, it corresponds to how job satisfaction is positively associated with life satisfaction or to how home-related stress leads to work-related stress. Few more comments need to be raised in regards to the mechanism. First, it is central to understand that the relationship between both elements is positive (+) whereas spillover may concern positive elements (happiness) or negative elements (sadness). In the former case, it refers to *positive spillover*, in the later case it is called *negative spillover*. Second, even if work has been often seen as spilling over on other domains (often family), the reciprocal relation exists. The strength of the relationship may nonetheless be different. This refers to the notion of permeability of the domains (see Frone, Russell, & Cooper, 1992). This notion is today of importance within the boundary theory and will be developed further when discussing the domain development pillar. Third, spillover is an intra-personal process. It is different from the *crossover* which also generates similarities but for another individual, i.e. a stressed husband leads to a stressed wife (see Westman, 2006). Fourth, spillover occurs only when the elements of both domains affect each other and not when elements of one domain are just displayed in the other domain (Edwards & Rothbard, 2000). Finally, the spillover mechanism is close to the *congruence* mechanism but latest research involves a third variable acting as a common cause (Edwards & Rothbard, 2000).

Looking over the three mechanisms, it is observable that compensation and spillover are in opposition with segmentation (Wilensky, 1960 in Geurts and Demerouti, 2003 or in Near et al, 1980). Both mechanisms acknowledge that life domains are interdependent and related. Such interdependency may lead to

one domain influencing the other. The two theories explain how influence takes place considering that one domain (often work) is depletive or unsatisfying and the other (often family) is restorative or satisfying. Both mechanisms mirroring one another may be presented in Figure 1:a below:



Adapted from Geurts and Demerouti, 2003

Figure 1:a - Compensation and spillover mechanism

With regard to the categories distinguished by Edwards and Rothbard (1999), I have not yet addressed the last mechanism, i.e. work-family conflict. For now, I have reviewed the mechanisms without touching upon the causal relationships between domains. I also did not consider the "consequences" and "the actual conceptualisation of the relationships". This excludes the mechanism of conflict which, as discussed below, reflects how life domain relationships maybe be experienced. The next section discusses how life domain relationships have been conceptualised.

1.1.3 The life domains relationships

One of the central and early theoretical frameworks focusing on the relationships between domains is role theory. Role theory represents a broad view and is one of the most influential views in the work-life research (Poelmans et al., 2005). Roles refer to the set of expected behaviours associated with the specific position a person has in a group (see Moorhead & Griffin, 2001). Role theory recognizes the existence of interference between roles referring to different life domains. Role theory uses two main angles: the role strain approach leading to inter-domain conflict and the role enhancement approach leading to enhancement or facilitation between life domains. Both angles lead to three main life domains relationships: conflict, balance and enhancement. These relationships are explained below.

1.1.3.1 Life domains conflict

In the early development of the field, the main assumption is that people had multiple roles that were not wholly compatible in time and space (Barnett, 1993). This non-compatibility brought about **"inter-role conflict"** between different domains (see Barnett, 1993; Edwards & Rothbard, 2000). focusing mostly on work and family, work-family conflict has been defined by Greenhaus and Beutell (1985, p. 77) as "a form of inter-role conflict in which the role pressure from work and family domains are mutually incompatible in some respect". This view is based on the belief that resources are scarce. Greenhaus and Beutell (1985, p. 77) further elaborate on these pressures by defining three types of conflict, i.e. time-based, strain-based and behaviour-based conflict. With time devoted to one domain, the strain produced in one domain and behaviours expected in one domain may render difficult the role fulfilment in the other domains. Multi-tasking requires thus more resources and requires arbitration between one over the other domains. The role conflict research shows that both the causal relationships between domains lead to two distinctive constructs (Frone et al., 1992; Frone et al., 1997). This indicates that the conflict "from domain A to domain B" is not equal to the conflict "from domain B to domain A". The relationship is in other words asymmetrical. This relates to the spillover mechanisms where some elements of a domain cross into another domain.

Research on conflict between domains often in the context of work-family has focused on mapping the causes, antecedents, moderators and consequences of conflict (see Duxbury et al., 1999; Elloy & Smith, 2003; Frone et al., 1992, 1993; Frone et al., 1997; Rice et al., 1992; Roos et al., 2006). This research has resulted in the creation of a vast understanding of the causes of conflict, the antecedents and consequences of the work-family or work/non-work interface, or even more specifically of the work-family conflict (Elloy & Smith, 2003; Frone et al., 1992, 1993; Frone et al., 1997; Geurts & Demerouti, 2003; Greenhaus & Beutell, 1985; Rice et al., 1992). Different causes of conflict have been identified, such as time, strain, behaviour or higher role involvement (Elloy & Smith, 2003; Geurts & Demerouti, 2003). These causes are not only closely linked with the working and living conditions but also with the changing organisation of work and orientation to work, in other terms, with the context of individuals in and outside work. Antecedents of the work-family conflict are mainly broken down into personality, family or non-work, job characteristics and attitudes like the role salience or centrality of domains (Geurts & Demerouti, 2003). Antecedents of the conflict are seen in terms of overload/involvement, time commitment and support in the domain in focus (Frone et al., 1997). Additionally, role theory is based on the definition of role stress conceptualised by mainly three dimensions: role conflict, role ambiguity and role overload and thus including as work-family conflict model (Elloy & Smith, 2003). The consequences relate directly to physical and psychological

health (Frone et al., 1997), and attitude like job and life satisfaction, performance in domains (Frone et al., 1997; Kossek & Ozeki, 1998; Rice et al., 1992) and other behaviours among those consumptions of cigarettes, drugs, alcohol (Frone et al., 1993; Roos et al., 2006). Note that these attitudes, behaviours but also work-family conflict or family-work conflict indirectly influence each other (see for example Babin & Boles, 1998; Frone et al., 1993; Frone et al., 1997).

By focusing on the negative aspects of the work-family relationships, this line of research has provided the opportunity for researchers to claim that individuals need to better 'balance' their life domains. This has spurred researchers to consider 'balance', as a construct by itself.

1.1.3.2 Life domains balance

Scholars and practitioners especially consultants but also media experts discuss "balance" between life domains as one essential component of one's well-being. At the organisational level, this is reflected in how policies have been presented and formulated (see introduction). In society this is reflected in the flourishing literature and interest on well-being and wellness providing a growing number of methods as well as in a growing number of coaching and consulting offices aiming at helping individuals to attain harmony and balance in life. In theory, however, the construct of 'balance' is not as clear as it seems (see Chistensen, 1997; Grzywacz & Carlson, 2007).

Balance refers first to an absence of conflict or quasi absence of it, which when conducting measurement is not simple to define the minimum level of conflict. Then, it refers to the notion of equality in time and efforts that one uses and displays in both domains. This relates to (Greenhaus, Collins, & Shaw, 2003) the definition of work-family balance as the "the extent to which individual equally engaged in and equally satisfied with work and family roles" (p. 513). However, research shows that seeking equality is rare and that inequality between the different roles is not negative for an individual's satisfaction. Indeed, spending a different amount of time on each domain is not always negative and can be perceived as a requirement to enhance well-being (Christensen, 1997; Clark, 2000). In such case it is strongly connected with the compensation mechanism. It is also essential to consider that talking about equality requires comparing domains which is not obvious when considering what may be the diverse life domains. Going beyond the notion of equality, Greenhaus and Allen (2006) consider balance as "the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life priorities". This definition underlines that balance is a subjective evaluation of one's situation by looking at the fit between one's life objective and ones satisfaction and achievement in the two domains.

As underlined by (Grzywacz & Carlson, 2007) such a definition does not take into account the social environment individuals are living in and may be understood as too individual centric, which may be a source for theoretical and practical problems. To counter such an aspect, Grzywacz & Carlson (2007) suggest a definition from a social construction point of view as the "accomplishment of role-related expectations that are negotiated and shared between an individual and his or her role-related partners in the work and family domains". To me these two later definitions are complementary. They underline that balance is a subjective and personal view of one's situation either in terms of effectiveness, accomplishment and/or satisfaction criteria that are socially constructed[8] because individuals are social agents who negotiate and share their life priorities with others in their environment.

The notion of balance enables thus to put back in the centre individuals' perception and sense-making. Nonetheless, such a notion is still at its infancy and not neutral when looking at the relationships between life domains as it is undermined by the original meaning of lack of conflict. It is also still undermined by the thought that energy and resources are still not limited.

1.1.3.3 Enrichment and facilitation, or the positive life domains relationships

As mentioned, the notion of conflict and even balance often take for granted that one of the domains has a negative influence on the other. The current claim is that multiple roles may be beneficial for people's well-being and people's personnel and professional accomplishment (see Barnett. 1993; Geurts and Demerouti, 2003). It is thus central to look at the positive side of the relationships between work and non-work. (Pedersen Stevens, Lynn Minnotte, Mannon, & Kiger, 2007). Two main **processes** may explain such an aspect.

First, conflict and imbalance, emerging from one domain or the other, do not always leading to negative outcomes. Indeed, as mentioned above, imbalance may be necessary to compensate when a domain is dissatisfying, making it possible for the individual to attain balance. Conflict is also to some extent positive and beneficial to perform what one desires. In parallel to the controversial notion of "positive stress", one could define an optimal case of "conflict between domains" under which individuals may feel empathic, bored, with low morale, absent and not creative because they are not stimulated. Having multiple roles in different domains may push such tensions and pressures to this optimal point that motivates people to be active and to be creative, to be alert and thus performed at their optimum

[8] A definition of social construction will be presented later in this thesis

Second, one domain may influence positively the other. This corresponds to positive spillover. The concepts focusing on the positive relationships refer to the concepts of "enrichment", "enhancement" or "facilitation" (Greenhaus & Powell, 2006, O'Driscoll, 2006 #310; Hill et al., 2007). Grzymacz (2002 in O'Driscoll, Brough, & Kalliath, 2006) indicates that enrichment refers more to an outcome whereas facilitation to a process. The concept of facilitation was touched upon at first by Frone (2003 in O'Driscoll et al., 2006) who defines it as the extent to which participation at work (or home) is made easier by virtue of the experiences, skills and opportunities gained and developed at home (or work)" (in O'Driscoll et al., 2006). As a whole, enrichment refers to the extent that one role in one domain may strengthen a role in another domain and induces that resources are not limited. It is possible for one individual to increase energy and resources because of multiple tasks. O'Discoll (2006) calls for more research on facilitation exploring further its potential antecedents presented by Grzymacz (2002 in O'Driscoll et al., 2006): individual characteristics, exploitable family and work-related resources, selective boundary permeability, demand characteristics.

1.1.4 The research gaps in conceptualising life domains and their relationships

This section looks back at the concepts in the work-life field that could support to present, explore and understand individuals' work/non-work experiences. Beyond the valuable knowledge gained and the centrality of some of the concept above in current research stream, two major gaps can be addressed.

1.1.4.1 Work-life research gap 1: Life domains are not conceptualised in their diversity

From the deliberations of researchers and practitioners in the work-life field, it is clear that life is not only a matter of work and family demands, but a question of diverse activities and responsibilities at work and outside work (see Kossek & Lambert, 2005b). Life domains are defined through various concepts based on diverse partitions of one's life, i.e. work & family, work & life, professional & personal life or even work, family & personal life. To some extent, these categories reveal the existence of diverse domains among work, family (couple, parenthood, and extended family), leisure, community activities and off-job activities. This new understanding is central in the debate of integration that has come to replace the myth of separated spheres. But do these domains representing possible domains and how are these domains experienced by individuals?

In addition, as shown in section 1.1.1, these partitions and their concepts are not always clear and carry strong meanings. The concept of family is *per se* not as problematic but is still often reduced to child development and of the functioning of the family especially the housework tasks. It tends not to recognise enough the responsibility toward the elders. In turn, it reinforces the focus on the spatial dimension (home), ignoring others like time. In empirical research, it has focused on traditional family excluding diverse types of family including single, recomposed family, divorced, etc. Moreover, if we consider life as being opposed to work confuses the objectives of both domains. Finally, the denomination of personal life undermines the social side of each domain and also reveals ambiguity of what is personal, private or public which can be confusing when considering community or leisure.

As a whole, it is central to develop meaningful concepts for capturing all possible life domains in their entire diversity as experienced by diverse individuals.

1.1.4.2 Work-life research gap 2: A major focus on the outcomes of life domains relationships and not on experiences

Researchers and practitioners in the work-life field agree that life domains generally seen as work and personal life are somehow interrelated (see Kossek & Lambert, 2005b) through a number of processes. Section 1.1.3 shows that the relationships between life domains could be described by two main and intertwined shifts; a shift from a conflict view to a balance view; a shift from a negative view to an enrichment or enhancement view. This shift focuses on how individuals may evaluate their work/non-work experiences and in that regards it may be essential to be part of the understanding of individuals' work/non-work understanding.

However, this shift relies on researchers using concepts reflecting how individuals value the outcomes of their work/non-work experiences rather than the experiences *per ser*. These concepts simply do not indicate **what** is in fact valued or measured by individuals. Additionally, the three proposed valuations are seen as opposed one to another so that individuals can experience one or the other. To some extent this connects with the limitation of domains that have been considered where the focus has only been on two of them life is certainly made of numerous domains. It is thus central to understand the object of this evaluative process, i.e. the experiences, and see how these valuations may be combined into one overall outcome. Additionally, research about balance, conflict looks more for antecedents and consequences of conflict and balance and not at how one deals with such conflict and balance and the processes behind them. The concept of facilitation is more in line with such thought as it

looks more at the interaction of domains, but does not reveal one's entire work/non-work experience.

As whole, I argue that the current concepts of conflict, balance, enrichment, facilitation are unable to solely and fully account for individuals' work/non-work experiences as they focus too much on the outcome of the process and not on the experiences.

To conclude, from the overview made about life domains and their relationships, it would be easy to come to the conclusion that there is little agreement on the way to conceptualise life domains as well as their relationships. This could lead to think consider the work-life field as an eclectic field (Sturges, 2002). For Lambert and Kossek (2005, p. 519) "this lack of consensus is fitting – if it is the results of scholars carefully choosing particular conceptualisations on the basis of theory and their goals for knowledge development." This non-consensus is thus not primarily problematic but requires scholars to explain their choices in their specific research and for their specific purpose. Having the two gaps above in mind this orients my choices of frame that would enable me to present, explore, understand and finally theorise individual's work/non-work experiences.

Chapter 1.2
Towards a boundary perspective

The gaps mentioned above should not be seen as undermining the value of the knowledge gained by this research so far conducted in the work-life field. These two gaps require however looking for alternative lines of thoughts to conceptualise individual's work/non-work experiences. They also invite the researcher to present openly theoretical choices in the light of the purpose of the research. In this chapter, I present the boundary perspective as one line of thoughts in the work-life field that can contribute to the presenting, understanding, exploring and theorising of individuals' work/non-work experiences. It reviews the research in this perspective and presents some gaps.

1.2.1 Setting the stage for a boundary perspective

Setting the stage for a boundary work is the focus of this section. In that regards, it dwells on the concepts of work and non-work domains as well as work/non-work boundaries as alternatives to be able to present, explore and understand individuals' work/non-work experiences.

1.2.1.1 Work and non-work; conceptually two distinctive domains

According to Clark (2000), domains diverge in regards of their "cultures, means and ends" (p. 755). Domains have purposes and goals which lead to the development of a specific culture (Clark, 2000) characterised by different "rules, thought of patterns and behaviour" (Clark, 2000, p. 753) as well as emotional and feeling rules (Hochschild, 1989). Nippert-Eng (1996) also considers domains or realms as cultural categories. As for now, life domains have been conceptualised in terms such as work, family, home, life, professional and personal lives but such categories carry strong meanings (gap 1). Following Near, Rice and Hunt (1980) who already talked about work and non-work domains, I argue below for such a distinction.

Considering the background of the author and the area of this thesis, i.e. business administration, the starting point is work. I thus primarily consider work a life domain. In the lens of the definition of work presented in section 1.1.1.1, I recognise first that work may be seen as wage and unpaid work. Second, I am aware that work is a subjective dimension when considering work as tasks performed with an objective in mind. Third, I am aware that work may be tangible (physically touchable) or intangible (mental). Fourth, I consider that the concept of work is socially constructed as far as its meanings and goals

are negotiated with others in a specific culture and at specific time[9]. As a result, I see in this thesis the work domain:

> As set of tasks carried out in the context of an agreement between an employee and an employer, i.e. in the context of an employment relationship defining shared organisational goals that both parts have in mind when working.

In opposition to such work domain, a non-work[10] domain can be defined as follows:

> A set of tasks carried out outside an employment relationship, but in the context of an agreement between an individual and a counter-part(s) which defines shared goals the two parties have in mind when performing such set of tasks.

This definition emphasises the importance of the employment relationship when distinguishing work from non-work. Work and non-work boundaries emerge via the employment contract which defines different goals and purposes leading to a different set of culture. This differs from Zedeck (1992) who, even by adopting a comprehensive view on work, still relates working to the work or family domain whose purposes differ. Like Zedeck (1992), work and reciprocally non-work are not defined in relation to their payment. The financial purpose for one domain and not the other is not what leads to the creation of work and non-work boundaries. This means that getting paid for an activity done outside an employment relationship (e.g. I was paid by a friend to repair the house) is not seen as work or having an employment relationship but not getting paid for it is seen as work (e.g. overtime or sabbatical).

Defined as such, life is composed of two conceptually distinct overarching domains: **the work domain and the non-work domain.** Defining distinguishable domains, concept wise, makes it possible to separate and oppose them. Because of such conceptual distinction, it is possible to discuss linkages or mechanisms between both work and non-work domains (Edwards & Rothbard, 2000). This enables us to conceptualise their relationships and their experiences respectively as work/non-work relationships and work/non-work experiences[11]. This does not prevent us from discussing linkages between sub-domains if the sub-domains are as well conceptually distinct. This latest aspect is central when looking at how individuals make priorities in one domain without affecting the other.

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[9] This aspect will be explained later in this section.

[10] The hyphen (-) is the graphical representation used to write a composed noun.

[11] The interference between work and non-work boundaries could be graphically represented by a hyphen (-). However, according to APA style (page 87), in order to clarify a relationship in which a hyphenated compound is used the author should use a slash and not a small dash.

1.2.1.2 Work & non-work and their boundaries as socially constructed

The definition of work and non-work as distinct overarching domains in one's life reveals the presence of boundaries/borders/interface[12] between them. Clark (2000) defines a border as a line of demarcation that delimitates where one domain starts and when the other ends. When two domains overlap, Clark (2000) describes it as a "borderland" (p. 757) that cannot be specifically related to any of the domains. It is a third domain. In the frame of role theory, one role starts when the other ends so that one role is associated with one domain. A slight difference occurs when discussing the concepts of boundaries. Indeed, a boundary is generally defined as "something that indicates or fixes a limit or extent" (*Webster encyclopeadic unabridged dictionary of the English language*, 1994). In that regard, domains have different boundaries (see Leiter & Durup, 1996) that can intersect. In addition, a specific domain is not specifically related to one role; nonetheless, one role is associated with certain "role boundaries" defining the scope of the role (Ashforth, Kreiner, & Fugate, 2000, p. 474). Work and non-work have thus distinct boundaries that set the extent of respective domains. Nonetheless, to understand what the domains are made of, it is important to see work and non-work boundaries and, in turn, the domains of work and non-work as socially constructed.

As reported by Vivien Burr (1995), there is no one clear and delimited definition of "social constructionism". There are however different degrees of social constructionism. Social constructionism may be identified through common roots and common features (Burr, 1995) that influence the way researchers look upon a phenomena as well how the research is conducted in practice. In this section, I will not discuss in depth social constructionism but simply provide my understanding of it. This is central to the readers as this epistemological view influences my theoretical choices, i.e. the focus on work and non-work boundaries and work/non-work experiences as well as my methodological and method choices, i.e. narrative approach (see part 3).

Social constructionism has its main roots mainly in sociology, psychology, linguistics, discourse analysis and recently in hermeneutics (see Burr, 1995; Collin, 1997). The principal work on social constructionism in the sociology domain is Berger and Luckmann's *The Social Construction of Reality*, published in 1966. Their main conclusion is that human beings together create and then sustain all social phenomena through social practices (in Burr, 1995). The main contributor to social constructionism in psychology is Gergen in his seminal paper *Social psychology as History* written in 1973. The main issue for Gergen is that knowledge is historically and culturally specific (in Burr, 1995). This implies that there is a need to understand the social reality in a time perspective

[12] Borders, boundaries and interface are three terms used to describe the point where two domains meet, the point of intersection between domains. In this section, they are used as synonyms. Later, the term boundaries will be solely used.

and in relation to the culture in which it is constructed. For a social constructionist, no global and unique understanding of the world that is going to last forever can be developed (Burr, 1995). The contribution of linguistics to social constructionism is that language shapes thought and that language determines the way reality is divided up and built. Languages are socially constructed and construct a certain view of the world. This underlines the importance of narratives. Additionally, as Burr (1995) says, Gergen underlines four common key assumptions among which social constructivists are likely to believe in one or more (Burr, 1995); **1- Critical stance towards taken for granted knowledge; 2- historical and cultural specificity; 3- knowledge is sustained by social process and 4- knowledge and social action go together.**

This brief overview of the roots of social constructionism explains why I consider work and non-work boundaries and their respective domains as socially constructed. First, social constructionism claims that we should be critical towards our knowledge and our observations of the world. Knowledge should not be taken from granted but always questioned. As a work-life research, this indicates that individuals question what work and non-work are and that both domains are therefore constantly deconstructed and reconstructed by individuals. The process of construction and deconstruction is central to understanding what the domains are and to individual's work/non-work experiences. Second, this permanent questioning and redefinition of the work and non-work boundaries is not an individual process but social. This refers to the third key assumption above indicating that as social beings we together create and sustain social phenomena through social practices. It is as social beings that we draw boundaries and define domains. Boundaries are neither individual, nor universal but are social because they are shared within social communities (Zerubavel, 1991, 1997). They are not only due to individual initiatives and are not universally shared (Zerubavel, 1991, 1997). Boundaries are perceived, created, maintained and changed not as individuals or as human beings but as social beings, i.e. the French, Swedes, academics, managers, middle-managers, vegetarians, Catholics, etc… Third, it is via socialisation processes and social interactions that work and non-work boundaries and thus the domains of work and non-work are shared and sustained. In the socialisation as well during social interaction, communication is central. It is via communication that the social knowledge is transferred but also that new knowledge is created. This reinforces the role of language and thus the role of narrative in how work and non-work are constructed (see also part 2). Finally, social constructionism implies that work and non-work boundaries and the respective domains are not fixed in time and across culture (see Zerubavel, 1991; Zerubavel, 1997). One should also notice that to some extent domains vary within one culture as they relate to communities (see Zerubavel, 1991). This feature is simply illustrated by the changes in nature of work from the industrial era to the present time, e.g. from physical work to

intellectual work. It is also easily illustrated by differences in how work is seen and perceived differently in western-based culture compared to "eastern-based" culture.

Considering work and non-work boundaries as well as work and non-work domains as socially constructed is central to the understanding of how both domains are related. It is central for present, exploring, understand and then theorising individuals' work/non-work experiences.

1.2.1.3 Work/non-work boundaries

It is essential to go further than current concepts such as conflict, balance, enrichment, facilitation, enhancement which focus on valuing the experiences and not the experience itself. It is much more than presupposing positive or negative interferences and presupposing the predominance of one over the other. Kylin (2007) uses the term "interaction" to underline the reciprocal influences between domains without considering how such interaction may be valued. The term interface is also used to look at the verge between both domains. Nonetheless, in the frame of the problem stated in the introduction, i.e. segmentation versus integration and in a bid to answer research questions 2 and 3, it is central to conceptualise the work/non-work relationships so that the processes behind interaction are enlightened.

Following Zerubavel (1991, 1997) who considers domains having distinct and different boundaries that are socially constructed, I believe that examining boundaries, i.e. why, when and how they intersect, enables such understanding.

> "Examining how we draw the [lines or boundaries] is therefore critical to any effort to understand our social order"
>
> (Zerubavel, 1991, p. 2)

Boundaries may or may not overlap/blend, creating an intersection/junction where interaction may take place. The boundaries and their junction can be represented as in Figure 1:b below:

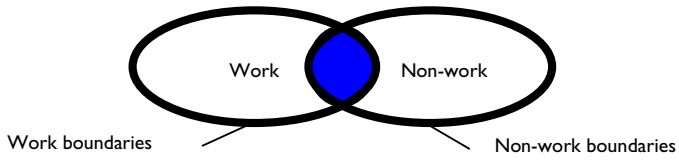


Figure 1:b - The work and non-work boundaries and work/non-work junction

In this thesis, I conceptualise the relationships between life domains using the concept of boundaries when domains are distinct. As work and non-work have been defined as the only two distinct overarching domains in one's life, the work/non-work relationships will be conceptualised in terms of **work/non-work boundaries**[13]. As work and non-work boundaries are socially constructed, the work/non-work boundaries are also socially constructed.

As a whole, it is central to be able presenting, exploring, understanding and then theorising individuals' work/non-work experiences to adopt clear concepts. This has been the aim of this section which introduces the notions of boundaries and domains emerging from such boundaries which both are socially constructed. More precisely, this section defines work and non-work as two overarching domains that are conceptually distinct. This enables discussing the linkages between them. This makes the investigation about work/non-work boundaries which are socially constructed. Focusing on work/non-work boundaries is one way to go further in understanding individual's work/non-work experiences. The boundary perspective and its seminal concepts are the topic of Chapter 1.1. The following section is an overview of the research adopting such perspective

1.2.2 Research in the boundary perspective

Two theories focusing on boundaries are portrayed in the work-life field, i.e. boundary theory (Ashforth et al., 2000; Nippert-Eng, 1996) and work/family border theory (Clark, 2000). Both

> "Address the construction of work-family boundaries as a complex interplay between employees' strategies and preferences, the social contexts in which they are embedded, and both the idiosyncratic and cultural meanings attached to work and family."
>
> (Stephan Desrochers & Sargent, 2003, p. 5)

In their review of the work/non-work interface, Geurts and Demerouti (2003) notice that the work/family border theory, by extension the boundary perspective, was "quite general in its concepts and was, therefore, difficult to test empirically" (p. 288). More than half a decade later there is still a dearth of research attempting to empirically examine the boundary perspective. This makes discussion of an emerging perspective of research in the work-life field necessary. A review of the studies that can be connected with this perspective is made below where I distinguish between influential studies that have set the ground for the perspective and current work that have deepened such a perspective.

[13] Like conflict that has been defined as asymmetrical, work and non-work influence each other asymmetrically. This makes it necessary to consider the causal relationship between these domains and distinguish work/non-work boundaries from non-work/work boundaries. In this way, the distinction will be clarified. Without such clarification, the term "work/non-work boundaries" will remain reflecting both constructs.

1.2.2.1 Influential early studies in the boundary perspective

In the work-life field, the boundary perspective emerges from research on conflict, balance and enrichment (see for example Frone et al., 1992) where the idea of boundaries is already present. In that regards, it is essential to keep in mind that numerous research papers touch upon boundaries. A few of these pieces of research have already been cited. Nonetheless, only a handful of these specifically focus on boundaries and contribute to the emerging perspective. Six studies have been influential in the development of the boundary perspective in the context of work and non-work. These include those by Nippert-Eng (1996), Clark (2000), and Ashforth, Kreiner, & Fugate (2000), as well the work of Ahrentzen (1990) and Kossek, Noe & DeMarr (1999) and Hall and Richter (1988). These studies are summarised in Table 1:A.

Table 1:A - Influential studies in the boundary perspective

Reference[14]	**Research, contribution to the boundary perspective and central limitations**
Hall, D. T., & Richter, J. (1988). Balancing work life and home life: what can organizations do to help?	Research/method: **Qualitative research**. For individual, clinical studies with managers with family, and for organisational view, in-depth qualitative research on 60 managers. Contribution: The focus is on daily transitions. It focuses on **the permeability and flexibility of boundaries as central characteristics of boundaries** that are clearly defined. It introduces the notion of transition between work and home in terms of three styles: anticipatory, discrete, and lagged. In that regards, a gender difference is found, but overall a diversity of permeation across family is found. It refers to **personal boundary management**, where individuals personally need to re-place boundaries. It suggests that organisations should help people separate by reducing permeability, by legitimating boundaries that can be negotiated and by making temporal boundaries clear and discussable. For the organisational point of view, it shows that organisation starts to be active Limitation: The focus is on work and family.
Ahrentzen, S. B. (1990). Managing conflict by managing boundaries – How Professional homeworkers cope with multiple roles at home.	Research/method: **Qualitative research** including interviews with 104 homeworkers at their home focusing on the physical setting of the workroom, the daily activities, the conflicts and adjustments and finally personal, households and work characteristics Contribution: This study supports the **existence of different types of boundaries spatial, temporal, behavioural and social**. It indicates how managing the boundaries influence the work/family conflict. Adjusting one's home activities, eliminating such home activities, having a clear workspace which access is restricted, relocating activities outside home are some of people activities to manage boundaries. Limitation: The author admits not capturing the process of adjustment from office workers to homeworkers.

[14] Full citations of authors names, titles, etc. are to be found in the reference list.

Nippert-Eng, C. E. (1996). Home and work: negotiating boundaries trough everyday life.	Research/method: **Qualitative research.** Ethnographic study of researchers in one research laboratory between 1991 and 1992. Contribution: This study enlightens the **"boundary work"** as a mental process to create, maintain and modify boundaries of the realm of work and family. Boundary work is essential because boundaries are flexible and permeable and can construct boundaries that are flexible and permeable. Boundary work takes place via two main mechanisms: **placement and transcendence of mental boundaries**. It indicates that **mental boundaries need then to be enacted in time and space by placing people, objects and thoughts in one domain and/or the other**. Individuals need to render boundaries permeable and flexible. For that they have diverse **activities on which people decide upon.** Limitation: It focuses on work and home and for Nippert-Eng there are integrators or segmentors as all can be divided or not between work and home.
Kossek, E. E., Noe, R. A., & DeMarr, B. J. (1999). Work-family role synthesis: individual and organizational determinants. The International	Research/method: **Conceptual work** Contribution: The paper enlightens the idea of **fit** previously discussed by Edwards and Rothbard (1999) and vaguely mentioned by Nippert-Eng (Nippert-Eng, 1996), but missed in (Clark, 2000). It introduces the notion of **boundary management** as "the strategies, principles and practices one uses to organise and separate role demands and expectations into specific realms" (p. 106). It introduces the idea of **"boundary management strategy"** as the decisions individuals make in terms of role embracement and boundary work. Such a strategy is part of "one's approach to integrate and segment". The synthesis shows the importance of a fit between individual's strategy for segmentation or integration and the organisational answer in regard to work/non-work issue for the success of boundary management strategy. The synthesis **depends on organisational and individual factors and leads to psychological and behavioural work/non-work consequences**. Limitation: Even if boundaries are in focus, boundaries are seen as a result of a choice. Individual choice is thus underlying in this model. The concept of boundary may overlap with the concept of preference in its formulation. Call for research on how individuals changes their strategies and how these strategies are selected and negotiated in the light of others' expectations., how they may affected by personality but also by the organisational context such as policies in place.
Clark, S. C. (2000). Work/family border theory: a new theory of work/family balance.	Research/method: **Qualitative research** combining individual stories, from secondary and primary sources. The primary sources are based on interviews with 15 working individuals selected in her and her assistant's entourage. Contribution: As a whole this study singularly focuses on individuals and in the segmentation and integration of work and family. It introduces the notion of boundary **strength** and how boundaries are composed of flexibility and permeability as well as the notion of **psychological boundaries**. **The study captures border-keepers as a component of one domain and discusses their role, especially when it comes to control boundaries**. It also emphasises the crossing of borders as a daily activity that is done in the light of diverse criteria such as the centrality of domains or the commitment to one domain. **It views communication and the centrality of domain as essential to work-family balance.** Limitation: The notion of strength is confusing at the individual level even if one can understand it at the organisational level. It is only foremost about work and family.

Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: boundaries and micro role transitions.	Research/method: **Conceptual work based mainly on role theory** Contribution: The article focuses on the combination between role identity and role boundaries and on how micro and macro transitions are affected with role segmentation and role integration. Based on role theory, it introduces the **preferences for segmentation and/or integration** that one individual may have. It views the entire continuum as a possible preference. It justifies such preference in how one wishes and decides to blur roles between domains and to the extent such blurring renders **transition** complex or not. The decision is however contextual (individual context like role identification and others like situation factors about boundaries and cultural factors) Transitions are made possible and are facilitated by **rites of passages** to enter or leave a domain or to transit between domain. Limitation Preferences for segmentation and segmentation result from a decision. Focus on work and family roles. Call for research on the extent people prefer to seek for segmentation. It also calls for research about "third-place" interaction and their integration or segmentation with work or family.

1.2.2.2 Current research in the boundary perspective

Besides these studies, the boundary perspective as an emerging field is characterised by few studies published recently. Table 1:B presents an overview that includes research published until early 2008[15] where the focus on boundary perspective is clearly identifiable. I pay attention to 11 different studies (Bulger, Matthews, & Hoffman, 2007; Stephan Desrochers, Hilton, & Larwood, 2005; Golden & Geisler, 2007; Kossek et al., 2005, 2006; Olson-Buchanan & Boswell, 2006; Rothbard et al., 2005; Cohen (2008), de Man (2008), Kylin (2008) in Warhurst, Eikhof, & Haunschild, 2008; Wilson et al., 2004)

Table 1:B - Current studies in the boundary perspective

Reference[16]	**Type of research** **Main contribution relevant to this overview**
Wilson, S., Butler, M., James, K., Partington, D., Singh, V., & Vinnicombe, S. (2004). The fallacy of integration: work and non-work in professional services.	Research/method: **Qualitative research** in the UK with a study of young professionals Contribution: It stresses that integration is not wished at the level that people are faced with. **The importance of concrete versus abstract boundaries is central.** Boundaries are both **defined internally and externally where externally means socially**. Both dimensions are to be combined into a matrix. It reveals that **when boundaries are not externally placed, individuals will develop their own.** This would mean that in our integrative society (here service 24 hours) people are recreating boundaries. Limitation: Cross-sectional study. Call for research on the nature of boundaries and on mechanisms leading individuals to develop boundaries in their context with a certain level of permeability and flexibility.

[15] This is the latest research as far as this study is concerned.

[16] Full references are to be found in the bibliographic list. In chronological order.

Cont.

Desrochers, S., Hilton, J. M., & Larwood, L. (2005). Preliminary validation of the work-family integration-blurring scale.	Research/method: **Quantitative research** on Academics in the US (no generalisation is made by the authors) Contribution: The focus of the study is on blurring as "the experience of difficulty in distinguishing one's work and one's family roles". Such perception is related to the time spent in each domain and in transition between these domains that affect work-family conflict. This study thus **reinforces the importance of temporal boundaries as indicators of integration-blurring**. Call for research on other outcomes including outcomes.
Kossek, E. E., Lautsch, B. A., & Eaton, S. C. (2005). Flexibility enactment theory: implications of flexibility type, control, and boundary management for work and family effectiveness.	Research/method: **Conceptual work** Contribution: The authors develop the **concept of flexibility enactment** as the type of use and the way boundaries are psychologically managed, and indentify the conditions under which flexibility promotes positive life-outcomes. In other terms, the perception of **flexibility and the use of work-life option resulting in permeability depend on the "boundary management strategy of individuals that is the result of one's segmentation/integration preferences and the boundary features**. Limitation: Boundary management strategy is seen as part of the work/non-work preference supposing that both are aligned. Call for research on the social construction of flexibility, on the boundary management strategies and how they change daily, in life span or weekly. It also calls for exploring the complexity that may be behind the integration-segmentation continuum and the boundary management. **It calls for research including diverse types of boundary**. Call for longitudinal research.
Rothbard, N. P., Phillips, K. W., & Dumas, T. L. (2005). Managing multiple roles: work-family policies and individuals' desires for segmentation.	Research/method: **Quantitative research** in the US based on employees of a large public university. Contribution: **Decouple the desire from the enactment**. Desire lies on a continuum. Results reveal a gap between individuals' desire and the organisational answer to work-family. **It reveals a gap between one's preference and the enactment of one's boundaries**. The desire for segmentation is an essential factor in the fit in how individuals experience a fit with their organisational environment. It reveals that segmentors experience greater job and less dissatisfaction when policies in place aimed at integrating but higher satisfaction when accessing policies supporting segmentation. This reveals the danger of integrative organisational policies. **The desire for segmentation and integration is not connected with the individual's demographic characteristics (gender and young child). Demographics are not enough to explain preferences**. This implies that policies aiming at one type of individuals are not fitting realities. Limitation: Measure the desire for segmentation, only leading to a divide between segmentors versus integrators. They thus do not take the continuum in its entire scale. Call for research on the relationship between demographics and desire for segmentation in order to manage diverse workforce. Look at how employees interpret policies in terms of their values for integration and segmentation.
Kossek, E. E., Lautsch, B. A., & Eaton, S. C. (2006). Telecommuting, control, and boundary management: correlates of policy use and practice, job control, and work-family effectiveness.	Research/method: **Quantitative research** of 245 teleworking professionals across the US from two similar companies. Contribution: The study links "psychological control" as defined in stress research and the boundary management strategy with work-family effectiveness. It concludes that **having a sense of psychological control over one's job is essential to one's boundary management. People with higher job control prefer a boundary management favouring the separation between work and family.** People with strategies for higher integration experience greater family-to-work conflict (it thus affects work). The relation between higher integration and to work-to-family conflict and depression is not as significant but can still be observed. Limitation: Still focus is on work and home. Focus on teleworkers and thus time and space. They redefine boundary management strategy as "the degree to which one strives to separate boundaries between work and home roles" which then can be confusing with preferences. Call for research on **coping strategies individuals can adopt to help set boundaries that fit their preferences** where for example negotiation skills could help and reveal boundary enactment with supervisors and families.

Cont.

Olson-Buchanan, J. B., & Boswell, W. R. (2006). Blurring boundaries: Correlates of integration and segmentation between work and nonwork.	Research/method: **Quantitative study** of 938 non-academic staff in a public US university Contribution: Focus on permeability as boundary blurring, role identification (centrality of one role) and the role-referencing (making referencing to one domain while in another). **The main contribution is that the role identification can be seen as a determinant of one's integration- segmentation.** People with high work role identification have higher work to nonwork integration via higher permeability and referencing, similarly for nonwork identification. They suggest that integrators may need to integrate "on their terms" to experience positive outcomes of their integration. **Role referencing is not an invasive element leading to conflict**, i.e. people talking about work in nonwork do not experience more work-life conflict. Call for research on other antecedents to integration and integration.
Bulger, C. A., Matthews, R. A., & Hoffman, M. E. (2007). Work and Personal Life Boundary Management: Boundary Strength, Work/personal life Balance and the segmentation-integration continuum.	Research/method: **Quantitative research** of 332 professionals working in 24 organisations in a small city in the US. Contribution: They extend the flexibility characteristics. They include two dimensions of flexibility: **ability and willingness**. They explore boundary management in relation to the segmentation-integration continuum. The results indicate that the ability and willingness of flexibility play different roles on work personal life (PL) interference. Flexibility ability and willingness may predict the level of permeability. They also find **four main clusters in terms of boundary management that can be placed on the continuum: 1-integrators, 2-work integrators& PL segmentors, 3-neutral, 4-flexible people (neither/nor). No cluster is found as segmentors. They investigate the relationships between the clusters and individual demographics. They provide no conclusion.** Limitation: The inclusion of the willingness may be a limitation as it makes one wonder if the clusters found represent boundary management or individuala's preferences. Call for research on the relationships between individual characteristics and boundary management styles. More research on the integration-segmentation continuum **where boundary management should be considered for each boundary and not only for overall boundary management**. This may explain the lack of finding "segregators" as a cluster.
Golden, A. G., & Geisler, C. (2007). Work-life boundary management and the personal digital assistant.	Research/method: **Quantitative study** with 42 PDA users and 20 interviews as discourse analysis (US Base) Contribution: The research focuses on practice to manage work and personal life: the use of PDA. **It thus focuses on a concrete facet of the boundary management and touches upon Kossek's boundary management strategy.** Three main patterns in the use of technology appear, one using PDA for work mostly, for personal life mostly and for integrators. Even if this was not the aim of the authors, we can see that there **is no direct connection between preferences and these patterns of boundary management strategy (see table 2 on page 532).** It also looks at the discourse associated with the use of PDA. **The discourse reveals four major categories reflecting why they use PDA the way they do. These could relate to one's preference for integration and/or segmentation or their origins and also boundary management. This link is however not fully developed**. Two refers to boundary placement and two refers to boundary transcendence. **Their boundary management is supported by their discourse about PDA and their use**. It also reinforces that the meaning of boundary activities is constructed. It finally stresses that people may be active in their boundary management. Limitation: The connections with other boundaries are not clearly outlined even if data are presented as well as the final link with preference where no explanation of its measurement is found. Few interesting links are not drawn. The origin of the PDA is also not mentioned whereas it may influence its use. If it is paid by work, work may be the matter, but if it is paid by oneself only non-work matters. As indicated by the authors, it does not include other types of technology and not all functions of the PDA like internet connection could impact integration.

Cont.

Kylin, C. (2007). Coping with boundaries - A study on the interaction between work and non-work life in home-based telework.	Research/method: The authors resort to both **qualitative (2) , qualitative research methods (1) with a conceptual work (1)** of Swedish teleworkers (not full time) Contribution: The work strongly focuses on boundary and coping strategies where segmentation is essential. Results indicate that recreating boundaries at home is essential for restoration and that boundary making is essential to legitimize telework and thus the existence of the work domain relates to the relations at work but mainly outside work. **This underlines the centrality of relationships and social environment in the boundary making**. The thesis shows the importance of activity placing and transcending activities to **legitimize boundaries in a distrustful environment.** It presents activity as a new boundary type. It also shows the importance of the concept of boundaries and especially the relevant distinction between "mental" and "physical" aspects of boundaries. Limitation: The focus on teleworkers may be seen as a limitation Call for research on the mental and physical aspects of activities and their effect on coping.
Warhurst, C., Eikhof, D. R., & Haunschild, A. (Eds.). (2008). Work less, live more? Critical analysis of the work-life boundary.	Edited book, that solely focuses on the work-life boundary. The book adopts a critical stance towards work-life balance. In regards to boundary perspective as a theoretical frame and its concepts, few chapters, particulary Chapter 4 provides essential information on the concept of boundary, Chapter 6 on the permeability of boundaries, Chapter 7 on the multiple dimensions of boundaries and Chapter 10 on re-establishing boundaries for tele-workers. This edited book also offers some European perspective.

This overview of the latest influential research with a bearing on boundary perspective shows that the field is developing in various directions with a variety of concepts. These concepts are reviewed and discussed in Chapter 1.3 in detail. They also point to areas of discussion about the definition of the boundary perspective itself and some of its related concepts. These areas of discussions are presented in the next section.

1.2.3 Theoretical gaps in the boundary perspective

Still emerging, the boundary perspective is has yet to settle on a definition of its related notions and their connections. This newness is apparent across the research presented above and leads to theoretical gaps. Such gaps need to be kept in mind while reviewing the boundary perspective and its seminal concepts in Chapter 1.3. These gaps also set a research agenda for this study in line with the purpose of the thesis. First of all, I identify an overall gap concerning the definition of the perspective. This gaps leads then to a series of theoretical shortcomings in regards to the definition and understanding of some central concepts.

1.2.3.1 Overall gap: A lack of clarity about the core theories in the perspective

The studies reviewed above relate to two theories focusing on boundaries, i.e. boundary theory and work/family border theory. Desrochers and Sargent, (2003) review these theories under the "boundary perspective" label. They

point to large similarities but few differences. I would like to dwell on the latter as they are not as minor as one could think for the understanding and application of this perspective.

The first difference relates to the boundary theory being of a general application rather than restricted to the work/family border theory and only concerned with work and family. Whereas I agree that boundary theory has been developed in a larger context of "social classification" (see Zerubavel, 1991, 1997), it has, for now, only been used in the context of work and home when applied to work/non-work boundaries (Nippert-Eng, 1996). In addition, whereas work/family border theory (Clark, 2000) is for now applied to work and family because the outcome results in the "work/family balance", the propositions of Clark do not exclude considering it in a larger context. Further research would certainly challenge both views.

The second difference relates to the work/family border theory (Clark, 2000) including tangible boundaries and not only mental categories as in the boundary theory. True, boundary theory focuses on mental boundaries of cultural categories, but it also emphasises that such mental boundaries need to "be enacted through largely visible collection of essential practical activities" in time and space (Nippert-Eng, 1996, p. 7). The distinction and interaction between the mental and enacted should be made in a more careful way.

I believe that Desrochers and Sargent, (2003), as well as most of the research trying to make a distinction fail to clearly show to what extent these two theories differ. Every single piece of research does indicate the existence of both frameworks; however, their concepts are hardly to be identified as belonging to one or the other. **Discussing the boundary perspective in terms of boundary theory versus work/family border theory is confusing so that a new view is needed where consequences from both frames are taken into account. As this is central to my understanding of the concepts belonging to the boundary perspective, I present a way to address this gap in the next chapter.**

The overall gap above has led to different centres of attention in the various researches claiming to contribute to the boundary perspective. Whereas diverse perspectives are valuable, they also bring ambiguity about what is being researched. In that regards, I identify four theoretical gaps. These gaps are closely interrelated.

1.2.3.2 Theoretical gap 1: Ambiguity about what boundaries?

The overview reveals that even if a shift may be observed, the focus of the boundary perspective has been ***about work & family*** (Ahrentzen, 1990; Clark,

2000; de Man, de Bruijn, & Groeneveld, 2008; Stephan Desrochers et al., 2005; Hall & Richter, 1988; Kossek et al., 2005, 2006; Kossek et al., 1999; Kylin, 2007, 2008; Rothbard et al., 2005) and ***rather less about work-life*** (Bulger et al., 2007; Cohen, 2008; Golden & Geisler, 2007; Olson-Buchanan & Boswell, 2006; Wilson et al., 2004) where the focus on the tripartite work, family and personal life is discernable only in a few measurement items. This still asks for more research to unpack the dimensions of "personal life" because adopting a boundary perspective should expand the traditional view. Hence, focusing on boundaries and their combination as central to the emergence of boundaries (Nippert-Eng, 1996) contradicts developing a research area focusing on the few "traditional" domains. Second, it is also visible that whereas earlier studies might have defined diverse types of boundaries (temporal, spatial, mental or psychological, social, behavioural, human...), each study is often concerned with a few of them. Often the focus is ***mainly on time and space.*** This may be due to a focus on enactment of boundaries which consequently leads to an enactment in time and space. Kossek et al. (2005, p. 257) suggest that "future research should develop additional measures of the various aspects of boundaries [...] that are being integrated or separated – physical, mental, behavioural, temporal". Some recent studies have taken such a call to underline the centrality of relationships (Cohen, 2008; Kylin, 2008). Kylin (2007), calling for a focus on boundary activities. Finally, whereas Nippert-Eng (1996) and later Kossek et al. (1999) suggest the importance of mental and enacted boundaries, the focus has been on ***enacted boundaries.*** Wilson et al.'s explorative study (2004) touches upon this distinction (abstract versus concrete) and find some potential value in combining both. Kylin (2007) also reveals the importance for teleworkers to distinguish between mental and physical aspects of boundaries. The focus on the mental perspective could have explained further the enactment processes.

There is lack of clarity about the types of boundaries that should be considered to be part in individuals' work/non-work experiences. There is also a lack in considering these boundaries systematically mental and enacted. There is also a lack in considering more domains than the traditional work family or to vaguely use the label work-personal life with no clear explanation of the consequences in terms of domains. This lack leads to difficulties in apprehending the complexity of the processes behind an individual's work/non-work experiences as pointed by Kossek et al. (2005, p. 257): "this research should examine the implications of integrating on some parts of the boundary but not others and the waxing and waning aspects of the process of boundary management".

1.2.3.3 Theoretical gap 2: Haziness between boundary work and boundary management.

Boundary work is central to the "boundary theory" of Nippert-Eng (1996, p. 7) who defines it as "the strategies, principles and practices we use to create, maintain and modify cultural categories". In 1999, Kossek, Noe, and DeMarr (1999, p. 106) described another process that they named 'boundary management' and defined it as "the strategies, principles and practices one uses to organise and separate role demands and expectations into specific realms". At a first look, these processes seem to be similar. On close reading, it becomes clear that the first focuses on "cultural categories" and the second on "specific realms". They thus do not focus on the same object of study but on two different categories of boundaries: mental and enacted. Additionally, it is also salient that boundary work is general and does not suggest any outcomes in regards to the process whereas boundary management is concerned about segmentation of roles. Reviewing the associated research in the boundary perspective, it is noticeable that they fail to differentiate the differences between each process (see especially Bulger et al., 2007; Golden & Geisler, 2007; Kossek et al., 2005, 2006).

Therefore, it is to me essential to pay attention to each process and to explore their relations carefully. It is indeed possible that the individuals who face "concrete" boundaries are acting to change their mental boundaries. The dynamic between both process need to be explored further (gap 3) so that both processes need to be clarified. This takes us to the next gap and also to gap 1.

1.2.3.4 Theoretical gap 3: Different process in focus.

In combining the definitions of boundary work and boundary management above, and recognizing their focus respectively on mental and enacted boundaries, the relations between both processes become central in explaining how individuals manage boundaries (Nippert-Eng, 1996). This combination sees such management as proactive. For Nippert-Eng (1996) proactivity implies that mental categories are adjusted due to a perceived change in one's environment and then these new mental boundaries leads to a new enactment process. This reveals that boundary work is proactive, occurring before boundary management as enactment of boundaries. Such meaning of proactiveness has however been lost. First, proactivity refers in the research above to a process between one's work/non-work preferences for integration or segmentation and the enactment of boundaries (Kossek et al., 2005, 2006; Rothbard et al., 2005; Wilson et al., 2004). It also has been used as to define how permeability solely is to be proactive or not (de Man et al., 2008). In such cases, proactivity refers to boundary management and thus not to boundary work as originally thought. Whereas such a shortcut may be essential while discussing to what extent an individual's preferences are not respected in an

organisation (Rothbard & Dumas, 2006). This creates theoretical confusion about what is the process in focus while discussing an individual's work/non-work experiences. It undermines the role of mental boundaries in the process whereas Nippert-Eng (1996) does not talk of preferences as being one's mental boundaries.

Beyond this limit, whereas proactivity has been a well accepted concept in the work-life field (see Ashforth et al., 2000), it is recently questioned. Rothbard et al. (2005) suggest a first step towards a better distinction between concepts while having an individual focus. They focus on the relationships between an individual's desires and one's enactment of boundaries and find no direct link between one's preference and one's boundary enactment. Having an individual's perspective about one's enactment of boundaries is indeed central to considering an individual's work/non-work experiences. They nonetheless do not explore mental boundaries. Additionally, the notion of boundary management strategy re-defined in Kossek et al. (2006) as "the degree to which one strives to separate boundaries between work and home roles" adds some confusion about the focus of the process as it mixes up boundary management strategy with preferences. However, their view is more complex about the essence of boundary management strategy originally seen as the decisions individuals make in terms of role embracement and boundary management (Kossek et al., 1999). Indeed, Kossek at al. defined in the same chapter in 2005[17] boundary management strategy as "the principles one uses to organise and separate role demands and expectations into specific realms" (Kossek et al., 2005, pp. 247-247), where such strategy is "part of one's preferred approach to work-life synthesis (Kossek et al., 2005, pp. 247-247). This somehow indicates that both are aligned so that someone with a preference towards segmentation or integration will have a corresponding strategy as "life principle" that then needs to be enacted. This does not concur with Rothbard et al. (2005).

Finally, it is also suggested by de Man, de Bruijn and Groeneveld (2008, p. 108) that boundary permeability could be a result of "an active or inactive, involuntary process". Such involuntary process is also suggested by Wilson (2004). The proactiveness of boundary work is also rhetorically questioned by Nippert-Eng (1996, p. 288) herself who hints at the possibility of a reactive boundary work. This relates to the fact that some boundaries may be externally set so that individuals do not have to proactively set them with purposive activities (Wilson et al., 2004). It indicates that the level of individuals' intention in managing their boundaries may play a central role. This is supported by Bulger et al. (2007) who introduce individuals' ability and willingness to render boundaries more or less flexible as a central element affecting one's work/non-work interferences and permeability:

[17] The same in (Kossek et al., 2006)

> "Lower ability to flex the work domain and more permeation of the personal life into work are predictive of experiencing work interference with personal life. In addition, lower ability and willingness to flex the personal life boundary and more permeation of work into personal life are related to more personal life interference to work"
>
> (Bulger et al., 2007, p. 373)

As whole, this discussion shows how confusing the essence of boundary perspective process could be. Is it boundary work, boundary management or preference? And what are the relations that bring them together? What is the role of individuals, if any? It may thus be essential to pay attention to each of the three concepts and their relationships including questioning the role of individuals in their relations in order to describe the nature of the process as proactive or something else. Doing so may enable to discuss in greater details about the role of preferences in the work/non-work experiences which relates to gap 4.

1.2.3.5 Theoretical gap 4: Research needed about work/non-work preference.

The role of work/non-work preferences is central and any discussion of it should go beyond the gaps discussed above. First, ***the existence of preferences is more assumed*** (see above Ashforth et al., 2000; Kossek et al., 2005) ***than empirically demonstrated***. Rothbard et al. (2005) explore such continuum but still fail to look at the continuum in its diversity. They indeed only measure the desire for segmentation and conduct their analysis considering segmentors versus integrators. The relations with the segmentation-integration continuum and the work/non-work preferences have not been clearly made whereas the relation between boundary management and the continuum have been made (see Bulger et al., 2007). To do so we need to adapt policies to these different levels of preferences thus avoiding the duality of the integration versus segmentation dilemma. This will avoid misfit and lower work/non-work conflict. Second***, the degree of explicitly of preferences is also not clear.*** Whereas it seems to be essential to know an individual's preference while considering a proactive boundary work, Kossek et al. (2005, p. 351) indicate that "everyone has a preferred, even if implicit, approach for meshing work and family roles". The roles of explicitness need thus to be made explicit where its implications on the nature of the process may be essential to understand an individual's work/non-work experiences. This may indeed help solving gap 3. Third, the conflicting results on the relation between preferences and enactment of boundaries question the ***process through which individuals evaluate*** their work/non-work preferences. Indeed, whereas conflict and balance was solely not enough and conceptually not relevant to understand individuals' work/non-work experiences, they could make sense when associated with preference and the notion of fit. A misfit leads to conflict and a fit to balance. But if one can enact boundaries are not based on preferences, where does that

lead individuals? I am thus convinced that it is essential to go back to the origins of preference beyond what has been advanced so far. As a matter of fact, ***more just than being assumed, preferences are rarely explained*** in regards to individuals' work/non-work experiences. Ashforth et al. (2000) indicates that individuals would choose to segment in order to minimize blurring of roles and to integrate in order to facilitate boundary role crossing. Such a view has recently been supported by de Man (2008). However, this explanation is not as revealing about why such preferences are indeed experienced by individuals. Back to cognitive behaviour (Zerubavel, 1991) and Nippert-Eng (1996), one can understand that social mindsets and one's cultural environment may affect what could be called 'preference'. In that regards, preferences are socially constructed. As a social constructionist, I share this view. However, it still stops short of explaining in practical terms why individuals' experience one preference rather than another.

There is **a necessity to understand what work/non-work preferences are on the integration-segmentation continuum, their level of explicitness, and their origins. This may enlighten their roles in individuals' work/non-work experiences.**

In conclusion, there is **no model of individuals' work/non-work experience**. Indeed, these gaps show all that there is a lack of understanding of individuals' work/non-work experiences whereas individuals' experiences are central to solve the dilemma between integration and segmentation of individuals facing with, adding further support to the purpose of this study as outlined in the introduction. The theoretical gaps thus support the purpose of this thesis. The overall gap presented above needs to be tackled at first to enable me creating order in my understanding of the perspective and its concepts. This is done in section 1.3.1. The way I ought to address these other gaps relates to my methodological choices presented in Part 2.

1.2.4 Method-related gaps in the boundary perspective

Once again as an emerging perspective, the review of presented in section 1.2.2 makes four method-related gaps[18]. The gaps may epithet have implication in terms of methodology or method. Such method-related gaps needs to be keep in mind while design the research in Part 2.

[18] The gaps may eithet have implication in terms of methododlogy or method, it why I constructed the term "method-related" gap

1.2.4.1 Method-related gap 1: Lack of non-US research.

The overview shows most studies are US-related. As a matter of fact only two studies, one from the UK and the other from Sweden, have direct connection with boundary perspective. In his most recent edited book, Warhurst (2008) tackles the European perspective through a chapter written by de Man et al. (2008) on permeability of boundaries for Dutch employees and another chapter by Cohen (2008) on diverse types of boundaries for British hairstylists. Research on other countries is still confined to policy level and not individuals' work/non-work experience (see for example Pocock, 2008). The European studies concentrate on the dilemma between integration and segmentation presented in the introduction and also jeopardise some concepts especially the emergence of relationships as central in the work/non-work relationship (Cohen, 2008; Kylin, 2007, 2008). This relates to the theoretical gap 1 and requires exploring more diverse societal/cultural contexts. The need of research in diverse cultural contexts with more countries involved is already felt (Poelmans, 2005b).

1.2.4.2 Method-related gap 2: A lack of qualitative research.

As noticed by Poelmans (2005), there is a lack of qualitative research in the work-family research. Early studies are all qualitative in nature or conceptual. In the above overview 8 of 12[19] articles are quantitative in nature and all are, European. One of them employs both a qualitative and quantitative approach (Cohen, 2008). The lack of qualitative research is also a characteristic of boundary perspective.

1.2.4.3 Method-related gap 3: A lack of longitudinal research.

As Kossek et al. (2006) say longitudinal research would shed light on the relationships between boundary management and its consequences. Such methods could use "time diaries, beepers, or shadowing" (p.364). Longitudinal research is still missing as most research is cross-sectional.

1.2.4.4 Method-related gap 4: A lack of voices.

A final gap relates to voices in these studies. It seems that boundary management is about homeworkers and teleworkers. Though this is legitimate as these employees face a concrete blurring of their spatial and family boundaries – office and flat are overall confused – the research focus can be extended to include all types of individuals. Moreover, while there is a somewhat balanced focus on gender and age, ethnicity is not equally

[19] Kylin (2007) includes four empirical studies

represented. But beyond these features, my question as qualitative researcher is who these people as individual are? Sample and control variables are indeed too limited to comprehend the diversity of individuals as well as the diversity in work/non-work experiences. It is central to clarify that work/non-work experience is about diversity and the voices need to be visible and researched. This agrees with the humanistic approach of the study.

The gaps are in line with research problem of this thesis. They indeed underline reasons for a lack of understanding of the diversity of individuals both in terms of cultural differences and voices. It also underlines the need to develop a research that enables to listen in depth to individuals and their work/non-work experiences. Overall these method-related gaps set a guide both for my methodological approach and for my research design that is presented in Part 2.

Chapter 1.3
A boundary perspective

Chapter 1.2 contextualises this research in the work-life field and in the boundary perspective. This chapter presents the boundary perspective in greater detail. First, it answers the overall gap created by defining the two clear pillars for boundary perspective, i.e. domain development (pillar 1) and boundary management (pillar 2). It then reviews the segmentation-integration continuum essential to the boundary perspective. It finally outlines the two pillars of the boundary perspective and their seminal concepts.

1.3.1 The pillars of the boundary perspective

Difficulties arise when trying to fully identify the differences between boundary theory and work/family border theory, although both theories are perceived to be at the foundation of the boundary perspective. Considered a central gap, it is essential to have it bridged in order to better understand the boundary perspective.

Going beyond such point of discussion, what is central to my understanding is that both theories have the same focal point: **work/non-work boundaries**. Both theories shed light on how work/non-work experiences or even work/non-work relationships in general may be theoretically understood. I consider them foremost as participants in a common theoretical lens in the work-life field and not opposites. However, from the founding and the recent research in the work-life field as presented in the previous chapter, I observe diverse concepts and ideas among those: *boundary work, boundary management, integration, segmentation, blurring temporal boundaries, spatial boundaries, behavioural boundaries, psychological boundaries, social boundaries, human boundaries, permeability, flexibility, strength, placement, transcendence, boundary management strategies and activities, centrality of domains, proactive boundary work, enactment of mental boundaries.* In these diverse concepts, I distinguish two pillars as presented in Figure 1:c. I respectively label them **domain development and boundary management.** Each pillar and related concepts are detailed respectively in section 1.3.3 and 1.3.4.

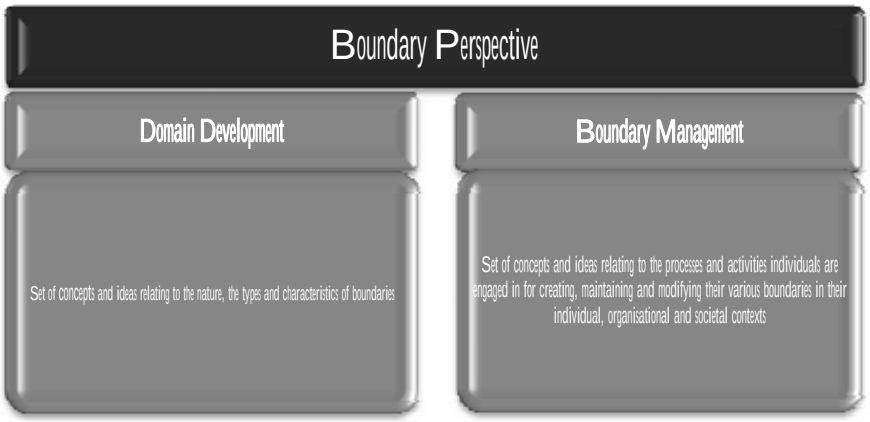


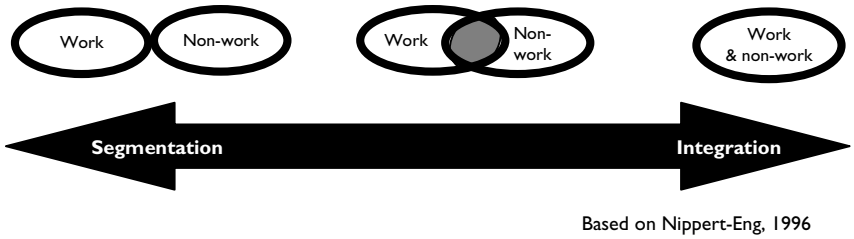
Figure 1:c - Pillars of the boundary perspective

The distinction between the two pillars goes beyond one or another piece of research. At the outset, a researcher should recognize that each pillar has different functions with regard to the relationships between work and non-work. From the definitions given so far, it is easy to see that the domain development pillar is more descriptive than the boundary management pillar which is more process-oriented. The domain development pillar presents the objects of the experiences: "the boundary" whereas the other presents the "processes" in managing these boundaries. It is by combining both pillars and their concepts that one can understand how individuals are segmenting and integrating their life domains in their individual, organisational and societal contexts.

In other words, both pillars relate to the segmentation-integration continuum that is to be presented in section 1.3.2 and their combination boosts the process view in the boundary perspective without neglecting part of the descriptive function of the domain development pillar.

1.3.2 The segmentation-integration continuum

Work and non-work boundaries are distinct so that their boundaries may overlap/blend creating an intersection/junction where an interaction takes place. Blending may, one the one side, be non-existent and, on the other, be complete. This describes a continuum from segmentation to integration. This continuum, conceptualised by Nippert-Eng in 1996 in the context of work and home, can be extended to the work and non-work domains as in Figure 1:d below:



Based on Nippert-Eng, 1996

Figure 1:d - The segmentation-integration continuum

> "It is our perception of the void [gap] among islands of meaning that makes them separate in our mind, and its magnitude reflects the degree of separateness we perceive among them. Gaps are critical to our ability to experience insular entities."
>
> (Zerubavel, 1991, p. 21-22)

Segmentation and integration are two extreme situations of how work and non-work can interact. The processes behind both situations relate to how both domains are socially perceived and socially created as similar or different. Understanding these processes requires identifying the types of boundaries

which are conceptually distinct. It requires identifying the characteristics of these boundaries. It requires identifying why, when, where, how and to what extent individuals participate in creating, maintaining and changing these boundaries with such characteristics. The two pillars of the boundary perspective offer a frame to understand these facets. Both pillars are further discussed in the following sections.

1.3.3 The domain development pillar

In this thesis, the term domain development is used as an umbrella for concepts and ideas relating to the nature, the types and characteristics of boundaries. The following sections present these aspects.

1.3.3.1 The nature of boundaries

The boundary theory as developed in the frame of work and family by Nippert-Eng (1996) originates from the theory of classification. Boundary theory emphasises how individuals mentally construct, maintain, and negotiate work/non-work boundaries. It originates from cognitive psychology, more especially from cognitive sociology and the works of Zerubavel in "The fine Line" (Zerubavel, 1991) and "Social mindscapes" (Zerubavel, 1997). It is anchored within the classification theory revealing that individuals mentally dress to classify and group elements of their environment to separate elements that cannot mentally be perceived as related (Zerubavel, 1991). To Zerubavel (1991), classification is a way of thinking of the world in discrete entities or more precisely in "islands of meanings" (p. 5). The purpose of creating such discrete entities in terms of "chunk of space" (p. 6), "blocks of time" (p. 9), "frames" (p. 10), "chunk of identity" (p.13) or "mental fields" (p. 15) is to avoid confusion and uncertainty but also to make sense of the environment and ourselves because: "Things become meaningful only when placed in some categories" (Zerubavel, 1991, p. 5). According to Zerubavel, humans thus need to define things and people where defining literally means putting limits or boundaries (Zerubavel, 1991, p. 2). Without such definition, things as well as the sense of selfhood disintegrate in the environment and become meaningless.

The process of classifying is first and foremost a cognitive process, but the mental boundaries are concretised and often seen as real and existing. **I refer to this aspect as the nature of boundaries.** On the one hand, boundaries are **mental**. These mental boundaries are the ones giving sense to the domains. It is this mental distinction that is of interest in the frame of boundary theory. On the other hand, boundaries are **enacted**. These enacted boundaries enable individuals to shape their environment. They are central for boundary management. This may be illustrated by a simple example of the structure of a

flat. Walls physically represent the boundaries distinguishing a kitchen from a living room and from a bedroom. Nonetheless, beyond their tangibility, walls mentally enable us to distinguish three rooms with three different purposes; a kitchen for eating, a living room for resting and socialising and a bedroom for sleeping and privacy. When doors get closed, it is to create a stronger sense of distinction and to reinforce the purposes of each room. For example, in the case of the bedroom, it may give a stronger sense of privacy.

Defining two natures of boundaries, mental and enacted may be central to the understanding of individuals' work/non-work experiences as far as boundaries are socially constructed (see Wilson et al., 2004). It is however central to point out that it is not because a distinction between mental and enacted boundaries is analytically needed that both natures are not to be related and seen as influencing each other. **It seems indeed vital to take into consideration both natures of boundaries as complementary** which to the author's knowledge the literature has been rather overlooked (see theoretical gaps). This lack of research considering both natures systematically and as complementary is, in my opinion, what has led scholars to take the existence of boundaries for granted (see Zerubavel, 1991). Boundaries have also to some extent been taken for granted due to their social construction nature which implies that their meanings have been internalised by researchers in their research. As a social constructivist researcher, I ought to unpack such ambiguity and bear in mind both natures as essential for work and non-work boundaries and thus individuals' work/non-work experiences.

Finally, one must bear in mind that it is only by defining work and non-work, i.e. by setting boundaries around both elements that the sense of a work and a non-work is created. This distinction is made mentally with mental boundaries and concretely by enacted boundaries (see Zerubavel, 1991, Nippert-Eng, 1996 #1). Nonetheless, when talking of work and non-work that are conceptually domains with distinct boundaries, the distinction is first and foremost mental so that one may never find one concrete line between these two overarching domains. **It is thus central to consider life domains as created, developed and maintained by individuals.** For that it is central to understand what the boundary types and characteristics are. These are the aim of the next two sections.

1.3.3.2 Types of boundaries

Beside the fact that early studies pointed at numerous types, three types of boundaries have been primarily discussed namely the **spatial, temporal and psychological boundaries.** Following Clark (2000, p. 756), a spatial boundary is "a physical border, such as the walls of a workplace or the walls of a home where domain-relevant behaviour takes place". In the context of work and

family, temporal boundaries "divide work is done from when family responsibilities can be taken of" (Clark, 2000, p. 756). In other words, the two first types refer respectively to where and when the activities of work and non-work are done. The third refers to "the rules created by individuals that dictate when thinking patterns, behaviour patterns and emotions are appropriate for one domain but not the other" (Clark, 2000, p. 756).

Such a distinction of these three types of boundary is not without problem. I foresee three related issues as follow:

- First, the spatial and temporal boundaries are most often identified by their enacted nature. They nonetheless can also be seen as mental in terms of "established rules regarding the use of space" (see Ahrentzen, 1990, p. 749) and respectively regarding the use of time. To some extent, Nippert-Eng (1996) pays attention to such mental dimensions considering boundaries foremost as mental.

- Second, the psychological[20] boundaries are on the contrary identified foremost as mental defining rules, enabling and allowing elements to go from one domain to another where such domains are physically defined, i.e. thinking about work while lying on the sofa at home. The focus on the mental rules does not enable researchers to consider thinking patterns, behaviour patterns and emotions to be seen as "enacted" elements that may be enacted differently to be displayed appropriately to the context. Similarly, psychological boundaries refer to how element (behaviour, thoughts, emotions) can spill over or not into another domain as physically defined such as happiness at work affecting happiness at home. The supposition is however, here again, that happiness is the same emotion in both domains whereas happiness may be enacted differently in each domain as it is socially constructed. This illustrates that both natures of boundaries, mental and enacted are not systematically considered in the current definition of psychological boundaries, whereas considering both may be essential to understand what the boundaries really are about and how do they influence individuals' work/non-work experiences.

- Third, the concept of psychological boundaries seems to be a vague, and large type of boundaries where elements that are related to such overall view may be of diverse essence. It seems indeed that all which is not relevant to spatial and temporal boundaries fall into this third category and thus follow a psychological boundary. More distinction should be considered. As early as 1990, Ahrentzen (1990) already defined behavioural and social boundaries. Both types are recently mentioned by Kossek et al. (2005).

[20] The term "mental" has also been used for this type (see for example Kossek et al., 2005), but confusion with the nature of boundaries then occurs.

> Behavioural boundaries refer to what is performed in one domain or the other. Social boundaries refer to the different roles adopted in one domain or the other (see also Ashforth et al., 2000). Hochschild (1989) discusses emotion management as a way to define what emotion is appropriate for one domain and not the other. To me, Hochschild describes what could be seen as emotional boundaries.

In short, I suggest that attention should shift to each possible element which is today seen as psychological, that could spillover or not into another domain. I suggest paying attention to their mental and enacted nature to be able to see whether distinction in how they spillover or crossover is observable. The attention may help redefine the diverse types of boundaries. It may help the complexity of the work/non-work experiences to emerge which in turn may enable to further understand the work/non-work experiences at the individual level. This complexity makes a call for the type of research as outlined in terms of theoretical gap 1 (see Kossek et al., 2005) necessary.

In addition to these three main boundary types, Clark (2000) refers to her theory as a theory of human systems. She confers central roles to individuals either as "border crosser" or "border keeper". Nippert-Eng (1996) underlines as well the importance of how people in each domain may or may not be similar. She nonetheless does not consider human boundaries. However, looking at both authors and their view on the human role, one could identify both mental and enacted **human boundaries**. It may thus be also essential to look at such human boundaries to understand the work/non-work experiences for one individual. Even if relations have been seen as central and to some extent a dimension of one's boundaries (Cohen, 2008; Kylin, 2008), no definition is however provided in the literature so far. I still consider human boundaries as being anchored in the boundary perspective literature and consider them as a point of departure in my analysis.

Four major types of boundaries have been discussed, **spatial, temporal, psychological and human**. As a starting point, let us apply the definitions of these boundaries as used in the literature. They are recapitulated in Table 1:C.

Table 1:C - Types of boundaries as currently viewed in the literature

Type	Description
Spatial boundaries	The location where work and non-work are performed (adapted from Clark, 2000)
Temporal boundaries	The time when work and non-work are performed (adapted from Clark, 2000)
Psychological boundaries	The rules created by individuals that dictate when thinking patterns, behaviour patterns and emotions are appropriate for one domain but not the other (Clark, 2000, p. 756).
Human boundaries	No definition provided in the literature, but relates to how relations affect one's boundaries

These definitions serve as a starting point, but it is essential to keep in mind that each type will be explored further in Part 4. This exploration in the light of individuals' experience is essential while considering the theoretical gap 1 mentioned. It is also essential to recall once again, there is also a necessity to systematically examine every type of boundaries in regard to their mental and enacted nature. Such attention will be done in Part 4. It is finally important to bear in mind that each type of mental and enacted boundaries leads to the creation of one specific dichotomy of domains. For example, mental and enacted spatial boundaries define a dichotomy between working space versus non-working space. The different boundaries influence each other and are related to each other. This is in line with recent research pointing out that "perhaps it is the case that a segmentation-integration continuum exists for each domain separately and that boundary management is best construed in a two-dimensional, rather than one-dimensional, space" (Bulger et al., 2007, p. 374).

1.3.3.3 Boundaries' characteristics

Boundaries are mainly characterised by their flexibility and permeability (Ashforth et al., 2000; Clark, 2000; Hall & Richter, 1988; Nippert-Eng, 1996). According to Clark (2000), both dimensions define the strength of boundaries. The flexibility and permeability characteristics are presented and defined below. The notion of strength is rather questioned in the current literature by Bulger et al. (2007) and by Clark herself (2002b in Stephan Desrochers et al., 2005). Relying on the Hall and Richter (1988) who have really seen flexibility and permeability as central and considering that most research have focused on permeability and flexibility, I only consider only these two characteristics.

Flexibility is defined as the extent to which a boundary may contract or expand, depending on the demands of other domains (Clark, 2000). Hall and Richter (1988, p. 125) define flexibility as "the extent to which the physical time and location markers, such as working hours and workplace, may be changed".

Flexibility is firstly and mainly associated with spatial and temporal boundaries. The assumption is that time and space are scarce resources so that boundaries are neither extensible nor flexible. One day is only 24 hours and you do not build your office or home overnight. In such a context, demands from one domain require the use of resources from the other, the thing which decreases the resources available in the second domain. Clark (2000) similarly discusses the flexibility of psychological boundaries. For that, she considers that psychological elements are limited, e.g. when I increase my thinking about work, I decrease my thinking about family. Similar argumentation may be advanced for emotions if one considers that emotions are scare and need to be

divided between the two domains. Overall, such emotional scarcity is observable in stress studies when individuals feel that they do not have emotional resources to cope with stress in one or the other domain. This may also be relevant when discussing behaviour where individuals can perceive the possibility of making a trade-off between activities because they do not see other potential activities.

Nippert-Eng (1996) does not refer to the notion of flexibility but to placement as a "structural aspect of the classificatory boundaries" (p. 277). This is inherited from cognitive sociology theory (Zerubavel, 1991, 1997). Categories or domains may be "larger or smaller or contracted over time" (Nippert-Eng, 1996, p. 277). The reference to the fact that one domain has to decrease if the other increases is in that sense not fully present[21]. Such view suits spatial and temporal boundaries when mentally defined. This refers to the notion of time and the notion of space one may mentally perceive to have for one's work or non-work. Nippert-Eng (1996) goes further and connects the notion of placement with the exact location of the boundary. Indeed, one can understand that by having a domain that is less flexible, the boundaries are more marked and stable so that elements from both domains are fixed.

To conclude, **flexibility is defined in this thesis as the extent to which boundaries can expand or contract, defining a larger and/or smaller domain.** When resources are scarce, the domain's boundary is less flexible than when resources are profuse. When resources are scarce, flexibility affects how domains blend and the location of the boundary is subject to change. When resources are profuse, the domain may increase without affecting blending with another domain.

Permeability is the second characteristic of boundaries. It refers to the degree to which elements from one domain may enter the other domains (Clark, 2000). Permeability is defined by Hall (1988, p.215) as "the degree to which a person physically located in one domain may be psychologically concerned with the other". Similarly, Ashforth et al. (2000, p. 474) define it as "the degree to which a role allows one to be physically located in the role's domain but psychologically and/or behaviourally involved in another role".

As underlined in these definitions, the physical location is central in the definition of permeability. Permeability is mostly associated with strain, behaviours, emotions and thoughts emerging in one domain physically define that spillover and influence the other domains, i.e. thinking of work at home, when sitting on the sofa or answering phone calls from friends at work. Nonetheless, spatial and temporal enacted boundaries are permeable. They

[21] The idea of scarcity is nonetheless used in her example based on national geographical borders (Nippert-Eng, 1996, p. 278)

correspond to when individuals from one domain enter other domains, e.g. kids coming to the office during working time (Clark, 2000) or when objects from one domain are placed in other domains without changing the goal of the space such as when taking work home and using the kitchen table for doing it. To me, there is a need to consider permeability without reference to spatial boundaries because it is based on spatial boundaries taken for granted.

The concept of permeability implies seeing the direction in which one domain blends with the other. In the context of work and family, this has been defined as work-to-family or family-to-work permeability. In terms of work and non-work, it will be referred to as work/non-work permeability and non-work/work permeability. These two types of permeability are distinct constructs that are not correlated one to the other (Frone et al., 1997). Hall and Richter (1988) conclude that family boundaries are more permeable than work boundaries. In that sense, work and family boundaries are said to be asymmetrically permeable (see Frone et al., 1992). This asymmetry is one of the clues to understand how individuals prioritize one domain (or sub-domains) over others.

Additionally, permeability relates to the transition between domains since the more permeable the domains are, the more similar they are and the easier it is to mentally and physically cross boundaries (Ashforth et al., 2000; Nippert-Eng, 1996). This is in line with the classification theory. Indeed, as classification emphasizes differences across groups, crossing gaps or passing boundaries "requires a significant mental effort" (Zerubavel, 1991, p. 24). The importance of permeability as a transition between domains is underlined by Matthews and Barnes-Farrell (2006, 2007). But they again see the transition and connection between domains as physical. Thus, it can be argued that each element of every type of boundary can cross one domain to the other without reference to the spatial location.

To conclude, **a domain's permeability is defined in this thesis as the extent to which domains' boundaries are easily crossed over.** The direction of permeability is central. The level of the permeability affects transition between domains.

In summary, this study focuses on two major characteristics of boundaries namely flexibility and permeability that can be defined as in Table 1:D.

Table 1:D - Characteristics of boundaries: Flexibility and permeability

Characteristic	Definition developed in this thesis based on current literature
Flexibility	The extent to which a domain's boundaries can expand or contract, defining larger and/or smaller domain
Permeability	The extent to which domain's boundaries can be crossed over

1.3.4 The boundary management pillar

In this thesis, the term boundary management is used as an umbrella describing a set of concepts and ideas relating to the processes and activities individuals are engaged in for creating, maintaining and modifying their various boundaries in their individual, organisational and societal contexts.

1.3.4.1 Boundary work and boundary management processes

The central process in the boundary management pillar is the boundary work process. Nippert-Eng (1996, p. 7) defines boundary work as "the strategies, principles and practices we use to create, maintain and modify cultural categories". Kossek, Noe, and DeMarr (1999, p. 106) describe, however, another process which they call 'boundary management' and define it as "the strategies, principles and practices one uses to organise and separate role demands and expectations into specific realms".

As mentioned in section 1.2.3, the definitions of both processes indicate they are alike. However, Nippert-Eng (1996) insists on the fact that boundary work corresponds first and foremost to the mental process of creating, maintaining and changing mental boundaries. In turn, such mental boundaries need to be enacted. Enacting boundaries means concretising their meanings for oneself and for other social beings (see Zerubavel, 1991, 1997). This would refer to the aim of the boundary management process. The process of boundary management considers how the boundaries are concretised in people's lives and how people concretely cross these boundaries (sees Ashforth et al., 2000; Clark, 2000; Kossek et al., 1999). The boundary management process represents the practical and visible activities conducted by individuals to enact their (mental) boundary work (Kossek et al., 1999). Both processes have thus a similar function where the first refers to mental boundaries and the second to enacted boundaries. The definition of both processes is summarised in Table 1:E below:

Table 1:E - Processes of boundary work and boundary management

Process	Definition
Boundary work process	The strategies, principles and practices we use to create, maintain and modify cultural categories (Nippert-Eng, 1996, p. 7) (concerned by mental boundaries)
Boundary management process	The strategies, principles and practices one uses to organise and separate role demands and expectations into specific realms (Kossek et al., 1999, p. 106) (concerned by enacted boundaries)

The processes of boundary management relates to two core mechanisms: placement and transcendence. Whereas these mechanisms are originally developed for the boundary work process (see Nippert-Eng, 1996; Zerubavel, 1991, 1997), they are nonetheless applicable to the boundary management

process. Through **placement** one defines a line between the domains and through **transcendence** one keeps the boundaries fixed so that one can cross them back and forth (Nippert-Eng, 1996). First, in the case of placement and transcendence of mental boundaries both mechanisms then refer to the boundary work process. **Placement and transcendence are thus mental processes enabling the process of boundary work**. Second, in the case the placement and transcendence of enacted boundaries, both mechanisms then refer to the boundary management process. **Placement and transcendence are thus enactment processes enabling boundary management**. Table 1:F summarises the definitions of both mechanisms:

Table 1:F - Mechanisms of boundary work and boundary management

Process	Definition
Placement	Through placement one defines a mental and/or enacted boundary between the domains.
Transcendence	Through transcendence one keeps mental and/or enacted boundaries fixed so that one can cross them back and forth.

Both processes may take place at a macro level, e.g. how one creates, maintains and changes boundaries when going to retirement, or at a micro level, e.g. how one commutes between the office and home every day (see Ashforth et al., 2000). They also relate to each domain via what Nippert-Eng (1996) refers to as the three domains' components: 1- people participating in the domain, 2- objects and ambiances of surroundings belonging to the domains, and 3- thoughts, activities associated with how one presents him(her)self in a specific domain (see Nippert-Eng, 1996, p. 8). These mechanisms influence "Who" may belong to one domain or more, what objects and ambiance will be similar in the different domains, and the way one will think, act and present oneself in the different domains (Nippert-Eng, 1996).

These mechanisms relate to the flexibility and permeability of boundaries. Placement relates to flexibility because it may affect the exact placement of the boundaries (see Nippert-Eng, 1996). The relations to permeability are essential for the processes of boundary work and boundary management. Indeed, if a boundary is more permeable, the processes of boundary work and boundary management aim at drawing the border more clearly (placement) and if a boundary is less permeable, both processes aim at keeping the borders in place (transcendence) (see Nippert-Eng, 1996).

To put it briefly, it is central to consider placement and transcendence both as mental and enactment mechanisms to understand how life domains are segmented and/or integrated. In that context, placement and transcendence relate to the work/non-work process that is detailed in the next section.

1.3.4.2 The work/non-work process

The processes of boundary work and boundary management are two complementary processes enabling individuals to integrate and/or segment their life domains. I consider the combination of both processes in terms of work/non-work process. To understand the work/non-work process one should look at the connection between both processes. It often refers to the nature of boundary work process in regards to boundary management process.

Boundary work has mainly been seen as a proactive process (see Ashforth et al., 2000, Nippert-Eng, 1996 #1; Kossek et al., 1999). In a proactive process, the individual is able to foresee changes in his/her situation and mentally change in advance the boundaries concerned so that they fit his/her work/non-work preferences and the environment. Boundary management comes second and takes place according to these new mentally defined boundaries (see Ashforth et al., 2000; Kossek et al., 1999; Lambert & Kossek, 2005). Considering boundary work as proactive supposes that each individual has a work/non-work preference for integration and/or segmentation and that such preference is explicit (Ashforth et al., 2000; Edwards & Rothbard, 1999; Kossek et al., 1999). Taking into account his or her environment, an individual will place and fix mental and then enacted boundaries according to his or her preferences. In other words, in a proactive work/non-work process, mental boundaries are changed first according to one's work/non-work preferences. Then mental boundaries are concretised in one's individual, organisational and societal contexts via what could be called work/non-work activities. In line with Kossek, Noe, and DeMarr (1999), **work/non-work activities** can be seen as the visible and practical activities enabling an individual to concretely place and transcend boundaries or in turn to render boundaries more or less permeable and/or flexible. These work/non-work activities are thus closely related to the placement and transcendence mechanisms. A proactive process can be represented as in Figure 1:e.

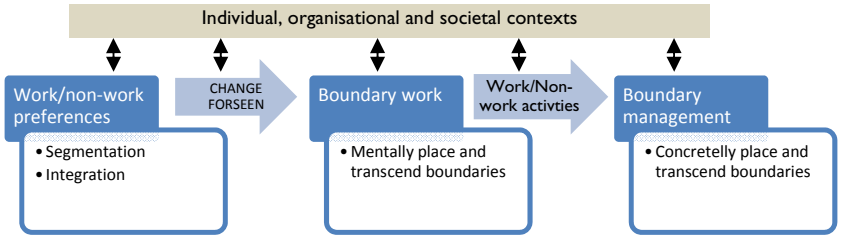


Figure 1:e - Proactive process to manage boundaries

As mentioned in section 1.2.3 whereas the proactiveness of the work/non-work process is a well accepted view in the work-life field (see Ashforth et al., 2000), it is jeopardised by confusing between boundary work and preferences while

considering the process between such preference and the enactment of boundaries. This view weakens the roles of mental boundaries. Additionally, the proactive link between preference and boundary management is also questioned so that they may not have clear relations between one's preferences and one's enactment (Rothbard et al., 2005). Other natures of the work/non-work process are also suggested like active or inactive (involuntary process) (de Man et al., 2008). This relates to the fact that some boundaries may be externally set so that individuals do not have to proactively set them with purposive activities (Wilson et al., 2004). It indicates that the level of individual's intention in managing their boundaries may play a central role, an idea supported by the research by Bulger et al. (2007). These aspects, raised also in the theoretical gaps 2 and 3, need to be kept in mind.

What becomes central, when considering the work/non-work process, are individual's **work/non-work preferences**[22] for segmentation and/or integration. For Ashforth et al. (2000), individuals would choose to segment to minimize blurring of roles and to integrate to facilitate boundary role crossing. Zerubavel (1997) touches upon the notion of preference when discussing social mindscapes. Social mindscapes are shared among communities, i.e. among social beings. They are thus more than individual and not universal as such (Zerubavel, 1997). These social mindscapes help social beings to perceive, enter, organise the social world in a similar way. Nippert-Eng (1996) shares this view and talks about how one conceptualises one's home and work. Zerubavel (1991) defines two main types of mindscapes. One the one hand, there is the "rigid mind" by which one defines strict lines because one does not accept a mixture and wants to avoid it. On the other, there is the "fuzzy mind" by which one defines no lines and does not distinguish any categories, making fluidity of mind possible. One should consider, as Zerubavel (1991) indicates, that both mindsets, when at their extreme, are potentially dangerous for individuals as social beings:

> "By overdefining our self we clearly risk detachment and loneliness, yet by underdefining it as fused with others' we likewise risk having no identity. Rigid and porous selves are equally pathological and overindividuation and underindividuation can both lead to suicide."
>
> (Zerubavel, 1991, p. 120)

As an alternative mindset, Zerubavel (1991) suggests a "flexible mind" that balances rigidity and flexibility which complement each other. It is because both mindsets are paired that social beings can indeed apprehend the world:

> "Flexible people notice structures yet feel comfortable destroying them from time to time. […]. In fact it is their [flexible people's] ability to be rigid that allows them to be fuzzy. After all, one must have a pretty solid self to which one can always return in order to be able to step out of it periodically."

[22] The term "desire" is also used by Rothbard et al. (2005). I see both concepts as similar.

(Zerubavel, 1991, p. 120-121)

In such mindset, one may understand how preferences can play a regulatory role in the work/non-work process. Bandura (1986) refers to preferences as a self-regulatory mechanism.

This corresponds to the segmentation-integration continuum. Using a sample of 332 participants in 24 organisations, Bulger et al. (2007) explore the continuum and describe four clusters defining work/non-work segmentors, work integrators & non-work segmentors, work/non-work integrators or segmentors in the middle of the continuum and, finally work/non-work segmentors close to the segmentation extreme but not at the extreme. The variety and complexity of preferences among individuals support the notion that the integration-segmentation continuum can be seen as a mirror of work/non-work preferences – the common view. Such view is today shared in the work-life field (see Ashforth et al., 2000; Kossek et al., 1999; Rothbard et al., 2005). Such a consideration is understandable because the segmentation-integration continuum does not, a priori, prevail and that any specific situation is better than another in terms of well-being and satisfaction (Edwards & Rothbard, 2000; Nippert-Eng, 1996; Rothbard et al., 2005). Linking the continuum to Zerubavel's mindsets indicates that preferences are not individual but once more social. Kossek et al. (2006) recognizes that preferences are social. Kossek et al. (2005, p. 351) touch upon what could be seen as preference in regards to work and family indicating that "everyone has a preferred, even if implicit, approach for meshing work and family roles that reflects his or her values and the realities of his or her lives for organising and separating role demands and expectations in the realms of home and work". This definition reveals three central elements: 1- everyone is supposed to have a preference; 2- preferences may be implicit or explicit, and 3- preferences represent one's values serving as a reference point to value work/non-work experiences as successful or not. The three elements need to be borne in mind while exploring and understanding individuals' work/non-work experiences.

Additionally, whereas preferences are defined as a general approach an individual has towards his/her work/non-work relationships, it is however important to understand that preferences on the segmentation-integration continuum may differ for each type of boundaries where a compilation of all defined boundaries leads to an overall preference on the segmentation-integration continuum (Nippert-Eng, 1996, Kossek, 2005 #30). Focusing on individuals' work/non-work experiences, it may thus be essential to go back to each of these preferences. **Overall, this leads one to consider work/non-work preferences as a preferred state of an individual on the segmentation-integration continuum where an overall preference is a compilation of preferences for specific boundaries.** Table 1:G summarises this definition as

well as the definitions of the determining concepts of the work/non-work process.

Table 1:G - Concepts of the work/non-work process

Process	Definition
Proactive boundary work (proactive nature of the work/non-work process)	The boundary work process is previous to the boundary management process
Work/non-work activities	Visible and practical activities that individuals perform in the frame of their boundary management process to concretely place and transcend their boundaries, and, in turn, to render boundaries more or less permeable and/or flexible
Work/non-work preferences	A preferred state of an individual on the segmentation-integration continuum where an overall preference is a compilation of preferences for specific boundaries.

In conclusion, work/non-work process may be seen as subjective. However above all, it is central to understand that it is neither personal nor individual, but social. The work/non-work process depends on individuals' definition of each life domains (mentally and enacted boundaries) but also on individuals' work/non-work preferences. It foremost depends on individuals' perception and interpretation of their individual, organisational and societal contexts. Hence a fit between the individuals' work/non-work preferences and the boundaries allowed in their individual, organisational and societal environment should ease the boundary work and boundary management. In work-life domains this refers to the person-environment fit framework (see Edwards & Rothbard, 1999). This fit should result in a higher degree of satisfaction and well-being. For Edwards and Rothbard (1999), Kossek et al. (1999), Desrochers and Sargent (2003) a misfit will imply that the individual should start a new boundary work. For Clark (2000) any changes at least within one domain may be regarded as a trigger for boundary work. In other words, a misfit between the current work/non-work experiences, including mental and enacted boundaries, and the work/non-work preferences engenders a new boundary work and a new boundary management. Preferences here again play a central role in this process.

Chapter 1.4
A boundary frame

The humanistic case raised in the introduction urges researchers to listen and understand individuals' work/non-work experiences. The call for such cases leads to the purpose of this thesis as to theorise individuals' work/non-work experiences. The theorisation is also anchored in the work-life field and boundary perspective. To answer the purpose, three aspirations for this thesis have been advanced as to ***present, explore and understand individuals' work/non-work experiences within the individual, organisational and societal contexts****. I argued in Chapter 1.2 that a boundary perspective offers a relevant frame to reach these aspirations. I presented both pillars including in the boundary perspective in Chapter 1.3, i.e. domain development and boundary management. In this chapter, I build on this perspective to present a boundary frame as a theoretical framework.*

In the light of the discussions above about both pillars of the boundary perspective, and keeping in mind a person's individual, organisational and societal contexts, the meaning of work/non-work experiences emerges. As a matter of fact, experiences enclose two major aspects that are interrelated but they need to be divided for the purpose of understanding. First, experiences relate to the life domains themselves. Second, experiences relate to how these life domains interact. When combined they reveal work/non-work experiences, that is to say how individuals experience the segmentation and/or the integration of their life domains in their individual, organisational and societal contexts. Having this in mind, the attempt to present, explore and understand individuals' work/non-work experiences leads to two major questions:

> **Do individuals experience and develop diverse life domains in their individual, organisational and societal contexts and if they do, what are they, how and why?**
>
> **Do individuals manage their life domains in their individual, organisational and societal contexts and if they do what is their experience of this management, how and why?**

Each question directly and respectively refers to the domain development and boundary management pillars. The first question implies that to present, explore and understand individuals' work/non-work experiences, it is central to present, explore and understand one's life domains. It relates to domain development pillar that has been presented as an umbrella for the concepts and ideas related to the nature of boundaries, their types and characteristics of life domains. Explicitly, to present, explore and understand one's life domains, **it is**

central to focus on the types and characteristics of life domains boundaries both at a mental and enacted level. The second question implies that once life domains are identified, it is central to focus on how life domains interact with one another to present, explore and understand individuals' work/non-work experiences. It relates to the boundary management pillar presented as an umbrella for the concepts and ideas relating to the processes and activities individuals are engaged in for creating, maintaining and modifying their life domain boundaries in their individual, organisational and societal contexts. Clearly to present, explore and understand how life domains interact, **it is essential to focus on the work/non-work process and the work/non-work mechanisms**. I argue that one needs to adopt a boundary frame in order to present, explore and understand work/non-work experiences. The frame built from the seminal concepts of both pillars of the boundary perspective can be presented as in Figure 1:f below:

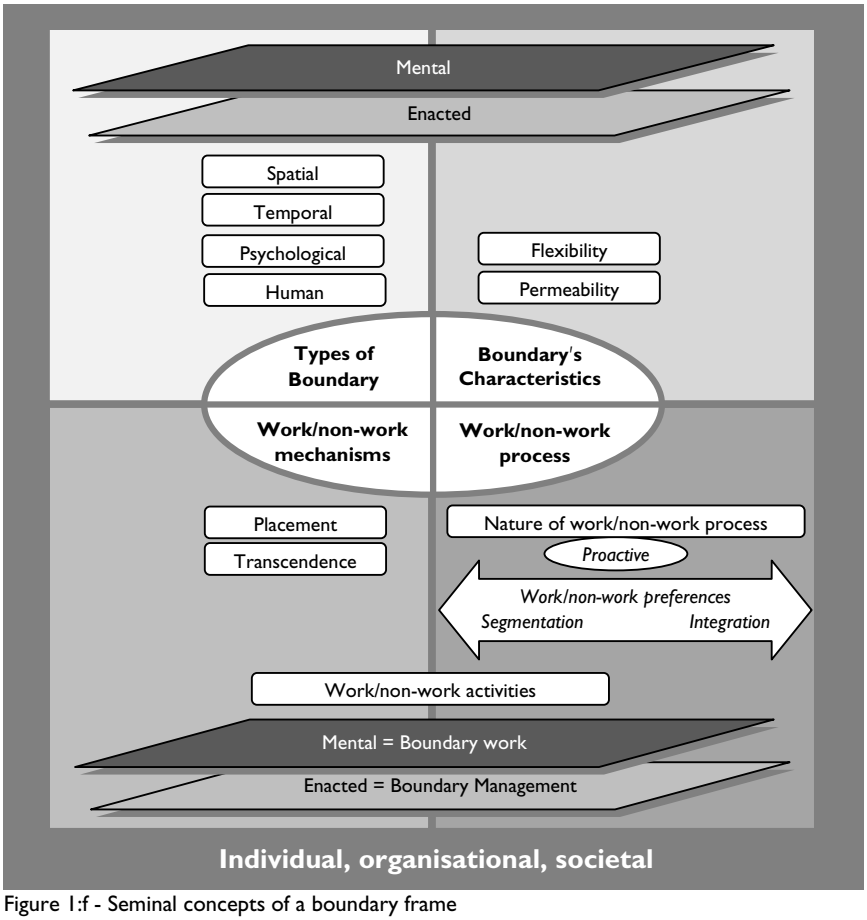


Figure 1:f - Seminal concepts of a boundary frame

Additionally, to be able to present, explore and understand individuals' work/non-work experiences in their individual, organisational and societal contexts, it is essential to make sure that such a framework describes and explains each concept in the lens of individuals' work/now-work experiences. The boundary frame should thus include these two levels of analysis in line with the aspirations of this thesis. Moreover, having in mind that the seminal concepts of boundary frame also represent the research gaps in this perspective, it is essential that the framework fully explores and understands each major facet of these concepts so that concepts can be then theorised in the light of individuals' work/non-work experiences. For that, the concepts of boundary frame above are associated with a series of questions to connect each one of them with an explorative and understanding level of the analysis[23]. The themes to consider while adopting a boundary frame are presented in the Table 1:H below[24].

Table 1:H - Exploring and Understanding individuals' work/non-work experiences

Theoretical focus	**Overall focal point**	**Explorative level**	**Understanding level**
		In their individual, organisational and societal contexts...	
Domain development	Do individuals experience and develop diverse life domains in their individual, organisational and societal contexts and if they do, what are they, how and why?	Do individuals experience diverse life domains and if they do what are they?	How and why do individuals experience diverse life domains?
		Do individuals experience different types of mental and enacted boundaries, and if they do what are these types?	How and why do individuals experience different mental and enacted boundaries?
		Do individuals experience these boundaries to be flexible and permeable and if they do, to what extent are the boundaries flexible and permeable?	How and why do individuals experience these boundaries to be diversely flexible and permeable?
Boundary management	Do individuals manage their life domains in their individual, organisational and societal contexts and if they do what is their experience of this management, how and why?	Do individuals have work/non-work preferences and if they do what are they?	How and why do individuals experience such preferences?
		Do individuals place and transcend mental and enacted life domain boundaries and if they do what is such placement and transcendence?	How and why placement and transcendence are managed via work/non-work activities?
		Do individuals experience a certain type of work/non-work process and if they do what is this process?	How and why do individuals experience a certain type of work/non-work process?

[23] The wording as explorative level and understanding level is made to be in line with the aspiration of the thesis but also because they are seen as similar as describing and explaining level of analysis.

[24] From this section the use of the term boundary frame incorporates both a reference to Figure 1:f - Seminal concepts of a boundary frame and to Table 1:H - Exploring and Understanding individuals' work/non-work experiences

I believe that adopting such a boundary frame is essential for the apprehension of the work/non-work experiences. Indeed, this boundary framework capitalises on both pillars by making sense of all concepts central to the boundary perspective. As mentioned in section 1.3.1, the combination of both pillars in the boundary framework should help us to understand whether, how and why individuals are segmenting and integrating their life domains in their individual, organisational and societal contexts. It also goes beyond the descriptive nature of the domain development pillars to benefit from the process view of the boundary management pillar. This boundary frame relies systematically and harmonically on both levels of analysis and interpretation.

This boundary frame (Figure 1:f and Table 1:H), is used while analysing and interpreting individuals' work/non-work experiences. It is by using the boundary frame that individuals' work/non-work experience can be presented, explored and understood. It thus serves as frame during the fieldwork leading to present individuals' work/non-work experiences in Part 3. It then serves as frame in part 4 of this thesis were the analysis and interpretation are presented. As a whole, it enables in Part 5 to theorise individuals' work/non-work experiences.

Part 2
Accessing individuals' work/non-work experiences

Part 2 presents the narrative approach adopted in the thesis. It functions as the methodological and method design of the research. It is composed of two chapters, one presenting methodological issues and the other the methods used in practice.

Chapter 2.1
A narrative approach to work/non-work experiences

This chapter presents the narrative approach adopted in this thesis. The aim of the narrative approach is to appreciate the value of narratives and narrative research in accessing and understanding work/non-work experiences. The first section explains how narratives are connected with experiences. The second reviews how narratives are used in research and above all it clarifies what I mean by adopting a narrative approach. The third section builds on this understanding and thus presents a narrative mindset. To consider this mindset is a manner to emphasize that the intention in this thesis is not to conduct a narrative analysis but rather to consider the narrative thinking as a methodological approach. The last section underlines more specifically why and to what extent work/non-work self-narratives are central to access work/non-work experiences.

2.1.1 Narratives and experiences - a starting point

Narratology has been mainly developed within and largely applied to literacy (see Herman & Vervaeck, 2005) as the theory of narrative text. Broadly speaking, narratology aims at analysing and understanding what authors are writing and how they are writing. Narratives have been used to understand scientific fields like economics (McCloskey, 1990), organisation theory and social science (Czarniawska, 2004). The role of narrative analysis is twofold. First, it is to understand how management theories develop (see Llewellyn, 1999) and, second how managers and leaders use narratives in management practices. The narrative approach in this research builds on the second dimension and more exactly concentrates on how important narratives are to individuals' experiences.

In line with social constructionism and even with cognitive socialisation (see Zerubavel, 1991, 1997), experiences are neither solely personal nor universal, but are social. Experiences are thus conveyed when social beings are narrating their life for themselves and towards others (Riessman, 1993). Elliot (2005, p. 13) talks about first-order narratives that "can be defined as the stories that individuals tell about themselves and their own experiences". Conducting narrative research is therefore largely relevant to understand individuals' experiences and their social reality. For Czarniawska (1997 in Llewellyn, 1999, p. 137) "narrative research studies how people construct their world by conversing out them". Clandinin and Connelly (2000) come to the same conclusion following 20 years of research on experience in educational research:

> "Experience is what we study, and we study it narratively because narrative thinking is a key form of experience and a key way of writing and thinking about it. (…) Thus, we say narrative is both the phenomenon and the method of social sciences"
>
> (Clandinin & Connelly, 2000, p. 18)

Clandinin and Connelly (2000, p. 18) point to "the best way of representing and understanding experience". In other words, experiences are accessible through narratives that in turn become the object of study. It is thus necessary to understand the value of narratives in accessing experiences to be able to understand experiences. This thesis builds on this conclusion by adopting a narrative approach.

2.1.2 Narratives in research

Since this study focuses on narratives, it is legitimate to wonder what a narrative is. Riessman (1993) as well as Andrews, Scalter, Squire and Tamboukou (2004) say there is no shared definition or no agreement about one definition in the literature. Riessman (1993) refers to two definitions: a broad definition for which everything is a narrative and a second for which narratives are "discrete units, with clear beginnings and endings, as detachable from the surrounding discourse rather than as situated event" (p. 17). For Andrews et al. (2004) scholars should define narratives in a way that responds to their interests in conducting a narrative research. My target is not to come up with a definition but reach an understanding of what a narrative is to meet the targets set for the study.

Herman and Vervaeck (2005) define a narrative as a sequence of actions. A narrative has at least three elements, an initial situation, an action (event) and an outcome (see Czarniawska, 1998, 2004). Sequences are mainly defined as chronological or causal and the distinction between chronological and causal sequences is hard to make. Nonetheless, Herman and Vervaeck (2005) argue that every meaningful sequence can actually give form to a narrative. Within narrative analysis such sequences are referred to as the plot in comparison to the scene that refers to the action. This understanding has, in a broad or close sense, driven narratology since its origin. Herman and Vervaeck (2005) distinguish three phases in narratology: structuralism as well as the stage before and the stage after structuralism in narrative analysis. In that regards, they recognize the importance of the structuralism which has been depicted as a "turn" in narrative analysis (see Czarniawska, 2004) or as the "classical narratology" (Herman & Vervaeck, 2005). To understand narratives in the context of social constructionism, it is important to first have a look at the structuralism view. The following two sections respectively explain how narratives are seen from the points of view of structuralism and social constructionism.

2.1.2.1 Narratives in structuralism

Herman and Vervaeck (2005) argue that the concepts used in structuralism originate from the Russian formalist tradition represented by Propp as well as French structuralists among them Roland Barthes. For Propp, the character of a fairytale has certain functions to accomplish depending on when and where the tale takes place (see Czarniawska, 2004). Such functions are reflected in the linear and abstract progression of fairytales and stories in which a character becomes the hero because he/she will have to leave his/her current status to accomplish a purpose and for that will face diverse actions (see Czarniawska, 2004). Similarly, Roland Barthes focuses on the plot of the story where the plot is the means by which the progression or sequence is achieved (see Herman & Vervaeck, 2005). Riessman (1993, p. 18) also recognises the importance of the plot in making stories meaningful as far as "events become meaningful because of their placement in narrative". Structuralism may be seen as a stigmatization and integration of these earlier concepts (plots and actions mainly) in a framework: the structuralist model of narrative. Nonetheless, structuralism goes further. Actually, structuralism intends to define a universal form of narrative. Structuralism, as its name indicates, is interested in revealing an identical structure for each narrative outside of the actual context of the text. What is of importance for structuralism is not only the emplotment processes but that the existence of a deeper level in the narrative. In other words, what is said and how it is said are not of primary interest for structuralism. For structuralism, it is through the disconnection between the words and their arrangement that one can understand and uncover the deeper level of narrative and understand what is actually said and described. A structuralist analysis should in principle help us to understand the text and its deeper meaning (see Herman & Vervaeck, 2005).

Structuralism defines a surface and deeper level of narrative where the deeper level is of interest. This is conceptualised via a three-level hierarchy[25]: 1) the deepest level, story; 2) the second level, narrative and 3) the surface level, narration (see Herman & Vervaeck, 2005). A story is defined as "an abstract construct that the reader has to derive from the concrete text" (Herman & Vervaeck, 2005, p. 45). The story is to be analysed by looking at three interrelated elements: the actions or events that are not to be seen in a chronological order, the actants who are the agents involved in the events and, finally, the setting which is to be seen in time and place. A narrative is defined as the "concrete way in which events are presented to the reader" (Herman & Vervaeck, 2005, p. 59). Narratives are composed of three main elements: time, where a distinction between the time of narration (how long time it takes to

[25] The terminology presented here is that of Herman and Vervaeck (2005). It is worth noticing that the authors have used different terminology. Structuralism started in France and most of the terms were based on French (narration, récit et histoire). In my view translation of these terms might have led to some confusion. A case in point is the difference between stories and narratives (récit and histoire) which has been at the centre of this debate in the literature.

read) and the narrated time (the actual duration of the event) is to be done; the characterisation of the character and focalisation which relate the object and the subject perceived in the story. Narration is the level that is directly accessible to the reader. It is concerned with formulation – the entire set of ways in which a story is actually told (Herman & Vervaeck, 2005, p. 8). It is reflected in the narrating style used and in how the narrator makes the characters appear in the story. This hierarchy defines what is seen nowadays as structural analysis of text. This corresponds to one method for studying narratives and their structure (see Czarniawska, 2004; Soderberg, 2003) to uncover a deeper understanding of the phenomena in focus.

In structuralism, the narratives are only collected by researchers who then transcribe them in a neutral way (Tierney, 2000). Collecting the right narratives is essential as the narrative represents a truth from the story narrated. In that context, the reliability and validity of the narratives lie mainly in the choice of storytellers. Overall, structuralism participates in the development of a grand narrative or discourse (see Tierney, 2000). This approach sees narratives as useful for research as they make it possible to create knowledge that is generally applicable.

In the context of post-structuralism as well as social constructionism, narrative analysis is understood differently. Validity and reliability of narratives are then discussed among other notions such as trustworthiness.

2.1.2.2 Narratives in social constructionism

Social constructionism as well as post-structuralism is part of what is referred as the post-modernism era whose epistemological stands represent both certain continuity and a rupture from modernism (see Crotty, 1998b). Post-structuralism also represents both a continuation and a rupture from structuralism.

As continuation, it can be argued that narratives are unities of coherence (Boje, 2001 ; Czarniawska, 1997; Riessman, 1993). In both thinking, the narrative is purposive and fulfils a function for the individual narrating the story. In both perspectives, the plot is an important concept as the element guaranteeing the coherence of the narrative (Llewellyn, 1999; Riessman, 1993). The narratives are emploted through rhetorical tropes such as metaphor, metonymy, synecdoche or irony (see Czarniawska, 2004) and through different narrative genres such as the tragedy, comedy, romance and satire (Czarniawska, 2004; Llewellyn, 1999; Riessman, 1993). Each one of these genres is related to certain narration modes. From the structuralism and the post-structuralism points of view, understanding the plot and the genre given via the narration is central to uncovering the meaning and the intention of the story behind the narratives.

As rupture, post-structuralism and social constructionism differ from structuralism in four major and related aspects. Firstly, whereas structuralism views the told story as true or as existing out there, post-structuralism and social constructionism, in particular, do not see any truth out there (see Burr, 1995). Riessman (1993) also touches upon the truth in narratives. She concludes that narratives are not about true facts as people lie or exaggerate in storytelling. It is rather how the narrated facts give a true interpretation of individuals' experiences. For social constructionism, facts are already interpretative constructions. Therefore, when structuralism considers narratives as meaningful sequences of true facts, social constructionism considers narratives as interpretative constructions of meaningful sequences of constructed facts. The role of social constructionist researchers by interpreting narratives is to deconstruct a constructed reality referred to as social reality. This implies also that narratives are not to be disconnected from the social discourse but are the social discourse.

Secondly, while structuralism views the storyteller as the sole and real creator of narratives, post-structuralism and social constructionism consider both the reader and the researcher in collaboration as narrators. Researchers co-produce or co-generate narratives with the storyteller and not only collect narratives (see Riessman, 1993; Tierney, 2000). Clandinin and Connelly (2000, p. 20) define narrative inquiry as "a collaboration between researcher and participants, over time, in a place, or series of places, and in social interaction with milieus". In other words, researchers participate in the interpretation of the constructed story. This interpretation takes place in the research field where the purpose of the narrative inquiry, from the start, influences the composition of text field. For Clandinin and Connelly (2000, p. 93) as "we [the authors and by extension the narrative researchers] move into our inquiry fields, we are already telling ourselves and others stories of our research purpose". The purpose is also negotiated over time (Clandinin & Connelly, 2000). Interpretation is also negotiated in the development of field text especially during narrative interviews that are a basis of a conversation between the interviewer and the interviewee (Riessman, 1993). Interpretation "finally" takes place when the field text is to become research text (Clandinin & Connelly, 2000). In this phase, the researcher becomes the author of the narratives as knowledge. Carr (1997 inElliot, 2005) qualifies such narrative as "second-order" narratives.

Thirdly, post-structuralism tends to reject the existence of a grand narrative but rather focuses on micro-stories and voices in stories. Narrative researchers look into people's stories from different perspectives where "the search for grand narratives is being replaced by more local, small scale theories fitted to specific problems and particular situations" (Denzin & Lincoln, 2003, p. 29). When looking at micro-stories, the question from traditional modernism is to

understand how local and micro stories can lead to scientific knowledge (Czarniawska, 2004). In that regards, it is essential to understand that narratives are not individual but are social so that focusing on narratives is to learn about the larger narrative of social reality of the narrators. It is also important to understand who the narrators really are, especially the role of the reader which is the last element of rupture.

The fourth element of rupture between structuralism and social constructionism is about the role of the reader in narrative. Whereas the reader is absent in the structuralist view, the reader is present in pre-structuralism. The reader has also a central role in post-structuralism and social constructionism. The reader is actually the sole interpreter of the narrative. The reader is the one who emplots the narrative (see Tierney, 2000). The plot corresponds thus to any meaningful sequences of constructed facts in the eyes of the readers. For that the readers "include their understanding of the 'makings' of a work in their interpretation of it" (Riessman, 1993, p. 14). Narratives are fully interpretative constructs by the readers who are embedded in their social reality and whose previous knowledge and previous experiences influence their interpretation.

> "Through this use of life history, the researcher and the reader hopefully are able to reflect on their own lives. They achieved some understanding of one another and of the multiple realities involved in the creation of meanings"
>
> (Tierney, 2000, p. 545)

In that meaning, "narratives do not represent any truth about a world out there so that there is no master narrative" (Riessman, 1993, p. 15). They represent a construction of how people have made sense of their own experiences and the perception of the experiences of others. There are as many narratives as readers. To summarise, it is because the role of the reader is essential in the emplotment so that the local narratives of specific individuals are reinterpreted by the readers in their own social context that narratives are transferred between contexts.

Overall, these four points of rupture point to two main aspects: the narrators and their context. This jeopardizes the modern concepts of validity, reliability as well generalisation. Following the definition of narratives outlined in this chapter, the narrator(s) is (are) the person(s) who create(s) the relation, the plot which make up the coherence within the narrative. Hence the narrators are the storyteller(s), the researcher(s)/author(s) and the reader(s). Whereas, narratives are still unities of coherence, such coherence is individual and specific in time and place (see Boje, 2001 ; Czarniawska, 1997). Narratives are thus contextualised in the context of the narrators where the trustworthiness of the narratives depends on how the narrators and their contexts are identified in the text.

> "From a postmodern perspective, all authors, all narrators are situated: the challenge is to come to terms with the position in which the authors locate themselves"
>
> (Tierney, 2000, p. 543)

In that regards, Elliot (2005) invites the researcher to discuss in detail how the work and the interpretation processes have been conducted. This should help to understand how the narratives are constructed. In this thesis, these details are provided in the Chapter 2.2 which explains the relationships between the researchers and the storytellers as well as the interpretation process. As for Herman and Vervaeck (2005), they focus their attention on the "presence and the visibility" of narrators in the text. Clandinin and Connelly (Clandinin & Connelly, 2000) discuss the same aspects in terms of "voice, signature and audience". The trustworthiness depends on how the storyteller's and researcher's voices are identified in the construction of the narratives. It is visible by looking at the signature of the text, i.e. the extent to which the researcher is more or less present in the research text in regards to the presence of the storytellers; which also depends on the audience for the narratives. Clandinin and Connelly (2000) talk to some extent about a "balancing writing act" between voice, signature and audience leading to the adoption of a certain narrative form. The development of the narrative is explained in section 2.2.5.

2.1.3 A narrative mindset

Having looked at how experiences and narratives are essential to one another and having presented how narratives are viewed in structuralism and social constructionist, it is now time to clarify my understanding of narratives. Above all, this research does not intend to conduct a narrative analysis where narrative theory becomes part of the theoretical framework and where narratives will be explored or analysed using such narrative framework[26]. It rather considers the narrative thinking as the methodological approach. The aim of the narrative approach is to appreciate the value of narratives in accessing individuals' work/non-work experiences in their individual, organisational and societal context which in turn may shed light on the understanding of individuals' work/non-work experiences. This needs adopting a narrative set of mind when conducting my research. Figure 2:a represents this narrative mindset.

[26] In this thesis, the framework is solely the boundary frame as presented in part 1

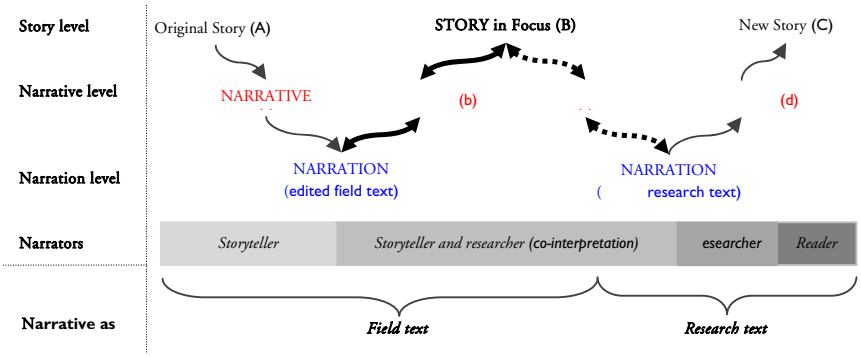


Figure 2:a - A narrative mindset

field text. As a listener of this narrative and social constructivist inquirer, I do not merely collect such narratives but interpret them. I make sense of what I listen to leading me to develop a second narrative (narrative (b)). This narrative for me, as researcher, is a construction of a certain story, the story in focus in the research (story (B) in Figure 2:a). The story in focus is thus constructed during the conversations and exchanges between the researcher and the storytellers while the narratives are generated in co-production. It is during this process (marked by thick arrows in Figure 2:a) that I as a researcher should keep in mind that I am a narrative researcher. I should have in mind my understanding of what a narrative is. I should pay attention to the plot of the narrative, to the genre of the narratives, to the actants in the narratives so that I can access the experiences and the story in focus. Then in my role as a researcher, I once more generate a narrative in the light of the purpose of the research (narrative (c) in Figure 2:a). For that, I have the narration as an **edited field text** that represents a common understanding of the story in focus. I should thus spend

> "Many hours reading and rereading field text in order to construct a chronicled or summarized account of what is contained within different sets of texts. Although the initial analysis deals with matters such as character, place, scene, plot, tension, end point, narrator, context and tone, these matters become increasingly complex as an inquirer pursues this relentless rereading. With narrative analytic terms in mind, *narratively code*

research text. It is during this process that only a part of the interpretation is made. Most of the coding is not done at once. All field text is generated during discussions. This differs from the role structuralist researchers who would uncover and interpret the true story by coding the narratives in terms of actions, actants, setting, time, characterisation of the characters, focalisation, narrating style, and presentation of characters. For social constructivist, the story is constructed during the interaction between the original storyteller and the researcher. It is during such interaction that most of the interpretation is done. The interpretation is mostly done simultaneously to the generation of narratives. However, it is in the last stage of the creation of the research text that the researcher (as reviewer of the text to some extent) becomes the main narrator. During this second process the co-production is not complete but is nonetheless essential for the trustworthiness. It is also again essential to understand that the research texts used are narratives so that attention is paid to any critical narrative elements. Finally, this takes us to the last narration in the form of an **edited research text** that can be read by any reader. The reader will make sense of this narrative into a new story, his or her own story taking into consideration an understanding of the phenomena when

developing own narrative (narrative (d) in Figure 2:a). The reader becomes the last narrator.

To conclude, this research process requires what I have called "the narrative mindset" as a narrative pre-understanding of the important elements of narrative to have it uncovered during the generation of the narrative as a field text and during the generation of narrative as a research text. I do not attempt to "narratively code" my field text. I am however aware that what I generate are narratives. Having such narrative mindset is the core of the narrative approach in this thesis as far as it is distinguished from a narrative analysis that according to Riessman (1993, p. 1) "takes as its object of investigation the story itself". In this research, I have in mind critical narrative elements when accessing work/non-work narratives. These critical narrative elements are made explicit in section 2.1.4.

2.1.4 Work/non-work self-narratives to access work/non-work experiences

2.1.4.1 Work/non work self-narratives

Self-narratives bring about the recounting of personal experiences as a way for individuals to make sense of their lives as stories (Ruth & Vilkko, 1996). Riesman refers to personal narratives in the same sense where a personal narratives is when "a teller in a conversation takes a listener into a past time or "world" and recapitulates what happened then to make a point, often a moral one" (Riessman, 1993, p. 3). In

this research, the focus is on individuals' work/non-work experiences so that the "world" the listener is brought back to is about "work/non-work experiences" and not one's entire life. This distinguishes work/non-work self-narratives to autobiography that is also a form of self-narratives. Work/non-work self-narratives are used in this thesis both as field text and research text. The rationales behind these choices are explained below.

narratives as field text

The first argument is that work/non-work self -narratives reveal the life domain of individuals and their characteristics as well as their work-non-work preferences. Narratives are interpretative constructions of meaningful sequences of constructed facts in a certain place and time. In other words, individuals interpret their experiences and translate them into a narrative that is communicated in a talk through a certain narration. As Riessman (1993, p. 2) puts it: "individuals construct past event in personal narratives to claim identities and construct lives" so that they become "autobiographical narratives by which they tell their lives". In other words, narratives express foremost how one considers oneself. They are a self-reflection and a representation of one's identity.

In the context of work/non-work experiences, by asking individuals to talk about their life, they start to construct a certain narrative about their life domains and their relationships as integrated or segmented domains. They start to make sense of their work/non-work experiences by emploting their interpretation of their experiences, in time and place. The emplotment reveals 1- their experiences of their life domains, i.e. the creation and development of

[27] No sense of importance is given to the order of the presentation of the arguments

work/non-work boundaries as flexible and/or permeable for diverse life domains 2- their work/non-work preferences for segmentation and/or integration by referring to their aspiration for life and how they define themselves between work and non-work, i.e. in their diverse roles or how they prioritise domains over others. By accessing work/non-work self-narratives, especially the plot between actions (temporal, causal or others), one can access how individuals experience their life domains and part of the work/non-work process especially their work/non-work preferences.

The second argument is that work/non-work self-narratives reveal the social construction of work/non-work experiences. A narrative is not only an expression of how a particular individual organises his/her own experiences but also an expression of his/her perception of others' experiences into meaningful episodes (Czarniawska, 2004; Czarniawska & Gagliardi, 2003; Riessman, 1993).

> "As to the first narrative (that of an individual history), its importance is connected with the fact that in order to understand their own lives people put them into narrative form – and they do the same when they try to understand the lives of other"
>
> (Czarniawska, 2004, p. 5)

Narratives are individual but not wholly personal (Tierney, 2000). More exactly they are socially shared via their narration. Czarniawska (2003, p. 10) indicates indeed that "narration is a common mode of communication". For Riessman (1993, p. 3), telling story to others is what we learn in our childhood. Narratives influence how each individual acts in social reality. Individuals share their narratives with others so that they position themselves in society. Others' narratives are heard and interpreted by individuals, leading to the creation of new narratives and experiences. In the frame of the narrative hierarchy, the narrative of the constructed story is accessible to others through its narration. This narration is interpreted as a new narrative by others and gives birth to a new story and new work/non-work experiences. One's narration of experiences is also about others' experiences. It thus reveals part of the social reality.

In the context of work/non-work experiences, narratives do not only reveal how the boundaries of life domains are personal but how they are socially constructed. They are part of social reality and are shared during social processes and communication. Narratives reflect how other social agents and social reality are central to the construction of boundaries as they may enhance or hinder the construction, maintenance and change of life domains' boundaries. By accessing work/non-work self-narratives, especially the characters (actants/voices) in the narratives and the scene, one can access how the construction, maintenance and change of life domains boundaries is influenced by social context and social interaction from the individual's perspective. It can reveal part of the individual, organisational and societal

context in which individuals are engaged in the work/non-work process. It can also reveal what the role of the individual in the construction, maintenance and change of life domains boundaries is.

The third argument is that work/non-work self-narratives reveal the nature of individuals' work/non-work process or the connections between the processes of boundary work and boundary management. Narratives as socially shared by individuals become a mode of communication (Czarniawska, 1998, 2004). It is nonetheless important to understand that as a means of communication, narratives are not neutral. Narratives are purposive (Czarniawska, 1997, 1998, 2004; Czarniawska & Gagliardi, 2003; Holstein & Gubrium, 1995, 2002; Riessman, 1993). They are a mode of persuasion both for the individuals themselves and for others (Llewellyn, 1999; Soderberg, 2003). Llewellyn (1999) views narratives as a mode of thinking and persuading. Riessman (1993, p. 11) clearly indicates that "the story is being told to a particular people; it might have taken a different form if someone else were the listener". Telling one's story and experiences is not about just telling who one is with regard to others but it is about "creating a self – how I want to be known by them" (Riessman, 1993, p. 11). It is purposive. Rhetoric as the art of argumentation participates in persuasion processes (see Johannesson, 1996). Narratives are a rhetorical device and employ rhetorical devices (see Czarniawska, 2004) and narrative genres (Czarniawska, 2004; Llewellyn, 1999; Riessman, 1993) to persuade. In addition, and following Aristotle's, it is important to look at the "logos, pathos and egos" in the narrative to better understand how narrators construct the narrative plot (Bonet, Siggard Jensen, & Sauquet, 2003).

In the context of work/non-work experiences, life domains boundaries as well as placement and transcendence mechanisms are being narrated in a certain way. This is related to the fact that individuals want to persuade themselves and others about the flexibility and permeability of their life domain's boundaries. They also crave for persuading them and others of the benefits of their work/non-work activities and of their own role, their work/non-work process. Additionally, narrating or not narrating certain work aspects in a non-work domain or vice-versa is also a way to enact work/non-work boundaries and thus part of the work/non-work process. Similarly, enacting boundaries proactively (proactive nature of the boundary work) can be emphasised via egos whereas facing boundaries out of control can be expressed though more pathos. By accessing work /non-work self-narratives, especially the genre and the methodical devices, one can access the nature of the work/non-work processes as well as the work/non-work activities.

2.1.4.3 Work/non-work self-narratives as research text

Chapter 2.2
A narrative approach in practice

This chapter presents how the narrative approach is applied in practice in terms of research design and method. This chapter presents the techniques or procedures used to access the field of practice, generate, interpret and communicate work/non-work narratives[28]. The first section presents how the researcher accesses the field of practice and establishes a relationship with the storytellers, i.e. French middle-managers. The second section introduces the storytellers. The other sections respectively present how work/non-work narratives are accessed, interpreted and communicated. Based on Clandinin and Connelly (2000), these sections discuss the self-narratives as the field text and research text. Finally, ethical considerations are outlined.

cessing the field of practice and storytellers

The field of practice: French middle-managers

France is the setting of the study. It has to be noted that the choosing of setting has not been haphazard. It has something to do with the nationality of the researcher, who happens to be a Frenchman. Work/non-work experiences are narrated and are accessed via self-narratives. It essential, therefore, for the researcher, to be able to access the different levels of the narratives and understand them. This important point highlights the significance of sharing the language and cultural background of the individuals being studied. The

[28] This definition is based on Crotty's definition of methods as "the techniques or procedures used to gather and analyse data related to some research questions or hypothesis" (Crotty, 1998a, p. 3).

author's background has helped a great deal in obtaining access and unravelling the sophistication involved in interpreting work/non-work self-narratives in the setting chosen for the study.

Meanwhile, France is a relevant empirical setting. First, it is important to note that French people live in an integrative work/non-work context where they may be challenged in developing healthy work/non-work experiences. In France, 40% of the working active population report that their working conditions make the relationships between work and family difficult to manage (Garner, Meda, & Senik, 2004). It is also shown that the role of work in the French society may be changing where other life domains such as social life or personal life are found to be more important (Garner, Meda, & Mokhtar, 2004; Thévenet, 2001). The « loi d'orientation et d'incitation à la réduction du temps de travail »[29] passed by the French parliament in 1998 was partly presented as a work-family initiative. The reduction of working time to 35 hours per week has caused some employees more complex relationships balancing work and family (Coutrot, 2006). Second, the French approach to work-life is to be noticed as a factor that may influence individuals' work/non-work experiences. One has to be aware that in Europe, some regulations, especially the arrangements for leaves of absence, are guided and enforced by national or EU legislation whereas others are still voluntary options left to the discretion of employers (den Dulk, 2005; Geurts & Demerouti, 2003; Suzan Lewis & Cooper, 1995). The 35-hour act is an illustration of this European perspective but also of the French approach in regards to work and family policies via national laws and regulation. The detachment from the actual organisation may affect an individual's work/non-work experiences. Ollier-Malaterre (2007) points to some to difficulties like theses which French organisations face in order to adopt relevant work-life policies and define their impact on individuals. Third, this difficulty runs opposite popular interest which media highlight and the demand for literature better balance between work and life demonstrate. As a result, tensions are possible to arise when balancing between organizational needs and individuals' desires. To bring about a fit between both opposites – organizational and individual needs is a central issue in the work/non-work literature (see Kirchmeyer, 1995). Fourth, the changes in individuals' life domains are increasing, resulting in to a boundary work and boundary management, in other words a new work/non-work process (Clark, 2000). The 35-hour act that changed the temporal boundaries between work and non-work (see Genin, 2008) may have prompted individuals to

[29] "The law promulgating orientation and incentives for the adoption of the new working time" also called the "35-hour act" (loi des 35 heures) or "Aubry's Act" (Loi Aubry). It regulates the working time to 35 hours per week which was proposed by Martine Aubry, Minister of Work and Solidarity (1997-2001) (Ministre de l'Emploi et de la Solidarité). The act has been presented among others as a way to combine work and non-work and increase non-work time for higher well-being to also allow for better welfare and affluence.This law was review in 2000 and is currently being revised under the new French presidency which came to power in 2007.

engage in a new boundary work and a new boundary management. Fifth, the 35-hour act participates, to a certain degree of structural change, in the flexibility of the work domain from a temporal viewpoint. It is worthwhile to point out that from 1994 to 2004, the working time in France has decreased 3 hours weekly (see as an example Bally, 2006). This reduction of work is also associated with an overall reorganisation of work. The new organisation of work may affect the placement of boundaries due to higher flexibility of the working time and the permeability and transcendence of the boundaries due to the introduction of new technologies impacting work conditions (Afsa & Biscourp, 2004; Bué, Hamon-Cholet, & Puech, 2003; Coutrot, 2006).

The thesis secondly opts for **middle-managers** as subjects of research and the method employed. Under the humanistic case, the phenomena of work/non-work experiences concern every employee. What is vital here is the selection of individuals whose boundary work may be clear and better marked. In that regard, research shows that taking up a middle-management position reinforces negative impacts on external activities, especially family activities (Thomas & Dunkerley, 1999). Middle-managers may experience more tensions between work and non-work (see Kossek, 2003). The reason may be their changing roles (see Engel, 1997). Additionally, focusing on middle-managers is empirically interesting as they are in a dual position in organisations in terms of work/non-work experiences. Having more HR responsibilities or accountability towards their teams, middle-managers may be engaged in decisions affecting the work/non-work experiences of their teams. Poelmans (2005a, p. 452) expresses such situations as follow:

> "There is a special need for theory and empirical research focusing on managers because they have a pivotal role in firms as victims of the work-family conflict, as decision-makers in the allowance of policies to individuals, and as change agents in the effort to create more family-supportive firms"
>
> (Poelmans, 2005a, p. 452)

It is in that regards that it becomes central for them to understand their own work/non-work experiences as far as they may affect their attitudes towards work/non-wok decisions. Finally, when it comes to French middle-managers, their position of middle-managers may also be affected by the overall changes in the French working environment so that French middle-managers may be in a process of work boundary. In France, it is visible that managers have more difficulties than employees to combine work and family (Garner, Meda, & Senik, 2004). They may be affected by the 35-hour act as it affects the organisation of work of their teams even if, to some extent, the 35-hour act does not always constrain their own working time. Managers may get some dispensation exemption depending on their actual level in the hierarchy.

These two choices, of setting and subjects, show that it is legitimate to take French middle-managers as storytellers.

Contacting and building relationships with storytellers

Once the context of the research is elucidated, there are two more steps for narrative researchers to take: contacting storytellers and establishing trustful relationships with them.

While contacting middle-managers, the main criterion is that participants should be currently active in a middle-manager position. Middle-managers are identified according to their roles, i.e. having responsibilities both towards their higher managers, subordinates and peers or even being project manager. In line with the humanistic case and the claim for individualities and diversity, middle-managers at different hierarchical levels, in different industries, in both SME and large companies and in national or international organisations are indentified. Finally, again in line with the humanistic case, no criteria related to the individuals' context such as demographics and non-work situations are considered.

In the light of these requirements, two selection techniques have been used to get in touch with French middle-managers:

- First, the alumni catalogue through which I kept in touch with graduates from my former business school in France, Dijon Graduate Business School. It eased the access to storytellers because they share common attributes with the researcher. This increased the trust between the participants and the research. It also eased the understanding of the different positions as expressed in the alumni catalogue. This has helped me identify position in line with the definition of middle-managers above. Thus, I have selected middle-managers from different industries, companies (large and small), hierarchical positions (senior versus junior, for example), gender, and age (in regards to promotion). As no non-work criteria are mentioned in the alumni catalogue, this has made it possible to randomly select individuals with diverse non-work background. The first contact was made via a letter asking the 33 potential participants to contact me if interested. After a reminder via email, I had a list of seven interested potential storytellers.

- Second, I used my personal contacts. I got in touch with acquaintances inviting them to contact people in their entourage who would fulfil the requirements above of being middle-manager. This method may be likened to the idea of snowball sampling. Such a method increases the strength of relationships between the researcher and the subjects as it relies on personal

ties that we may have in common with the third person. To avoid getting a too homogenous selection, I contacted acquaintances with different background. I provided them with a letter[30] to be forwarded to their social contacts who if interested could get in touch with me. Nine people got in touch with me.

In total 16 individuals showed their interest, among them eight men and eight women. After a telephone contact during which they confirmed their position as middle-managers, the purpose and the requirements in terms of engagement for the research were discussed, appointments were made with all the 16 individuals. Out of these 16, one cancelled the first meeting due to illness and thus dropped out. Contacts with two others were terminated for personal reasons after the first interview, mainly due to lack of time. Eventually, I remained with 13 individuals who took part in the research. Out of these 13 individuals five resulted from the first selection method and eight from the second selection technique. Additionally six were men and seven women.

Once the selection was made the **relationships with each middle-manager needed to be established.** In that regard, it was central to keep in mind that the researcher from the first contact with the field influences the generation of narratives (see Clandinin & Connelly, 2000). A researcher has to present him/herself as well as the aims of the research to potential storytellers during the first encounter. From this moment, purposes are discussed and objectives are negotiated between the researcher and the eventual storytellers. Experiences are shared as soon as the researcher enters the field (see Clandinin & Connelly, 2000) and along the entire work field. Therefore, it is essential to understand how the researcher accesses the field (Czarniawska, 1998, Clandinin, 2000 #276) and how the relationship with the storytellers is built.

The relationships with each middle-manager started with the first contact when I sent out my letter, directly or indirectly. This letter describes the objectives of the research in terms of an interest in work/non-work relationships. This broad definition has been discussed during the first phone call and meetings in which I explained my interest in their story about how they managed work and non-work. No rewards or promises of better managing work and non-work has been has ever been made. The responses of every storyteller are expressed in their interest to share their life in a project that may be different from the one they are used to. They expressed willingness to help as alumni or as acquaintance of the person who got in touch with them. It is worth noting that the respondents express a genuine interest in the subject which they see as of direct relevance to them.

[30] The letter is based on the same letter as appendix 1.

The interaction with the middle-managers increased during the first three meetings that took place in the context of open discussions aiming at creating a trustful environment (see section 2.2.3.1). The overall atmosphere of the interaction is based on the presentation of the researcher as an individual like others having diverse life domains. It is also largely based on reciprocity between the researcher and the storytellers who continuously had the opportunity to ask every kind of question openly. Even if the last interviews took place in 2006, the relationships with the middle-managers continued after this date.

As a matter of fact, beyond the interaction during the interviews, contacts have been held via regular emails. This communication aims at being transparent about the research process and the context of the thesis work. It also strengthens the relationships on a human level with emails, informal cards and even a small book about Swedish traditions presented during 2005 Christmas. After the last interview, the focus of such communication was to give updates on my thesis process essentially on the ongoing choices leading to the thesis as presented today but above all on the use of their self-narratives and the creation of the research text as in part 3.

Overall, I established a certain bond but adapted the bond with every middle-manager. This helped me feel close to their stories and grasp more than just a description of their narratives. This is thus part of the interpretation process. With some individuals, the relationships might have been stronger than others and in different ways[31]. But it should be borne in mind that closer ties have not been pursed to the extent of blurring the roles. Clandinin and Connelly (2000) warn the narrative researcher not to "fall in love" with the storytellers and their stories so that the researcher loses the capacity to distinguish himself/herself from the story of the storytellers. Even if narratives are co-produced, the researcher should indeed keep the capacity to go back and forth over the story and not be blinded by the story. Having personally lived with these stories for 4 years, I have developed a great sense of attachment to each of the storytellers and to each one of their stories. However, I also managed to disconnect my emotional attachment to understand *their* work/non-work experiences.

The storytellers

As mentioned in section 2.2.1.2, 13 storytellers participated in this research. Table 2:A and Table 2:B respectively summarise basic personal and professional information of these six middle-managers. The information in these tables dates

[31] This is often observable throughout our "off-record" meetings. It may be related to the effort on the part of the researcher to be flexible about where and when the interview should take place. Indeed, meetings on weekends or late evening have led to share additional cups of coffee or tea or even a glass of beer. Additionally meetings requiring a long and specific travel have also resulted in more socializing.

to 2005, the time of the first interviews. If any major changes in their personal or professional situations occurred between 2005 and 2006[32], these are indicated in the comments column.

Table 2:A - Personal background of the storytellers**

Name*	Gender	Age	Marital status	Children	City***	Comments
Marine	Woman	28	Has a boyfriend	-	Madel	
Thibault	Man	32	Cohabiting	His partner has 1 boy (12) and 1 girl (9)	Lansa	Moved to Jyve in 2005
Sarah	Woman	50	Divorced	-	Paris	
Paul	Man	45	In a distant relationship	1 daughter (7) living with her mother	Pilang	
Brune	Woman	51	Married	1 son (20) and 1 daughter (16)	Porpa	
Geremy	Man	36	Married	3 boys (9, 7, 5)	Padrian	Moved to Macbala in June 2006
Eugénie	Woman	29	Has a boyfriend	-	Paris	
Clément	Man	34	Married	2 twin daughters (3)	Andy	Moved to Celouis in early 2006
Lise	Woman	37	Married	2 daughters (13, 9) and 1 son (6)	Paris	
Julien	Man	34	Married	2 sons (4,5 and 1,5)	Paris	Was about to have a third child.
Anaïs	Woman	28	Married	-	Paris	
Romain	Man	47	Married	1 son (16) and 1 daughter (13)	Paris	
Flavianne	Woman	41	Married	1 son(15) and 1 daughter (12)	Barce	

* These are pseudonyms.
** At the date of first interview (September / October 2005)
*** Andy, Barce. Celoius, Jyve, Lansa, Macbala, Madel, Padrian, Pilang and Porpa are fake names. They are all medium provincial cities similar to Dijon between 250 000 to 500 000 inhabitants. Only Paris stands for the real citiy and its region.

[32] These are the dates of the intensive collaboration between the researcher and the storytellers. See section 2.2.3

Table 2:B - Work background of the storytellers**

Name*	Main position***	Team	Size and Scope	Type of organisation****	Comments
Marine	Director of International relationship	1 pers.	Not relevant	Public administration	
Thibault	Project manager for quality		Large National	Construction	Obtained fixed position in Jyve in early 2006
Sarah	Project Manager		Large International	Manufacture of chemicals, chemical products and man-made fibres	
Paul	Communication Manager	8 to 10	Large National but work locally	Electricity, gas and water supply	Work as a project manager
Brune	Director of International relationships	8 pers.	Medium International	Education	Become full time Director in January 2006
Geremy	Commercial Director for French retail market	7 pers.	SME National	Manufacture of chemicals, chemical products and man-made fibres	Changed company and position in June 2006.
Eugénie	Director of Marketing	5 pers.	SME National	Manufacture of chemicals, chemical products and man-made fibres	
Clément	Conslutant	1 pers.	SME National	Other business activities – business and management consultancy activities	Works from home since his moving
Lise	Project manager for financial products		Large International	Financial intermediation	Works in two different offices. Changed work in the same company
Julien	Director of development	12 pers.	SME National	Financial intermediation (insurance)	Associate in the company
Anaïs	Project manager		Large International	Financial intermediation	
Romain	Director of communication and strategic marketing	6 pers.	Large International	Financial intermediation	The scope of his responsibility are one business unit
Flavianne	Project manager in informatics	2 pers	Large Multinational	Manufacture of food products and beverages	Also in charge of transversal projects

* These are pseudonyms. ** At the date of first interview (September / October 2005)
*** The formulation is broad but reflects the content and level of the position.
**** Based on NACE - Classification of Economic Activities in the European Community ("NACE - Classification of Economic Activities in the European Community," 2002)

From these 13 narrated work/non-work experiences, **six work/non-work self-narratives and six storytellers are in focus in this thesis: Marine, Thibault, Sarah, Paul, Brune and Geremy (in grey in Table 2:A and Table 2:B).** In other words, out of the 13 middle-managers, six fully narrate their work/non-work experiences in part 3 of the thesis. These six narratives are used to present, explore and understand individuals' work/non-work experiences in their individual, organisational and societal contexts. These six narratives are interpreted in the lens of the boundary frame presented in part 1. The selection of these six self-narratives is based on Pettigrew's view (1990) on how researchers could select cases in the context of case study. Pettigrew (1990) explains that the selection of cases may to some extent be linked to the research design. In that sense, situations may be chosen for 4 reasons (Pettigrew, 1990, pp. 275-276) 1- Go for extreme situations, critical incidents and social dramas. The situations are interesting by themselves as they represent exceptions for which we can benefit from a better understanding of the phenomena especially its progression. 2- Go for polar types; look at the two extreme situations. This logic might help to contradict cases to be found in earlier research. The researcher may be careful that perhaps too distinctive situations could be hard or even impossible to compare. 3- Go for high experience levels of the phenomena under study. The logic is the same as for the first reasons but the dramas are not as visible and thus processes are not as transparent. 4- Go for more informed choice of sites and increase the probabilities of negotiation access. I would say that in this thesis, the six work/non-work self-narratives in focus have been selected following a mix of Pettigrew's recommendations. To be more precise, the six self-narratives represent diverse situations on the segmentation-integration continuum (reason 1). This should support the idea that the continuum does have two positions only but a diversity of them. Bulger et al. (2007) define four clusters. These six self-narratives represent also to some extent some critical types of work/non-work process leading to diverse social dramas that are either visible or not (reason 2 and 3). It is to be noticed, however, that the cases are not to be compared as Pettigrew suggests. They are also selected because the original self-narratives were rich and complex giving depth to the work/non-work self-narratives (reason 4).

As a whole, this choice has been made due to my belief that by presenting, exploring and understanding these self-narratives, I am able to reach certain knowledge about individuals' work/non-work experiences in their individual, organisational and societal contexts. To be more precise, the six complete work/non-work experiences are sufficient to create a valuable understanding of the work/non-work experiences where additional self-narratives would have merely been a repetition in different words. The six storytellers whose narratives are reported in full here reach the point of saturation and adding the narratives of the other respondents, in my opinion, would only marginally influence the

understanding gained in this research. However one question arises in the research process.

The question is whether this choice goes against my claim for a humanistic case where managers but also researchers should listen to all individuals in their diversities. In other words, would including at that stage other work/non-work self-narratives have reflected more contexts and consequently would have enable me, as a researcher, to address the claim in a more insightful way. Looking closer, these six storytellers are unlike the traditional focus in the work/life field and still portray an interesting spectrum of diversity:

- **In terms of personal background**, Table 2:A indicates a variety in regards to individuals' familial situation. It represents a variety of familial background including among those married people with children, divorced with children, divorced with no children, people in a relationship with or without children. It goes thus beyond the traditional nuclear family (see section 1.1.1.2). Additionally, the average age is 28 to 51, expanding the traditional focus on middle-age dual earner couples (see section 1.1.1.2). The choice also reveals a certain balance in term of gender so that men who have been excluded from work/non-work research and issues are also heard. As gender in research is a central ethical issue, it is important to make note that during the entire selection process both genders have been always fairly represented (see section 2.2.1.1). This shows that the selection of six storytellers is not gender biased.

- **In terms of professional situation**, all act as middle-managers as this was the main and sole criteria. Table 2:B essentially indicates a mixture of organisations with diverse sizes (SME and large) and scopes (local, international and multinational focus), as well as public and private sectors.

  By adding a few of the seven storytellers left out so far, I may have had given more voice to families that are often central in the field. To me this would have created some bias. I may also have added some bias in terms of the importance of the physical environment because a few of them live in Paris. It would however not have been able to add more age or gender difference as a balance is somehow reached. In terms of professional background, due to the selection criteria, similar patterns would have been found which would not have given more diversity. Generally, I believe that when crossing the personal and professional information of the six storytellers, it can be noticed that each storyteller's situation is different the other. Each situation is not representative of the archetypes so that no conclusion in this line of thought will be drawn and it is not the intention to compare situations. I believe that a certain level of diversity is reached when selecting the work/non-work self-narratives of Marine, Thibault, Sarah, Paul, Brune and Geremy. This diversity gives, to some extent, a

more balanced voice to people who are traditionally not heard in work/non-work research among those men: single, couple, divorced, first job experience, end of career and service industry people.

Finally, when it comes to the 13 storytellers as a whole, I honestly admit that a higher degree of diversity could have been attained with the addition of more voices. This could have been the case with regards to cultural background, as all are white and French by origin. This could have been the case with regards to sexual orientation, as to the author's knowledge none of them is homosexual, for example. This could have been the case with regards to religious background, as to the author's knowledge none of them is for example Muslim or Jewish though not all of them are practising Catholics. These diverse attributes could have, for example, led to the experience of more diverse life domains. More diversity could have been also reached in terms of professional background. This could also have been the case with regards to industry, as all of them are white collars working in none industrial units[33]. Including middle-managers working in production plants, i.e. blue collars, could have been valuable as the working schedules and the physical location of work in a plant may have an impact on the work/non-work process (see Kylin, 2007). This could also have been the case with regards to their functions/professions as all work in marketing, management, finance and communication, whereas other professions such as accountants, engineers or lawyers could have been relevant as long as professional identity plays a role in their work/non-work experiences. To conclude, I have a strong belief that this lack of personal and professional diversity is due to the two selection techniques used. They have to some extent "biased" the selection from the start and limited the access to a larger work field. What is central is however to recognize such limit and build on it in a later stage of the thesis.

2.2.3 Generating work/non-work self-narratives

Once in the field, the researcher's experience in exploring the field starts. The researcher participates at the same time in the field and the creation of field text (Clandinin & Connelly, 2000). The creation of field text relates to the researcher's role in generating narratives with the storytellers. In the frame of the structural hierarchy it starts with the generation of an original constructed story by the storyteller. This story is narrated and accessible to the researcher through its narration. Such narration is more commonly referred as "field work" in qualitative research or as "field text" in the narrative inquiry framework (Clandinin & Connelly, 2000). It is worthwhile to underline once more that this narration is already an interpretation and a co-production

[33] It is essential to recognise that Thibault, Sarah, Flavianne, Grégoire work in industrial companies but not in industrial units.

between the researcher and the original storyteller. From the start, both are narrators. Such self-narratives are referred to as the edited field text in this research (see Figure 2:a).

Narratives as well as self-narratives may both be oral and written. In this research both types are generated. The following discusses the methods used in generating oral and written field text.

2.2.3.1 Oral field text

Interviewing is far the most common form of qualitative research (Holstein & Gubrium, 2002; Mason, 1996; Sharan B. Merriam, 2001; Silverman, 2001b) in social sciences. Nonetheless, the use of interviews should not be assumed without consideration when starting qualitative research. Its use has indeed to reflect the purpose of the research and the suitability of methods in regards to the researcher's epistemological position and theoretical perspective (Mason, 1996; Silverman, 2001b). In qualitative research "interviewing provides a way of generating empirical data about the social world by asking people to talk about their life" (Holstein & Gubrium, 2002, p. 114).

In narrative research, interviewing is a mode to compose field text (Clandinin & Connelly, 2000) so that oral narratives are generated during interviews when the interaction between the researcher and the storyteller is almost at its peak. As work/non-work experiences are narrated and socially constructed, interviews are an appropriate method.

In addition, Silverman (2001b) describes three models for collecting or generating data through interviews, positivism, emotionalism, and constructionism. Contrary to the positivist view requiring a certain level of standardization in order to assure validity and reliability in the collection of data, constructionism interviewers engage themselves with the interviewees in the creation of meanings (Silverman, 2001b). It is about generating and not about collecting.

Holstein and Gubrium (1995, 2002) adopt rather a similar view by introducing the idea of "active interviewing". They view interviews as "interactional events" or "social encounters" in which the interviewing process leads to the abandoning of the neutral view of the influence between interviewer and interviewee. Holstein and Gubrium (1995) deem active interviews not as a method but as a methodology putting the accent on the fact that "interviews are reality-constructing, meaning-making occasions" (p. 4). The objective of active interviewing is described as follows:

> "The objective is not to dictate interpretation but to provide an environment conducive to the production of the range and complexity of meanings that address relevant issues, and not to be confined by predetermined agendas."
>
> (Holstein & Gubrium, 2002, p. 120)

During the active interview, both participants are source of knowledge. The researcher's role is to intentionally provoke responses and activate the respondent as source of knowledge. The role of the researcher is not only to interpret what is said (the content of the conversation) but also to interpret how the answers are constructed. Active interviewing is thus in line with social constructionism. Following the methodological considerations associated with the purpose of my thesis, I strongly believe that the use of interviews in the spirit of active interviews - or in other words in a conversation type - is appropriate to generate self-narratives.

Engaging a storyteller in an interview process is not neutral. Holstein and Gubrium (1995) distinguish two main parts in the interview which they refer to as communicative contingency. The first refers to the 'whats', i.e., the experience of life and the content of what is talked about. This relates to the purpose of the interview(s) and the extent to which it is explicit. Revealing such purpose orients the generation of narratives as it sets the content to be discussed. The second refers to the 'hows' as the social processes and the interaction taking place during the interviews. This relates to how questions are structured and asked as well as to the conditions during the encounters. Clandinin and Connelly (2000) express this aspect as

> "The way an interviewer acts, questions, and responds in an interview shapes the relationship and therefore the way the participants respond and give accounts of their experience. The condition under which the interview takes place also shapes the interview; for example the place, the time of the day, and the degree of formality established."
>
> (Clandinin & Connelly, 2000, p. 110)

One of the main issues in active interviewing method is to find a balance between these 'whats' and 'hows' (see Holstein & Gubrium, 1995, 2002; Silverman, 2001b). The extent to what such balance is achieved in this research is explained below.

The "whats"

In this research, a series of three interviews with a distinctive purpose is designed. This series is summarised in Table 2:C and detailed thereafter. This series is in line with the two pillars of the boundary perspective and thus with the boundary frame. Storytellers are informed of the purpose of each interview. This orients the discussion rendering it easy to focus on work/non-work relationships and not life history as a whole or work story solely. It also makes storytellers more confident about the process of research, which they are not familiar with. Finally, for the individuals to express themselves freely, interviews

are unstructured and conducted more in the spirit of active interviewing with the leading questions and themes. Interviews lasted around between 1 and 2 hours[34]. The storytellers agreed for the interviews to be digitally recorded. The tapes were then transcribed by the researcher for the sake of trustworthiness (see Silverman, 2001a). With the transcription, the interviews have been available both discursively and orally, but the digital form proves very useful as it makes it very easy to return to any bit of conversation for research purposes.

Table 2:C - Interview series

Interview	Purpose of the interview	Leading questions	Date
1st Interview	- To introduce the researcher, the purpose of the research and the overall structure of the research. - To understand who they are, their past. - To explore what are their life domains	- Could you present yourself? - Could you tell me more about you and your life? - Could you describe for how you spend your day? Working and non-working day? - In general, how do you manage your diverse activities?	September / October 2005
2nd Interview	- To further understand their life domains as defined during the first interview and see if others are defined. - To understand how the domains evolve (flexibility and permeability of the domains)	-After having read your first story do you recognize yourself? -Looking at the different domains as defined here, do you consider any changes since we met?	May 2006
3rd interview	- To understand the processes of boundary work and boundary management - To further enlighten the work/non-work preferences and work/non-work activities.	-What does it mean to "feel well"? This was sent to the researcher prior to the meeting -Development of the puzzle of life (actual and ideal)	June / July / September 2006

The first interview took place in September and October 2005. It was the occasion to present myself. Then after a short presentation by the researcher about the research purpose issues related to anonymity, type of questions were discussed and then the interviewing would start: could you present yourself? Who are you? Where are you from? Could you tell me a bit more about your life? These questions aim at provoking the premises of generation of the self-narrative. Raising such questions was aimed at delving into the past of the storytellers to explore how work/non-work preferences relate to previous experiences and other events in the past. Digging the past involves storytellers' memory. It thus reveals stories that are constructed afterwards and stories that are essential in the construction of identity. Overall, going back in the past makes it possible to understand how the current work/non-work self-narratives are situated in time (see Clandinin & Connelly, 2000). The interview goes on

[34] A more exact duration is to be found in Table 2:D - Interviews in time and space on page 103.

to find out who the storytellers are. They are asked to narrate a working and non-working day. There were also follow-up questions on the normality of the days. Finally, their general view on their work/non-work relationships was touched upon. The interview ends with the presentation of the diary (see section 2.2.3.2)

The second interview took place in May 2006. In the spirit of active interviewing and co-creation, the second interview started with a discussion about a short narrative sent in advance[35]. It started with a major question on whether the respondents recognized themselves in the narrative Later on, the different life domains were once more identified and explicitly stated. Questions on how the domains changed were raised. In addition, using some quotes from the first interview and/or diary, follow-up questions were asked to explore further the life domains and the aspects of boundary work and boundary management processes rose. The second interview ended by stating the objectives of the third interview, i.e. looking further into how these domains interact.

The third interview took place around one month after the second, i.e. in June or July 2006 or possibly in September 2006 for a few cases due to last minute rescheduling. As a preparation for the interview each storyteller had sent in advance his/her own definition of well-being. The question was asked in the following way:

> You have to explain to your friends, family members, colleagues, acquaintance, spouse, children...what it means when you say "I feel well". What would be your definition(s) of your well-being?[36]

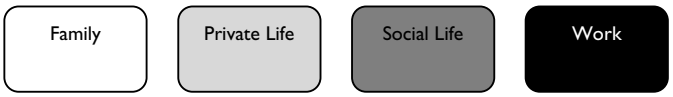
The third interview began with the presentation of a game called 'life puzzling' (see Figure 0:b on page 102). This technique, developed by the researcher, aimed at intentionally triggering responses and activating the storytellers as a source of knowledge (Holstein & Gubrium, 2002). The identified (sub) domains were represented on identifiable pieces of transparency. Each piece was presented to the storyteller in the wording generated during the first and second interviews. The aim, firstly, was to solve the puzzle of the storytellers' life as they felt it at the time, i.e. the experience they had of the relationships between their life domains. To assess the puzzle and relate it to concrete work/non-work activities, questions based on Nippert-Eng's (1996) sets of questions related to the use of agenda, the disposal of keys on key holders, the use of credit cards, etc., were used. Questions like these were raised in order to provoke some

[35] This short narrative was based on the same type of analysis/interpretation as presented in this thesis for the entire narrative. This narrative was written in the 3rd person. It focused on the narratives generated during the first interview so mostly on the life domains.

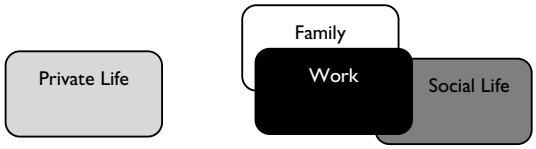
[36] Vous avez à expliquer pour des amis, des membres de votre famille, des collègues, des connaissances, votre conjoint, votre (vos) enfants…ce que signifie pour vous de dire « je me sens bien ». Quelle(s) serait(ent) votre(vos) définition(s) de « votre bien-être » ?

reflections on what people might be implicitly doing. Such level of implicitly was to be kept in mind when interpreting. Secondly, the aim was to realise the ideal life puzzle, i.e. how ideally would you like to experience the relationships between your life domains? Referring to the ideal concretises the work/non-work preferences and directs the question on the preferences' origins. All along follow-up questions were raised on why and how things appeared in a certain way and not the other. Questions were also asked about how the gaps between the current situation and what in the respondents' mind would the ideal might be bridged. This revealed the elements of storytellers' individual, professional and societal contexts that might enhance or hinder their boundary work and boundary management. Overall, this technique of "life puzzling" seemed to be less abstract. It helped the storytellers to reflect and wonder on what they had versus what they wanted.

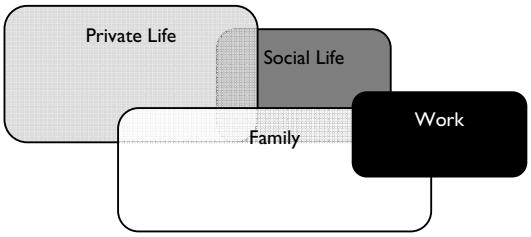
During our last meeting we defined/discussed the following domains: Family, private life, work and social life. Here each of these domains.



1- Imagine that these pieces represent the 4 parts of a puzzle representing your life. How would you solve the puzzle now. How would you place the pieces so that the puzzle represents your life as it is today? Explain how you solve the puzzle.



2- Here are again the same pieces. Imagine now that these pieces represent the 4 parts of a puzzle representing your life as you ideally would like to be. How would you solve the puzzle or would place the pieces so that the puzzle represents your ideal life? Explain how you solve the puzzle



At each step, questions in relation to why and how pieces are the way they are were asked.

Note that a larger or smaller pieces could be used to represent case and the importance of the domain

Figure 2:b - The "life puzzle"

The "hows"

These three interviews were an interaction between storytellers and the researcher. So when it came to the 'hows', i.e. the social processes and the interaction taking place during the interviews (Holstein & Gubrium, 1995), few points needed to be elaborated.

First, as mentioned above, the interviews were made in the context of active interviewing, i.e. they were unstructured. Few important questions were set in advance to serve as themes to be touched upon, but not as definitively formulated questions.

Second, the researcher being in Sweden and the storytellers in France required some practical organisation. The researcher was in France tree times, each lasting three to four consecutive weeks. An overall planning was sent out in advance to each storyteller. From this overall planning, storytellers indicated when (date and time) and where they would like to meet. I contacted them as individual and not as an employee. Their offices were not a natural place to meet. Moreover, since the interviews were merely about work but about work and non-work, it might not have been appropriate for the interviewees to be exposed to colleagues in the same offices. In other words, it could have been uncomfortable for someone who strictly separated work and non-work to have forced to hold a meeting in the office or place where they worked. Likewise, it might have been uncomfortable to suggest home as a meeting place, particularly for the couples who valued their private lives. Similar conclusions could be drawn in regards to time. In short, it was left to the storytellers to select interviewing time and place they felt comfortable with. Their choices in time and place may to some extent also reveal part of their work/non-work experiences. Table 2:D shows where and when each interviewed took place, the level of details emphasis the work/non-work experiences. It also includes the duration[37] of the interviews with each lasting between 50 minutes to 1h50 hours. Altogether, they duration of interviews amounted to about 54 hours and 39 minutes[38].

[37] The duration is based on how long the interview sound file is.

[38] The first round lasted 20h25, the second 16h37, the third 17h37.

Table 2:D - Interviews in time and space

Name*	Interview 1		Interview 2		Interview 3	
	Time	Space	Time	Space	Time	Space
Marine	Tuesday 17:00 *1h33*	Office	Tuesday 17:00 *1h23*	Office and then café	Monday 18:30 *1h16*	Café in Paris
Thibault	Monday 17:30 *1h43*	Library private group room	Saturday 10:00 *1h05*	Shopping mall café, before his weekly shopping	Saturday, 10:00 *1h31*	IKEA restaurant (Dijon)
Sarah	Sunday 14:00 *1h37*	Home	Wednesday 19:00 *1h30*	Home	Saturday 09:00 *1h12*	Café
Paul	Saturday, 14:00 *1h53*	Home	Tuesday, 17:30 *1h22*	Café at train station	Saturday 14:30 *1h09*	Outdoor terrace café in town centre
Brune	Monday, 14:00 *1h37*	Office	Thursday 10:00 *1h22*	Office	Wednesday 09:30 *1h13*	Office, Lunch after
Geremy	Geremy 17:30 *1h32*	Library private group room	Tuesday 12:30 *1h12*	Restaurant	Saturday; 10:00 *1h23*	Hotel lobby close to airport and then lunch at home
Eugénie	Tuesday 12:15 *1h01*	Restaurant close to work	Thursday 12:15 *1h08*	Restaurant close to work	Thursday 12:30 *1h28*	Restaurant close to work
Clément	Wednesday 14:00 *1h54*	Office in Andy	Thursday 18:00 *1h10*	Terrace in a city where he was in Business travel	Monday 12:00 *1h40*	Restaurant at Celouis, close to TGV station
Lise	Friday 12:15 *1h30*	Restaurant close to work in Paris	Wednesday 12:00 *0h50*	Restaurant close to work in Paris	Tuesday 12:00 *0h50*	New office outside Paris
Julien	Wednesday 13:00 *1h40*	Restaurant, Paris centre	Friday 14:00 *1h40*	Office	Friday 15:00 *1h26*	Office
Anaïs	Monday 12:00 *1h17*	Home	Friday 12:00 *0h58*	Restaurant	Monday 12:00 *1h40*	Restaurant
Romain	Tuesday 18:00 *1h29*	Office	Thursday 18:00 *1h42*	Office	Thursday 18:30 *1h09*	Office
Flavianne	Friday 14:00 *1h39*	Office	Friday 13:00 *1h15*	Home	Friday 16:30 *1h40*	Office

* These are pseudonyms.

Third, the level of formality was made minimal as possible through diverse ways. From the start, I presented myself as Jean-Charles and not Mr Languilaire. It should be noted that in the French language you can without any doubt use the first-name-basis associated with the second plural pronoun, "vous" to strike a balance between formality and distance. Clandinin and Connelly (2000) say it is essential that the narratives researchers do not fall in love with storytellers and be too close to them. Thus, the second singular person was used once asked to do so. I also dressed casually. Some storytellers reciprocated by dressing in the same manner. One even took off his tie at the beginning of the interview to just feel relax and to some extent to mark a separation between our interview and a work meeting. These were ways to reduce the formality barrier. I mentioned my age, 28 years[39]. The lack of a big age difference brought about mutual understanding.. With others, the feeling of sharing their experiences was seen as rewarding. But above all, they also showed admiration and respect for someone of this age to do such a research. When meetings took place in storytellers' offices, we mostly sat together round tables with coffee or tea. They were not perceived as formal business meeting. Meeting outside were made in relaxing conditions with nice lunch or coffee paid either by the researcher or the storyteller as it is customary in France. All these small aspects helped to create a comfortable atmosphere facilitating the interactions between both parts.

2.2.3.2 Written field text

Clandinin and Connelly (2000) mention several ways that help generating written narratives. These range from field notes, to letters to documents. In this research, the idea of getting written field text is to supplement the interviews with additional self-narratives of daily work/non-work experiences. The written field text is generated through the use of diaries. Diaries are one of the methods noted by Balogun, Huff and Johnson (2003) to be useful in order to increase the depth, breath and diversity of data in management research. Diaries enable researchers to capture personal self-reflection in a more flexible way. Diaries make it possible to generate more personal as well as emotional reflection and individuals' view on events they experience (see Balogun et al., 2003). And since this research focuses on individuals' work/non-work experiences, I find the use of diaries consistent and relevant to its aims and purposes.

When writing diaries the interaction between the storyteller and the researcher is reduced to how the instructions on writing the dairies are given. Diaries can be either highly structured or unstructured and often the advantages of one correspond to the disadvantages of the other. The choice between both types of

[39] At the date of the first interview.

diaries refers to what degree of guidance the researcher is prepared to give to the diarists (Balogun et al., 2003; Lepp & Ringsberg, 2002). It refers to how the researcher motivates individuals to write their dairies over a long period of time, where motivation may be crucial for unstructured diaries (Balogun et al., 2003; Lepp & Ringsberg, 2002). When using unstructured diaries over a long period of time, there is a necessity for the researcher to discuss the level of formality and the reporting pace of the diaries. These issues impact also the level of motivation. A certain trade-off should be made on these issues and decisions should be taken so that diarists are able to write their experiences and feelings at their convenience (Balogun et al., 2003). Unstructured diaries can lead to an overload of information for the researcher or to a significant amount of non-relevant data. This point relates to the frequency of reporting. Indeed, frequent reporting could be perceived from the diarist's point of view as time consuming and as a burden so that it leads to decreased motivation. From the research point of view, frequent diaries help the sharing of more experiences and limit the shortage of significant experiences. Having a lower report frequency may play an important role in demotivation since it could be interpreted as a lack of interest on the part of the researcher towards the diarist (see Balogun et al., 2003). Here again some balance needs to be found.

In this thesis, diaries are unstructured and they were written mainly in two consecutive weeks in the fall 2005. Most storytellers wrote their diaries within the assigned period but some needed two additional weeks. The purpose of a defined period to have the diaries completed is twofold. It first helped to grasp the context over the two weeks so that micro stories did not need to be repeated. Second, it alleviated the element of demotivation which accompanies such tasks when they are conducted over longer periods of time. In the fall of 2006, storytellers were asked again to write a diary over one week. This was to observe boundary work and boundary management at a time the domain might have changed. This might have helped giving an appropriate construction about the flexibility of the domains. Diaries have been word-proceeded or hand-written. The choice of format was left to the storytellers. In addition to these two large diaries, storytellers completed four days of diary. For that I picked out randomly four days between March and June 2006. On each day one diary page was sent out by email. The storytellers should then fill electronically or manually in regards to the indicated day.

When it comes to the diaries it has been essential to operationalise and define on paper what is meant by work and non-work in the question used. In the light of the definition presented in 1.2.1.1 and in order to get a simple way to present the two dimensions, and make the expression of concepts clear and easy to understand in French, the following descriptions have been used in the diary:

Relationships between professional and personal lives[40]
Activities and responsibilities[41] related to work, family and other domains[42]
Relationships between your professional, personal and family lives[43]

The central element in the dairy was named "Today, I..." and was presented in the follow way:

> "Describe your day, give your opinion, and comment on how you have managed/conducted[44] your relationships between your activities and responsibilities related to work, family and other personal domains. You can talk about how you managed your relations between your activities. You can concentrate on one or two aspects, positive or negative, during your day significant for your well-being or equilibrium between these activities"[45]

Complementary questions were raised a week later. The aim was to provoke a reflection over the past week (weekly dairy in 2005 and 2006), day (daily dairy of spring 2006), on what was done in a satisfying way, what the storytellers would have liked to redo and what was the most satisfying and the most difficult time.

In addition, I encouraged the storytellers to freely write everything they ought to share and see as important for their work/non-work experiences. The following is one of the oft-repeated statements:

> "Nonetheless the most important thing is for you to feel free to write all that you want us to share and all that you feel to be important for your well-being and your relationships between your professional, personal and family life"[46]

2.2.4 Co-interpretating work/non-work self-narratives

In 2.1.3, I pointed out two processes during which the generation of self-narratives as field text and as research text is a co-interpretation between the researcher and the storytellers. The first process occurs during the intense

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[40] Mes relations entre ma vie professionnelle et ma vie personnelle

[41] The use of « activities and responsibilities » in the diary represents concretely what is meant by « set of tasks » using a common register of vocabulary.

[42] Vos activités et responsabilités au travail, dans votre famille, ou dans vos autres activités personnelles

[43] Vos relations entre votre vie professionnelle, personnelle et familiale

[44] The use of « manage and conduct » is in the context of the diary more concrete than experience.

[45] "Aujourd'hui, je …" : Décrivez votre journée, donnez votre opinion et commentez les manières dont vous avez mené vos activités et responsabilités au travail, dans votre famille, ou dans vos autres activités personnelles Vous pouvez parler de comment vous avez géré vos relations entre vos différentes activités. Vous pouvez vous concentrer sur un ou deux moments, positifs ou négatifs, de votre journée qui ont été significatifs pour votre bien-être.

[46] Cependant le plus important est que vous vous sentiez libre d'écrire tout ce que vous voulez que nous partagions et qui par ailleurs, vous semble important pour votre bien-être et vos relations entre votre vie professionnelle, personnelle et familiale

interaction between the researcher and the storytellers, in practical terms during the interview situation when field text is generated. The second process occurs when the researcher has a larger role in the generation of the narratives because the field text is analysed, understood, interpreted in the light of the research purpose and theoretical framework leading to generate research text. In addition, I mentioned that during both processes it was essential for the researcher to have a narrative mindset in mind. This section explains how these two processes took place in practice. Being open about these processes of co-interpretation is part of the trustworthiness of this research (see Elliot, 2005; Riessman, 1993).

2.2.4.1 Co-interpretation during the generation of field text

The co-interpretation took place within the frame of the interview series and started with an open question: "who are you?" Having an open question, especially as a starter, is essential as it generated narratives and prevents the interlocutors from being locked into a series of question-answer dialogues that may lose their narrative characteristic (see Elliot, 2005; Riessman, 1993). As soon as the answer to this question was given, the interpretation from the listener's point of view started. This requires that the researcher be a good and attentive listener (see Elliot, 2005). The interpretation was made having in mind the narrative mindset, i.e. paying attention, among other things, to the tone of the narratives revealing their genre, the characters in the narration that exposing the actants in the narratives and their plot connections. The interpretation was mainly made having the theoretical frame in mind. As the main analytical/interpretive frame in the thesis is the boundary frame (see Chapter 1.4.), the interpretation was made in terms of potential mental and enacted boundaries, their flexibility, their permeability, but also work/non-work preferences, work/non-work activities associated with the transcendence and placement mechanisms and finally the nature of the boundary work/non-work process.

Having the boundary frame and the narrative mindset in mind, the narration was reformulated by the researcher and discussed further, using questions such as: what do you mean? Could you explain further? Such interaction occurred as much as possible when the storytellers stopped talking. Eliot (2008) mentions that it is central not to interrupt the storytellers too often in order not to break the narrative telling. Even when researchers may feel that the narratives may be irrelevant, interrupting may affect the overall narratives as it could risk missing information that might be crucial for the whole narratives (Elliot, 2005). Bearing these points in mind has helped reaching some form of mutual understanding. This common understanding relates to the story in the narrative exchanges.

Reflection, exchange of ideas and common understanding are means that spur storytellers to reflect on their work/non-work experiences. They helped them constantly reformulate facts, constructing new narratives illustrating their purpose. This may leads to some to contradictions in their overall self-narratives narratives as the purpose of their narratives may shift and sense making is not instant. Such contradictions may be central in how they handle the complexity of the work/non-work experiences. In Part 3, some of the self-narratives reveal how some storytellers were engaged in such a co-interpretation process, as is the case with Brune.

It is then essential to understand that the co-interpretation occurs across the three interviews at different levels. At a general level, the discussion went further in depth, focussing first on the life domains and second on the relationships between them. The structure of the series of interviews was crucial to how co-interpretation has occurred. It was by having a first self-narrative as the introduction of the second interview that one could continue to interpret one's work/non-work experiences especially the life domains. This narrative results from the work of the researcher between the interviews. Holloway and Jeffersson (2000 in Elliot, 2005) suggest that between the interviews the researcher should listen to the tapes and comment on them. It might even be better if the listening and commenting is done by an external researcher. This will help find what narrative questions are necessary to ask during the next interview. But overall it is the last interview which becomes essential in understanding the work/non-work experiences. Once the domains have been constantly interpreted (in the first interviews), one can access the story, i.e. the life domains and their interception, which usually are at the heart of the work/non-work experiences.

To conclude, the interpretation during the generation of data is a co-interpretation resulting from exchanges between the storytellers and the researcher. Having the boundary frame in mind, my role as a researcher is to provoke the narratives in line with active interviewing. This is possible because the framework represents my pre-understanding when entering the field. Such pre-understanding is to be connected with the acknowledgement of diverse research gaps forcing the adoption of a spirit of "grounded theory". It is in my role as listener to let people narrate their experiences and be open to their own experiences.

2.2.4.2 Co-interpretation during the generation of research text

The analysis and interpretation of the field text is essential in the generation of the research text. The first step, as mentioned in part 2.1.3, is for the research to spend time reading and re-reading the data. This may be nonetheless biased by how the field text may have been transcribed. Indeed, Elliot (2005) indicates

clearly that transcribing is more than a formality but full of decisions that can influence the understanding of the whole narratives. Elliot (2005) discusses the difference between clean transcript and detailed transcript. I would say that I adopted a middle point. Contrary to clean transcript, I do not erase repetition, pauses or non-lexical utterances, showing that one may think, may reflect, may be surprised or just smile. I nevertheless do not adopt a formal way to mark such elements of the narratives and do not cut the text into narrative plot as is the case with detailed transcripts or narrative transcripts. I aim at having a readable text, where external elements may be visible to understand the context in which the narratives had been generated. It is also essential to understand that having digital data made it possible to listen to the interviews over and over.

Once the field text is transcribed, I spend time to read it, i.e. the three interview transcripts and the diaries. I also listened to the tapes while reading to reconnect with the context and be aware of the way the story was told. I also took notes while listening again to the tapes. I concentrated on one storyteller at a time. This helped me delve into each story and its context. It also enabled me to reconnect on how the co-interpretation was done during the interview situation. Listening again to the tape, I often adopted the same comments, the same reactions, raised again the same comments. This hopefully has made the process as reliable as possible.

Once I felt that I have comprehended the story in order to be connected with the context, I began coding the material to reduce the data in the light of the boundary framework. It was during the coding that I was systematically involved in tension between my role of a researcher and my role of a storyteller. The coding was a way to go back to the theoretical framework and detach myself from the story themselves. The coding was made using a Computer-Assisted Qualitative Data Analysis System (CAQDAS) (Weitzman, 2000). Clandinin and Connelly recommend the use of such tools (Clandinin & Connelly, 2000). Contrary to the commonly held views, such programs are not of any help when it comes to analyse the field text. They provide great help in reducing and organizing the field text as well as for the process of conducting the analysis, in my case the interpretation (Weitzman, 2000). Such systems improve the management or documentation of the collected material, the search for themes and the illustration for the analysis and reporting.

Two principal issues when using such programmes can be raised. First, the use of such tools can distance the research from the data and context (Sharan B Merriam, 2001). Second, the choice of programmes can limit the way to analyse the results (Sharan B Merriam, 2001). To the first limitation, I would like to say that I concentrated on each story before starting to code them so that I was as aware as possible of the context of the narrative and of the context of its

generation. To alleviate the impact of the second limitation, I used Nvivo V7[47]. Nvivo allows the data to talk, and it is open about the data. Nvivo is also practically more suitable to open types of interviews. From the reading of the material you can define the different codes. Codes can be either developed in the spirit of grounded theory when attributed according to the meanings or "units of meanings" in empirical works, leading to a tree (structured codes), and leading to concepts. Codes can also be defined in advance according to the research's theoretical framework.

In this research, I define codes from the boundary frame presented in Chapter 1.4 (Figure 1:f) and new codes since my aim is to let the experiences to emerge. In the case of themes in large frames being large, I was open to other units of meanings including the domain elements, the domain goals , diverse types of boundaries, diverse nature of boundary work, potential moderators of preferences and of the individual's boundary management and boundary work, etc. I also coded chunks of text that consists of opinions about work/non-work relationships or of contextual facts which important to capture the contexts. Once the text field was coded, I was able to go back and forth from the different themes to the entire story. Finally, the coding was done simultaneously with the writing process where I act as the main narrator. How the writing process took place is explained in the following section. The interpretation needs to be connected with the process where cooperation between the researcher and the storyteller was still present albeit at a lower level.

To summarise, during the interpretation of the research text, I did not lock myself in the coding and in the theoretical framework. The later was mostly a way to detach myself from the narratives so that my roles and my feelings as narrator should not play a vital part. The boundary frame is not enough to uncover individual's work/non-work experience. This also requires adopting a certain spirit of "grounded theory" by letting the self-narratives to talk or in other words be able to hear the storytellers' voices.

2.2.5 Composing work/non-work self-narratives

Once the researcher has analysed and interpreted the field text, a final research text should be produced and communicated. This often refers to the "empirical material" of a thesis that needs to be communicated in the right format to the right audience. In the context of the narrative approach, this relates to the adoption of an appropriate narrative form for the audience (Clandinin & Connelly, 2000). In section 2.1.4, I argued for adopting self-narratives as

[47] As not all the diaries are word-processed, NVivo cannot be used for all of them. When possible, NVivo is used. When not, hand coding is used. In both cases the same analytical tree composed of the boundary frame and new emerging Nvivo code is employed.

research texts. This section clarifies my practical choices in regards to the composition of the self-narratives presented in part 3.

2.2.5.1 Emploting the work/non-work self-narratives as research text

Holliday (2002) describes numerous ways to write the empirical material from a purely thematic writing to a simple organisation in the way the empirical material has been collected. Holliday (2002) argues that researchers write their empirical material following a mixture of both structures. In the context of self-narratives, it relates to the emplotment of the work/non-work narratives as research text. While writing the research text, the researcher puts the overall plot in the narratives. The plot is reflected through the overall disposition of the narratives that can follow a thematic structure or/and a chronological structure.

In this research, the disposition of each self-narrative is based on four main fragments. These fragments reflect both pillars of the boundary perspective, i.e. domain development and boundary management that are essential to combine to understand individuals' work/non-work experiences in their individual, organisational and societal context. The organisation is mainly thematic as shown in Figure 2:c.

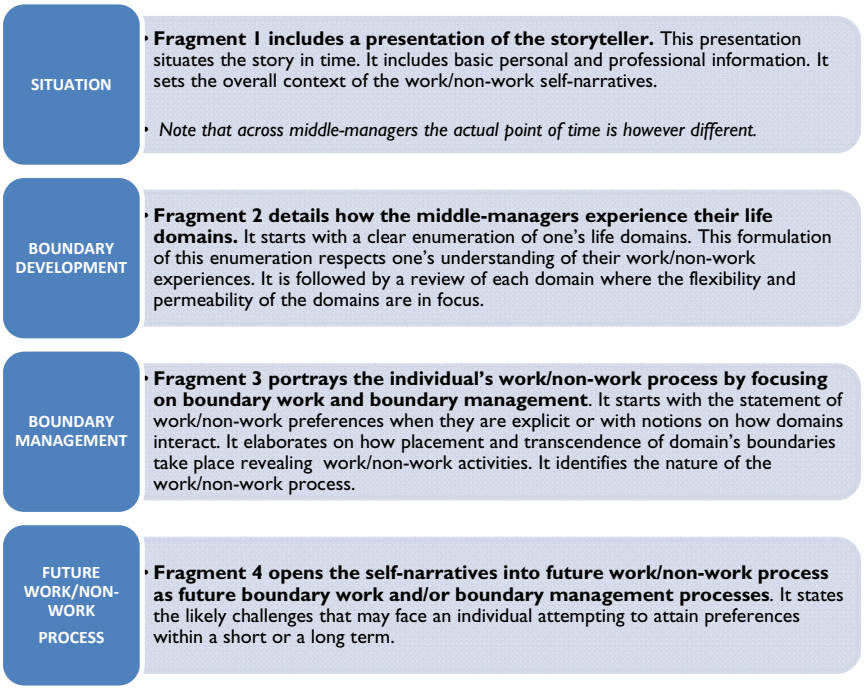

Figure 2:c - The narrative plot in work/non-work self-narratives as research text

The plot presented in Figure 2:c is solely the researcher's whereas the plot in each fragment is the researcher's and the storytellers'. The theoretical terms are introduced by the researcher in the self-narratives the plot. Causal and chronological (for main changes) especially belong to the storytellers as well as the genre (comedy or drama), the rhetorical devices like metaphors and the actants. This is in line with the three arguments presented in section 2.1.4 emphasising the centrality of such narrative elements in accessing the work/non-work experiences.

Above all, this is underlined in the use of quotations from the original self-narratives, oral or written. Individual's direct quotations are in italics in the self-narratives presented in Part 3 as well in the analysis and interpretation in Part 4. Additionally, in Part 3 each quotation is to be found in French as endnotes. These diverse aspects contribute to the trustworthiness of the narratives. It is also to be noticed that in Part 4, citations from the self-narratives are edited in a different font to be identified being original or not from one's self-narratives.

2.2.5.2 Use of the "I" form

To bring closeness and engage the reader in the narrator's role, self-narratives are written with the **first person singular**. Using "I" is a central discussion in the narrative research so that agreement is not consensus (see Elliot, 2005). Why do I adopt this choice?

This choice is made to enable the members of audience to act as if they were listening directly to the storytellers. This dramatizes the social dramas in place in the self-narratives. It is also made to enable the members of the audience to appropriate these self-narratives. The members of the audience can also make sense of self-narratives before having the analysis given by a third person. This contributes to the creation of knowledge. This way of writing, however challenges how the voices and the signatures of the narrators are made visible in the research text (see Clandinin & Connelly, 2000). In the self-narratives, the storytellers are present in their quotations that are easy to identify because they are in italics. The voice and signature of the researcher are identified outside such quotations. The transparency about the plot of the narratives (Figure 2:c) adds to the clarity of the voice and the signature of the researcher.

2.2.5.3 The narrated time in the self-narratives

Time in one's narratives is central. In the overall emplotment presented in section 2.2.5.1 time is present as far as self-narratives are built on how one connects one's past, present and future (see Clandinin & Connelly, 2000). This is however different from the **narrated time** plotted by the researchers. The narrated time in the self-narratives in part 3 of the thesis aims at giving the

impression that the storytellers talk to someone and tell their experiences at once. In the self-narratives presented in part 3, the storytellers remind themselves of events significant for their work/non-work experiences and share reflection about their past and future work/non-work experiences. In the self-narratives as told by the storytellers to the researcher (written or oral self-narratives), events and reflections may have happened at another date or even during the generation of the self-narratives.

Regarding the narrated time, the central issue is to make sure that all events and reflections in the self-narrated are the ones made by the storytellers so that they are in line with the timing of the self-narratives set in the fragment 1. This is essential to assure coherence between the original self-narrative and the work/non-work experiences in the self-narrative (story B, in Figure 2:a). This enables the audience to enable to reflect on the individual's work/non-work process as constructed in the original self-narratives.

2.2.6 Ethical considerations

Whether research is quantitative or qualitative, it is based on a relationship between the researcher and respondents. Such relationship is not neutral so that it is important to discuss "ethical considerations". As Elliot (2005, p. 134) says " 'ethical' is used to describe those issues that relate to the relationship between the researcher and the research subjects or participants, and the impact of the research process on those individuals directly involved in the research. Elliot (2005) outlines ethical considerations during the generation of narratives, and during the analysis and dissemination of the research. The three considerations are discussed below.

2.2.6.1 Ethical considerations during the generation of narratives

One point of importance is the effect the interview and the generation can have on individuals (Elliot, 2005). Narrative interviews give the freedom for people to share life to an extent that they may turn into the sole decision makers. The use of active interviewing, inspiring this research, is based on such freedom where the research allows such freedom (Holstein & Gubrium, 1995, 2002).

The freedom can lead to two issues. First, narrative interviews may be seen as an opportunity for the participants to reflect on their lives and from such reflections to change part of their future actions. Second, during narrative interviews participants may share a highly confidential and sensible story. This can be due to the blurring of borders between the roles of researcher and confidant. It is thus important to clarify such roles. Sharing sensible stories on

issues such as of failures or emotional dramas may engender distress for participants. It can harm them.

The direct effects of participating in an interview are present and can be seen as unethical. However, as Elliot says (2005) their extent is not backed up with large evidence.

In this research, the participation is also based on freedom. Storytellers could have drop out as two of them did after the first interview. Some middle-managers might have personally expected to reflect on their life while participating in the research. One even said during an interview that "it is great to have the possibility to reflect about the issue with you". It is never the researcher's intention to trigger such reflections that may harm the storytellers. Secondly, the level of sensibility of issues was also to give freedom to the storytellers. Such aspect may be part of their work/non-work experiences. This relates to how each storyteller perceives my role. It can be noticed that a few of them perceived me as an expert and maybe as a confidant so that they mentioned facts that they did not usually talk about. In such cases, they mentioned the sensible character of the information. They also made sure that doors were closed or that no one else they know could hear. I do not believe that I have in the self-narratives broken trust as those few sensible issues have been either broadly formulated or not mentioned. Finally I am not aware that sharing such sensible issues has harmed the storytellers.

2.2.6.2 Ethical considerations during the analysis

Beyond the effect of the interview itself, the analysis done by the researcher, who the respondents seen as an expert, can have an impact on the participants. As a matter of fact, deconstructing one's narratives is equivalent to deconstructing one's self-understanding (Elliot, 2005). This can damage or support the participants' identical development. The therapeutic effect of narrative research must thus be considered (see Elliot, 2005).

Such effects have been considered from the beginning. The aim of the research is not to identify the effects of the interview process. However, getting in touch with the storytellers after the generation of narratives, I observed that the interviews as "co-production" might have been used as an opportunity for some managers to reflect on themselves. I found that few new work/non-work reflections were made during the interviews especially in the third one. I also noticed that the first narrative shared with the respondents during the second interview might have triggered some reflections. I would say that a few middle-managers started their work/non-work reflections because of this research. I also observed that most of people situation changed since the research was conducted. Whereas some changes were planned and discussed during the

research, I also noted that some changes might be due to some new research-related refection.

Related to such effects is the way the objectives of the research are presented to the participants. Some of these objectives may be difficult to explain or it is important to hide especially in constructionist research (Elliot, 2005). This can be seen as unethical. To avoid such complexity, the objectives were broadly formulated in terms of how middle-managers were managing the relationships between their professional and personal life. Such formulation may however be questioned once the analysis is made. This has been the case with one middle-manager who was surprised about the analysis. Whereas the person saw life as a simple division of time, the self-narrative showed life as a complex of life domains. I explained to him that these two views were not in opposition one to the other and that these ostensibly conflicting self-narratives were anchored in a theoretical framework. This repositions the work as research-oriented and not therapeutic.

Observing changes relates to the potential contributions of this thesis. I however do not directly relate the radical changes occurring after the research to the analysis provided along the process through the self-narratives or to the interview series. This can be perceivable by the fact that none of the storytellers ended our relationships. Finally, it is noticeable that the roles of expert, listener and confidant have been part of the relationships between the researcher and the participants. To my opinion, equilibrium was however reached so that the therapeutic effect could not be noticeable in this research.

2.2.6.3 Ethical considerations during the dissemination of the research: confidentiality.

Once the research is conducted, ethical issues can be identified in relation to the dissemination of the research. In that regards, ethical considerations relate to confidentiality (see Elliot, 2005). Anonymity is a central issue in narrative research and is not a matter of just giving fake names to the participants. It is a question throughout the process, for every individual talked about in the research (see Clandinin & Connelly, 2000) and beyond. Elliot (2005) notes that "individuals are likely to be identifiable by those who know them" like family and friends because of the constellation of personal attributes. While such identification may be seen as part of the trustworthiness of the self-narratives, it becomes an issue while disseminating research. To avoid such issues, Elliot (2005) mentions two strategies. First, one can use public narratives that are already public. Second, one can develop fictional story by using elements from more than one participant.

Both strategies are not used in this thesis which relies on the generation of new narrative because the context of the research is new. It also relies on self-narrative to capture one's own view on work/non-work experiences. The question is thus how I can reach some confidentiality. First, the narratives have were generated about 4 years ago, which renders sensible issues less sensible and recognizable. Some managers changed work or their personal situation changed. Second, sensible issues that could be connected to specific situations are presented in fewer details so that the focus is on their effects on the work/non-work experiences. Third, I present a constellation of professional attributes at a higher level by indicating for example generic position or overall industry. Details of age and family description are essential to work/non-work experiences so that they need to be kept but thus are reduced in scope. Finally, I classically change names and places. All names have been chosen randomly among French names. Places have been replaced by imaginative names. The only real place named, cited when relevant, is Paris because Paris plays a role in a few work/non-work experiences. This level of confidentiality should make extremely difficult for readers guess the respondents' identity. The six self-narratives have been approved by each storyteller, which also indicates that they agreed with the level of anonymity the study adopts.

Part 3
Presenting individuals' work/non-work experiences

Part 3 is the empirical part of this thesis. In line with the first aspiration of this thesis, it presents individuals' work/non-work experiences in their individual, organisational and societal contexts. In accordance with the narrative approach adopted in this thesis, this part presents work/non-work self-narratives as the research text of this thesis.

This part is composed of six chapters. Each chapter represents one work/non-work self-narrative. As presented in 0, especially in Figure 2:c on page 112, the plot in each narrative has been put by the researcher following the boundary frame. Practically, the plot enables first to situate the narratives in time and introduces the storytellers, second to elaborate on one's life domains, third to portray one's work/non-work process and finally to dress challenges for future work/non-work processes. The voices of the storytellers is to be found in each of the main fragment as it is the storytellers who plot the self-narratives in terms of causal relation for example. The genre of the narratives, the rhetorical tromps but also the actants present in each self-narrative are all narratives elements that are put by the storytellers themselves. Storytellers' direct voices are clearly visible in the quotations in italic in each narrative. More details on how the self-narratives have been generated and composed can be found in 0.

Chapter 3.1
Marine

My name is Marine. Three years ago, in July 2003, I accepted the position of director of international relationships for the Madel's public administration office. I moved to Madel leaving behind me in Paris my gang of friends but taking with me Mathieu, my new boyfriend. I was then 26 and this was my first job. Overall, I feel that *I switched from a student world to a world which is different professionally, socially and also schedule-wise both daily and yearly. So I tried to adapt myself. I think I am still in this phase.*[i] To be even more precise, I may even say that I entered this phase again just two weeks ago when some drastic change took place. Mathieu who was unemployed just found a job in Paris. He effectively started last Monday within short notice. This adds to my feeling that Madel is still not at home.

Generally, I could portray my life in terms of work and non-work domains with the latter including six life's sub-domains: my life with Mathieu, my social life with my friends, my relationships with my parents, my privileged relationships with my younger brother, some private activities and last but not least my search or quest for a new job. For you to understand me and my life I will start by elaborating on each domain.

Mathieu and I met in Paris not long before I left for Madel. Mathieu was looking for a job in Paris. I would say that if I would have known Mathieu earlier, I might not have accepted the position in Madel but rather would have continued to look for work in Paris. *Mathieu is at the centre, yes, he is my daily life and the strongest relationships I have.*[ii] *He is me; I would say that we are like two crossed fingers.*[iii] For the time being it is just us. *I do not project having children. Maybe one day I will be caught up by the idea, but before that, now, I have other things to accomplish*[iv]. It is evident that our close relationship is due to our situation of being somehow still divided between our jobs and between Madel and Paris. First, when I moved to Madel, he joined me. We were thus physically close. *On week days, when he was here, he stayed in my flat as he did not work. So I saw him for lunches, on evenings and on mornings. On weekends when I went to Paris, we stayed at his place.*[v] To be more precise, in Paris we stay in the flat owned by his family. Once more, it is not really our home. Second, I have also the feeling that we have been supporting each other over the last years. During the two years he was looking for a job while I started a totally new career at a new workplace. We both had concerns about our professional future as well as about our own future together. Our respective worries spilled over each other. We were also psychologically and emotionally close. In the beginning, I was anxious about my work. He was present daily to help and

listen to me. This gave me some new perspective on my work. Nonetheless, *I would try to alleviate the weight professional life exercised on personal life in a bid to help Mathieu not to worry*[vi]. With time, *I had the feeling that I was the base of our stability. My success at work, confidence and experiences removed the sense of emergency on his part.*[vii] But a few months later, I felt that the situation was getting worse. He was called for interviews, but still there was no job. I even started to think about that at work. *At that time we tried to invent other alternatives. There were no traditional options for us to pursue so we tried to extend our imagination in order to find something in between.*[viii] This included the option of accepting a job even if it was not in line with his direct competences and even if it was a temporary job so long that it would have ended his dependence on others. The option of both of us going abroad was also on the table. But finally, and after a long and difficult search, he found a new job. Since last week, he is back full-time in Paris and I am still in Madel. I am thus again looking actively for a new job in Paris, but let's talk about that later on. Overall, I would say that the situation we have had *was normally some sort of a temporary solution, but it became a temporary solution which lasted*[ix] and it is now repeating itself.

Mathieu and I have common friends most of them in Paris. As a couple, I find it natural that our circles blend one another. This does not exclude that I still have my own circle of friends. We meet them on weekends to share good time together. The frequency of our meetings is largely varying. During the last few months, I have been seeing them *every time I was in Paris and some came here to Madel.*[x] In fact, I may spend some weekend in Madel. *This is of course a weekend I like, because it enables me to get some rest. Nonetheless, it requires that I have some perspective of what I will do the weekend after.*[xi] In general, I appreciate brunching on Saturdays or Sundays, spending time to discuss and partying with my friends. *But being in different towns or regions, it is about trying to keep in contact. It is about trying to meet the ones I can meet in order not to lose contact. It is about trying to remain young and motivate ourselves to do things together like travelling together, organising a nice weekend or planning few activities when I am in Paris.*[xii] Additionally, these social relationships are not simple and somehow ambiguous. Even if our friends are like us in their first working experiences, some get their first kids and buy flats or houses. I like to hear about their plans and so on, but it is sometimes too much to hear in the light of the situation I and Mathieu are in. In that regard, when Mathieu was unemployed, our friends often tried to be supportive by saying: "all will be fine". But this is not always what I expected from them. I did certainly not expect that from my own and close friends with whom I talked more about my anxiety caused by Mathieu's situation and my own stress at work. I would have expected some of them to be more direct and not just tell some niceties. I would guess that this is due to the physical distance between us. We do not discuss other subjects thoroughly. *We do not actually know what to talk about. They talk about their daily lives composed*

of good news…we feel we are too disconnected.[xiii] I really believe that distance plays a role. *It is true that if we were in contact on a more daily basis and that one evening I was not feeling good and could call a friend and say "let's meet in a few minutes because now I am not fine at all", he or she may grasp the seriousness of the situation. But at present, the time we spend together is ephemeral. So it is certain that distance plays a role.*[xiv]

When I think about it, *it is a bit the same with my parents. When we see each other we want to talk about the positive aspects of our lives.*[xv] The family is originally from the west of France where my parents still live. My feelings aside, my parents and I are on two different worlds. We do not understand fully each other's. *It goes back to the time I was still an adolescent when we both came to realize that there were limits to how close we can be. We can thus say that there are subjects we cannot talk about.*[xvi] For example, I accepted the position in Madel because I felt, somehow, under familial pressures, that I had to get a job after being without a job for two years. Indeed, it is not in my parent's vision to be unemployed. This is something I know. I thus overlooked the location of the job. Similarly, I do not have much in common with them with them with regard to Mathieu's job situation. I do not want to create problems somehow. As we are not in the same region, my family is a small life domain. *I speak to my parents regularly by phone. I should not forget them. The phone is also a way to have people around me.*[xvii] I also visit them. *This is the opportunity to rediscover a certain connectedness that is hard to find again; certainly since we are not often seeing each other, we are not on the same level. So it takes a little bit of time. I visit them for three days, always between two trains; it is like running the entire weekend. So we live indeed on two planets with not so good connections. At one point, it is scary. But I feel good meeting them and it is evident that I need to know their opinions.*[xviii] This reminds me of one weekend. It started on Saturday slowly with *some shopping with my mother, during which we did not talk about personal subjects as it was the start of the weekend.*[xix] On Sunday, *during breakfast with my mum and my brother we started to talk about my work, even about one colleague and a bit about the future*. This is typically how we function.

Talking about my family, I have referred mostly to my parents. Of course, my brother, Marc, is part of my family. We, all the four of us, are the family. With, my younger brother who is 5 years old, I have developed more genuine relationship. Our relationship is special so that I would consider it a domain per ser. We ignored each other's existence until I left home at the age of 19 and I cannot explain what happened afterwards. Marc goes to school in the south of but we often meet in Paris. We share our passion for Africa, where I spent about half a year in Africa studying the role of NGOs. We also have few activities like going to concerts that we love to do just on our own, even without Mathieu. *Maybe I am too exclusive. Since I am with Mathieu, his meeting with Marc has not bothered me. On the contrary I wanted them to meet. But with*

the time, I realise that we do not have the same affinity with or without Mathieu. There are things going on when we are together that are different. So I do not want to do without that. Marc also likes it when we are just together.[xx] We may also talk about ourselves to each other. Thinking about the same weekend at home with my parents, I saw that he was not feeling good. I told him that we should meet soon. I thought then to visit him to discuss.

Beyond these domains, involving other people from my entourage, I have what I may call my private domain. It includes my passion for photography. Here you may find me crazy but I like to shoot the details, the elements that no one can see. *It is true that it is more about making myself happy because people, they are more expected to see the cathedral of 'machin*[48] *in three dimensions; so yes it is for my own pleasure*[xxi]*. But in fact I have shot few pictures since I moved to Madel.*[xxii] Although Madel is culturally a rich town, I do not really find time for taking photos. I am busy and preoccupied with my work but also with the temporariness of the situation and even my actual commuting over the weekends or my few business travels. This applies to jogging. *I could run around the 'Lac Cuccina' but the problem is that when I arrive home at 19:00, I have no strength to get into my outfit for jogging.*[xxiii]. I have no energy left to run. When it comes to photography, I may have regained this energy during my last vacation. Meeting the boyfriend of a cousin who is a photographer made me think of getting digital equipment, though I have been using traditional cameras and still love them since I was 18 years-old. However, it may be time to explore a new side of this art.

Finally, there is a non-work sub-domain which I could refer to "the quest for a new work". In order to understand it and what I expect from it, I should first explain my work as well my work/non-work experiences.

I studied political sciences passed the national recruitment examination for administration and completed a one year DESS with a focus on development and international cooperation[49]. Besides, I had diverse internships in French administration. These few elements of my educational background reveal two central aspects in my career: first the international element and second my attachment to Administration and Association, with capital letters if I may insist. The position as director of international relationships here in Madel addresses both of them. This position was newly created and thus *challenging. It showed that there was a political engagement and that things were going to be done concretely.*[xxiv] *My overall objective is to develop the international relationships of the city by clarifying them and giving more perspective and depth to the ones we will select or initiate.*[xxv] Practically, it is to create events that are meaningful to every

[48] 'machin' in French means that means "nothing/nowhere is really very important".
[49] A "DESS" is the abbreviation for "Diplôme d'Etudes Supérieures Spécialisées". It is equivalent to a one year master level education.

citizen and support local initiatives. It is also about internal transversal communication across the entire building. I have one assistant, but basically I work alone in association with one elected representative. My direct manager is the administrative manager of the administration. *Generally, I like to work on my own. I like to be independent, autonomous; this fits me. But daily, this is not so enjoying because when you need to take a decision it is always interesting to have a dialogue, to exchange with others and to throw ideas and make sense of them with co-workers. This is a bit what I miss, but, on the other hand, I have also quite a few responsibilities for a first job*[xxvi]. Over two years, this loneliness was also reinforced by the physical location of the department, at the entrance level. Generally speaking, I was isolated from the other departments. About six months ago, a new department just moved here. I can interact with other colleagues especially Marie and Martine who are as young as me. This has positively influenced my working atmosphere as we will see later. I am also part of the management team, but as the only young woman in this team this is not simple. Daily, I am having long term projects and short term actions. Last week, after 6 months of preparation, we received a delegation from Japan. These have been six difficult months and for me a personal challenge. Indeed, I am not used to express myself orally in English even though writting English is not that difficult. I also stressed about having to stick to the protocol. Now we managed, it was a success and I feel good. I nonetheless need a few-day vacation. Back to my overall objectives, after three years there is still a strong need to communicate internally and externally. Nonetheless, the administrative manager is satisfied with my work and offered me a pay raise. This may seem to be ideal, but this picture does not take into account my work/non-work experiences.

Generally, I have developed the impression that it is required to blend work and personal life. However, personally I draw barriers between my work and non-work domains on a daily basis. First, I do not like to talk about private matters at work. I may talk a bit more about non-professional issues like overall plans for a future career or holidays but not about 'too private' matters. Second, I do not feel comfortable with the idea of having friends only among my colleagues. *I do not systematically look for friends at work. But friendly relationships, it is indeed nice and motivating to have. It sometimes makes it possible to solve complex professional relationships.*[xxvii] Consequently, I often turn down invitations from colleagues. As a matter of fact, *there is one colleague who potentially may be a friend. This is someone with whom I could have a drink and he knows about the main aspects of my personal life. But once he brought his girlfriend who is also working in the same administration. At that time, I planned to bring Mathieu, but as she was also coming I said to Mathieu: "this is no longer possible to join because we are going to talk about work and it will stress me". Therefore, I really do not manage to mix as it requires sincere confidence. I do a priori not want to mix and say: "we will all be friends": this is really, really different.*[xxviii] Third, this is also reflected in my habits for lunch. *Most of the time, I go and have lunch home,*

especially when Mathieu was here and cooked [smile]. Then sometimes I try taking a small rest because I do not always manage to get asleep early on the evenings so that I feel tired in the afternoon. I also read my mail. I really try to take a rewarding break. I do not think over and over the problems at work[xxix]. I thus appreciate a real long lunch between 12:30 and 14:00.

I believe that part of this segmentation is due to my atmosphere and my specific work situation. First, my relationships with "my" elected representative are not simple. I feel that he and I do not have always the same objectives. He tends to think about his own development whereas I may be thinking more about the development of the international relationships as a whole. It takes thus time to argue for projects. Second, my position is rather new and still unclear to the other departments. Finally, my office, on the ground floor, is physically isolated from other departments. All in all, I do not feel comfortable to meet people from work because I am afraid of talking about issues that are too specific to my situation. I also do not want to spend my social time to explain my work because this is part of my work. The segmentation is reflected in some of my other practices. For example, I do not feel comfortable having family pictures in my office. Nonetheless, *it is funny but when I see someone with lots of responsibilities having a picture of his wife or his baby, I tell myself 'he is not so wicked after all'. But I really do not see myself doing that in my office because this is my private life. I do not want everyone to know what my boyfriend or my parents look like or know that I am attached to my bothers or similar things...right!*[xxx] I do not take office work home. I do not perform personal activities at work. Finally, when the phone rings for personal reasons at work it has to be an emergency.

Above all, I feel that I have hard time to be the same person both at work and outside work. *Indeed, there are two sides that are different even if they tend to get closer so long as I get more experience and feel more comfortable. But it is true that I am not the same as far as my personal life is concerned. In any case, at work I am a bit different. There I am in the context of responsibilities; this is why it is different.*[xxxi] Let me elaborate. I believe that *at work I have the role of the "boss" and that the boss should by definition take decisions, he or she should take responsibilities, manage a team even a small one, manage relationships across teams, manage projects, keep results...so this is a more serious logic than in personal life where one makes own choices in function of one's own criteria. Simply and purely, it is not the same cap.*[xxxii] Another manifestation of this segmentation is reflected in how I dress. As a matter of fact, *I cannot wear at work what I wear at home because I have clothes with flashy colours, crested t-shirts, old jeans and large trousers. I do not see myself coming at work like that.*[xxxiii] I believe that this is due to my age. As mentioned, I am actually one of the youngest managers in the organisation. Nonetheless, the gap tends gradually to be bridged and the situation has changed a bit in two years. Considering dressing out, you may notice that today I am wearing a pair of jeans; a working jeans if I may

ironically say so! In addition, as briefly mentioned, there are now two new girls, Marie and Martine, working close to my office. This has changed the atmosphere and my routines. With them, I learn to take breaks during day time and not be at my desk from 8:00 to 18:00. I also talk more about myself. Coming back from a meeting, I may just go to them and express either my satisfaction or disappointment. We also talk about Mathieu's situation and my search for work. I may not feel any more the pressure to close the door when talking about that or writing an intention letter; instead I just say that I need one hour without being disturbed. They also encourage me. We may also go out and have a drink after work more frequently and more spontaneously than before. *So yes, there is an evolution in the sense how easy it is for me to talk about my personal situation, about my professional difficulties to other people, of course not to strangers. But I now manage to talk with people with whom I may have some affinity whereas it was a time it was largely harder...nonetheless it does not creep into my weekends because I do not mix both.*[xxxiv]

In other words, *I try to be more natural. It is true that I may have forced myself to wear blouses on a daily basis. This I do not do anymore nowadays.*[xxxv] More seriously, *I am more and more thinking that when I started, I was like a little mouse. I was observing how it was working. I certainly had no wish to talk about my personal life because I was not in a climate of confidence and I had so many things to learn that I did not know if I had adapted or not. So I had to learn. Now that I feel more comfortable, know how things are working, know what is my leeway and my role and that I realise that appearances are useless, I feel a bit reassured. If others do not understand that one can be a bit different, at least physically, and yet professionally good, it is their problem.*[xxxvi] There is nonetheless another side of getting integrated in the workplace. Reflecting about it, *I have the feeling that the professional life formats individuals with excess. I have the feeling that I lose my imagination as I gain more dynamism at work. Maybe I am a bit pessimistic right now, but the more and more you integrate yourself into the workplace with its conventions, its sets of rules and so on... the more your freedom shrinks, that is my feeling. Finally, you are more satisfied when you are accepted and appreciated by your environment but in the end you lose yourself. You gain confidence and respect at work but you lose your personal desires and possibilities to be something else once you are out of your office.*[xxxvii] I think that this is the paradox in which I am nowadays. It explains my lack of energy outside work and the omnipresence of my work in many of my reflections. It also constitutes a challenge for my next working place.

Beyond this desire to segment work and non-work, that is nowadays tempered and less proactive, my work/non-work experiences are characterised by stress. My stress spills over from work to non-work and vice-versa. I think and even ruminate about work. I feel that my level of responsibilities is somehow too high and that this job does not fulfil my expectations. I already mentioned the

lack of teams that would be essential to fulfil my role as middle-manager. Even so I do not want to manage 10 people. I also mentioned my physical isolation reinforced by the newness of the position giving less attention to my actions. It is also reinforced by current questioning from the city hall and its partners about the overall purpose of international relationships. *When I talk about negative stress it is because of the anxiety to go back to work on Sunday evenings and of the nights when I do not sleep well.*[xxxviii] *It is not a motivating stress like when you are in a hurry. When you need to finalise a project in which you believe it is good to have a higher level of adrenaline and say: "So tonight I will not go home early, but at the end this will be done and we move forward". Nonetheless, I personally would not like to go home after 22:00. Indeed, when you would want to follow a project you are part of and you believe in, especially when you are working with partners with whom you may exchange ideas; when it is teamwork, it is interesting, it is motivating.*[xxxix] In other words, my work does not creep into my life because of business trips on weekends, or longer working hours on interesting projects, nonetheless not beyond 22:00. This is positive stress. Work creeps into my personal life because of the fatigue and the stress it causes. So, it is rather the impact of work which is sort of invading my life.

Such stress has been for a long time reinforced by my concerns about Mathieu's situation of not finding a suitable job. *With time and growing tension, his joblessness started becoming part of my life.*[xl] The stress is also reinforced by my projections in the case of him finding a job in Paris. This makes me think about non-work at work. This anxiety affects my behaviour. I feel the urge and emotional need to talk to Mathieu about my work even if I am somewhat not keen to do so. In fact, I entertained some sense of guilt about talking so much about my work to him. This also restrains my energy after work. To alleviate my stress, I spend some time shopping on my way back home between 18:30 and 19:00 Then when *I arrive home, I take a shower which is really important when I come home. I change skin, if I may nicely say.*[xli] *The shower on evenings, it is because it relaxes me and I think that I need it to release the fatigue. Really, it takes the fatigue away, it makes me feel good, and it relaxes me. It is also because I change into more casual clothes. It is a bit like if it marks the end of the day.*[xlii] Sometimes, when Mathieu was here we might stay and discuss then I would say: "now I am tired, I need to go and take the shower, I will be back in a second". Then I can pursue my evening.

It is this stress caused by work and non-work and its complex relationships which prompt me to look for a new work. I may imagine to some extent that if I had the same work in Paris, this might be perfect. For a year and half ago, my main challenge has been to find a new job. I spend time at home, after my shower, looking for new job opportunities, writing CV and motivation letters. I actually assume that I have a double working day. For example, private phone calls become some sort of 'working tasks' written down on Post-it® notes,

except the ones to Mathieu. In my search, I would accept a job with a lower hierarchical position. *It is about finding a job that is interesting and enables me to blossom, that is to say that stresses me largely less and that does not creep into my life.*[xliii] It is about changing location and finding back my circle of friends and its consequences. Now that Mathieu has a job in Paris, the search for a new job is again a top priority for me. I had a few months ago some interviews but no positive final answers. Today, *I have made up my mind; I should not lose any time. The less dynamic I am in terms of search of work, the less I will be efficient and the more it will last! All in all, everyone will lose.*[xliv] Practically, I proceed ahead searching for a job in the evenings at home. But I may also take one hour in the afternoon to write a letter while in my office. I may also take time on weekends. Last Sunday, *I managed to spend two hours without spoiling the weekend.*[xlv] I am looking for a position in Paris. This should enable us to finally get a home together. It should enable me to separate between private and professional life. *Indeed, I believe that the separation between private and professional life maybe stronger in Paris than in Madel*[xlvi]*. In Paris there is the issue of physical distance, you rarely mix colleagues; well, thinking of the colleagues I have had in Paris, I notice that once you have left the office you do not see them again. There is huge geographical distance. In a way, everyone goes home and there is no real connection.*[xlvii] I deeply hope that this active search for a new job will not take long. I wish that I will not be living alone in Madel for one more year, especially for another winter. I hate winter here. I often catch cold here. In addition, this will again mean no personal life in Madel and greater anxiety during Sunday evenings or Monday mornings. Principally, I do not want Mathieu to suffer. It would not be positive to have *Mathieu on the phone telling me that he is also fed up with this situation.*[xlviii] I also do not wish, *even on a Sunday evening which is often hard time, that Mathieu considers quitting his new job to be back in Madel. This will not be at all constructive.*[xlix]

You see, I am back into a temporary situation. I just hope that it will not last.

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[i] Je passe finalement d'étudiant à un monde totalement différent au niveau professionnel, au niveau social, au niveau de l'emploi du temps, au niveau organisation de l'année c'est complètement différent. Donc j'essaye de m'adapter. Donc je pense que je suis encore dans cette période d'adaptation.

[ii] Alors Mathieu au centre, ben c'est ma vie quotidienne, c'est la relation la plus forte.

[iii] C'est moi, on est comme ca – en montrant qu'elle a deux doigts liés.

[iv] Pour l'instant je ne vois pas du tout ; peut être qu'un jour ca me prendra mais pour l'instant j'ai d'autres choses à faire avant.

[v] Quand il est ici, il est tout le temps chez moi puisqu'il ne travaille pas. Je le vois le midi, je le vois le soir, je le vois le matin. Les weekends quand je vais sur Paris, je vis chez lui aussi.

[vi] Je relativiserais davantage le poids de la vie professionnelle sur la vie personnelle pour moins inquiéter [Mathieu].

[vii] C'est moi la base de stabilité et que tant qu'il n'avait pas trouvé, il y avait moins d'urgences parce que j'arrivais à m'en sortir au bureau, je maitrisais mieux mon poste, un peu d'expériences.

[viii] On essaye d'inventer d'autres solutions ; donc non pas des choses traditionnelles comme lui ou moi aurait pu imaginer mais on essaye d'élargir, de trouver des palliatifs.

[ix] (Le présent actuel), c'est du provisoire qui dur mais normalement c'était du « provisoire provisoire ».
[x] Je les ai vus tous les weekends quand j'étais à Paris, ils sont venus à Madel.
[xi] C'est un weekend que j'apprécie de vivre parce que je me repose mais c'est vrai qu'il me faut l'idée derrière que j'ai un autre weekend où j'ai autre chose à faire.
[xii] C'est essayer de ne pas perdre contact avec ceux que je pourrais perdre de vue car on n'est pas dans les même villes, pas la même région. C'est voir ceux qui peuvent être vus régulièrement de façon à ne pas se perdre. C'est essayer de conserver un peu l'esprit jeune on va dire, se motiver les uns les autres à faire des choses ensembles, des idées de voyage, des idées de weekend ou d'activités si un jour aussi je serai sur Paris.
[xiii] On ne sait plus quels sujets aborder. Eux nous parlent de choses de leur quotidiens qui sont des bonnes nouvelles …on sent que l'on est trop déconnecté.
[xiv] C'est vrai que si on était au quotidien, que le soir ca ne va pas du tout et que je puisse en appeler un et dire : « là on se voit parce que ca va pas du tout », il comprendrait peut être mieux le fonds du problème, alors que là on est sur des moments éphémères. C'est donc sûr que la distance joue.
[xv] C'est un peu comme avec mes parents quand on se voit on a envi de parler de choses positives.
[xvi] C'est à partir de l'adolescence, depuis on a trouvé chacun nos marques donc il ya des domaines réservés on va dire.
[xvii] Mes parents, je les ai régulièrement au téléphone. Ile ne faut pas du tout les oublier, c'est aussi une forme d'entourage.
[xviii] C'est l'occasion de retrouver une complicité qui est difficile à retrouver parce que justement quand on les voit pas souvent, on n'est pas sur le même ressort donc ca prend un peu de temps. Je viens trois jours, un peu entre deux trains, il faut courir le weekend. Il y a toujours l'impression que l'on vit dans deux mondes séparés et qu'il n'y a plus de liaisons. A un moment ca fait peur aussi. Mais ca me fait du bien, parce que j'ai aussi besoin de savoir leur avis.
[xix] Tournée de boutiques avec ma mère. On ne parle pas de sujets trop personnels, ce n'est que le début du weekend.
[xx] Peut-être que je suis trop exclusive. Depuis que j'ai rencontré [Mathieu] ca ne m'a pas gêné qu'il rencontre mon frère, au contraire je voulais qu'il le rencontre. Mais je me rends compte que l'on n'a pas la même complicité quand il est la ou tous les deux. Il y a des choses qui se passent quand on est tous les deux qui sont différentes. Donc je n'ai pas envi de me priver de ca. Lui aussi il apprécie que l'on se retrouve tous les deux.
[xxi] C'est vrai que je me fais plus plaisir à moi sachant que les gens s'attendent plus à voir la cathédrale de machin en trois dimensions ; donc là c'est mon petit plaisir.
[xxii] J'en fais moins depuis que je suis à Madel.
[xxiii] Courir ; oui, autour du Lac Kir je pourrais mais le problème c'est quand j'arrive à 7 heures chez moi, me changer…ben je n'ai plus la force.
[xxiv] Ca me paraissait intéressant parce que ca montrait une volonté politique ce qui signifie que des choses allaient être faites concrètement.
[xxv] Je suis chargée de développer les relations internationales à (XXX). Dans un premier temps, il s'agit de les clarifier et dans un second temps de donner du contenu à celles que l'on aura sélectionnées ou que l'on aura initiées.
[xxvi] J'aime bien travailler seule. J'aime bien être indépendante, autonome, donc ca me convient. Après au quotidien, ce n'est pas très plaisant car quand il y a une décision à prendre c'est toujours intéressant de dialoguer, d'échanger, de jeter les idées puis d'y trouver du sens avec des collaborateurs. Ca c'est un peu ce qui me manque, mais tenant compte d'autres caractéristiques je trouve que j'ai pas mal de responsabilités pour un premier poste.
[xxvii] Non, des amis pas forcement. Mais des relations amicales, oui, c'est agréable, c'est motivant. Ca permet aussi parfois de débrouiller des relations professionnelles
[xxviii] La personne en question qui serait potentiellement un ami, c'est quelqu'un je vois volontiers pour un verre et pour parler de tout à fait autre chose ; ben lui est au courant des grandes lignes de ma vie personnelle. Mais justement par exemple un jour, il a invité son amie qui est quelqu'un qui travaille ici. A l'époque j'avais prévu de venir avec [Mathieu] et le fait qu'elle vienne, j'ai dit à [Mathieu] : « non ce n'est pas possible, on va parler boulot, ca va me stresser ». Donc je n'arrive pas à mélanger ou alors il faut vraiment d'honnête confiance mais a priori je n'ai pas envi de mélanger et de dire : « on va tous devenir ami » ; c'est vraiment très très différent.
[xxix] Je vais manger chez moi surtout quand mon ami est là puisqu'il fait à manger. Et puis là, j'essaye de faire la sieste de temps en temps parce que je n'arrive pas à me coucher tôt et donc forcement l'après-midi je tombe du nez. Je préfère donc dormir 5 minutes à la maison et ca va mieux. Je lis aussi mon courrier. J'essaye donc vraiment de faire un break. Je ne ressasse pas tous les problèmes du boulot.
[xxx] C'est rigolo, quand je vois quelqu'un qui a beaucoup de responsabilités et qui a la photo de se femme ou de son petit, je me dis « tiens, il n'est pas si méchant ». Mais c'est vrai que moi je ne me vois pas du tout avoir ca ici, parce que c'est ma vie privée et que je n'ai pas envi que tous le monde sache quelle est la tête de mon petit copain ou de mes parents et à la limite que je suis attachée à mon frère ou des choses comme ca...enfin !

[xxxi] Il y a deux façons d'être qui sont différentes même s'il y a tendance à se rapprocher un peu au fur et a mesure que j'acquière de l'expérience et que je me sens plus à l'aise. Mais c'est vrai que je ne suis pas totalement la même dans la vie perso ; en tout cas dans le travail, je suis un peu différente. Là je suis en situation de responsabilités, c'est donc différent.

[xxxii] C'est-à-dire que au boulot « je suis chef » et le chef, mine de rien, il doit prendre des décisions, il doit endosser des responsabilités, doit gérer une équipe, même aussi petite soit elle, elle doit gérer les relations transversales avec les autres équipes, gérer les projets, tenir ses résultats... une logique plus sérieuse que la vie perso où l'on choisit, où l'on fait des choix en fonction de ses propre critères. Purement et simplement, ce n'est pas la même casquette.

[xxxiii] Je ne peux pas m'habiller chez moi comme au travail, car j'ai des vêtements trop bariolés, des t-shirts avec des marques, des vieux jeans, des pantalons très larges. Je ne me vois pas arriver au travail comme ca.

[xxxiv] Ben, il y a une évolution dans la mesure où je parle plus facilement de ma situation personnelle et de mes difficultés professionnelles à n'importe qui ; pas n'importe qui mais dès qu'il y a un lien de complicité j'arrive à en parler, ce qui était beaucoup plus difficile avant…ce qui n'empêche, ca n'empiète pas sur mes weekends, car je n'arrive pas à mixer les deux.

[xxxv] J'essaye d'être beaucoup plus naturelle. C'est vrai que je me suis peut être forcée à mettre des chemisiers tous les jours. Aujourd'hui je ne le fais plus.

[xxxvi] Je pense de plus en plus que quand je suis arrivée, j'étais un petit peu la petite souris où justement j'observais tout et je regardais comment ca marchais. Je n'avais pas forcément envie non plus de dire des choses personnelles parce que je n'étais pas dans un climat de confiance et puis j'avais tellement de choses à apprendre que je ne me voyais pas du tout, enfin je me demandais si j'étais adapté ou pas. Donc c'était à moi d'apprendre. Maintenant que je me sens plus à l'aise et que je sais comment ca marche, que je sais quelle est ma marge de manœuvre, quel est mon rôle et je vois que finalement l'apparence elle ne sert pas à grand chose, ca me rassure un peu. Si les autres ne comprennent pas que l'on peut être un tout petit peu différent, ne serait-ce que physiquement et quand même être bon professionnellement ; c'est leur problème.

[xxxvii] J'ai la sensation que la vie professionnelle formate à outrance les individus. La sensation que je perds de l'imagination en gagnant du dynamisme au travail. Ben, je suis un peu pessimiste [maintenant]…mais à de mieux en mieux s'intégrer dans un milieu professionnel, avec ses conventions, ses règles de fonctionnement, etc.…j'ai l'impression que le champ des libertés se rétrécit. Finalement, on est plus satisfait lorsque le milieu qui nous entoure nous accepte et nous apprécie, mais on finit par se perdre soi-même. On s'affirme au travail et on perd ses envies personnelles, ses possibilités de vivre autre chose une fois sortie du bureau !

[xxxviii] Quand je dis que c'est du mauvais stress c'est parce que c'est l'angoisse d'aller au boulot le dimanche soir ou c'est des nuits ou je ne dors pas bien.

[xxxix] Ce n'est pas du stress motivant, comme quand on a un coup de bourre. Quand il faut finir le projet, que l'on croit au projet, c'est bon d'être dans l'adrénaline et de se dire : « Bon ben ce soir je ne vais pas rentrer tôt mais effectivement ce sera fait et voilà on va avancer ». Oui mais pas spécialement de rentrer à 10 heures chez moi. C'est vrai qu'un projet dans lequel on croit, que l'on envi de suivre et tout surtout si on a des partenaires avec qui l'on peut échanger, quand c'est un truc collectif, c'est intéressant, c'est motivant.

[xl] À la longue, c'est vrai aussi que dans la tension qui monte c'est qu'il y a aussi moi qui commence à vivre son chômage.

[xli] Je rentre, je prends une douche ; très important la douche en rentrant. Je change de peau (sourire).

[xlii] La douche le soir, c'est parce que ca me détend et que je crois que j'en ai besoin pour me défatiguer. Vraiment ca me défatigue, ca me fait beaucoup de bien, ca me détend. Puis c est déjà parce que je me change, donc ca y est c'est les habits tranquilles. Ca marque un peu la fin de la journée.

[xliii] Essayer de trouver un travail qui m'intéresse et qui m'épanouisse, c'est-à-dire qui me stresse beaucoup moins et empiète moins sur ma vie privée justement.

[xliv] Ma décision est prise et il ne s'agit pas de perdre du temps, mois je suis dynamique en terme de recherche d'emploi, moins je serai efficace, et plus ca durera !! Bref tout le monde y perdra.

[xlv] J'ai réussi à passer deux heures sur ma recherche d'emploi sans que cela plombe la journée.

[xlvi] Oui, j'ai l'impression que à Paris c'est peut être plus accentué qu'à Madel.

[xlvii] À Paris il y a le problème des distances, tu mélanges rarement les collègues ; enfin moi les relations que j'ai a eu à Paris, je vois qu'une fois que tu as quitté ton boulot, tu ne les revois pas. Il ya trop de distances géographique pour ca. Enfin tout le monde rentre chez lui et il n y pas vraiment de relations.

[xlviii] [Mathieu] m'appelle; il en a marre aussi de cette vie.

[xlix] [Mathieu] propose de démissionner pour revenir à Madel, ce qui n'est pas très constructif, mais c est dimanche soir, et c'est souvent un peu dur.

Chapter 3.2
Thibault

My name is Thibault. I am 33 years old. I live with Thara, my partner. I originally come from the west of France but studied in Lansa at the Business School there. I also got my first work in Lansa in the company where I am still working, but I am based in Jyve. On the 8th of August 2005, I was actually transferred to work in this European capital as a project manager for quality in the regional headquarters. After almost one year of weekly commuting between Lansa and Jyve, Thara will finally leave Lansa in July.

I portray my life through my work, few personal activities and some friendships, but above all through my relationships with Thara, my relationships with Thara's two kids, Tina and Tod, who I consider as my "almost family".

My partner, Thara, is also from Lansa. Thara and I met in 2002, as she was processing her divorce papers. Before that, I was single. We were working in the same construction company and were both based in Lansa but in different departments. My relationship with Thara is central to my well-being. Hence, when the new position in Jyve was offered to me, I realised that I was not alone any longer. This felt good. This is why I want to enjoy every moment with her without having to worry about tomorrow. I do enjoy the time I spend with her and would like to have it protected. Among the moments, *I really enjoy are our holidays when we visit and discover nice sites and old cities ...*[i] Most enjoyable are moments when I return home from Jyve, and especially her small kiss. How to say it but I am also fond of the *weekends or the evenings when we watch a DVD. It is in fact about renting and watching it together. Sometimes we watch movies or other television programmes on cable TV. But what counts is the evening itself. We eat together, we watch TV or read a book together; these are the sort of natural moments when we do not ask ourselves questions. This is a usual way for us to spend evenings, but still it is not determined by routines*[ii]. With the time, the weekends are very important for us to be together. Their significance to us increases. Nonetheless *I have the impression that the weekends go quickly*[iii]. For example, I regret not to have planned last weekend differently. While I was golfing, under the rain, in a small competition on Saturday morning, Thara was in my mind. I blamed myself for not being with her since the kids were with their father.

My relationships with Tina and Tod are not that simple. They are not easy because from the beginning *I was presented as the bad guy*[iv]. Nonetheless, after three years some relationship seems to have been established. For my birthday this year, they *wrote me each a birthday card, without being asked by Thara. I*

found this nice and I was touched[v]. As a step father, even if I do not like this expression and do not feel like one, I believe that I have a role to play, especially towards Tod who has difficulties at school. I may have a great role to play to make Tod more self-confident. But this is not simple. For example, one evening *when I came back, Tod was watching TV. I told him to go and study because he has been missing lots of schoolwork since the beginning of the year. But he disagreed with me. Apparently he does not understand how important it is to do what is required by the teachers. I have the impression that it is going to be hard to motivate him*[vi]. Above all, I believe that my role is to support Thara in her relationships with Tod. *I understand why Thara is worried and, unfortunately, I do not see how I may concretely help while she suffers from Tod's attitude*[vii]. I am here to support her and to help her with her difficult relationships with her ex-husband, another source of worries. Since the summer of 2005, it has become frustrating for me not to be able to be there. *I am afraid that my being away increases her feeling of loneliness towards the situation, whereas I would like her to understand that I am on her side*[viii]. I crave for helping her as much as I could. I do not want my help to be confined to our oral discussion over the phone as what happened a few weeks ago. Phone conversations may not help solve the problems Tod faces in his studies as we need to strike a balance between our control of his life and his own autonomy in order to make him bear his own responsibility. Rarely a night passes without us talking over the phone. We regularly text-message each other and exchange a few emails. I have her picture which I carry with me and have placed it in the book I read at night. I consider these relationships as my almost family because I would like us to get the chance to more engaged one to another and maybe have our own children.

Besides this "almost family", I have my work. I have been working for the same construction company since I graduated. I joined this company because I already did an internship there. Then, I have been holding different positions in various departments at different levels. In particular I got involved in the procedure of certification for ISO9001 that we obtained. This was rewarding. Having always shown an interest in quality issues, having worked with few issues and having some knowledge about the work on construction site, I was asked to be in charge of harmonizing the quality systems of the entire North-East headquarter, divided into three regional offices. I started in Jyve, 300 km north of Lansa, on the 8th of August 2005 after my holiday. The aim there is to develop a common and unique system across three regional offices in terms of common documents, objectives and services. Most of the work is based on the development of a common intranet system. *I would like to implement a friendly system, in a sense that people should feel attracted to. So I would like working on the aesthetics, because that is the thing which attracts people. In addition, there are numerous documents for external customers. If these documents exhibit a sense of harmony, this is better*[ix]. Until the end of 2005, I was working with Thomas who held a similar position. Our working relationships were fine but we had

somehow different views on how the procedure of harmonization could take place. In early 2006, Thomas obtained an early retirement. At that time, I was asked to get a more permanent position in Jyve focusing on quality development. Therefore, I am now directly hierarchically connected to the regional director and have functional responsibilities towards quality assistants in the different regional offices. This permanent position, *up north*[x] in Jyve, though has no strong impact on my salary, but allowed me to use a company-car with the company also handling my travel expenses. I had also the possibility to choose a phone that I could use to get my emails and agenda when and where I wanted. All these are non negligible advantages, but not my first source of motivation. When I work, *I appreciate to reflect, i.e., to have a work involving refection rather than actions and more a work about implementation rather than pure follow-up*[xi]. Daily, the work is based on coordination meetings across the regional offices but I get easily bored with routines. This is a drawback when positions may last too long. There is somehow a trade-off between job security and intrinsic motivation. I also work with deadlines. Indeed, when I have a task to accomplish, I will first exert 50% of my energy. When the deadline gets close then I more than double my energy, concentrating fully at 150% on the task. I have inherited that from my "classe préparatoire"[xii], you know. *I do not say that before the deadline my intellect is not working and thinking on its own. Nonetheless, I will not mentally and physically start until the last moment. I also do this in private*[xiii]. This is exactly what happened when I was looking for a house in Jyve. Indeed, from 2005 to March 2006, I was living at a hotel, paid by the group, because my position was not permanent. This ambiance developed and I started to feel at home in a way, at least through the nice contact I had with the staff. But one should bear in mind that since I moved, my main challenge was to know under what conditions I will make it possible for Thara and the kids to move to Jyve as soon as I will get assurances to keep this new position. At the beginning, I was looking for a place to live. I sent few pictures by emails to Thara from different locations but I stopped doing so. Immediately after getting confirmation about the position, I started to look more actively and it was done in two weeks. One criterion was to be close to school or to a bus line so that the kids could be more independent. Since April 2006, I found a house to rent. The move, largely supported by the organisation through relocation perks, is now planned for July. We just had to select a transport firm by our own and send the information to those in charge in Jyve. For now, I live there during weekdays, preparing few things like building my IKEA kitchen. Here again, the packing boxes have been few days lying on the floor. Now I may have to hurry to put everything in its proper place. So you see this is just how I am: working with deadlines. Thara has been there few weekends to do some decoration. We just want it ready when Thara and the kids will physically move, in few months.

These two domains are completed by personal activities especially golfing. *For me, golf helps me to feel good, to "empty" my head by having it concentrate on the ball, on the technique and trying to improve: see how the ball left, try to adapt the swing, or reproduce it when it is correct. In addition, it enables me to have long walks in beautiful and calm places. This relaxes me*[xiv]. Last time for example, I regretted not to have taken two baskets of balls from the start during the practice session. This would have made my day. I like also to golf to meet people with whom you just share a green and do not talk about work. These people are never the same and we are all here for the same aim, enjoying our '18 holes'. I also sometimes do some inter-company competition. This is also enriching and enables me to play with few colleagues even some from Lansa. Thara does not play golf. Golf is thus an activity just for me. I also just like to lounge in front of TV. I believe she understands that golfing and lounging are essential to get time for myself. Similarly, I understand that going to the gym some evenings is essential for her. Nonetheless, she may sometimes follow me to the golf course, which turns into a long walk in the nature for both of us. Last summer we even chose a holiday site where there was a small golf course. This was soothing. Otherwise, I practice it as often as possible which is easier up there in Jyve. There are lots of clubs around Jyve which is better than Lansa and its two clubs. I can regularly go in the evenings. I may leave the office a bit earlier for playing. For example, two weeks ago I left at 18:00 to be able to do a full green. Sometimes, I even take myself to think to go and golf during lunch. It could consist of a good break. One drawback is that golf is not as popular as football during chat at the office. If truth is be told, football is THE sport binding people at work. For example, I may during the world cup watch more football. This would enable me participate in some discussion with my colleagues. Regularly, I may listen to radio to keep posted about football. Of course, I would not do that solely for the sake of work. It has still to bring me some pleasure and it does to some extent. I see still one limit to such integration; I will not pay for the sport cable channel to look at national league.

Finally, friendship is central to me. Of course, I enjoy talking with colleagues, especially during the cigarette and lunch breaks. In Jyve, *lunch is at 12:00 sharp. There is always a colleague asking you to join for lunch*[xv]. While lunching, we actually have diverse subjects to discuss so it is not only about work. We eat either at the company cafeteria or at restaurants. Going to restaurants may take time due to longer cues and traffic jams. It may happen that we had been out together for a drink together, especially when I was in Lansa. Nonetheless, this does not imply that I consider them my friends. Talking about friends, real friends, I have three such friends from my childhood. Even if we do not meet as often as we want, they live across France, I feel emotionally connected to them. I also recognise that technology helps. *With the miracle of the Internet, we manage to send emails and even play Internet-based games at least with Tristan*[xvi], who married my best friend who she had met during the first years of primary

school. Of course, Thara and I have some common friends we have met while working. This is natural for a couple like ours. As a matter of fact, golf was introduced to me by one of my few "friends/colleagues", namely Theodor. With such friends, Thara and I may go out and have dinner at home and through this we share more of our private life with others and vice-versa. In Jyve, we have Teddy and Terry. I have been at their home few evenings for dinner. I enjoy the laughter of their cute daughter and talk about golf. Teddy helped me buy golf clubs in Germany as he can speak German but I can't.

Considering these life domains, my well-being depends on my capacity to balance them which for me means to be present at 100% in one domain. It depends on having meaningful activities in each domain. From a general point of view, *I try to have a certain balance between both; that is to say when I am at the office, I am at work. If something goes wrong in my life I do not at least I try; but only the others could confirm this; not to make the others feel it*[xvii]. Undeniably, I aim at separating my private and professional lives so that there are no negative interferences. *If, for example, work would take all of my time so that I cannot be with Thara, or if it was so disturbing that I could not get mentally out of it, this would be distressing. For the time being, I manage to mentally get out of work*[xviii]. In addition, I believe *the balance between the life domains comes from the understanding and management of the interfaces between the domains*[xix]. And I consider that I am aware of them.

Of course, you could argue that I have met Thara in the workplace while working in the same location. Even so, we did not act as a couple. When we were both placed in Lansa, we were not so close to one another even during breaks. I did not want the relationship to be noticeable across the office. This is not often well perceived in organisations. In other terms, we do not loudly declare or claim that we are together. Above all, *the fact not to make our relationship official is that I consider that my private life is my private life and so long as it does not influence my work, people have no right to know with whom I am living; I am not going to ask them with whom they sleep in the company…*[xx] This segmentation is eased now that I work in Jyve even if there are some colleagues who know Thara. I have already mentioned that I had few friends I met at work. These friends are nonetheless not hierarchically related to me and are even working at offices in other locations. Even if we were working together, I think that the most important thing for the relationship is the person and not how the person is labelled.

To mark the distinction, I furthermore do not like to talk about work at home or to talk about my personal life at work. Conversations about work are succinct, just when I come home. Then I concentrate on having quality time like small dinners, nice walk but also sharing household's work and now taking care of the new house. Nonetheless, I admit that such segmenting is not easy

and sometimes it feels also natural to talk about work at home. But once more, this does not mean I am 'thinking' about work at home! *Undeniably, when I discuss with her, there are obviously times when we are talking about what she is doing at work, what I am doing at work, how things are going. But it is also true that I do not detail what I am exactly doing during the day. I have the advantage that she is in the same company so I can email documents. I like to ask her opinion. Actually, I benefit from her working in the same company. I do not have to explain the context. Finally she has another perspective of work which is complementary*[xxi]. Overall, I appreciate Thara's opinion about my work, for example her opinion on how a new document may look like. Just a few weeks ago, she tipped me about a document to develop and include on the intranet. In addition, it is easier to share problems as she knows the context. Last month, after the management meeting, where I experienced a strange reaction from one of my colleagues about one of my suggestions, I discussed it with Thara over the weekend. Even if we did not fully agree on the outcome, this opened my eyes. I understood that next time *I would inform people that it is not compulsory to adopt everything that I suggest*[xxii]. Nonetheless, I feel that when you do not work in the same company, this could be a way for new ideas and comments about each other' work. But the hardest part is how to start sharing these ideas.

To me being in the same company is also easier to communicate during the week via emails, unless it disturbs work. Thara, for example, emails me the shopping list so that I have it on my mobile phone when I do the grocery shopping on Friday evenings. This is my share of household work. It is also easy to bring the laptop home. This may give the opportunity to work a while. However, I often take it but do not open it. I also prefer just to call and say that I may be late rather than taking work home. Being in the same company is however not always positive. For example, Thara had reservations when I accepted the position as project manager here in Jyve. This is because she knows how much I do not fully enjoy following projects, in comparison to developing them. She also knows how the company may change. Her fears lessened when we learned about the Thomas' retirement. Nowadays, I also realise that working in the same company may be one reason why she did not get a new assignment at the Jyve office. The move made our relationship a bit more official and maybe this has been one of the hindrances. As a result Thara has resigned and will quit this coming July. *She is taking a risk but this shows how much she is attached to me*[xxiii]. This is again important to my sense of family and projection for future. In fact I am so happy that we will be together but also with Tina. It seems that, after long discussions between lawyers during which I have tried to be supportive for Thara, Tod will stay in Lansa with his father. Above all, this everyday physical proximity with Thara and Tina will *help me to experience the same joy they way they do without being constantly desynchronised*[xxiv]. This should get me to be more involved in Tina's school and school work.

Now that my work is on the right track for which one of the main tasks is to continue to build a team spirit among the quality managers based in the region, I will help Thara and Tina to adapt themselves to Jyve and its traffic jam. I will support Thara with her quest for a new job. I will help her with assessing her skills and getting confidence. She can do a lot and this may be strengthened in a small or medium sized company. She got some contact with one firm and is waiting for an answer. But *I do not really know whether I should encourage her to accept the job or turn it down when they call. On the one hand, I find it great that she so quickly finds a job. On the other hand, I wish that she feels happy with the new job*[xxv]. One challenge for me is – as I am in daily touch with Thara while she is looking for a job and awaiting answers from potential employers – not to allow such thoughts disturb me or disrupt my work. I will need to build on them in order to develop a new sense in our relationships, on daily basis.

[i] J'aime beaucoup, lorsque nous sommes en vacances, aller voir de beaux sites, des vielles villes,…

[ii] Le weekend, le soir, lorsque l'on se regarde un dvd, c'est aller le chercher d'abord et puis ensuite le regarder…il y a des fois où il y a quelque chose sur le câble donc on regarde des fois la télé, ouais [c'est le soir,] en fait c'est la soirée complète ; c'est on mange ensemble soit on regarde la télé soit on bouquine ; [admettons on regarde la télé après on va bouquiner ensemble]; parce que c'est quelque part des moments sans se poser des questions qui viennent comme ca…[c'est entre l'habitude, plutôt] c'est l'habitude sans être une routine parce que ca change toujours un peu.

[iii] J'ai l'impression que le weekend passe de plus en plus vite.

[iv] J'ai été présenté comme le grand méchant.

[v] [C'est mon anniversaire aujourd'hui]. Les enfants m'ont chacun fait une carte, sans que [Thara] ne leur demande quoi que ce soit: j'ai trouvé ça gentil et touchant.

[vi] [Retour sur Lansa :] quand je suis arrivé [Tod] était en train de regarder la télévision: je lui ai dit d'aller travailler, car il n'avait pas fait grand-chose depuis le début de l'année : il m'a répondu qu'il n'était pas d'accord. Visiblement il ne comprend pas l'importance de faire ce que les profs lui demandent. J'ai l'impression que ça va être dur de le motiver.

[vii] Je comprends les inquiétudes de [Thara], et je ne vois malheureusement pas comment l'aider, alors qu'elle souffre de son attitude.

[viii] J'ai peur que mon éloignement n'aggrave son sentiment de solitude vis-à-vis de cette situation, alors que je voudrais qu'elle comprenne que je suis avec elle.

[ix] Je souhaite mettre en place un système convivial dans le sens où les gens ont quand même envi d'aller le regarder, donc travailler un peu sur l'aspect esthétique, parce que c'est très bête mais ca donne quand même envie. En plus, comme il y a un certain nombre de documents qui sont sensés aller à l'extérieur si nos clients voient une certaine harmonie dans nos documentations, c'est pas plus mal.

[x] La haut (in reference to Jyve).

[xi] J'aime bien réfléchir…enfin avoir plus un travail de réflexion globalement plus que d'actions et plus sur la phase de mise en place que sur la phase de suivi.

[xii] Classe préparatoire = 2 year university level preparation class for entrance into a French business schools and few national or private engineering schools.

[xiii] Je ne dis pas que avant que l'intellect ne fonctionne pas et ne réfléchit pas dans son coin mais je ne vais pas m'y mettre mentalement et physiquement ; à part sur les derniers moments […] Ca, je le fais aussi à titre privé.

[xiv] Le golf m'aide aussi à me sentir bien, en me « vidant » l'esprit, par la nécessaire concentration sur la balle, la technique, et en cherchant à m'améliorer : voir comment la balle est partie, essayer de corriger le tir, ou le reproduire quand il était bon. De plus, ça me permet de me promener dans des endroits plutôt jolis et calmes, ce qui me détend.

[xv] A midi pétante, il y a forcement un collègue qui vient nous chercher pour aller manger.

[xvi] Il se trouve qu'avec les miracles de l'internet, on arrive à envoyer des e-mails et on arrive même à faire des jeux sur internet, au moins avec [Tristan].

[xvii] J'essaye d'avoir un certain équilibre entre les deux. Ca veut dire que quand je suis au travail, je suis au travail. Si ca ne se passe pas bien avec la vie, je le fais pas forcement ressentir...enfin j'essaye, en tout cas je ne sais pas si c'est le cas, il n'y a que les autres qui pourrait le dire... j'essaye de ne pas le faire ressentir au gens qui sont autour.

[xviii] Si par exemple, le travail prenait tout mon temps et que je ne puisse plus être avec [Thara] ou que ca me perturbe tellement que je n'arrive pas à en sortir en fait intellectuellement, ca me perturberait, oui. Pour le moment j'arrive toujours à sortir intellectuellement.

[xix] L'équilibre peut venir dès lors que l'on comprend les problématiques d'interfaces et que l'on arrive à les gérer.

[xx] Le fait de ne pas l'officialiser c'est que je considère que ma vie privée, c'est ma vie privée et que tant que ca n'a pas d'influence sur mon boulot, à la rigueur ils n'ont pas à savoir avec qui je suis ; dans l'autre sens je ne vais pas aller leur demander avec qui ils couchent au sein de la société.

[xxi] Ben quand on discute avec [Thara] il y a bien de moments où l'on aborde ce qu'elle fait au boulot, ce que moi je fais, comment ca va […] c est vrai que je ne parle pas pile ce que j'ai fait dans la journée, j'ai l'avantage comme elle bosse dans la même boite donc de pouvoir lui envoyer des documents. […] J'aime bien avoir son avis alors, effectivement, je profite du fait qu'elle est dans la même boite ; ca permet de ne pas à avoir à expliquer tout le contexte. Puis comme elle a une vision sur certaines choses qui est un peu différente de moi ; c'est pas mal complémentaire.

[xxii] Je signalerai que ce que je présente n'est pas obligatoire.

[xxiii] Elle a pris un "risque": elle a ainsi témoigné de son attachement pour moi.

[xxiv] [Je suis content de les retrouver tous les jours] et de pouvoir vivre la même joie qu'elles, sans avoir un décalage permanent.

[xxv] Je ne sais pas trop quoi lui dire, savoir si elle doit accepter la proposition ou non quand il rappellera. D'un côté, je trouve que c'est bien qu'elle trouve un travail, de l'autre je préfère qu'elle s'y sente bien.

Chapter 3.3
Sarah

I am Sarah and live in the suburbs of Paris. I was born in 1945. I was married for a few years and got divorced in 1987. I have a scientific background which led me to start my career by holding diverse positions in one national research institute. These positions were all related to toxicology, an area that I cherish and enjoy to work with. My mentor is a professor in toxicology. In 1991, I joined an international French owned cosmetics company as the head of the toxicological unit. 14 years later, in 2005, due to a sudden re-organisation, my unit disappeared. In other words, *I had completely to change my profession on 1st of January, which was not easy*[i]. This change was and still is both a negative and positive challenge in my life.

Reflecting on my life, I would portray it as composed of two major life domains, i.e., work and non-work. This distinction needs some explanation.

On the one hand, work is for the time being a necessity in today's society. For me, I estimate to be at work or in others words away from home between 13 and 14 hours including almost 3 hours of transportation, using metro and bus to and from the office. Work is not something that I could quit overnight, unless when I will retire. My understanding of work is that *I have a contract with the company to accomplish a number of tasks, a specific work, with as good quality as I can. I keep this principle in my mind*[ii] while working. As I mentioned, since January 2005 I have a new mission which has thus redefined the content of this contract but not its principle. This project involves radical changes when compared with my former position as it lies within post-marketing and not as closely related to toxicology as before. The aim is to develop a new tool to gather consumers' complaints in regards to side effects when using our products. The project involves the development and implementation in France and beyond of an IT system for cosmetic vigilance. I am part of the international team composed of one doctor, in Paris, and international coordinators in major countries. *There is an important challenge. It is very interesting because I have to learn everything but it is also very uncomfortable when working in a large firm in a sense that I cannot take advantage of how to explain any existing knowledge and expertise. I also would say that the expertise I had until the end of 2004, I no longer use*[iii]. At the start of the project, I was more involved in the database and its implementation which caused me stress and pressure as IT was not my area. But after a discussion with my direct manager this changed. *Along with my mastery of the tool for cosmetic vigilance, I became in charge of the education of our international coordinators*[iv]. I am thus regularly in relation with our subsidiaries and interact with them at distance for most of the

time. But their representatives may also come to Paris especially those based in Europe. Eventually, I realised that I was not only learning but I shared such knowledge. This is more positive than I might have thought of.

On the other hand, I have what may indeed be labelled as non-work. I would especially see four interrelated sub-domains. First, I have activities of personal development like yoga, relaxation or mediation. I regularly practice them, but I will elaborate more later on. The second sub-domain within non-work is cultural activities like theatre or expositions. It is nonetheless important to note that even if I have a scientific background, I do not always enjoy visiting scientific exhibitions or museums like "La cité des Sciences". The third is related to what I call personal time. *Indeed, what I appreciate is to have a little bit of time even only to go and have a coffee at a café on Saturday morning. Just use the time to lose a bit of time, well, I do not do nothing because it is difficult to do nothing but resting for 10 or 15 minutes is important. And on weekends I may see friends or go to the theatre, but I try to keep some time for myself. During the last few months I thought: "I need time", it may sound really ... I know there are many people who do not understand me, but personally I know that I need personal time, that is to say to be alone with myself and not obliged to be with others. I am not afraid of being alone the entire Sunday. On the contrary, it is so beneficial because I can go and have a walk in the morning, I have time to read. I have lots of things. I would like time to write but I do not take time for it*[v]. Once more, I am not reading books with direct relevance to my work or the sciences I have studied but more about my fourth sub-domain. The fourth sub-domain at the centre of my non-work is what I call 'voyage'. Every year I take a journey with the aim of discovering rather extreme places and finding authenticity lost in the routines of daily life. In 2005, I went on a retreat to Himalaya for 3 weeks; in 2006 I went on a two-week road trip in Mongolia. These trips are essential for my well-being as they provide me with certain rupture from the daily work and challenging experiences. This is why I consider them the core of my non-work domain. For example, in *Mongolia there is an extraordinary silence so the pace of life is slower*[vi]. *It is a calm country as soon as you leave the capital city, you leave behind modern civilisation and spend 10 days in the steppe where you do not meet anyone except a few nomads*[vii]. It is in contrast to the work pressures of the office for example where one has constantly to answer incoming emails and treat them as urgent even if they are not. Generally speaking, I have the sentiment that people during such voyages are more natural and more authentic. Hence, I consider some of the acquaintances made during such expeditions travelling friends with whom I share great experiences and talk about my former journeys. When we meet for the first time, we present ourselves through our experiences. These four sub-domains participate in my development and are building on each other. Their integration is based on their mutual enrichment enabling me to be better conscious of who I am. This is why I regard them as the cornerstone of my non-work activities or would even label them as my personal

private life. In that regard, it is important to understand that I no longer disclose anything about this personal private life to all of my friends. In 2005, I was indeed hurt after having shared some of my experiences. I now keep them even more personal. Beyond these four sub-domains, non-work also includes my relations with my mother and my godmother, both of them do not live far from my apartment. Of course, they are part of my development but I do not see the exchange from the same perspective. Finally, non-work embraces my close relationships with a few people in my environment with whom I share emotional and intellectual pleasure in exchanging experiences and ideas. This includes few childhood friends, like Sylvianne or few close friends with who I may go to theatre on Saturday evenings.

Looking at both domains, their interaction is complex. In addition, it is challenged by the *180 degree shift in my work*[viii]. This change spurs me to reflect about my work, its role in my life and its relationships to my non-work domain. Of course, one can also see this change as the result of the evolution of the legal framework. As far as I am concerned, I experience the brutal stop of the toxicological unit as a de-valorisation of the work previously accomplished by my team. Personally, it just expresses also how the management views employees, i.e. as *chess pawns*[ix]. Moreover, I believe that in today's society it becomes difficult to separate one's private and professional lives where the professional life is actually winning the battle in terms of time and also in terms of significance. As a matter of fact, *nowadays, the conclusion I draw from over 25 years of working experiences is that there is a great difficulty to separate what is relevant from the private and professional life in the sense that I feel that the professional life totally overwhelms, I would say, the private life. This is a first assessment and it is getting more and more discernible. This has become quicker during the last few years that is to say that time-wise the professional life eats and crops into ones' private life*[x]. I observe as well that people have a tendency to talk mainly if not solely about their work and thus define themselves through their position in company hierarchy. It is worth noting that *during conversations, I find that people are completely immersed in their professional lives. They do not have at all time to cultivate their minds, to give another dimension to their lives which is easy to notice during discussions taking place while working or in breaks. These conversations about colleagues or work have no depth and thus are not at all enriching. In other words, this still means that we are discussing work at a time we are supposed to relax and the discussions we have are not of so high level of intelligence. Therefore, I also believe that to some extent professional life does not spare enough time to let the mind cultivate and enrich one's life. In my personal view, people nowadays exist essentially through their professional identity*[xi]. Hence people in professional domains are not as authentic and as sociable as I wish. It is in that regard that both my work and non-work domains differ.

During the recent years, I have become detached from my work, even if, of course, it definitely takes most of my time. This detachment underlines the previous notion of contract. I have something that is objective and I concentrate on it and all is fine. It is also noticeable in the way I organize my work as my aim is to effectively use my time at the office to free myself out-of-office time. *I have time slots at work for meetings and if I have anything forcing me to leave at 17:30 or 18:30, then I leave*[xii]. I would even say that sometimes *it is better to grasp a bite for lunch that will take only ten minutes rather than tolerate people I do not fully care about or spend time with people I for sure know they are going to bore me. So, indeed, I prefer to take a 10/15 minute lunch break and be able to leave at 17:30 for activities that I know will enrich my life*[xiii] even if this is not often well understood by those around me. Above all, most of the time, I try to be early at work, as I wake up around five o'clock every morning. This enables me to leave early to avoid the morning rush hour in public transportation and also feel sure that I have already attended to my personal commitments. Once more, when working in open space, leaving the office a bit early is not seen as a good sign but since I have done my work and the tasks assigned to me I do not care. In that spirit, I also regularly set time aside for some other activities, i.e. reserving a few mornings for yoga and meditation every week or a few evenings for the theatre and meeting with close friends. However such activities do not follow a regular schedule and thus I do not feel obliged to comply. As *for yoga, I have 20 years of practice. I look for flexible options or à la carte options and this is not a vain use of the word "à la carte". It is to be able to go when I want, when I can and without any new restrictions. I do not want to feel locked up by demanding schedules. Similarly, I do not attend regular courses but I know a certain number of places whose programmes I am aware of and where I can occasionally go for a conference or workshop or weekend training; so I feel the need that I should not be something like a victim of time constraints.*[xiv] This is so important that I ended being active in a non-profitable associations supporting people in hospitals. Of course such action was an enriching experience but over time it took regularly four hours per week with additional compulsory training every second weekend. This became too much.

The detachment from my work is moreover discernible in how I consider my relationships at work. There are purely professional relationships with the people I work with but share nothing more than work with them. I may have lunch with them but then I consider it part of a somehow strictly professional necessity; even if sometimes it can be enjoyable. Then, there are people with whom I may share a bit more, like the pleasure of travel or literature but I will still meet them only at the office. In that case, we will gladly take a break or lunch, often planned in advance, to share our experiences. For example, *you see,* there is one woman*, Samia, with whom I have lunch tomorrow. I have not worked with her, but we met in an office one day and we started to talk about one of our journeys, the trip to Mongolia, and since then we have continued to converse*

using journeys as a catalyst.[xv] Finally, there are few people from work, with whom I may even not have worked directly but with whom I really share similar interests and views. These people I will meet in private. I will not even consider them as part of my working relationships, but more as good acquaintances or even friends. This is typically the case of one colleague, Severic of whose daughter I am the godmother. I feel strongly emotionally attached to these people. As soon as affection comes into play they will shift into the domain of friends. For Severic and his family, they may even be more than friends. They maybe even a bit apart. For Samia, this is not the case yet. However one needs to understand that it is not an objective per se. Indeed, *I feel that at present I am in a phase where I have enough contacts in my life and accordingly I tend not to add any new. Yes, it is true I ask myself that I have a certain number of relations, that I am not suffering of loneliness, that I am not absolutely in a need of contacts but that I try to be first more available for the ones I already have*[xvi].

To summarise, I would say that I proactively choose my non-work activities and relationships highlighting more than ever the importance of authenticity and exchange. I nonetheless, adapt myself and will of course exceptionally stay at work in case of real emergency. For example, one evening, I stayed 45 min to one hour longer to support Sebastian working for the IT part in the project, who was not feeling well. He was feeling preoccupied by how the last year has been. Similarly, I will of course have few lunches with colleagues and enjoy them for what they are.

This detachment from my work has become stronger since I seriously got sick due to high work-related stress so that I had to be admitted to the emergency room. The detachment also accelerated after witnessing the death of two individuals. First, one of my colleagues was called at work because one of her parents was dying. I drove her, because I did not feel she could do it. When we arrived, it was too late. Second, I met on a Saturday evening Sylvianne, one of my childhood friends, at her parents' house. As I arrived a bit earlier than her, I had a pleasant discussion with her father who was sick. When she arrived, we all shared some champagne with her father, before going out for dinner. The following morning, Sylvianne called me and told me that her father had died peacefully on Sunday morning. These two events, have reminded me quite vividly that life comes to an end. I feel that largely too much of our time is devoted to solving work problems which organizations create while these issues are not the most essential in life. *We may face one business difficulty. I accept that and we need to solve it. However, you see, often it is repeated over and over, it lasts, it lasts, it lasts. I think that either we solve the difficulty but, for sure, we should not keep it repeating. What do you think!*[xvii]

This leads me to do my best to try to completely make sure to separate my professional life and my private life, like refusing to bring some work at home[xviii].

Over 25 years of work, I might have failed in that regard once or twice. To accomplish such separation, I refuse offers to have company laptops or mobile phones or any such gadgets. In addition, I do not give my office phone number to anyone even to my mother. Moreover, *when I am on holiday I never give away any phone numbers, because I assume that I am not indispensible*[xix]. I even do not want to talk about work outside the office and do not want to share my private life at work unless with the few people I consider close to me. For example, I did not send any post cards from Mongolia though a few might have known about it but I did not publicize my going there. For me, all these are artefacts dictated by organisations that prevent the establishment of authentic relationships based on authentic people and not on organisational roles. *Personally, I do not play any roles at work*[xx]. I am myself. On the whole, I feel somehow that my attitude is against the overall context and the organisational culture, where being an individual is to some extent not well-perceived and hard to achieve. For example, I do not accept to be disturbed by colleagues when I am having lunch with an old colleague but this often happens. Similarly, there are some activities for personal development like Yoga which are organised on the working site. I have been asked to join, but I have not. I do not want to join. These activities are for me too personal and when I want to practice them, it is for and by myself.

Nonetheless, there are three exceptions to such segmentation. First, I take part in a project aiming at helping unemployed people to start over. This requires few hours in evaluating their business ideas. This is to be done during working time as it is in partnership with the company. Second, Simone, a colleague I met while commuting from the underground to the office, informed me a few months ago, because she knew I liked to travel, that the company had developed options to benefit from the "solidarity holidays" programme. The idea of the programme is to take a two-week holiday to accomplish a mission in a third world country. As this is done in coordination between the company and an association, part of travel costs will be raised by the firm. I hope to go to Africa in 2007. At least I am currently looking into the possibility for going and sharing my knowledge with working women. In both cases, you have the opportunity to really exchange your knowledge with others and find some sense of authenticity. To me, both experiences give me the opportunity to reinvigorate my life even if I do not actively seek such blending. The third exception to such segmentation results from the external constraints forcing me to use my professional phone line to make few appointments and administrative calls because the opening hours correspond to my working time.

To conclude, I am in a continuous reflection about work, and the extent to which work is important in my life. This refection is supported by the fact that my non-work domain becomes central to my well-being. To me, *feeling well is to live in accordance with myself and to lead as much as possible an authentic life*[xxi].

Feeling well is to have a conscious look over my life and try to live every second of it without being passive and constraint by it[xxii]. In that regard, I wish, at some point of time, that people could better understand my situation and not think that as I am single with no child and financially independent, my life is easy and free of worries. Last but not least, *feeling well is to find a balance in my whole life and try to keep each life domains at its legitimate place without having to neglect what is the essential on a daily basis*[xxiii]. Today, it is clear that work is important but not as central as before. My choices when selecting my non-work activities support such view. Work is, for sure, not anymore my sole source of pleasure and my main challenge is to continuously get time for myself.

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[i] J'ai complètement changé de métier au 1er Janvier.

[ii] J'ai un contrat avec l'entreprise pour faire un certain nombre de tâches, un certain travail, en y mettant toute la qualité que je peux y mettre et donc j'essaye régulièrement de me rattacher à ca.

[iii] Il y a un challenge qui est important. C'est très intéressant parce qu'effectivement c'est tout à apprendre mais c'est aussi très inconfortable aussi dans une grande entreprise dans la mesure où aujourd'hui je ne peux me reposer sur, comment dire, aucune connaissance et sur aucune expertise. Je dirais également que toute mon expertise jusqu'á fin 2004, aujourd'hui ne me sert plus du tout à rien.

[iv] Par une maitrise du nouvel outil de cosmeto-vigilance, j'ai pu prendre en charges les actions de formations internationales.

[v] Bon moi ce que j'aime bien, c'est d'avoir un petit peu de temps, ne serait ce que de prendre un café à l'extérieur, le samedi matin, prendre le temps de perdre un peu de temps, comment dire, pas de « ne rien faire car c'est difficile de rien faire mais d'aller se poser 10 minutes, un quart d'heure pour aller prendre un café ; ca c'est c'est important. Et puis le weekend c'est en fonction de voir des amis, c'est le théâtre mais j'essaye de me garder un peu de temps. Ces derniers mois j'ai beaucoup réfléchi : moi, il me faut du temps », alors ca paraît assez... je sais qu'il y a beaucoup de personnes qui ne comprennent pas, moi je sais que j'ai besoin de temps personnel, c'est-à-dire d'être seule avec moi-même et de ne pas forcement voir des gens… ca ne me fait pas peur de rester tout un dimanche à voir personne, au contraire ca me fait un bien fou, parce que je peux aller marcher le matin, j'ai de la lecture, j'ai un tas de choses, ... j aimerais écrire mais ca, je ne prend pas le temps.

[vi] C'est vraiment un silence extraordinaire donc on vit un peu au ralenti.

[vii] Un pays tranquille, du moment où l'on quitte la capitale, on quitte la civilisation et on a passé 10 jours dans la steppe à ne rencontrer que de temps en temps des nomades.

[viii] Un virage à180 degrés.

[ix] Comme un pion.

[x] Aujourd'hui, je fais un bilan sur 25 ans de vie professionnelle et donc le bilan que je fais aujourd'hui c'est vraiment une très grande difficulté pour séparer ce qui est vie privée et vie professionnelle dans le sens où je trouve que la vie professionnelle l'emporte, je dirais complètement, sur la vie privée. C'est un premier constat et depuis ca c'est accéléré, ca c'est accéléré. C'est une accélération ces dernières années, c'est-à-dire dire une vie professionnelle qui en temps, je dirais, s'incruste, mange, dévore la vie personnelle, la vie privée.

[xi] Je trouve que les gens sont complètement dans la vie professionnelle. Ils n'ont plus du tout le temps de se cultiver, de donner une autre dimension à leur vie, et ca, ca se voit complètement dans les conversations au moment des repos, des pauses. Je veux dire que pour moi c'est creux, c est vraiment des conversations misérables au possible, parce que à part parler des collègues ou du travail, c'est-à-dire que le temps de repos on continue à parler du bureau, et bien c'est plutôt, je dirais, au raz des pâquerettes. Donc la aussi je trouve quelque part que la vie professionnelle ne laisse plus de temps pour de se cultiver, s'enrichir, donc de ce fait moi ma réflexion aujourd'hui ; c'est que les gens existe essentiellement á travers l'identité professionnelle.

[xii] [Bon ben] j'ai ma plage d'activités professionnelles si j'ai une réunion et si j'ai quelque chose qui m'oblige à partir à 17:30 ou 18:00; je pars.

[xiii] Je préfère aller déjeuner toute seule en 10 minutes plutôt que de supporter des gens, comment dire, qui m'indiffère complètement quand que je sais que je vais m'ennuyer, perdre mon temps. Donc moi je préfère m arrêter de déjeuner en 10 minutes or 15 minutes et partir à 17:30 pour faire une activité qui m apporte plus.

[xiv] Comme le yoga, je dois avoir une expérience de 20 ans, je veux dire des formules souples, sans jeux de mots, à la carte, c'est-à-dire pouvoir aller quand je veux, quand je peux, et sans nouvelles contraintes d'horaires ou

d'enfermement. Donc pareil, je ne suis pas de cours comment dit régulier, c'est-à-dire je ne m'inscrit pas à des cours qui reviennent régulièrement mais j'ai un certain nombre de lieux où je sais, où j'ai les programmes et où je peux aller ponctuellement suivre des conférences ou des ateliers ou des stages d'un weekend ; voilà, un énorme besoin dans ce peu de temps qui reste de pas m'enfermer dans d'autres contraintes

[xv] Tu vois, la personne avec qui je déjeune demain, je n'ai jamais travaillé avec cette personne, ce n'est que quand s'est rencontré dans un bureau à un moment donné que l'on a commencé à échanger au travers d'un voyage, la Mongolie et on a continué à échanger au travers des voyages.

[xvi] Aujourd'hui je suis dans une phase où ma vie est suffisamment remplie, j'ai tendance à ne plus en rajouter. C'est vrai que au niveau de relations, je me dis que j'ai un certain nombre de relations, je ne souffre pas de solitude, je n'ai pas besoin de contacts à tout prix mais j'essaye déjà d'être plus présente avec les relations que j'ai.

[xvii] Une difficulté, ok, on est dedans et il faut la résoudre : Mais elle est entretenue, tu vois, on l'entretient, on la rabâche et ca dure et ca dure et ca dure, mais bon soit on la règle pas mais on ne l'entretient pas…quoi !

[xviii] Moi, j'essaye de faire en sorte de faire complètement, de séparer vie professionnelle et vie privée, c'est-à-dire que je refuse de ramener du travail chez moi.

[xix] Quand je pars en vacances je ne donne jamais un numéro de téléphone, parce que j'estime que je ne suis pas indispensable

[xx] Je ne joue pas de rôles.

[xxi] Me sentir bien c'est vivre le plus possible en accord avec moi-même, vivre le plus possible dans l'authenticité.

[xxii] Me sentir bien c'est avoir un regard conscient sur chaque instant de ma vie et c'est essayer de vivre ma vie sans la subir.

[xxiii] Me sentir bien c'est toujours rechercher l'équilibre dans la globalité de ma vie ; essayer de laisser chaque composante de ma vie à sa vraie place ; ne pas perdre de vue chaque jour ce qui est l'essentiel.

Chapter 3.4
Paul

I am Paul. I have been working for JCLA since I started my career in 1986. I began in the north of France in marketing activities and became an internal consultant in the north-east of France, where I am originally from. Now, I am 46 years old and I have been based in Pilang since 1998. After a few years working in the "service department" of the region, I am currently in charge of the communication in Pilang's regional district. I am single. More exactly, I am separated from the mother of my amazing nine year old daughter, Paola, and I have just started a new relationship with Patricia, an artist and mother of a small daughter.

After reflection, I would portray my life as composed of eight different domains: my work; my relationships with my Paola; my personal time; my social life with close friends; my family; my sentimental relationship; my social life with acquaintances; and, finally, my associative engagements. Let me explain.

When talking about family, I include my parents and my brother's family among them their son, Pierre, who has a marvellous relationship with Paola. *Paola, she is not just family, I would say she is myself, so as I am part of the family she is obviously included. Yes, it is my parents, my brother and Pierre.*[i] I also include my grand-mother. Thinking of her, she is the only one, besides Paola, of whom I have a picture in my flat. My grand-mother passed away but still she is important to my life *because we were so close.* We had *a certain intimacy that I do not and will never have with my parents; nonetheless you generally do not have the same relation with your parents and grand-parents.*[ii] For example, she played a key role whenever I had a major choice to make, like having Paola or not, as her birth was unplanned. I did not talk about that with my parents.

In 1998, I separated from my wife who got custody of Paola. They now live in Irysland[50]. *I talk regularly with Paola over the phone in the evening. These are 10 minutes of warm exchanges*[iii]*. I also take care of her during my holidays and I would say that I devote my holidays to her because she lives far away.*[iv] The time I spend with Paola is essential and I am doing all I can to protect it. In that sense, *I plan holidays, weekends and business trips in the same way. I want to be effective utilizing the transportation time which is no constraint but simply a compulsory time to take into account. I arrange weekends with four or five slots following each other. I would not say it is not stressing. Sometimes it is negative for the relationships*

[50] Irysland represents a place far from 600km from Pilang.

when you know that you have to leave someone because you are expecting someone else or are expected by someone else. I thus try to optimise travelling time[v]. In addition, I see myself as single. This was even the case when I was in a relationship with Pollyanna. We broke up five weeks ago. Pollyanna and I had a distance relationship. We met in Pilang three years ago and have been living 300km away from each other since. But figuratively, *she has been both close and distant.*[vi] First, she comes originally from Russia like my father. This has been one of our common points. But she has shown some difficulties to understand part of the French culture. For example this happened when I did not want to help her find a job through my private or professional contacts. Then, the difficulty of obtaining her a visa had taken some of our time, to be more exact of our precious time because she worked, lived, and studied 250 km far from Pilang. In all cases *I would not have considered her as close as I would have wished for.*[vii] Experiencing distance is not simple. On the one hand, I appreciate it to be alone. On the other hand, it enhances my personal discomfort of being far from what for many, I included, is an ideal family life. Actually, *there is a mental ideal about family life as a couple and two kids. If I am not wrong, I am not a couple and I do not have two kids. Above all, the one I have I do not spend enough time with.*[viii] Lately, *I found some equilibrium within Pollyanna's context, because I know how she is as an individual. She is not someone who needs to be daily present. For her, she is fine with that. We met once every three weeks* in Pilang, *I found that she was extremely happy with the arrangement, and in that context, I was fine.*[ix] Afterwards, it now seems to me that we did not share the same understanding. Indeed, we broke up some weeks ago. Today*, I have the impression that I am feeling better. I have thus accepted without too many difficulties the fact that Pollyanna and I ended our relationship. Is that a cause or a consequence? Maybe both* [x] I would say that what is essential for my equilibrium is to have a sentimental relationship, that is sharing quality time and emotional moments with someone special without naming who this may be. Her name is Patricia. She is from Pilang and we meet on a more regular basis, in the evenings or weekends. We go to theatre, go and eat out and enjoy. We will see what will happen next as tomorrow is always another day.

Another essential aspect of my life is my personal time; this is the time I have for myself, when I take care of myself, basically the time I spend alone and devote to reading, going to cinema or having an entire weekend for myself.[xi] Reading is definitely such a personal pleasure during the evenings when I come home or before sleeping. Even last Monday, *I got up at 4:30, and buried myself in my current book before going to the office.*[xii] In addition, I am keen to go out and select good novels at the FNAC megastore[51]. I may sometimes go there during lunch break to relax. My personal time includes also sports and exercising, e.g. jogging, tennis, cycling as well attending games like handball that I practiced

[51] FNAC is a French megastore where one can buy from electronics to books, DVD and CDs.

for 20 years. I run almost every weekend, even more than once if I can. I have noticed, nonetheless, that this spring, I did not train as much as I had wished, that is around once a week. Maybe it was the weather or something else; but I am now back on track. *Well, I think I can indeed be without exercising for months, but on the other hand when I do exercise I feel better. Certainly, step by step one feels better with exercising, both mentally and physically. It is not so bad to be outside and take a breath of fresh air and forget about performance. I am not after medals but simply after pleasure, the pleasure of running 20 minutes.*[xiii] Finally, how else do I spend my personal time? I enjoy watching the evening sport news, read journals on political satire, or listen to the radio like France Inter. This personal time I hold together via my interest for culture that I share also with some of my friends.

My relations with my friends are central for my well-being. *One very close friend, though geographically distant, but also because we share the same mode of thinking*[xiv], is Prune. We also share similar reflections about our lives and similar values. We have known each other for seven years and we complete each other on how to find ourselves. I have a certain number of friends I met while working. This is the case of Pierre and Polydor. Pierre and I met in 1986 at work and since the beginning we have had a strong connection. Then, he got married with Pia who has also been a revelation to me. Pierre is now working in another region with responsibilities different than mine. They spent part of their weekend here a few months ago. With Pierre*, we talked three minutes about work, he is critical of the company, but the discussion did not take us more time. Then we discussed painting. His wife is indeed more of an artist, so we chatted also about music, books, golf and about wine.*[xv] Polydor is a direct colleague, but he *became more of a friend than a co-worker.*[xvi] I have other older relationships like Pam, who lived here a long time but left to Paris. We are still in contact. Then, I have my neighbour, Pauline, a younger primary teacher. She comes over for a drink and a chat occasionally. This is also really pleasant. These are a few of the people whose relationships give me really something more in my life. Indeed today, *I hesitate less to be more selective in my relationships, and do not accept to see people who do not bring as much or something different from what I may expect.*[xvii]

When it comes to my work, I mentioned earlier that I have been working for the same company since I graduated from my national engineering school. This has been an important choice in my career. Indeed, when I graduated, I had a strong desire to work for a large national company in the service sector. After sending CVs, I ended to choose between a bank and this energy company. My uncle, Pascal, convinced me saying *"for me, banking, you see, it will be harsh in the coming years. This is an industry that will face radical changes" and then he said "personally, I often work with people from JCLA. Listen to me. I have the impression that people there have interesting jobs and like it". This has been the*

key.[xviii] 21 years later, I coordinate corporate communication in Pilang's regional district and its outlying regions by deploying a group of eight to ten local communication managers and by working closely with local media. *There are long-term subjects. Right now I work on xxx*[52]*. For 3 months we have been working on that. I would say that my long term task is to lead networks of project managers based in each unit. It is to keep on the spirit and their competences as well as maintain, I would say, their level of information. Hence, there is the continuous flow of work and very selective events*[xix] like sponsoring events, there is last minute communication with the media or a news conference. In the small team, to which I belong at the Pilang's office, I am the only one to fully focus on communication. The regional director, my manager, is in charge of the overall communication as it is for all activities of the group in the region. He thus has the hierarchical authority, not me. On a daily basis, the first thing I read when arriving at the office is the press review. This is agreeable to start. Having heard news at home before, I see myself prepared and ready to kick off the day. I regularly communicate with the local managers through call conferences. I may occasionally visit them. What I like in my work are the contacts with people in the business society and in the media as well as writing and making press releases or other communication reports that are attractive to professionals. I was really proud three weeks ago after my presentation to the unit's heads. Indeed, *I received only compliments. I would not say that I did not expect that, but getting only complimentary comments on the subjects I touched upon, that is really a satisfaction.*[xx] Nonetheless, I am currently puzzled with my work situation. First, I experience *a certain professional apathy because I am having this work for more than five years but at the same time I can still sense the pleasure through the relations I have established via work.*[xxi] Second, *I am aware that I have acquired a certain expertise and competence in my field*[xxii] but *I also sense that I have difficulties engaging myself with the same enthusiasm in my professional activity. I do what I have to do but do not wish to go beyond.*[xxiii] This is due to a feeling of distortion between what is said and what is done throughout the company and how the hierarchy is acting. This forces me to *find my own ways to stay stirred: take time to live better and bring the best from the social relations that are relevant to my work.*[xxiv]

Overall, I feel that work is central. Indeed, I am always into the perspective that I could not be without it. I am afraid to lose it and do not know what could replace it. Thinking of my life as a tree, work is *like its trunk, that is to say it takes lots of space in my life and helps, I would say, to take advantages from the rest.*[xxv] Then without it; where am I, who am I? In other terms, there is a need to find the palliatives to get motivated again and again. I realise that being active in associations and having some social life to be two of the elements enabling the tree to stand when its trunk leans over.

[52] "xxx" stands for the projects that were named during the interview.

When it comes to my engagement in associations, I was a few years ago in a cultural association, through which, by the way, I met Pollyanna. I stopped to act in the association after the election of a new board. As a matter of fact I did not identify myself to this new board. After a couple of years away from this world, four or five months ago I was approached by the wife of a colleague to be involved into an association about children. As a citizen, I felt obliged to answer positively and I considered that a good opportunity to start again. Indeed, this gave me new energy. I would say that the *associative world opens me new doors to social life.*[xxvi] One month ago, I was again just asked by a professional contact, to join the committee for the organisation of the world championship of women handball. As I like handball, I practiced it and my father was a handball coach, I accepted the offer. I am now in charge of the communication. This has given me the chance to deploy my competences in another context. I have now to organise that in parallel to my work. In terms of social life, I consider some contacts as acquaintances as long as we share some points in common. Acquaintances may be people I met through work but do not mind to see and meet during weekends in the streets or at theatre. These are the people with whom we engage in small chats. These are also people I cooperated with in associations. Acquaintances bring me something positive and somehow a feeling of belongingness.

Generally, I see these eight domains just as different parts of one entity: my life. Ideally, five domains, i.e. family, Paola, sentimental relationship, personal time and friends are the heart of my life and my well-being. Beyond them, there are three domains, i.e. my work, my associative engagement and, even if a bit more far away, my acquaintances. In other terms *the heart, when you look it, is the affective dimension, the psychological one, the others are more about relations and thus should be less essentia*l.[xxvii] Nowadays, I nonetheless consider work as the main piece supporting my personal time and my relationships with Paola. These three domains *form a bit like the pit of an atom while the others I would describe as the electrons revolving around.*[xxviii] Reaching my ideal depends on how, in the future, I will look at work and its relationships to the other domains.

In that regard, I would say that as a principle I value both, what one could label, as work and non-work. This does not mean that I do not make distinctions. Indeed, every day I set limits between them. I try not to bring negative aspects of work home. I do not appreciate talking about work at home especially about problems. I sometimes talk about positive experiences even on the phone when I was with Pollyanna. This is natural to share some positive experiences. For me, work-related troubles stop at the office's doors, especially when I see the few trees out of the office building. More generally, I do not like to talk about my work outside the work context because I do not define myself solely through my position. Ironically, Paola visits my office just once, as I felt

that she at least needed to know where dady is working. But surely, I do not share purposely my private life at the office even with people I consider as friends, like Polydore. *If I want to spend time with him, I would rather say "come for dinner home one evening", I will be more available*[xxix] and we will talk about work no more than a few minutes. In addition, I do not bring work home. If I do, it has to be interesting material that I may read seated on the terrace, or it has to be important. I remember that once I took some work over a weekend I was home with Pollyanna and my parents. This was because of a significant news conference on Monday. I did not touch my work on Saturday and did not want to read and work on it before late Sunday when I would be alone. I even do not have a computer at home to check my emails. On week days, I do not have lunch with my colleagues because we will talk about work. I enjoy going home to get one and then rest and read a bit on sofa, then go back to the office. I also enjoy going to walk and eat in small restaurants or at home. I actually take benefit from walking to do a break. As a matter of fact, *I do not want to take the car, I can't because then I will be preoccupied by my driving; while walking I can however relax, remember stuff to do or I can simply do one or two phone calls to a friend with whom I planned teh evening but we did not plan it with details like about the time we should meet to go the movy*[xxx]. In other words, I feel alone for a few minutes. It is good to recover. I see this walk as my personal time rather than lunch which I see as work-related. *It is a bit like a truck driver, I would say. On the one hand, when the driver would load his truck or eat it is on his working time. On the other hand, enjoying fresh air or having a coffee, this is agreeable and not the working time. This is the same for me.*[xxxi] In the evenings, I plan for leisure activities, alone or with friends like theatre or cinema most of the time. This helps me to have a contrast with the working day. On weekends, I definitely concentrate on personal activities like sport and exercising as I mentioned earlier. *Generally, on Friday nights I shut all. I am in weekend and I would say the motivation for everything I will do will be my pleasure.*[xxxii] Some weekends *provide me with the time I need to do some personal things which I missed during the week due to lack of personal time.*[xxxiii]

My will to segment is, nonetheless, moderated by some of my practices. First, as I pointed out earlier, I do not mind to meet acquaintances during my weekends and exchange a few words with them. *Last Saturday or Sunday, I went to the theatre where I met some journalists, the person in charge of the communication of xxx*[53]*, other personalities like that...etc. I was pleased to see them. We exchanged views, we talked a bit about work, we talked about other matters. And here we are; it is part or I would say they are part of my daily life.*[xxxiv] Second, during holidays I will not accept calls about work, from journalists, for example, when I am alone with Paola, but may ask to be called back if important. Doing so, it will not disturb our father-daughter time, but I still keep contact for urgent matters.

[53] "xxx" stands for the companies the people met are working for.

Third, I do not mind leaving the office a little bit early, before the end of working time, to meet a friend to 'recharge my batteries'. Recently, I even did so for my associative engagement. This precise morning, even if I was in the office, I spent some time "off" work to finalise a press release with three other members. Later, we all went to the news conference in the early afternoon. In addition, regularly after lunch, *I am back at the office at 13:15 which helps me to do a few personal things, like answering one or two emails, or looking up something on the internet that may take 15 to 20 minutes., I am quiet, and then I re-start my work, I would stay until 18:30.*[xxxv] Even if time-wise I see a difference, these activities are made at the office. Moreover, I would not mind when on a business trip staying one additional night to get a good night sleep in order to relax or meet an acquaintance or discover the town.

If I would like to sum it up, the most important factors linking work and non-work are pleasure and enrichment. When one domain creates pleasure or enriches the other, then I will actively blend both. Last December, I had an invitation from work to attend a handball game on a Saturday evening. In which category shall put the time I am going to spend on this activity? Thinking about it *my first answer would be as a leisure time, but I would obviously meet business partners and people I meet in my work like business owners, chairmen of associations, of sport clubs or members of the Olympic committee. But as it is, the context is bound to be a social one. It is thus also an opportunity to tie up the relationship with others, to make the relationship, I would say more personal rather than solely professional. So, I would say it is at the border between work and non-work. No it is actually not. It is how work and non-work overlap and this is not at all a problem. On the contrary, I would say working and having fun or having fun and simultaneously meeting professional contacts, this is how you want. To me, I think it is more working and having fun.*[xxxvi] Integration would not take place if I would be invited to a sports game that I do not appreciate, like boxing. Integration takes also place by reading news both for pleasure and work. This is the same when listening to market news in the morning which eases the burden of daily routines ahead and provides pleasure. Finally, as I indicated earlier that I wanted to leave work behind on Friday evenings. This does not mean I do not think about work at all. *My brain is still working. In fact tell myself that I shut. It makes one part of my brain completely free for something else and there is the other part that works openly. It for sure collects information but I do that so that it does not affect the quality of my weekend. I cut, but not completely*[xxxvii]. For example, *I see a placard; this may interest me and gives me an idea. I am I positively aroused and it does not creep into my life.*[xxxviii]

Overall it is essential to concentrate on each domain. *Personally, when I leave for work I am relaxed, yes, I am relaxed during the mornings, but on the contrary I do not like to lose time as I am here to work.*[xxxix] I thus define time slots that follow each other. *As a matter of fact, nowadays, when I am at work, I am at work- But*

as I might say "I need to work", I might also say "now I want some time for myself"[xl] so that I will take time to see a friend during lunch time and come back later. *Work and non-work is like if I had two children. Sometimes I am with one, other times I am with the other, but, I would say, I love to hug them both because I love them both a lot.*[xli] I have developed such an attitude towards work/non-work experiences over time. Time taught me to draw a line between my work and non-work activities. To arrive at that, I reflect a lot about the issue and regularly, every three years, I discuss the matter with a psychologist. Above all, this attitude is the opposite of what I experienced during my first job. *This is astonishing because during my first job when I did not manage very well as my job was 'eating' my personal life, my work was stressful, i.e. I could not sleep, my entire energy was consumed for and I would come back tired in the evenings; I had no energy for my personal life. On weekends, it was the same, I had to sleep early. I did not go out a lot because I knew that I would not be as efficient the day after. So it is true that there were negative interferences between my personal and professional lives that almost tore my life apart.*[xlii] *I was experiencing work according to the Judeo-Christian view; work as punishment.*[xliii] It is when I was, for a short while, an internal consultant that I discovered that work could provide satisfaction via a higher level of autonomy, which I now see as essential.

From now on, I have two challenges. First, I need to keep this balance between integration and segmentation and even reaffirm some boundaries. Second, I need to confront work that in some sense, as mentioned earlier, does not satisfy me anymore. I applied for other positions in other locations like in the south of France. I even consider Paris where I could fulfil my cultural interests and reduce the transportation time to Paola. Nonetheless, I realise that I have a good quality of life in Pilang. I like the region so I do not mind a break in my career. *Of course after graduation, you dream to be CEO after 10 years. But I did not know myself, I did not know who I was, at least I was not conscious about it. And year after year I have learned my strengths and weaknesses; I have learned how I am functioning. So I now know that there have been positions I refused where I could have managed but it would have been against my well-being. So without a doubt I climbed the hierarchical ladder more slowly than colleagues with lower qualifications*[xliv]. I thus learned and continue to learn about who I am. I have to understand and look from a new perspective at my relationships with my hierarchy and with the company to see what the drawbacks are so that I can take that into consideration when acting in other domains. In fact I have already started doing so.

[i] [Paola], c'est même pas la famille, c'est, je dirais, moi donc elle est forcement…, moi je fais partie de la famille ; bon il y a mes parents, mon frère, Elliot ; ca c'est ma famille…

[ii] Parce que j'avais une proximité avec elle ; une complicité que je n'ai pas avec mes parents et que je n'aurai jamais avec mes parents mais bon ce n'est pas la même relation avec les parents qu'avec les grands parents…
[iii] J'appelle ma fille régulièrement le soir, 10 minutes d'échanges chaleureux.
[iv] Je m'occupe aussi pendant mes vacances beaucoup de ma fille et je dirais même que toutes mes vacances lui sont consacrées puisque elle vit loin d ici.
[v] J'organise tout de la même manière, en me disant qu'il faut être effectif, utiliser les temps de transports... et puis ce n'est pas une contrainte, c'est un point de passage obligé, tout simplement. J'organise les weekends avec des fois quatre ou cinq séquences qui s'enchainent, je ne dis pas que c'est stressant mais ca pollue des fois les relations quand on sait que l'on doit quitter quelqu'un parce que l'on attend quelqu'un ou quelque d'autre vous attend. Voilà j'essaye d'optimiser les temps de transport.
[vi] [Pollyanna, mon amie qui m'est] proche et à certains moments très lointaine.
[vii] Je ne la mettrais pas aussi proche que j'aurais, que j'aimerais qu'elle soit.
[viii] Il y a l'idéal plus cérébral, plus idéalisé c'est la vie de famille…c'est un couple et deux enfants et sauf erreur de ma part je ne suis pas en couple, je n'ai pas deux enfants et celle que j'ai, je ne la voit pas souvent, [voilà pourquoi je suis loin de ma vie rêvée]
[ix] [Researcher : Aujourd'hui, comment qualifier vous votre relation avec [Pollyanna] ? Paul :] Moi j'ai trouvé un équilibre dans son contexte, parce que je sais comment elle fonctionne. Ce n'est pas une personne qui a besoin d'une présence quotidienne. Elle, elle est très bien comme ca ; on se voit une fois toutes les trois semaines [à Pilang (notes from the author)], je ne l'ai jamais sentie aussi épanouie et heureuse dans la relation…dans ce contexte, ca me convient.
[x] J'ai le sentiment de me sentir mieux ; j'ai ainsi accepté sans aucune difficulté l'arrêt de ma relation avec [Pollyanna]. En est-ce une cause ou une conséquence ? Les deux sans doute.
[xi] [Quand j'entends] "temps personnel", c'est le temps pour moi où je m'occupe de moi, en gros seul, c'est de la lecture, du ciné, un weekend tout seul.
[xii] Réveillé très tôt (4:30), je me plonge dans le roman en cours avant de partir au bureau.
[xiii] C'est vrai que je peux rester des mois sans pratiquer, mais d'un autre côté, je me dis que quand je pratique, on se sent pas mal après. A petite dose, ca ne peut faire que faire du bien au mental et au physique ; ce n'est pas désagréable d'être au grand air, sans chercher la performance. Je ne cherche pas la performance, simplement le plaisir, le plaisir de courir 20 min tranquille
[xiv] [c'est vrai que l'] on est vraiment très proches; géographiquement déjà, mais par, je dirais, le mode de penser que l'on a en commun.
[xv] [Pierre] est venu, on a parlé trois minutes de boulot, lui est assez critique mais bon tout ca ne nous a pas pris plus de temps que ca. Ensuite on a parlé de peinture, sa femme est plutôt artiste donc aussi de musique de films, de bouquins, de golfe et de pinard [wine].
[xvi] Qui est presque plus amis que collègue.
[xvii] [Côté amical,] j'hésite moins à mieux cibler mes relations, en acceptant de moins voir des personnes qui finalement m'apportaient moins ou autre chose que ce que j'en attendais.
[xviii] [Il m'a expliqué :] « moi, le milieu de la banque, tu vas voir, ca va être cinglant dans les années qui viennent, c'est un domaine où il va y avoir des coupes sombres » et il m'a dit « moi je travaille souvent avec des gens de [JCLA], ben écoute, j'ai l'impression que les gens font des choses intéressantes et qu'ils s y plaisent ». C'est ca qui a été le déclencheur.
[xix] Il y a des dossiers plutôt de long terme, alors en ce moment je travaille beaucoup sur xxx, quand même 3 mois que l'on est dessus. Donc je dirais c'est du travail à long terme, alors moi j'anime pas mal de réseaux de chefs projets dans chaque unité donc il faut entretenir la flamme, entretenir leurs compétences, entretenir, je dirais, leurs niveaux d'information. Donc il ya ce travail en continue, et puis il y a des opérations très ponctuelles, très intenses.
[xx] Je n'ai eu que des louanges. Je ne dirais pas que je m'y attendais pas mais que des satisfactions sur les sujets abordés, que de satisfaction.
[xxi] Une certaine lassitude professionnelle due au fait que j'occupe mon poste depuis plus de 5 ans et en même temps du plaisir dû aux relations externes liées à mon travail.
[xxii] Je commence à prendre conscience d'une certaine expertise et compétence dans mon domaine.
[xxiii] J'ai du mal à m'engager avec le même enthousiasme dans mon activité professionnelle. Je fais ce que j'ai à faire mais ne souhaite pas aller au delà.
[xxiv] Trouver des parades personnelles pour rester mobiliser : prendre mieux le temps de vivre, prendre partie des moments conviviaux propres à mon activité.
[xxv] Espèce de tronc, c'est-à-dire que le travail occupe une grosse part de ma vie et ca permet, je dirais de profiter de tous le reste.
[xxvi] Il me permet une ouverture sur la vie sociale.
[xxvii] Le cœur, quand on y regarde, c'est l'affectif, c'est plus la dimension affective, psychologique, là on est plus dans le relationnel, ca devrait être moins essentiel.

[xxviii] C'est un peu comme le noyau d'un atome et les autres, je dirais, des électrons qui tournent autour.
[xxix] Je préfère à la rigueur si je veux être avec [Polydore] lui dire « bon écoute viens manger à la maison un soir », je serai beaucoup plus disponible.
[xxx] parce que en voiture je ne peux pas car vous pensez à votre conduite et donc votre esprit est préoccupé, tandis que là, j'evacue et tout à coup je peux me dire que j'ai oublié de faire ceci ou cela, ou j'ai quelques minutes pour un ou deux coups de fils , ou il faut que j'appelle tel ami parceque ce soir on doit se voir mais on n'a pas callé la séance de ciné.
[xxxi] C'est un petit peu, je dirais comme le routier, il va faire le plein de son camion, manger ; c'est sur temps de travail. Par contre, l'air ou quand il va prendre un café ca, c'est agréable, et ben c'est un peu comme pour moi.
[xxxii] Généralement le vendredi soir je coupe tout. Je suis en weekend et tout ce que je vais faire va être motivé…je dirais la motivation sera mon plaisir.
[xxxiii] De rattraper le déficit de temps personnel que je n'ai pas eu [cette semaine]
[xxxiv] Samedi ou dimanche dernier, j'étais à un spectacle, et bien j'ai rencontré des journalistes, le responsable de la communication du xxx, d'autres personnalités comme ca. Ca m'a fait plaisir de les voir. On échange, on parle de travail, on parle d'autres choses et voilà ; ca fait partie ; oui e dirais ils font partie de mon quotidien.
[xxxv] Je retourne au bureau, il est 13h15, ca me permet aussi quand je rentre au boulot et que j ai deux trois trucs perso à faire ou deux trois mails, ou consulter un truc sur internet, je me prends un quart d'heure, 20 minutes, je suis tranquille, puis voilà après je reprends mon activité normale... jusque, on va dire, 18h30.
[xxxvi] Ma première réponse aurait été un temps de loisir, mais forcement je vais y rencontrer des partenaires, des gens que je suis amené à rencontrer dans mon activité professionnelle soit des chefs d entreprises, soit des présidents d'associations, des présidents de clubs, des gens du comité olympique. Mais bon comme c'est un contexte très conviviale moi j'y vais. Ca va me permettre de resserrer les liens, avec eux, de placer la relation, de continuer à l'asseoir dans une dimension je dirais plus personnelle que professionnelle. Donc je dirais que c'est à la limite. Non, ce n'est pas à limite des deux. C'est à cheval sur le plan personnel et sur le plan professionnel et ca ne gène aucunement, au contraire ! Continuer à travailler en prenant du plaisir, ou prendre beaucoup de plaisir en rencontrant des gens professionnels, c'est comme on veut, mais je crois que c'est tout en continuant à travailler en prenant du plaisir.
[xxxvii] Le cerveau lui continue de travailler. Donc je me dis que je coupe, ca libère une partie mon cerveau qui est totalement disponible à autre chose et il y en a une autre que travaille en circuit ouvert, puisque ca doit piocher des infos mais je fais en sorte que ca ne perturbe pas la qualité de mon weekend. Je coupe, mais pas complètement.
[xxxviii] Tiens je vois une affiche et bien ca, ca m'intéresse, j'ai une idée qui me vient. Je suis en éveille positif, ca ne bouffe pas.
[xxxix] Moi, je pars au travail décontracté, oui, détendu le matin, par contre c'est vrai que je n'aime pas perdre de temps, parce que je suis là pour bosser.
[xl] C'est vrai qu'aujourd'hui, quand je suis au boulot, je suis au boulot, alors comme je dis « je bosse », tiens je me dis « j ai besoin d un moment pour moi »
[xli] Si j'avais deux enfants, ben il y a des moments où je suis avec l'un, il y a des moments où je suis avec l'autre mais je dirais j'aime les tenir les deux dans mes bras parce que je les aime énormément l'un et l'autre.
[xlii] Ce qui est assez étonnant, c'est que dans mon premier poste où je gérais vraiment très mal les deux puisque ma vie professionnelle me bouffait ma vie perso, mon boulot me stressait, donc je ne dormais pas bien, toute mon énergie allait au boulot donc le soir je rentrais j'étais crevé, je n'avais plus d'énergie pour ma vie personnelle. Le weekend, c'est pareille je devais me coucher tôt, je ne sortais pas trop parce que le lendemain dans mon boulot je savais que je ne serais pas aussi performant, donc c'est vrai qu'il y avait une ingérence de ma vie professionnelle dans ma vie personnelle, qui foutait en l'air ma vie.
[xliii] Je le vivais un petit peu de manière judéo-chrétienne : le travail est une punition
[xliv] On sort de là [engineering school] on a envi d'être PDG au bout de 10 ans. Mais je ne me connaissais pas, je ne savais pas qui j'étais, j'en n'avais aucune conscience, en fait très peu de conscience et puis bon les années avançant, j'ai appris à connaître mes faiblesses, mes forces, mes modes de fonctionnement, et je sais qu'il y a des postes que l'on m'avaient proposé que je n'ai pas accepté, je les aurais tenu aussi bien sans doute que d'autres mais ca aurait été au détriment de mon bien-être, donc j'ai gravi les échelons de l'entreprise moins vite [..], sans aucun doutes que certaines personnes moins diplômés que moi.

Chapter 3.5
Brune

My name is Brune. I am 52 years old. I moved from Paris to Porpa in 1988, one year after my husband, Bernard ,landed on a job there in an industrial company. At that time, my son, Bastien, was 2.5 years old. Now I have also a daughter, Bambou. They are respectively 21 and 17 years old.

To move to Porpa, I had to resign from an interesting job within human resources in Paris. Nonetheless, only one month after my arrival here in Porpa's region I started my consultancy agency which I have been running for 5 years. The desire of getting a job as soon as I arrived in Porpa and in turn not being jobless or a simple housewife illustrates how work is important to me and to the harmony in my life. Work is complemented by three other main domains: my family life including my couple life, my relationships with my children and with my own parents, my social life with few friends and my private life which is restricted to one main leisure, reading American detective novels in English.

To me, work is thus a fundamental life domain. *Work is not separated from my life, it belongs to my life.*[i] Today, I work as the director of the international relationships in this University College. My interest in international issues dates back to my study time in Canada. I have also spent 3 years in Africa with my husband where we both worked as teachers. *I did not think that this aspect, internationalisation, would return to my life so quickly.*[ii] But now I am glad it did because *I am emotionally attached to my current job.*[iii] I have been given a full-time job as the director of the international relations, since last January. Before that I was both a lecturer in management and the coordinator for the international development of the school. From 2000 to 2004 we were only two people working on international development issues. Nearly two years ago, we became a team of 8 people. I was able to recruit 8 women who are now in charge of one specific region of the world. Since then my role became more important as I attained a managerial position and started to be part of the board of directors. Even if I still had the status of teacher, I was mainly working with the internationalisation of the school. This appointment and change of contract in January 2006 is thus *to me more about the validation of the situation in which I and the school are than about a real recognition of my position. It is about making things straight*[iv] and not a question of promotion as they presented it to me. Nonetheless, now I have to some extent a clearer job description. *My mandate includes developing contacts and attracting fee paying students. This makes me on daily basis rely on my team when it comes to dealing with academic matters even if I try to be involved in larger issues.*[v] Generally speaking, I enjoy the autonomous nature of my task especially when I initiate new contacts and new projects with

international partners in line with the strategy of the school. This involves more travelling. Lately I have been away maybe three quarters of my time. For example, I was in Asia just a few weeks ago. This was not a regular trip as I had to replace one of my team members who was pregnant at the time. I looked into the travelling aspect of the work when discussing my new position at the end of last year. As a matter of fact I want still to be available for my family, especially for my elderly mother. I see travelling as a constraint resulting from work. I will travel on times that are theoretically working times where I should be at the office. On such time, I will work at least on one of the ways by reading reports or working on my laptop. I will respect my engagement towards my employer. This will be easier when I travel by train. Indeed I like to work in trains, because there is space for it. On the contrary, I do not manage to work in planes or airports. *So even if this may be a time theoretically for work, because it may be a day that I should theoretically be at work, I will not work. I read something that makes me feel good, American detective novels. This is indeed what relaxes me and I do not have the feeling that I am losing my time because I am reading in English. This is a private activity, even the only one I have because I do not really share it with others as it is really a special type of literature.*[vi] When I read during the time that is theoretically part of work, it is as if I was authorising myself to cross the line. But in a sense, I may also sometimes travel on weekends, times where I would not theoretically be working. So it is perhaps the same or fair... After all, this just shows that I consider diverse periods of time to be natural either for non-work or for work.

Back to my work, *I am not in direct relation with students. I am here to deal with the frustrations and requests of my team members who are directly in contact with the partner universities or with the students and with the directorate of education which designs programmes not always made for international exchange students.*[vii] In that regard, the situation has not been easy particularly over the last few months. *My team members expect me to make things easier. Nonetheless, I could not do so. In a sense, I was not entirely to blame, but it is to me that they would come and complain about my capacity to influence decisions to develop more comfortable working conditions.*[viii] In fact we are entering in a larger competition in France with changes made by the main players on the market to attract more students. So, according to the directorate of education, there is a need to look over the offer so that our programmes are first and foremost more attractive to such national students rather than international students. Of course, there are other arguments for why internationalisation should be seen as central in that regard but it is not easy to get the message across. We are also facing internal changes hindering us from going forward as quickly as we would like and as quickly as we should. Personally, this also affects me. Indeed, besides my attachment and commitment to my work, I have a feeling that the environment is too unstable to perform a good job. *I am exasperated by an environment that forces me to constantly re-invent what we are doing. I am frustrated to work in an*

environment giving me the impression that we are like a runner in the starting blocks but that external disturbances do not enable to take departure so that we are going backwards.[ix] I have thus lately considered changing job. I would like to continue to work with internationalisation issues, but maybe in another context. At my age, this is not a simple transition as in France I may already be considered unemployable. Expatriation is thus something possible. Maybe it could be Canada or the US, where age is less of a matter. *I have already explored the issue by discussing a bit with Brandon, an international partner with whom I also have a friendly and affective relationship. Brendon and Brenda, his wife, was in Porpa on the first of May. They obviously came for dinner at home. We enjoyed the evening and this was an opportunity for him to give me some tips.*[x]. Expatriation is also an alternative that my husband and I always had in mind. I believe thus that moving to another country is a practical option from his perspective as well as from my children's perspective. Maybe one hindrance could be my parents, especially my mother.

I realise that I am now mentioning my family which is also a central component of my life. Talking about family I would distinguish between my relationships with my husband, Bernard, the relationships with my two children and the relationships with my parents. I thus respectively talk about a couple life, a family life and a familial responsibility towards my parents. As for my couple life, Bernard and I met through common friends when I came back from Canada. We got married in 1983. We went to Africa where we stayed for three years while we were still dating. We lived in Paris around 10 years and now in Porpa for 18 years. Porpa is nonetheless not home yet. *We are still renting a house. This is of course a sign and numerous of our acquaintances make us notice that this is crazy. Yes it is a really bad deal, but this is completely psychological. It is absurd, but with time it becomes concretely a financial issue. Paying high monthly rent indeed affects our capacity to borrow with good interest rate.*[xi] Our couple life is important and focuses on sharing joyful time together, like walking and nice evenings. Of course it is also about supporting each other. A few years ago Bernard totally switched job. His transition from being an employee in an industrial company to a teacher, i.e. his dream, was not simple to accept as it somehow jeopardised the family but I supported him. He obtained his *CAPES*[54] and is now a teacher in a high school. He has no fixed position but changes school every year. One criterion is for him to work in the city to avoid commuting time. Bernard also supports me in my work. When I face a problematic situation, I discuss it in general terms, not so much in details. *His answers are more affective in the sense that I have his unconditional support whatever I may do.*[xii] *It is my work and my problem; I am not expecting advice from him. It is the role I have assigned to him.*[xiii] It is also central that he gives me the

[54] Certificat d'aptitude au professorat de l'enseignement du second degré. Diploma entitling to teach in secondary and high schools in France.

feeling of liberty in my choices while emotionally supporting me. Our couple life is also changing and getting some sort of renewal because our children are now growing up and leaving home. Indeed, as our relationship with them changes so does our couple life. A manifestation of the renewal of our couple life is that we start talking about having holidays just the two of us. This has never happened since we had Bastien.

I describe my relationships with my children as family life based on sharing experiences with one another. A classical familial activity is badminton on Sunday mornings. But as I just pointed out such life is evolving. Today, I would even distinguish my relationships with each of my kids. *I do think that I would not have made this distinction just a few years ago when the family clan was complete.*[xiv] *Even if it was only a mental distinction, it really becomes concrete.*[xv] *The first sign is the departure of our son to Paris. Then as soon as one has left, you are forced to get used to the idea that the other will also leave. This is normal.*[xvi] The change was gradual starting with being away on week days and at home on weekends to being away for full semester. The distance is overcome via new types of communication. He can call me or his father whenever he wants with the mobile technology. We call him as a family, on weekends with Skype. I try nonetheless when he is home to keep time for us, even if it is just accompanying him to the train station when he leaves. It is nonetheless not always simple. For instance, two months ago when he was here for one week during the winter break*, I refused on Monday to have lunch with him, although we would both have enjoyed and benefited from it. But this would have disrupted my work and would have jeopardised my capacity to finish writing an important report. Now afterwards, I am a bit frustrated.*[xvii] With Bambou who is still here the relationship is thus more physical. I like to wake her up because she sleeps like a log. I also try to be home at a reasonable time in the evenings to exchange some words with her and if possible help her with her school work, even if in this area her father is more present.

Finally, I have also my own family to care about. It consists of my sister who I have seen a bit more recently but also of my mum, who lives in Belgium. My mother is indeed originally from Belgium, my father is French. This is once more an international dimension. My mother is aging and living alone since her divorce. Thus she is somehow more of a potential concern to me. On the contrary, my father is really in good physical condition and remarried with a younger person who takes good care of him. They live in Paris. *If we were living in Paris, I would meet my father more often. It would be easier just to have a lunch with him from time to time. Life goes by and thus I tell myself that I would like to see him more often but globally I am satisfied with the equilibrium. Even if it is not perfect, it is all I can do.*[xviii] Going to Belgium to visit my mother is another matter as it is even further away. This is why we have traditional times during which we go and visit: Easter days and 1st of November. At least we had such

time traditions, but *these times are also important for my work since important international conferences take place at these dates. I made up my mind, and stopped this tradition. We finally replaced these dates with other weekends even if they are not as symbolic. At the end, the family adapts itself and it is not dramatic, right!*[xix] But yes, the first time the kids and their father went alone was a cornerstone in the relations to my mum. She really counts on our presence when we are there or when she is home. For example, when she visits I would not invite people for dinner and would only go with Bernard out sporadically. This has been an issue during her last visit. She had to stay with us 4 months because she broke her legs. This may have affected our relationships with friends even if we only have a few here in Porpa.

Indeed, I have the feeling that we have not built a strong social network in Porpa. This feeling has a bearing on our wish not to buy a home. We have always seen our time in Porpa as temporary. In Porpa I have a few friends but still rare colleagues with whom I am sharing a bit more. I could refer to them as 'colleagues-friends' in comparison to 'colleagues-colleagues' who are thus merely colleagues. *Last Sunday which was again a traditional family and housework day, we also had really nice dinner at a colleague's home. Her interest centres on being close to that of my family. I am happy to let my work and these friendly relationships interact. During such time I finally feel complete with myself.*[xx] With other close colleagues-friends we will share some personal or familial problems, but rarely meet outside work. With colleagues-colleagues, our relations are friendly and professional but that is all. Otherwise, I would say that *our network of friends exists further away in places like in Rome, Brussels but the core of the network is in Paris.*[xxi] *In addition, when I invite them home, they spontaneously and ironically say: "You are nice but come to Paris".*[xxii] My memories of Paris are biased because we only had Bastien when we were living there, but once again if we would be in Paris *I believe that it would be easier to have last minute dinners. I observe that our friends in Paris are more with other friends in Paris than with us. So we try to keep some time to spend together but it requires more anticipation and planning. It would be easier if we were living so close from each other that we could just use the underground to visit and would just suggest a dinner, cinema or just a small thing together.*[xxiii] Meanwhile, I have a tendency to consider my business contacts like when international managers and directors, or foreign contacts visit Porpa more as friends even if I may rarely see them. I already named Brandon from Canada. Let's talk about this network later on.

These are thus my different life domains. *My well being is not dependent on how each of them ideally is, but on the fact that together they are functioning in a good harmony without having one life domain suffering more than another.*[xxiv] To

understand what I mean let me explain how I look at my work/non-work relationships.

I would say that my professional life is important to me and it obviously has always taken a central and evident role in my life. I have always known that work would be important.[xxv] *This attitude towards my work/non-work experiences and their integration is certainly inherited from my family. My mother was not working; my father had an important and consuming professional life. The day they got divorced, my mother was devastated because her life was only composed of her family life. This is an example which has taught me to say: "never". I would never like to be in a similar situation. From that point, I have certainly wanted to follow my father's path by developing an intense working life as well as an enriching personal and family life. I have also certainly considered my work an element that could only depend on me and on what I was doing but not on someone else's will and actions.*[xxvi] Viewing work and non-work as integrated, I am proactive in my choices for work/non-work experiences. I am not hesitant to talk about work at home. As I mentioned I can share some troubling situation. I am also sharing positive experiences also to get emotional support. This is indeed seen as normal among the family members to talk about your day and what you have done even if not always in detail. I am also easily bringing work home using my laptop. Generally speaking *as I will think of a personal matter when I am at the office, I will think of work when I am home. There is no clear separation. I cannot say: "When I close the door of my office, it is finished, I will not think of it, talk about it at home", for sure we will talk about it!*[xxvii]

Bernard is also concerned about work. Firstly, he interacts with my network of foreign contacts as they come. I have met fewer people from his network. Secondly, he regularly gives French courses for exchange students, *an activity which I made available to him*[xxviii]. This is one concrete way to which my professional life and couple life interact. The kids are less in contact with my work, even though they are affected by my network. Indeed, *by bringing lots of foreign contacts home, I think that I contribute to the development of my children as I believe that the demands and my responsibility towards them evolve.*[xxix] I thus let these contacts interact freely with my life outside the office. For example, *this Saturday afternoon, Bambou went to the cinema with an American girl. In fact, there is a group of American students this semester and they came with two teachers who themselves are here with their families. I discovered last week that they had a 16 year-old daughter who is not going to high school and follows distance education. I thought that this was not fun for her. I thus presented her to Bambou and they went to cinema together. Bambou then introduced her to her friends.*[xxx] Bastien also benefited from my contacts when he went to the US for a few weeks during one summer at the age of 15. Once more, it is enriching to exchange with others and my professional network represents such opportunity to share. As a result, I am not surprised of what my kids are doing of their life.

A last sign showing that I see my work and non-work as one is that I am the same type of individual at work and in private. In both arenas I strive to create an environment characterised with respect and friendship. I am as affective in both domains. I have also a similar way of dealing with problems by listening, trying to be consensual and if necessary imposing my choice. I am finally in need to be a real team player at home and at work. For example, we will in September implement a new information system. We have all participated in numerous meetings with a consultant and tomorrow we will have a meeting to take some final decisions. *I will have to insist that the entire team attend because it is not my role to decide about this change alone even if I am attesting with my signature. There are elements of the process we want to improve with which I am not directly concerned. I do not have the entire information so I absolutely want my colleagues to be here and say: "Yes, this is what we need".*[xxxi]

Besides this integrated view, I still recognize that I set some boundaries between work and non-work. First, having worked somehow from 7:00 to 20:00, I try not to check my e-mails in the evenings. During weekends, I may nonetheless check them as well as work on the laptop to finalise some issues. Second, at lunch time, I prefer to remain in my office to do administrative tasks. As almost everyone is out having lunch, I can be certain not to be disturbed. I may go home if my husband is there, but rarely go and eat with colleagues. They in fact have their lunch plans. Third, I also set some boundaries around my couple life by reserving time to spend with my husband like chatting in the evenings and or planning some renovations in the house. Fourth, one could also say that I do not have pictures of my family here in the office. *It is true that I have never been really keen on photos; I just do not need any photo to think about people. And by the way, I do not have lots of photos anywhere else.*[xxxii] Actually this picture here on the wall, *it is a photo taken by Bernard when the children were still very small. But, in fact, it is here because I appreciate this portrait. It is a nice photograph. It is here more for its artistic value. I like the way they look at each other, the connection between them. Besides, they are my kids.*[xxxiii] Fifth, a*s I am in charge of my own schedule, there are some periods in the year where I would not travel and will do all I can to be here. It concerns time when important familial events may take place.*[xxxiv] In June, Bambou will pass the first part of the baccalauréat; I will thus make sure that I am available for her. Finally, one element that I really do not mix and do not want to mix is money. Indeed, as I travel more and more, my travel expenses increase. I do not want that to be a burden on the family budget. Then I have also meeting with guests here so I cannot always ask for a budget in advance. As the law does not allow us to be entitled to a business credit card, I opened a second account at my bank. Unfortunately, the management sees that as a private decision so I have to cover the costs by myself. Is that fair? I do not really know, but for sure it is worth it. It is easier to handle and then I do not to have to provide a copy of my own

private spending when filling in the expense claim. They, at the economic department, do not need to know what I bought from supermarkets last Saturday or what?

So yes! I segment, but just for a few elements. Once more I do not consider that I segment my work and my non-work. As a matter of fact, sometimes*, I tell myself that if I was dressing boundaries and putting more distance between my work, my personal networks and my family life, etc, times would be better and things easier when I would be stressed and having lots to do. Indeed, some of my colleagues say: "Personally as soon as I leave school, it is finished, I do not think about work and there is no interference". I believe that in stressful situation, they are lucky, but in other situations I think that they are not benefiting of having exchanges with people they meet professionally. Finally, they may be recovering and sleeping better when they are stressed. I do not really know in fact*[xxxv]. What I know is that interaction is essential to me.

However, the work/non-work interactions have not always been easy. I have been using my experiences to find my path, especially over the 5 years I was a consultant. As a consultant, I thought at first that my freedom would help me to preserve a work-life balance. *I had told myself that I would be independent and be able to choose my working and non-working time. But this was totally wrong because you cannot decide on your agenda as the market demands of you. When a client requests something, your answer is mingled with the fear of possibly running out of business tomorrow.*[xxxvi] It was thus up to my family life to adapt and I felt my role as a mother was in danger. So even if I had an interesting job, there were no interactions as I would have liked them to be. Now, I also realise that I have never been as proactive as I thought in my work choices. For example, I have never been in a situation of really looking for jobs. The creation of my consultancy agency results from my own pressure that I could not be unemployed. My other jobs have been more a question of opportunities. This is in line with the 1970s' mode of thinking, i.e. living the present time and having no plans. As a result I have had diverse jobs with no clear career strategic plan. Doing a Ph.D. would have helped, but now it is harder for me to do it on the side, even if I try. My husband was in the same situation. This may have affected a bit the family life like our decision or non-decision to get a third child. Of course I am glad about how things are today both personally and professionally. This is just a reflection about how my life domains interact and my real role in their interactions.

Today, work is omnipresent and I feel that I miss time to be able to reflect and respect my engagements. *Maybe for the first time I feel that the interactions between my professional and family lives do not bring me the usual energy. I feel the pain of not having, for maybe many years, being as involved as I should have in my*

personal life.[xxxvii] Nonetheless, it is indeed central to my well-being that these interactions are harmonious as far as *the equilibrium itself is never reached and is always fragile and can always be jeopardised.*[xxxviii] To create such harmony, I need to make sure that people around me are fine. I need to make sure that I am present physically but also mentally. Currently, I feel that I work 80% and I am away more than three months a year. So make sure that, wherever I could be, my loved ones can be in touch with me. As mentioned before, demands are different. Support is not any longer solely about being physically and materially present. Last weekend Bastian called just to ask what wine he should bring to a dinner he was invited to. I was just glad to be of help. This is as simple as that. To create harmony, I also need to feel the energy for driving projects and I need my actions to be in line with their objectives and my essential values. These values are about having exchange with others, about sharing with others but also and foremost about respecting others as well as myself. These values enabled and will continue to enable me to make choices when prioritising work or non-work.

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[i] Le travail n'est pas séparé de ma vie ; mon travail fait partie de ma vie.

[ii] Je ne pensais pas que ca allait me rattraper aussi vite que cela.

[iii] Le travail en lui-même me passionne.

[iv] Pour moi, c'est plus une reconnaissance d'un état de fait dû aux circonstances plus qu'une valorisation réelle de ma position. C'est une reconnaissance d'un état de fait.

[v] J'ai un cahier de charges pour [développer de nouveaux contacts internationaux] et recruter des étudiants payants ce qui m'amène à laisser un peu mon équipe se débrouiller toute seule au niveaux des relations académiques même si j'essaye d'être encore présente sur des gros dossiers.

[vi] Donc même si c'est du temps théoriquement de travail, puisque ca peut être tout à fait un jour de travail théorique, là je ne fais pas, je ne travaille pas, je lis. Il y a un truc qui me détend beaucoup, c'est les romans policiers américains. Je lis en anglais donc en ca je me dis que je perd pas mon temps et donc effectivement c'est le genre de trucs qui me détend très bien et donc une activité strictement personnel parce que en plus c'est que je ne partage pas forcement avec beaucoup de gens ce goût pour un certain nombre d auteurs fétiches de romans policiers américains. C est peut-être la seule activé personnelle que j'ai.

[vii] Alors moi je ne suis pas en contact direct avec les étudiants, par contre je suis sans arrêt à gérer les frustrations et les récriminations des responsables de zones qui elles sont directement en contact avec les universités partenaires ou avec les étudiants et la direction académique qui elle rempli son cahier des charges et qui me dis que quelque part on ne fait pas le programme pour les étudiants en échange.

[viii] Les responsables de zones attendent de moi de que je leur facilite les choses mais ces derniers mois je n'ai pas été en mesure de leur faciliter les choses. Alors ca ne dépendait pas de moi mais en même temps est à moi qu'elles viennent le dire et me reprochent de ne pas toujours avoir autant d'influence, pour leur donner des situations de travail qui soient plus confortables.

[ix] Mais j'en ai un peu assez d'un environnement qui sans arrêt oblige à réinventer les choses ou on a l'impression que l'on est sur une rampe de lancement et soudain il y a un événement extérieur qui nous fait reculer.

[x] J'ai fait une première approche, un appel du pied a quelqu'un au Canada que j'aime beaucoup et qui est un partenaire de l'école mais aussi avec quelqu'un avec qui j'ai une relation au niveau amicale et affective globale. Il était là au premier Mai avec sa femme. Ils sont évidement venus manger à la maison. On en profiter et il m'a donné deux trois conseils et deux trois endroits où regarder.

[xi] On est toujours en location, c'est aussi un signe. Ca fait hurler un certains nombre de gens. En plus c'est un très mauvais calcul mais c'est complètement psychologique. C'est absurde, puis au bout d'un moment ca devient financiers aussi, parce que à force de payer un loyer relativement élevé, on ne mais pas cet argent de coté donc on pas les conditions pour avoir des conditions de prêts intéressant.

[xii] La réponse sera plus affective dans le sens où quoi que je fasse j'ai son soutien inconditionnel.

[xiii] C'est mon boulot et c'est mon problème, je n'attends pas plus que ça, je ne suis pas en attente de conseils sur la façon de faire. Ce n'est pas le rôle que je lui donne.
[xiv] Je pense que je n'aurais pas fait cette distinction la il y a quelques années au moment ou la cellule familiale était complète.
[xv] Même si c'était intellectuellement présent, il n'empêche que ca devient une réalité.
[xvi] Le premier déclic est lié au départ de notre fils à Paris. Et à partir du moment où il y en a un qui part, quelque part on est obligé de s'habituer à l'idée, que l'autre va partir aussi ; c est normal.
[xvii] J'ai refusé de déjeuner avec mon fils, ce qui pourtant nous aurait fait plaisir à tous les deux mais m'aurait obligé à interrompre mon travail au risque de ne pas finir ce rapport à temps ! Je ressens une certaine frustration.
[xviii] Si on était à Paris je le verrais plus souvent. Ce serait plus simple d'aller déjeuner une fois de temps en temps avec lui. Dire que la vie passe, je me dis que j'aimerais bien le voir plus souvent mais globalement c'est un équilibre qui me va. Même si ce n est pas parfait, je pense que c est le mieux de ce que je peux faire…
[xix] [Des weekends qui sont traditionnellement des temps en famille] le weekend de Pâques ou du 1er Novembre […] ce sont aussi des moments de conférences un peu importantes, de rendez-vous internationaux …j'ai arbitré, j'ai arrêté cette tradition qui était d'être la à ce moment là et que finalement ca peut être remplacé par un autre weekend et même si ca n'a pas la même portée symbolique. La famille s'en accommode et ce n'est pas dramatique quoi !
[xx] [Dimanche] Encore une journée domestique et familial avec une très agréable diner chez une collègue. Ses centres d'intérêt rejoignant ceux de l'ensemble de la famille, je me sens heureuse d'avoir pu faire se rejoindre mon activité professionnelle et ces relations appréciées par la famille. Je me sens réconciliée avec moi-même, ouf !
[xxi] Le réseau d'amis est plus loin comme Bruxelles ou Rome, le noyau dur de nos amis est à Paris.
[xxii] Quand je leur dit « venez à Porpa » ils me disent « vous êtes gentils mais enfin venez à Paris ».
[xxiii] Oui je pense que ce serai plus simple de faire un diner impromptu. Je vois là que nos amis à Paris finalement voient plus souvent des amis qui sont sur Paris que nous. On fait en sorte de se garder des moments pour passer un peu de temps ensemble mais c'est une organisation qui demande un peu plus d'anticipation et d'organisation. Ce serait plus simplement si on était à 10 stations de métro et que l'on se disait on se fait un diner, un ciné ou un truc ensemble.
[xxiv] Ce n'est pas que chaque chose séparée soit idéale mais c'est que mise ensemble ca fonctionne bien et de manière harmonieuse sans qu'un élément ai à en souffrir plus que les autres.
[xxv] Disons que j'ai une vie professionnelle qui pour moi est importante, enfin il c'est clair que ca a toujours eu un place importante de manière presque évidente. J'ai toujours su que ca aurait une place importante.
[xxvi] C'est sans doute une transmission familiale. Ma mère ne travaillait pas, mon père lui avait une vie professionnelle très bien remplie. Le jour où ils ont divorcés, ma mère s'est effondrée parce que finalement il y avait que sa vie familiale au cœur de sa vie. Ne serait ce que cet exemple là m'a toujours fait dire que de manière très clair que « jamais ca ». Jamais une situation qui est celle la. Donc à partir de là, j'ai sûrement plus pris le modèle paternel d'une vie professionnelle intense et d'une vie personnelle et familiale bien remplie. Aussi j'ai sûrement privilégié la vie professionnelle comme étant un facteur de qui finalement ne pouvait dépendre essentiellement de ce que j'en ferais et non pas de la décision d'une tierce personne.
[xxvii] De même manière que je vais penser à un truc personnel quand je suis au bureau ; je vais penser a un truc personnel quand je suis à la maison. Il n'y a pas de séparation nette, je ne peux pas dire que « je ferme la porte de mon bureau c'est terminé je n'y pense plus on n'en parle pas à la maison », bien-sur on en parle.
[xxviii] C'est moi qui lui ai amené cette activité la.
[xxix] Je crois que les demandes et les responsabilités [vis-à-vis des enfants] ont évolués et à la limite je pense que je participe autant à l'épanouissement de mes enfants en leur rapportant plein de visiteurs étrangers à la maison.
[xxx] Samedi après midi [Bambou] à emmené une jeune Américaine au cinéma avec elle. Parce que en fait c'est un groupe d'étudiants américains qui sont la pour tout le semestre- Ils sont venus avec deux profs qui eux même sont là avec leur famille. J'ai découvert la semaine dernière qu'ils ont une fille de [16] ans qui en plus ne va pas au lycée et donc il faut qu'elle suive les cours par correspondance pour ne pas perdre son année. Je me suis dit que ca devait un peu tristounets pour elle de pas voir d'autres personnes. Donc avec [Bambou] elles sont allées au cinéma toutes les deux samedi après midi. Puis [Bambou] lui a présenté des copains et des copines à elle, etc. …
[xxxi] Il faut que j'insiste pour que l'équipe y soit parce que ce n'est pas à moi de valider ca toute seule, même si c'est ma signature. Il y a des choses auxquelles moi je ne suis pas en contact, je n ai pas l information donc je veux absolument que mes collègues disent « oui c est bien ca que l'on a besoin ».
[xxxii] Non mais c'est vrai je n'ai jamais été non plus très photos, je n'ai pas besoin de cela pour penser aux gens que j'aime et je n'ai pas beaucoup de photos nul part d'ailleurs.

[xxxiii] C'est une photo que [Bernard] a pris d'eux au téléobjectif quand ils étaient petits. Bon elle est la en fait car c'est surtout une photo que j'aime bien. C'est une belle photo. Elle est plus là parce que j'aime le côté artistique de cette photo, que j'aime bien la complicité dans la manière dont ils se regardent et puis accessoirement c'est mes enfants.

[xxxiv] Comme je suis quand même responsable de mon planning de départs, il y a des périodes où je ne bougerai pas. Parce que ce sont des périodes qui familialement sont importantes et je me débrouille pour être là.

[xxxv] Peut-être dans des situations de stress, de charge importantes, je me dis que si je mettais un peu plus de barrières ou un peu plus de distances entre mon activité professionnelle, mon réseau personnel, ma vie personnelle, familiale…c'est vrai qu'il y a des moments ou ca serait plus tranquilles. C est vrai que quand j'entends certains de me collègues, dire : « moi aussitôt que j'ai quitté l'école, c'est terminé, je n'u pense plus, il n'y a aucune interférence », dans des moments de stress je me dis qu'ils ont de la chance mais dans d'autres je me dis qu'ils ratent quelque chose parce que c'est quand même toute la richesse des rencontres que l'on fait professionnellement… bref c'est dommage. Après, peut être qu'ils arrivent à mieux récupérer et à mieux dormir la nuit y compris dans des périodes de stress. Je n'en sais rien.

[xxxvi] Je m'étais dit, je vais finalement être indépendante, je vais finalement décider des moments où je travaille et de moments où je ne travaille pas. En fait c'est complètement faux car ce qui vous dicte vos périodes d'activités c'est la demande du marché et quand il y a une demande de clients ben on répond avec l'angoisse qu'il n'y en ait pas le surlendemain.

[xxxvii] Pour une première fois me semble-t-il le mélange de ma vie professionnelle et de ma vie familiale ne m'ont pas apporté l'énergie habituelle. Je ressens douloureusement l'impasse faite depuis des années sur ma vie personnelle.

[xxxviii] [l'équilibre] Il est fragile, pour moi il n'est jamais acquis et peut être remis en question à tout moment.

Chapter 3.6
Geremy

My name is Geremy. I am 37 years old. I am originally from the west of France but I lived in diverse parts of France. Since June 2006, so just a few months ago, we were back in the west of France close to Macbala where I started a new job as General Director of Marketing and Export in an industrial food company. Previously, I was in Padrian working in a cosmetic and pharmaceutical SME as Commercial Director for the French market. Then *I occupied a middle-management position, but today I am more in a top management position.*[i] As we will see later, this change of job and town has had implications on my current work/non-work experiences.

Generally speaking, I would simply portray my life as composed of four main life domains; my family, my work, my personal time and my social life. The ranking among these domains is not meaningless. *It is evident that the first of my responsibilities is my family.*[ii] *I would say that I spend more than half of my time with my family as I obviously sleep at home. On the whole, between my work and my family I spend 100% of my time.*[iii] *I also engaged in "joint activities"*[iv] covering a small amount of time such as sport and associative engagement. Then, socializing with friends and my extended family come under a transversal domain. I could refer to it as social life.

When I talk about family, I include my wife Galina and my three boys, Gaspar, Gian, Guerric who are respectively 10, 8, 6 years old. Galina and I got married in the end of 1996. Gaspar was then almost one-year old and we already had been together for 3 years. Galina and I studied in the same business school. We both have a major in marketing. Nonetheless, even if we were in the same gang of friends, we really met each other when we worked for the same company. It was during my first working experience after my military service which I had partly spent in Germany in the Officer School. My military duties were a challenging experience as they included lots of sport. I was really looking forward for it and eventually I enjoyed it very much. My first job was in a company where I had previously done an internship. On accepting the job, *I indicated that I was open about what and where. I did not have any obligations [to any places and anyone], so I could go everywhere in France. Finally, I became a salesman in a small district in the south of Burgundy. Honestly, I did not really expect that*[v]. But through this job I met my wife. Galina and I have never worked together. We just were sales people for the same company in two different districts of France belonging to the same region. As these districts were rather close, 100 km apart, we dated regularly. When we decided to have our first kid, I presented my resignation to be able to be with her in Padrian. I had

found a new job as a sales manager in another company but my direct manager, based in Padrian, did not accept my resignation letter. He said*: "If I understand you well, you are happy to work for us, you are satisfied in your work and position and you think you can go up the ladder here, but you wish to be based here in Padrian to live with your future wife. So let it be, come back to Padrian and you will continue to…"*[vi] He thus supported my transfer to Padrian where I became a product manager right after my move. We lived in Padrian until I was offered a new position as a sales director in the west of France. We moved and because of that Galina resigned. After a small search, she got a new job within sales. It is also at that time that our second boy, Gian was born. *There, we discovered a certain social life. The people there rented houses like us, they were in transition. They were generally composed of young families. It was like a small kibbutz where it was convivial to live. We really enjoyed living there and stayed 2 years.*[vii] I was relocated as a range manager in Padrian. Galina resigned once more. For her, I could maybe say that this was positive as she wanted to reorient herself. She started to be a lecturer in marketing a position she enjoys. It is also at that time that we got our third boy. In Padrian, we bought a small house in a village close to town to be able to have some space. We wanted to find the same feeling of conviviality we had just experienced. I worked for the same company until we got bought by a larger international corporation. But I will come back to that later on. This background shows how my work and my family interact due to my career evolution.

At home, I have a more lay back attitude. *It is Galina who is actually managing the daily business at home.*[viii] This is partly explained by schedule making her more available on Wednesdays or evenings for the kids. I appreciate the fact that I can unquestionably rely on her and her spirit of initiatives for domestic issues. *For example, while we were looking for a house in Padrian, we inspected a rusty one when she directly said: "This is the one"; so that was it,*[ix] because I had nothing against that and just felt glad that I could support her. This is how we try to be harmonic. We also like to share small moments together such as regularly having family dinners and talking while smoking a late cigarette on evenings. My main concern at home is the education of my sons for which we strongly and effectively team up. *The first of my priorities is that my kids are happy and autonomous.*[x] *If we should set a goal for our education, it is to teach them how to be adult, autonomous and happy.*[xi] So we try to build the conditions for that. It is not that I let them decide alone, but I like them to have exchanges with us and decide. I want them to be autonomous in their school work though we try to help. Then there are few small rules especially with regard to politeness and all that goes with it. These social rules are what they need to acquire to be autonomous in our society. In addition, *I systematically try to stimulate them. For example, when we decide our holidays and prepare a budget on the kitchen table all together; then it is like doing mathematics. Everything is a good setting to stimulate their curiosity and learning.*[xii] As a result, I believe they are

happy together and we love them. To me as a father this is central. *It is my own happiness and joy because I am convinced that when you decide to have kids, you should take all responsibilities and actions to provide them with proper education.*[xiii]

As I mentioned, my career evolution has impacted my family. Indeed, most of the changes described, if not all, are the result of the attention I pay to shape my career path. My ultimate aim is to have my own company. I am thus also learning from each work experience. Nonetheless, all started when I wanted to study business in a business school and continued after my first internship when I decided to focus on marketing. This led me to work in a large company as a range manager where year after year I learned a certain method. All was fine until the company was bought by a large international corporation. At that time, I actually felt losing influence on the decision-making process. I felt more of a manager who was only implementing rather than driving strategy even only to a small extent. *I was only having a real operational role where choices were no longer mine*.[xiv] Directions and orientations were definitely dictated from outside France and thus the challenges were less for us. Consequently, the ambiance changed. *It was more about how to position ourselves internally and within the hierarchical structure. We spent more time on internal matters and less about the customer. This was too much for me.*[xv] I had to quit. *I found several jobs, some of them located in Paris. But we had just got ourselves the house. We were feeling good in Padrian and had lots of friends; Galina just got her new job. After all, it would have disturbed our comfort of life, in a provincial city, and in countryside where the kids could grew-up "green".*[xvi] Thanks to contacts established during previous job interviews, I obtained the position of Commercial Director France in a cosmetic/pharmaceutical SME in Padrian.

The company was in progress and the challenge was interesting. I had to lead a team of nine people and drive negotiations with the retail industry in France. *What I liked in this work was that I had no daily routines. My work was punctuated by retailing cycles and the annual agenda of negotiations occurring between December and March.*[xvii] On the whole, relying on my team was central. I managed to build a solid team around me. We developed a nice atmosphere. *Working in a semi-open space with glass walls and no doors simplified communication. I personally replaced mine after a while to be able to close it during individual talks, but had it open otherwise.*[xviii] Then I tried to make it clear that it was essential to show confidence to be able to gain markets involving high amounts of money. Negotiation periods are stressing for the company but should not be stressful for you as a person. They are not done for me as a person. *I personally really consider negotiation times a funny period. The job becomes interesting when you face your customers and try to understand and examine signs and meanings of negotiations.*[xix] The most challenging and interesting periods of the year were indeed when I was negotiating with the clients in the early spring. This is positive stress for me. It is the moment of

truth about the whole work done beforehand. It is when we know if the strategy and its implementation are working. I have for principle that as long as we have worked well before - and it is my role as manager and leader to assure that - all should be working well and we should feel confident when negotiating. I also wished to make every team member feel involved in the decision-making process. In meetings, I always presented alternatives and gave arguments making clear what the best alternative was. This created exchanges and led also to a higher feeling of commitment to the tasks and objectives. Generally, I liked this work but at the end of last year, *I made my mind that it was the right moment to professionally change. It had been acting in this position for three years.*[xx] Consequently, I started to search the Internet and found some positions. I had three alternatives left when I discussed with Galina. I presented all three but indicated that the one in Macbala was professionally good. It meant a clear advancement and involved a focus on marketing and export, so it brought me new expertise. I also pinpointed that it was good because it was close to her family and to the sea that the family appreciates. I indicated that we could still live in the countryside with the advantages of a big town not very far away. She agreed and started immediately to look for jobs there. After a one day of house-hunting, we found again a nice house, or I should say, she picked the house like she did last time. Afterwards we informed the kids and as soon as they saw the house and the village they felt a bit reassured. Now we are there but let's discuss it later and talk now about my new work.

In my new work as General Director for Marketing and Export, I obviously have bigger responsibilities. I have a team of 8 people but indirectly it corresponds to 90 people. The company is smaller in turnover and the assortment is also smaller. Nonetheless, working in the food industry based on fresh product is more problematic *per ser*. Here we even have really short expiration dates. The sales results have thus direct implications on production and thus on employments. On the whole, the stakes for marketing and sales are thus higher. Finally, the overall aim of the mission is different. *Whereas in Padrian, the aim of the job was to maintain a brand, the aim here is to rebuild the unique brand*[xxi] as the market share has seriously decreased last years. It also involves export in the UK and Germany, adding more to the complexity. For three months, I have been around the entire company with the aim to redesign the marketing strategy. I wrote the marketing plan with not much difficulty. It was simple decisions to take because the decisions were obvious in regard to the situation. In addition, *marketing is about methods and I know how to apply it. Galina read my marketing plan.*[xxii] *Let me make a comment: my wife is lecturer in marketing, sales and negotiation. Once more we graduated from the same school, we started with similar type of jobs, and we are close to one another in regards to few points. In Padrian we discussed what she was teaching her students, about the methods she might have developed. I gave her practical cases. Sometimes, she invited professionals to examine her students so I tried to attend regularly. I generally find it*

really interesting. It has always been an opportunity to have exchanges.[xxiii] We complement each other. Personally, I did not often talk about particular issues I faced with customers because these were really the core of my business. But I talked about managerial issues to her because she could give me her female view. This may have enabled me to take some distance. In the new situation, she enlightened me by reading my marketing plan. *I was also supported by an internal consultant advising me on the practical implications of my plan. If there is someone in the company I can trust and rely on, she is the one. We agree on things. She knows what marketing is about. We have a comparable way to think and we come to similar conclusions. However, she is only a consultant and thus is not involved in managing...*[xxiv] But the challenge is there. As a matter of fact, the challenge is to have a team behind me. At that time, this is far from it. First, few members of my team had applied for my position and I still feel that competitiveness. Then, the working ambiance is affected by the history and the rapid decline of market share. People do not trust each other and un-secured about their own roles. *I would say that I feel more pressure from my team than from the shareholders in case of failure.*[xxv] *So objectively, I think that it is more complex in terms of human relations than in terms of pure objectives.*[xxvi] To handle the situation, it is essential that I guide them to a clear objective. I started when I presented my marketing plan, which by the way is approved by the superiors and owner. Now I would like to get some results to strengthen my choices. But they will not appear before next negotiations round in March, that is in about six months' time. Meanwhile, I will try to understand people better and motivate the ones I can. As you see this is a completely different state of affairs compared to my former position in Padrian where I had a team to rely on. This challenges me to work more than I maybe should. I need to feel that I am fully prepared, more than fully prepared, like 120%, before each meeting to control all, even the unexpected. This requires energy and thus I am today physically exhausted. This fatigue is what impacts my current work/non-work experience. Let's turn this aspect aside for a few minutes and quickly go over my two last life domains: my personal life or joint activities and my social life.

In terms of personal life, I will distinguish two aspects. First, it relates to sport. I practice sports, especially golf that I started not a long time ago but also biking, or football that I rediscovered via my son who started in a junior team. In Padrian, I was regularly playing golf or football but since I am in Macbala I have not been able to do any of this. I also like sailing. This is now possible as we live 30 minutes away from the sea. Second, my personal life concerned my engagement in one local association where I could help entrepreneurs with my marketing expertise. I learned about this association via professional contacts. The idea was that I had a moral contract with this association to coach Georgio, an entrepreneur who lacked marketing expertise to sell his concept. It turned out that the experience was more complex so that I spent more than the few hours I was expected to do. I also had to go back and explain basic marketing

principles to him. However, I could not really apply my working methods and could not suggest alternatives. It was also not about teaching him. I was morally responsible to coach him, to ask him questions on several aspects of the job, not answer them. At the end, I felt also too much involved and somewhat stressed by the situation and who would not feel concerned. Finally, Georgio's business was far from being on the verge of profitability even if the idea was out of the ordinary. Part of the business had to be closed. What is central to understand is that I may have accepted this because I felt to be responsible as a citizen to share my knowledge and contribute to society. But *sincerely, I also got engaged in this adventure from an egoistic perspective telling myself that this was an opportunity to learn about being an entrepreneur without the constraints of actually being one.*[xxvii] Of course, I learned but I also discovered a nice person. Consequently, I had hard times when telling him that I was leaving for Macbala. Even if our relationships were not about friendship, I did not want him to feel abandoned. Finally my door is even today still opened. So as you understand, I had this side activity in Padrian and have not started it here, yet. Time will tell. Time is indeed what matters. *Today, the time I do not spend at and for work, I dedicate it exclusively to my family.*[xxviii]

Last but certainly not least, I, or to be more exact, we have a social life which is relatively intense. Our contacts are not related to one domain in particular. A few of our friends are alumni friends and we may talk about work sometimes. In my current situation, it is delicate to share my problems as no one is totally in a similar situation. In addition, some of these alumni friends are also somehow part of the family. They are God-Parents of our kids and vice versa. As a result, meeting friends is like gathering a big family with few couples and lots of kids. What is at stake is that Galina and the kids also enjoy that. We will meet friends for holidays at the coast. We will do efforts to visit them like driving few hours in the snow to spend New Year's Eve together. Even snow will not affect my optimistic nature. In Padrian, I had also some friends in the company, but surely I was not working with them. To sum up, friendship is central to me and us as family. It crosses my work and my family domain. Now living in Macbala, we reconnect with friends we have there. With the others, we are calling each other or use the Internet. Now, we are ourselves on the holiday-road so friends will stop by. It is as simple as that. We are also building a new network. We meet parents of our sons' friends as well as neighbours. Today, Saturday afternoon, it is manifest that I will meet other fathers on the sides of the football field where Gaspar will play. For the time being, they are new acquaintances and time will again tell if they become friends. Our friendly social life is completed with our relationships with our own families. We are living now closer to Galina's parents. Some members of the family will visit us this weekend to say hi. We visited Galina's grand-mother two weeks ago. We just keep our relationships simple and it feels good.

Having presented my life domains you see how close they are one to the other. It would nonetheless be wrong to come to the conclusion that I am proactively making them interact. I will say that their interactions are *the results of hazard. There is no intention from my side to make them different. I do not seek creating boundaries or borders. I manage my time in the function of my family, but otherwise there are not clear defined borders that would exclude my family from my work issues or from my side activities and vice-versa.*[xxix] More precisely, *I actually do not ask myself loads of questions. I take things as they come. I do not have conflicts. Conflicts are for me with people you do not like so that finally there is no interest to meet these people, as simple as that. Then when you look at the origin of conflicts you may have with people you like, it is often about nothing. By learning, I do generally manage to handle and lessen conflict.*[xxx] Essential to this capacity to manage my life domains somehow without planned intervention are two principal drivers in my well-being. One of the most important drivers is to be able to support my family and do everything possible to make my wife and my sons happy. A second driver is to establish good relationships between my family, my friends and other acquaintances. Practically, this strongly relates to having an interesting and meaningful work but also a good salary. As a matter of fact, *I find money important because of what it can bring and the value it represents in relation to the work accomplished.*[xxxi] My salary should enable us a certain level of comfort but also a certain level of freedom without having to account for every cent spent. For example, it enables us to have a housekeeper few hours a week so that my wife can enjoy some free time. I am asking her now to find a new housekeeper to be able to get again this free time. It enables us to go on holidays with a budget of course but still with the aim of resting and having fun while not again saving every cent. My salary should and is also in line with the responsibilities I have in the company so I feel it is just right and fair to value its importance in work and life.

Having this in mind, my work/non-work experiences are thus natural and not totally an intentional mix of segmentation and integration. The equilibrium is about having my four life domains interacting in harmony. But I realize that there is a gap between what I experienced in Padrian and what I experience today. I have already indicated few changes but should explain further what I mean before we end this conversation.

In Padrian, there was family first and I organized my work and my personal life around it.[xxxii] *Then present in the middle of this life were friends whom we indeed met a lot and went out a lot.*[xxxiii] On a daily basis, I aimed at being at work around 8:30/9:00 after some morning having left the kids at schools. In the evenings I tried not to leave work after 18:30 which was in line with the organisational culture. This time schedule was also reinforced by the presence of a security guard who was checking the offices around 19:30, the maximum limit one could stay behind in the office. This was different from the culture in the larger

group I worked before, where meetings started at 19:00! I appreciated this rhythm as I could go and golf in the evenings. On Tuesdays and Fridays I could also go and play football with the local senior team of the village. I would indeed insist that *things were interacting well that is to say that there was a real harmony. Life was harmonious. The family was fine. Work and daily life were simple. I managed to have extra time for some associative work and things I like. In addition, around that, we had a network of close and less close friends. It was comfortable.*[xxxiv] *At the present time, family and work are at the same level and I cannot really distinguish between them. I do not know what my priority is when allocating my time. I feel at the maximum for both of them. Both sides of my life are close to each other. Then after that there are friends. Friends are still here but we just see them less on a daily basis. Finally, I have the feeling that I do not have any personal time right now.*[xxxv] In practice, I have a full agenda every day. I work twice more than what I did before. I have to leave earlier, often around 6:00, for work. Now I have a 40-minute drive and need to prepare a bit before meetings. I have longer business travels even abroad. Of course, I still try to limit myself to two three days, i.e. two nights, of business trips over the week but it is still more. Kids sometimes tease me when I am home for dinner by saying, "Ooh today we eat with daddy!" This may be a sign. I am also working more on evenings. Evidently, I was already bringing some work home when we lived in Padrian. This has not changed and I still work when kids are asleep. For that, I just open the laptop anywhere in the house and put earplugs to isolate myself a little bit. But if I do that more often even when the kids are asleep, it influences the amount of time I can dedicate to Galina. In addition, I am also working more on weekends. Last weekend, the family went to the beach or should say they went to the beach. I personally went to the café close to the beach where I worked to prepare a meeting with my superior. Overall, I may start to realise that it is *harder for me to make some distinctions*[xxxvi] between work and family, whereas it was so natural before. This is especially the case during weekends.

The origin of the situation is twofold. First, I am torn apart between work and family. I am afraid to rely on the fact that the family life is back on track and thus I can spend even more energy on work. Indeed, the family adapted really fast. The kids like school, found new friends in no time. Galina found a work where she can teach few hours and can be selective on what to teach and to whom. This is of course positive and I am glad about that. But maybe my energy will for a while still be focused too much on work. Second, it relates to the situation at work. Of course, I was aware of the complexity of the challenges at work. I do not regret that because I wanted it. Nonetheless, the pressure from my own team is immense. This really pushes me physically to the extreme. *What is invading my daily life currently when compared with the past is the high level of fatigue. I am also less zen than before.*[xxxvii] *The only question is: "Will I manage to overcome the level of fatigue to replace work in line with my life?"*[xxxviii]

I think that everything will go back to normal, once I will have successfully managed the situation at work so that it takes me less time.[xxxix] I guess that this will happen when I have few results in March. Beyond that my personal deadline is the end of 2008. Yes, I give myself two years, until then, as I said, I do not ask myself lots of questions.

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[i] J'étais dans le middle management et aujourd'hui c'est plus le statut de cadre dirigeant.
[ii] La première de mes responsabilités, c'est ma famille ; ca c'est clair.
[iii] Je passe plus de la moitié de mon temps avec ma famille parce que je dors à la maison mais en gros entre le boulot et ma famille il y a pas 100 % de mon temps mais en grande partie.
[iv] Ensuite j'ai des activités annexes.
[v] J'avais dit que j'étais ouvert, que je n'avais pas d'attache donc je pouvais aller n'importe où en France ca m'était parfaitement égal, donc j'avais tout imaginé sauf xxxx pour être très clair. J'étais donc vendeur de xx à xxx.
[vi] Il m'a dit : « si je te comprends bien, tu es très heureux chez nous, ouais ; tu es content de ton métier, ouais ; tu penses que tu peux évoluer ici, ouais ; et ce que tu souhaites c'est pouvoir être basé à Padrian pour pouvoir t'installer avec ta future femme. Oui ben c'est très bien, viens t'installer à Padrian, point barre, tu continueras à faire… »
[vii] On a découvert là une vie sociale puisque il y avait que des gens locataires donc en général des gens en transit, donc des jeunes avec des jeunes enfants et on a vraiment trouvé une sorte de kibboutz très très sympa à vivre. On s'est vraiment beaucoup plus et on est resté deux ans.
[viii] C'est elle qui expédie les affaires courantes de la maison.
[ix] La maison, c'est elle qui l'a choisit ; elle est rentré dedans elle a dit « j'adore, on achète », bon très bien.
[x] La priorité des priorités, c'est qu'ils soient heureux, qu'ils soient heureux de façon autonome.
[xi] Si on doit mettre un but c'est leur apprendre un jour a être tout seul, grand et heureux.
[xii] J'essaye systématiquement de les stimuler. Par exemple, quand on décide de partir en vacances ensemble on construit le budget à table ensemble, et bien on fait des maths. Tout est souvent prétexte à faire des choses comme ca je crois que ce sont des petits garçons qui sont éveillés.
[xiii] C'est le petit bonheur à moi. Si nous on décide de faire des enfants il faut aller au bout de la démarche, pour moi, c'est super important.
[xiv] J'étais vraiment passé à un niveau très opérationnel ou beaucoup de choix m'échappaient.
[xv] L'ambiance était plutôt de savoir quel était le niveau de chacun et comment il fallait savoir pour se positionner, pour savoir qui allait évoluer, […] et on a commencé à passer plus de temps à s'occuper de l'interne que de s'occuper du client donc ca c'est une situation qui a commencé a beaucoup me peser.
[xvi] Donc j'ai trouvé différentes fonctions qui impliquaient un déménagement sur Paris hors on venait d'acheter, on était très bien à Padrian, on avait beaucoup d'amis, Delphine venait de retrouver du travail, donc… tout cela faisait que ca perturbait un peu notre confort de vie provincial campagnard où les enfants grandissait au vert.
[xvii] L'intérêt de ce boulot c'est que je n ai pas de journée standard. J'ai des phases de l'année qui sont plutôt typées, donc je vis au rythme des grands cycles de la grande distribution et les négociations annuelles grosso modo décembre et mars.
[xviii] Tout le monde se voit, c'est ouvert, on a enlevé les portes. On a tout viré. Moi, j'ai remis une porte pour les entretiens individuels mais ma porte est tout le temps ouverte […] il y a vraiment une bonne ambiance.
[xix] C'est la plus drôle, c'est là que c'est le plus amusant. C'est l'intérêt de se boulot, c est le moment ou on est face au client et on essaye de décrypter tous les mécanismes de la négociation et on essaye de bien comprendre ce qu'est le message…,
[xx] Dans ma tête il était clair que c'était le moment professionnellement pour moi de passer à autre chose, ca faisait trois ans que j'étais dans mon job.
[xxi] Chez xxx, on était dans l'entretien de la marque, là il faut la relancer et c'est une seule marque
[xxii] Le marketing c'est méthodique et pas sorcier. [Galina] la lu [plan marketing].
[xxiii] Juste un point : ma femme étant prof de marketing, méthode de vente et technique de négociation, ben on a fait la même école, on a commencé par le même boulot et on se retrouve la sur pas mal de choses enfin sur des discussions par rapport à ce qu'elle apprend à ses élèves, aux méthodes qu'elle peut développer, moi je lui fourni souvent des cas, elle de temps en temps fait venir des professionnels pour tester ses élèves donc j'essaye

d'y aller régulièrement parce que je trouve ca vachement intéressant […] donc non on se confronte souvent des points de vues…

[xxiv] Et j'ai une consultante interne qui m'aide beaucoup dans la traduction opérationnel du plan ; j'ai un relais de confiance dans l'entreprise, c'est elle. On est d'accord, c'est une fille du marketing, on raisonne pareille, donc on tombe au même endroit, même conclusions. Mais c'est une consultante, elle ne manage pas.

[xxv] Je suis plus attendu au tournant par mes collaborateurs que par mon actionnaire.

[xxvi] C'est objectivement plus compliqué en termes de relations humaines qu'en termes d'objectifs.

[xxvii] Sincèrement, j'étais parti dans cette aventure presque de façon un peu égoïste en me disant « c'est un bon levier pour moi pour toucher du doigt sans m'engager et sans les contraintes et la vie d'un créateur d entreprise ».

[xxviii] Le temps aujourd'hui qui n'est pas du temps de travail, je l'accorde exclusivement à la famille.

[xxix] C'est le fait du hasard. Il n'y a aucune volonté de ma part de dissocier les choses. Je ne cherche pas du tout à mettre des barrières ou des frontières, je cherche à gérer mon temps par rapport à la famille, mais sinon il n'y a pas du tout, enfin il n'y a pas de frontières clairement définies .qui excluraient la famille des mes problèmes du boulot ou des mes activités à coté et vice-et-versa.

[xxx] Je ne pose pas beaucoup de questions en fait. Je prends les choses comme elles viennent. Je n'ai pas de conflit. Pour moi le conflit c'est avec des gens que l'on aime pas et après tout il y a aucun intérêt à les voir et puis voilà… Et si c'est avec des gens que l'on aime quand on regarde les origines des conflits, c'est souvent pas grands choses. Donc de formation, j'arrive en règle générale à dégonfler les conflits.

[xxxi] J'attache de l'importance à l'argent, aussi bien pour ce qu'il permet d'avoir que pour la valeur perçue au travail.

[xxxii] A Padrian, c'était plutôt il y avait la famille et autour s'organisaient les choses, mon travail, le temps perso.

[xxxiii] Très présent au milieu de tout ca : les amis. C'est vrai qu'on les voyait beaucoup, qu'on sortait beaucoup.

[xxxiv] Les choses étaient bien entrecroisées. Il y avait une vraie harmonie de tout. La vie était harmonieuse. La famille allait bien. Le travail et le quotidien étaient simples. J'arrivais à dégager du temps perso pour l'association, des choses qui m'intéressaient et autour de ca un réseau d'amis proches et moins proches. Tout était confortable…

[xxxv] Maintenant, j'ai la famille et le travail qui sont au même niveau et qui pour l'instant, j'ai du mal à mettre la famille au dessus du travail en terme de temps. Je suis au maximum pour les deux, c'est vraiment ensemble. En dessous, les amis qui sont toujours là mais que l'on voit moins, donc quotidiennement moins présent. Ensuite, le temps perso, aujourd'hui il est en dehors ; j'ai vraiment le sentiment de ne plus en avoir.

[xxxvi] J'ai plus de mal qu'avant à faire la coupure.

[xxxvii] Ce qui prédomine dans mon quotidien et rapport à avant c'est au niveau de la fatigue. Je suis moins zen qu'auparavant.

[xxxviii] La seule question est: "Est ce que je vais arriver à gérer le niveau de fatigue pour remettre le travail en parallèle de tout ca.

[xxxix] Je pense que ca va se remettre dans la configuration naturelle une fois que j'aurai fait en sorte que la partie travail, je la gère mieux, enfin qu'elle m accapare moins.

Part 4
Exploring and understanding individuals' work/non-work experiences

This is the analytical part of this thesis. It analyses and interprets[55] individuals' work/non-work experiences in the lens of boundary frame presented in Chapter 1.4. In line with the thesis aspiration, this part aims at exploring and understanding individuals' work/non-work experiences presented in Part 3. It lays down the foundations to theorise individuals' work/non-work experiences in Part 5.

It is composed of 6 chapters based on the seminal concepts of the boundary frame presented in Figure 1:f (page 68). The interpretation in each chapter relies on the central themes raised in the boundary frame as presented in Table 1:H (page 69). Each chapter goes back to the work/non-work self-narratives presented in Part 3[56]. As a result, the first section of each chapter is descriptive as it explores individuals' work/non-work experiences. From such exploration, further analysis and understanding is reached by going back to the concepts in focus. Each chapter wraps up the discussion by presenting what can be learned from the experiences presented. The learning helps bring the chapters together. They are also essential in Part 5 while theorising individuals' work/non-work experiences.

[55] These terms are used as synonyms

[56] Quotations from the self-narratives are edited in different font to distinguish them from the rest of the text. Italicized texts means the narrator is quoted verbatim.

Chapter 4.1
The life domains

In line with the boundary frame (Table 1:H), this chapter explores whether individuals experience diverse life domains and if they do what are they and how and why individuals experience diverse life domains. It starts with a review of the diverse life domains that can be identified through a close examination of the narrative of each individual. To understand these domains, it then explores the goals behind them. Learning on the life domains closes this chapter.

4.1.1 Narrated life domains

This study starts by considering two overarching domains: work and non-work. These two overarching domains are defined because they conceptually have different boundaries so that the mechanisms behind their relationships can be discussed.

When listening to each storyteller, only Marine and Sarah would consider the existence of two major domains. They however divide the second domain into few sub-domains. Other storytellers present diverse domains from the beginning. In a few cases they divide them into sub-domains as is the case with Thibault and Brune. Table 4:A summarises the domains and sub-domains as expressed in the self-narratives. As a whole, it can be observed in the narrated experiences that each middle-manager perceives, describes or defines various domains and sub-domains. **These domains and sub-domains in mind confirm that individuals experience diverse life domains.** The domain spectrum given in Table 4:A goes beyond the traditional distinction of domains that reviewed in section 1.1.1. Indeed, it goes beyond the work and family domains, or the tripartite work, family and personal life. It also reflects more than personal and professional lives. Finally, it shows that the concepts of work and non-work are too wide. **This overview reveals a diversity in how one defines life domains which in turn reinforces the call for the humanistic case raised in the introduction**. Consequently, it is essential to focus on individuals' work/non-work experiences to uncover the life domains of individuals.

Table 4:A - The life domains as narrated by each individual

Name	The domains and eventual sub-domains
Marine	Her work Her non-work > Her life with Mathieu > Her social life with friends > Her relationships with her parents > Her privileged relationships with her younger brother > Some private activities > Her search or quest for a new job
Thibault	His work Few personal activities Some friendships, His relationships with his "almost-family" > His relationships with Thara > His relationships with Thara's two kids, Tina and Tod
Sarah	Her work Her non-work > Her activities of personal development > Her cultural activities > Her personal time > Her yearly voyage
Paul	His work His relationships with my Paola His personal time His social life with his close friends His family His sentimental relationship His social life with acquaintances His associative engagements
Brune	Her work: Her family life > Her couple life > Her relationships with her children > Her relationships with her own parents Her social life with few friends Her private life restricted to one main leisure
Geremy	His work His family His personal time His social life His joint activities: sport and associative activities

When exploring these narrated life domains further, it is observable that some refer to an individual **role**. For example, Paul talks about a domain as "his relationships with Paola" which refers to fatherhood. Marine's domain about "her life with Mathieu" refers to her role as spouse. Brune views her family life in regards to her role as mother, as spouse and as daughter. This observation supports the importance of the role theory when defining life domains. This shows that role theory is still influential in the work-life research (Poelmans et al., 2005). Beyond such role view, domains are also based on who the people are and what they do. For example Geremy's "joint activities" domain

represents a set of activities that he rather sees as different from other activities. Likewise, Sarah defines "cultural activities" and "activities for personal development" as two distinctive domains. This perhaps supports Kylie's (2007) call for the possibility of considering such activities maybe as a boundary type. This stresses the need to adopt some sort of **activity** view in the work-life field. Finally, I notice that the distinction between domains is largely based on how individuals sort **people** out in diverse groups. This relates to one of Nippert-Eng's elements of domain (1996). It thus reinforces the importance in the domain development pillar of human boundaries' originality which Clark (2000) defines in the context of the work/family border theory.

These three manners to distinguish domains are made in non-work overarching domains and they support the idea that non-work is a complex arena. Such a way to define domains is thus jeopardised by the fact that no similar distinction is made when it comes to the overarching work domain. However, this classification, whether alone or in combination, does not help to fully explain the spectrum of life domains. To explain the emergence of domains, it is essential to go back to the definition of domains as expressed in section 1.2.1.1. Therefore, it is important to focus on the diverse goals across these life domains.

4.1.2 Goals of life domains

The centrality of common goals and purpose is vital to the definition of a domain (Clark, 2000; Nippert-Eng, 1996). The enumeration of domains in Table 4:A indicates that individuals attach far more purposes to diverse aspects of their life than what so far has been in focus in the work-life domains. It is essential to recall that 'work' has been constantly named as one domain, whereas non-work has been defined by multiple sub-domains. Without neglecting the fact that the narrated domains and sub-domains are diversely discussed and closely related to one's situation, so that each one of them may cover its own purposes, it is important to observe that at least four goals emerge when the matter concerns individual purposes: **Work life, Family life, Social life and Private life.** These emerging life domains and their goals for each individual are explored in the following sections.

4.1.2.1 The working goals behind the 'work life' domain

Among these goals are working goals. While discussing work, individuals do not talk as much about work activities. They discuss work as the context for work activities as well as work relationships. They discuss more about what could be called their "**work life"**. Such work life is seen as a whole without considering any clear sub-domains. It is bound to one's understanding of work-related objectives.

Analyzing the narratives, one can observe that each middle-manager has certain objectives in mind "while working". These are the objectives which drive work both as mental and physical/visible (enacted) activities but also in regards to interactions between the concerned individual and others in the working relationship (colleagues, work partners, clients). These work objectives are the reasons why work life can be considered a unique domain. The objectives may be set officially in the employment contract but above all they are interpreted differently by each and everyone. Here is how such objectives have been expressed and understood by the six storytellers.

- Marine presents her objective as to *"to develop the international relationships of the city by clarifying them and giving more perspective and depth to the ones we will select or initiate."*. When defining her projects, she has in mind both long and short term objectives. Such objectives help her when communicating inside the organisation and outside the organisation towards citizen via the development of meaningful international events. Her objective is presented by her director manager when she accepts the position. She finds the taking such engagement by the administration as challenging and thus accepts her job based on such objectives. It is this newness and challenge that frame the context of her work life that she somehow perceives it as unique.

- Thibault's overall aim touches the quality systems of the entire North-East headquarter. He should coordinate these systems across into three regional offices in terms of developing common documents, objectives and services for quality insurance. He views his current objective as the development of common intranet system that will bring a sense of harmony, and will simplify internal communication: *"I would like to implement a friendly system, in a sense that people should feel attracted to. So I would like working on the aesthetics, because that is the thing which attracts people. In addition, there are numerous documents for external customers. If these documents exhibit a sense of harmony, this is better".* This coordinating role implies that he needs to develop a manner to work transversally with other quality managers in the regional offices and be the link with the overall direction and the regional centres. He however has no hierarchical linkage to them.

- Sarah says: *"I have a contract with the company to accomplish a number of tasks, a specific work, with as good quality as possible as I can. I keep this principle in my mind*". This contract is more of a psychological character setting principles between her and her employer. The content of the work may be changed. This is what happened in January 2005. She is involved in the development and implementation in France and beyond of an IT system for cosmetic vigilance. She defines her objectives in the new project

as being part of the international team within which she is in charge of the education of the international coordinators. Such objectives were negotiated with her manager after she experienced few difficulties to identify with the one set in January 2005. As a whole, this change of activity sets also the context of her new work life.

- Paul has been working in the same company for 21 years but with diverse positions. Currently, he coordinates corporate communication in Pilang's regional district and its outlying regions. He is coordinating a group of eight to ten local communication managers but has no hierarchical relationship with them. As he indicates, his long term objective is *"to lead networks of project managers based on each unit. It is to keep on the spirit and their competences as well as to maintain, I would say, their level of information."* Apart from such coordinating role, he is part of the local team in Pilang where he is the only one to fully work on communication. His objective is also the arrangement of communication events at the regional level. This implies that he has to be constantly aware about similar communication events and about the development of the company.

- Brune talks about her objectives referring to the moment that she accepts the full-time position as international director promoted. This was the occasion for her to obtain a clearer job description: *"My mandate includes developing contacts and attracting fee paying students. This makes me on daily basis rely on my team when it comes to dealing with academic matters even if I try to be involved in larger issues."* As she indicates, this new objective forces her to set new demands on her team. It also sets new leadership demands for her. She needs to find ways to support her team members by creating the basis for them to work in good conditions. She feels that it is critical to listen to them but also knows when to step up to take final decisions. This change of position also reinforces her status of a middle-manager because her role in the directive committee is as such more recognized.

- Geremy discusses his objectives as being totally opposed to the ones in his former position: *"Whereas in Padrian, the aim of the job was to maintain a brand, the aim here is to rebuild the unique brand".* He also sees more complexity in his new work as it involves export in the UK and Germany. His objective is also to be understood in the context of the new market he is in. As a matter of fact, for him, working with fresh products is more problematic than working with cosmetics. It implies rapidity in the working process. His role is to directly coordinate eight people and indirectly 90. The current situation of the company that is losing market share is also central in his understanding of the two-year objective he has set for himself. It implies he will have to bear some degree of pressure to succeed. As he indicates, such pressure is above all personal. The pressure may not be as

excessive on the part of the management as from his team members who expect lots from him. This affects his interactions with his team and forces him to be even more pedagogic in his way of managing and taking decisions.

4.1.2.2 The supportive and loving goals behind the 'family life' domain

A second set of goals relates to the emotional, psychological, and financial support and love among as family members. It is however important to note that in a context like this the notion of a family member is not only biological. This is clearly illustrated by Sarah and touched upon by Geremy who extend the notion of family members to their godchildren with whom they are not affiliated by blood, but via friendship to their parents. Above all, the idea of the individual giving and receiving support from others perceived as family member is essential to the notion of "family life" which can be expanded to include relationships beyond friendship. Such love brings strong bonds and affinity between individuals so that a sense of mutual dependence and responsibility becomes very important. Here is how such objectives have been expressed and understood by the six storytellers.

- Marine underlines her love to Mathieu using the symbols of cross-finger. She places him at the centre of her life. She insists on the mutual emotional support that they can get one from another, binding them both psychologically and emotionally. She also makes sure that even if she perceives her parents being in another different world, which this is not at all due to a lack of feelings for them. She also re-affirms her attachment to her brother: *"I realise that we do not have the same affinity with or without Mathieu. There are things going one when we are together that are different".* She also perceives her role as supporting him when he feels down. For example, the instance when she asks to see him as soon as possible on knowing that he did not feel well.

- Thibault family's situation evolves and he views this as a transitional phase. He talks of "almost-family" where a wedding and children with Thara may lead to a stronger family feeling. He expresses a great deal of love and attachment for Thara that affect his own identity: "I realised that I was not alone any longer." He views his role as supporting Thara in her own situation with her divorce: "I crave for helping her as much as I could." It is also true more recently of her search of work while living at Jyve: "I will help her with assessing her skills and getting confidence." He defines himself as a step-father whose role is to support Thara's children on their way to adulthood. He is emotionally attached to them and is moved when they offer him a birthday card. He also expresses how Thara's love and support

are central to him. He would never have accepted the position without her approval.

- Sarah is divorced. She does expose this part of her life in her self-narratives. She however talks about family when mentioning her mother and grand-mother who participate in her non-work domains and her personal development. She also says that she shares social events like dinning out or going to the theatre with her mother. Common activities like these are a way to show she is beside her mother and supports her. It also symbolises some family time. The other connection to family is via her god-daughter, Severic's daughter. In that context, it is important to understand that Severic works in the same company as her but they share more than friendship: "As soon as affection comes into play, they [colleagues] will shift to the domain of friends. For Severic and his family, they may even be more than friends."

- Paul's family gets central attention in his self-narratives. He underlines the love he carries for his daughter, Paola and the warmth this brings him: *"I talk regularly with Paola over the phone in the evening. These are 10 minutes of warm exchanges"*. His love and attachment relate to objective reality when he meets her. Indeed, it requires being with her as much as he can during holidays and being always present for her. He definitely indicates that Paola and he make one person. He views his parents and his brother's family as a central component of his family with whom he shares time during holidays. Additionally, the importance of family as emotional support is illustrated in two ways. First, his emotional attachment to his grand-mother, now dead, who supported him when he had family choices to make as he recalls such support with her picture in his flat. Second, it is visible in his way to value sentimental relationship over relation with one specific girlfriend: "My equilibrium is to have a sentimental relationship, that is sharing quality time and emotional moments with someone special without naming who this may be".

- Brune sees her couple life as important for her life: "our couple life is important and focuses on sharing joyful time together, like walking and spending nice evenings together. Of course it is also about supporting each other". She expresses mutual support like when he changes work or like when she faces some difficulties at work: *"His answers are more affective, in the sense that I have his unconditional support whatever I do. [...]* It is central that he gives me the feeling of liberty in my choices while emotionally supporting me". She also expresses love and support towards her two children. She is here for them and wishes to be available for them whenever and wherever. She also underlines her role as daughter. She thinks that it is

time for her to support her aging mother as shown through her four-week visit to her.

- Geremy's foremost family responsibility is towards his sons: "My main concern at home is the education of my sons for which we [Geremy and Galina] are strongly and effectively teamed up". In that regards, he sets his objectives as follows: *"The first of my priorities is that my kids are happy and autonomous. If we should set a goal for our education, it is to teach them how to be adult, autonomous and happy.* So we try to build the conditions for that*"*. When it comes to his relationships with Galina, he wants to support her by developing what he calls harmonic relationships. He supports her initiative role at home and creates the right conditions for it. Part of it is due to his financial situation which enables him to contribute and support the functioning of the family. This financial comfort gives him and his family some sense of freedom. Such breadwinner supporting role also makes it possible for Galina to make her own work/non-work decisions such as working or not, how and when. Generally speaking, this contributes to the development of the family.

4.1.2.3 The belongingness and friendship goals behind the 'social life' domain

A third type of goals surfaces in the narrative which leads to view "social life" as a domain. The term 'social' has different meanings but generally it refers to how and why one is interacting with others. The sociability refers to how individuals search for and take pleasure in the company of others. It refers in that sense to friendship and how friendship is enacted into social activities aiming and creates bonds between people. Being social also has a bearing on the need of belongingness to a social community or a group. Such belongingness represents one basic human need, i.e. the need for affiliation popularised by McClelland. Additionally, social activities like visiting friends have been also seen as important to mentally disconnect with work and reconnect with who we are (Fritz & Sonnentag, 2005; Sonnentag, 2001). Finally, social relations are also perceived to be important for support and resources. The six middle-managers express these objectives in their stories:

- Marine describes her gang or circle of friends with whom she enjoys sharing agreeable moments like brunches on weekends. The use of the term "circle" underlines the belongingness that is associated with friends. As a matter of fact, she enjoys spending time discussing and partying with her friends. She defines some objectives as follow: *"It is about trying to remain young and motivate ourselves to do things together like travelling together, organising a nice weekend or planning few activities when I am in Paris."* She also mentions that she is looking for support from them when some difficulties may

occur: "I did certainly not expect that from my own and close friends with whom I talked more about my anxiety caused by Mathieu's situation and my own stress at work. I would have expected some of them to be more direct and not just tell some niceties".

- Thibault indicates that with closer friends Thara and he "may go out and have dinner at home". This enables them to "share more of our private live with others and vice-versa". The mutual relationships between Thara, Thibault and their friends can be seen as a sign for belongingness. Sharing one's life can in another situation help them to get and give support and resources.

- Sarah mentions that she enjoys the presence of close friends with whom she may "share emotional and intellectual pleasure in exchanging experiences and ideas". She also goes to the theatre with friends to find some pleasure with others and enrich herself. She thus shares cultural interests with her social contacts. Such interest and contacts are part of her personal development.

- Paul sees social contacts as people whose "relationships give [him] really something more in [his] life". For him friends are people with whom he shares reflections, values and also the *"mode of thinking"*. In that category he puts Prune. Friends may visit him or vice-et-versa and they will share time and conversation to enjoy the presence of each other: *"We discussed painting. His wife is indeed more of an artist, so we chatted also about music, books, golf and about wine.* In addition, spending few moments for a drink and a chat occasionally with his neighbour is highly valuable for Paul as such moments are indeed really pleasant". Beyond such friendships, he views part of his associative engagement as his social life. Participating in a common project is what drives him. This is related to a desire for belongingness.

- For Brune, social contacts can be in some cases supportive. She may indeed share a bit more of her life with them: "with other close colleagues-friends we will share some personal or familial problems, but rarely meet outside work." She perceives friends as people she enjoys time, dinners and conversations with. She expresses the role of her friends when she refers to her desire to be in Paris: *"It would be easier if we were living so close from each other that we could just use the underground to visit and would just suggest a dinner, cinema or just a small thing together."* It is with that understanding of enjoyment and support that she views part of her international network as social contacts with whom she may talk about her life or her aspirations for a new job as is the case with Brandon. The use of the term 'network' underlines the belongingness that is associated with friends.

- Geremy sees social contacts as people coming from diverse horizons. He feels comfortable with the idea to share work matters to get support from relevant friends when the situation renders it possible. This is the case of "alumni friends" with whom he "may talk about work sometimes." Social contacts are here to support the development of the family like when integrating them as god-parents for the kids. Eventually, he sees "a big family with few couples and lots of kids" where enjoyment is central: "What is at stake is that Galina and the kids also enjoy that." He also refers to a network of contacts close to home: "We are also building a new network. We meet parents of our sons' friends as well as neighbours." Such a network may for Geremy and Galina contribute to the feeling of conviviality that they are looking for when house-hunting. Here again the use of the term "network" underlines the belongingness.

4.1.2.4 The restorative and self-centred goals behind the 'private life' domain

Finally, let us discuss the last category of goals, namely 'private life'. As a matter of fact, the middle-managers indicate that few activities are essential to their own well-being and recovery where recovery is defined as the process that allows replenishing of resources (Zijlstra & Sonnentag, 2006). What is striking is that such activities are "private" in a sense that they are implemented foremost from one's own well-being and/or one's own development and enrichment. They are thus self-centred even if they may occur in a social context. I refer to this domain as "private life" that could also be seen as "the self". This refers to some extent to Maslow's need of self-fulfilment. Additionally, it is also observable that one purpose for such private life is also recovery. Hence, leisure activities, sport or physical activities, cultural activities or more passive activity like TV lounging are considered restorative activities (see Fritz & Sonnentag, 2005; Haworth & Veal, 2004; Rook & Zijlstra, 2006; Sonnentag, 2001; Zijlstra & Sonnentag, 2006). Private life is part of the recovery process of people as it represents a break from domains that may be seen as demanding and then promoting pleasure. Sonnentag and Bayer (2005) clearly point out that "mentally switching off" from work is an important aspect for recovery quality. Hartig, Johansson, & Kylin (2003) define the recovery process as follows: "First the person is out of harm's way and distanced from demands. This permits restoration. Second, the person becomes engaged by pleasing aspects of the environment or other positive distraction. This promotes restoration." (p. 614). This is in fact what the middle managers express when describing this domain:

- Marine refers to her passion for photography. She says: "Here you may find me crazy but I like to shoot the details, the elements that no one can see. *It is true that it is more about making myself happy because people, they are more expected to see the cathedral of 'machin' in three dimensions; so yes it is for my own pleasure."* Focusing on making pictures is for her a mental activity

away from other domains. Her search for work is also made to feel better so that she can also take advantage of her life with Mathieu. Her search for work also gives her the chance to reflect on her objectives in life.

- Thibault includes golfing as personal activity. As he says *"for me, golf helps me to feel good, to empty my head by having it concentrate on the ball, on the technique and trying to improve: see how the ball left, try to adapt the swing, or reproduce it when it is correct. In addition, it enables me to have long walks in beautiful and calm places. This relaxes me. Golf is thus an activity just for me."* Lounging on the sofa is also something that enables him to relax and not think about work or other things. As a whole golfing and lounging are vital for him to get time for himself but also mentally and physically disconnect him from other domains which are an important part of the recovery process.

- Sarah's non-work activities are based on her own development. She refers to yoga which she has been practising for several years alone in clubs and a bit at home. She mentions her ritual coffee time in the café on Saturdays when and where she can relax in a nice atmosphere. This is to *"just use the time to lose a bit of time."* She values "*personal time, that is to say to be alone with myself and not obliged to be with others."* Here one can see the exclusivity of such time which can be considered part of private life. She would like to use such time to do things that are different to break from regular day. For example, she would like to write. She organises her yearly journey in extreme places having such objective in mind: "These trips are essential for my well-being as they provide me with certain a rupture from the daily work and challenging experiences."

- Paul thinks he needs time for himself to *"take care of [himself], basically the time [to] spend alone and devote to reading, going to the cinema or having an entire weekend for [himself]."* He insists that "reading is definitely such a personal pleasure during the evenings when I come home or before sleeping." Sports are also for him essential to recovery: "My personal time includes also sports and exercising, e.g. jogging, tennis, cycling as well attending games like handball that I practiced for 20 years. I run almost every weekend, even more than once." Here also he does not involve other individuals and does it for his own pleasure and not for the sake of performance: *"Certainly, step by step one feels better with exercising, both mentally and physically. It is not so bad to be outside and take a breath of fresh air and forget about performance".* His engagement in associations is a chance for him to prove his competencies to himself. It is thus partly made for his own development.

- Brune views reading American novels as her private pleasure. It is when reading such types of literature that she can disconnect and rest: *"I read something that makes me feel good, American detective novels. This is indeed what relaxes me and I do not have the feeling that I am losing my time because I am reading in English. This is a private activity, even the only one I have because I do not really share it with others as it is really a special type of literature"*. She herself insists on the private characteristic of such activity done for her own pleasure and development...in English.

- Geremy refers to two main activities that he does for himself. First, it is sport especially golfing and sailing. Then, it is his engagement in an associative network whose aim is to support young entrepreneurs with marketing expertise. He engages in networking because he feels some responsibility to share knowledge and experience in marketing. However, as he points out the foremost aim is private: *"Sincerely, I also got engaged in this adventure from an egoistic perspective telling myself that this was an opportunity to learn about being an entrepreneur without the constraints of actually being one"*. As a whole, it is thus in the context of his own development that he starts this "private" mission. It however also brings him new relationships such as those he develops with Georgio.

4.1.3 Learning about the life domains

The boundary frame requires to first pay our attention to whether individuals experience diverse life domains. Listening to each storyteller, the analysis shows that individuals experience different and various life domains and sub-domains. The boundary frame focuses then on how and why individuals experience diverse life domains. In the light of the analysis one can conclude that four major purposes are identifiable, namely working goals, supportive and loving goals, belongingness and friendship goals and restorative and self-centred goals. These lead to four major narrated domains. The details of the learning about the life domains are given below:

1- Middle-managers perceive, describe or define various domains and sub-domains. The diversity narrated gives support to the humanistic call raised in the introduction. The domain range presented in Table 4:A goes beyond the traditional distinction in terms of work and family domains, or the tripartite work, family and personal life. Additionally, it mirrors more than a distinction between personal life and professional life. Finally, it undermines the concepts of work and non-work that are too theoretical and broad. **It redefines individuals' life domains in the light of individuals' experiences.**

2- Four sets of goals emerge with their diverse narrated domains and sub domains. Each of this set of goals defines **four contexts in which diverse roles, activities and relationships are to be understood.** To some extent it builds the definitions of the work and non-work that were presented in section 1.2.1.1. Indeed the focus on "a set of tasks" is expanded to activities and relations, but the definition of a common context is similar.

3- These sets of goals classify the numerous narrated domains and sub domains into four major domains namely

- Work life, a domain emerging in the context of relationships between one individual and one's work as employment relationships.
- Family life, a domain emerging in the context of relationships based on affection and love and enabling support between parts.
- Social life, a domain emerging in the context of relationships between one individual and the people in one's social environment imparting a sense of belongingness and friendship.
- Private life, a domain emerging in the context of seeking one's own well-being and own development while performing activities for oneself and facilitating recovery.

4- Beyond these narrated domains, it is however imperative to understand that it is not only the existence of such common goals that contribute to the emergence of a life domain. For example, one can see that the cultural activities seen mostly by Sarah as part of her private life cross over her family life and her social life. What thus makes one or the other? In the light of the boundary theory, the definition of domains is the result of combination of diverse domain boundaries associated with their characteristics (Nippert-Eng, 1996).

To further understand how individual's life domains are experienced and why, it is essential to explore these four narrated domains further and focus on their boundaries. This is the aim of Chapter 4.2 and Chapter 4.3 that respectively explore and understand the types of boundaries are and the extent to what these boundaries are flexible and permeable.

Chapter 4.2
The life domain boundaries

In line with the boundary frame (Table 1:H), this chapter explores whether individuals experience different types of mental and enacted boundaries, and if they do which are these types. It also reflects on how and why individuals experience different mental and enacted boundaries. Each section pays attention on one type of boundary. Few comments are presented once a type of boundary is explored. In the attempt to further understand the boundaries, the chapter provides a few lessons of what we can learn from them.

This chapter's point of departure is the four types of boundary defined in the domain development pillar, namely the spatial, temporal, human and psychological boundaries (section 1.3.3.2). But some clarifications about the interpretation conducted in this chapter might be in order. It is important to understand that as a research in business administration, the starting point in the exploration below is the "work domain". Moreover, as a social constructivist researcher, it is my role to go beyond **this current categorisation in terms of spatial, temporal, human and psychological boundaries in order to have them problematised** . The interpretation in this chapter explores the possibility of both mental and enacted boundaries. For that, the **mental boundaries** appear in the self-narratives in terms of meanings that one individual associates with one boundary whereas **enacted boundaries** are seen through how boundaries are described as visible, concrete and/or physical.

4.2.1 Spatial boundaries

Spatial boundaries have been defined as boundaries defining where work or non-work are performed (see Table 1:C on page 57). The enacted dimension of spatial boundaries has been widely in focus in the work-life. It is nonetheless essential to consider the boundaries' mental nature. As Zerubavel, (1991, 1997) maintains individuals make a mental distinction between their use of space according to which work and non-work spatial boundaries can be enacted giving form to work and non-work spaces. In this research, spatial boundaries as mental boundaries are seen as "established rules regarding the use of space" (see Ahrentzen, 1990, p. 749). These mental spatial boundaries make it possible to mentally distinguish work and non-work spaces.

When listening to each storyteller, it becomes clear that work and non-work spaces are part of their work/non-work self-narratives both as mental boundaries and as enacted boundaries. On the one hand, the enacted boundaries are seen in the narratives through the actual places where one is

working or not. On the other hand, mental boundaries are discernible in how one is associating a place to work or to non-work. Talking about a certain place in the context of work and/or in a context of non-work is to me a sign of a certain mental association between this place and its meanings. It is an indication whether mental boundaries are present or not. In the exploration of the spatial boundaries, I look for work and non-work spaces. The aim is not to be exhaustive as I mainly focus on places that are critical for the understanding of work/non-work experiences. Table 4:B summarises these spaces that are explained in the following sections.

Table 4:B - The narrated work and non-work spaces

Work spaces	Non-work spaces
The personal office	The house/apartment
The desk	The trains and planes
The department	The work as personal office (desk)
The company building	The city
The city	The sports, cultural and other publics places
The trains and maybe planes	
The house/apartment	
Other work spaces, often including public places	

4.2.1.1 The narrated work spaces

It is observable from the self-narratives that work is associated to and performed in different places.

- **The personal office.** As described by Marine, Geremy, Brune and Thibault, work is performed in an office defined as the personal physical room in the company building. All four mention the role of the door setting physical boundaries between their office and the rest of the company.

- **The desk**. For Sarah, the notion of office is not explicit. This is explainable by the fact that she is working in an open-space so that the physical boundaries may be less enacted and that the personal identification to the open space is less strong. An open-space is not as individual but a shared space where individuals can find it difficult to identify themselves with. For Sarah, the notion of work space is reduced to her own working space: her desk. The notion of the desk as a way to enact spatial boundaries is also expressed by Marine. She mentions that before the arrival of her new colleagues she was sitting at her desk all day long, even if she has a personal office.

- **The department**. Considering open space can make it possible to expand the notion of work space to the idea of "unit" or "department". The notion of department is as well presented by Marine, Geremy, and Thibault.

Geremy talks about a space where people have glass offices and open doors so that everyone can see everyone. His own office belongs thus to such unit. Marine relates to the ground floor as a place where other departments are working, meaning that she sees her office and her assistant's office as department.

The personal office as one's own room but also the department or desk are the physical place in the company where work is performed both as a tangible activity (writing documents, working on computers or meeting people) and as a mental activity (work-related reflection or discussion). Such physical places are perceived as work spaces because each person ascribes them such meanings. The word "work" is indeed often used as a synonym for such places and these places are named when people talk about work. These places are also enacted as work spaces, because work is tangibly or mentally performed there. Enactment is also visible in the fact that such physical places have not been adapted to create a feeling of home. None of the middle-managers mentions whether they have embarked on transforming their work places into private/personal spaces. They also do not mention to have brought personal objects from home or other non-work domains to personalise these spaces. On the contrary, for Marine the office is not the place where one should have non-work artefacts like pictures. Brune has one portrait of her kids in her office but she still detaches herself from it and values the picture more for its artistry than family or personal memories. When personal elements are brought into the office, they do not smack personalised significance but are rather of a practical use. Brune does bring a coffee-maker from home because she likes to offer coffee to contacts who visit her and she likes to drink one that is not from the coffee automatic machines placed on the ground floor. She nonetheless mentions this element when she offers the researcher about having a coffee and attaches no personalized implications to it.

- **The company building.** The actual building of the company is also associated with the meaning of work space. Paul clearly says that as soon as he leaves the building and sees some trees, he forgets work which in turn indicates that the building represents work. Brune explains how people in her entourage see the school building as a symbol of work. Sarah talks about the working site where she does not feel to practice activities like yoga, namely because it is just about work. Thibault extends this notion to offices in Padrian and at other locations. Paul refers to visiting regional managers once a month in their offices in other company buildings in the region. The building seems to be perceived as work space because each person ascribes such meaning to it. It is also considered a work space because it is a place where work as a set of activities is performed. Most of them talk about meetings and/or task forces that occur in the building as an evident work

activity that takes place beyond the office space or the unit space as they spread in the entire building.

- **The city**. One's city is also associated with work. This is definitely the case with Marine who identifies Marel as work whereas Paris is the symbol of her non-work. Thibault also considers Jyve a place of work until Thara joins him. Brune mentions that Porpa is not her home. The three of them live where they do because work is there. This does not enable them to consider their town anything but not work. They thus associate their town with the notion of work, turning it into a work mental space. They then do not enact their town as non-work space. Marine commutes most of weekends to Paris and thus does not live fully in Madel so that she cannot see herself taking pictures of the city or jog there. She does not develop strong friendship networks there. She clearly mentions that she has no private life in Madel. Thibault waits a long time before finally looking for a house and starting to refurnish it while he still lives alone in it. It has taken him some time to make Jyve and its region to be home. Brune never buys a house and says that this is more of a psychological thing, i.e. mental boundaries.

- **The trains and maybe planes**. Work is also performed in trains and maybe planes during business trips. Thibault mentions few meetings in Paris or here and there during which he may read a few work-related magazines when at the airport or in the plane. For Brune and Geremy, travelling seems to be anchored in their work duties. They indeed heavily state the importance of travel as well of trains and eventually planes as work spaces. They both indicate that they can work in trains because trains are convenient physical places, where they can use their laptops and work. While travelling they can send emails via mobile phones and be in contact if needed. They also mention that plane cabins are less prone to be used as a working space. The lack of physical space and the disturbance caused by the service of food are factors that do not enable them to get the laptop out of their bags. Geremy nonetheless mentions that he might read work documents in planes. For Brune, this could be more feasible at the airport but still she is not always in favour of it. This shows that trains or planes may be temporarily ascribed the meaning of work space as long as they are convenient spaces where work can be performed with laptop and possibly other mobile devices but also mentally as being concentrated on work.

- **The house/apartment.** Like trains, one's house/apartment is also associated with being a work space. Work may indeed be performed in the house or apartment as is the case with Geremy, and eventually in order of frequency for Brune, Thibault and Paul. Paul mentions that he may take few documents home and may read them on his terrace. He also mentions that

listening to the morning news may be like a small start of his working day. Thibault recognises that he may use his laptop to work from home. Brune says she checks her emails on weekends and finalises some work at home. Geremy is the one who most likely takes work home, especially since obtaining his new position. He specifies being able to work anywhere but especially on the kitchen table which becomes a temporary desk, as work space both physically and mentally. This indicates that part of the house or flat can be perceived as work space and be enacted as work space. Contrary to these four storytellers, Marine and Sarah refuse to take work home and turn their flats into a work space. None of the ones working at home mention however the existence of a specific place to work, like a private office.

- **Other work spaces often public places.** Geremy mentions another work space where both natures of boundaries are in place. It is during his weekend along the sea cost when he goes to the café to work to finalise some marketing plans and prepare a meeting with his management team whereas his family is on the beach. Here, the café is enacted as a work place where he can use his laptop and other work artefacts. It also becomes a place where he can think and concentrate about work to fulfil his tasks as stated in his employment relationship. He is attributing to the café the meaning of work space and enacts the café as a work place. Geremy for example illustrates that work can be portable anywhere with technology and that thinking about work can be done everywhere. Paul also mentions other places, like the theatre, the streets of Pilang and even the handball hall. At each of these places, that are traditionally seen as public spaces, he engages himself in conversations with work-related acquaintances so that he considers to some extent these exchanges work related. Regarding the Saturday evening handball game, he mentions that to some extent he will consider it work space because it is an occasion to strengthen his work relationships. These public places are thus temporarily considered work spaces.

4.2.1.2 The narrated non-work spaces

As far as non-work is concerned, few non-work spaces are described in the six self-narratives:

- **The house/apartment.** The first non-work space is described as home which is a mental construction of the physical house or apartment. The house or apartment is the place where the interaction between the family members happens most. Home is associated with family relationships, namely the affective relationships with family members including spouse, partners, children and members of the extended family. It is also where the relationships with friends may take place. Paul mentions that his friend

Pierre and his wife, stay overnight at his flat. Brune invites friends including a few of her international contacts home for cosy dinners. The house is thus a place of affection, closeness and safety. Geremy describes how and why his wife chooses both houses. One criterion is the quality of life in the countryside and the "feeling" one should have with the house. The house is becoming a home and people are involved in how to design and furnish it. The most striking examples are Brune and Thibault who talk both about the planning and the doing of renovations in their homes. It is also Geremy who mentions that his wife spends much time to turn the new house into a functional place for the entire family. He insists on the fact that Gelina works to make the house a home. Overall, both natures of the spatial boundaries are present when considering the house/apartment as home. Home is associated with the idea of comfort and love where support can be given and taken. Talking about home is mentally turning and enacting a house or apartment into a comfortable place where one should belong too.

- **The trains and planes**. Besides their being used as work places, trains and planes can also be considered non-work spaces. Marine travels a lot between Paris and Madel. Here the train is used as a non-work space where she can sleep on Monday mornings or read on her way back on Fridays. Brune and Geremy are frequent travellers in the frame of work, but some of their travel is not always dedicated to work. Brune clearly mentions that she cannot work in planes and thus takes this opportunity to read American novels even in the context of business trips. Geremy also mentions that trains are more convenient over planes for business travel so that he may not always work in the planes when on business trips. To conclude, it seems it is worthwhile to discuss trains and planes as non-work spaces as they are often used for holiday trips but one should notice that people who are travelling in the frame of their work, as business travellers or heavy long distance commuters, may also perform activities that are outside their working agreement, i.e. non-work. For that these public places become mental and enacted non-work spaces.

- **The work personal office (desk):** The office at work may also be used for non-work activities. This is the case of Paul who checks personal emails and some information on the internet when he just comes back from his lunch break. He also mentions that he finalized, when in his office, a press release for the handball competition that is one of his non-work activities. Marine uses her office while looking for a new work. She writes letters of intent and CVs at her desk. Sarah, during her former associative engagement, has been analysing files related to the entrepreneurs she is advising while sitting at her desk. For her, this maybe natural as it is in the frame of a cooperation between this association and her company. The work personal office or desk is in some context also perceived as a place where it is possible to

perform few non-work activities. It is thus becoming mentally and concretely a temporary non-work space.

- The city. As she perceives Madel as work, Marine sees Paris as home. To some extent, Thibault sees also Lansa as home in comparison to Jyve, at least until Thara moved there. For others, the meaning of the city they lived in being home is not as explicitly narrated. What is expressed is however the importance of such a city to be comfortable. Such comfort given by the city can also be reflected in the use of public spaces as non-work places. This is the case of Geremy who looks for a place to install the family where a feeling of conviviality can be found. This is the case of Paul who realises that Pilang offers quality of life that other cities like Paris or even cities closer to his daughter could give. Others do not explicitly talk about city as home. One explanation is that such meanings are so anchored in one's social construction of what a city represents that one does not express it as home until one is confronting to commuting or moving.

- Sport, cultural and other public places. Personal activities like sports and social activities that are defined as non-work activities (see 1.1.1.4) are also performed at different places. These places are seen as non-work spaces. Paul talks about the cinema or the theatre. Sarah mentions several important places like theatre and clubs where she can practice yoga and other personal development activities. Beyond such closed places or buildings, the outdoor space is also seen as non-work place. Paul mentions running on weekends. He associates his lunch walk with non-work. Brune mentions cycling as a family activity. Geremy mentions the football field either as a player or as an observer of his kids. Thibault and Geremy mention the golf arena as a place to relax and to disconnect from work. This means that outdoor open-air spaces are also associated with non-work as relaxing spaces. These places are central for one's restorations in the context of work recovery. This is striking for Paul. As soon as he walks out of the building on his way for lunch, even if it takes few minutes, it is a feeling of non-work, but as soon as he enters the restaurants, he is "back" to a work feeling.

To distinguish work and non-work spaces, it is central to consider the mental and enacted spatial boundaries. Analyzing the narrated experiences, one can identify work spaces among those of the office, the desk, the department as well as the company building. These spaces can be seen as the **traditional ways** to define work spaces. They to some extent represent what is **socially accepted** and even taken for granted as work spaces or more commonly as work places. They represent mental boundaries. Other non-traditional work spaces are nonetheless emerging. These places are however more temporary work spaces.

This is the case of some public spaces that can be ascribed the meaning and function of working space: trains, airports, and cafés. This is also the case of the house or flat that can partly become a work space. These temporary work places are emerging because one regards such places as physical opportunities where performing work is possible (mental boundaries). The reason is that one can enact these places as work space using laptops and other mobile devices but also reading work-related documents (enacted boundaries). Such enactment enables them to work concretely and mentally. When one cannot enact fully, such places are seen as work or maybe non-work or vice-versa. When it comes to non-work spaces, I also observe the importance of the **traditional views** of non-work spaces in terms of house or leisure-related places. Like work, non-work is also performed in other places that are used as temporary non-work spaces. This is the case of public places such as planes and trains as well as the office at work. What is important is that a place is seen as non-work when it procures some sort of feeling of relaxation and helps people to recover from work and refocus on other elements than the ones set within the working contract. It relates to the diverse degree for the different non-work space to the four domains indentified in Chapter 4.1. Indeed, one can see a place mentally associated with family, like house. The house may however temporally be used as a social place, for that it needs to be enacted as such. If not it may be neither home nor a social place. Social places are also seen via public spaces.

4.2.2 Temporal boundaries

Like spatial boundaries, temporal boundaries are one of the most discussed types of boundaries in the work-life research. Once again, the focus has been on their enacted nature where they have been defined as the actual time when work and non-work place take (see Table 1:C on page 57). As mental boundaries, no definition has been clearly given so far. One could see temporal mental boundaries as the established rules regarding the use of time. This view is different from one more classical view of time, namely the notion of psychological time in comparison to the real time. To me, psychological time is still connected with the enacted nature of boundaries as it refers to how long work takes to be done. The difference will be that one perceives this time to be different of what it is in reality. It will be like thinking that one has worked two hours when actually one hour has indeed been spent. This is thus not related to see the time spent as work or non-work related.

The individuals' self-narratives show that work and non-work times, both as mental boundaries and as enacted boundaries, play a central role in their work/non-work experiences. To be precise, on the one hand, the enacted boundaries are seen in the self-narratives as the actual times in which one is working or not. Such times may be perceived and not real, nonetheless they still represent enacted boundaries. On the other hand, mental boundaries are apparent in how one associates a time to work or to non-work. Talking about a

certain time in the context of work and/or in a context of non-work is a sign of a certain mental association between this time and its meanings. It indicates the existence of mental boundaries or not. Here again, the aim is not to be exhaustive but to point out time distinction critical for individuals' work/non-work experiences. Table 4:C summarises the times that are explained in the following sections.

Table 4:C - The narrated work and non-work times

Work times	**Non-work times**
Work time as a whole	The family time
	> Evenings
The daily schedule (start end of the working day)	> Mornings before work
The annual organisation of work	> Lunch time
The commuting time	> Weekends
The work time at home	> Bank holidays and holidays
The lunch time	The social time
	> After-work time
	> Weekends
	> Holidays
	> Lunch time
	The private/personal time
	> Weekends
	> Saturday mornings
	> Lunch time
	> Travelling time
	The housework time
	> Mornings
	> Weekends
	> Evenings
	The associative time
	> Few hours during day at work
	> Weekends
	The sport time
	> Few minutes several time a week
	> Weekends
	> Evenings
	> Holidays
	The cultural time
	> Evenings
	> Weekends
	The commuting time
	The holidays as large period of non-work

4.2.2.1 The narrated work times

In the context of work/non-work experiences, **work time is discussed as a whole.** Time is not distinguished in regards to the different roles it may have (see Engel, 1997). As a matter of fact, middle-managers do not clearly distinguish between the time spent in attending meetings, the time spent in reflecting, the time spent in coaching and supporting their teams or the time spent with the customers or others. This does not mean that there such times

are not there. On the contrary, they mention meetings, task force works, and personal talks with team members. Such times are thus enacted but, mentally, middle-managers do not consider the distinction. Doing such mental distinction may not be relevant for them in the context of their work/non-work experiences.

Other mental and enacted distinctions central to individuals' work/non-work experiences are nonetheless made.

- **The daily schedule**. Concretely, everyone evokes a daily working time schedule. Marine seems to be working from 8:00 to 18:30 with a lunch break between 12:30-14:00. She would not end later than 22:00 even for an interesting project. Thibault also starts around 8:00 and finishes no later than 18:00 with a lunch break at 12:00 sharp since he works in Jyve. Sarah starts around 8:00 to finish at 18:30 or 17:30 in case of any personal obligations. Her lunch break is as short as possible. Paul seems to start around 8:00 and finishes around 18:30. He is back from lunch around 13:15. Brune begins working from 7:00 to 20:00. Finally, when being in Padrian, Geremy aims to be at work around 8:30/9:00 after letting the kids at school and to finish at 18:30, but in fact he wraps up at 19:30 because offices are closed then. Now, he gets up at 6:00 because he needs to drive for 40 minutes and he likes to be at work to finalise some preparation for meetings. He also comes home later. Of all of them, he may be the one who, right now, has no clear schedule in terms of hours. By considering a schedule, whether set in perceived or approximate time, individuals enact the idea that there is a time that should be devoted for work, i.e. a time where one should work and/or be at the office. What is important is that considering such daily schedule reveals that the notion of the mental temporal boundaries is enacted into a daily scheduling. Brune explicitly expresses this notion in terms of "theoretical time" when she is able to respect her engagement towards her employer. Theoretical time affects how she acts during business travel so that when she reads personal books during a business trip it is like as if she gathers the courage of crossing the lines.

- **The annual organisation of work**. In addition to their daily schedules, some middle-managers reveal the existence of a yearly agenda. This is evident for Geremy who plans his work according to the yearly negotiation schedule in the retail industry. Some periods are time for reflection around a new marketing policy, other periods especially in March are time for the actual negotiations. As for Brune, she mentions how she organises her working time over the year taking into consideration the schedule of the international conferences she wants to attend in the lens of her objectives in terms of geographical zones she wants to enter or develop. Marine mentions this yearly organisation of work early in her narratives as being different from the annual organisations she had as a student. However, she does not

refer to it later. She only mentions how she organises her projects around some yearly cycle. Within the framework of a yearly schedule, some part of the year is more or less devoted to work and/or certain work activities. Such times are in opposition with the notion of holidays especially the summer holidays. These work mental temporal boundaries are then enacted in how one effectively organises the diverse long and short term projects, issues, meetings and reports over the year.

- **The commuting time.** Work time is also associated with commuting time. This is certainly the case of Sarah who spends in Paris almost three hours travelling and for Geremy as well who now drives 40 min. Considering commuting time as work is nonetheless more of a mental distinction rather than an enactment. Sarah perceives her commuting time as work because she feels it is a "constraint" due to work. She will nonetheless not systematically work during such travel. She may read other books for instance. However, it seems evident that for her the time she spends in underground, busses and shuttling to work is part of a transition between work and non-work. Geremy may use his commuting time to think over his coming working day.

- **The work time at home**. Working at home implies that work is performed beyond the daily schedule mentioned above in one's house/apartment. Among the storytellers, only Geremy mentions such work time at home. He starts working in the evening when the children are asleep. For him, some work time at home can be enacted to increase his work time. Brune also works sometimes from home but she does not express the distinction as clearly and does not seem to have a specific time when she works at home other the evenings.

- **The lunch time.** The lunch break may at diverse occasions can be considered work time. This is the case for Sarah when she has her lunch at the company restaurant with her colleagues. This is the case for Paul when eating. It is indeed essential to understand that, for Paul, going to eat is not work, but when he is eating alone at a restaurant or so, then this will be work. One could say that they both associate this lunch time to work time because they see it as a constraint related to work.

4.2.2.2 The narrated non-work times

While the work time is discussed as a whole, though there are ways to enact it, non-work time is narrated as eight different times: family time, social time, private time, housework time, associative time, sports time, cultural time and commuting time. Each of the categories is foremost "mental". They indeed convey meanings and relate specific objectives. Each of this time is then

associated with an "enacted" time. Such enacted times are recurrent which indicates that the same period of time over the day or the year may be associated with diverse mental time. Here is how such times are narrated.

- **The family time.** In each story, middle-managers discuss time with family members. Times discussed are often the **evenings** especially dinner times. Brune aims to be home to spend some time with her daughter Bambou and to talk about her school day. Marine spends time in the evening discussing with Mathieu when he is at her place. The **morning before work** is also a privileged family time with kids. Brune wakes up Bambou and prepares breakfast. Geremy takes his boys to school when living in Padrian. Family time occurs also during **lunch time** for Marine, Brune and eventually Paul who can go home and share lunch with their spouses. For Marine, this time is central to get a real break with work. It is also enjoyable as Mathieu prepares lunch. Family time also relates to **weekends** when family activities take place, like badminton for Brune's family or going to the beach and sailing for Geremy's family. Sarah visits her mother (or vice versa) and goes to theatre with her on Saturday or Sunday afternoon. She may also visit the family of her goddaughter on weekends. Family time is related to holidays. When Paul meets Pollyanna, this also occurs on weekends that they mostly see each other. Finally, it relates to **bank holidays and holidays**. Marine may visit her parents in the south of France during long weekends of three days. Holidays are central to Paul who spends all his time with Paola. To conclude, storytellers identify different times of the day or the year that are more appropriate for family especially for interacting with family members. This indicates that they have mental temporal boundaries that are enacted in activities involving family members.

- **The social time.** In each self-narrative, one can observe the importance of relationships with friends, acquaintances and colleagues outside the work relationships. It includes **after-work time**, i.e. late afternoon or evening for a drink with colleagues and for Marine it is with the two new "girls" in the administration. This is also a notion expressed by Thibault who enjoys sharing an evening with people from work. When it comes to social time with friends, it is mostly during **weekends**. The most striking illustration is when Marine is in Paris where she enjoys brunching and discussing with her gang of friends. Geremy values social time with alumni friends and close friends during **holidays**. This is understandable when he narrates the journey in the snow and the time he is going to pass with friends on New Year eve. **Lunch time** is seen as social time, like for Paul who may enjoy having lunch with a friend in the near shopping mall. This refers to what could be seen as social time. Such social time includes time spent in taking part in associations or clubs. These activities are indeed based on sharing and interacting with others.

- **The personal or private time.** Beside this social time involving the social interaction with others, there is also the notion of private or personal time. This is the time one spends with oneself. Sarah claims to need more personal time. For the time being, she has and enjoys such time on **weekends**. She indeed does not mind and appreciates to be alone and see no one. This is a time of reflection where she can read and prepare her yearly journey. She in fact has developed the habit of having coffee in a small café on **Saturday morning**. Paul has a similar habit on Saturday morning when he likes reading a book while sipping his tea in a small café in Pilang. He also enjoys personal time while going and being to the FNAC megastore to take a break alone at **lunch time**. Brune takes the opportunity of travelling by plane and waiting in airports, i.e. **travelling time**, to spend time by herself reading American novels. Thibault is fond of looking at TV as a way to be alone and rest.

Beyond these three categories of time that are mainly based on time spending to interact or not with different individuals, it can also be noted that five other categories based on one's main activity seem to be central for one's work/non-work experiences.

- **The housework time.** The time spent for housework is often a central issue in the work-life research. It is often seen as non-paid work taking place in the non-work domain (see for example Barrère-Maurisson et al., 2001Ollier-Malaterre, 2007). Brune says that it is part of her **morning's routines and weekends** especially shopping in large supermarkets. Sarah seems to take some time on weekends to do it. Marine just quickly points out that housework is made by Mathieu when staying with her and that she avoids shopping because she hates it. In case she may do it on the **evenings** as she is rarely in Madel on weekends. This reveals to some extent that there may be a time (mental and enacted) associated with such activity. Geremy refers to his wife as being in charge of managing home. He nonetheless mentions that their finances allow them to have a housecleaner who supports his wife to cope with her work/non-work experiences. Such housework time can be bought so that it does not become central time to one's work/non-work experiences.

- **The associative time.** The notion is expressed by Paul who takes "time-off" to write a press release for the women handball cup. It is also the case for Sarah who spends **few hours at the office (desk)** to analyse business ideas in the frame of a project supported by her company to help unemployed people. Geremy talks about his engagement in an entrepreneurial association/network in terms of the few hours spent in helping Georgio and his business. Paying attention to this time, one can see that there is no clear schedule thus no clear enacted boundaries about when this is to be performed. It is nonetheless an essential time in their

work/non-work experiences. Geremy perceives it as more time consuming than what he thinks. Sarah ends other associative engagements because they become too invading especially into her **weekends** though she values them as a way to help people. This indicates that there are some associative mental temporal boundaries.

- **The sports time.** Thibault, Paul and Geremy spend time in practicing sports. Paul declares that he likes to run for **20 minutes** and that he tries to run several times a week especially on **weekends.** Thibault and Geremy both play golf on a regular basis. Thibault aims at leaving the office at 18:00 to do a green or some training. Geremy plays football every Thursday when in Padrian. He also enjoys playing golf some **evenings** or during **holidays** when he selects a resort having access to a golf course. This indicates that for the three of them, some time is to be associated with sports as practice. The aim of such time is to relax and also to some extent socialise.

- **The cultural time.** For Brune, Sarah and Paul, culture in terms of going to the theatre, visiting exhibitions or attending culture conferences is central. For them, such time is to some extent seen as a sub-domain of their private/personal time, but its centrality makes it standing out. The importance of culture and the time associated with it corresponds to the mental temporal cultural boundaries. Among the three, Paul and Sarah regularly enact such boundaries into cultural activities. Paul goes to the cinema on a regular basis in the **evenings**. Sarah dedicates few evenings and/or few **weekends** to go to the theatre with friends or her mother or to attend conferences essential for her personal development. Brune values such time, but cannot fully enact this time. She does not find any time in her schedule to go to the cinema regularly or the theatre even if this could be shared with other members of the family. For her, being in Paris could create better conditions to engage herself into more cultural activities.

- **The commuting time.** Commuting time is well identified as work time by Sarah. She enacts it as non-work by reading non-work-related readings. Marine and Thibault who are also "weekly" commuting do not explicitly indicate if they see such weekly time as work and non-work-related. Marine often sleeps in the train and as such one could not consider that to be work. Thibault furtively mentions that he enjoys listening to radio when in his car between Lansa and Jyve and he enjoys stopping for his morning coffee on the way. Similarly, Paul's distinction between 'going to eat' and 'eating' may reveal some commuting time between work and non-work. In Paul's case, the commuting (going to eat) is seen as non-work-related. To some extent, commuting time can be associated with being a non-work time.

I have above talked about holidays in a few contexts. However holidays should be understood in a more holistic way as it corresponds to both mental and enacted distinction of time. The following section is about holidays.

- The holidays. Work is organised over the whole year. This means that certain parts of the year may be characterised with more intensified periods of work than others. Holidays represent the opposite view. They are the time of the year that is almost wholly allocated for non-work activities, family, friends, sports or culture. In the self-narratives the idea of holidays especially long summer holidays is expressed by Sarah and Paul as a time that is essential for their self-harmony and cannot be taken away. For Paul, they seem to be the only long period of time over the year that he can spend and enjoy with his daughter Paola. It is a time that he wishes to make the best out of it by limiting or optimising travel time. He sees this time as unique and situates it when Paola is on holiday. Sarah mentions that the day she will not be able to take her holidays during the time she really wishes, i.e. often outside scheduled school holiday periods, she will perceive it as a break in her contract. This shows how central it is for her not to miss her yearly journey time which she sees as essential for her search for authenticity. Thibault says he has just had his vacation as he only returned in mid August. This indicates that he takes his holiday during the summer as it is most often requested by industries that actually close plants during this season. For Marine, Brune and Geremy holidays are not that critical to the extent that they have to be enjoyed at fixed times of the year. Marine talks about the wish of having few days after her latest large project. She mentions also national bank holidays enabling her to be free over long weekends that make it possible for her to visit her parents. Geremy mentions the importance of holidays to visit friends or for friends to visit her on their way to their holiday resorts. This is the same for Brune who can meet her friends in other towns when on holidays. As a whole, there is a sort of time that is also associated with the idea of a non-work period, i.e. holidays. This period may be enacted into a yearly scheduling with summer holidays set to some extent by the national school holiday schedule that creates a rhythm for everyone including the childless people like Sarah. This shows how socially accepted is the holiday school rhythm.

One can see that there are some periods of time that are dedicated to work and some to non-work, both on an annual and daily basis. This supports the idea that there are some mental temporal boundaries that are then enacted on a daily and yearly basis. The narrated experiences reveal clearly the distinction between work and non-work times. When it comes to identifying work time, one can see that it is primarily viewed as the **time spent working during mental temporal boundaries** that are enacted in the notion of a working daily schedule. The middle-managers' view of such daily schedules is in line with what is socially seen as

working time in France (8 to 19) with 1 to 2 hour lunch break which corresponds to 8 -hours a day, i.e. between 35 to 40 a week. This also corresponds to the "legal working time". As far as they are concerned, the managers do not see the 35-hour practice as a norm. It is rather seen as flexible in terms of working time. Only Sarah feels obliged to set her schedule outside such frame albeit with difficulty. Working time relates as well to an annual organisation of work with an influence on the daily schedule over the year, creating a variation of yearly work activities. **Commuting time and time spent working at home outside the daily work schedule as well as lunch time can also be considered work time. These times temporarily become mental work time and may in some cases be enacted as such like during lunch meetings or when reading work documents in commuting or when working on laptops at home**. In regards to non-work time, one can notice that it daily occurs in the evenings but also during weekends. Yearly, it corresponds to the holistic notion of holidays. These times correspond to the mental non-work temporal boundaries as they recur in each of the self-narratives. These times become enacted as soon as non-work activities are performed. Once more, **these narrated non-work times correspond to the socially accepted notion of non-work time.** It is nonetheless **interesting to observe that time is considered non-work time only when it is associated with a specific non-work objective, like social, family and friendship relationships but also associative, sportive and cultural activities.** It is not the amount of time spent that is central but the reasons behind spending this time on activities other than work. This shows that time spent at the office may temporarily become non-work time. This also supports the roles of the common objectives in the development of the domains.

4.2.3 Human boundaries

In the boundary work as presented by Nippert-Eng (1996), individuals are seen as domains' elements that are or are made more or less different across domains. In that regards, individuals are essentially discussed as one aspect of the placement and transcendence activities. Clark (2000) builds on the centrality of individuals when developing the work/family border theory as a theory of human systems. She confers central roles on individuals either as "border crosser" or "border keeper". This reinforces the role of individuals as a one central element in the work/non-work experiences. However, one main aspect is still missing. Indeed, while individuals are still seen as elements of domains, the relationships between people are underestimated. Cohen (2008) touches on the importance of such relationships. Beyond individuals, the focus should be on the relationships established between people and how the relationships are associated with work or non-work and are enacted in their respective domains. It is in the context of these relationships that the domains are narrated by individuals (see Table 4:A). Human boundaries are considered one's own boundaries focusing on human relationships established at work and/or non-work and not only on individuals as a way to "place" boundaries.

It can be noted that each self-narrative is composed of diverse 'actors'. These individuals are categorised in different manners. Each middle-manager represents some "mental" boundaries so long as these groups represent different meanings associated with the relationships established with the individuals in focus. Each relationship is enacted in diverse manners corresponding to enacted boundaries. These groups where a distinction between work and non-work can be made are explored. The aim is not to be exhaustive in regards to these different relationships but to look at relationships that are central for the work/non-work experiences. Table 4:D summarises these groups that are explained in the following sections.

Table 4:D - The narrated work and non-work human groups

Work human groups	**Non-work human groups**
Teammates > Subordinates > Own manager Colleagues Work acquaintances, > Clients/customers > Network of contacts > People that we meet in come work context	Family members > Spouse/partner/ > Children > Extended family, ▪ Own parents, grand-parents ▪ Siblings ▪ God-children Friends > Childhood friends > Network of friends Acquaintances > Neighbours > School related networks > Travel mate

4.2.3.1 The narrated work human groups

At first, people at work are seen as homogenous as they all relate to work. However, one can observe that three main distinctions are made: teammates, colleagues and work acquaintances. This reveals work mental human boundaries. Each of the category leads to manage the relationships in a different manner. How people are associated with these relationships corresponds to the work of enacted human boundaries. Few examples are given here:

- **Teammates are people who work in the same team and with whom the interaction is constant.** As middle-managers, teammates represent **subordinates** and their **own managers**. For example, Marine discusses the complex relationship with her elected representative and the one with her general director. She also refers to her assistant who legitimately is part of her team. Thibault includes his constant relationship with other quality assistants in other regional offices and with his regional director to whom he is hierarchically related. Sarah refers to the national and international teams she works with. She remembers her team in toxicology. Paul presents

the communication assistants in the regional offices and the regional manager. Brune identifies with her team of eight girls she has recruited and the management group she is part of. Geremy, in his new position, refers to the new management team and the team of eight managers he directly supervises.

- **Colleagues are seen as people in the company with whom one works but they are not part of the teams. There is also some attachment and proximity to colleagues.** This is clear for Marine who refers to other departments with whom she is working and to whom she should communicate her activity. This is also the case for the two girls who just moved in the same corridor. Sarah refers to few colleagues at work with whom she shares few interests, such as Samia. Brune refers to other heads of department as colleagues as well as managers of international relationship in other schools.

- **Work acquaintances are other people one can be in contact with professional reasons**. This is evidently the case when it comes to **network contacts** for Paul and Brune. Paul relates to work acquaintances he meets outside work during his cultural activities for example. Brune refers to part of her international network that crosses over work and can be used to enrich her family. It is also the case with **customers**, as it happens with Geremy who negotiates with them. It is also the case for Thibault who faces internal customers while developing the intranet solution. For Sarah, it can be people she **met at work** like people who she has lunch with mostly because it is socially required. Such relationships give a certain sense of belongingness as clearly mentioned by Paul: "acquaintances bring me something positive and somehow a feeling of belongingness".

4.2.3.2 The narrated non-work human groups

When it comes to non-work human boundaries, three main distinctions can also be made: family members, friends and acquaintances.

- **Family members are the ones through which familial relationships are established.** Among family members three distinctions are made: the **spouse or partner, the children, and the extended family**. This distinction is made by Brune, who realises that she and her husband will have to redefine their relationships when both kids will be leaving home. She further mentions that this distinction that was so far more mental is more concrete today. She as well touches upon her coming roles and responsibility towards her **parents** especially her mother in Belgium. Marine clearly does the same distinction in her relationships, to the point that she wonders if her relationship with her brother is not too egoistic in regards to her relationship with Mathieu. Thibault draws a line between his

relationship with Thara and the one with kids, where he aims to protect the first by having clearly identified moments with Thara. For Geremy, the nuclear family makes a unity. The notion of members for him could also be extended mentally to alumni friends through **god-parenting**. For Paul, the relationship with his daughter is central and then comes his relationship with his family including his **brother**, **parents** and even the deceased **grand-mother**. For Paul, there are possible sentimental/romantic relationships. Sarah refers to the relationships to her mother and to her **god-daughter** linked with Severic's family. At different degrees, family members support the individuals. Brune clearly expresses the mutual support she gets and gives to her husband at different critical times of their lives.

- **Friends are people with whom values and experiences are shared.** This is the case of **childhood friends**, such as Sarah and Thibault. Beyond that friends are discussed as **network**. Marine talks about the circle of her friends, and the one in she has in common with Mathieu. These are people she shares holidays with or in more general experiences via common activities on week-ends. Friends are also described as people you can rely on in case of problem. In Marine's talk, one can thus see both aspects of what friends are about, especially the importance of the support one expects from friends: "I like to hear about their plans and so on, but it is sometimes too much to hear in the light of the situation I and Mathieu are in. In that regard, when Mathieu was unemployed, our friends often tried to be supportive by saying: all will be fine. But this is not always what I expected from them. I did certainly not expect that from my own and close friends with whom I talked more about my anxiety caused by Mathieu's situation and my own stress at work. I would have expected some of them to be more direct and not just tell some niceties.". Thibault refers to friends in common with Thara with whom they share a bit more about their life. He names few of them at Jyve. Brune regrets not being in Paris to explore friendship further by sharing more time with people she likes: *"It would be easier if we were living so close from each other that we could just use the underground to visit and would just suggest a dinner, cinema or just a small thing together"*. Paul refers to friends who are visiting him on weekends with whom he shares interests like talking about art. He mentions Prune with whom he shares the same mode of thinking and finds conversation with her interesting and enriching. Geremy mentions his alumni friends with whom he obviously shares strong and bonded experiences at the business school and with whom he still shares week-ends and major family events like baptisms for example.

- **Acquaintances** are people we may meet but do not share as much in common with them yet. One illustration is how Geremy talks about new contacts done in the family's new location. Through Gelina, they have met

neighbours, **parents of the friends of their sons**, but no strong relationships have been established. For Sarah, it may correspond to the **people met during her trips** but with whom she does not share much experience. Real contacts are established after the trips. Paul refers to his **neighbour** who may come over for a small talk.

Even if every middle-manager and by extension every individual consider their relationships with others unique, there are some underlying categorisations of people. These categories are not about people but how relationships are valued and are essential to the work/non-work experiences. It is clear that one main dilemma is about the constraints between friends and colleagues where some sort of mental rules are necessary. The distinction evidently underlines a work/non-work human boundary. It is clearly expressed by all managers but Geremy. This indicates that there is some sort of mental human boundaries between such categories. Marine would not like to have friends originating from work. But such boundary is jeopardised with the arrival of the new girl and then both become colleagues and friends. Thibault also makes such a distinction, but it is tempered by the existence of "friends/colleagues", i.e. people they meet and with whom he and Thara share their private life and have dinner together. These people will however not be teammates. For Sarah, the most important is that affection should be taken into account between friends and colleagues. Here is how she explains why Samia a colleague is not yet a friend: "As soon as affection comes into play they will shift into the domain of friends. For Severic and his family, they may even be more than friends. They maybe even a bit apart. For Samia, this is not the case yet". Paul also distinguishes and enacts such differences by not talking about personal matters with the colleagues/friends he meets at work and not talking about work with colleagues/friends he meets at home: This is the case of Polydore. He says: "If I want to spend time with him, I would rather say 'come for diner home one evening, I will be more available and we will talk about work no more than a few minutes." Brune says he does not have many friends at work. She mentions one friend who had come home not long time ago and with whom she feels comfortable. She thus seems to have some boundaries. I observe that no rule in terms of relationships seems to be set by the organisation or by the society and thus it is at every individual's discretion. However, as Thibault explains the boundary between partner and colleague is a sensible issue. Thibault and Thara perceive the existence of a norm in the organisation. They have not officialised their relationships but also not hidden it because it is legitimate and known to their friends/colleagues. Mental human boundaries could be defined as the rules established regarding how relationships are seen part of work and/or non-work. The enacted human boundaries could be seen as the people belonging to the work and/or non-work domains. I believe this is something for future research to investigate further

4.2.4 Psychological boundaries

Psychological boundaries represent the third major distinction of boundary types made in the work-life field. Psychological boundaries refer to "the rules created by individuals that dictate when thinking patterns, behaviour patterns and emotions are appropriate for one domain but not the other" (Clark, 2000, p. 756). As discussed in section 1.3.3.2, contrary to the previous two boundary types, this view reflects foremost the mental nature of boundaries. It underestimates the importance of thoughts, behaviours, emotions or strain as enacted elements in one domain or another. It also covers a large panel of elements that might play a different role in individuals' work/non-work experiences. As a social constructivist, I now draw the readers' my attention to elements that are currently related to such psychological boundaries and elaborate on eventual distinctions. I identify five elements spilling over or crossing from one domain to another. These are: **emotions, behaviours, thoughts, strain and energy**. Each of them is discussed in the following sections.

4.2.4.1 Emotions

Exploring emotions in the context of work and non-work, one first needs to express what one means by 'emotions'. As a social constructivist researcher, I consider emotions socially constructed, a view shared by Hochschild (see Brundin, 2002; Hochschild, 1989). Seeing emotions as socially constructed does not undermine that emotions are a physical reaction telling how an individual feels (see Hochschild, 1989). Once it is felt, emotion can be shared and created for the others in an appropriate display. The display of emotions corresponds mainly to facial, vocal and behavioural changes. As socially constructed, such displayed emotions are shaped during the social interaction (Brundin, 2002). For example, a smile, even when it is the same facial expression, is not associated with the same meaning across contexts. Its meaning is socially constructed. Emotions are thus individual and not universal. They are not personal but social. They are also not global but local[57]. They are heterogeneous and not homogenous. Being socially constructed, the names of emotions are also socially constructed. Labelling emotions is thus a delicate issue in research. In this thesis I follow Hochschild (1989) and but Brundin (2002).

One should notice that in the experiences narrated in Part 3, emotions as facial, vocal changes are not always expressed and evidently accessible. Emotions in the self-narratives have not been observed directly by the researcher as no participative observations were done. However, in the narrated experiences, as original self-narratives (see Chapter 2.1.), emotions have been expressed by the

[57] Local refers here to the fact that emotions are situated, particular to a specific situation

storytellers and named in the relationships between the storytellers and the researcher. Table 4:E summarises most of the emotions that have been expressed in the context of work and non-work.

Table 4:E - Few narrated emotions in the context of work and non-work

Emotions narrated in the context of work	**Emotions narrated in the context of non-work**
Love	Love
Liking	Liking
Happiness	Friendship
Friendship	Team work
Team work	Loyalty
Loyalty	Guilt
Anxiety	Frustration
Pride	Anxiety
Frustration with routines	Pride
Fear	Nostalgia
	Fear

One could catalogue numerous emotions expressed in both the work and non-work domains. This illustrates that work and non-work are indeed emotional domains. It is also observable that the loving emotion is also clearly associated with family members and the liking and friendship feelings are associated with friends in the non-.work context and with teammates and colleagues in the work context. This relates to the goals of the domain as suggested in section 4.1.2. It is also interesting to note that in each narrative, there seems to be an underlying emotional rule that work should be a place of happiness and friendship relationship, i.e. not of friendship as in the non-work domain. Of course one cannot say that it should not be so and that every middle-manager in this thesis is dishonest by saying that they are happy and seek some level of friendship. Nonetheless, to some extent their narratives could be perceived as the discourse they must or should adopt. It this indeed essential to understand that these are expressed emotions and not emotions that could have been directly observed. Even so, **the discourse of the middle-managers seems then to be aligned with the view that work and non-work emotions should be different** as underlined by Hochschild (1989). **This observation is central as their narratives participate in the social construction of the workplace as a place where negative emotions are still those that are not expressed verbally.**

The overview in Table 4:E shows that a certain number of emotions are expressed in both domains. It is however essential to explore these emotions in each domain before drawing conclusions. Few examples of how some emotions are enacted differently are presented below. However, beyond observing emotions in the work and non-work context, it is important to observe that **emotional rules** are present in each self-narrative. This underlines the centrality of the mental nature of psychological boundaries that are applicable to

emotions. Here are a few examples of how emotional rules are expressed both for people who segment their emotions (Marine and Thibault) and who integrate them (Brune and Geremy)

- Marine expresses frustration in her relationship with her elective representative. She however does not want to share such emotions with other colleagues. Here, she does not enact at all her work frustration at work, but still she feels it. One explanation is that showing frustration is not socially accepted at work and thus will "act" emotions that are not fully complete (Hochschild, 1989). She also talks about anxiety following protocols at work as well as anxiety of going back to Madel on Monday mornings. She does not share the latter at work and does not want to share the former too much with Mathieu. In that regards, she expresses a clear emotional rule when saying: *"I would try to alleviate the weight professional life exercised on personal life in a bid to help Mathieu not to worry".* In the process of alleviation, she tries not to enact her emotions so that they represent exactly what she feels at work. She also does not share her concerns and anxiety with Mathieu about the eventuality of him having a work in Paris and her staying in Madel. For her, this will not be constructive for their relation. Marine indicates that having friendly relationships at work may be positive to friendship-related issues but that having friends, i.e. deep friendship, are not what she looks for. She thus does not enact the feeling of friendship similarly in both contexts. This emotional rule is however not unique. As a matter of fact, Marine touches upon another one when it comes to share emotions with her friends. She wants to share her anxiety with them and ought to get more emotional support from them than just an "*all will be fine*". Beyond such negative emotions, she expresses liking towards the two new girls at work and liking towards her friends, but this liking may not be enacted in the same way as she feels that it is too soon to see the two girls as friends. She also expresses happiness and pride when having a rewarding talk with her manager and when she manages her project.

- Thibault indicates an emotional rule. He wishes to show to be at work when at work and that he is not affected by something else. He expresses this rule as follow: *"If something goes wrong in my life, I do not at least I try; but only the others could confirm this; not to make the others feel it".* This shows a clear separation of emotions between work and non-work where negative emotions are not to be shared at work. Like Marine, he may thus emotionally act. The situation of Thibault is also interesting because he has been working in the same location as Thara where the feeling of love has been expressed differently. First, the relationships is not official because Thibault believes that it is not well perceived in organisations to be in couple with someone from the same organisation especially that in their case, i.e. they met at work. This reveals the social construction of the

mental distinction between emotion at work and non-work. As a result, whereas love would generate the same feeling wherever he may have been, the enactment is different. For example, they do not hang out together during breaks even if they may have shared the same groups of relationship at work, or do not enact their love with the same small kisses that they exchange when coming home.

- Brune, contrary to Thibault, indicates that she is as emotive at work and in other domains. She does not make any distinctions and as a result her emotions in one domain are affected by emotions in the other. She of course indicates that this may not be simple when problems occur but it can boost enrichment in other cases. For example, she expresses pride both toward her kids and her work achievement. She talks proudly of her son's stay in Japan and of the international contacts she has established at work, where such feelings of pride seem to reinforce one another because here they touch upon the international dimension of her life.

- Geremy expresses similar emotions in both domains. This is striking when it comes to team spirit (see Brundin, 2002). Geremy mentions that team is central in his work, both during the former and the current work. He needs to rely on his team and for that ought to create a certain team spirit and getting them involved in the decision-making where he will provide some suggestions and then discussions will follow. He also mentions team spirit at home. First, with his wife with whom he teams up strongly when it comes to the education of their sons. Then, it is also with his sons where teaming up and making them part of the decision-making is a similar enactment process of the team spirit. He ought to transfer "team-spirit" in both contexts by himself enacting the emotions in a similar way in both contexts.

To sum-up, these illustrations demonstrate that individuals have emotional rules in line with the view of mental psychological boundaries. It shows that some emotions are more associated with one or another domain. It however shows that such rules do not indicate what emotions are appropriate or not in one or another domain. They are about how emotions should be enacted or not so that **similar feelings can be displayed in the work and non-work domains but associated emotions are sharpened in a different way, or not in each domain, i.e. work and non-work emotions.** It is also perceivable that few emotions can be enacted easily in some domains but not in others. For example, negative emotions are rarely enacted in the work place. This refers to how socially constructed emotions are in diverse life domains. It may refer to the feeling one has about rules set in different domains (Hochschild, 1989). **This suggests that emotions could be seen as elements that follow their specific rules, or in other words elements for which we can see particular boundaries.**

4.2.4.2 Behaviours

Within the boundary theory, behavioural patterns have been considered part of the psychological boundaries. This excludes behaviours seen as to elements resulting of the enactment of mental behavioural boundaries. Behavioural boundaries as such have nonetheless been discussed previously by Ahrentzen (1990) who defines them as what is performed in one domain or the other. What is also interesting is that one's behaviours are connected with one's social role where behaviours are the enactment of one's role. Ahrentzen (1990) refers to this aspect when discussing social boundaries that are attached to one's role in one domain. For me it is pivotal that the central element in focus is one individual's behaviour. The work/non-work research has observed that people develop different behaviours in work and non-work, like drinking/eating habits or clothing (see Nippert-Eng, 1996).

Listening to each middle-manager, numerous behaviours are discernible in the work/non-work narrated experiences. Here are a few illustrations:

- Marine describes her search for work in the evenings in general as her second shift where she manages her private calls as she manages her work calls. She also indicates that she uses "post-it" notes both at work and home to remind her of the tasks to be done. These are two behaviours that are identical in both contexts. She nonetheless does not show intention in a similar way. On the contrary, she says that she does not dress the same way in both domains. She does not see herself wearing the same clothes and does not wear the same type in both domains. This corresponds to a mental and enacted level of behavioural boundaries. To her, this is due to her age and to a certain extent the social norms of not going to work with crested T-shirt when one is a manager. Moreover, she clearly shows that she has different "managerial" behaviours/attitudes at work and outside work. She feels someone with the ability to give orders because at work she "is the boss" and thus needs to act as such: "I believe that *at work I have the role of the "boss" and that the boss should by definition take decisions, he or she should take responsibilities, manage a team even a small one, manage relationships across teams, manage projects, keep results…so this is more serious logic than in personal life where one makes own choices in function of one's own criteria. Simply and purely, it is not the same cap."* This reveals that behavioural boundaries are socially constructed.

- Thibault works with deadlines in mind. This behaviour is also observable for his non-work activities. This is the case when he looks for a house: he starts to look and then waits to know when the he should start the search in a more active manner. This behavioural pattern Thibault inherits from his education in classe préparatoire. It corresponds to mental behavioural boundaries. The fact that he applies such a pattern implies an enactment of the boundary. In addition, Thibault has started to listen to football news

because he feels that this is a sport via which bonding is possible at work. It is thus behaviourally accepted and encouraged to talk about football (mental boundaries) and some form of behaviour needs to be developed to enact such boundaries (enacted boundaries). For him, the new behaviour is possible because it is not fully incompatible with some pleasure.

- Brune has similar decision-making behaviours in both domains. In both cases she looks for the involvement of all people concerned and may take the final decision. She mentions clearly that her role in both domains is to support others. She has similar supportive behaviours. At work this is related to her role as a middle-manager who should support her team towards the hierarchy. At home she supports her husband in his change of work or her son in his educational choices. She ought to listen and attend to the worries of her team. She as well ought to be available, physically and mentally to her kids wherever she is. Brune mentally sees her role in a similar way in both domains and adopts similar behaviours. She says she does not drinking coffee at work because the coffee machine does not offer good coffee and is not placed at a nice environment. Even if this is said anecdotally, it can reveal that behaviours can be controlled by the organisation due to practical reasons and not social norms.

- Geremy has similar ways to motivate people. He understands his role as father and his role as manager as being a motivator. He ought to take every opportunity to motivate his kids, the way he does when preparing holidays. He uses every meeting to motivate his teams to like negotiating. He also has similar decision-making behaviours. He describes the same procedures when presenting a decision for his teams or his decision for the new position in Macbala for his wife. He suggests diverse propositions and makes somehow sure that he underlines the most central arguments for himself and his counterparts. Here, like Brune, he perceives his role to be similar in both domains and thus have similar behaviours. Such necessity of having similar managerial behaviour becomes evident when coaching Georgio. As a matter of fact, he mentions that when acting as mentor he would have liked to use the same way to motivate and help Georgio. He would have liked to be able to suggest alternatives to Georgio, but he is confined to just asking questions. Due to the contract with the association, he is not allowed to fully adopt his own style. This is a striking example of an external behavioural boundary setting that is seen for Geremy as a hindrance. Another proof of how he integrates his behaviours is how he sets objectives both professional and personal objectives for himself and his team or his family or sons. Beyond such similarity, there is one behaviour or attitude that differs. Geremy clearly says that he has a lay-back attitude at home compared to work where he is initiator and manager. He thus creates a boundary between both domains.

To conclude, storytellers indicate that there are certain behaviours that are either specific to one domain or that are adopted in both domains. The above discussion shows that some behaviours in one domain are affected behaviours developed in other domains. Behaviours relate to roles and one's understanding of his or her role in the different domains. Some of the adopted behaviours are intentional whereas other seems to be dictated by rules with their mental boundaries being socially constructed. When it comes to the enactment of behaviours, it can be seen that some behaviours cannot be enacted in both domains because different external behavioural boundaries or codes have been set, or because the physical environment hinders their enactment. This **exploration reveals that it seems to make sense to distinguish between mental and enacted behavioural boundaries.**

4.2.4.3 Thoughts

Psychological boundaries have been associated with thinking patterns as how one could be physically in one domain and at the same think about another domain. In the self-narratives, this idea is narrated as "being present", "being concentrated in one domain" which indicates that one tries not to think about another domain when engaged in another. This is in line with the current definition of the psychological boundaries as applied to thoughts. Thoughts can originate from work or non-work. Here are few examples of how such thoughts and boundaries are narrated by Marine, Thibault, Brune and Paul:

- Marine refers to her work thoughts that can be so ubiquitous to the point that she ruminates about work. She also mentions that she even starts to think at work about non-work and especially about Mathieu and his interview process that is not as easy going as they ought to. Similarly, she thinks about non-work at work while she is projecting their future situation if he would eventually land on a job in Paris and whether she would still be in Madel. Marine does not express any specific rule but her narrative underlines that having such thoughts in the 'non-appropriate' domains invades her domains and her concentration. In that regards she talks about concerns and worries about work and also about non-work. This becomes evident when work thoughts are enacted in the work domains where she feels guilty towards Mathieu. She however finds some relief in sharing non-work thoughts at work with her two new colleagues. Moreover, Marine mentions that between her and her parents there are subjects that should not be discussed, one being work. This indicates that work thoughts are often hold back when she is meets with her parents to the point that she insists on the fact that only positive aspects of life need to be shared with them.

- Thibault touches upon such mental psychological boundaries in relation to his thoughts. First, he indicates that he does not think of work and home even if he is talking about work at home. He makes a clear distinction

between talking and thinking about work. Sharing his thoughts would invade his relationships with Thara so that he rarely does it. However, the fact that they work in the same company may render sharing more natural. He says that he may feel it simpler to share thoughts like worries as Thara may understand the context more. Second, he reflects on the necessity to be careful in the new situation, i.e. having Thara and her daughter at home, not allowing non-work thoughts, especially thoughts about Thara and her search of work, to disturb or disrupt his work. He also indicates that he sometimes thinks of golfing during lunch time. The feeling of guilt or the feeling of breaking a rule is present in the formulation of how non-work thoughts appear at work. Finally, Thibault talks about having *"Thara in mind"* while golfing, which is more of a private activity, or when he goes to sleep at the hotel. In such cases it is natural to have thoughts that are not expressed and are private at the same time..

- Paul refers to such psychological rules applied to thoughts when he explains how his brain works over weekends: *"My brain is still working. In fact I am telling myself that I shut. It makes one part of my brain completely free for something else and there is the other part that works openly. It for sure collects information but I do that so that it does not affect the quality of my weekend. I cut, but not completely".* He even exemplifies it as follow *"I see a placard, this may interest me and gives me an idea. I am I positively aroused and it does not creep into my life".* Such rules applied to thoughts are however contradictory to his general view of being concentrated on each domain where he states that *"as a matter of fact, nowadays, when I am at work, I am at work".* This underlines that such psychological boundaries are vague so that thoughts can indeed, and it is fine for them to, be generated in whatever domain.

- Brune's rules in relation to thoughts are clearly expressed as follow: *"as I will think of a personal matter when I am at the office, I will think of work when I am home. There is no clear separation. I cannot say: When I close the door of my office, it is finished, I will not think of it, talk about it at home, for sure we will talk about it!"* and I will think about it. However this integrative rule is moderated by her mother's roles. It is essential for her to reach a sense of harmony between her mother's role and her work so that she needs to make sure to be present not only physically but also mentally. She, for example, wants to focus her mind while having some quality time with Bambou in the evenings. She also wants to enjoy the time she spends with her sons and cancels a lunch because of worries that work would have been in her head while having it.

- Geremy may share thoughts, concerns and questions about managerial issues with Galina because it may give him a 'feminine point of view". He also shares marketing thoughts because they both share the same marketing

background. He does not set any limits to how he may enact his diverse thoughts in different domains. He will, if the situation is suitable, talk about problems he may with alumni friends who have been or are in the same situation. He thus thinks and expresses his thoughts in whatever domain.

Evidently, thoughts are discussed by middle-managers in their narratives. Thoughts emerge from both work and non-work especially family in the case where distinctions about couple-related and children related thoughts could be made. Positive and negative thoughts are discussed and seem not to follow similar rules. The distinction between positive and negative thoughts is stronger for the work and family domains. Negative thoughts relate to concerns and worries that can occupy one's mind so that one ruminates about them. Individuals refer to some rules that may exist about not "wanting" to think about one domain when acting in another, especially if this is about negative thoughts. Such thoughts are also often enacted in terms of talks that enable thoughts to be shared. Individuals have rules in regards to these talks where it is questioned when not talking about one domain when in another. It is like not talking about work with one's spouse. Positive thoughts do not seem to follow such patterns. They float between domains somehow naturally. Finally, thoughts are elements that are "kept in mind" and "generated cognitively" by one brain or mind so that they travel from one domain to another and can be generated in whatever domains. Paying attention to thoughts expressed in each self-narrative, it becomes clear that it is possible to distinguish mental and enacted boundaries. Thoughts are the product of an individual's mind. They are cognitive, so that I refer to **cognitive boundaries**.

4.2.4.4 Strain

In their self-narratives, individuals talk about "stress". Stress is expressed in diverse degrees. Marine and Geremy talk of positive stress versus negative stress. It is however central that for a few of narrators the centrality is 'strain' as a residual of stress that is a mental and physical answer to stressors[58]. Compared to stress, strain underlines a clear connection between the body and the mind. Strain is present in a few middle-managers especially Marine, Sarah and Brune. Paul refers to it while reflecting about his former job when strain did not let him function in both work and non-work.

- Marine expresses stress as follows, "My stress spills over from work to non-work and vice-versa". She insists on the influence of stress in her life: "*When I talk about negative stress it is because of the anxiety to go back to work on Sunday evenings and of the nights when I do not sleep well [...]* work creeps into my life because of the stress it causes me. So, it is rather the impact of work which is sort of invading my life". Such strain is enacted with a lack of strength to get engaged for example in sports or in photography.

[58] In that regards, stress is more of an emotion and thus socially constructed. It could thus be added to Table 4:E - Few narrated emotions in the context of work and non-work.

- Sarah expresses the presence of work-stress and attributes it, for example, to her involvement in the development of the database whereas this is none of her competence. Sarah's stress has also had medical implications, impacting her life as a whole. This reveals that strain spills over both domains.

- Brune mentions the possibility of stressful situations that could he harder to manage because of her level of integration. This indicates that her stress, in comparison to colleagues who are segmentors, may be carried over: *"I tell myself that if I was dressing boundaries and putting more distance between my work, my personal networks and my family life, etc, times would be better and things easier when I would be stressed and having lots to do. Indeed, some of my colleagues say: "Personally as soon as I leave school, it is finished, I do not think about work and there is no interference". I believe that in stressful situation, they are lucky, but in other situations I think that they are not benefiting of having exchanges with people they met professionally. Finally, they may be recovering and sleeping better when they are stressed. I do not really know in fact"*

These examples show that strain as a residual of stress spills over domains and that some mental rules are to be set to avoid the spillover that is foremost psychosomatic. Strain is "contained" in individuals as a connection between mind and body. Strain is not socially enacted as it would refer to stress as an emotion. It is however physically concretised in terms of fatigue, for example, or health-related issues. In that regards, often strain and energy are associated as long as strain limits one's energy. It is important to explore energy, which is also found as vital to one's work/non-work experiences.

4.2.4.5 Energy

The relation between strain and energy is clearly expressed by Paul and Marine. However, a lack of energy is not to be always associated with strain. The causal relation is complex which legitimatizes viewing at energy as an element by itself. Energy is expressed by Brune, Geremy beyond such presence of strain.

- Brune talks about energy that she gets from work and can then be used in her other domains. Presently, she feels that such energy is missing: "*Maybe for the first time I feel that the interactions between my professional and family lives do not bring me the usual energy."*

- Geremy also reveals that he lacks energy which results in but also is sensed in a high degree of fatigue. Energy is a force that he can gain in both domains in which can be captured and used across domains, like his friends or in his associative engagement.

Energy underlines the connection between the mind and the body. It is also closely related to the idea of enrichment between domains as enrichment enables energy to grow as an individual in various domains. Paul talks about such enrichment that he gets from his contacts in his networks. Sarah talks about her four non-work domains that are enriching each other and enrich her life as enabling her well-being and giving her energy as a compensation to work that "eats" her energy. Energy is also a psychosomatic element that is contained between mind and body and spills over as well as crosses over domain boundaries.

Connecting strain and energy, both elements could be seen as the negative and the positive sides of the same coin namely psychosomatic boundaries. What becomes salient is that strain is mainly seen as emerging from work but affecting work and non-work whereas energy is to be seen as emerging from work and non-work affecting both work and non-work. Psychosomatic boundaries are indentified in terms of mental and enacted boundaries which supports the distinction with psychological boundaries.

4.2.5 Learning about the life domain boundaries

First, the boundary frame necessitates taking notice of whether individuals experience different types of mental and enacted boundaries, which types if they do. The conclusion is that individuals experience more types of boundaries than the traditional types. Seven types can be observed namely spatial, temporal, emotional, behavioural, cognitive, psychosomatic and human. Second, the boundary frame requires an understanding of how and why individuals experience different mental and enacted boundaries. What becomes clear is that between two domains, a domain is fully associated as being a specific one when both are aligned. If not, the domain is none of those. It becomes somehow a hybrid domain or temporarily one of the two. It is important to note that some boundaries are socially constructed and socially shared so that their social meaning affects their enactment by individuals. Boundaries may be set as well due to one's physical environment. More details of how to learn about the life domain boundaries are presented below.

1- Spatial and temporal boundaries have been primarily seen as enacted boundaries but can however be identified as mental. From the self-narratives, it is clear that individuals have certain mental rules in regards to how space and time can be used. . Mental and spatial can be seen in how the office is perceived to be a place to only perform work and not a place where personal artefacts like pictures have no place. It relates also to how home is a place where it is possible to bring or not work and invite colleagues or not. Mental temporal boundaries are perceivable in how daily schedules between work and non-work

dictate with whom one should interact or not. They refer to working time as time where work should be performed. They also refer to holidays that are time where work should not be performed.

2- Psychological boundaries primarily seen as mental can be seen as enacted boundaries. More precisely, psychological boundaries represent a set of diverse mental and enacted boundaries. At first, psychological have been defined as "the rules created by individuals that dictate when thinking patterns, behaviour patterns and emotions are appropriate for one domain but not the other" (Clark, 2000, p. 756). Having this definition in mind while exploring individuals' work/non-work experience, we specify five elements, namely emotions, behaviours, thoughts, strain and energy. For each of these elements, an enacted level and a mental level are discernable so that diverse boundaries may be considered as indicated in point 4, below.

3- Human boundaries that have been central in recent research can also be identified in this study. Both natures, mental and enacted of human boundaries can be perceivable. It is observable that the storytellers identify diverse categories in their work and non-work relationships so that people may be belong to one or more relationships. Storytellers establish some sort of mental rules in how to handle the overlap. This refers to human boundaries. The identification of such categories is rather transparent in each self-narrative leading to conclude that human boundaries are central for one's work/non-work experiences. This reinforces recent research (Cohen, 2008; Kylin, 2008) about the importance of these boundaries.

4- In total, individuals variously experience seven types of mental and enacted boundaries. Across the self-narratives, these boundaries are seen[59] as following:

- Spatial boundaries indicate how space relates to one domain or another and how space is to be used for one domain or another.
- Temporal boundaries indicate how time relates to one domain or another and how time is to be used for one domain or another.
- Human boundaries indicate how human relationships relate to one domain or another and dictate how one mixes these diverse relationships.
- Emotional boundaries indicate how emotions relate to one domain or another as well as dictate how emotions related to one domain go from one domain to another and may be displayed in each domain.
- Behavioural boundaries indicate how behaviours and attitudes relate to one domain or another as well as dictate how behaviours and attitudes

[59] These are no definition. Definition will be presented if relevant for each type while theorising.

related to one domain affect and are affected by behaviours from another domain.

- Cognitive boundaries indicate what positive and negative thoughts belong to one domain or another as well as dictate how thoughts related to one domain affect other domains and may be expressed in each domain.
- Psychosomatic boundaries dictate how energy and strain related to one domain go from one domain to another and may be physically displayed in each domain.

To be able to define these boundaries, it is important to explore their characteristics which the next chapter outlines.

5- One can gather from the self-narratives that the distinction between mental and enacted nature is essential for individuals' perception of what a domain is. The natures of boundaries (mental and enacted nature) interact to define a specific dichotomy between work and non-work. The dichotomy is influenced by the alignment of both natures in regards to one domain (work or non-work). When both natures relate to the same domain, the boundaries identify this domain in regards to the boundary in focus. There is no blending. When one nature relates one domain and nature relate to the other, boundaries are interrelated so that domains blend. Each dichotomy represents one part of the development a domain. **The importance of the dynamics between mental and enacted is** vital when considering commuting habits between work and non-work so that commuting time and space may be neither work nor non-work but a mix of both or temporarily part of one of them or the other. This is part of transitional rites as explored by Ashforth (2000). This can be illustrated by how trains (spatial boundaries) are becoming temporary work or non-work spaces. Part of such dynamics is due to the fact that trains may be seen as mental work places and sometimes it is possible to enact them as such by opening one's laptop or reading work documents. They may be seen as non-work and enacted as such by reading private books, or sleeping. This is also illustrated by Thibault and his perception of the hotel he lives in at Jyve. The more he lives there, the more this hotel becomes his home: "Indeed, from 2005 to March 2006, I was living at a hotel, paid by the group, because my position was not permanent. This ambiance developed and I started to feel at home in a way, at least through the nice contact I had with the staff". Here we see that hotels could be associated with non-work but work is used as non-work (sleep and rest) and with time the mental view changes so that the hotel becomes home. In regards to the temporal boundaries, when both natures are not aligned, time is also neither qualified as work nor as non-work. The most striking example is given by Paul when he tries to define whether the handball game he attends is work or non-work related: "Thinking of it my first answer would be as a leisure time, but I would obviously meet business partners and

people I meet in my work like business owners, chairmen of associations, of sport clubs or members of the Olympic committee. But as it is the context is bound to be a social one. It is thus also an opportunity to tie up the relationship with others, to describe the relationship; I would say it is more personal rather than solely professional. So, I would say it is at the border between work and non-work. No it is actually not. It is how work and non-work overlap and this is not at all a problem. On the contrary, I would say working and having fun or having fun and simultaneously meeting professional contacts, this is how you want. To me, I think it is more working and having fun".

6- When considering space, time, emotions, behaviours, thoughts, relationships, strain and energy, it is salient that each of these aspects is associated with the four narrated domains in chapter 4.1. For that, the objectives of the domains become essential. The domain development is dictated by the objectives which influence mental and enacted boundaries. Here are a few examples. Because home enables love to be felt and enacted, family is spatially becomes home. Because some relationships give individuals some emotional support and enable individuals to express all kind of emotions, such relationships are seen as friends so participate in an individual's social life that is about supporting a sense of belongingness. Because a place like the office or the building enables individuals to perform work, as defined in one's objectives, such places refer to work. Because individuals can feel alone and feel free to decide what they want to do during time like weekends, Saturday mornings, lunch time or travel time, these times are mentally and concretely seen as private time.

7- When analysing both mental and enacted boundaries, one observes that some mental boundaries reflect social norms. Such norms are socially reproduced via the enactment of mental boundaries into enacted boundaries. Enacted boundaries are social and may be socially natural for individuals so that their intention is reduced. This is in line with Wilson et al. (2004). This aspect is perceivable when it comes to spatial, temporal, emotional but also behavioural boundaries. For example, working time is described in terms of social working hours between 8:00 and 18:00; working places are described as office, company buildings; work emotions are described as joyful and happiness; work behaviours are described as directive leadership, consultative leadership. These norms may be societal (France) or may be also organisational. The latter is important in terms of human relationships as expressed by Thibault. These norms may also be relating to an individual's context such as family norms or couple norms. This is important in regards to cognitive elements that may or not be shared. For example, for Brune, it is a family norm that every member of the family shares positive and negative thoughts. The importance of norms in the development of boundaries reinforces the importance of understanding individuals' work/non-work

experiences in their contexts. Socially constructed boundaries may be either a driver or a hindrance for one's definitions of boundaries and in turn the development of life domains. They may lead to a dissonance between one's mental boundaries and one's enacted boundaries resulting in blurry domains. Blurred life domains may be central for individuals' work/non-work experiences and should not be seen as imbalance.

8- Boundaries are not only socially constructed but may be influenced by the physical environment. The physical environment (lack of space) is one reason why planes are not enacted as working places whereas they mentally can be seen as such. It is also the physical environment (trees outside work) that enables cognitive boundaries to be enacted. It is also the given physical environment like the presence of a door that enables individuals to isolate themselves at work in order to enact a private space on the working place. This is also in line with Wilson et al. (2004).

To further define these diverse boundaries and understand how to they interact to enable the development of life domain, it is central to understand their characteristics. Chapter 4.3 investigates the extent to which these boundaries are flexible and permeable.

Chapter 4.3
The boundaries' characteristics

This chapter explores the characteristics of these boundaries introduced in Chapter 4.2. In line with the boundary frame (Table 1:H on page 69), it investigates whether individuals experience these boundaries to be flexible and permeable and if they do, to what extent are the boundaries flexible and permeable. It also analyses how and why individuals experience these boundaries to be diversely flexible and permeable. Each section explores the flexibility and permeability of one type of boundary. Few conclusions relating permeability and flexibility are given in each section whereas overall learning is presented at the end of this chapter.

This chapter's point of departure is the four types of boundary defined in the domain development pillar, namely the spatial, temporal, psychological and human boundaries (section 1.3.3.2). However it recognises that psychological boundaries could be seen in terms of emotional, behavioural, cognitive and psychosomatic boundaries. The analysis starts by using the current definitions of permeability and flexibility. However, a few points need clarification. The notion of flexibility has been associated with spatial and temporal boundaries, namely those for which resources have been said to be scarce. In this thesis, **flexibility is defined as the extent to which each boundary type can expand or contract, defining a larger and/or smaller domain.** For each boundary type, flexibility relates to what extent resources are scarce where the scarcer the resources are, the lesser flexible the boundaries become. The second characteristic of boundaries, i.e. permeability, has been mostly associated with the notion of psychological boundaries as long as one considers how strain, behaviours, emotions and thoughts emerging in one domain and physically defined spill over and influence other domains. This view underlines the physical location and in consequence the centrality of spatial boundaries; however the discussion shows every boundary type to be permeable regardless of physical location. **Permeability for every boundary type can be defined as the extent to which domain boundaries can be crossed over.** Permeability is to be discussed in the light of two domains for which the sense of permeability must be borne in mind when relevant. There is hitherto no systematic definition in the boundary perspective research in regards to boundaries of dual nature such as mental and enacted boundaries. **This chapter explore each boundary type for both natures to see whether it is flexible (increase/decrease mentally and enactedly) or permeable (porous mentally and enactedly).**

4.3.1 Flexibility and permeability of spatial boundaries

4.3.1.1 Flexibility of spatial boundaries.

Work mental spatial boundaries can be identified in respect to how one can see oneself working in other towns or other parts of the world. For example, Marine and Brune have both considered working abroad. Thibault, Paul and Geremy have considered moving to other towns to work. When it comes to the enactment of such boundaries (work enacted spatial boundaries), only Thibault and Geremy relocate to Jyve and Macbala. For Geremy, high spatial flexibility is essential to pursue his career. He does not see location as a hindrance. This is true when he accepts his first job while still single: "*I indicated that I was open about what and where. I did not have any obligations [to any places and anyone], so I could go everywhere in France"*. This is still true now that he has a family. In addition, the flexibility of the work mental spatial boundaries refers to how one same individual can consider diverse work spaces among those offices, buildings, other venues belonging to the firm or one's own department. For example, Marine refers to the office, the department and the building. Paul refers to his department, the building and other regional offices where communication managers are working. Offices and buildings as enacted work spaces are however not perceived as flexible. The flexibility of work mental spatial and enacted boundaries is also reflected in how one can work in more than one place especially in traditional non-work spaces. This is illustrated by Brune and Geremy who interchangeably work in their office, at home and in trains and by Geremy who even has no problem working in a café. The conclusion is that *work mental spatial boundaries are flexible but that work enacted spatial boundaries are less flexible*. This is not only due to the scarcity of physical enacted places where one can work but also to the profusion of mental possibilities one can have in regarding where to work. This may also be due to the social norm that work should be performed at the office to be somehow visible.

In regards to the **non-work mental spatial boundaries**, only Geremy believes that his family could live in any place. Marine and Brune consider that Paris is where they could live and do not see Padrian as their home town. For Marine, this is even the most probable if not her only option as her friends and her boyfriend live there. Paul considers moving even closer to his daughter, but he finally sees Padrian as the place where he has and enjoys his non-work activities. With regards to towns, non-work mental spatial boundaries are limited. When it comes to enactment, it is however important to note that Geremy sets one condition on the capacity of adaptation of his family. This is another non-work space, namely the house/apartment. For him, the house should be in the countryside and in a place where they can find a feeling of conviviality. Marine discusses the desire of having a flat with Mathieu but does not see it happening

soon. This indicates a *lower flexibility of the family mental and enacted spatial boundaries*. Discussing non-work spatial boundaries, it is important to note that activities done in coordination with others take place in various places, like theatres, the cinema, a private house, friends' house, public spaces, etc. This suggests that *spatial mental and enacted boundaries for social activities are somehow flexible*. However, when it comes to activities that are performed for one's own well-being, places are limited. For Thibault, it is a golf course; for Sarah it is the yoga centre, few conference centres, extreme places in the world she visited, as well the café she uses Saturday mornings; for Paul, it is his flat when reading or outside when running; for Brune it is essentially planes and airports where she reads American novels; for Geremy, it is a golf course. This can suggest a *lower flexibility of the mental and enacted spatial boundaries defining private activities*. Considering these three non-work spatial boundaries, the conclusion is that places where one can restore oneself by doing private activities are well identified (placement) and do not vary much. This may be due to the fact that such restorative places may be seen as scarce. This is contrary to places where social interaction is the basis of the activity. This could explain why social places may tend to overlap with family places or work places, like houses to invite friends to dinner, or doing associative work at the office as is the case with Paul. Places where family members interact are also well identified and this may be due to the scarcity of family activities and to strong habits.

4.3.1.2 Permeability of spatial boundaries.

Spatial permeability between work spaces and family spaces can be identified when individuals consider spaces like "house" as their work spaces or their work spaces for family activities. **Work-to-family permeability** is evident with Geremy, Brune, Thibault and Paul. Sarah and Marine, on the other hand, do not see working home is an alternative. These diverse alternatives reveal *the existence of a high mental work-to-family spatial permeability.* Such permeability is enacted by bringing work artefacts like documents and laptops in the family space. Paul may sometimes but rarely take work-related documents home. Thibault brings his laptop home and may sometimes use it to work purposes. Brune checks emails regularly on weekends. She thus brings emails and e-documents home. Geremy is the one who takes more work-related documents home, using the kitchen table as desk. It is indeed noticeable that none of them has an office at home. Having a proper office at home, with the wall and the door, has been described as a way to distinguish between work and family so that one can reproduce work atmosphere (see Ahrentzen, 1990; Kylin, 2007). The middle-managers here are however no teleworkers like in Kylin's studies (2007), but work extra at home. Therefore, they use space temporarily so that the house and the kitchen table will be again the house and the kitchen table when documents are packed and computers are shut-off. I argue as well that

having an office at home is a sign of permeability, as it will become again home when one ends his or her employment contract, or at retirement. Enactment is also done via the crossing of work related relationships in the family space. This is evident for Brune who invites international contacts from her network home. This indicates that the *enacted work-to-family spatial permeability is relatively high for people who see it as mentally possible.* When it comes to the **family-to-work spatial permeability**, the mental family-to-work permeability is not strong as offices are not temporarily described as home. In addition, family elements do not cross as much work spatial boundaries. The enactment of office into home via family artefacts in the office is not strongly expressed. Marine rejects the idea of having family pictures at the office. Brune has a picture of her children but for her it is more art than family. Paul indicates that he showed his working place to his daughter once. Brune mentions that her kids may meet her at the office for going to lunch or that her husband works in same school sporadically. Altogether, none of them mentions that it is not allowed by the company policy to enable non-work relationship to enter work, but none of them does it regularly[60]. This means that the *mental and enacted family-to-work spatial permeability is really low*. I conclude that the spatial permeability between work spaces and family spaces is asymmetrical. This is in line with research on the work-family where home is seen as more permeable (see Frone et al., 1992, de Man, 2008 #311).

Spatial permeability between work spaces and spaces for private activities may be observed when individuals consider their office or office building or department as spaces where they can perform part of the private activities and vice-versa. Starting with the **private-to-work permeability**, Sarah totally rejects to get involved in her workplace into activities that she regularly performs, among other things, in yoga clubs. None mentions perceiving work spaces as a place where they mentally have no objection to do private activities. When it comes to enacted private-to-work spatial permeability, Marine touches upon the fact that she might bring documents related to her work search in her office and can do some research on her office computer. Paul indicates that he finalised the press release for the handball cup at work. He brings his draft from home or the association headquarter. He says he was not alone when writing it. This indicates that people external to work but related to his private activities cross the spatial boundaries of the office. Paul also checks private emails and information on his computer. In doing so, he brings private items to the office. Sarah analyses cases for potential entrepreneurs at her desk. For her, this is legitimate because this is done in the context of a partnership between her company and the association. *I conclude that mental private-to-work spatial permeability is really low, but that enacted private-to-work spatial permeability may*

[60] Back to Table 2:D - Interviews in time and space on page 97, I have, as researcher, been able to access most of the workplaces. Only few never mentioned the possibility to meet at their offices. This is the case of Sarah, Geremy and Thibault. For the latter this was mostly due to physical distance.

be high. Focusing on **work-to-private permeability**, there is no evidence of any strong mental or enacted work-to-private spatial permeability. This relates to the fact that private activities are done in specific places enabling individuals to have a break from work so that they do not involve people from work. This is evident for Sarah both in terms of regular activities where she does not want people from work in same 'clubs' and may not disclose her travels to avoid people from work to register. Only Thibault hints at golfing with colleagues, indicating that work-related relationships cross his spatial private boundaries. However, such situations occur in a work context of competition inter or intra companies. *The enacted work-to-private spatial permeability may thus be less low than the mental work-to-private spatial permeability*.

Spatial permeability between work spaces and social spaces could be seen when one has friends at work and treats them as such when being at work. In that context one would consider the office, the department or company or building as a place where social activities could be performed. However, both mental and enacted social-to-work spatial permeability is not expressed. Paul has friends in the workplace but his relationships differ, depending on the place he meets them. He does not see the office or the building as place to perform his social activities. The reciprocity could occur when meeting colleagues outside and suddenly start taking work notes, or asking for contact details with someone while socializing with the aim of using such a contact for work purposes. This view is however not expressed in the self-narratives but may be present when people talk about business lunches with colleagues. No conclusion will thus be made on such spatial permeability.

Spatial permeability between spaces for family activities and spaces for private activities. I see that private spatial boundaries can be confused with family spaces; this refers to **private-to-family permeability**. This is the case when Paul reads in the morning, or when Thibault watches television, or when Marine works on her photos, etc. Artefacts related to their leisure are kept at home. In addition, the permeability occurs when one ascribes to the specific space one is placed in, i.e. private space. For example, Thibault may ascribe this meaning (private space) to the sofa that becomes again a family space when he watches television with Thara on Saturdays or when it is occupied by other family members. Home has a high potential as a space where private activities may be performed. Their actual performance depends on the presence of other members home and/or specific needs related to the activity. It can thus be limited. This leads to conclude that *mental private-to-family spatial permeability is really high, but the enacted private-to-family spatial permeability may be lower*. However, the *mental and enacted family-to-private spatial boundaries permeability seems really low even not existent.* One should keep in mind that private activities are the activities that one does for oneself. Permeability closely relates to the objectives of the domain. For example, Marine practices one specific type of

photographing. Sarah practices Yoga alone. They do not consider involving family members in their private activities and family members in their turn will not cross any private spatial boundaries.

Spatial permeability between spaces for family activities and spaces for social activities is observable while entertaining at home and having visiting friends. Home becomes temporarily a social place but when people leave, it becomes again home. This is the case with Brune, Paul and Geremy. Others' home and social places can become temporarily home. This may be the case when travelling and visiting friends. Part of their home is used as social place where entertainment takes place. Other parts like guest rooms are used temporarily as one's home where one lives as a family. Geremy discusses the family visit to a friend's place for Christmas. Brune says that she and her husband may also visit friends in other cities. *This suggests that mental and enacted social-to-family spatial permeability is high and that mental and enacted family-to-social spatial permeability is also high.*

Spatial permeability between social activities and private activities. Such permeability is **not expressed** in the self-narratives. This means that it is non-existent or really low. *No conclusion will thus be drawn*.

Regarding spaces, it is important to discuss the **spatial permeability between work spaces and other spaces like trains and public spaces.** Such permeability is at the heart of the blurring of boundaries as it relates to the notion that one can work everywhere. The permeability is unilateral. The space-to-work spatial permeability does not make sense as far as the notion of other spaces represents spaces that are theoretically larger than work spaces. Therefore, it can only be discussed in terms of work-to-other space spatial permeability. For example, it refers to situations like working in trains or even in cafés. Geremy refers to both situations whereas Brune mentions only the first one. Geremy and Brune enact trains as work spaces because they use their laptops and read work documents in the train. Geremy enacts the café close the beach into work space because he brings his laptop and works on documents there. For Geremy, this is even possible in his new job using a blackberry provided by the new company. The work-to-public place permeability can be extended to hotels where one stays during business trips. Hotels are foremost public spaces that are temporarily made work-spaces. *Apart from Brune and Geremy for whom the mental and enacted work-to-other space spatial permeability is high, the other middle-managers make no mention of it.*

Figure 4:a summarises how flexibility and permeability of the spatial boundaries interacts with one another. The figure reveals gaps in terms of spatial permeability and flexibility between mental and enacted boundaries for the work domain. Whereas work mentally can be performed everywhere so that working spaces can increase and decrease, in concrete terms it is not possible. Physically, not every

place can be enacted as working place. The gap in terms of permeability is also essential as it reveals that individuals enact their work space as other space more than they mentally think. This is in line with Wilson et al. (2004) who indicates that people may perform activities related to one domain while in another spatially defined domain but do not "mentally" realise that they indeed do so. The figure also reveals a gap in terms of permeability for the private domain. This indicates that the private space is more permeable to other life domains than one thinks. This can be a source of tension as the private domain is based on doing activities or oneself alone. For other domains no gaps are observed so that mental and enacted boundaries change accordingly.

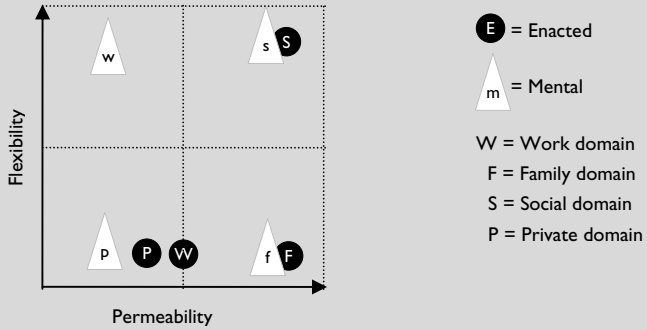


Figure 4:a - Flexibility & permeability of spatial boundaries

4.3.2 Flexibility and permeability of temporal boundaries

4.3.2.1 Flexibility of temporal boundaries

The flexibility of **work mental temporal boundaries** is limited as far as everyone, except Geremy, seems to have a clear understanding of what their working hours are or have a strict idea of how many hours are devoted to work and commuting. This is evident for Sarah who works 14 hours including 3 hours of commuting. When asked to define theoretical working time, Brune limits her possibility to work whenever she wants. She thus limits working time to expand or decrease. Her theoretical time represents what she feels to have contracted with her employers. Some routines in terms of enacted hours are developed on a daily basis, especially when it comes to finishing work on time. Thibault mentions lunch at 12:00 sharp; Paul indicates being back from lunch at 13:00 and leaving around 18:00. Nonetheless, the daily schedule may be affected by the yearly scheduling of work rendering work enacted temporal boundaries more flexible. The influence of the yearly schedule and overall work organisation on working hours is expressed by Geremy who may work more during the negotiation period, but also by Marine who does not mind working

later on interesting projects. She in fact says that she has just finished one intensive working period. Yearly schedules do not seem to vary. Schedules, on the long term, render work mental and enacted temporal boundaries more inflexible than flexible. This indicates that *the flexibility of work mental temporal boundaries is limited*. This relates to the socially shared understanding of what working times are. The flexibility of the *work enacted temporal boundaries can be significant considering variation in the yearly planning, but such yearly planning limits long-term flexibility.*

One can see that non-work temporal boundaries are mainly concerned with recurrent family times such as weekends, evenings, and holidays. This indicates that non-work mental temporal boundaries are well defined (placement) but also that a certain amount of time is to be associated with family. The effective or enacted time spent with family varies. It may decrease for example when kids leave home to study as is the case with Bastien, Brune's son. Brune mentions that Bastien has left home gradually, indicating that flexibility may be progressive. Flexibility can also be really high like during holidays where interaction between family members occurs and ends overnight. This is the case with Paul whose time with Paola is seen as precious because it is rare. Time with family is also affected by travelling for work. Geremy clearly illustrates that he is now travelling more and thus spending less time with his family to the point that his absence his sons have noticed by ironically indicating that he "occasionally" has dinner with them. Brune also refers to the fact that she is three months a year away from her family because she travels. Referring to the fact that they spend less time than they wish with family points out that mentally there is a certain time required. *This shows that family mental temporal boundaries are less flexible than family enacted temporal boundaries.* Beyond such temporal boundaries, defining when family activities take place, one can notice that few non-work activities especially associative activities occur outside weekends, evenings and holidays. They can occur during week days as is the case with Geremy when helping Georgio, with Paul when he writes the press release for the handball cup, even with Sarah when reviewing business ideas. Time for such activities is thus fixed to avoid overlapping with family time. For Geremy and Sarah, their respective engagement in helping Georgio and supporting people in hospitals is perceived as time consuming, which reveals that mentally a certain amount is to be set for such an activity. Geremy does not consider having time for similar networking in Macbala, but does not exclude the in the long term the existence of such time. Paul also stops his engagement with associations for a while though he starts all over a few years later because he feels it necessary. The dynamics of flexibility seem to be similar for sport activities. One can be in a period with no activity and then start all over again. Paul notices that he has not been jogging for a long time but then restarts intensively. This is similar for Marine who cannot run because she has no energy left when coming home on evenings. This suggests that enacted

temporal boundaries for associative and sportive activities are more flexible than mental temporal boundaries. Such activities are also done for oneself and thus can be associated with a sense of private life. Exploring this private time further, such time is really flexible as it decreases and even becomes inexistent when other activities are more time consuming. Marine has stopped photographing, her passion when in Madel, but may take a camera on holidays. She has also set time aside searching for a new work, but as soon as she gets it, it will be non-existent. However, mentally, there is some time that should be set aside for reflection and activities done only for one's sake. For Sarah, finding personal time is the current challenge and such time needs to be present in her life on a regular basis but with no scheduled constraints. This may underline how mentally private is central and is not as flexible. This indicates that *private enacted temporal boundaries are really flexible whereas private mental temporal boundaries are*. One can extend such dynamics to friends and social activities. Here few times are perceived to be reserved for friends, like evenings and weekends. Marine, for example, devotes her weekends to her friends. Brune talks about weekends and holidays as a time to spend with friends in Rome or Paris. However, in fact, some periods are composed of consecutive fully booked weekends for meeting friends. Other periods are less devoted to such interactions. *Enacted temporal boundaries for more social activities are thus more flexible than their mental temporal boundaries.*

Exploring the work and non-work temporal boundaries shows how central the scarcity hypothesis of time is. This scarcity is clearly expressed by Geremy: *"On the whole, between my work and my family I spend 100% of my time."* Biut also in the following terms; *"Today, the time I do not spend at and for work, I dedicate it exclusively to my family."* It is this scarcity that renders enacted temporal boundaries flexible. It is this scarcity that leads to see time as a major perceived source of conflict between life domains. It is this scarcity that forces one individual to cut personal time.

4.3.2.2 Permeability of temporal boundaries.

Temporal permeability between work time and family time may be observed first in terms of **work-to-family permeability** when individuals consider their family time such as weekends, evenings or holidays as reserved to perform part of the work activities. Work-to-family temporal permeability is observable in the case of Geremy who works during the evenings while the kids are asleep. It is observable for Brune who checks emails on week-ends or once again for Paul who thinks it is possible to read documents over the weekend. Such illustrations are in line with the work-to-family spatial permeability. It is supported with the crossover of work documents and the use of IT. However, the work-to-family temporal permeability is also observable when talking about working home with one's spouse. Such discussions are time-consuming.

Through them family time is enacted as work time. Such talk can be planned as in the case of Geremy and Thibault who talk respectively with Galina and Thara about their work for new ideas. *In cases like these, both the mental and enacted work-to-family temporal permeability may be seen as high*. The discussion can also be informal. Thibault and Brune indicate that it is natural to talk about work in the evenings, to remember briefly how the day was like. For them such discussions are not part of work but they are still a way for work to cross temporal boundaries. *Here there is a gap between the mental and enacted boundaries showing that the mental work-to-family temporal permeability is lower than the enacted work-to-family temporal permeability.* A situation in which the work-to-family permeability is low is holidays. It is evident that holidays are yearly periods where one does not want to be disturbed by work. Sarah does not give away her phone number in order that she is not disturbed. Paul may be ready to accept a call, but would like to have it planned so that it does not disturb his father-daughter time. He will not accept a call whenever. Such low permeability is also present when important family events occur over the year. Brune does not accept to travel for work during the exam period of her kids. This reveals that *mental and enacted boundaries work-to-family temporal permeability is low such as during holidays.* **Family-to-work temporal permeability** may likewise be observed when individuals see their work time as their daily schedule or the working yearly period as family time. This may occur when one talks about family issues with colleagues. In that regards one can observe that none of them purposely discusses family matters for advice or enlightenment. Talking informally is also not clearly expressed by these middle-managers. Only Brune mentions that she may indeed talk about family with few really close colleagues whom she sees more as friends. Marine is not interested in talking about Mathieu's situation at work apart from the two new girls later on. She perhaps feels later more confident with some people. Sarah does not discuss her relationships with her mother at work. Thibault does not want to "talk about his personal life" including his family. Finally, it is also evident that some period of the year cannot be punctuated with family-related events or matters. Geremy indicates that during the negotiation period work maybe more central. Brune shows that there are periods when she needs to travel for work to the point that it disturbs her to have to visit her mother during such a period. *I conclude that the mental and enacted family-to-work temporal permeability is really low here*. Generally, the permeability between work time and family time is asymmetrical for these middle-managers.

Temporal permeability between work time and private time can be observed when individuals consider their work time private time or vice-versa. The **private-to-work temporal permeability** is discussed by Brune who says that she feels to be crossing the line when reading American novels while being temporally in her work time. This shows that Brune's mental private-to-work temporal permeability is stronger than her enacted work-to-private temporal

permeability. The high level of private-to-work temporality is also observable in the fact that people do not talk about their private life at work. Sarah does not want to share her travel experiences with colleagues or when she does it is only with selected people. She does not talk about yoga at work. Thibault does not really talk about gold at work, because it is not the kind sport one easily talks about. There is no sign that Geremy talks about the fact that he has been coaching Georgio. However, he may use part of his time to work with him. *Generally, one can conclude that mental private-to-work temporal permeability is stronger than the enacted private-to-work temporal permeability*. When it comes to **work-to-private temporal permeability**, it is possible that Geremy sees the time he spends with Georgio as work so long as he sees his role in a similar way. It would be possible that Thibault sees golfing with colleagues as work. Both alternatives are not as clearly expressed. It is however observable that when Paul listens to news in the morning at the start of his day, the blurring of time is present, especially whether it is news that can be used in his work later on. *I conclude that there is potential evidence of some mental and enacted work-to-private temporal permeability*.

Temporal permeability between work time and social time is even more evident. The mental **work-to-social temporal permeability** is evident for Paul who does not mind to meet work-related acquaintances on Saturdays when he is at the theatre or in the street and exchange one or two words with them. As soon as they leave or end their discussion, Paul's time becomes again a social time. Attending the handball game is a time during which he can strengthen his working relationships. He expresses, however, a clear blurring of temporal boundaries where some moments in the game are social and some are more work associated. But it the same Paul who also says that he does not want to talk about work when he invites his friends/colleagues like Polydore home. More precisely, they may talk about it just for few minutes; that is all. The work-to-social temporal permeability is pinpointed by Sarah who says that work is omnipresent in people's talks. It underlines for her a lack of authenticity because people define them via work in their talks while sharing social time for their own purpose of leisure and development. Brune does not deny such importance of work in her discussions. She talks a bit about work with people from her network while socialising around a cosy dinner. On the other hand, and when in his new position, Geremy does not disclose lots of his work with friends because he estimates that a few of them are in similar situation. *I conclude that the mental work-to-social temporal permeability is moderate but the mental work-to-social temporal permeability is really high*. When it comes to the **social-to-work permeability**, apart from informal talks with colleagues that could be seen as social talks, such temporal permeability is not expressed by these middle-managers. *No conclusion can be drawn here*.

Temporal permeability between family time and private time may be observed when family time becomes temporarily private time as **private-to-family temporal permeability**. First, private activities such Marine's photographing, Yoga for Sarah, reading American novels for Brune, associative engagement for Geremy or Paul, or golf for Thibault are done alone and are not often known to other people including family members. However, they are often done at a time normally reserved for family activities, i.e. evenings, weekends even holidays. *In that regards, both the mental and enacted private-to-family temporal permeability may be high*. **Family-to-private temporal permeability** is expressed by Thibault essentially. Listening carefully to Thibault's narrative, it becomes clear that he practices golf during holidays but that when Thara is on the golf course, golfing becomes more a family time. This indicates that enacted family-to-private temporal permeability occurs. It is however not expressed as a potential mental permeability., *I conclude that the mental family-to-private temporal permeability is definitely lower than the enacted family-to-private temporal permeability*.

Temporal permeability between family time and social time can be observed because social activities and family activities can occur at the same time, i.e. **family-to-social temporally permeability**. One striking illustration is given by Geremy. Having friends as god-parents for his sons, the boundary between sharing family time or social time when meeting god-parents is thin. Geremy, says: "They are God-Parents of our kids and vice versa." As a result, meeting friends is like gathering a big family with few couples and lots of kids. Based on this example, the same could be concluded for Sarah. *This reveals that the mental and enacted family-to-social temporal permeability may be high.* Family events could be seen as more social in nature when the strong feeling of love is not so present. Such dimension is however not expressed in the narratives as no family events have been presented. No conclusion can thus be drawn.

Temporal permeability between social time and private time is observed for Paul in terms of **social-to-family temporal permeability**. For him, having an associative engagement may be confusing as it could blur his social time and private time. Another can be in the case of Sarah when part of a yearly journey may be seen by her as social life in an overall context of private life and needed for own well-being. In both cases, I conclude that the *mental social-to-private temporal permeability may be low but that the enacted social-to-private temporal permeability is moderate. For Paul, the mental private-to-social temporal permeability may be low but that the private-to-social enacted temporal permeability may be seen as moderate too.*

Figure 4:b summarises how flexibility and permeability of the temporal boundaries interact with one another. It is salient from this figure that enacted boundaries are largely more flexible than mental boundaries. Gaps between mental and enacted boundaries are found for each domain. This relates to the social construction of time as to be "reserved" or "to be dedicated" for each domain whereas, concretely, time is adaptable within the 24 hours given. The scarce resources influence how time needs to be adjusted to fit within such limit. Gaps in temporal permeability can be observed for the social, work and private boundaries, but not for family boundaries. For the family, this means that mentally and concretely, time is not permeable and thus temporal permeability is not a source of tension. For others, this indicates that social, work and private time may be altered and become temporally blurred with one another. Even if the gaps are not large for private and work, their significance can be central for individuals' work/non-work experiences. In regards to work, it indicates that working times are more impermeable than one would think. This may be related to the fact that social pressures of getting concentrated at work may be stronger than individuals' willingness to use a bit of their working time for other purposes[61]. In terms of social, it indicates that private times are more permeable concretely than mentally. Being self-centred, the fact that private times concretely can be affected by other domains may lead to tensions negative for individuals' well-being.

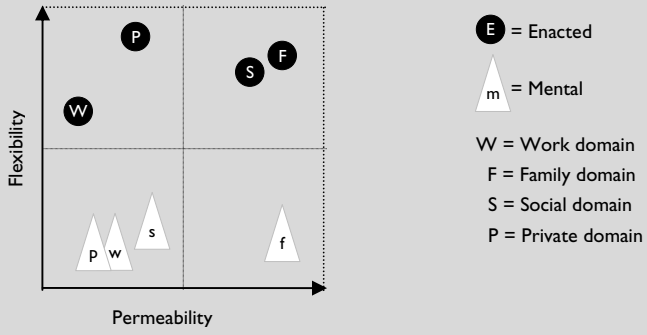


Figure 4:b - Flexibility & permeability of temporal boundaries

4.3.3 Flexibility and permeability of human boundaries

4.3.3.1 Flexibility of human boundaries.

Work mental and enacted human boundaries are largely flexible as far as one can gain or lose teammates and colleagues with no hindrance. The middle managers investigated in this thesis go through the experience of meeting new

[61] Back to Table 2:D - Interviews in time and space on page 102, I havemet most individuals outside working time which supports the idea that working time is more impermeable as one may tend to believe.

members in their teams. Brune starts with one team member and then recruits up to eight people. Between his former and new position that reveals a clear change of team members and colleagues, Geremy feels to be directly responsible not only for eight persons but for 90 persons (mental boundaries). Marine introduces two girls as colleagues as far as they are working at the same floor but are not in same team as her. Sarah gets new colleagues when she starts her new position and later works with people from the company but based outside France. Nonetheless, one can suggest that once someone has been met in the context of work, he or she can always be seen as an acquaintance. Marine refers to her former colleagues in Paris. Sarah sees former colleagues when she eats at the company restaurant. *Work human mental boundaries are flexible when it comes to gaining new members but less flexible when it comes to losing members. They are moderately flexible. Enacted boundaries are however flexible* as gaining or losing teammates and colleagues can happen suddenly like between the 31st of December and 1st of January for Sarah or in couple of months between two positions as for Geremy. It can also be unintentional as for Marine.

When it comes to family human boundaries, flexibility relates to the size of family. For example, Marine does not see herself having kids in short term. This is different from Thibault who considers the possibility of having a kid of its own with Thara. Paul shares his view on what a family is (two parents and kids), a view that corresponds to the traditional nuclear family. Though Bastien leaves home, Brune's relationships with her son are important and need to be enacted in different manners. Geremy and Galina decide to build a family and have three children. In addition, couple relationships can start as with Marine and Mathieu. They can end as it happens to Sarah and Paul who are divorced. In that regards, Paul underlines the importance of having a sentimental relationship. He breaks up with Pollyanna and starts a new relationship with Patricia. The flexibility of family is also expressed by Brune' s sensitivity towards her aging parents which reveals that one can lose concretely family members but that they are always part of family. This eternal presence is expressed by Paul for his grand-mother. These examples illustrate in diverse manners how flexibility of family human boundaries can be seen. *They reveal that family enacted human boundaries are flexible. Mental human boundaries may be less flexible***.** Friends and friendships are also to be highlighted when studying non-work human boundaries. In that regard, one can observe that Sarah and Paul think that they have enough friends. Both indicate to be more selective in choosing friends. This gives them the leeway of concentrating on those they already have. For Sarah, friendships via her annual voyage can increase but the process is also selective and it is based on sharing experiences. This indicates that *mental and enacted human boundaries in regards to friendship are not totally flexible***.** Finally, as far as work acquaintances are concerned, once one meets someone, one can add them to one's own list of acquaintances. This is expressed by Paul and Brune while referring to their networks. This means that the acquaintance

category is not as flexible when it comes to losing members but rather flexible when it comes to getting acquainted with one another. Finally, one should look at the **mental and enacted human boundaries in regards to activities done for oneself.** Even if these activities like yoga or golf obviously engage people around us, it is irrelevant to consider human boundaries for activities that are mentally performed for one's own sake.

4.3.3.2 Permeability of human boundaries.

Different categories of individuals have been uncovered (Table 4:D - The narrated work and non-work human groups). In this section I explore in the light of the narrated work/non-work experiences how people from a particular category may cross to another, back and forth, and how individuals can be seen as belonging to one category and then to another without altering the nature of the relations.

A central **human permeability is between work and social life**, in terms of friendship. Paul explains how he sets rules in his relationships so that the same individual will be a friend when meeting him or her at home or on weekends, and when meeting colleagues at the office or during the week. This indicates some permeability as the same individual belongs sequentially to one or the other category. Paul adapts his behaviours according to this rule, indicating that concretely he treats the same individual either as a colleague or as a friend so that his enacted boundaries are permeable. Thibault and to some extent Geremy express the same rules and attitudes in managing their relationships. For them, what is central is that professional relationships should not be different when it is with someone who may be seen as a friend outside work. This indicates that "friends" at work should foremost be seen as colleagues. Sarah and Marine do not consider friends among colleagues. For Sarah the essential link to cross this barrier may be the development of a strong emotional attachment. This has occurred like in the case of Severic but this is not central in her recent context. They may however engage themselves in pseudo-friendship relationship. Such friendships are not being developed outside work as physically defined. This may be seen as a way to counter the lack of permeability they associate with human boundaries. They somehow express the fear that once someone is becoming a friend, friendship becomes predominant. This corresponds to low permeability. Brune's human permeability is more complex. Like Sarah and Marine, she will not consider close colleagues as friends, but she will consider her international network as friends. The latter indicates a lower work-to-social flexibility. In the narrated work/non-work experienced mostly work-to-social permeability is expressed. None touches upon original friends who may become colleagues. *This indicates that human*

work-to-social human permeability is moderate for enacted but somehow lower mental boundaries. The social-to work permeability is really low[62].

Human permeability between work life and family life is expressed by Thibault, Geremy whose work related relationships may become family related relationships. For Thibault and Geremy, it is in the working relationships that they meet their respective other. Once such boundaries are crossed, they to diverse extent continue to consider their wives as colleagues. This indicates some permeability as the relation is adapted and thus does not affect the nature of the domain. For Thibault, this is visible by the fact that he is not adopting "couple" behaviour at work. He even did not officially announce the relationship at work. When it comes to family-work permeability, Brune touches upon the fact that his husband may work in the same school. She however does not consider him as a colleague but still as her husband. One explanation is that the activity he is doing is not completely in line with her work tasks. This suggests a rather high w*ork-to-family and family-to-work human permeability of enacted and mental boundaries.*

Human permeability between social life and family life is largely expressed by Geremy while he explains how friends become part of the family through god-parenting. He talks of a "big family". Sarah touches upon such aspects too. What essential for her in this situation is that the father of her god-daughter. Severic, originates from work and she now becomes part of his family by accepting this role. Here the role of god-parents represents *a low social-to-family mental and enacted permeability as one is then seen and approached as god-parents and not only as friends*. When it comes to **family-to-social permeability**, none of them discusses how they consider family members as friends rather than just as family members.

Finally, human permeability may be seen in relation with private activities. It is clear that private activities often concern the individuals themselves so that people from another domain do not join one's private domain. One exception could be Thibault. Thibault may go on the golf course with Thara. However, golf is no longer a private activity but becomes family activity or more precisely a family walk. He may also attend corporate golfing events but in that case it also becomes a social or work-related thing. Consequently, in terms of human boundaries, Thara remains his spouse and his colleagues remain colleagues. As private activity. Golf is an activity he performs by his "own". Sarah who never goes Yoga with people from work is a clear example of such a strong impermeability. It is also good to understand that some private activities do not, by nature, involve human relations as is the case with Brune for whom

[62] It is to be noted that when the work relationships end, the social relations may persist or vanish. This relates to flexibility and indicates that flexibility and permeability are two diverse characteristics. This is expressed by Paul who refers to friends with whom he has been working

privacy is reduced to passion for literature. *The permeability of human boundaries is really low or inexistent.*

Figure 4:c presents how flexibility and permeability of the human boundaries interact with one another. It is clear that mental human boundaries are rather not really flexible or permeable. This indicates that relationships are rather well defined by individuals so that mentally it is not simple for individuals to consider one individual to be completely part of two domains at the same time. When it comes to enacted boundaries, it is however striking that work and family boundaries are rather flexible. One can indeed gain or lose co-workers rapidly. It may however be less rapid to lose family members and when we lose them they are mentally there. In terms of flexibility one can see a gap between mental and enacted boundaries for the two boundary types just mentioned. This may create tensions for example when being presented new co-workers. Mentally it may not neither be simple to become a co-worker in the eyes of others nor to consider others as co-workers in an instant. Such gap may affect relations at work as well as teamwork. Social human boundaries are not as flexible. We do not consider someone as friend in a quick instant. Moreover, once one is a friend, it is most often for a long time. Less dissonance occurs for such boundaries maybe because individuals are more in control over such relationships. Individuals may indeed rather selective over their social relations.

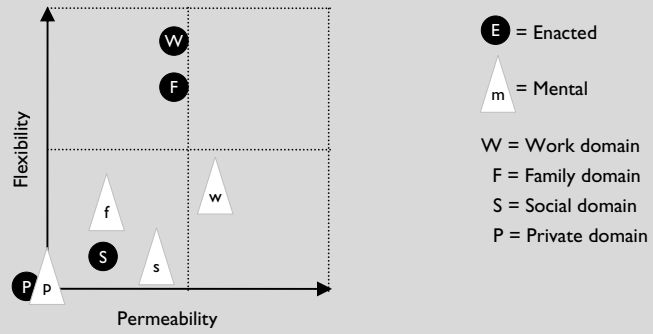


Figure 4:c - Flexibility & permeability of human boundaries

4.3.4 Flexibility and permeability of psychological boundaries

This section explores the characteristics of the four types of boundaries referred to in Chapter 4.2, namely emotional, behavioural, cognitive and psychosomatic. The analysis underlines how the flexibility and permeability of these boundaries are narrated.

4.3.4.1 Flexibility and permeability of emotional boundaries

This flexibility is noted with work mental emotional boundaries. For example, Thibault's frustration with routines grows when projects tend to be on the right track and need to be "just" managed. This frustration can decrease or disappear when he gets new projects. Brune's frustration with not managing to support her team also grows with time and with her analysis of the market situation. Such frustration could end when relevant decisions should be taken. Paul also expresses a growing frustration with work because of the dissonance between what is said and what is done. Finally, Geremy expresses more happiness in his previous work during the negotiating periods. At the same time he mentions occasional frustration with routines between these periods. He does not fully enact such frustration as his role as a manager is to motivate people all around the year. This frustration in its routines may therefore be counterproductive if enacted. As the previous chapter illustrates mostly happiness and team spirit are enacted emotions in the workplace. Frustration, love or friendship are not as much enacted. This is perhaps associated with a certain discourse but could suggest that *work enacted emotional boundaries may be less flexible than work mental emotional boundaries*. **The flexibility of emotional boundaries is also there for family mental and enacted emotional boundaries**. Marine says that she only met Mathieu very recently close to the time she got the job in Madel. It there feels that love can grow really fast and then develop steadily. For Thibault, the sense of family, the love and support he can get from family grows in comparison to when he was single. It grows as long as his relationships evolve with Thara. The pick of such growing love feeling is Thara's decision to move to Jyve for Thibault's sake. This is also associated with the dissipation of the fear of not being able to persuade Thara to move to Jyve. Paul and Sarah are both in a situation where their respective couple relationships have ended. They however do not show that they have suppressed the possibility for love. Paul sees emotions as being attached to sentimental relationships and not people as individuals. He expresses his love of his daughter. Besides, Brune expresses the emotional attachment of a mother towards her kids. Geremy discusses the importance of conviviality for the family to feel good where they live. Such feeling starts because the family experiences it once. Now Geremy wishes to find it once again. In regards to family enacted emotional boundaries, it does not seem that no emotions can be displayed at home. It seems that *family mental emotional boundaries grow but do not seem to decrease over time even if kids are away. Their flexibility is thus limited. Family enacted emotional boundaries are on the contrary flexible*. **Non-work emotions are expressed in the context of friends and social encounters**. The flexibility of friends/social mental emotional boundaries is clear in Marine's narratives when she expresses indignation towards her friends because they do not feel to answer her frustration with the right emotional response. Such emotion grows over time and only ends when Marine lands on a job. However, her expression of these emotions is not enacted.

Therefore, no enacted emotions can be detected here. This suggests that *social enacted emotional boundaries may be less flexible than social mental emotional boundaries*. Finally, one can observe that individuals express feelings, especially liking and joy, **whenever doing activities for themselves**. Liking is represented in the private activities which the narrators carry out, i.e. Marine's photography, Thibault's golfing and TV watching, and Brune's interest in American novels. Emotions may be then enacted with other participants like golfers for Thibault, yoga participants for Sarah or as a consequence of private activity. The intensity of the feelings can, however, vary rendering such feeling flexible. This can explain why some private activities like sports are abandoned for a while and taken again. It can also be the reason for starting and ending associative activities, as is the case with Paul who no longer finds any joy in his former association because he no longer recognises himself as part of the board. This suggests that *private enacted emotional boundaries may be less flexible than private mental emotional boundaries*.

Permeability of emotional boundaries is noticeable in terms of emotional permeability between work emotions and family emotions. This permeability seems to be central and is expressed via **emotional rules**. Such emotional rule between work and family is touched upon by Marine, Geremy and Thibault. Marine wants to *"alleviate the weight professional life exercised on personal life in a bid to help Mathieu not to worry"*. She does not want to show all what she feels so that it does not spill over to Mathieu. Geremy speculates on the extent to which he could share emotions originated from work at home. This is even stronger today as he feels not to be in a so comfortable position at work. The context of his new position, leading people with high hopes and people who may have wanted his position, can result in feelings of fear and jealousy that he may entertain but does not want to share further. These emotional rules have a bearing on the mental work-to-family emotional permeability. The mental permeability is also observable outside such rules. Brune reveals this permeability when she expresses the feeling that being a consultant is some sort of a threat to her motherhood. *This shows that the mental work-to-family permeability is low especially for emotions that can negatively affect family life domain.* When it comes to family-to-work mental emotions permeability, only Thibault clearly deals with it. He says: "*if something goes wrong in my life, I do not at least try; but only the others could confirm this; not to make the others feel it.*" *This indicates low family-to-work mental emotions permeability*. Having **work-to family emotional rules is to limit the enacted permeability of such negative emotions**. In fact, Marine's frustration spills over her life with Mathieu and becomes one reason for her quest of work that she performs outside work. Geremy's current fatigue and overload of work bring a few emotions that could affect his family life and family emotions. Thibault shows that Thara doubts or is afraid when he accepts the job in Jyve. This is because she knows how frustrated he can become with routines. Thara

may thus have sensed that part of Thibault's frustration may spill over the family life. These examples may show how emotions have potentially crossed over the boundaries. *It shows a certain work-to-family permeability of enacted boundaries*. It however does not fully explain how emotions are spilling over (see Westman, 2006), and affecting emotions in other domains. Socially constructed, these examples do not show how emotions from work affect the construction of emotions at home. For that, I would recommend another way to generate information, namely interviewing family members (see Westman, 2006) or exploring further family members' emotions.

When it comes to **other emotional permeability involving work emotions, i.e. permeability between work emotions and private life emotions, and between work emotions and social life emotions,** I observe that work emotions affect emotions associated with one's social life. Other relations are not strongly expressed. One striking example is Marine. She shows that her friends' emotional answers are not what she expects especially the ones from her close friend who knows about her situation. This indicates that she shares her work-related frustration with a few of her close friends. Then, even if she likes to meet her friends, she feels that there is an emotional gap affecting her social relations. This gap filters how she perceives their emotional answers towards her. She does not feel as much joy and happiness when meeting them. But she does not enact such disappointment. For others, work-to-social emotional permeability is not as evident. To some extent, Brune's work emotions are also shared with some members of her networks with whom she talks about the eventuality of changing her work. However, it does not seem that it affects her social life. Paul's work pride spills over his social and/or private life. It is such pride that leads him to enjoy meeting and sharing some time with work acquaintances whether in the cinema or with friends or by his own. Finally, as mentioned, happiness at work has been is likewise important. It seems to be required to feel or seem happy at work. This might mean that enacted work emotions do not seem to be affected by emotions emerging from other domains. The centrality of happiness at work as an enacted emotion may reveal a low enacted non-work-to-work emotional permeability. *This indicates that the mental work-to-social permeability may be high, but the enacted work-to-social permeability may be low. In addition, mental and enacted non-work-to-work permeability seems to be low.*

Figure 4:d presents how flexibility and permeability of the emotional boundaries interact. The principal conclusion from the figure below is that mental emotional boundaries are more flexible than enacted boundaries apart from family domain. This indicates that in the work and social domain one does not enact emotions as much as one would like to. There seems to be a certain emotional set to follow in these domains. This may be associated with emotional rules as discussed by Hochschild (1989). At home a variety of emotions seems to be used and enacted so that it can be more than what one wishes. Whereas the impact of work

emotions on non-work emotions is not so clear in the analysis, one can suspect that emotions cross boundaries so that they are enacted in the other domains, especially work-to-family emotions. It is then possible to observe a gap or asymmetry in the permeability of enacted emotions between work and family where family seems to be indeed more permeable.

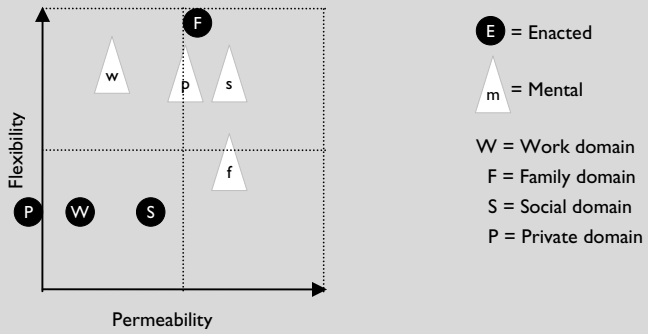


Figure 4:d - Flexibility & permeability of emotional boundaries

4.3.4.2 Flexibility and permeability of behavioural boundaries

Most of the narrated behaviours have been considered in terms of work and non-work. This sections discusses their characteristics accordingly.

The flexibility of mental and enacted behavioural boundaries is observable in the case of Geremy, Brune but also Marine and Thibault. Geremy has a certain leading or leadership style at work and also outside work when it comes to motivate others, such as his boys. However, one can see that when it is impossible for him to adopt such behaviour, i.e. in the case of Georgio, Geremy faces some difficulties. He thus develops some new ways leading against his own will, the thing which indicates some flexibility of non-work behaviours. This is essential, otherwise he might have had abandoned his engagement. When it comes to Brune, she shows a rather unique way of leading and taking decision first with a participative mode and then in a later stage with a more authoritarian mode. She applies both at work and non-work without much adaptation. Marine has to change her way of dressing because of work. She indeed does so, but for her it is against her way to dress and not fully in line with the mental representation of her dressing behaviours. Marine uses the same organising behaviours at work and when searching for work, the thing that limits the development of new behaviours as well. Finally, Thibault has developed since university a special way of working, i.e. work with deadlines; and he successfully uses such behaviours in both work and non-work. He perceives one way to behave and follows through in both domains. For him both boundaries may be rather low on flexibility. These examples suggest that

mental behavioural boundaries are slightly less flexible than enacted behavioural ones.

When it comes to **permeability of behavioural boundaries,** it can be noted that most of the narrated work/non-work behaviours relate to work behaviours and none of them emerges as a result of non-work. As a matter of fact what is observable is that Geremy tends to adopt the same work behaviour at home with his kids or during his private activities. It is however essential then to note that enacting his way of working is not fully possible in his private domains. This limits permeability. Marine's organising behaviour in post-it is also part of such permeability as she reproduces it while looking for a job which is more part of her private domain. Brune discusses the same decision-making process in both domains. To some extent, Paul's manner to scrutinize information on mornings is related to his way of doing the same thing at work. Behaviours are strongly connected with one's identification to their professional roles. When it comes to permeability, this indicates that once behaviours are developed in one domain or used in another, they become part of this new domain. *This signals high work-to-non-work permeability but a really low non-work-to-work permeability* , in other permeability is asymmetrical.

Figure 4:e presents how flexibility and permeability of the behavioural boundaries interact. While observing behaviours, flexibility becomes a counter force to their low permeability. Because behaviour cannot be reproduced one needs to develop new ones. This lack of permeability is mostly set externally like the norms of Marine's organisation or Geremy's contract with the entrepreneurial network. It is also because golf is not in the norm as a sport to be discussed at the office and consequently Thibault develops a small interest for football. Moreover, permeability is asymmetrical where non-work is affected by one's non-work behaviours. It is evident that one way of leading or taking decision at work influences a similar process in other domains. Even if small adaption is perceivable, this underlines that one's leadership style is well anchored in one's identity and behaviours across domains. An in-depth narrative analysis focusing on how domains are narratively described would reveal that middle-managers tend to describe their non-work domains in terms of work. For example, Geremy talks about Galina managing the daily business at home, using work vocabulary in the non-work context.

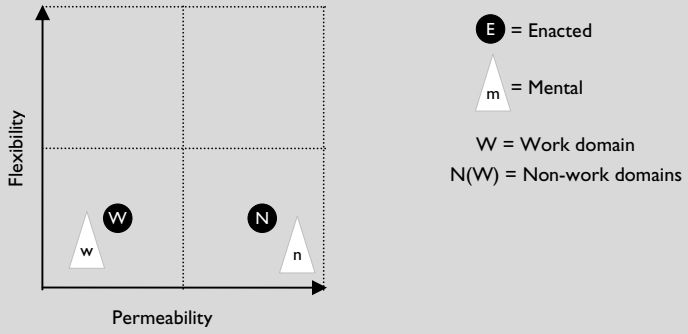


Figure 4:e - Flexibility & permeability of behavioural boundaries

4.3.4.3 Flexibility and permeability of cognitive boundaries

As underlined in Chapter 4.2, thoughts are largely discussed in each self-narrative where their flexibility and permeability becomes evident and central in each work/non-work experience. Most of the thoughts are narrated in regards to work and non-work with few small exceptions such as Geremy. It is also clear that work and family thoughts are discussed in terms of negative and positive thoughts. These aspects are to be kept in mind in this section.

The flexibility of work thoughts is noticeable in the case of Marine, Brune, and Geremy. They all indicate that they have a tendency to think more about their work because they feel they are in a context where work becomes ubiquitous. Marine work thoughts may increase while she is working a specific project. This may be positive or negative. She increasingly ruminates about work in regards to the tensions she experiences at work. Brune's dual responsibility as a middle-manager makes her think of work growing. Geremy's new job and pressures of performing set by his team also make work thoughts more important. For all of them, it seems that the thoughts will be reduced once they have more control over their context. **When it comes to non-work thoughts** which, as we have seen above, are often related to family relationships, they intensify when being apart and drop or change when coming closer. This is the case with Thibault who thinks about Thara when golfing or when being alone at Jyve. Once at home or once Thara is at Jyve, his thinking is of a different nature. It is not about missing her, but about caring about her. The thoughts associated with children follow a similar pattern. Brune has more family-related thoughts when being abroad on business travel or when Bastien is not at home. It all depends on her mother's sense of how responsibility is enacted. This means that generally speaking thoughts are flexible. Individuals do not set limits on how thoughts may grow and do not stop thoughts to grow. Some of these thoughts will later diminish when their sources are under one's control. *Mental and enacted cognitive boundaries are thus highly flexible.*

The permeability of thoughts is discussed where one main distinction is between positive and negative thoughts. As underlined in the previous chapter, positive thoughts float between domains. They do not appear to be stopped (enacted boundaries) or to be needed to be stopped (mental boundaries). This is mostly revealed by the fact that one does not focus on fixing them to one domain or another. Permeability is also expressed by Paul whose thoughts originate from both domains because his brain is capturing or developing ideas in whatever domains he may be and for whatever domains. In other words *mental cognitive boundaries for positive thoughts are permeable.* Negative thoughts do not a similar pattern. Individuals crave to fix negative thoughts emerging in one domain so that they do not invade another domain. This is valid for both work and non-work thoughts. Thibault talks about thoughts that can disrupt work. Marine talks about some invasion of thoughts

affecting her concentration. Brune does not let her worries about work to be felt at home and does do discuss issues in detail. Negative thoughts need to be "stopped" so that individuals can be mentally present in the domain they are in. For example, it is about being able to listen to someone or to perform an activity by being concentrating on it etc... *Mental cognitive boundaries for negative thought are thus not permeable.*

Another element while discussing the permeability of thoughts is the sense of the permeability where a distinction between enacted and mental boundaries is suitable. As a matter of fact enacted boundaries are more permeable than mental boundaries. Marine indicates that she starts to think about non-work when at the office. Thibault indicates that he thinks about Thara while golfing. Paul may in fact think of work on weekends even if mentally he tries to forget all about work. One exception to such enacted permeability may be related to one's private activity where it seems that people can, in such a context, concentrate and avoid thinking about other domains. Sarah is able to concentrate on her development activities without thinking of other subjects. Golf mostly enables Thibault to focus on the golf ball. Marine while photographing focuses on the details she ought to shoot. Reading for Brune is sort of an evasion of thoughts. *Excluding private domains, enacted thoughts are more permeable than mental thoughts.* It is however not as evident what sense of permeability is stronger.

Figure 4:f presents how flexibility and permeability of the cognitive boundaries interact with one another. It underlines the difference between boundaries for positive and negative thoughts with positive ones being largely permeable. It is also possible to observe a major gap in regards to mental and enacted boundaries of negative thoughts for the work and family domains. The gaps indicate that individuals would like negative thoughts not to cross domains but such thoughts are in fact too flexible to be fully stopped. This may relate to a certain scarcity in one's capacity of dealing with negative thoughts in their domains of origin. Part of the mental low permeability of thoughts is to be explained in the desire of individuals to be concentrated on what they do and on the relationships they are having at the present moment. While such permeability is impossible, it leads to a dissonance between mental and enacted boundaries so that a feeling of guilt is felt. Such guilt is either towards the employer or the spouse or the kids who are the ones setting the rules. This shows that mental cognitive boundaries (mainly for negative thoughts) are social. They are the mirror of the norms at work or in the family: "When you are here, you should concentrate and forget about other aspects of your life".

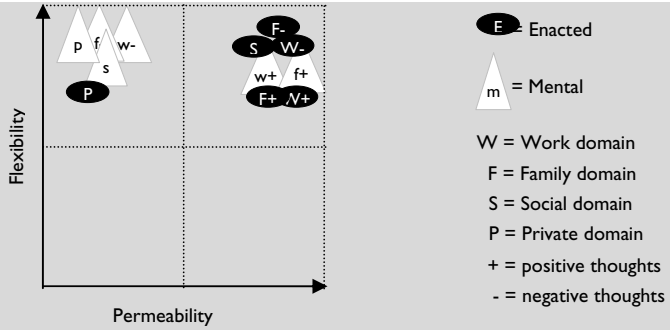


Figure 4:f - Flexibility & permeability of cognitive boundaries

4.3.4.4 Flexibility and permeability of psychosomatic boundaries

Psychosomatic elements like stress and energy are not discussed in relation to narrated domains but as elements that are developed between one's mind and body. The permeability between domains is thus not expressed in a way similar to other boundaries. It also important to see whether both represent the negative and positive side of the same boundaries.

When it comes to the **flexibility of the enacted psychosomatic boundaries**, it can be observed that strain and energy are of varying intensity. The worsening of Sarah's stress is partly due to her involvement in the development of the database. However, she discusses it with her direct manager to the point that she is asked to no longer focus on the database but on educating future users. At that time, her stress alleviates a bit. She, with time, develops certain energy in her new task which she finds intellectually challenging. Similarly, part of Marine's stress is due to Mathieu's difficulties in not handling job interviews. Once Mathieu gets a job in Paris, Marine's stress eases. It may however be the case that Marine's stress increases because of the growing thoughts of the heavy requirements of life in Paris and the difficulties involved in meeting them. As for energy, both Brune and Geremy indicate having less of it. However, both expect that new challenging tasks will bring it back. As far as Geremy is concerned, such variation and cycle of energy is part of the dynamics behind his career planning. *One can understand from these examples that enacted psychosomatic boundaries for both positive and negative psychosomatic elements are highly flexible*. It can be however seen in the light of the emotional rules presented before that **mentally individuals do not wish stress to grow and rather look for more energy**. *This suggests mental psychosomatic boundaries are less flexible for negative elements than positive.*

The permeability of psychosomatic boundaries is noticeable in terms of strain that is definitely one psychological element that crosses over boundaries and affects strain in various domains. This is the case of Marine who states: "my

work does not creep into my life because of business trips on weekends, or longer working hours on interesting projects, nonetheless not beyond 22:00. This is positive stress. Work creeps into my personal life because of the fatigue and the stress it causes. So, it is rather the impact of work which is sort of invading my life". Such strain is enacted into fatigue and white nights more than what is mentally desired. *Enacted psychosomatic boundaries are thus more permeable than mental psychosomatic boundaries for negative elements.*

The permeability of psychosomatic boundaries is also apparent for energy that spills over across domains. It is this energy spillover that enables enhancement and enrichment between domains. It is the core of the existence of the private life that is the domain where energy can be restored and used in other domains. Such spillover does not always happen as is the case with Brune who does not feel to get the energy she ought to. *This suggests that mental psychosomatic boundaries are more permeable than enacted psychosomatic boundaries for positive element.*

Figure 4:g presents how flexibility and permeability of the psychosomatic boundaries interact with one another. A large gap between mental and enacted boundaries for negative psychosomatic elements is observed. This indicates that one individual is not in control of these elements. They may concretely emerge and transcend domains without an individual noticing them. For positive elements, a small gap may be possible when it comes to how much enrichment or energy ought to be spilled over in comparison to what in reality overlaps. The lack of permeability may be related to one's overall work/non-work experiences hindering energy generation and/or and spread.

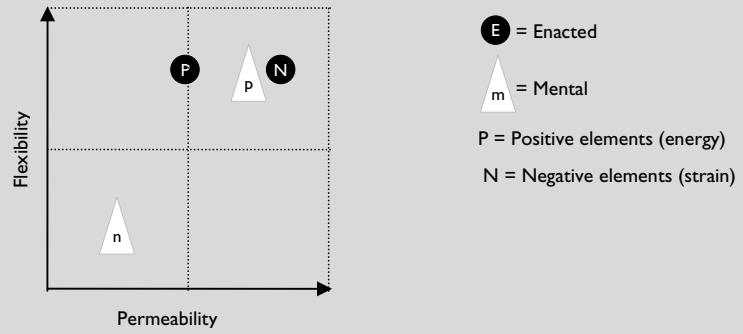


Figure 4:g - Flexibility & permeability of psychosomatic boundaries

4.3.5 Learning about the boundaries' characteristics

Following the boundary frame, I here focus on whether individuals experiencing spatial, temporal, human, emotional, behavioural, cognitive and psychosomatic boundaries are flexible and permeable and if they are to what extent. In that regards, it can be observed that individuals experience flexibility and permeability in diverse degrees. Permeability and flexibility are perceived either for specific domains such as the four narrated domains or for all domains in terms of work and non-work. This indicates that few sub-domains pursue similar patterns in terms of flexibility and permeability. Permeability and flexibility can be discussed for each boundary. The boundary frame focuses on how and why individuals experience boundaries to be diversely flexible and permeable. Part of the answer is to be found in one's contexts: individual, organisational and societal. It is clear that contexts set external boundaries whose understanding affects individuals' boundaries. Another part of the answer is to be found in the existence of gaps between mental and enacted boundaries in relation to their flexibility or their permeability. These lessons are developed below:

1- When it comes to the processes related to flexibility and permeability, it is noticeable that **there are differences of flexibility and permeability between mental and enacted boundaries.** Such gaps may be central in how individuals develop domains. These gaps create dissonances or tensions between one's mental perception of flexibility & permeability and one's concrete possibility to render boundaries flexible or/and permeable. The significance of the different gaps for individuals' work/non-work experiences does not systematically relate to the actual gap between mental and enacted permeability. Gaps need to be understood in relation to the objectives of the domains that they may concern. For example, the gap of private spatial boundaries may not be large, but its significance being really low permeability is important for the domain. These gaps relate to the second and third points below.

2- Individual, organisational and societal contexts are central in the development of mental boundaries that are influenced by norms at different levels. Mental boundaries are to some extent a mirror of socially constructed boundaries. This is when social boundaries become one's boundaries. Mental boundaries may be seen as how one understands his or her contexts. This is for example the case with spatial work mental boundaries or temporal mental boundaries that reflect how space and time are reserved to one or the other activity. In the case of France this relates to Trompenaars' cultural dimension of "specific vs. diffuse" where France is a more specific culture (see Trompenaars, 1993 in Deresky, 2008). The specificity is visible for cognitive boundaries and for negative elements where socially it is required not to "share" all problems, worries and concerns in all domains. **Having an overview of the diverse boundary types, it could be concluded that the mental boundaries**

tend to be moderately or not completely permeable. Exceptions are present especially in terms of human boundaries where individuals' intention and discretion may play a stronger role.

3- Individual, organisational and societal contexts are central in the development of enacted boundaries. First they may set external limits to the extent to which boundaries may be enacted as flexible or permeable. This is seen from how a space cannot, due to physical constraints, become a work or a non-work space. An example is how planes cannot be a work space because of the lack space to open a computer. Contexts may give truth to the fact that energy is not spread out over all domains. **Second they may support one's mental boundaries**. This is the case with Geremy whose temporal boundaries are supported by the fact that the office in his former company concretely closed at certain time in the evening. **Third they may hinder the enactment of mental boundaries**. This is obvious in the case of thoughts and strain where contexts render the permeability of enacted boundaries higher than permeability of mental boundaries. Strain and thoughts easily cross over domains more even if some mental boundaries are set. It is in fact easy to talk with one's spouse who may read one's face.

4- Permeability and flexibility are perceived either for specific domains or of a set of domains. It is possible to distinguish flexibility and permeability for narrated domains when it comes to temporal, spatial, human boundaries but it is more difficult for cognitive, behavioural and psychosomatic boundaries. For the former, a finer distinction may be found in the narrated domains presented in Table 4:A. This is the case of lower flexibility for children where it is essential to spend a certain amount of time with them in the evening or morning. This is for example the case with Geremy or Brune. For behavioural boundaries, sub-domains follow similar patterns in regards to permeability and flexibility so that the distinction work and non-work is relevant. Finally, it is important to see that a new distinction is made when it comes to cognitive and psychosomatic boundaries, namely the positive and negative side of each boundary. As a result, cognitive and psychosomatic boundaries are asymmetrically permeable while considering positive and negative elements.

This exploration of the characteristics of boundaries shows clear individuals differences and complexity of how permeability and flexibility are combined. It **supports the importance of listening to each individual**. It supports the call for the humanistic case. It also supports **the potential value in considering diverse boundaries as well as diverse sets of boundaries that may follow similar patterns of flexibility and permeability.** The actual differences in how one perceives mental and enacted boundaries as more or less flexible and permeable relate to the "outcome" of the work/non-work experience. This is not the focus of the thesis. The analysis indicates how differences affect experiences.

One principal dynamic are the gaps between mental and enacted boundaries that create dissonance or tension in an individual's work/non-work experience where such gaps are to be found when considering individuals' contexts. Contexts set "norms" on how domains are flexible and permeable and also influence how one's boundaries may be mentally and enactedly flexible and permeable. One needs to focus on the actual work/non-work process and work/non-work management in the individual, organisational and societal contexts. This is the aim of the next three chapters building on the boundary management pillar as outlined in Chapter 1.4.

Chapter 4.4
The work/non-work preferences

*One individual's work/non-work preference represents a preferred state of an individual on the segmentation-integration continuum where an overall preference is a compilation of preferences for specific boundaries. Following the boundary frame (**Table 1:H** on page 69), this chapter analyses whether individuals have a certain work/non-work preference and if they do what are they. It also looks for explanations on how and why individuals experience such preferences. Following the theoretical gap 4, I believe that such explanations may be found by returning to the origins of preferences as experienced by individuals. The first section in this chapter explores the narrated work/non-work preferences for each storyteller. The second section aims at exploring the origins of such preferences as experienced by each storyteller. The chapter concludes with learning about the work/non-work preferences*

4.4.1 Narrated work/non-work preferences

Analysing the work/non-work preferences, one should be cautious about three aspects. First, to uncover the work/non-work preferences one should consider the domains between which preferences can be discussed. In the case of work/non-work and in the light of the narrated domains in Chapter 4.1, it is essential to see the work life/family life, work life/private life and work life/social life experiences as a focal point. The relationships and preferences between the family life, private life and social life influence the three relationships in focus in the work/non-work process but not their preferences. Second, theoretically and as included in the definition used in this thesis (see **Table 1:G**), the overall work/non-work preference on the segmentation-integration continuum is a compilation of the preferences for each boundary type, by considering how important each boundary type is (Nippert-Eng, 1996). This requires paying attention to the work/non-work preferences for each type of boundaries[63] considered by one individual as well as taking into account the importance of each boundary for each individual. Third, in line with the discussion conducted as theoretical gap 4, it is central to appreciate in the narrativisation of individuals' work/non-work experience whether the preferences for each boundary expressed and for the overall preference is explicit or implicit (see Kossek et al., 2005). In each section, I go back to each storyteller's work/non-work preference and finally represent graphically the

[63] This chapter builds on previous conclusions. It thus considers spatial, temporal, human, emotional, behavioural, cognitive (negative or positive) and psychosomatic boundaries.

interpretation of their preferences, including their overall preference considering both the degree of segmentation and integration and the degree of explicitness.[64]

4.4.1.1 Marine's work/non-work preferences

Marine expresses some preference for segmentation in regards to emotional boundaries by indicating that she *"would try"* to alleviate the weight of her professional life in her family life mainly in relation to her life with Mathieu. This is also applicable to her wish not to share negative thoughts with him. She expresses the same when it comes to talking about her work situation showing how it does not creep into her weekends. Here one can identify that the segmentation is not as extreme but desired. This non- extreme segmentation is also revealed in her wish to be living in Paris so that she could share part of her work troubles with friends by saying, *"let's meet in a few minutes because now I am not fine at all"*. This view of her preference is to be completed by her mentioning that personally she draws boundaries between work and non-work on a daily basis. Such daily segmentation is revealed by a temporal and spatial work/non-work preference for segmentation when discussing lunch break: *"I go and have lunch home (...) I really try to take a rewarding break, where I do not think of problems at work"*. Marine has a preference for segmentation in terms of her work/non-work human boundaries: "*I do a priori not want to mix and say: "we will all be friends": this is really, really different."* She indicates as well that she does not want everyone to know what her boyfriend or her parents look like or she does not want them to know that she is attached to her brother or similar things. Finally, she also mentions that behaviourally she is having hard time to be the same person both at work and outside work. Segmentation is thus not wished at its extreme in terms of behaviours but it can be explained within a more balanced view.

Interpreting Marine's self-narrative, I conclude that she explicitly values segmentation especially for her human, and negative cognitive boundaries which she thinks to find in Paris: *"In Paris there is the issue of physical distance, you rarely mix with colleagues; well thinking of the colleagues I have had in Paris, I notice that once you have left the office you do not see them again. There is huge geographical distance. In a way, everyone goes home and thus there is no real connection."* She also explicitly expresses a segmentation preference for emotion but a bit more implicitly indicates a wish to be able to share them with her close friends. She values daily segmentation of time and space which supports her segmentation preferences above. Finally, her behavioural preference is more implicit and towards integration. Figure 4:h represents these preferences indicating whether these preferences are explicit or implicit. It also shows their combination into Marine's overall work/non-work preference.

[64] The graphics are not scaled and do not intend to be compared with one another. They represent the main characteristics for one particular individual.

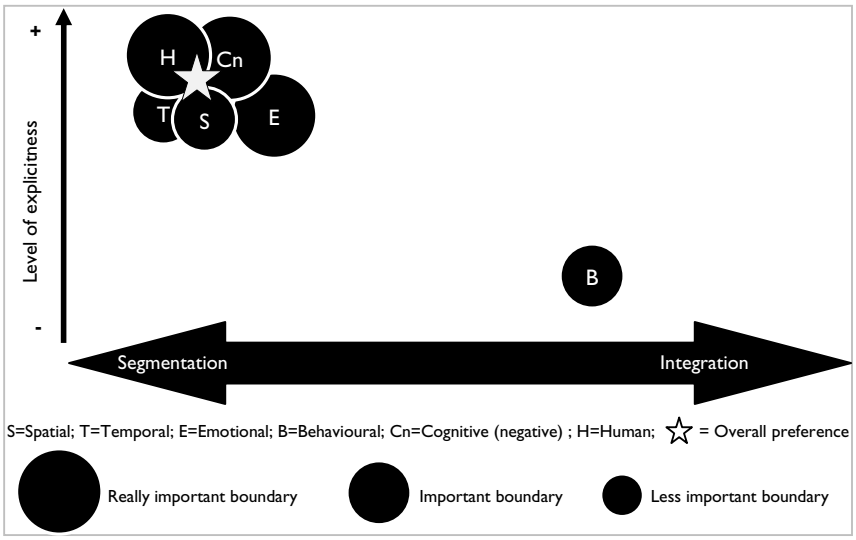


Figure 4:h - Marine's work/non-work preferences

To sum up, Marine's diverse preferences for various boundaries lead to an overall preference towards segmentation but not a complete one. Segmentation for Marine is strong but not extreme. It is explicit but not extremely explicit.

4.4.1.2 Thibault's work/non-work preferences

Thibault explicitly conveys a preference for segmentation when it comes to his work/non-work cognitive as well as emotional boundaries. Indeed, he *"tries"* when at the office to be at work. Additionally he also tries *"at least not to make the others feel"* that he may have a problem or trouble related to the other domains. This is to be associated with a desire to separate his time and space. However, spatial and temporal separation is less explicit in his self-narrative. It seems to be natural for him to segment these aspects. He indicates spatial and temporal segmentation in a larger context: *"If, for example, work would take all of my time so that I cannot be with Thara or if it was so disturbing that I could not get mentally out of it, this would be distressing."* Or his saying, "It is also easy to bring the laptop home. This may give the opportunity to work a while. However, I often take it but do not open it. I also prefer just to call and say that I may be late rather than taking work home". It is easy to observe here that the desired spatial separation is not strong. One could even say that being in Jyve and Thara in Lansa would be ideal if Thibault wished such extreme segmentation. But this is obviously not the case as one dynamic condition for Thibault is to make Thara come to Jyve. Segmentation is also a balanced preference in regards to Thibault's work/non-work human boundaries. He considers that it is possible to mix work and non-work relationships, if they do not influence work. This is

central for him to justify that dating Thara is not a problem. In other words, all is fine as far as his private life stays private. However, he vaguely mentions that this is not applicable when hierarchical relationships are concerned. In such a context, segmentation is explicitly desired. Finally, Thibault presents himself as someone working with deadlines in both work and non-work and as someone practicing golf both in work and non-work contexts. This indicates that he implicitly feels to be and acts the same way in both domains.

Listening to Thibault, it is understandable that he values segmentation especially for his emotional and cognitive (negative) boundaries that are central for his well-being and quite explicit. When it comes to human boundaries, a blend between segmentation and integration is however perceivable. Part of such segmentation is explicit when it comes to work/family preferences and relationships involving hierarchical contacts. Part of his integration is implicit when it comes to work/social life and work/private life relationships as well as work/family relations. Besides, Thibault values daily temporal and spatial work/non-work segmentation that is a natural and implicit way to reach what he calls his balance. Spatial preference is however not as strong because he sees the possibility to work at home. When it comes to behavioural boundaries, integration is implicit. Figure 4:i represents these preferences indicating whether these preferences are explicit or implicit. It also indicates their combination into Thibault's overall work/non-work preference.

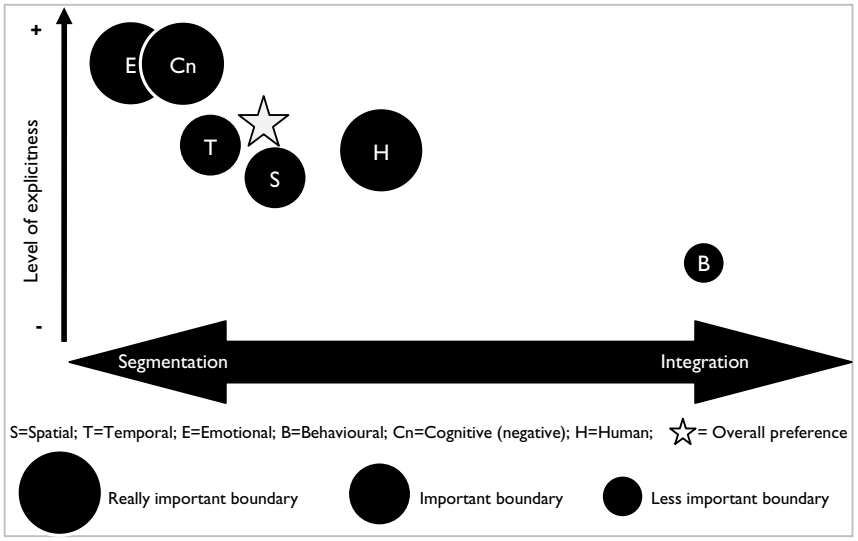


Figure 4:i - Thibault's work/non-work preferences

This results in Thibault having an overall work/non-work preference as a pushed but not an extreme segmentation. This view is reinforced when he indicates that

his well-being depends on his capacity to balance his life domains which for him means to be present at 100% in one domain. Here such balance is to be seen as a pushed segmentation where margins for integration are recognized. Such nuances are central for Thibault to understand. He says: "I believe *the balance between the life domains comes from the understanding and management of the interfaces between the domains*. And I think that I am aware of them." Segmentation for Thibault is rather strong but not extreme and explicit but not extremely explicit.

4.4.1.3 Sarah's work/non-work preferences

Sarah expresses a clear desire for temporal segmentation between a work and non-work where work is compulsory and non-work made to enrich herself: "my aim is to effectively use my time at the office to free my out-of-office time". She reveals an explicit propensity to structure her days: *"So, indeed, I prefer to take a 10/15 minute lunch break and be able to leave at 17:30 for activities that I know will enrich my life."* She also expresses a strong segmentation in terms of human relationships. She definitely does not consider people at work more than part of her professional relationships. If she does so, there is a need for affection or strong connections. This can be via her passion, however, it is exceptional and does not systematically lead to friendship like in the case of Samia. Sarah is thus restrictive on friendships and nowadays does not look to develop new friendships. Nonetheless, she leaves the possibility for them to occur. This renders her segmentation strong but not extreme. Besides, Sarah has a strong segmentation preference of her space: *"like refusing to bring some work at home".* She insists on having never worked at home during her 25 year-career. She does not want to join activities like yoga on the workplace. Furthermore, she desires her strain not to spillover, indicating thus psychosomatic boundaries favouring segmentation. This is connected with some segmentation in terms of behaviours like when she says:"It is nonetheless important to note that even if I have a scientific background, I do not always enjoy visiting scientific exhibitions or museums". Additionally she describes the omnipresence of work talks and thoughts at dinners with friends. She also describes the tendency in society and the company to talk over problems and not solve them (ruminate to some extent). She compares the situation to what she wishes, i.e. a segmentation of thoughts whereas it is not as explicit. Finally, only when it comes to emotional boundaries, one can perceive the wish to be the same in both domains. This is manifest in her statement: *"personally, I do not play any roles at work. I am myself"*. She as well talks about artefacts put in place by companies to make people different at work. She constantly says that authenticity is lost. This indeed indicates that emotionally she would like work and non-work to be more in harmony or integrated.

Listening to Sarah's self-narratives, it is reasonable to conclude that she highly values segmentation. Such segmentation is related to one key word in her self-narrative: detachment. This segmentation is certainly central and explicit in

terms of spatial, temporal, human and psychosomatic boundaries. Whereas the level of segmentation in terms of behavioural boundaries and cognitive boundaries is as strong, their explicitness is less. They are more anchored in her current reflections and thus not as explicit. When it comes to her preference for more integrative view on emotional boundaries, this is indeed central as the search for authenticity is a strong dynamic for Sarah. What is important to understand is that her perceived lack of authenticity in society reinforces her current desire to segment work and non-work. The preference of integration does not moderate her segmentation preference but reinforces it. It is also perceivable in her overall description of her life as composed of two major life domains, i.e. work and non-work, where the distinction is solely based on her authenticity quest. Figure 4:j represents these preferences indicating whether they are explicit or implicit. It also indicates their combination into Sarah's overall work/non-work preference.

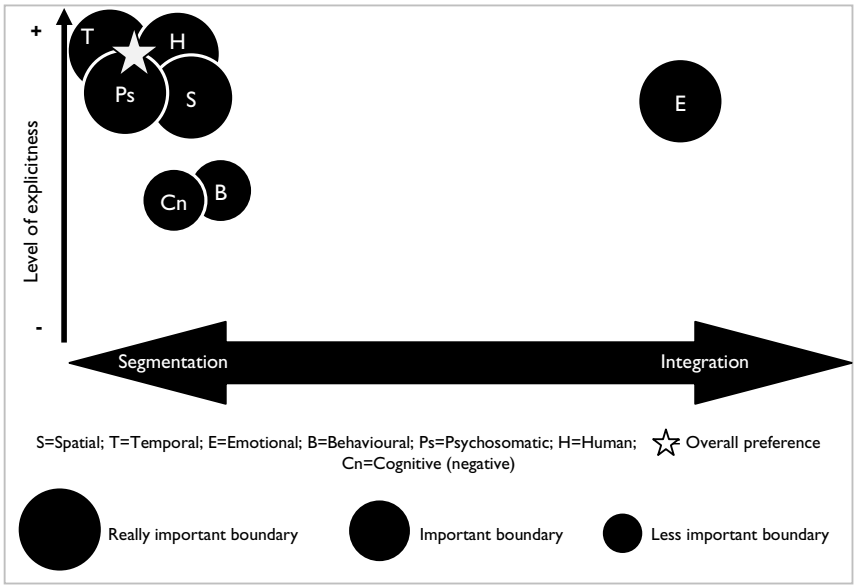


Figure 4:j - Sarah's work/non-work preferences

Segmentation is valued as an overall preference by Sarah. Her preference for segmentation is strong and explicit: "This leads me to do my best to completely make sure to separate my professional life and my private life".

4.4.1.4 Paul's work/non-work preferences

Paul expresses a preference for the segmentation of his temporal boundaries. This is expressed in his scheduling and wish to have meaningful time outside in the evenings. It is also clear from the way he sees the time he spends on

weekends and his saying that *"generally, on Friday nights I shut all. I am in weekend and I would say the motivation for everything I will do will be my pleasure"*. Time is for Paul essential and thus optimising is a strong dynamic in his work/non-work experiences which reinforces preference for segmentation: *"I want to be effective utilizing the transportation time which is no constraint but simply a compulsory time to take into account. I arrange weekends with four or five slots following each other. I would not say it is not stressing"*. Even when doing non-work activities in the office, he mentions that time-wise it is different so that he mentally differs. It is also striking in his distinction of lunch time: "*It is a bit like a truck driver, I would say. On the one hand, the driver would fill in his truck or eat on his working time. On the other hand, enjoying fresh air or having a coffee, this is agreeable and not he working time. This is the same for me".* As regards his spatial preference it is observable that he does not express a strong preference for using particular spaces for particular activities but would rather somehow naturally have a mixture of spaces that can be used interchangeably. He may consider taking work at home when necessary, reading it on his terrace. He listens to the radio for pleasure and work in the mornings at home. He checks private emails and performs associative activities at work. In addition, Paul is someone who is emotional in work and non-work domains, seeking no emotional segmentation. As he indicates, he is happy to go to work and show such happiness there as he shows it at home. He also tends maybe not to be afraid to show some frustration at work but he is largely implicit about it while he discusses at some point his irritation with work. When it comes to cognitive boundaries, segmentation and integration are mixed preferences. For him problems should stay at the office and end at the door but has no problem sharing positive experiences. He also indicates that he gets ideas from whatever domains because there is always one part of his brain (work or non-work) that "*is still working"* and is on watch, when the other shuts. A similar mix is revealed for Paul's work/non-work human boundaries. On the one hand, he does not like to use his professional and private networks of people when helping Pollyanna in her search of work. On the other hand, he appreciates meeting his work acquaintances outside and will mix work and non-work networks if it strengthens his relationships: *"Last Saturday or Sunday, I went to the theatre where I met some journalists, the person in charge of the communication of xxx, other personalities like that...etc. I was pleased to see them. We exchanged views, we talked a bit about work, we talked about other matters. And here we are; it is part or I would say they are part of my daily life".* He also develops friendships at work and does not consider it an issue if well managed in time and space. Finally, Paul has also similar work/social behaviours as he uses his skills as project manager and as communication manager in his associative engagements. His way to organise time is similar regarding work and non-work: "*I plan holidays, weekends and business trips in the same way".*

Listening to Paul, what is striking in his preference is that it is difficult to see whether he integrates work and non-work and moderates such integration with punctual segmentation or vice versa. This requires some explanations:

- One may see a daily preference of segmentation and a longer term preference of integration. Hence, he seems to value both work and non-work and wants to see them harmonized. Such harmony goes hand in hand with integrating elements that provide him enrichment. Such integration may be a long term view where one driver is to *"take time to live better and bring the best from the social relations that are relevant to my work".* This integration is discussed as a harmony between his work and his life and moderated by a preference for segmentation especially in daily life.
- One might however see the contrary, where segmentation is Paul's main preference and integration a punctual situated preference. He considers having borders between his working period and holidays but will not mind to get calls if they are planned not to disturb the time he spends with his daughter. He has friends at work, but behaves differently towards them, depending on the situation of the meeting. In addition, when at the borders between work and non-work, this dilemma is expressed by Paul himself and his answer is not as clear as one can think: *"So, I would say it is at the border between work and non-work. No it is actually not. It is how work and non-work overlap and this is not at all a problem. On the contrary, I would say working and having fun or having fun and simultaneously meeting professional contacts, this is what one wants. To me, I think it is more working and having fun."*

Discussing Paul' preference, it is fundamental to take into account the level of explicitness in his self-narrative. Doing so, it becomes clear that temporal segmentation is central and explicit. Human segmentation is not so strong, though it is reinforced by the fact that his work acquaintances will remain work acquaintances even if he meets outside work. Indeed, what is essential is the strengthening of work relationships and not the development of friendship. Spatial and emotional preferences are not as explicit and both bear traces of segmentation and integration. When it comes to cognitive behaviours, he explicitly wishes to segment negative thoughts but less explicitly accepts positive thoughts to be integrated. Finally, his former experiences of strain due to work stress make psychosomatic boundaries to be also present. However, his negative work/non-work experience is more than 25 years old. Therefore such preference is today not fully communicated even if he is personally fully aware of it. Figure 4:k represents these preferences indicating whether they are explicit or implicit. It also indicates their combination into Paul's overall work/non-work preference.

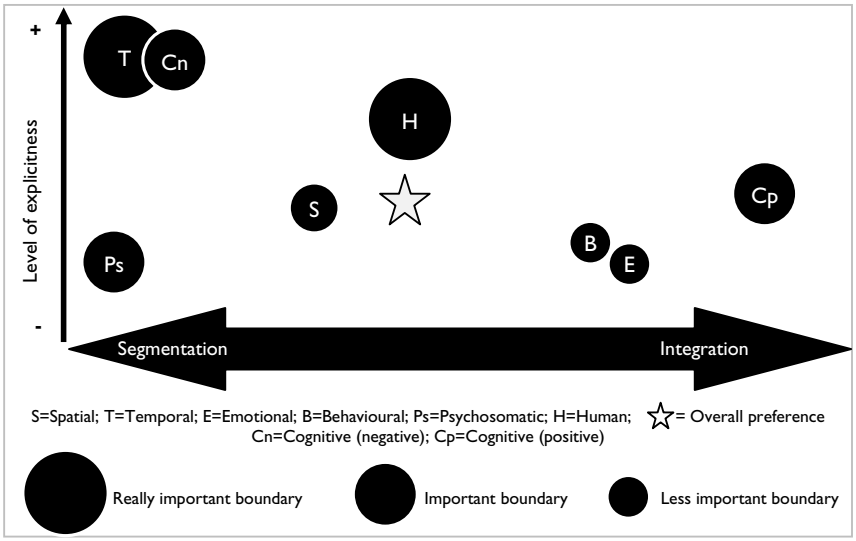


Figure 4:k - Paul's work/non-work preferences

As a result, Paul's preference is more towards a segmentation, but such segmentation is largely balanced by a more implicit desire for integration and a strong balance between segmentation and integration for his human boundaries. It leads to view Paul's preference as balanced and moderately explicit in that regards. Such balance is nonetheless perceivable to some extent, particularly when he says: *"Work and non-work is like if I had two children. Sometimes I am with one, other times I am with the other, but, I would say, I love to hug them both because I love them both a lot*".

4.4.1.5 Brune's work/non-work preferences

Brune shows strong integration in terms of human relationships. She sees her professional contacts as friends and lets them interact freely with her life outside the office, and her family. Such integration is essential for her sense of enrichment that work brings: "*by bringing lots of foreign contacts at home, I think that I contribute to the development of my children as I believe that the demands and my responsibility towards them evolve".* She indicates a strong emotional integration due to her being as emotional in her diverse life domains. This is similar for her thoughts and thus her negative and positive cognitive boundaries: *"As I will think of a personal matter when I am at the office, I will think of work when I am home"*. She insists that there is no clear separation that could lead her to say: *"When I close the door of my office, it is finished, I will not think of it, talk about it at home".* Furthermore, Brune expresses that she has similar behaviours at work and outside work: "I see my work and non-work as one is that I am the same type of individual at work and in private (…) I have also a similar way of dealing with problems by listening, trying to be consensual and if necessary

imposing my choice." She however "theoretically" recognises that segmentation may be valued when facing a stressful situation, however, for her this will limit the possibility of enrichment which reinforces her sense of integration: *"I believe that in stressful situation, they are lucky, but in other situations I think that they are not benefiting of having exchanges with people they meet professionally. Finally, they may be recovering and sleeping better when they are stressed"*. This indicates that she may have a small preference for segmenting strain. Nevertheless, she mentions that energy needs to be integrated. Nowadays, she feels some lack of energy affecting her entire life. This reveals psychosomatic boundaries for strain as towards segmentation and for energy towards integration. Finally, she discusses some separation of her time and space on a daily basis as diverse natural periods of time and place, when and where, non-work or work take place.

Listening to Brune's self-narratives, it is understandable that she highly values integration: *"Work is not separated from my life, it belongs to my life."* This is really explicit for her human, and emotional boundaries that are central for her overall preference. When it comes to her cognitive boundaries, we could however see a difference between positive and negative thoughts where she values the fact that she can integrate them and have her thoughts shared mainly with her husband. She however wishes to be mentally present for her children and thus limiting such segmentation. For positive thoughts, her integration preference is less explicit, rather natural in her way to see family or her spouse's role. It is also due to the fact the she works in an area close to her and her husband's heart: internationalisation. When it comes to her behaviours, she adopts mainly similar behaviours, but this is not as explicit. Finally, what is interesting is that in terms of time and space, Brune daily values segmentation of both aspects. This is a natural way to see and handle her work/non-work experiences. Some part of this segmentation is indeed explicit but most of it is natural, making the level of explicitness definitely lower in regards to both boundaries. Segmentation is also somehow valued for strain whereas energy needs to be integrated. Theses' psychosomatic boundaries are however not as explicit. This indicates that integration is probably not to be extreme for Brune. Figure 4:l represents these preferences indicating whether they are explicit or implicit. It also indicates their combination into Brune's overall work/non-work preference.

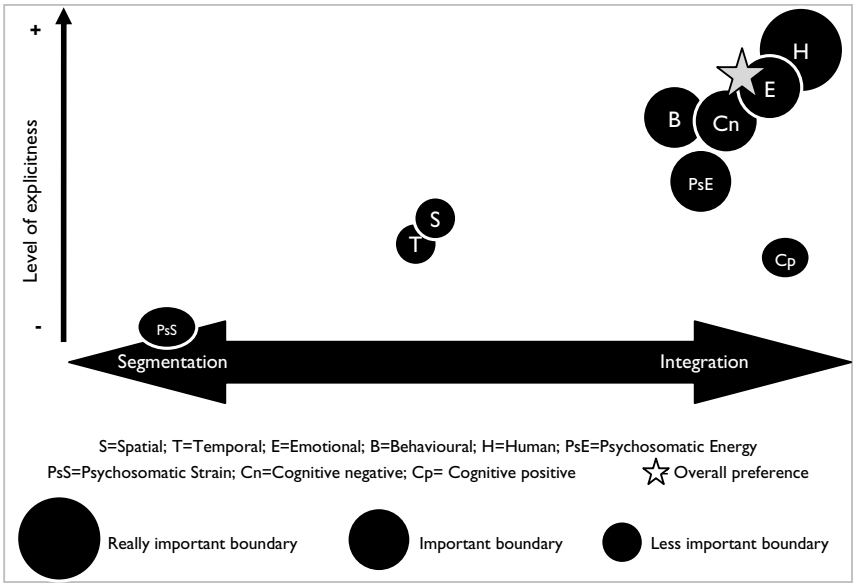


Figure 4:I - Brune's work/non-work preferences

Altogether, I conclude that Brune values integration but not as an extreme preference. Such a preference is also rather explicit for her. Beyond such a preference what seems central for Brune is that her *"well being is not dependent on how each of the domains ideally is, but on the fact that together they are functioning in a good harmony without having one life domain suffering more than another".*

4.4.1.6 Geremy's work/non-work preferences

Geremy is not so explicit on his preferences for his diverse boundaries. He mentions that for him his domains interact naturally and with no intentional integration or segmentation: *"There is no intention from my side to make them different. I do not seek creating boundaries or borders. I manage my time in the function of my family, but otherwise there are not clear defined borders that would exclude my family from my work issues or from my side activities and vice-versa".* It is thus essential to look at how he acts between work and non-work, i.e. between his diverse life domains.

Looking closer at his use of time and space, one can see that he does not look for any distinction. He works wherever and whenever and can make a non-work place becoming a working place. For example, he makes the café close to the beach becoming a workplace. He works on the kitchen table and anywhere else at home. He, however, does not mention using his workplace for other life domain purposes (some segmentation). He develops certain behaviours to

motivate and take decisions that are natural for him to use in both contexts of work and other non-work domains like family (with kids) or social life (associative engagement). He naturally mixes people from different domains as it enriches his various life domains. For example, alumni friends seen as family members. Crossing people from diverse domains enables ideas to be generated. He recognizes that he needs to engage himself to help entrepreneurs to learn about how to run their own businesses because he one day would like to have his own company. Work ideas may also come from his talks and discussions with Galina who reads his marketing plans. Here again he underlines the normality of such integration of the cognitive boundaries on the basis that they have the same education and the same background in marketing.

Listening to Geremy, it is realistic to conclude that he values integration. This is perceivable for his human, cognitive, spatial and behavioural boundaries. It is also visible when it comes to energy (psychosomatic boundaries). However some of his current refection reveals that such integration is not as extreme as we can think. He is currently puzzled that he cannot make the distinction between these different domains especially work and family and that is not how things should be: *"*Overall, I may start to realise that it is *harder for me to make some distinctions* between work and family, whereas it was so natural before. This is especially the case during weekends". This indicates that 'normally' some segmentation is taking place. Such segmentation could be seen in terms of time where he explains that before he had some limits especially on week-ends. It can also be seen in terms of thoughts and strain from work. Indeed in the present situation he shows to be overloaded by work which leads to some strain and associated fatigue. Some segmentation can also be perceived while he describes his work/non-work experience in Padrian as harmonic and simple where all domains have their own place: *"things were interacting well that is to say that there was a real harmony. Life was harmonious. The family was fine. Work and daily life were simple. I managed to have extra time for some associative work and things I like. In addition, around that, we had a network of close and less close friends. It was comfortable"*. In such view, one can thus see that a certain preference for segmentation in regards to temporal boundaries moderates his integrative view. Figure 4:m represents these preferences indicating whether they are explicit or implicit. It also indicates their combination into Geremy's overall work/non-work preference.

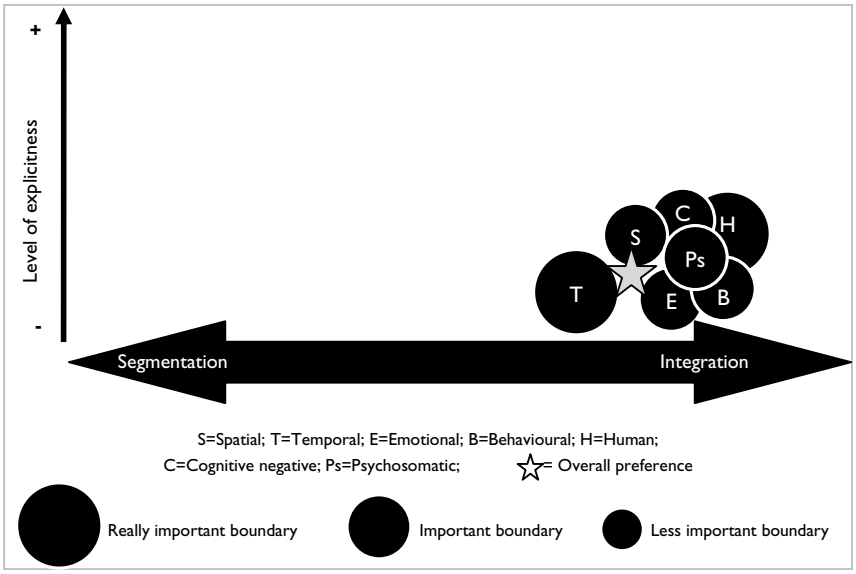


Figure 4:m - Geremy's work/non-work preferences

All in all, Geremy's work/non-work preference is more of a moderate or not pushed integration where a small level of segmentation occurs, especially in terms of time. Time being important, it influences his overall preference. Geremy's work/non-work preference is however certainly not so explicit but he is aware of it as he acts naturally between work and non-work. Geremy is indeed aware of what is the most important thing for him to attain harmony between his domains and care of what matters most that is to say his family.

4.4.2 Origins of the work/non-work preferences

Boundary theory offers a theoretical explanation of how preferences are selected by individuals. It reveals that individuals would choose to segment to minimize blurring of roles and decide to integrate to facilitate boundary role crossing where the advantages of one are the disadvantages of the other (see Ashforth et al., 2000). However, the origins of preferences from an individual perspective are often assumed. To me, this limits the understanding of individuals' work/non-work experiences. Part of the connections between individuals' preferences and individuals' experiences is thus missing. In the narrated experiences, middle-managers express few origins of the work/non-work preferences that lead them to have some preference more or less marked for integrating and/or segmenting their life domains. I review below five origins in the light of the middle-managers' self-narratives.

4.4.2.1 Work/non-work related events in one's upbringing

When listening to Marine and Brune, it is observable that work/non-work events in the course of an individual's upbringing build the work/non-work preferences. They represent one of the cornerstones for one's work/non-work preferences.

- Marine refers to her adolescence as a time during her upbringing when she and her parents did not agree on every subject. This leads to define subjects that nowadays she does not, cannot or should not share with them. These subjects are among those issues around unemployment or quest for job. As she says: "My feelings aside, my parents and I are on two different worlds. We do not understand fully each either other. *It goes back to the time I was still an adolescent when we both came to realize that there were limits to how close we can be. We can thus say that there are subjects we cannot talk about".* For example, I accepted the position in Madel because I felt, somehow, under familial pressures, that I had to get a job after being without a job for two years. Indeed, it is not in my parent's vision to be unemployed. This is something I know. I thus overlooked the location of the job. Similarly, I have not shared too much with them with regard to Mathieu's job situation. I do not want to create problems somehow." Her adolescence gives sense for part of her segmentation preference.

- Brune brings to mind how she perceives her mum's life after her divorce. As a result, she does not wish to be only involved in the non-work domains but to have a meaningful and complementary work domain. She shows to have followed her father's path. Let's see how she expresses it: *"I would say that my professional life is important to me and it obviously has always taken a central and evident role in my life. I have always known that work would be important. This attitude towards my work/non-work experiences and their integration is certainly inherited from my family. My mother was not working; my father had an important and consuming professional life. The day they got divorced, my mother was devastated because her life was only composed of her family life. This is an example which makes me say: 'never'. I would never like to be in a similar situation. From that point, I have certainly wanted to follow my father's path by developing an intense working life as well as an enriching personal and family life. I have also certainly considered my work an element that could only depend on me and on what I was doing but not on someone else's will and actions."* The divorce of her parents and her perception of it is thus a central event in Brune's upbringing. It plays a critical role in Brune's preference for integration.

4.4.2.2 One's past work/non-work experiences

It is observable from the self-narratives of Sarah, Paul and Brune that their previous work/non-work experiences become critical in how their current

work/non-work preferences have developed. In the same vein, Marine refers to her past experiences in Paris while Geremy refers to her past experiences in the aftermath of the merger with a larger corporation.

- Sarah experiences work/non-work conflict that result in stress and medical complications linked to resulting strain: "This detachment from my work has become stronger since I seriously got sick due to high work-related stress so that I had to be admitted to the emergency room". She indicates as well that she was hurt by friends after having maybe disclosed too much about her private life. Therefore, she is not doing so nowadays. These two work/non-work experiences are clearly reinforcing the development of her preferences towards a strong pushed work/non-work segmentation.

- Paul's former working experiences are central to understanding his current balanced preference. His first work experience was perceived as negative. As he puts it: "above all, this attitude is the opposite of what I experienced during my first job. *This is astonishing because during my first job when I did not manage very well as my job was 'eating' my personal life, my work was stressful, i.e. I could not sleep, my entire energy was used for and I would come back tired in the evenings; I had no energy for my personal life. On weekends, it was the same, I had to sleep early. I did not go out a lot because I knew that I would not be as efficient the day after. So it is true that there were negative interferences between my personal and professional lives that almost tore my life apart."* It is not until he becomes an internal consultant that he realises that work could be a source of pleasure and not merely experienced "*according to the Judeo-Christian view; work as a punishment."* Both experiences and their opposition have been taken into account by Paul. Nowadays, he wishes to segment to prevent the first experience to happen again and he looks for integration to reproduce the second. These two sequential work/non-work experiences have clearly helped him to develop what could be related to a "fuzzy mind" (Zerubavel, 1991).

- Brune's succinct carrier as consultant reminds her that a complete integration is not possible. She realises that she needs to find ways to protect her mother's role: *"*As a consultant, I thought at first that my freedom would help me to preserve a work-life balance*. I had told myself that I would be independent and be able to chose my working and non-working time. But this was totally wrong because you cannot decide on your agenda as the market demands do it for you. When a client requests something, your answer is mingled with the fear of possibly running out of business tomorrow.* It was thus up to my family life to adapt and I felt my role as a mother was in danger*"*. As a consultant, her experience influences her preferences because they lead to a pushed integration and not an extreme one, especially when it comes to be present for her kids.

- Marine believes that Paris is a place where she will be able to get work and non-work domains so that they still become separate. It is thus her aim to live there. This belief is anchored in her former work experiences in Paris as she refers to her former colleagues: "[Being in Paris] it should enable me to separate between private and professional life. *Indeed, I believe that the separation between private and professional life maybe stronger in Paris than in Madel. In Paris there is the issue of physical distance, you rarely mix colleagues; well thinking of the colleagues I have had in Paris, I notice that once you have left the office you do not see them again."*

- Geremy refers to his work experience when his former company got bought by a large corporation. "All was fine until the company was bought by a large international corporation. At that time, I actually felt losing influence on the decision-making process. I felt more of a manager who was only implementing rather than driving strategy even only to a small extent. *I was only having a real operational role where choices were no longer mine*. Directions and orientations were definitely dictated from outside France and thus the challenges were less for us. Consequently, the ambiance changed. *It was more about how to position ourselves internally and within the hierarchical structure. We spent more time on internal matters and less about the customer. This was too much for me.* I had to quit." This experience of feeling not autonomous and not a motivator affects how nowadays both aspects are central for him in both domains. The experience contributes to his preference for integration.

4.4.2.3 One's understanding of one's work role

Marine, Geremy, and Sarah are for example three of the middle middle-managers who reveal in their self-narratives that part of their preference is due to their understanding of the role in their work life. Marine and Geremy touch mostly upon their role as managers. Sarah refers to her overall role as an employee and thus shares her view of what is to be in an employment relationships where focus is to be essential.

- Marine's understanding of the role of the manager as a 'decider'" is strong whereas she does clearly not see herself as such in her non-work domains: "*In any case, at work I am a bit different. There I am in the context of responsibilities; this is why it is different.* Let me elaborate. I believe that *at work I have the role of the "boss" and that the boss should by definition take decisions, he or she should take responsibilities, manage a team even a small one, manage relationships across teams, manage projects, keep results...so this is a more serious logic than in personal life where one makes own choices in function of one's own criteria. Simply and purely, it is not the same cap."* In consequence, she declares to be two different people in each domain: "It is

true that I am not the same as far as my personal life is concerned". Her belief thus underlines her work/non-work preference for segmentation.

- Geremy views his role as manager more as a negotiator and motivator. This is revealed in how he ought to reach decisions and how he tries to lead his team. His identity as negotiator is so strong and implicit that it influences his work/non-work preference to the point that integration is more implicit than explicit. As a matter of fact, he naturally develops the same understanding of his role as father.

- Sarah talks about her contract that requires her to be focused on one issue that is quality: "My understanding of work is that *I have a contract with the company to accomplish a number of tasks, a specific work, with as good quality as I can. I keep this principle in my mind* while working." She then balances such contract view with her freedom in non-work domain and her desire outside work not to be locked in schedule so that the notion of contract thus reinforces Sarah's preference for segmentation: "This detachment underlines the previous notion of contract. I have something that is objective and I concentrate on it and all is fine. It is also noticeable in the way I organize my work as my aim is to effectively use my time at the office to free my out-of-office time."

4.4.2.4 One's understanding of one's roles in non-work domains

The understanding of one's non-work role participates as well in the construction of the work/non-work preferences. Brune, Geremy, Paul, Sarah and Marine illustrate this in diverse manners.

- Brune's perception of the centrality of motherhood in the development of her children leads her to probe the integration of her human boundaries: *"By bringing lots of foreign contacts at home, I think that I contribute to the development of my children as I believe that the demands and my responsibility towards them evolve".*

- Geremy insists on his role as father and husband as a team leader. He likens it to the role parents play when they take charge of educating their children: "*The first of my priorities is that my kids are happy and autonomous [...] it is my own happiness and joy because I am convinced that when you decide to have kids, you should take all responsibilities and actions to provide them with proper education".* He thus values motivation and common decision-making process as central for the family functioning. In that context, he uses similar motivational and decision-making techniques at home and at work. He says: *"If we should set a goal for our education, it is to teach them how to be adult, autonomous and happy. So we try to build the conditions for that.* It is not that I let them decide alone, but I like them to have exchanges

with us and decide. [...] *I systematically try to stimulate them. For example, when we decide our holidays and prepare a budget on the kitchen table all together; then it is like doing mathematics. Everything is a good setting to stimulate their curiosity and learning."* Furthermore, it is his understanding of his role as "citizen" that partly supports his engagement in entrepreneurial networks where he shares his knowledge and experience acquired though work. It thus fosters integration.

- Paul also underlines this notion of citizen where responsibility towards society is central: "Four or five months ago I was approached by the wife of a colleague to be involved into an association about children. As a citizen, I felt obliged to answer positively and I considered that a good opportunity to start again. Indeed, this gave me new energy. I would say that the *associative world opens me new doors to social life."* This engagement supports his will to enrich his life via a meaningful social life.

- Sarah who is mainly segmenting is also engaged in activities towards society which are made possible via integration. This is the case of her participation to review business ideas of unemployed people. Through this she takes advantage of the solidarity holidays programme developed by her company. This is a way to integrate holidays and work. Wanting to share her knowledge and competences to society moderates Sarah's will to segment and in consequence her work/non-work preference.

- Marine reflects on her role as friends and on her friends' role as supporting agents. Her current frustration lies in not finding enough support in her talks with her close friends, the thing which reveals the demands and the role she attributes to them where integration of each other's feelings is central.

4.4.2.5 One's sense of personality and sense of oneself

Marine, Sarah, Paul, Brune and Geremy disclose also a strong sense of personality and a strong sense of self in the narratives. They show various degrees of maturity in how far they know and perceive themselves that in turn forge their work/non-work preferences

- Marine realises that by integrating herself into work she risks losing part of her identity. She is in a dilemma. On the one hand, she feels that integration in the workplace is needed to establish contacts and understanding how things are working. On the other hand, she understands that integration implies a reduction of her freedom that may affect her identity. She says that *"thinking about it, I have the feeling that the professional life formats individuals with excess. I have the feeling that I lose my imagination as I gain more dynamism at work. Maybe I am a bit pessimistic*

right now, but the more and more you integrate yourself into the workplace with its conventions, its sets of rules and so on... the more your freedom shrinks, that is my feeling. Finally, you are more satisfied when you are accepted and appreciated by your environment but in the end you lose yourself. You gain confidence and respect at work but you lose your personal desires and possibilities to be something else once you are out of your office." Marine's reflection reveals that it is central for her to know who she is to the point that segmentation may be necessary in order not to lose her identity.

Besides the dilemma, Marine's self-narrative reveals that segmentation is natural when trust and confidence are missing. She situates such lack when starting working in a workplace: *"More seriously, I am more and more thinking that when I started I was like a little mouse. I was observing how it was working. I certainly had no wish to talk about my personal life because I was not in a climate of confidence and I had so many things to learn that I did not know if I had adapted or not."* Once such climate is more comfortable, she feels more open to be herself even if then it means to be seen as different from others: *"Now that I feel more comfortable, I know how things are working, know what is my leeway and my role and that I realise that appearances are useless, I feel a bit reassured. If others do not understand that one can be a bit different, at least physically, and yet professionally good, it is their problem."* This reveals that preserving oneself is essential to Marine. It is interesting to note that her reflection is in line with Zerubavel's warning about how the extremes of the segmentation-integration continuum could affect one's identity (see section 1.3.4.2 and in Zerubavel (1991), p. 120).

- Sarah recalls two episodes of her life as a reminder that life is short and thus it needs to be lived at best where business problems should certainly be secondary: "The detachment also accelerated after witnessing the death of two individuals. First, one of my colleagues was called at work because one of her parents was dying. I drove her, because I did not feel she could do it. When we arrived, it was too late. Second, I met on a Saturday evening Sylvianne, one of my childhood friends, at her parents' house. As I arrived a bit earlier than her, I had a pleasant discussion with her father who was sick. When she arrived, we all shared some champagne with her father, before going out for dinner. The following morning, Sylvianne called me and told me that her father had died peacefully on Sunday morning". This is to be related with a development of one's view foremost as a human being. Such understanding of oneself may be central to know where to draw boundaries. For Sarah, it undeniably leads to strengthening her work/non-work preference as segmentation.

  Sarah also mentions that she is in a constant reflection about herself and her relation to work and its place in society. Her yearly journeys and her private

life activities like Yoga are part of such reflection. Her reflection is as follows: "As a matter of fact, *nowadays, the conclusion I draw from over 25 years of working experiences is that there is a great difficulty to separate what is relevant from the private and professional life in the sense that I feel that the professional life totally overwhelms, I would say, the private life."* Such reflection engenders two critical reflections for Sarah: First *"this has become quicker during the last few years that is to say that time-wise the professional life eats and crops into ones' private life".* Second, "*people are completely immersed in their professional lives. They do not have at all time to cultivate their minds, to give another dimension to their lives which is easy to notice during discussions taking place while working or in breaks. [...] I also believe that to some extent professional life does not spare enough time to let the mind cultivate and enrich one's life. In my personal view, people nowadays exist essentially through their professional identity."* For her, people are thus not authentic. Both conclusions reinforce her sense of personality, her quest for authenticity, her detachment to work and her work/non-work preference. Such sense of oneself and its direct relation to her preference is expressed as follow: "To me, *feeling well is to live in accordance with myself and to lead as much as possible an authentic life*. *Feeling well is to have a conscious look over my life and try to live every second of it without being passive and constraint by it* [] Last but not least, *feeling well is to find a balance in my whole life and try to keep each life domains at its legitimate place without having to neglect what is the essential on a daily basis*"

- Paul reveals that he has reflected on himself regularly with a psychologist: "I have developed such an attitude towards work/non-work experiences over time. Time taught me to draw a line between my work and non-work activities. To draw such conclusion, I reflect a lot about the issue and regularly, every three years, discuss the matter with a psychologist." For Paul, such external support is critical in his reflection about himself and his work/non-work preference.

- Brune shows a sense of identity by connecting her work/non-work experiences to three main values: "To create harmony, I also need to feel the energy for driving projects and I need my actions to be in line with their objectives and my essential values. These values are about having exchange with others, about sharing with others but also and foremost about respecting others as well as myself. These values enabled and will continue to enable me to make choices when prioritising work or non-work". Brune's set of values serves as principle to support her daily segmentation so that she respects others. It also supports her integrative view so that she enriches her and others' lives.

- Geremy's implicit preference is to him due to his personality. He sees himself as someone "zen" and someone who is not asking questions about why and how things happen so that it does not intentionally dress any boundaries: "It would nonetheless be wrong to come to the conclusion that I am proactively making them interact. I will say that their interactions are *the results of hazard. There is no intention from my side to make them different. I do not seek creating boundaries or borders. I manage my time in the function of my family, but otherwise there are not clear defined borders that would exclude my family from my work issues or from my side activities and vice-versa.* More precisely, *I actually do not ask myself loads of questions. I take things as they come. I do not have conflicts."* At the present time this sense of personality leads him not to act upon what one could call an imbalance or conflict between his domains: *"I think that everything will go back to normal, once I will have successfully managed the situation at work so that it takes me less time.* I guess that this will happen when I have few results in March." His sense of personality leads him not to seek for segmenting but for capitalising on the natural evolution of his life domains. It reveals a laissez-faire attitude vis-à-vis his work/non-work experiences essential to integration.

4.4.3 Learning about the work/non-work preferences

The boundary frame first focuses on whether individuals have a certain work/non-work preference and if they do what are they. Listening to each middle-manager, I conclude that they all have an overall work/non-work preference. Such preference can be placed on the segmentation-integration continuum following five major patterns. The boundary frame draws then the attention on how and why individual experience such preference. Listening to each storyteller, five origins of their preferences have been found. These origins underline the social character of the origins of the preferences and in turn of the preferences themselves. Preferences are therefore not individual but social. More details learning are to be found below.

First of all, I would like to recall that previous figures could not be fully compared with one another. They represent somehow diverse individual scales on the segmentation-integration continuum. It is however central for understanding work/non-work preference to look across individuals[65]. In that regards, I observe that Sarah expresses a clear preference for segmentation. She is open with it and shares it. Thibault is also explicitly looking for a high degree of segmentation but his preference is undermined with some desired integration of the social and work domain and some desire of being the same at work and outside work. Marine expresses also a preference for segmentation but one that is not as extreme as Sarah's. Contrasting Sarah to Marine and Thibault, we can

[65] Looking across these cases does not mean to compare them.

see that Sarah and Marine define work and non-work domains whereas Thibault has a variety of domains from the start. He thus may have more nuances in regards to the interactions between work and other non-work-related domains. Segmentation for Thibault and Marine is strong but not extreme, and explicit but not extremely explicit, whereas segmentation for Sarah is strong and explicit. Conversely, Brune is the only one who explicitly seeks a high degree of integration. However, she daily favours segmentation especially of temporal boundaries, which in turn alter her overall preference. Integration is thus for Brune rather pushed and not an extreme preference as well rather explicit. Paul and Geremy stand out in their preferences. Paul has to some extent explicitly a more balanced preference. Such balanced preference is not as explicit whereas he touches upon some desire of segmentation. As a matter of fact he sees work and non-work as one but he daily and intentionally separates them without excluding the possibilities to integrate them when 'pleasure' and 'enrichment' are at stake. Segmentation is more explicit for Paul but largely implicitly moderated by diverse opportunities of integration. Geremy has the least explicit preference that can be seen as a preference more focused on integration. He however recognises to be aware of a certain level of segmentation that needs to be present to enable harmony. His integration is thus less explicit for Geremy. Figure 4:n represents graphically this overview of the work/non-work preferences of these six middle-managers

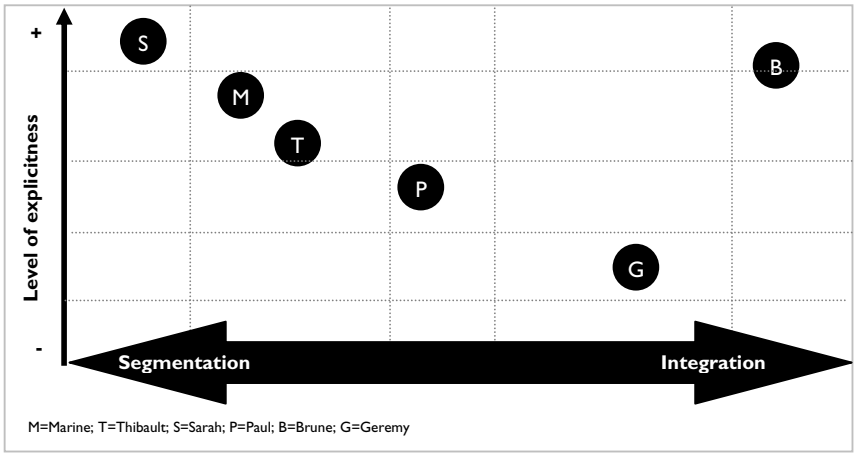


Figure 4:n - The overall work/non-work preferences for the six middle-managers

Connecting such preferences above with the origins of preferences, some links can be found between the clarity of the preference and the level of explicitness. This is observable for Sarah and Brune whose preference origins are also clearly expressed and related to identifiable specific elements. For Marine and Thibault, the origins of their preferences are less associated with specific elements. Paul's more balanced and moderately explicit preference is to be

associated with a clear personal reflection. Such reflection does however not point out clear elements that can be directly associated with his preference's origin. Finally, Geremy whose preference is less explicit seems to be more diffuse on its origins. As whole, I recognize that more explicit the work/non-work preferences, the more clear are the origins of one's work/non-work preference. The discussion above involving the six individuals enables us to draw some specific learning about individuals' preferences and their origins.

1. In line with the theory and the common view in the work/life field, preferences can be placed on the integration-segmentation continuum where a certain variety emerges. I observe five patterns in Figure 4:n namely:

- A preference for pushed integration
- A preference for pushed segmentation
- A preference for integration moderated by segmentation
- A preference for segmentation moderated by integration
- A balanced preference between segmentation and integration.

2. The spread on the continuum shows a diversity in individuals' preferences. This supports the call of a humanistic case made in the introduction where neither segmentation nor integration is solely valued and can solely be seen as the answer to individuals' work/non-work experiences. In the same line of thought, none of the middle-managers reveals to have an extreme preference for one or the other. This indicates that both are seen as complementary. This is in fact the extent of such complementarities that differ among individuals.

3. Beyond this spectrum, **segmentation is valued but to different degrees for each individual.** Segmentation is fundamental to Sarah, Marine and Thibault; it is also central for Paul and a bit less for Geremy and Brune. For all of them segmentation is nonetheless recurrently associated to one's daily life and daily context in which work/non-work experiences take place. Consequently, **segmentation may refer to a daily preference** especially in regards to temporal, spatial and negative cognitive boundaries. Similarly, **integration is valued but to different degrees for each individual.** Integration is fundamental to Geremy and Brune. It is also essential for Paul and to a less degree to Marine, Thibault and Sarah. Integration is however present in each self-narratives where it is presented as a long-term view. In that regards, it refers to their sense of harmony that all of them, to diverse extent and in diverse terms, would like to obtain among their various life domains. **Integration may thus be seen as a long term strategy.**

4. The actual state on the integration-segmentation continuum is to be considered in relation to the level of explicitness of the preferences. Focusing on explicitness, it is observable that considering each boundary, some

preferences are not expressed and thus may be inexistent or completely implicit. In both cases, it leads to people not being aware of them. **When considering the overall preference, people have nonetheless all some awareness about their preference but at diverse levels**. Such levels depend on the extent to which one individual is aware of his or her preferences (overall or/and specific) and on the extent to which one communicates about his or her preferences (overall or/and specific). As shown in Figure 4:n, four levels can be identified. **In total, five levels are thus possible**.

- An extremely explicit level: Individuals are largely aware of and openly share their preferences.
- A medium level: Individuals are still largely aware of but less sharing about their preferences.
- A moderate level: Individuals are moderately aware of their preferences but talk less about few of them and to less extent about their overall preference.
- A lower level: Individuals are less aware of and thus do not communicate about their preferences
- An extremely low level: Individuals are not aware of their preferences.

5. In addition to the level of explicitness, it is central to note **the preferences for few specific boundary types play a central role in the determination of the overall preference.** It is indeed noticeable that for all of them human boundaries are very important for their overall preferences. It also emerges that with no doubt emotional, cognitive negative and temporal boundaries influence the overall preferences. Spatial seems to be a little bit less influential. Likewise for behavioural boundaries. However, compared to cognitive positive and psychosomatic boundaries, spatial and behavioural boundaries definitely have a larger role.

6. As narrated by each individual, these preferences have five origins.

- Work/non-work related events in one's upbringing,
- One's past work/non-work experiences,
- One's understanding of one's roles in work
- One's understanding of one's roles in non-work.
- One's sense of personality and sense of oneself.

7. Having these origins in mind, it is observable that **the social environment and social interaction become central in the development of the work/non-work preferences.** Three central interactions can be identified: the interactions with family, the interactions during our education and the interactions in the workplace. This corresponds to the main arenas for the socialisation process (see Burr, 1995; Collin, 1997) revealing thus that preferences and their origins are thus social and depend of one's individual, organisational and societal contexts.

8. A link between the clarity of one's preference origins and the level of explicitness can be made where the more explicit the more extreme a preference is. It can also be seen the more pushed a preference, the more explicit it gets.

Focusing on individuals' work/non-work preferences has led to different lessons in regards to the segmentation and integration of life domains by individuals. The learning raises new questions about individuals' work/non-work experiences, i.e. what is the role of preference? What is the role of explicitness in segmenting and integrating? Or why segmentation is seen as daily preference? And what are the consequences for individuals' work/non-work experiences? To understand individuals' work/non-work experiences further, it is essential to pay attention to the core of one's experiences, that is to say the work/non-work process. This is the aim of Chapter 4.5 and Chapter 4.6.

Chapter 4.5
The boundary work and boundary management processes

With their work/non-work preferences, individuals engage intentionally or not into a work/non-work process. To understand such work/non-work process, the theme of 0, it is essential to first pay attention on the boundary work and boundary management processes that compose the work/non-work process. This is what this chapter deals with. Following the boundary frame (Table 1:H on page 69), this chapter analyses whether individuals place and transcend mental and enacted life domain boundaries and if they do what is placement and transcendence. It gives insights into how and why placement and transcendence are managed via work/non-work activities. The first section of this chapter explores the placement and transcendence of mental and enacted boundaries of each storyteller, focusing on their boundary work and boundary management. The second section discusses the work/non-work activities. This chapter ends with learning about the boundary work process, and boundary management process, via learning about the placement & transcendence of boundaries and work/non-work activities.

4.5.1 Narrated placement and transcendence

The **boundary work process** and **boundary management process** refer to how individuals place and transcend mental and/or enacted life's boundaries, i.e. mentally and/or concretely rendering boundaries more or less flexible and permeable (Table 1:E on page 61). Exploring these processes requires paying attention to their two core mechanisms: the placement and transcendence of both mental and enacted boundaries. **Placement** is defined as the mechanism through which one defines a mental and/or enacted boundary between the domains. **Transcendence** is defined as the mechanism through which one keeps mental and/or enacted boundaries fixed so that one can cross them back and forth (Table 1:F on page 62). In the context of seeing the work/non-work process as proactive, placement and transcendence have often been seen as intentional. Having discussed this view in section 1.3.4 and as theoretical gap 3, the level of intention should cautiously be taken into account. Additionally, placement and transcendence aim at rendering boundaries more or less flexible and/or permeable. Therefore, the placement and transcendence mechanisms of a specific boundary reveal how such this boundary can be placed on the segmentation-integration continuum. This is in line with Bulger et al. (2007) who explore the continuum in terms of boundary management or enactment

and indeed find four clusters. For each middle-manager, I represent graphically[66] mental and enacted boundary for each narrated boundary type on the segmentation-integration continuum, including the overall mental placement and transcendence (boundary work process) and the overall enacted placement and transcendence (boundary management process)[67]. I also include the level of intentionality as narrated by each storyteller.

4.5.1.1 Marine's boundary work and management

Marine's narrative reveals that she views work and non-work spaces as different (mental placement - segmentation). The most striking example is how she does not consider Madel as home: "This adds to my feeling that Madel is still not home". This is enacted by the fact that she does not perform private activities in Madel and has not developed a new gang of friends there as she always refers to the 'gang' in Paris (placement – segmentation no intentional). She also distinguishes her flat from her office (mental placement – segmentation - intentional). She enacts such mental boundaries by purposively not taking work documents home (enacted transcendence - segmentation). Additionally, she makes clear not to have personal effects in her office (enacted placement - segmentation). Having a travel guide on her desk, she mentions that it is here for work purpose, i.e. to learn more about the country she is working on in her current project. She has no picture of her family on her desk (enacted placement - segmentation). This is because she does not think that it is in the office that one should have personal pictures of his or her family (mental transcendence - segmentation). She avoids looking actively for a job at work and does that at home on weekends and evenings (enacted placement – segmentation). This leads her to have her CV in a certain file that she brings back and forth between her office and her flat (enacted transcendence – integration). She would stay a bit later at the office rather than taking work home (enacted transcendence – segmentation due to some flexibility of time). She goes home for lunch and not to restaurants with colleagues (enacted placement – segmentation – strongly intentional). However, she recognizes that she has been doing so but by having her office's door closed (enacted placement – segmentation) and recently letting them open (enacted placement – integration): "I may not feel any more the pressure to close the door when talking about that or writing an intention letter; instead I just say that I need one hour without being disturbed." This is however not as intentional but due to the arrival of the two new girls.

[66] In the following graphical representations, the importance of the boundaries is not underlined as for one's preferences. This would render the graphic too complex. As for the previous graphs in Chapter 4.2, the figures are not scaled and do not intend to be compared with one another. They represent the main characteristics for one particular individual.

[67] How both mechanisms relate one to another is analysed is detail in Chapter 4.6 on the work/non-work process.

When it comes to human boundaries, she places really strong boundaries on who is part of a domain and not of another (mental placement- segmentation), especially between friends and colleagues. Such mental boundaries are largely intentional and relate to her work/non-work preferences. She does not think of the eventuality to have common activities with them or to invite them for dinners at her flat (enacted placement -segmentation). There are however few people she may perceive a bit differently (mental placement – integration) and with whom she may have a drink and talk about general trends of her personal life (enacted placement – integration): "*There is one colleague who potentially may be a friend. This is someone with whom I could have a drink and he knows about the main aspects of my personal life."* This is however limited as she continues*: "But once he brought his girlfriend who is also working in the same administration. At that time, I planned to bring Mathieu, but as she was also coming I said to Mathieu: 'This is no longer possible to join because we are going to talk about work and it will stress me".* Generally, she would enact such segmentation by refusing to get accompanied by Mathieu when meeting few colleagues for a drink (enacted transcendence - segmentation). Moreover, she refuses invitations that can occur on weekends (enacted transcendence - segmentation). But here again, she nowadays no longer has a strict separation between friends and colleagues (mental placement – integration) as she sees the two new girls a bit more outside creating some social life that was missing before (enacted placement – integration – not strongly intentional): "We may also go out and have a drink after work more frequently and more spontaneously than before. *So yes, there is an evolution in the sense how easy it is for me to talk about my personal situation, about my professional difficulties to other people, of course not to strangers. But I now manage to talk with people with whom I may have some affinity whereas it was a time it was largely harder…nonetheless it does not creep into my weekends because I do not mix both."* She reveals to have also discerned a bit more about her personal life with older colleagues of hers, mostly because this woman is experienced and agreeable to talk too (enacted transcendence – integration - not completely intentional). Overall, she however wishes to be living in Paris where, according to her view, it is possible to enact her mental placement towards segmentation for human boundaries between work and non-work.

As it can be seen above, her segmentation relates to her temporal boundaries. Overall, she sees time distinctively (mental placement - segmentation) as this is made between her distinction between week and week-end, the latter being reserved for Mathieu and friends in Paris (mental placement – segmentation). She is having activities that are different from her weekly routines, like brunching with her friends (enacted placement – segmentation). She has a daily schedule from around 8:00 to 18:00/18:30. She takes a long break between 12:30 and 14:00 that really enables her to take the opportunity to do personal activities like reading personal mail and taking a small nap (enacted placement -

segmentation). If she stays at home to avoid taking work home (spatial segmentation), she will however not stay longer than 22:00. She also likes to spend some time between the office and her flat for some window shopping. This is a way to facilitate the transition between work and home and vice-versa (temporal and spatial enacted transcendence – segmentation). Lunch as an enacted placement activity and her transition rituals are intentional. They enable her to take the opportunity to have a real break and not think about work. They support the transcendence (segmentation) of thoughts and the placement (segmentation) of the strain.

As a matter of fact, Marine suffers from a high level of strain that is invading her work and non-work (enacted transcendence – integration – not intentional). In that regards, she ruminates about work (enacted transcendence – integration not intentional). She thinks of non-work while working (enacted transcendence – integration - not intentional): "*With time and growing tension, his joblessness started becoming part of my life.* The stress is also reinforced by my projections in the case of him finding a job in Paris. This makes me think about non-work at work." Her cognitive and psychosomatic boundaries are thus permeable more than she wishes. Indeed, whereas she mentally does not consider to talk about work with people from other domains (mental transcendence - segmentation), she in fact talks a bit about work with her family and with Mathieu (enacted transcendence - integration). She also talks about her work problems to Mathieu in a sign that she values some integration (enacted transcendence – integration) even if this leads to some guilt because it provides her with some support and perspective. She feels that she may discuss work with her family even if this is more of a "taboo" subject between them. This is narrated as a small weekend talk during the breakfast with her mother and brother whereas she had no strong intention to do so at first (enacted transcendence – integration – unintentional). Additionally, she takes a shower on the evenings. She does mention such activities spontaneously and does not feel to have developed them recently. The shower enables her to evacuate stress and to 'get out' of her work thoughts and start doing non-work activities (enacted transcendence - segmentation). It also marks the distinction between work and non-work (mental/enacted placement – segmentation). This is done as a ritual aiming at "leaving" her "working" clothes and her "working" skin when she comes (enacted/mental placement - segmentation). Here is how she describes it: "To alleviate my stress, I spend some time shopping on my way back home between 18:30 and 19:00. Then when *I arrive home, I take a shower; which is really important when I come home. I change skin, if I may nicely say. The shower on evenings, it is because it relaxes me and I think that I need it to release the fatigue. Really, it takes the fatigue away, it makes me feeling good, and it relaxes me. It is also because I change into more casual clothes. It is a bit like if it marks the end of the day (mental placement – segmentation).* Sometimes, when Mathieu was here we might stay and discuss then I would say: "now I am tired, I need to go and

take the shower, I will be back in a second". Then I can pursue my evening" (enacted transcendence)."

Such transcendence and placement are also perceivable in her opposite behaviours at work and at home especially the fact that she dresses differently:" *It is true that I may have forced myself to wear blouses on a daily basis."* This is somehow intentional in order to underline her role as a manager and to be seen as the "boss". However, changes are undergoing in regards to both aspects. She says: *"I try to be more natural" (enacted/mental placement – integration – intentional). This was to underline her change of clothing at work that will impact her transition and maybe her ritual.* This change is supported by the experiences gained in her work and that is expressed as a new sense of mastery. Such feeling is reinforced by the recognition of her work by her manager. It is also due to the fact that she realises that talking may be needed to evacuate some stress and get relief (enacted transcendence - integration). She recently starts to discuss more about her private life with the new young colleagues who can offer her some support and encouragement in her search for work (enacted transcendence – integration).

Finally, what is central for Marine in her overall current work/non-work process is finding a job in Paris. She foresees that such changes will bridge the distance that is today present with her friends and compensate for a part of their lack of support (enacted placement – segmentation- not intentional). She believes that Paris will enable her life with Mathieu to take another step (mental placement – flexibility) that may be concretised in having their own flat. She believes that Paris will enable her to separate work and non-work in a natural way due to the largeness of the city. Her search for job is today "active" because Mathieu is now for good in Paris: "Today, *I have made up my mind; I should not lose any time. The less dynamic I am in terms of search of work, the less I will be efficient and the more it will last! All in all, everyone will lose."* Few weeks ago, they started however to have other strategies: "*At that time [when Mathieu was not successful in interview] we tried to invent other alternatives. There were no traditional options for us to pursue so we tried to extend our imagination in order to find something in between".*

Figure 4:o graphically presents Marine's mental and enacted boundaries as well as to what extent they are intentional. Her overall mental placement and transcendence (boundary work process) and her overall enacted placement and transcendence (boundary management process) as combination of each narrated boundary are also represented.

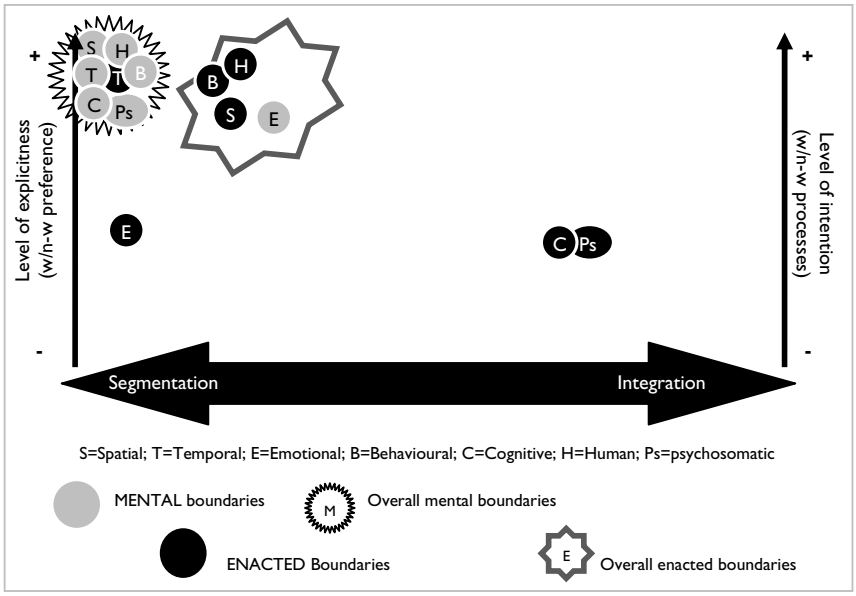


Figure 4:o - Marine's boundary work and management

To conclude, listening to Marine's boundary work and boundary management, it is observable that her boundary work and boundary management aim at placing boundaries because one of her central problem is the stress/strain and negative thoughts that permeate between domains. She indeed indicates that it is the consequences of work in terms of stress among those strain and invading thoughts that are her main challenges. From the interpretation of her boundary work and boundary management processes, it is thus observable that she creates mental boundaries to segment her diverse domains to avoid spillover. This is in line with Nippert-Eng (1996) who indicates that placement is in focus when domains are permeable. Her boundary work and placement reveals that she has a clear intention to replace work and family (Mathieu) boundaries closer since they are part of strain. It reveals that most of her work/activities are to place boundaries to segment work and non-work. It is noticeable that such segmenting activities originate from her upbringing which have taught her not to reveal everything to her family. It is also certainly due to former work/non-work experiences and learning. Hence, the origins of the shower have been forgotten by Marine, which indicates that she has integrated such activities into her behaviours and identity.

4.5.1.2 Thibault's boundary work and management

Thibault indicates in his work/non-work self-narrative that he ought to make differences in terms of relationships at work and outside (mental placement - segmentation). The central illustration is the fact that for him his relationship with Thara should not be "official", therefore it should be outside of the working context: *"the fact not to make our relationship official is that I consider*

that my private life is my private life and so long as it does not influence my work, people have not right to know with whom I am living; I am not going to ask them with whom they sleep in the company". He enacts this difference by adopting a different behaviour with Thara when they were working on the same site, i.e. they are not close one to another and do not have pauses together (enacted placement – segmentation). Nonetheless, Thibault views some colleagues as real friends (mental placement – integration). These colleagues are often shared with Thara so that they "have dinner at home and through this we share more of our private live with others and vice-versa" (enacted placement – integration). Nevertheless, Thibault does not engage himself in having friends that are hierarchically connected to him (mental/enacted placement – segmentation). He also considers other colleagues more as acquaintance (mental placement – integration) with whom he may go out with although he does not feel connected to them on a private level (enacted placement – segmentation). The most important element when mixing people is that it should not disturb work and affect the working relationship: "Even if we were working together, I think that the most important thing for the relationship is the person and not how the person is labelled" (mental placement/transcendence – segmentation).

In regards to spatial boundaries, Thibault's self-narrative reveals that he sees work places and non-work places as distinctive (mental placement – segmentation). For example, he goes away for holidays at his parents or in an agreeable place where he could play golf (enacted placement –segmentation), He prefers to stay longer at work rather than taking work home (mental placement / enacted transcendence - segmentation). Nonetheless, he may take his computer home (enacted transcendence - integration) having maybe the opportunity to work (mental transcendence - integration). Yet, he rarely uses it which reinforces his segmentation and shows that he does not intentionally take the computer to work but takes it in case of (enacted transcendence – integration – not as intentional). He may work by reading documents while flying and thus uses public spaces as work place (mental/enacted placement – integration). Today, spatial segmentation is reinforced by the fact that he lives in Jyve and home is in Lansa with Thara (placement – segmentation – not intentional). Even if he looks for spatial segmentation, not being in Lansa is too extreme for Thibault as it creates too big a distance between him and Thara (enacted placement - segmentation – not so intentional). To counter such segmentation, he has to put in place to some extent some strategies on how to make Thara and the kids come to Jyve. He looks eagerly maybe for Thara to get a position in the North-East filial and by supporting her in her search (enacted transcendence – integration). He looks for houses that are convenient for school, for his golfing (enacted placement – integration) and having a nice home (enacted placement – integration). He takes advantage of internal emails to send pictures to Thara about houses and he takes advantage of the company car to travel on weekends.

In terms of time, he generally sets temporal boundaries around 18:30/19:00, time that is dedicated to family or private activities like golfing (mental and enacted placement – segmentation). The division between week day and weekend is central (mental placement – segmentation) when he enjoys to be with Thara doing things together (enacted placement - segmentation): "How to say it but I am also fond of the *weekends or the evenings when we watch a DVD. It is in fact about renting and watching it together. Sometimes we watch movies or other television programmes on cable TV. But what counts is the evening itself. We eat together, we watch TV or read a book together; these are the sort of natural moments when we do not ask ourselves questions. This is a usual way for us to spend evenings, but still it is not determined by routines.* With the time, the weekends very are important for us to be together. Their significance to us increases." The evenings should also be dedicated to family and Thara (mental placement - segmentation). Being away at the hotel (then house) in Jyve, they develop new ways to enact such time (enacted transcendence – integration): "Rarely a night passes without us talking over the phone. We regularly text-message each other and exchange a few emails. I have her picture which I carry with me and have placed it in the book I read at night".

His boundary work and management concern also his behavioural boundaries. In that regards, he fully integrates his behaviours at work and non-work. He feels to be himself both at work and outside work as an open and social person (mental placement – integration). He has the same way to "function" when facing a task at work or in other domains. He plays with deadlines working intensively just before such deadlines (enacted placement – integration) doing the same in the non-work domain. *"I do not say that before the deadline my intellect is not working and thinking on its own. Nonetheless I will not mentally and physically start until the last moment. I also do this in private".* To be the same, he even purposely develops a new activity, i.e. get to listen to football (enacted transcendence – integration – intentional): "This would enable me participate to some discussion with my colleagues. Regularly, I may listen to radio to keep posted about football. Of course, I would not do that solely for the sake of work. It has still to bring me some pleasure and it does to some extent".

In regards to cognitive boundaries, it is observable that even if he wishes not to talk about work home or vice-versa (mental placement - segmentation), he talks about Thara at work with people who are aware they are together (enacted transcendence – integration – not so intentional). This integration relies on others' boundaries, i.e. being the same person at work and non-work. It is not about ignoring each other. What is central when mixing people is that it should not interrupt work or affect work relationships. Additionally, he talks about work to Thara and shares work documents to get her opinion (enacted transcendence – integration – not so intentional) even if he wishes not to talk

about work home or vice-versa (mental transcendence – segmentation). He also takes himself thinking about golf at work (enacted transcendence – integration – not intentional). In that regards, it is central to understand that for him to evacuate work thoughts, he uses golfing (enacted transcendence – segmentation): "*For me, golf helps me to feel good, to "empty" my head by having it concentrate on the ball, on the technique and trying to improve: see how the ball left, try to adapt the swing, or reproduce it when it is correct. In addition, it enables me to have long walks in beautiful and calm places. This relaxes me".* This private activity is essential to his well-being. It may still be performed in a slightly work context during competition or in a family context (enacted placement – integration), changing the nature of the golfing (mental placement – integration/segmentation): "she may sometimes follow me to the golf course, which turns into a long walk in the nature for both of us".

Finally, it is observable in Thibault's self-narrative how boundaries affect each other. This is definitely apparent for emotional boundaries where it can be seen across these boundaries that emotions are to be different (mental placement – segmentation) in his diverse life domains and are enacted differently (enacted placement – segmentation) where proximity is a sign of affection and is reserved for real friends and Thara.

Figure 4:p represents Thibault's mental and enacted boundaries as well as to what extent they are intentional. It also shows his overall mental placement and transcendence (boundary work process) and the overall enacted placement and transcendence (boundary management process) as a combination of each narrated boundary.

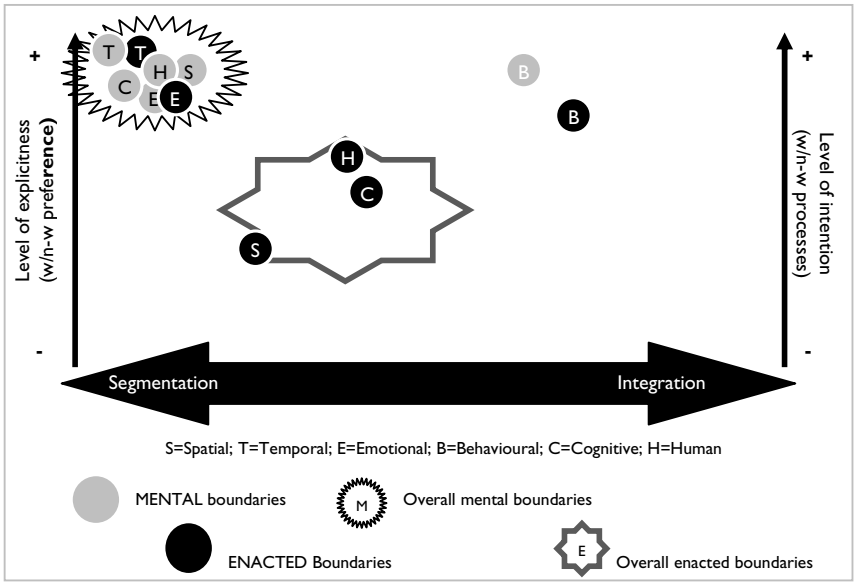


Figure 4:p - Thibault's boundary work and management

From the interpretation of Thibault's boundary work and management processes, it is perceivable that Thibault's long term boundary management aims at placing spatial boundaries so that Thara and the kids are closer to him and that his life domains are spatially closer. Such enacted placement may enable him to consider Jyve as home and align his mental and enacted boundaries. His daily boundary work and boundary management focus on transcendence so that he is able to go from a domain to another by avoiding what he sees as negative interferences including the non-intentional spatial distance between him and Thara. This is in line with Nippert-Eng (1996) who indicates that when domains are less permeable, the boundary work aims at transcending. In his case, when home and work are spatially divided, permeability is reduced. It also relates to the fact that he personally considers not having any problems related to permeability between domains because he feels to have rules on how elements of domains cross over. He knows how his boundaries are placed. In that regards, he has developed certain integrative activities.

4.5.1.3 Sarah's boundary work and management

Sarah's self-narrative points out that she highly segments her temporal boundaries (mental placement – segmentation): "*I have time slots at work for meetings and if I have anything forcing me to leave at 17:30 or 18:30, then I leave*". This is also expressed by her mental scheduling: "In that spirit, I also regularly set time aside for some other activities, i.e. reserving a few mornings for yoga and meditation every week or a few evenings for the theatre and meeting with close friends". Her temporal segmentation is clearly enacted in the organisation of her

working days by starting early and having short breaks to be able to leave early to concentrate on non-work: "I would even say that sometimes *it is better to grasp a bite for lunch that will take only ten minutes rather than tolerate people I do not fully care about or spend time with people I for sure know they are going to bore me. So, indeed, I prefer to take a 10/15 minute lunch break and be able to leave at 17:30 for activities that I know will enrich my life".* The latter occurs with activities essential to her well-being and planned with a feeling of liberty not be locked into new schedules. This reinforces the distinction between work and non-work (mental placement – segmentation): *"As for yoga, I have 20 years of practice. I look for flexible options or à la carte options and this is not a vain use of the word "à la carte". It is to being able to go when I want, when I can and without any new restrictions. I do not want to feel locked up by demanding schedules [...].so I feel the need that I should not be something like a victim of time constraints."* Moreover, she values the distinction between week and weekends when she concentrates on social and private life having activities that are totally distinguished from work. She, for example, does not go and visit scientific museums (enacted placement – segmentation). She values time for her and enacted it by strong personal activities (mental/enacted placement – segmentation): *"I need personal time that is to say to be alone with myself and not obliged to be with others. I am not afraid of being alone the entire Sunday. On the contrary, it is so beneficial because I can go and have a walk in the morning, I have time to read. I have lots of things. I would like time to write but I do not take time for it".* She finally enacts her segmentation between working periods and holidays by not communicating the phone number to which she could be reachable: *"when I am on holiday I never give away any phone numbers, because I assume that I am not indispensible (mental placement – segmentation).* Besides this strict segmentation, she decides to go to Africa on a holiday in the frame of "solidarity holidays". This program implemented by her company is about sharing her work knowledge while also being abroad in holidays. This integration of time brings her authenticity. This is thus an intentional integration.

Beyond such temporal segmentation, she points out clear spatial segmentation and enacts it with strong segmentation activities. She refuses to have company laptops or mobile phones or any such gadgets (enacted transcendence – segmentation). She does not take work documents at work or vice versa (enacted transcendence – segmentation). An outstanding example concerns her decision not communicate her work phone number: "In addition, I do not give my office phone number to anyone even to my mother" (enacted transcendence – segmentation). Additionally, even if she values yoga she refuses to take part in sessions that may occur on site: "Similarly, there are some activities for personal development like Yoga which are organised on the working site. I have been asked to join, but I have not (enacted placement – segmentation). I do not want to join. These activities are for me too personal (mental placement – segmentation)." To

mark the difference, she also looks for holiday resorts that are at the opposite for work places and her daily life (enacted placement – segmentation): "For example, in *Mongolia there is an extraordinary silence so the pace of life is slower. It is a calm country as soon as you leave the capital city; you leave behind modern civilisation and spend 10 days in the steppe where you do not meet anyone except a few nomad*. It is in contrast to the work pressures of the office for example where one has constantly to answer incoming emails and treat as urgent even if they are not." Beside this strict segmentation, she performs some non-work activities at her desk, by reading documents in relation to her participation to an association aiming at helping unemployed people (enacted placement – integration). Here again this is an intentional integration in touch with people's authenticity which enables her to be authentic to herself, i.e. not playing roles.

Her yearly trips fill in another purpose. They are also essential to get contact with people whom she feels are more authentic (mental placement – integration). Such authenticity is essential in her human boundaries. She views colleagues as people who are only focused on their work, and not as authentic. They enact this while conversing: "*during conversations, I find that people are completely immersed in their professional lives. They do not have at all time to cultivate their minds, to give another dimension to their lives which is easy to notice during discussions taking place while working or in breaks. These conversations about colleagues or work have no depth and thus are not at all enriching. In other words, this still means that we are discussing work at a time we are supposed to relax and the discussions we have are not of so high level of intelligence. Therefore, I also believe that to some extent professional life does not spare enough time to let the mind cultivate and enrich one's life. In my personal view, people nowadays exist essentially through their professional identity*". Meanwhile, she tries to find other subjects and does not talk about work (enacted transcendence – segmentation). For other types of relationships, authenticity comes in play by sharing common interests and experiences which can lead to affection and consequently authentic friendships (enacted transcendence – integration). This may concern colleagues with whom authenticity and affection have a potential to occur (mental placement – integration). There is however no systemic process: "There are few people from work, with whom I may even not have worked directly but with whom I really share similar interests and views. These people I will meet in private. I will not even consider them as part of my working relationships, but more as good acquaintances or even friends. This is typically the case of one colleague, Severic of whose daughter I am the godmother. I feel strongly emotionally attached to these people As soon as affection comes into play they will shift into the domain of friends." Additionally, she does not want to share private activity like Yoga with other people: "when I want to practice, them it is for and by myself" (enacted placement – segmentation). As a result she refuses to practice it when at work with colleagues (enacted transcendence – segmentation).

This human distinction is to be connected to her cognitive boundaries of not sharing work outside work (mental transcendence – segmentation) and not talking about work outside the office (enacted transcendence – segmentation). Such mental placement is enacted by few segmenting activities: "For example, I did not send any post cards from Mongolia though a few might have known about it but I did not publicize my going there. For me, all these are artefacts dictated by organisations that prevent the establishment of authentic relationships based on authentic people and not on organisational roles" (enacted placement – segmentation). Similarly, she intentionally decided a small while ago not to disclose her private life to anyone in her social life after having being hurt doing so (enacted placement – segmentation).

Finally, in line with her preference, she indicates to be the same person in both domains. Without playing any roles, she feels as emotive in both domains (mental placement – integration). She however does not fully show how such mental boundaries are enacted. Intentionality can thus not be identified. It may, nonetheless, be perceivable in her self-narrative. She would indeed not show contempt when people may disturb her lunches that are planned in advance: "For example, I do not accept to be disturbed by colleagues when I am having lunch with an old colleague but this often happens" (enacted transcendence – segmentation). She would not show sadness nor frustration nor guilt when people in the open space gaze at her when leaving work. On the contrary, she shows confidence as she is conscious that she has done quality work in line with her contract: "Once more, when working in open space, leaving the office a bit early is not seen as a good sign but since I have done my work and the tasks assigned to me I do not care (enacted transcendence – integration)."

Figure 4:q represents Sarah's mental and enacted boundaries including their intention level. It also indicates her main overall mental placement and transcendence (boundary work process) and the overall enacted placement and transcendence (boundary management process).

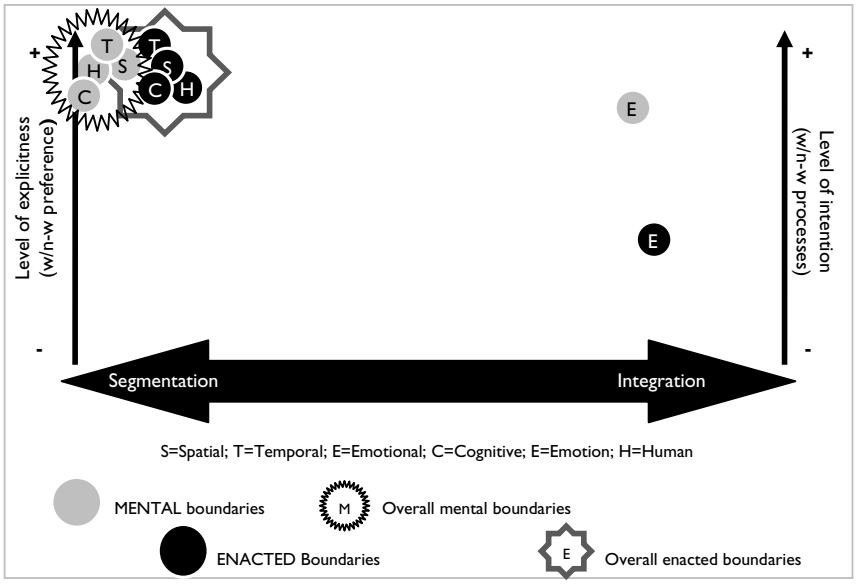


Figure 4:q - Sarah's boundary work and management

In a nutshell, it is noticeable that Sarah has developed transcendence activities that are functioning. Again this is line with Nippert-Eng (1996) and the relation between less permeability and placement activities. Nowadays, her main objective via her boundary work and management is to place boundaries to enable her to develop a meaningful non-work domain by finding authenticity and detaching her work from it. In other terms, she revaluates the role of work (mental) and how it concretely impacts her life (enactment). She thus adopts one main strategy to segment: contrasting work and non-work. She develops activities to contrast domains (selection of holiday resort, not same behaviour, etc). But above all she makes the contrast visible because she does not apprehend why such contrast should exist. She would like it not to exist and find authenticity over domains, i.e. life. This relates closely to her sense of oneself that in fact enables her to develop also activities for integration as long as it again brings her authenticity and enables her to show authenticity.

4.5.1.4 Paul's boundary work and management

Paul's self-narrative highlights an overall high level of segmentation of his temporal boundaries as most of his self-narrative is about times in diverse domains (mental placement – segmentation). First, he enacts yearly working time by defining clearly his holidays that are reserved for his daughter: "*I also take care of her during my holidays and I would say that I devote my holidays to her because she lives far away" (enacted placement – segmentation).* The time I spend with Paola is essential and I am doing all I can to protect it" (mental placement – segmentation). In that context, he optimises time by cutting it in diverse chunks

to be able to organise it with care (enacted placement – segmentation): "*I want to be effective utilizing the transportation time which is no constraint but simply a compulsory time to take into account. I arrange weekends with four or five slots following each other."* Such segmentation of time is daily perceivable in how he sees his time after lunch: "*I am back at the office at 13:15 which helps me to do a few personal things such one or two emails, or look up something on the internet that may to take 15 to 20 minutes., I am quiet, and then I re-start my work, I would stay until 18:30".* Furthermore, he talks about the importance of personal time (mental placement – segmentation) where he performs personal activities for himself such as sport or readings (enacted placement – segmentation*): "Another essential aspect of my life is my personal time; this is the time I have for myself, when I take care of myself, basically the time I spend alone and devote to reading, going to cinema or having an entire weekend for myself*". Such personal time is also enacted on evenings and weekends with activities that are selected to create an opposition with the working time like sports and exercising, or cultural activities like theatre or cinema: "*Generally, on Friday nights I shut all (mental placement – segmentation). I am in weekend and I would say the motivation for everything I will do will be my pleasure (enacted placement – segmentation).* Some weekends *provide me with the time I need to do some personal things which I missed during the week due to lack of personal time".* Weekends are also made to perform family activities (enacted placement – segmentation). When with Pollyanna who was living 300 km far from him: *"We met once every three weeks* in Pilang, *I found that she was extremely happy with the arrangement, and in that context, I was fine".* Nowadays such enactment is a bit different as it occurs also on evenings because he dates someone from Pilang: "She is from Pilang and we meet on a more regular basis, in the evenings or weekends. We go to theatre, go and eat out and enjoy" (enacted placement – segmentation).The last central distinction of time made by Paul is about lunch time where, as mentioned earlier, he sees part of it as private (going to eat) and part of it as work (eating) (mental placement – segmentation). This is a mental distinction that is enacted by the fact that he may take his personal phone and call someone while walking, for example to plan the evening, or may think about something else as work while on his way home: "*while walking I can however distress, remember stuff to do or I can simply do one or two phone calls like to a friend with whom I planned the evening but we did not plan it with details like about the time we should meet to go the movie"* (enacted placement – segmentation). Beyond such will to segment time, it is observable that he does not mind and even appreciate it to meet acquaintances while on weekends and exchange a few words with them. "*Last Saturday or Sunday, I went to the theatre where I met some journalists, the person in charge of the communication of xxx, other personalities like that...etc. I was pleased to see them. We exchanged views, we talked a bit about work, we talked about other matter. And here we are; it is part or I would say they are part of my daily life" (*enacted placement – integration*).* He also would not completely reject a phone call from a journalist during holidays (enacted transcendence –

integration) on the condition that it does not interrupt his father-daughter's time (mental/enacted placement – segmentation). He would prefer to have it planned in advance (enacted placement – segmentation). This leaves margins to a full enacted segmentation.

His boundary work and management relates also to his spatial boundaries. One notes a certain duality in that regards: "I do not bring work home (mental placement and enacted transcendence – segmentation). If I do, it has to be interesting material that I may read seated on the terrace, or it has to be important (enacted transcendence – integration). I remember that once I took some work over a weekend I was home with Pollyanna and my parents. This was because of a significant news conference on Monday. I did not touch my work on Saturday and did not want to read (mental placement – segmentation) and work on it before late Sunday when I would be alone" (enacted transcendence – integration). It is central to be aware that he may listen to radio at home for work purpose so that no distinction of space is done (enacted transcendence – integration). This is however not made intentionally. It is a natural thing as listening to radio is one of his pleasures. Additionally, he mentions not having a computer at home to check his emails (enacted placement – segmentation – level of intentionality not clear) so that he takes few minutes at work to check his private emails (enacted transcendence – integration). Moreover, it is observable that he may perform associative activities at work: "I spent some time "off" work to finalise a press release with three other members. Later, we all went to the news conference in the early afternoon"(enacted placement – integration). In both cases, it is central to relate it to his temporal segmentation by declaring "Even if time-wise I see a difference, these activities are made at the office". Finally, in terms of space, we should recall that his wife has custody. At one point of time, he has considered to move maybe closer to Paola. Nevertheless, he realises that his life in Padrian was good and that real distance would not change the fact that he does not follow a "traditional family model" (mental placement).

In regards with his human boundaries, it is apparent that Paul has friends among his colleagues (enacted placement – integration). However, he ought to manage this by having clear rules on who to talk what with and where *(enacted transcendence – segmentation).* When Pierre, a colleague/friend comes and visits his wife during a week, Paul mentions: "With Pierre*, we talked three minutes about work (enacted placement – segmentation), he is critical of the company, but the discussion did not take us more time. Then we discussed painting. His wife is indeed more of an artist, so we chatted also about music, books, golf and about wine"* Similarly, he develops such rules at work; with for example Polydore: *"If I want to spend time with him, I would rather say 'come for diner home one evening', I will be more available* and we will talk about work no more than a few minutes" (enacted transcendence – segmentation). In this case, talk enable him to keep the place of boundaries, making transcendence between domains for people

belonging to both something possible. This is identical for acquaintances: "acquaintances may be people I met through work but do not mind to see and meet during weekends in the streets or at theatre. These are the people with whom we engage in small chats" (enacted transcendence – integration). What is central is that enrichment takes place during talks. Paul has clear mental boundaries tending to segment his relationships but he, by clear rules, creates integration that may occur intentionally or otherwise. Here again, we should recall that his daughter lives far away in Irysland (spatial segmentation – not intentional). For that reason, he regularly talks over the phone with her (enacted human transcendence – integration).

When it comes to thoughts, he seeks negative thoughts to stop at the entrance of the company building (mental placement – segmentation). It is central that what makes this possible is first the environment outside: "For me, work-related troubles stop at the office's doors, especially when I see the few trees out of the office building" (enacted transcendence – segmentation – not so intentional). It is also supported by the activities that are planned to contrast between work and non-work times (enacted transcendence – segmentation – intentional). It is also possible due to his will not to talk about work outside work. "I try not to bring negative aspects of work home. I do not appreciate talking about work at home especially about problems" (enacted transcendence – segmentation). Consequently, he does not define indeed himself via work: "More generally, I do not like to talk about my work (mental/enacted placement – segmentation) outside the work context because I do not define myself solely through my position" (mental/enacted transcendence – segmentation – intentional).

When it comes to positive thoughts, he sees them naturally crossing over domains and shares them even somehow unintentionally (mental transcendence – integration). "I sometimes talk about positive experiences even on the phone when I was with Pollyanna". He would however maybe not go into details and seems to be vague about such aspects. Nonetheless, he recognizes that his brain or part of it is still working on weekends so that he may capture ideas (enacted transcendence – integration – not as intentional). As a consequence, some work thoughts may occur on weekends, but they are not disturbing. They relate to positive or creative thoughts and are largely not intentional.

Finally, Paul adopts similar behaviours at work and non-work where being project manager may spill over his way to manage non-work (enacted transcendence – integration – not as intentional). He optimises time and pursues the same organisation when planning business or leisure travel (enacted transcendence – integration – not as intentional). He also uses his skills as a communicator in both domains where he can deploy his competences in another domain (enacted transcendence – integration – intentional). Overall,

his enacted boundaries are perhaps moderately intentional. He does not completely reveal mental boundaries, unless being the same in both domains.

Figure 4:r represents Paul's mental and enacted boundaries indicating to what extent they are intentional. Besides, it situates his overall mental placement and transcendence (boundary work process) and his overall enacted placement and transcendence (boundary management process) as a combination of each narrated boundary.

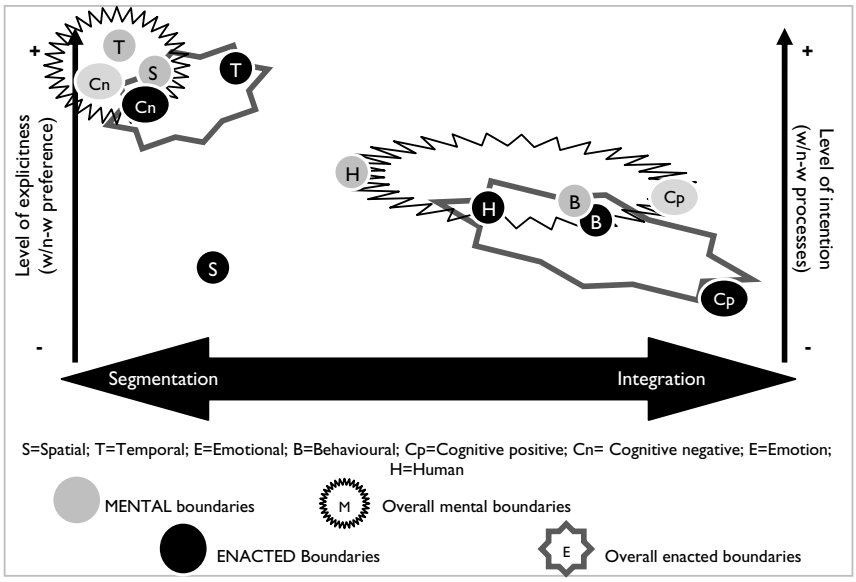


Figure 4:r - Paul's boundary work and management

To sum up, Paul's family boundaries are currently not well placed both in regards to his daughter and his romantic life. In regards to the former, he for sometime explores the possibility of moving closer. This would have enabled him, if it happened, to align his mental and enacted boundaries. It is essential to recall that "Paola is him" (mental placement – integration). Deciding not to do so, he needs to adjust his mental boundary. This will lead to a new mental placement. Paul's placement and transcendence can be either for integration or segmentation as two sets of boundaries emerge. It is to be noticed that boundaries aiming at integration are largely less intentional and that among them enacted boundaries are largely less intentional. Otherwise, one could say that his main boundary work and management aim at transcending boundaries that are rather well-placed. Paul's transcendence is essential for integration to happen but not to be extreme. Integration that may occur should always enable him to enrich his life as a whole. Such transcendence is also essential to fix temporal, cognitive and to a less extent spatial boundaries that daily lead to a clear segmentation between work and non-

work. It is finally observable that Paul has developed activities both to segment and integrate, as two sets of enacted boundaries emerge.

4.5.1.5 Brune's boundary work and management

The work/non-work self-narrative of Brune cheerily indicates that she views her professional network of international contact as more friendly-coloured and thus she lets it "interact freely with her life outside the office". It interacts with her family during dinners. She encourages such integration by suggesting Bambou to invite the daughter of an American contact to go to cinema (transcendence – integration – intentional). Bastien used contacts during a trip to the US when he was a teenager. This may be however exceptional as strong enactment and may let the feeling that she integrates her different relationships. Daily and more intensively in her work/non-work experiences, she however does not have deep relationships with colleagues or just with one (mental/enacted placement – segmentation – intentional). As a matter of fact, she has some mental distinction: "I could refer to them as 'colleagues-friends' in comparison to 'colleagues-colleagues' who are thus merely colleagues" (mental placement – segmentation). What is however central is that she perceives both types of relationship to enrich her life as a whole (mental placement – integration). The difference between both is how she shares her private and family life and especially to whom she may talk of her family or private problems: "With other close colleagues-friends we will share some personal or familial problems, but rarely meet outside work. With colleagues-colleagues, our relations are friendly and professional but that is all" (enacted transcendence – segmentation). Additionally, she does not have lunch with them. One interaction is however due to the fact that she is having her husband working sporadically at the school (enacted transcendence – integration). As human boundaries, she also sees friends who are physically more distant because they live in Paris or Rome. She thus aims at bridging such concrete distance via inviting them: "*In addition, when I invite them home, they spontaneously and ironically say: You are nice but come to Paris" (enacted transcendence – integration*). Such transcendence is essential to keep mental boundaries in place and enact boundaries via common activities : *"So we try to keep some time to spend together (enacted placement – integration) but it requires more anticipation and planning. It would be easier if we were living so close from each other that we could just use the underground to visit and would just suggest a dinner, cinema or just a small thing together" (potential enacted placement – integration).* A final and new boundary that is dressed is within her non-work domain. To tell the truth, she starts to distinguish between her relationship with her husband and her relationships with the kids (mental placement . segmentation). It relates to the fact that her children are growing up so that they are leaving home (not intentional). As she points out: "*I do think that I would not have made this distinction just a few years ago when the family clan was*

complete. Even if it was only a mental distinction, it really becomes concrete. The first sign is the departure of our son to Paris. Then as soon as one has left, you are forced to get used to the idea that the other will also leave. This is normal." She counters this placement with the help of technology like Skype and mobile devices to be in touch with them (enacted transcendence – integration).

In regards to space, it is first to be mentioned that even if she lived Porpa 18 years ago, she does not consider it home (mental placement - segmentation). This is semi-intentionally enacted by the renting of house: "*We are still renting a house. This is of course a sign and numerous of our acquaintances make us notice that this is crazy. Yes it is a really bad deal, but this is completely psychological. It is absurd, but with time it becomes concretely a financial issue. Paying high monthly rent indeed affects our capacity to borrow with good interest rate.* It also affects her social network reinforcing the spatial distinction: "Indeed, I have the feeling that we have not built a strong social network in Porpa. This feeling has a bearing on our wish not to buy a home." When it comes to the spatial boundaries between the house and the office, we can see a duality that relates also to temporal boundaries: "I try not to check my e-mails in the evenings (enacted transcendence on week day- segmentation). During weekends, I may nonetheless check them as well as work on the laptop to finalise some issues (enacted transcendence on weekends – integration)". She adds at some point "I am also easily bringing work home using my laptop" revealing an enacted transcendence (integration). Additionally, she has not intentionally brought non-work elements in her work space. She refers to the picture on the office wall as follow: "Actually this picture here on the wall, *it is a photo taken by Bernard when the children were still very small. But, in fact, it is here because I appreciate this portrait. It is a nice photograph. It is here more for its artistic value. I like the way they look at each other, the connection between them. Secondary, they are my kids".* This relates to the fact that she *"just do(es) not need any photo to think about people."* She refers as well to a coffee machine she brought from home because she does not enjoy the automatic coffee machine situated on the ground floor when having guests, for example. This is to her just a practical matter with a practical intention. Altogether, she, less intentionally, has mental boundaries and may let some elements enter maybe less intentionally in one or the other domain.

When it comes to temporal boundaries, she has clear mental boundaries while referring to theoretical times for work and non-work (mental placement – segmentation) where boundaries can be crossed (enacted transcendence – integration): "*So even if this may be a time theoretically for work, because it may be a day that I should theoretically be at work, I will not work. [...]*But in a sense, I may also sometimes travel on weekends (enacted transcendence – integration), times where I would not theoretically be working. So it is perhaps the same or fair... After all, this just shows that I consider diverse periods of time to be natural

either for non-work or for work." Working time refers to travelling that for her is a work constraint even if it enables pleasure and enrichment too. "I will travel on times that are theoretically working times where I should be at the office. On such time I will work at least on one of the ways by reading reports or working on my laptop. I will respect my engagement towards my employer" (enacted transcendence – integration). She enacts her non-work times with family activities like badminton or with few social activities when visiting friends (enacted placement – segmentation). Daily, she sets temporal boundaries by working from 7:00 to 20:00 (enacted placement – segmentation). She also may use lunch as family time when there are people home: "I may go home if my husband is there, but rarely go and eat with colleagues". She also sets boundaries to reserve time for her couple: "I also set some boundaries around my couple life by reserving time to spend with my husband (mental placement - segmentation) like chatting in the evenings and or planning some renovations in the house (enacted placement - segmentation)". Being called to travel around 3 months a year, she has defined periods of the year where she would not travel (mental and enacted placement – segmentation): "*as I am in charge of my own schedule, there are some periods in the year where I would not travel and will do all I can to be here. It concerns time when important familial events may take place."* This includes exam periods for the children and family events and traditional holidays (enacted/mental placement – segmentation).

When it comes to her cognitive boundaries, it is simply observable that her thoughts are 'boundaryless': "Generally speaking *as I will think of a personal matter when I am at the office, I will think of work when I am home. There is no clear separation. I cannot say: "When I close the door of my office, it is finished, I will not think of it, talk about it at home", for sure we will talk about it!"* (enacted placement – integration).This is enacted by the fact that sharing one's day at home is normal (not intentional): "I am not hesitant to talk about work at home. As I mentioned I can share some troubling situation. I am also sharing positive experiences also to get emotional support [...} This is indeed seen as normal among the family members to talk about your day and what you have done even if not always in detail". The lack of details may however indicate some segmentation (enacted transcendence - segmentation) . Such segmentation becomes clear while talking about sharing her problems with her husband: "When I face problematic situation, I discuss it in general terms, not so much in details. *His answers are more affective in the sense that I have his unconditional support whatever I may do (mental/enacted placement – integration – emotional, energy). It is my work and my problem; I am not expecting advice from him. It is the role I have assigned to him (mental placement – segmentation).* It is also central that he gives me the feeling of liberty in my choices while emotionally supporting me". Then it is to recall that she does not share private matters at work (enacted transcendence - segmentation). This reveals an asymmetry in her boundaries.

When it comes to her behavioural boundaries, she adopts the same behaviours during her decision-making and this relates also to her emotional boundaries: "I am the same type of individual at work and in private (mental placement – integration). In both arenas I strive to create an environment characterised with respect and friendship. I am as affective in both domains. I have also a similar way of dealing with problems by listening, trying to be consensual and if necessary imposing my choice. I am finally in need to be a real team player at home and at work" (enacted placement – integration). One difference is how she enacts her emotional boundaries, for which she needs. This relates to her work her work purpose as supporting her team: "*I am here to deal with the frustrations and requests of my team members who are directly in contact with the partner universities or with the students and with the directorate of education which designs programmes not always made for international exchange students.* In that regard, the situation has not been easy particularly over the last few months. *My team members expect me to make things easier. Nonetheless, I could not do so. In a sense, I was not entirely to blame, but it is to me that they would come and complain about my capacity to influence decisions to develop more comfortable working conditions"*. Facing such work-related frustration, she however does not fully share it with her team as she is there to support them (enacted transcendence – segmentation). She as well feels to be personally exhausting where her job dissatisfaction may lead her to think of changing work. She has not shared or shown any sign of this personal exhaustion and consequences at work (enacted transcendence - segmentation). She only reveals that to Brandon, one of her network of contacts (enacted transcendence – integration).

Figure 4:s visualises Brune's mental and enacted boundaries and their level of intention. Additionally, it represents her overall mental and enacted placement and transcendence (resp. boundary work boundary management process).

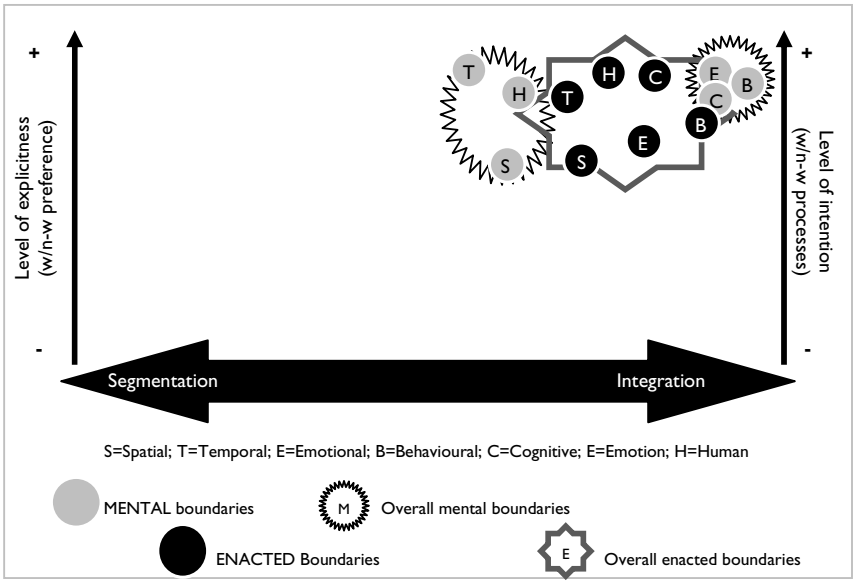


Figure 4:s - Brune's boundary work and management

To sum up, Brune's boundary work reveals two sets of mental boundaries. One is really based on integration and one is based on some eventual segmentation. The latter seems however a slightly less intentional. When it comes to her enacted boundaries they all seem to carry over a small touch of segmentation but are rooted in integration. She has thus developed activities rather intentionally and towards integration that supports her mental boundaries overall. Two more segmenting boundaries are however more intentional. It is about her time and human boundaries. As a matter of fact, listening to Brune, her main boundary work is to place new boundaries around his family boundaries and enact them into time for either her husband or her kids. She also recently experiences more permeability and flexibility (travelling time for example) that also renders some placement between work and non-work essential. In that regards it is to bear in mind that for Brune, a bit can be psychologically a lot.

4.5.1.6 Geremy's boundary work and management

When it comes to Geremy, it is important to remember that his preferences are not explicit. Therefore, the discussion here will be confined to how he acts between work and non-work when exploring be his possible preferences. Examining Geremy's narrative closely, particularly his boundary work and boundary management, small gaps between his mental and enacted boundaries emerge, as well as a relatively high level of intentionality.

Geremy reveals in his self-narrative that while in Padrian he appreciated the temporal distinction between work and non-work, especially family time. For him, the distinction is however not intentional but normal (mental placement). His evening routines are due both to the culture in the company and the fact that after 19:00 a caretaker closed the office (unintentional enacted placement): "This was different from the culture in the larger group I worked before, where meetings started at 19:00! I appreciated this rhythm as I could go and golf in the evenings. On Tuesdays and Fridays I could also go and play football with the local senior team of the village." In the morning, the distinction is due to his fatherhood role to bring the kids to school (a bit more intentional enacted placement). Currently, this natural segmentation does not exist any longer. He is free to work when he wants; he has access to his new office 24 hours a day and 365 days a year. This has the following consequences: "In practice, I have a full agenda every day. I work twice more than what I did before. I have to leave earlier, often around 6:00, for work. Now I have a 40-minute drive and need to prepare a bit before meetings. I have longer business travels even abroad." This time is possible due to the location of the house at the right side of Macbala (enacted transcendence and placement). Therefore, he sets new temporal boundaries like not being away more than two nights a week (enacted placement): "Of course, I still try to limit myself to two three days, i.e. two nights, of business trips over the week but it is still more". He also reinforces the importance of week-ends for family and friends (enacted placement) where having more contrasting activities is possible as the sea is closer (enacted placement). They can sail. He insists on the fact that if he wants to work at home, he could, as he did before, particularly when the kids are asleep. But he does not intend to do that so often because he wants to spend some time with Galina. Generally speaking, this reveals that his enacted temporal boundaries are not as unintentional as he pretends.

Beyond this tendency of segmentation of temporal boundaries, integration of his spatial boundaries is evident. He works wherever suitable at home as he does not have any specific working room. It may be on the kitchen table or in the living room. He works in cafés when necessary. He works in trains while he is travelling. Maybe one place where he is not able to work is the plane, though he still read work-related documents when flying. Having his laptop and talking about documents show that how he brings work and home together (mental

and enacted transcendence). To him it seems natural to have a laptop so that he can work in any place where it is possible to "open" the laptop: "For that, I just open the laptop anywhere in the house and put earplugs to isolate myself a little bit". By opening the laptop, he enacts any place as working place (mental and enacted placement). It enables him to check emails wherever. It is however central to understand that some work activities should be made in the office. This is a reason why he drives early in the morning to prepare some meetings. This is maybe due to technical reasons or to be able to concentrate on tasks at hand: "I need to feel that I am fully prepared, more than fully prepared, like 120%, before each meeting to control all, even the unexpected". Generally, when it comes to his spatial boundaries, the distinction between mental and enacted boundaries is reduced and the spatial boundaries are natural and implicit and thus not intentional.

Another set of boundaries placed under the idea of integration are Geremy's behavioural boundaries. In that regards, it is central that he sees his role as similar in both domains where the domain just sets the context. He sees his role as motivator at work for his teams and at home for his kids (mental placement). Therefore, he engages them in a similar way respectively in work and family activities where his aim is their development as individuals and as team members (enacted placement). Another behaviour that he applies in both domains is how he engages people in decision-making, but suggesting alternatives and letting them participate in final decisions. In such a process, he looks for presenting relevant arguments so that the decision can be accepted by others: "In meetings, I always presented alternatives and gave arguments making clear what the best alternative was. [...] Consequently, I started to search the Internet and found some positions. I had three alternatives left when I discussed with Galina. I presented all three but indicated that the one in Macbala was professionally good." In that regards, it is essential to note that he could not adopt similar behaviour when coaching Georgio so that he needs to find new ways (enacted placement). Even if he sees himself as the same person in both domains (mental placement), one difference is to be noticed. He intentionally has a lay-back attitude at home as a decision-maker about daily and housing activities. He intentionally relies on his wife where his role as breadwinner becomes a supporting role to give her freedom of choice (mental placement).

When it comes to his human boundaries, Geremy naturally mixes people from different domains to the point that friends become part of the family (mental and enacted placement). He also is willing to discuss his work situation with friends and other people, like his father-in-law (mental and enacted transcendence). For example, he shares his marketing ideas and his marketing plans with Galina. This is normal to him as they both share the same marketing background. He thus does not see any strong intention into such behaviour. One gap between his mental and enacted boundaries can nonetheless be found

in the fact that he will not discuss in detail negotiation issues with his wife and will only focus on managerial issues: "Personally, I did not often talk about particular issues I faced with customers because these were really the core of my business. But I talked about managerial issues to her because she could give me her female view". This affects his cognitive boundaries. Talking about work with people from other domains enlightens him about how to deal with challenges. This reveals some intention as it shows that he looks for developing himself: "Indeed, most of the changes described, if not all, are the result of the attention I pay to shape my career path. My ultimate aim is to have my own company. I am thus also learning from each work experience." He could also discuss work with alumni friends (mental placement), however he currently does not fully enact such boundaries as he finds his work context to be rather special and does not see anyone who may be in the situation. The integration of his human boundaries reaches the extent of taking part in the entrepreneurial network to be able to get to know people and develop his knowledge and competence about being an entrepreneur himself: "
But *sincerely, I also got engaged in this adventure from an egoistic perspective telling myself that this was an opportunity to learn about being an entrepreneur without the constraints of actually being one".* He reveals that part of the decision is somehow egoistic, where his self-interest equals his intention. Additionally, development is not only something that he looks for himself solely but for his family, so that he socialises with people to enrich his family. This is the case when he asks alumni friends to become part of the family via god parenting. This issue partly dictates his decision where to live and find a house as he had twice changed location before: *"there are not clear defined borders that would exclude my family from my work issues or from my side activities and vice-versa"* unless he is directly working with them.

Figure 4:t represents Geremy's main mental and enacted boundaries and the extent of his intention. It also pictures his main overall mental placement and transcendence (boundary work process) and main overall enacted placement and transcendence (boundary management process).

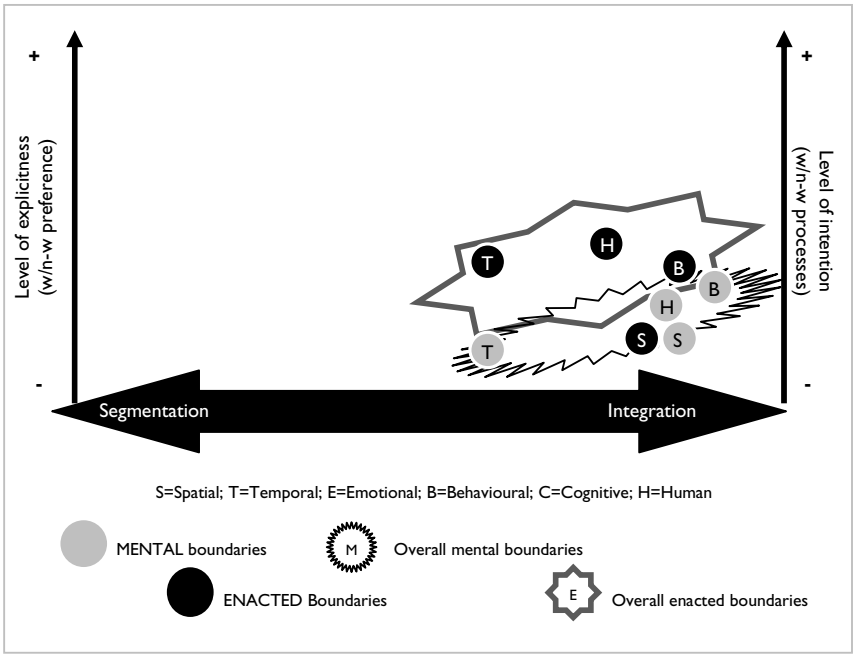


Figure 4:t - Geremy's boundary work and management

To sum up, whereas Geremy does not expressing preference in an explicit way, his way of acting between work and non-work indicates more preference for integration. Looking closely at his boundary work and boundary management, the same conclusion may be drawn; however it reveals that his mental diverse boundaries are less intentional than his enacted boundaries. The level of explicitness of his preference does not suppose that intention is not to be considered for his mental and enacted boundaries. Intention is indeed central for his temporal boundaries and human boundaries. Finally, it shows clearly that Geremy's boundaries aim at integration but that his temporal boundaries may tend to be slightly more segmented.

4.5.2 Work/non-work activities

Work/non-work activities have been defined, based on Kossek (1999), as the "visible and practical activities that individuals perform in the frame of their boundary management process to concretely place and transcend their boundaries and, in turn, to render boundaries more or less permeable and/or flexible" (see section 1.3.4.2 and Table 1:G). Such placement and transcendence may aim at segmenting or integrating so that I refer to segmenting and integrating work/non-work activities. The first section reviews these activities. Analysing these narrated activities, two elements emerge namely

the scope of these activities in one's life and the level of intention. I consider the amalgamation of the two later as the motive to go beyond these boundaries. The second section analyses these motives.

4.5.2.1 Segmenting and integrating work/non-work activities

Listening to each middle-manager here above and in their self-narratives[68], it is clear that, to a diverse degree, they share some activities to concretely place and transcend their life domain boundaries. This answers the first question raised by the boundary framework. Table 4:F to Table 4:L show narrated activities that are diverse and significant for placement and transcendence for each boundary in regards to segmenting and integrating work/non-work activities. The storyteller talking about such activity is placed between brackets. The level of intention is indicated in bold.

[68] Work/non-work activities are also observed in Chapter 4.2 and Chapter 4.3. Some of the activities in the tables may have been discussed in these chapters. The list also includes some activites occurring between non-work-related domains as the formulation in the self-narratives may be large, such as the use of "personal life" which may in some cases reflect family, social and private. The tables do not aim to be exhaustive.

Table 4:F - Placement and transcendence activities for spatial boundaries

	Placement Activities	Transcendence activities
Segmenting activities	**Not performing activities related to a domain when being in another spatially defined domain** Do not perform private activities in the town considered as work (**M**) Do not perform private/personal activities at her office with the door open or in the building (**M, S**) **Not having objects from one domains in another spatially defined domain** Do not have family pictures at the office, on the desk (**M**, B) Bring coffee maker to the office (**B**) **Getting physical distance between the different domains** Work and live in different town (M, T, B) Have holidays in place that contrast with work and daily life (**T, S**) **Not having a computer at home in order not to read emails** (P) **Having lunch at home** (**M, B, P**) **or restaurant** (T,**P**)	**Not taking documents related to one domain when going to another** Documents from work do not leave the office. (**M, S, P**) Personal documents do not leave home (**S**) **Not leaving a domain when activities are not ended** Stay at the office and do not to bring "work" home (**M, T**) **Not using the computer or reading documents for one domain when brought into another** (**T, P**) **Not sharing phone numbers between domains** (**S**) **Not checking work emails on week-days when at home** (**B**) **Refusing computer and mobile phone** Refusing having a computer / mobile phone from work (**S**)
Integrating activities	**Reading documents that are related to one domain while in a another domains spatially defined** Reading work documents in plane and public space (**T, G**) Reading "associative" documents at work (**S**) Reading work documents at home (P, **B, G**) **Avoiding, reducing or eliminating physical distance between domains, by relocating domains close to each other** Aiming at having work and family close to another (**T, M, P**) (look job in other town, move close to family) Aiming at having social life space at proximity (M, G) Aiming at having private life space at proximity (T) **Performing activities related to a domain when being in another domain** Listen to radio for both work and non-work while at home (P) Write press release for association in office (**P**) Finalise some work issues at home (**B, G**) Work in train (**B, G**) or in plane (G) **Do not have an office space at home** (**B, G**)	**Keeping documents related to different domains separated while going from domain to another** Private documents are kept in a different folder when being at work (**M**) **Taking the work-related computer home** (**T. B, G**) **Checking work emails on weekends when at home** (**B, G**) **Checking personal emails at work** (**P**)

Storytellers: M=Marine, T=Thibault; S=Sarah; P=Paul; B=Brune; G=Geremy

Table 4:G - Placement and transcendence activities for temporal boundaries

	Placement Activities	Transcendence activities
Segmenting activities	**Reserving time for each domain** Reserve weekends for family (**M, T, G**) Reserve weekends for friends (**M**, **G**) Reserve lunch time for oneself or family (**M, P,** B) Reserve mornings for "private" activities (**S**) Reserve mornings for family activities (**B**, G) Reserve Saturdays mornings for oneself/private (**S, P)** Reserve holiday for family (**P)** **Distinguishing activities performed on week days and weekends** (**M, T, S, P**) **Having a yearly schedule** Decide when to travel for business or not (**B**) Having work activity plan to get yearly perspective and plan other activities (B, **G**) **Distinguishing activities** Doing personal activities during lunch time (**M, P**) Reading, sports, walking during private time (**T, S**) Family activities, mornings and evening **(P, B, G**) **Setting limits in working time on evenings** (**M, T, S, P, B,** G) **Setting limits around lunch time** Having a long loch time (**M**) Having short lunch (**S**) Back at 13:15 (**P**) **Not being reachable all the time** Not communicating via phone and other forms of information during holidays (**S,** P)	**Spending time daily between domains** Shopping (not grocery) between 18:30/19:00) (**M)** Golfing after work before home (**T**) **Optimising time in transport** (**S, P,** G) **Making sure to work on working time when not in the office** (**B**) **Setting limits on business travel** Two nights per week (**G**) No certain period of the year (**B**)
Integrating activities	**Having special holidays** Solidarity holidays in association with company to share knowledge (S) **Meeting partners/colleagues on weekends** (**P**)	**Using technology to be able to spend time with people from other domain members and thus concretely having time with them** SMS to enact evening time with family(**T**) SKYPE to reach people at long distance on weekends (**B**) Phone on the evenings (**M, T, P**) Using internal emails to exchange family news on working time (T) Internet as a social time with friends in the evenings/nights (**T, G**) **Allow to be reachable at certain time and in planned manner** Reachable outside critical time (P) **Checking personal email at work, just after lunch but for limited time** (**P**) **Business travel on weekends** (**B**)

Storytellers: M=Marine, T=Thibault; S=Sarah; P=Paul; B=Brune; G=Geremy

Table 4:H - Placement and transcendence activities for human boundaries

	Placement Activities	Transcendence activities
Segmenting activities	**Not talking about other domain than the primarily domain the interlocutor is related with** Do not talk in details about family with colleagues (M) Do not talk about private life with colleagues (M, B) Do not talk about private life with family (M, S) Do not talk about private life with friends (M, S, B) **Not having common activities with people from work** Do not practice private activities with colleagues (S) **No inviting people from other domains in one's house/flat** Do not invite colleagues at home for dinners (M) Do not invite colleagues to come visit at the flat/house (M) **Not talking openly about one's family situation at work** Do not "officialise" sentimental relationship (T) Not having family picture in office (M) **Not having friendship with people who are currently hierarchically related (T, G)** **Confining subject about other domains to a limited time** Chat about work at home is reduced to three minutes with people who may belong to both (**P**) **Not sharing problems that are related with one domain with people from other domains** (M, **B**) **Not having lunch with colleagues (M, S, P, B)**	**Refusing invitations from colleagues when involving people from other domains** Do not want family to accompanied (M) **Refusing invitation from colleagues when on weekends** (**M**) **Adapting one's behaviour with people belonging to more than one according to the domain, spatially defined, the interaction take place** Do not stay close with spouse when in same company (**T**) Do not have breaks together (**T**) **Adapting the subjects of conversation with people according to the domain spatially defined, the interaction take place** Do not talk about work with people when in social life (S) Do not talk about social life when at work (P) **Refusing to talk about subjects related to one domain when physically located in another (P)** **Refusing to perform activities relating to one domain with people associated to another domain** Refusing to take part with others in activities that are considered to be private (S)
Integrating activities	**Accepting to get just a drink after work with work mates** (**M**, T) **Having dinners at home with people related to other domains** Have dinners home with contact networks (B) Have dinners with friends (T, G) **Sharing problems from one domain with people from another domain** (M**, G**) **Having people from one domain going into another spatially defined domain** Having her husband work at the school (**B**) Meeting relatives at office before going to lunch (**B**) Family members visit work (P)	**Getting just a drink after work with people working at the same place** (M, T) **Talking about domains other than the primary domain the interlocutor is related to** Talking about general aspects of one's life, and about family with colleagues (M) **Sharing or finding common interest for talks** (**S**) **Accepting chitchat about one domain when meeting people belong to the same domain but are meeting people from another spatially defined domain** Accept to engage in chatting with work contacts during weekends in the street, during social life (P) **Using technology to be in touch with specific people** (**M, T, B, G**)

Storytellers: M=Marine, T=Thibault; S=Sarah; P=Paul; B=Brune; G=Geremy

Table 4:I - Placement and transcendence activities for cognitive boundaries

	Placement Activities	Transcendence activities
Segmenting Activities	**Rituals of entrance** Change clothes while arriving home (M) Take shower when arriving home (M) **Using lunch as an opportunity to get out of work** Long break with a nap (M) Lunch break for private activities (P) **Thoughts stop at the door of the office** (P) **Do not present oneself to others via one's profession or work** (**S, P**)	**Not talking about work outside the office** (**M, S**) **Not talking in detail about problems at work and staying at a general level while discussing with people from other domains** Not sharing details with spouse (T, B, G) **Developing rituals of passage between domains (role entry and role exit)** Being under a shower (M) Having some sort of different sets of clothes at work and non-work[69] (M, B, G) Walking between work and home (M, P) **Developing contrasting activities to get out of work on evening or weekends** (**P, S, G**) **Having an enriching private time** (**S, P, G**)
Integrating Activities	**Sharing positive thoughts** (T, P, B,G) **Letting one's brain functioning to alert oneself about ideas** (T, B) **Talking about work wherever and with whoever** (**B, G**)	**Ruminating about thoughts remerging in one domain while being in others** (M) **Talking about problems related to one domain with people who belong to other domains** Talking about work to share problems with spouse to get support (**M**, B) Talking about family issues with colleagues (M) Talking about work issues with family other than spouse (M, **G**)

Storytellers: M=Marine, T=Thibault; S=Sarah; P=Paul; B=Brune; G=Geremy

[69] Some differences were observed by the researcher while meeting people on weekdays and weekends. This was however not thoroughly narrated and thus may not be as intentional and more due to norms. Suits are in France a common work outfit for Men.

Table 4:J - Placement and transcendence activities for emotional boundaries

	Placement Activities	Transcendence activities
Segmenting Activities	**Do not show one's negative emotions like frustration at work (M, B)** **Do not have same emotional expression across domain** Not kissing one's spouse while at work (T) Not being close to spouse while at work (T) **Mostly acting happy at work (B, G, M**, T, P, S) **Mostly acting satisfied at work (B, G**, S, M, T, P**)** **Do not develop friendship at work but only friendly relationships (M, B)**	
Integrating Activities	**Do not fear to show one's disappointment** (S)	**Show frustration with people who are not from the domains the frustration originates from (B,** M,)

Storytellers: M=Marine, T=Thibault; S=Sarah; P=Paul; B=Brune; G=Geremy

Table 4:K - Placement and transcendence activities for behavioural boundaries

	Placement Activities	Transcendence activities
Segmenting activities	**Be directive in one domain and non-directive in another (M)** **Do not apply same working method in different domains** Not able to ask or use same decision-making process (G)	**Do not have the same clothes in work and non-work domains (M)**
Integrating activities	**Have same type of leadership in any domain (G, B)** **Have same decision-making process in any sort of decision (B, G)** **Having the same methods of working whatever the task is relate to (T, G)**	**Abandoning to have different sets of clothes (M)** **Deciding to "be natural" in whatever domain (M, S)** **Developing activities to facilitate participation in certain domains** Start listening to radio to interact at work (T)

Storytellers: M=Marine, T=Thibault; S=Sarah; P=Paul; B=Brune; G=Geremy

Table 4:L - Placement and transcendence activities for psychosomatic boundaries

	Placement Activities	Transcendence activities
Segmenting Activities	**Having shower and having clothes (M)**	**Taking/being under the shower (M)** Changing clothes (**M**) **Practicing contrasting activities to disconnect mentally and physically (S, P, B, M)**
Integrating Activities	**Having complementary activities to enable synergy** Having personal activities (G, M, S)	**Exchanging ideas with others to enable energy to regenerate physically and mentally (G, M,** P)

Storytellers: M=Marine, T=Thibault; S=Sarah; P=Paul; B=Brune; G=Geremy

4.5.2.2 The motives of placement and transcendence and related activities

When analysed, the narrated activities have either daily or long-term implications. This refers to their daily or long-term objectives. Moreover, it is understandable that few activities occur on a daily basis where others are unique in time or sporadically performed. Additionally, it is observable that their level of intentionality, that is to say the individual role in their execution, differs across individuals. I refer to these aspects as motives of placement and transcendence and their related activities respectively in terms of scope (daily versus long-term) and intentionality.

I use the concepts of "daily" and "long-term" here to discuss about daily and long-term activities. It is important to recognise that Hall and Richter (1988) already notice the importance of daily transitions between work and home. Ashforth et al. (2000) build later on this argument and present a theoretical frame to understand daily transitions. Ashforth et al. (2000), however, focus on the relation between boundary change and role transition. In this thesis, roles are not central since domains may be based on more than one role. Nippert-Eng (1996) focuses on daily boundary work and activities related to such boundary work.

When it comes to intentionality, Bulger et al. (2007) and Wilson (2004) point out that intention may be seen in one's capacity to change and willingness to change and affect boundaries. This indicates that some boundaries are placed and transcended because of one individual's desire and ability to place and transcend them. Other boundaries may be externally set. These boundaries are placed without one's intention so that individuals need to cope with them by finding ways to transcend them, for instance. Such external boundaries represent one's environment from a boundary perspective. They become

central. The exploration and understanding of the work/non-work process is dealt with in the next chapter.

The relation observable between both motives necessitates the structuring of the discussion below in terms of daily and long-term activities where intention is transversally discussed.

- **Daily work/non-work activities.** From the tables above, one can identify a large number of daily activities because they occur daily and have a daily effect on one's work/non-work experiences.

  The most striking daily activities concern the **spatial, temporal, human and cognitive activities** which are for most segmenting activities like Not performing activities related to a domain when being in another spatially defined domain, setting limits around lunch time, setting limits in working time on evenings, not being reachable all the time, not talking about other domain than the primarily domain the interlocutor is related with, adapting the subjects of conversation with people according to the domain spatially defined, the interaction take place, not talking in detail about problems at work and staying at a general level while discussing with people from other domains, walking between work and home, having some sort of different sets of clothes at work and non-work or having a shower. For most of these segmenting activities, a certain level of intention is discernable. It is to be noted that people show some willingness in segmenting on daily basis. For example, Sarah would prefer to just take a short lunch break to be able to end work early and concentrate on her non-work domain. Brune would reserve her early mornings to spend some time with her daughter to at least have the pleasure to wake her up. Geremy would not sleep more than 2 nights a week outside of work. Paul would not engage in a non-work relation with a friend/colleague while at work. Marine would not accept invitation from colleagues while on weekends.

  Focusing on these activities, it is salient that individuals can develop some boundaries to segment. In that regard, I would say that some of these segmenting daily boundaries are rather personal even if they are socially enacted. Then some are influenced by one's environment. People may not talk in detail about their day because it is not the norm in the family or the couple (individual context). The freedom of the middle-managers as planners of their own planning and own work is also central at least for Geremy (organisational). Some are supported by their organisational environment like Geremy's former temporal boundaries. Sarah refuses to have a laptop and this is still accepted by her company. Some are related to the societal environment. They all seem to have a daily schedule between 08.00 and 19.00 at the office whereas they in fact are "free" to decide upon

that. This relates to the characteristics of boundaries as presented in chapter 4.3. Individuals can mostly intentionally not talk, not give information that can result in crossing boundaries, and not take documents from one domain to another. Such choices may be more personal but will be socially enacted. Choices can be social and relate to one's understanding of his/her individual, organisation or societal contexts. To understand the role of the contexts, it is essential to pay attention to one's work/non-work process.

Of course, **few integrating activities are also daily based**. Their aim is more to transcend boundaries. In terms or work/non-work, it is about documents crossing boundaries, about the use of technology to work in places other than one's traditional office or to bridge the distance between central the domains. It is related to talking about common interests and sharing daily information in regards to such common interests. For these integrating activities, the level of intention varies across individuals. It is however central to notice that integration is seen as "simple" to obtain through the use of technology. It is seen as simple to "open" a computer or to "open" emails wherever one is. It is also easy to start conversation with people with whom we share common interests. In conclusion, it can be said that the level of intention for such activities is lower than for segmentation activities. This is visible from exploring individuals' work boundary and work management in section 4.5.1 where most of the boundaries towards integration are low on the intention scale.

The daily activities mentioned in tables above also relate to the micro-transitions discussed by Ashforth et al. (2000) in the context of role. For example, distinguishing activities in the evenings or in weekend relate to the rites of separation. This is the case when distinguishing the subjects of one's talk. The most striking transitional activities are, however, expressed in terms of cognitive boundaries as both enter and exit transitional activities. It corresponds to the fact that one can dress differently, that one can enjoy the walk between work and non-work. Such transitions are central for Marine as she experiences most tensions between work and non-work. Such transitions are rather intentional both for Paul and Marine.

- **Long-term work/non-work activities.** Beyond these daily activities, it is salient that few activities underline long term objectives in how life domains should be placed so that transcendence is possible. These activities are thus more intentional and slightly rational. One's intention and willingness in managing boundaries especially one's intention to place boundaries leads to proactively search for work/non-work activities in order to have them fulfilled these long-term objectives. Such activities strikingly aim more at integrating. **They may also concern boundaries like emotional boundaries and psychosomatic boundaries**. Such boundaries are also

expressed by individuals who are well aware of their preferences even if these activities are not directly in connection with such preferences. I distinguish three main patterns of these activities.

First, it is about spatially placing one's main domains close to each other. This relates to Marine, Thibault and Paul who are all experiencing an unintentional separation between their work domain and at least one of their central domains. The three express the need to make these domains physically closer because having them one close to another is essential for their well-being and also their work/non-work experiences. For Marine, it is being close to Mathieu which is central as they are mentally like two cross fingers and need support each other. It is also being close to her gang of friends and being part of the gang as she had been before. This will enable more emotional connection with her friends, more emotional sharing and will help her to alleviate part of her stress and strain. This placement leads to one overall activity namely "finding a work in Paris. For Thibault, it is also being close to her loved one, Thara and the kids for whom affection and emotions are growing. He can, however, not enact such emotions. He also does not manage to support her and share her thoughts as much as he would like. It is also about developing something together. Even if not fully expressed, he reveals that finding a house is central to Thara but also to him. This is maybe a step towards his feeling of having a family and not a quasi-family. This will be their home and not her house. For this to happen and be able enact it, he looks for a house that is close to school so that there will be no difficulties for the kids. In his original narrative, he even mentions that no street will be needed to be crossed between home and school to be safe for children. He discusses the furnishing of the house and the weeks he spent with Thara to plan so that all is ready for the kids. For Paul, it is also about being close to someone, who is in fact "him": his daughter Paola. It is about getting close to Paola that he looks for relocation in his company. He looks for a place which will be physically close to Irysland or a place from where Irysland is easily reachable by air flight. One main difference between Paul and the two other storytellers is that for Thibault and Marine, the separation is more complete than for Paul who has in Pilang a social life and part of family life. This thus leads him not to pursue his alternatives to move. **What is central in such dynamic is that by replacing spatially one domain they align their mental and enacted boundaries to either segment and/or integrate. Such realignment helps them to get a sense of harmony in their lives especially in terms of** emotional, psychosomatic and cognitive boundaries.

Second, it is about placing boundaries to develop a "new" domain that in the long term is essential for one's life. This relates closely to the macro transitions as touched upon by Ashforth et al. (2000). This is for

example the case of Sarah, Brune and Paul. Sarah has developed a strong strategy to contrast work and non-work. This is about distinguishing her activities in her different domains in terms of time, space, and human boundaries. She places boundaries for segmentation. But additionally, she shows to others the contrast between work and non-work. This is done by the use of integrative activities such as being the same person, showing emotions or not being afraid to show that she may disagree. She also adopts activities to integrate to show and reinforce that authenticity on both domains is possible such as helping others, sharing knowledge. This is done to indeed place her non-work domain that until now was only here to support work and compensate work. Her activities and her non-work may lose their compensation function and thus will need to be replaced as they will need to support her life as a whole. Her activities are thus long-term to herself a sense of well-being and to prepare a future change that is retirement that she thus may have mix of activities. Brune also tries to place temporal boundaries in a long term perspective. This relates to her role as spouse and daughter. She needs to find a new way to place temporal boundaries with her husband so that they can again be only the two of them. She also realises that she may need to be more present with her mother and may have to redraw boundaries here, too. Both relate to her travelling and her yearly schedule that become more essential to manage these changes in a longer term. As a consequence, such activities are for Brune long term activities that are essential to avoid her roles of spouse and daughter to endanger her role of mother as she did in the past. A clear link with her past experience may indeed be drawn in that regard.

Third, it is about placing emotional and psychosomatic boundaries. This relates mainly to Marine who takes a decision about herself and finally regarding her attempt to "be natural". She thereof decides to alter some of her work/non-work activities that are developed to place strong boundaries. This is mostly to enable her to be the same person in both domains. Such "self-decision" is important for her activities that become long-term integrative activities to make more harmony between domains possible.

4.5.3 Learning about boundary work and management

Here I focus on whether individuals place and transcend mental and enacted life domain boundaries and if they do what is this placement and transcendence. In that regard, I can see that individuals place and transcend diverse boundaries in a mental and enacted way. Such placement and transcendence, aiming at integrating or segmenting, lead to a certain degree of integration and segmentation on the continuum for the narrated boundaries. The boundary frame requires understanding how and why placement and

transcendence are managed via work/non-work activities. Listening to each storyteller, their placement and transcendence are done via work/non-work relating to each of their boundaries. The narrated activities in regards to these boundaries are in line with activities in Nippert-Eng's study (1996), namely the importance of talks but also of technology to place and transcend boundaries. This supports the notion that placement and transcendence activities relate to a great extent to the three domains' components defined by Nippert Eng (1996): 1- people participating in the domain, 2- objects and ambiances of surroundings belonging to the domains and 3- thoughts, activities associated with how one presents him (her) self in a specific domain (See Nippert-Eng, 1996, p. 8). This reinforces the fact that these three elements may be the most controllable elements that can thus be used to place and transcend boundaries. Additionally, these activities have both a daily and long-term motive that respectively focus more on segmentation and on integration. It is important to see that these individuals have a **focus on an enacted segmentation on a daily basis, where such segmentation is both intentional and unintentional. On the long-term, the focus is on integration to get a sense of harmony among one's life domains**. Such long-term activities are more intentional. More details about learning are to be found below.

1. There is a linkage between one's preference and one's work/non-work activities. Most of the placed and transcended boundaries are situated on the same side as one's preference. This would support the idea that the overall preference plays a certain role in how one concretely places and transcends boundaries and this is a proactive process which is in place. This is to be associated with the fact that most of the segmenting activities have been expressed mainly by Sarah, Marine, Thibault and Paul, only few have been expressed by Geremy and Brune. Respectively, most of the integrative activities have been expressed by Brune, Geremy and Thibault but to a less extent by Thibault, Marine and Sarah. Overall, this would support a certain linkage between one's work/non-work preferences and one's work/non-work activities. It would support the traditional view about the work/non-work process. It is however visible that gaps between mental and enacted boundaries are clearly observed for each middle-manager. One could also detect gaps between one's overall preferences and the specific boundaries as well as between some specific boundaries' preferences and their mental and enacted boundaries. The existence of these gaps supports Rothbard's arguments to decouple the enactment from the desire (see Rothbard et al., 2005). Gaps even become central as in the case of Geremy whose desire is largely explicit but whose enactment is rather more intentional than expected. This eventual linkage and its complexity are explored in greater detail when examining the work/non-work process in Chapter 4.6. Without such a discussion one would fall again into theoretical gap 3.

2. Most of the placement and transcendence activities aiming at segmenting and integrating are concerned with the identical types of boundaries, namely temporal, spatial, human and cognitive. This indicates that boundary management and enactment are concerned with these boundaries. These boundaries can be seen as central for one's management between work and non-work. This relates to the fact that these boundaries are probably the ones that are most controllable by individuals because they are more "tangible". This set of boundaries is probably considered by individuals less abstract. This reinforces the argument of Wilson et al. (2004) to take concrete boundaries and abstract boundaries into account. Such a distinction may be important when discussing one's work/non-work process especially if enactment is focused on such concrete boundaries. Additionally, the sense of control in such boundaries is to see them in parallel with the "psychological control" viewed as essential by Kossek et al. (2006). To sum up, the centrality of these boundaries in the enactment process reinforces the necessity to consider diverse boundaries especially human and cognitive boundaries.

3. Segmenting work/non-work activities are more numerous than integrating work/non-work activities. This suggests that individuals are indeed concerned with segmenting work and non-work domains and have a certain number of manners to do so. One could thus conclude that integration seems to be less of a concern as fewer activities seem to have been developed for such effect. When one looks at the level of intention, this trend is reinforced. Regarding the boundaries above, it is clear that most of the activities related to them are about segmentation. This suggests that segmentation is enabled through the management of temporal, spatial, human and cognitive boundaries. Such segmenting needs to be associated with the observation that p**lacement activities aiming at segmenting are central**. Based on Nippert-Eng, this focus on placement would imply that domains are rather permeable. This implies that people face a certain high level of permeability; so today's' environment is rendered in the eyes of the storytellers' domains permeable. Developing such segmenting activities, therefore, indicates that integration is not needed by individuals and as Kossek (2003, p. 14) maintains that there is time to set limits. This needs also to be further explored by focusing the work/non-work process.

4. Daily and long-term activities can be distinguished to explain the motive behind them. Whereas daily activities are intentional or not, long-term activities are mostly intentional. When looking at the daily and long term activities, it becomes noticeable that most daily activities aim at segmenting whereas long-term activities aim towards integration. Connecting both aspects gives truth and depth to the underlying reasons for integration and segmentation as presented by Ashforth et al. (2000) in terms of cost and advantages. Segmentation results in the avoidance of blurring between domains and prevents confusion of roles.

Such segmentation should occur on a daily basis to be effective. Integration enables the crossing to be simple. Integration should be reached on long term by enabling central domains to be integrated and closed one to another. Such integration is to be seen as emotional so that individuals do not suffer from emotional dissonance of being two diverse persons in different domains. It also should be connected to psychosomatic boundaries so that one's mind and body are in agreement for energy to be developed and stress reduced.

5. Identifying daily and long-term activities supports the suggestion made in Chapter 4.4 about integration and segmentation being respectively long-term and daily preferences . It also reinforces the complementarities of both integrating and segmenting activities. First, it is interesting to note that each of the long-term activities engender short-term daily work/non-work activities to place or to transcend as palliative until placement can be made. This is the case for example of Thibault and Thara who SMS in the evenings. This may come to an end while they are together. This is the case of Marine whose search for work leads her to have personal documents at work and transfer them from home to work in a certain folder. However, as soon as she will have found such new work, she may stop such transcendence activities. As for placement, we could believe that the role of association is indeed for Paul temporary until he finds an activity that will enable him to replace work in a better manner. These palliative activities are part of such long term plan for a higher level of harmony between life domains.

6. Intentionality is seen differently by each individual, even if the same type of activity is performed. Related to one's understanding of his/her contexts and his/her capacity and willingness to act upon such context. It relates to the fact that one's context defines external boundaries (see Wilson et al., 2004) and that one needs to take this into account while placing and transcending one's boundaries. It shows that placement and transcendence are not a personal and an individual process but social. To understand such dynamics, it is essential to understand one's work/non-work process in diverse contexts.

Focusing on the individuals' boundary work and boundary management, diverse sets of activities have been observed. Such activities are connected to one's preferences. However, numerous small distinctions arise in which individuals use both integrating and segmenting activities. This agrees with Ashforth et al.'s (2000) contention that tensions between integration and segmentation are ongoing because costs represent advantages and both need to be undertaken. Moreover, the focus of daily and long-term activities reinforces the complementarities of segmenting and integrating activities where integration may be seen possible as a long term view. This may support the overall argument of the work-life field, an issue in need of further investigation which is undertaken in the next chapter.

Chapter 4.6
The work/non-work process

Chapter 4.5 pays attention to boundary work and boundary management through the placement and transcendence of boundaries and their related work/non-work activities. However, it does not disclose the whole dynamics behind the work/non-work process, In line with the boundray frame (Table 1:H page 69) this chapter investigates hether individuals experience a certain type of work/non-work process and if they do what is such process. It also investigates how and why individuals experience a certain type of work/non-work process. The first section focuses on the work/non-work process for each middle-manager. The second section underlines the diverse narrated processes. The third section focuses on the dynamics behind these processes. The chapter ends with a discussion on what can be learned from the overall work/non-work process.

4.6.1 Narrated work/non-work process

This section reviews how each individual understands their work/non-work process. The work/non-work process refers foremost to the relationships between the boundary work process and the boundary management process. Analysing the linkages between these two processes, I discern the nature of the boundary work in regards boundary management. When discussing gaps 2 and 3, it was noted that such view has been losing part of its roots by confining attention exclusively on the connection between boundary management and work/non-work preferences. To avoid the shortcoming I consider all the three elements: work/non-work preferences, boundary work and boundary management. Additionally, boundary work has mainly been seen as proactive. Such a view, though common, is nowadays questioned. As a social constructivist researcher, I concur with those questioning it (see theoretical gap 3). Thus, this section focuses on the connections between the three processes. In each section, the analysis starts with the interpretation of the connection as presented in each self-narrative over time. Thereafter, the connection is explained and represented graphically[70].

4.6.1.1 Marine's work/non-work process

Listening to Marine's boundary work and boundary management, it can be observed that her boundary work and boundary management processes seem to

[70] As for the previous graphs in Chapter 4.2 and Chapter 4.2, the figures are not scaled and are not to be compared with one another. Each figure represents the main characterics for one particular individual. The graphic representation is made to reveal major trends in the nature of the work/non-work process so that small differences are made graphically visible. For that purpose, the segmentation-integration may have been cut to focus on one part only.

be in accordance with her overall work/non-work preference for segmentation. It as well reveals that she develops diverse concrete activities to enact such mental boundaries in her daily life. This is in line with the research indicating that proactive segmentation may be essential to recover from work (see Sonnentag, 2003). **Nonetheless, qualifying Marine's work/non-work processes as completely proactive is not evident and does not make justice to Marine's entire work/non-work process**. It is thus important to trace how her boundary work has developed. Figure 4:u represents such evolution that is explained afterwards.

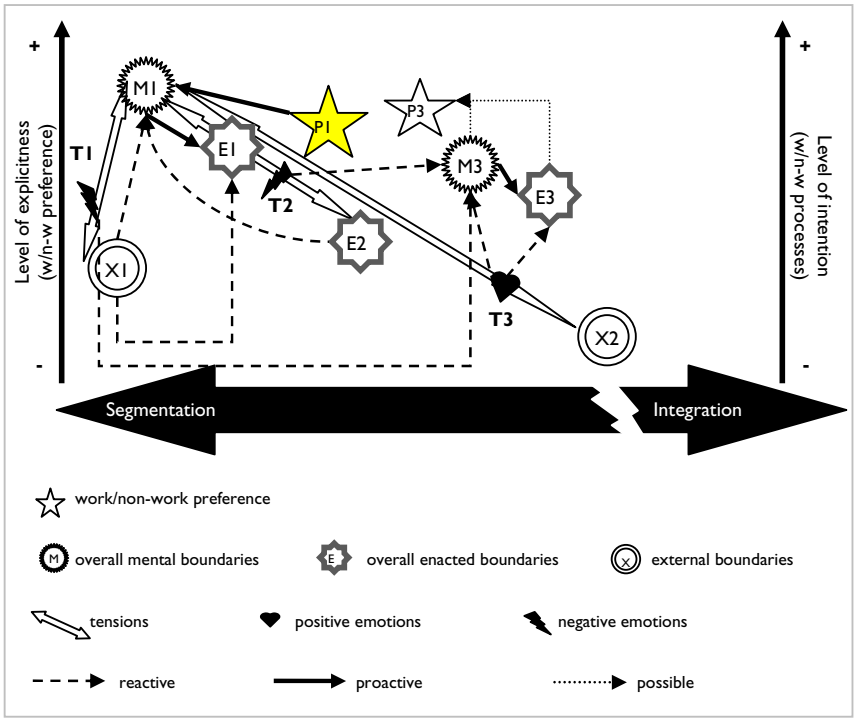


Figure 4:u - Marine's work/non-work process

Marine's current experience is to some extent based on her preference for segmentation [P1] as most of her boundary work and management are made towards the end of the continuum on the segmentation side. But above all, her segmentation is mentally and concretely reinforced by her diverse contexts. As a matter of fact, Marine admits to be in a phase of adaptation that actually still lasts after 3 years. Her adaptation phase is as a whole characterised by the fact her work is not situated in the same town as her other life domains [X1]. Such spatial boundary is externally set and not as intentional and creates tensions [T1]. Such adaptation is to be seen in work and non-work and between work

and non-work. First, she is having her first working experience in which she tries to "adapt" to the new environment and new organisational rules. Her mental boundaries towards stronger segmentation come from her self-perception at work. She sees herself as young in a world of more experienced and older persons. She feels the urge to counter such a view to prove her capability in her role as manager and thus for getting legitimacy as manager. This relates to her understanding of the role of managers that is based on norms. **Such external mental boundaries [X1] are seen as a need to segment [M1] leading also to a reactive boundary work [X1-M1] followed by a more proactive boundary management [M1-E1].** For example, she does not dress in the same way at work and non-work having blouses in the former and crested T-shirts in the later. This also relates to how she perceives her work situation. She finds it so particular that she is afraid to have to explain it over and over when meeting colleagues outside work. She refuses invitations from colleagues to go out after work or on week-ends when she is in Madel. This feeling of "uniqueness" and "distance" is supported by her physical isolation at the office on the ground floor whereas other main departments are on upper floors. The reactivity of her boundary work [M1] is strengthened by the fact that she accepts the work because of family pressures (value) and societal pressures (norms) of getting a job. Second, the reactivity of her boundary management [E1] is reinforced by the fact that her relationship with Mathieu is rather new and being at distance does not help her emotional boundaries to grow (cannot expressed, enact emotions at a distance). As a consequence, she wants to render the relationship impermeable to her work. For that, she does not take work home. She develops new boundaries such as cognitive and psychosomatic boundaries that are enacted in her shower routines. Her shower enables her to get out of work mentally, to alleviate stress and change skin. Moreover, not thinking yet of her life with Mathieu as flexible when it comes to human and spatial boundaries engenders stronger placement to avoid spillover and integration that can occur in case of scarce resources. This also leads to strong central work/non-work activity such as taking time to window shop which enable work/non-work transition. Finally, Madel becomes only a working city where work gains in importance - in time and thoughts - so that its omnipresence does not help her to develop social life. Hence, the pure location of work in Madel **strengthens the reactivity of her boundary management [X1-E1].** Being a small town, she has after all to create boundaries between her colleagues and potential friends whereas in Paris it seems that such human boundaries are more natural due to anonymity that one can have in a large city [M1].

Altogether, her family and organisational context and personal situation reinforce her will to segment both mentally and concretely. **Marine has adjusted part of her mental boundaries [E1] in a context like this [X1] so that her boundary work [M1] is reactive or active.** Having changed some

mental boundaries she develops some proactive boundaries [E1] but other enacted boundaries result from a reactive boundary management related to the external boundaries set [X1]. **This leads to a gap between her work/non-work preference [P1] and her boundary work [M1] and her boundary management [E1].**

However, Marine's desire to segment is challenged by a strong permeability of the work and non-work cognitive and psychosomatic boundaries making it problematic for her to "fix" her stress and thoughts that emerge in each domain [E2]. Taking her shower does not prevent enough strain and thoughts from spilling over and cropping into her life. She is experiencing more permeability than what she ought to. She ruminates more about work than what she ought to. She also is more and more concerned over her non-work situation to the point that she starts to think about Mathieu's situation and their future situation together at work. Looking for a new work, she needs to use her work computer in her search because she has no pc at home. This obliges her to have documents back and forth so that no one at work will know about her search. They are still in a specific folder (relation to [P1] and [M1]). She once forgets them and becomes anxious about that. **On the whole, the relation [P1-M1-P1] can be seen as a blend between a reactive and proactive work/non-work process, in which boundary work and boundary management are respectively reactive and proactive due to external boundaries [X1] and strong permeability [E2]**. With time it is observable that part of her process is nonetheless enacted in her daily routines. It is thus integrated as part of her "past experience". This can be illustrated by the shower routines. When touching upon it during her original narratives, she does not realise that she indeed mentions it. It is after some reflection (with the researcher) that she realises that she, *de facto*, is taking such showers as a passage between work and home. This indicates that her boundary management may become passive.

In addition to the unintentional permeability that leads to tensions [T2] and negative feelings, her segmentation is as well "jeopardised" by the arrival of younger people [X2] which make it possible for her to wear more similar clothes and to talk about concerns of her age at work. **Both integrative experiences [E2] and [X2] are not intentional but the second [X2] does not dependent on Marine and is thus external. They both lead her to experience tensions between what she desires, what she is enacting and what she actually experiences.** On the one hand, these tensions are **negative [T2]** for her well being. She starts really hating Madel. She is more anxious while commuting. She feels guiltier sense of guilt when sharing her work concerns with Mathieu. This reinforces her will to segment her work from her family including Mathieu leading to a **reactive boundary work** [Ml]. On the other hand, they are **positive [T3].** For example, she realises that talking about oneself with the girls could help her to take a step back from work when things

may not be simple, so that now she may proactively do it like after critical meetings [E3].

Observing Marine's work/non-work process, it is understandable that it is in the context of her negative tensions [T1 & T2] supported by the positive tensions [T3] that she finds a new determination to "be herself" leading her to change how she dresses herself [M3]. She comes to understand that she gains experiences. She points out that she has a great sense of mastery in her work that makes her more confident and thus can alleviate part of the cause stress. It is thus a reactive boundary work. As a consequence, it is with people to whom she has greater confidence that she can now talk a bit more about her [E3]. **This indicates a proactive boundary management [M3-E3].** It is also in these tensions that she decides that her quest of work should be her priority because it influences her and others. It is in these tensions that her desires for her future become conscious. Paris becomes indeed the only alternative for her to work and to live so that she can be with Mathieu and they can get their own flat. Mentally, it is possible in Paris to integrate her Friends to her life and share more with them. It makes it possible to naturally have human boundaries. Reflecting on her future work, she realises that she would like to find a work where she can develop relationships like she recently did with her new colleagues. She starts to comprehend that integration is also potentially positive and thus it moderates her desire to segment. She even herself mentions that her "desire to segment work and non-work, that is nowadays tempered and less proactive".

Taken together, these three tensions [T1 & T2 & T3] push Marine to certain numbers of **work/non-work activities [E3] that are more of a proactive nature and long-term focused** . She realises that some integration is needed. If she could find the same job with the same two girls around, but in Paris, she would be fine. Integration should nonetheless not be accepted at the expense of her self-identity. So she will not accept integration as much as she perceives it to be a demand in the organisation. This underlines the importance of the sense of oneself as one of the origins of one's work/non-work preferences. These tensions have led to a new **reactive and proactive boundary management [E3] and may lead thus to potential new boundary work [M3] and eventuality to a slight change of work/non-work preference [P3].** Today, part of these tensions is not solved [T1]; she is still in Madel and it is winter...

To sum up, Marine's work/non-work process is not at all only proactive but is to be understood in her contexts. Indeed, her individual, mainly familial, and organisational contexts render twice her boundary work to be more reactive, because it sets external boundaries. At first, her boundary work is based on strong segmentation that leads to some proactive segmenting activities. Her later context is characterised by tensions between her will to segment, her boundaries and their current enactment into segmenting activities. It leads to some central emotions like

guilt. In such a context, her boundary management process reflects some proactive decisions to cope with these tensions on the long-term; she wants a new job and actively searches for it. Such boundary management favours a bit more integration. Even if such integration is at first externally placed, she recognises value in it via positive emotions. This alters reactively her boundary work. Both may, in turn, affect her work/non-work preference. The new boundary work and management are possible due to her sense of personality and sense of self as well as the evolution of her understanding of her work and non-work's role.

4.6.1.2 Thibault's work/non-work process

In the light of the discussion in Chapter 4.5, it is clear that Thibault's boundary work and management are in line with his explicit preference for a non-pushed segmentation. This could lead to the belief that his boundary work is proactive. The view of Thibault's work/non-work process is however not complete. Figure 4:v and the following section represent, outline and explain Thibault's entire work/non-work process.

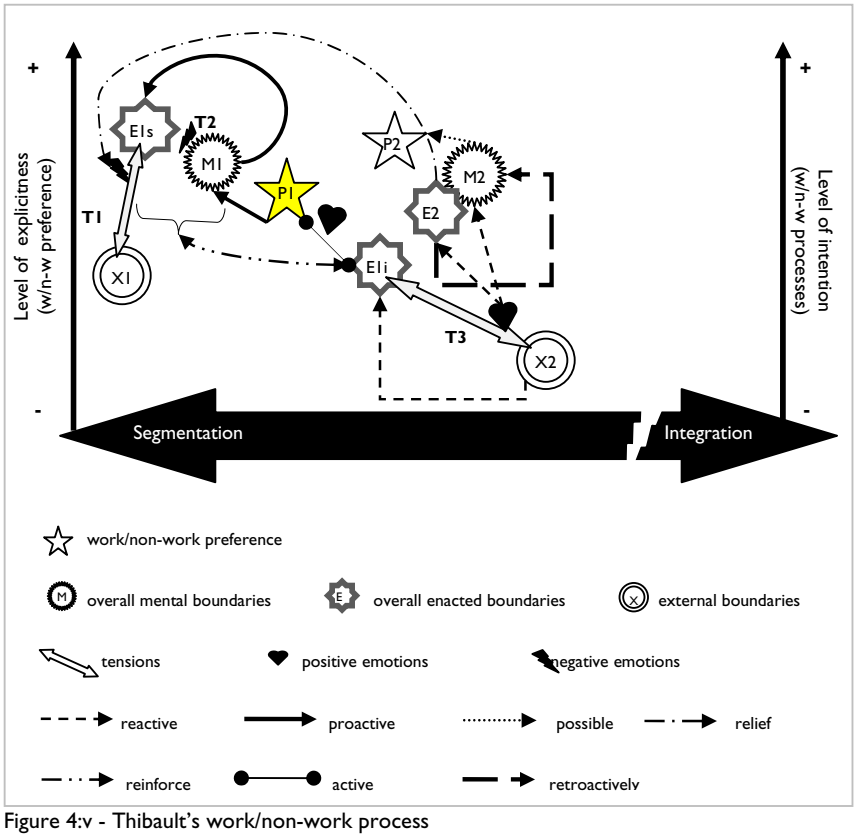


Figure 4:v - Thibault's work/non-work process

Thibault's explicit work/non-work preference for a non-pushed segmentation is expressed as to avoid "negative interferences" leading him to state that "If, for example, work would take all of my time so that I cannot be with Thara or if it was so disturbing that I could not get mentally out of it, this would be distressing. For the time being, I manage to mentally get out of work." This preference agrees with the line of research indicating that proactive segmentation may be essential to recover from work (see Sonnentag, 2003). Based on this preference, he understands that "the balance between the life domains comes from the understanding and management of the interfaces between the domains". This shows that he is aware of them. His awareness holds some truth when observing closely his work/non-work process.

At first, he reveals some proactivity in his boundary work [M1] that is followed by work/non-work activities aiming at attaining such a rather strong work/non-work segmentation [E1s]. For example, he is not having the same affective behaviour with Thara in both domains or he strictly ends work around at 18:30/19:00 on evenings. **This indicates proactive boundary work and boundary management towards segmentation**. Part of the proactivity comes from his education in business school that may have prepared him for this distinction and this way of seeing. Then being, as he mentions, the same type of persons at work and non-work might increase his awareness of himself and the realisation that he will be open to friendship relationships at work and the need to set limits.

However, even if segmentation is to him the main way to manage reaching a balance, **he experiences more segmentation than he wishes [X1]**. This is especially due to his current work situation of working and living at Jyve whereas his quasi-family is in Lansa. A large part of the strong segmentation is not intentional. It is not his intention to segment that he accepted the work, but for career reasons. This non-intentionality of his segmentation leads to frustration of not being present for Thara and the kids on a daily basis. It also leads to frustration in how inefficient phone calls can be for supporting Thara as much as he wishes to [T1]. He would like to be present to enact his role as a spouse and "father-in-law". He wishes to render family a larger domain (flexibility), but physical distance does not make that possible. Negative emotions [T2] occur between his boundary work [M1] and his boundary management [E1s] due to negative tensions from external boundaries [X1].

Moreover, his preference for segmentation is not extreme. As a consequence, Thibault develops proactively few integrative activities leading him to enact boundaries supporting integration [E1i]. This is the case for his behavioural boundaries. They are however nowadays not strongly intentional. They indeed rely largely on his personality of being a person who is natural in both domains

but also on his education, pushing him to work essentially with deadlines. Such behavioural boundaries are currently anchored in his preferences via an understanding of their origins. It is done naturally in the lens of his preference where some integration is wished for because it brings him some enrichment. **Such enacted integration is to some extent an active boundary management [P1-E1i].**

Nonetheless, it can also be observed that even when he introduces some integration [E1i], this integration reinforces his work/non-work segmentation. This dynamic is striking when he discusses human boundaries. He wishes a clear segmentation, but *de facto* few people know about him and Thara. He sees more diverse categories that hold some segmentation as far as his behaviours and his demands towards these friends/colleagues are not affected.

Beyond that, part of his current integration [E1i] as in Figure 4:p (page 298) can also be seen as reactive. As a matter of fact, the idea of integration is to some context newly desired by Thibault. A large part of integration is not intentional at the start but results from an external integration [X2]. This external boundary is due to the fact that he and Thara have met in the same company and work there yet in different departments and consequently have developed diverse views and understanding of the company. Facing such integration [X2], he experiences tensions [T3]. Whereas he could have seen it as negative interferences, he realises that integration enables him to enrich work with new ideas. It enables him to get a fair opinion from Thara like when he is offered his new position at Jyve. Thara's opinion may have supported him to be more effective in his decision-making. Indeed, Thibault realises that by being in the same company, it is natural and simple to talk about work and share some work ideas. He after all recognizes that talking about work at home, that presenting documents to Thara and that asking Thara for practical advice is essential for him to get another perspective about his work. Similarly, he realises after all that having friends at work could ease some trouble and that sincere friendship relations may be agreeable and useful. Moreover, he becomes conscious that golf is not a well shared subject of conversation at work, whereas football is central to French people. He sees some possibility to better get integrated by starting to listen to football from the radio or to watch it on TV. Of course, this cannot be possible if this would not create some positive spillover and give him some personal pleasure. **In other words, he develops a set of new integrative behaviours [E2] due to positive emotions emerging in tensions [T3] between his wish for segmentation and the external integration. This corresponds to a reactive boundary work.**

Furthermore, he recognizes that these few integrative devices [E2] could be helpful to counter the physical distance due to his position at Jyve [X1]. They can relieve part of the tension [T1]. He currently appreciates it to have a laptop

and a phone/PDA. Whereas he may limit himself for consulting emails and messages during weekends and at home [based on his preference], he uses the device to get the "grocery" list from Thara. He also uses SMS and phone with Thara on evenings. Additionally, he benefits from a company car that can be used for private purpose, i.e. not only for commuting between Jyve and Lansa. Such advantages due to mobility can be seen as work/life programmes. They are based on integration and Thibault to some extent benefits from them because they connect his main life domains to others. This connection indicates a reactive boundary management. Finally, realising that he concretely integrates some aspects between work and non-work, he changes his mental boundaries to accept a bit more extreme integration [M2]. **This is thus a retroactive boundary work** [E2-M2].

Altogether, he adapts his enacted boundaries [E2] because new enrichment is possible due to integration. He then legitimizes new mental boundaries retroactively [M2] towards greater integration to avoid conflict and negative tensions in his work/non-work experiences. His mental boundary is even changing to the point that he now thinks that talking about work may certainly be possible and beneficial even when people are working in two different companies. **This may lead to developing such view to a new preference [P2].** This retroactive process is once more due to the understanding of his roles in the work and non-work domains, i.e. supporting Thara & quality work at work. It is also due to a strong sense of self and personality where having a clear view of "his balance" has become essential.

To sum up, Thibault's work/non-work process is at first based on his non-pushed segmentation preference. He certainly values and proactively enacts it. However, his contexts alter his process so that it is it not completely proactive. First, the extreme external and not intentional segmentation of by being at Jyve leads to negative emotions that need to be taken care of. This is possible while making Thara come to Jyve. This requires him to look for a house and for the possibility of work. He uses integrative activities to transcend boundaries. Second, working in the same company as Thara makes him realise the value of integration. Experience helps Thibault realise that integration could be valued a bit more. Thibault reaches a higher level of integration than what his preference suggests. Such integration is reactive but also retroactive when it comes to his mental boundaries. The aim of integration is to take the opportunity of the situation given to avoid frustration. It is also to counter the enacted distance between his principal life domains of work and family. Thibault is somehow about to develop a more "flexible" mindset where he may be able to adapt between integration and segmentation to "balance" between his life domains. As a matter of fact, once the distance is filled, segmentation [E1s] may certainly become again the bases of Thibault's work/non-work process. He indeed mentions that once at Jyve he will need to find a way not to worry about Thara's future career invading his thoughts.

4.6.1.3 Sarah's work/non-work process

Focusing on Sarah's boundary work and boundary management process, it is apparent that her boundary work and management are completely in line with her explicit preference for a pushed segmentation and are mainly proactive. Such pro-activity contains however two courses of action that are not visible at first. Hence, it is important to wholly sketch her work/non-work process as represented in Figure 4:w and then have it outlined in the following section.

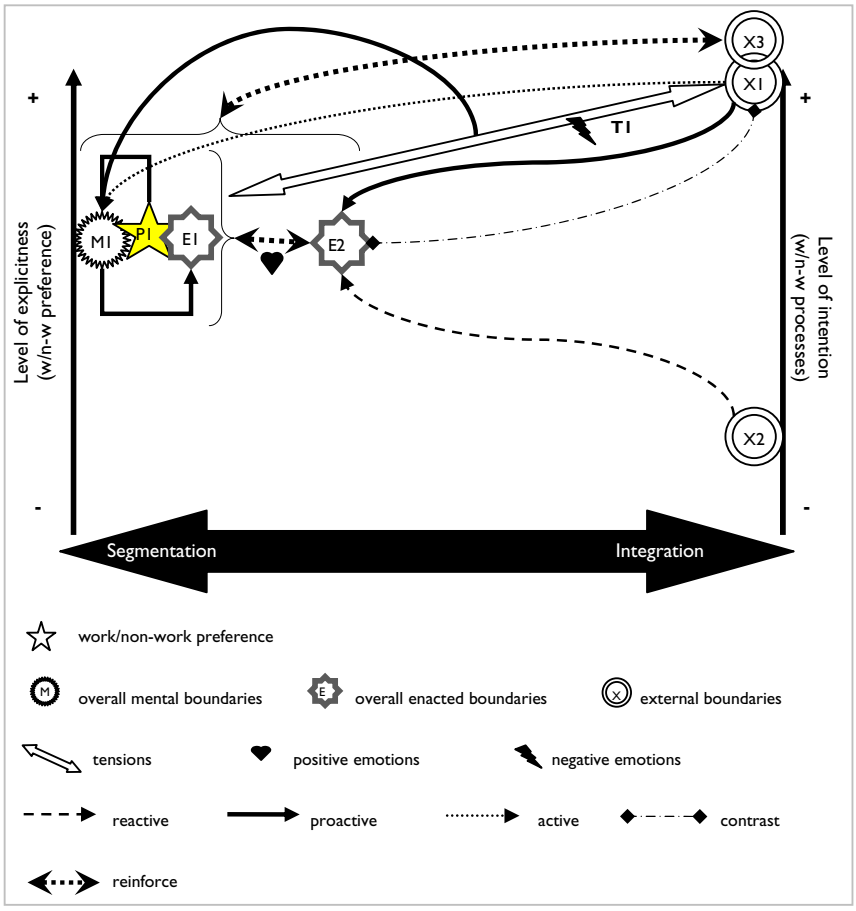


Figure 4:w - Sarah's work/non-work process

Sarah expresses a strong preference for segmentation that dates a long time back. She indicates that in the course of the past 25 years she has never brought work home. Contextualising her work/non-work activities in the past shows how anchored her preference for segmentation is in her work/non-work experience. Observing her boundary work and boundary management

processes, as it is done presently, it is apparent that her mental boundaries enabling segmentation are even stronger. This reveals a small gap between her preference [P1] and her mental boundaries [M1].

As a matter of fact, she constantly insists on a detachment from work that occurs in more recent years. The change of her work in January is one central element of such a feeling of detachment because it reinforces her feeling that people are used by organisations and not valued. From her self-narrative, it is evident that Sarah is in constant alert towards the place of work in society and in her life so that she looks for greater segmentation nowadays. She denounces a degradation of one's private life and private time during the last years. She considers that society highly values integration [X1] which in turn does not help people to be authentic and forces them to define themselves through work. Denouncing the trend involves some tension [T1] materialised by frustration towards society. This leads her to look proactively for a strong segmentation. **Her boundary work is thus proactive and active in her recent context as long as it is in line with her preference.** Having these mental boundaries, she then enacts strong boundaries aiming at segmenting. The strongest being temporal, cognitive, spatial and human boundaries. For example, she has a clear daily schedule to enable her to have some private time after 18:00. She does not mix between friends and colleagues unless there is indeed a great affection taking place. She also does not take work home, refuses to have a laptop, and to share a phone number especially even more during holidays. **Her boundary management is thus proactive**.

Perceiving society as a place where it is more and more difficult to separate work and non-work [X1], she counters such views by being selective on how her work and her non-work may indeed interact. On the one hand such tension [T1] renders once again her boundary work proactive. On the other hand it leads to a second course of action in her work/non-work process. Indeed, beside this proactive process for segmentation, she does not deny work/non-work interrelations so that she proactively favours positive interactions enabling enrichment [X1-E2]. She mentions three exceptions to her segmentation when interaction is possible. **Among these three situations, two represent a proactive choice from Sarah**, i.e. taking part in association supported by her employer for helping unemployed people and the solidarity holidays. **Whereas integration could moderate her preference for segmentation, it however reinforces it.** To tell the truth, the central element in these two choices is that interrelations between work and non-work should enable more authenticity. Such authenticity is to her a positive emotion that is essential to consider her work/non-work process to be satisfying. Doing so, she puts forward the lack of authenticity in society and in work [X1]. This reinforces her desire and activities to segment [P1-M1-E1]. The last exception refers to the administrative office hours that do not make it possible for those actively

involved in working to call after their own working hours [X2]. She has to call from work and during her working time. **This is thus an external boundary, not intentional and highly integrative that leads to a reactive boundary management.**

Beyond these two external forces, she also reveals a third one [X3]. As a matter of fact, she indicates that her personal situation is perceived by others as being facilitating work/non-work experiences. She feels that her proactive choices are often seen by people as "self-centred" choices because she is living alone and is financially independent. Her personal situation, that she does not deny, does however not render her work/non-work less proactive. On the contrary, she feels that she has to fight against the society to be able to segment and shape her non-work to make her to feel good, by both segmenting and integrating what she desires. Hence, it is to be understood, that her detachment from work is to be seen as a change of placement of this domain where the mental flexibility of the boundaries shrinks this domain. For her, this may be a decrease of emotions attached to such a domain, in terms of cognitive boundaries where she has less working thoughts as whole. This corresponds to a willingness of having stronger permeability for the few thoughts left. This attitude may be explained by her past experiences of heavy strain. It is however problematic as time-wise work is central and not as concretely flexible. She does not find as much as private enacted time as she ought mentally to have. There is a gap between her mental and enacted boundaries, between work and non-work that creates tensions. The same tensions are salient when adopting a long-term perspective. One could see that she evokes the possibility of work disappearing when going on pension. She carefully mentions that such flexibility of the work domain cannot occur overnight. She is in the phase where work is not as central to her well-being. She looks for more private time and ought to place such new boundaries. The placement is however not simple. She sees no possibility to decrease the time she works. Altogether, there is a hunch that she prepares such the transition by reinforcing her non-work in opposing it to work and capitalising on what work can give her while she can **Her personal situation thus reinforces her overall work/non-work process that becomes proactive or active.**

Concisely, Sarah's work/non-work process is largely based on her preference pushed work/non-work segmentation. It is however reinforced by her feeling that society does not allow work and non-work to get separated. Her boundary work is proactive and active. She also does not deny possible interactions and work/non-work integration. It turns out that her integration reinforces her current segmentation process and does not alter her pushed segmentation. Sarah's process is to be understood in a large societal and individual context. It results from a clear sense of self and continuous reflection about the role of work in her life.

4.6.1.4 Paul's work/non-work process

Paul's boundary work and boundary management process show that his boundary work and management are in line with his "balanced" work/non-work preference. To further understand how such alignment takes place, this section focuses on his work/non-work process, looking at the relations between his boundary work and boundary management. Figure 4:x graphically represents Paul's work/non-work process.

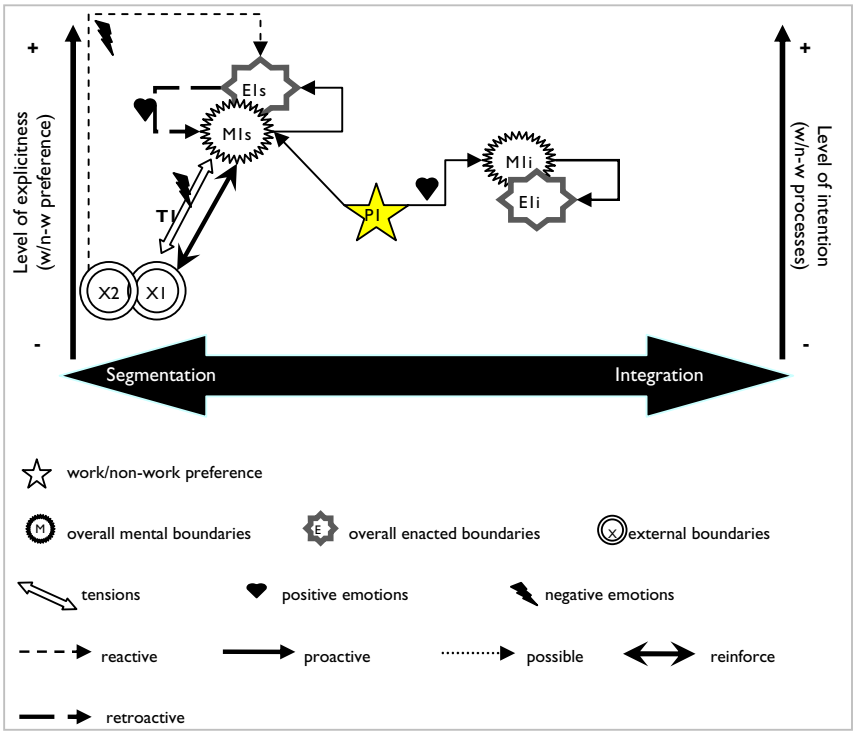


Figure 4:x - Paul's work/non-work process

His overall preference [P1] being not as explicit, it is essential to note that by focusing on his boundary work and management processes and focusing on the level of intention, two sets of boundaries emerge(Figure 4:r on page 306). From his self-narrative, I detect two courses of action in regards to his work/non-work process. **These courses of action are simultaneous and complementary without reinforcing each other**. The first course of action is based on segmentation [M1s-E1s]. The second course of action is based on integration [M1i-E1i]. Let us analyse them and their nature to understand Paul's work/non-work experiences.

- A work/non-work process towards segmentation [M1s-E1s]. To understand this part of Paul's process, one should recall that it has been already essential to focus on the level of his preferences to draw the conclusion that they are moderately explicit and balanced. Figure 4:k - Paul's work/non-work preferences - shows how a pushed preference for segmentation is expressed temporal boundaries and cognitive negative boundaries. Most of his boundary work and boundary management processes in regards to these two types of boundary focus on mental and enacted transcendence and are based on a pushed segmentation. **This reveals a strong proactivity of his boundary work and boundary management [M1s-E1s].** Such proactivity for segmentation is to be associated with Paul valuing segmentation on a daily basis. He wishes indeed work not to invade his daily life as it did during his first experience. It relates to the origins of his preference that in turn influence his manner of handling his work/non-work experiences via his work/non-work activities. He himself notes that, with time, he has learned how to manage his life domains.

  Whereas segmentation may be desired or not, Paul experiences more of it. First, this is due to his spatial separation with Paola [X1] that creates tensions [T1]. This reinforces his mental boundaries for segmentation which may be seen to some extent **as proactive boundary work**. This is visible in how he values holidays compared to working periods and how he enacts time during such holidays. Such physical distance forces him to develop more integrative transcending activities like calling her every night. The goodnight calls do not seem to be part of a natural father-daughter relation. They become part of these tensions and the intentionality of such external boundaries. His proactivity to enable transcendence aims at lessening the negative feelings and if possible at creating positive feelings. To counter spatial distance in the long-term, Paul thinks about moving to a place where he will be able to reach his daughter faster, like in Marseilles or in Paris where planes to Irysland are regular. **This would correspond to the enactment of new boundaries (new boundary management).** This alternative is ruled out as Paul realises that in fact Pilang offers him a certain quality of life that would not be worth the change. **Paul will eventually have to adjust his mental boundaries in accepting distance and its consequences. This would correspond to a retroactive boundary work.**

  Second, Paul experiences spatial separation with Pollyanna [X2]. Such segmentation is concrete as they do not live together, do not see each other every time. It leads to some enacted boundaries [E1s]. He recognises that romantic relation is not simple at distance. Beyond such segmentation, Paul after all finds some equilibrium in the fact that Pollyanna is not present every day. **This is a retroactive boundary work to justify his current actions [E1s].** Such reactive process enables positive feelings of reliefs and

serenity in his romantic situation. This new boundary work seems however not to have been enough. Indeed, one can observe that after the break-up, Paul feels better because he has accepted the end of his relationship. **This indicates that boundary work can indeed be temporary to legitimize specific action at specific time**. In the case of Paul, it becomes central that spatial segmentation is not wished for his sentimental relationships. This relates to the fact that it is essential to his life. This leads to the second course of action in Paul's work/non-work process.

- A work/non-work process towards integration [M1i-E1i]. Going further back to Paul's preference (Figure 4:k on pgae 271), it is clear that integration was wished but moderately explicit for behavioural and human boundaries. Relating to his processes of boundary work and boundary management for these boundaries, I notice that **Paul develops work/non-work activities to proactively place such integration [M1i - E1i].** The integration relies on the fact that he sees potential enrichment between his diverse life domains. He proactively understands that his contact network can give him a sense of belongingness and give him something more in his life. He realises that having social activities enriches his sense of self and in turn he can enrich others with his competences. Paul expresses such complementary as follow: "Thinking of my life as a tree, work is like its trunk, that is to say it takes lots of space in my life and helps, I would say, to take advantages from the rest. Then without it; where am I, who am I? In other terms, there is a need to find the palliatives to get motivated again and again. I realise that being active in associations and having some social life to be two of the elements enabling the tree to stand when its trunk leans over". This need for enrichment is to be related to his context where he perceives work to be disappearing and therefore needs to develop new domains. To build such domains he relies on integration. The integration is due to him having worked in the company for his entire career and that this career path is a result of a proactive choice. Paul's integration is about connecting one sense of life with work rather than connecting work *per se* with life. It is about a long term harmony of life where one domain needs to be central and maybe replaced by another when time comes so that enrichment between work and non-work is possible.

Taking these two sides of Paul's process, one can see that Paul has put in place a flexible mindset as indicated by Zerubavel. The mindset is developed to answer two purposes, a daily harmony where one should not be defined by work and be invaded by work and a long term view where work is necessarily central and needs to be used and developed for one's life enrichment. These two courses of action are complement one to another. As shown by Paul, the mindset enables proactivity both for segmentation and integration so segmenting and/or integrating is adapted to one's daily and long-term context. For Paul, the mindset is the result of his past experiences and his sense of self that he develops with an active refection about

work and its role. It also a result of his feeling that work is central and needs to be harmonic with other life domains. It is finally due to the awareness that work may disappear and needs to be replaced progressively.

4.6.1.5 Brune's work/non-work process

Brune's boundary work and boundary management processes exhibit a certain degree of integration. Figure 4:s - Brune's boundary work and management - shows that her enacted boundaries are close to her preference for a pushed integration. This gives the impression that it is thus in line with her preference. Nonetheless, it is discernible that she enacts two sets of mental boundaries, one towards segmentation (temporal, spatial, human) and another towards integration (behavioural, emotional, cognitive). This reveals a gap between her integrative preference and her boundary work. This reflects further on her work/non-work process that can indeed be graphically represented as in Figure 4:y. Explanations are given below.

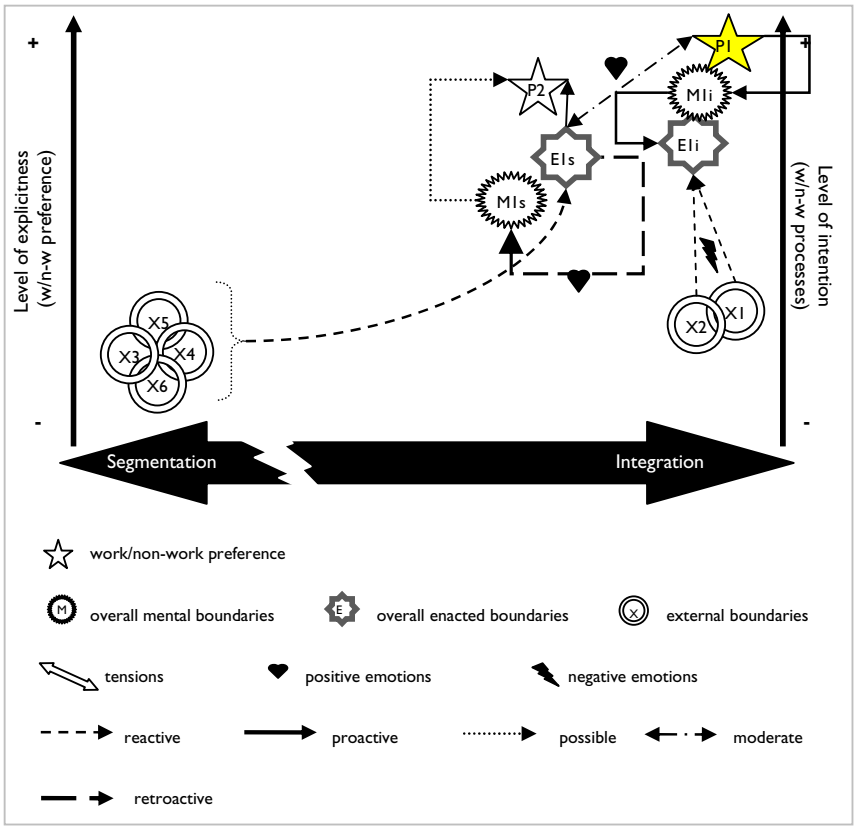


Figure 4:y - Brune's work/non-work process

Based on her preference for a pushed integration [P1], Brune develops certain mental boundaries where integration is to be extreme. This relates to see herself being the same person in diverse domains. In that regards, she adopts similar behaviours in each domain because she sees her roles in the same way. She also does not disengage her thoughts according to where she might be. **This indicates a proactive boundary work [M1i]**. These mental boundaries are then enacted **for most of it proactively but at a lower degree of integration.** At home, she naturally talks about her work and her problems but not in detail. She feels the same but does not completely share her emotions [E1i].

Additionally, some of her boundary management is not as proactive as it seems. One example is how she learns to handle work/non-work financial issues [X1]. Having expenses while travelling, she plans her trip and pays for them. She feels autonomous as she has a budget to handle them. This is in line with integration. Hence integration [X1] becomes a burden as it leads her to provide her employer with her a personal bank statement indicating as well her personal purchases like family supermarket charges. This sense of burden is to be related with the fact that such integration is not wanted and thus not intentional on the part Brune. Reactively, she desires to segment but organisational policies do not make it possible for her to once more get a professional credit card. She finally opens a new personal account to be able to segment. In this case of extreme and unintentional integration [X1], she is constrained twice by her organisational context. It is also her overall organisational context and her new position as director [X2] that forces her not to share her emotions as she may have done if she would not have felt responsible for the motivation of her team. She, as middle-manager, feels that it is her role to temper the emotions of her team. It is also as a middle- manager that she sees her responsibility to relay information upwards and downwards without sharing her own resentment with her team. **Part of her boundary management is thus reactively aiming at a slightly lower of integration [M1i-Eli].**

Beyond such process still largely based on her preference for integration, it is essential to recall that her preference is not as extreme due to her past experiences. As a matter of fact, she felt, while she was a consultant a few years ago, that her mother's role was to be jeopardised because it was cropping into her life. She knows somehow implicitly that some segmentation is required. However, it is not the preference that completely explains the fact that she seeks a stronger segmentation of her temporal, spatial and human boundaries. It is striking in her boundary work and boundary management that other forces lead her to have more segmented temporal, spatial and human boundaries. Listening to her self-narrative, it is salient that in this particular process her enacted boundaries are emerging first [E1s]. **As a result, this renders her boundary management somehow active followed by a more retroactive boundary**

work. Forces like these are to be found in her diverse contexts that lead her to actively create enacted boundaries and then mental boundaries to legitimize such segmentation. Here are a few examples. When it comes to time, she naturally refers to a time to work and a time not to work, mainly a time for her family a time that she ought to protect. This is essentially based on societal values that render mental temporal boundaries less flexible. For Brune, such protection meaning lesser permeability, is central for her couple life. This is, for her, a reaction of the fact the family structure is changing where she and her husband will again be just the two of them [X3]. She also yearly naturally defines periods where she does not allow her to travel. She is doing that actively as she had the autonomy to do so. But **some of her mental temporal boundaries [E1s] have been retroactively adjusted**. This is the case of the annual visit in Belgium to her mother: "at least we had such time traditions, but these times are also important for my work since important international conferences take place at these dates. I made up my mind, and stopped this tradition. We finally replaced these dates with other weekends even if they are not as symbolic. At the end the family adapts itself and it is not dramatic right". The main force for this type of replacement is the fact that her mother is aging and Brune feels a growing responsibility towards her so that keeping present and available for her is important. **The placement of her enacted boundary [E1s] is thus reactive and the idea of traditional [M1s] is changed so that boundary work is retroactive.**

To legitimise such periods, she talks of theoretical time for work and non-work. Such theoretical time enables her to know what to do while travelling which can be seen as work and non-work. **This reveals a small proactivity between [M1s] and [E1s] - a small proactive boundary management.** She can however not always follow such scheme because of the physical environment [X4]. She cannot work in planes so that she will cross the line and read American novels that are her private activity. When it comes to space, she realises that they have not bought a house and then relates it to her feeling of Porpa not being home and not being a place where they seek social relation. The later affects in turn her mental boundaries as far as it becomes parts of her personal context. She refers to Porpa not being home as a way to justify her actions and for that opposes Porpa and Paris. Once more, t**his corresponds to a retroactive boundary work**. It is one way to align her mental and enacted boundaries to avoid some tensions. It feels that to her she is there still because she followed her husband 18 years ago which afterwards can be seen as an external boundary for Brune herself [X5]. Finally, when it comes to her human boundaries, Brune has different manners to interact with people in her work environment by sharing or not certain aspects of her life with some and not others. She also naturally does not have lunch with them because to her they have their own schedules. Having these enacted boundaries is however connected with strong ideas of segmentation when it comes to a certain

classification of her work related relationships [X6]. This mental classification is not as proactive but more of a justification on why she acts differently. **This indicates first a reactive boundary management [E1s] due to her personal and organisational contexts. This boundary management redefines and justifies the segmentation with segmented mental boundaries [M1s], revealing a retroactive boundary work [M1s] that in the long term influences some proactive activities for segmentation [E1s]. As a whole, the dynamics between [E1s] and [M1s] is reactive, retroactive and proactive.**

This reactive process is not enough to fully explain her enactment of temporal, human, and spatial boundaries. Hence, such boundaries are not as segmented as their associated mental boundaries. It is important to see that her temporal, human and spatial enacted boundaries relate as well to a **higher order in her preference for integration that affects a long-term placement of boundaries.** It is in a perspective of enrichment (positive emotions) that can be brought via integration that she lets her network of contacts to interact with her family. It is because she searches for energy across domains that she brings work home and would also accept her family to access her office and her building (like her husband teaching at the school, or her daughter coming at work to pick her up for lunch, or taking her main friends home).

Finally, her preference [P1] for integration in a long-term moderates her segmentation [E1s] as much as the value she attaches to segmentation may affect her preference that may evolve towards a slight segmentation [P2].

Brune's work/non-work process can be qualified as proactive but as retroactive, reactive and active, too. Her proactivity relates to her preference towards a pushed but not an extreme integration. She reacts to some extent actively to her changing environment in work and non-work. To avoid some dissonance, she then changes retroactively her mental boundaries. Her capacity to be reactive relates to her sense of self where enrichment is one of the cornerstones. It relates to her understanding of her role in both work and non-work. Her context changes her role of mother and her role of daughter so that she actively or reactively adapts her mental boundaries that are then proactively enacted. Brune herself realises that she maybe is not as proactive as she ought to think. For example, it becomes conscious that the integration via the international dimension may be just due to circumstance "I did not think that this aspect, internationalisation, would return to my life so quickly. But now I am glad it did because I am emotionally attached to the current job". She also realises that she maybe always adapts herself to her environment. This may lead her to develop a new preference more moderated by segmentation where segmentation becomes more explicit than what she experiences today.

4.6.1.6 Geremy's work/non-work process

It is clear that Geremy's boundary work and management are rather in line with his implicit preference for a pushed integration. The conclusion may be seen as self-evident as his preference is foremost revealed by his way of acting between work and non-work and by his boundary work and boundary management. This dynamic becomes more evident when exploring his work/non-work process. Figure 4:z represents Geremy's work/non-work process[71]

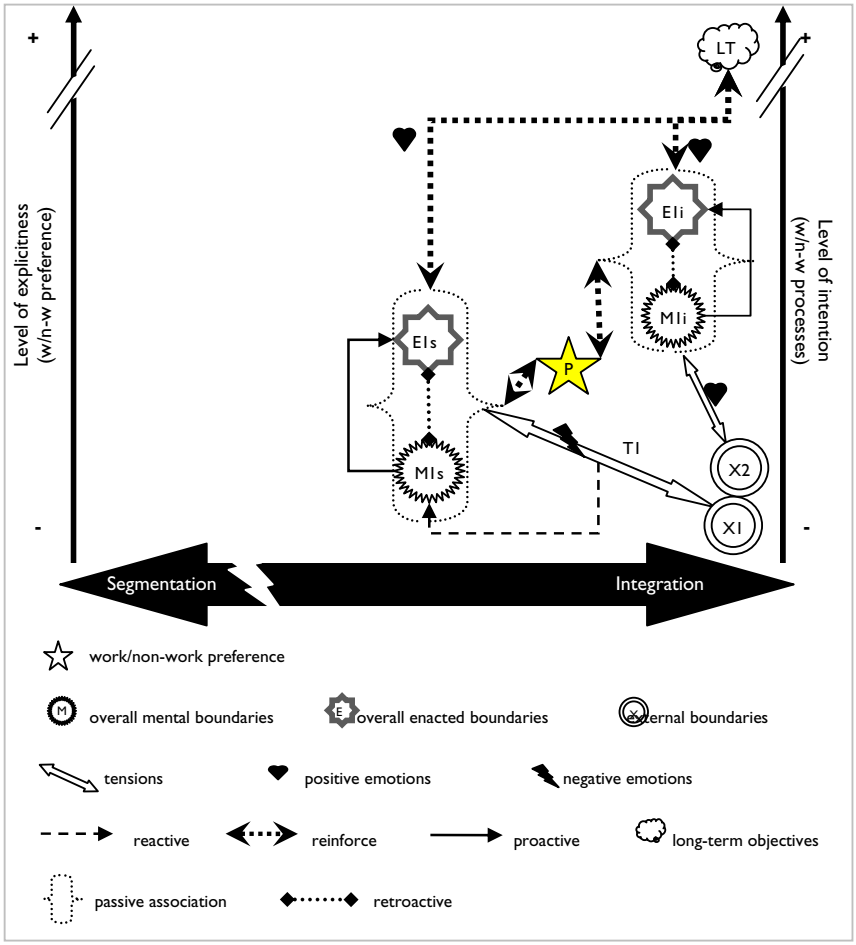


Figure 4:z - Geremy's work/non-work process

[71] In figure 4:y it shoud be noticed that the scales for intention and preference have been interrupted so that a focus on a low level of intention and preference is possible and small differences can be visible.

Listening to Geremy, it is clear that he naturally and concretely separates his life in diverse domains (especially work and family) through their temporal boundaries. This defines one course of action towards segmentation. His enacted temporal boundaries aiming at segmentation [E1s] are dictated by externally set boundaries such as the schooling schedule in the morning and the closing of the office by the guard in the evening. It is also enacted by the natural focus on the family when the kids are awake, or the realisation of private activities after work. He is not completely intentionally creating boundaries but adapts to his environment. **This reveals more of a passive boundary management** [E1s]: "I will say that their interactions are *the results of hazard. There is no intention from my side to make them different. I do not seek creating boundaries or borders. I manage my time in the function of my family, but otherwise there are not clearly defined borders that would exclude my family from my work issues or from my side activities and vice-versa".* Moreover, these work/non-work activities associated with his personality of being someone who is not asking himself questions affect his mental temporal boundaries towards segmentation. His distinction in terms of temporal boundaries becomes evident: "*It is evident that the first of my responsibilities is my family. I would say that I spend more than half of my time with my family as I obviously sleep at home. On the whole, between my work and my family I spend 100% of my time."* **His boundary work [E1s-M1s] is reactive or maybe passive.**

It is fundamental to note that nowadays, in the context of his new work in Padrian, Geremy's natural segmentation of his temporal segmentation is jeopardised. He experiences tensions around such boundaries because external forces lead to greater integration [X1]. One of these forces is the pressure to perform: "*I would say that I feel more pressure from my team than from the shareholders in case of failure. So objectively, I think that it is more complex in terms of human relations than in terms of pure objectives.* To handle the situation, it is essential that I guide them to a clear objective. […] This challenges me to work more than I maybe should. I need to feel that I am fully prepared, more than fully prepared, like 120%, before each meeting to control all, even the unexpected." Such pressure makes him work on weekends; it makes him go earlier on the mornings. Another of these forces is the new working task itself. His new responsibility for exports forces him to be away on evenings. The larger responsibility for marketing affects his compliance to a predefined annual schedule. He mentions that dealing with fresh products is challenging and different from dealing with cosmetics. The difference might be the absence or blurring of his annual working organisation dictated by the negotiation schedule. All in all, he experiences more blurring between work and family: *"At the present time, family and work are at the same level and I cannot really distinguish between them. I do not know what my priority is when allocating my time. I feel at the maximum for both of them."* These tensions and blurring that may require a more integration vehicle have a few consequences for Geremy. It

engenders fatigue so that he cannot generate energy from both domains as he used to: "Nonetheless, the pressure from my own team is immense. This really pushes me physically to the extreme. *What is invading my daily life currently when compared with the past is the high level of fatigue".* It leads to a feeling of guilt of not being physically and mentally present at home. This guilt is felt through the kids who notice that their father was not as often home as before. **These tensions [T1] impact Geremy's work/non-work experiences**. They reinforce his feeling that some temporal segmentation between his family and working time is essential to his "harmony". **It renders his boundary work [M1s] reactive.** The natural character of the distinction is however lessening as he faces difficulties to draw the distinctions. He learns from his own experiences. **Realising that he values segmentation, he participates, to a little extent, in its enactment by developing few intentional segmenting activities. This renders his boundary management slightly active.** His decision of not sleeping more than two nights outside home is striking: "Of course, I still try to limit myself to two three days, i.e. two nights, of business trips over the week but it is still more". The second is to reinforce the fact that if he should work home in the evenings it has to be when the kids are asleep and it should not affect quality moments with Galina. Apart from these two changes, it is salient that he does not proactively act upon such tensions. He tries to get them gone by being true to his nature of being 'zen' and not asking questions. This attitude is due to his feeling of being torn apart about how to act to such tensions: "I am torn apart between work and family. I am afraid to rely on the fact that the family life is back on track and thus I can spend even more energy on work". **Therefore, this engenders a passive boundary management and maybe a laissez-faire approach to work/non-work experiences**: *"I think that everything will go back to normal, once I will have successfully managed the situation at work so that it takes me less time."*

In the meantime, Geremy has another course of action based on integration [M1i-E1i]. Such integration is central in regards to cognitive, human and psychosomatic boundaries as mentioned above. The integrative dynamic in Geremy's work/non-work experiences emerges through natural integrative events [X2]. For example, he and Galina have the same education. They naturally have been part of the same circle of friends while studying business. They naturally meet in the same company. Galina's teaching job in marketing is complementary to Geremy's application for marketing. It is also natural for them to discover the centrality of community while experiencing a sense of conviviality in their neighbourhood. **As a result, Geremy's boundary management aiming at integration [M1i] is passive and in its turn affects boundary work that is also passive**. One should indeed remember that he declares not dressing boundaries other than the temporal ones. However, he learns how to capitalise on such integration and starts to value integration and look for it.. **Boundary work [M1i] is partly retroactive**. Additionally, we can

indeed understand that few of these interactions are also now more proactive from Geremy's viewpoint. He seeks advice for his work while discussing work issues with Galina and alumni friends. He seeks conviviality while selecting a new house. **Part of his boundary management becomes proactive**.

Beyond this circular dynamic, Geremy's integrative course of action is steered by long term objectives [LT]. As a matter of fact, what become central in Geremy's work/non-work self-narrative are the strong connections between his work/non-work experiences and his career path: "As I mentioned, my career evolution has impacted my family. Indeed, most of the changes described, if not all, are the result of the attention I pay to shape my career path." In the light of his career path and its connection to his family, **he has made proactive choices like when he decides to quit to be able to build a family**. **He also makes proactive choices when regularly changing work**: "Generally, I liked this work [] in Macbala] but at the end of last year, *I made my mind that it was the right moment to professionally change. It had been acting in this position for three years".* In his new work in Padrian, he gives himself two years to attain what he personally has fixed as an objective "I guess that this will happen when I have few results in March. Beyond that my personal deadline is the end of 2008. Yes, I give myself two years, until then, as I said, I do not ask myself lots of questions". His capacity for career planning is supported by Galina's mobility and willingness to move. She is indeed the one who had to quit few jobs and find new ones. In these constant changes, she finds a new path into teaching. Her capacity, her support and her well-being in her new path are central to Geremy long-term objectives. Geremy's capacity for changes also lies in the capacity of the kids to adapt. Here again this has so far been possible. For that, he proactively searches for alternatives about what work and where they should live so that he preserves the happiness of Galina and the kids. This is part of his decision-making during which he shows how alternatives fit others' needs. It relates as well to his capacity with his salary to live in a comfort zone and to enable Galina to find her own path. It also relates to the human relations essential to the functioning of the family: "one of the most important drivers is to be able to support my family and do everything possible to make my wife and my sons happy. A second driver is to establish good relationships between my family, my friends and other acquaintances." Finally, to attain such long term objectives, integration becomes essential as it is learning from every experience that enables Geremy to self-develop: "My ultimate aim is to have my own company. I am thus also learning from each work experience." It is in this perspective of learning that he proactively decides, when in Macbala, to join a network of entrepreneur: "*sincerely, I also got engaged in this adventure from an egoistic perspective telling myself that this was an opportunity to learn about being an entrepreneur without the constraints of actually being one."* It is in this learning perspective that he constantly shares problems and seeks for new ways to manage his work by accessing a feminine viewpoint about managerial issues. **Finally, an essential**

point is that his long-term objectives should not jeopardise the shorter term and the harmony of his life and family. In other words, his long term objectives or career plan [LT] reinforce both courses of action and with his entire work/non-work experiences affecting the explicitness of his preferences.

In conclusion, Geremy's work/non-work process is not based on the existence of an explicit preference but on two major courses of action: one being based on integration and the other based on integration. It is the association of these two courses of action that participate to the development of his preference rather than vice-versa. In that context his boundary work is variously passive, retroactive and reactive whereas his boundary management is passive, reactive and proactive. Being driven by long-term objectives, Geremy seeks integration and learning across life domains. Such learning is however possible only if it is done harmonically without affecting the development of his family. In practice, this is translated with the importance of having temporal boundaries. Such temporal segmentation becomes evident while he faces difficulties. This may affect his boundary management that may become slightly more proactive. It may thus affect the level of explicitness of his preferences and thus his future work/non-work experiences.

4.6.2 Nature of the work/non-work process

It is by now evident that the work/non-work process is far from being solely of one nature, proactive. It also has become clear that boundary work and boundary management processes are two distinctive processes for which their nature can be also distinguished. **In fact, boundary work and boundary management can be seen as dependant processes whose respective nature can vary between proactive, active, reactive, retroactive and passive**. Table 4:M summarizes these different natures for each process as narrated by middle-managers.

Table 4:M - Nature of boundary work and boundary management

Process	Nature	Middle-managers
Boundary work	*Reactive*	Marine, Paul, Brune, Geremy
	Active	Sarah
	Proactive	Thibault, Sarah, Paul, Brune
	Retroactive	Thibault, Paul, Brune, Geremy
	Passive	Geremy
Boundary management	*Reactive*	Marine, Brune, Geremy
	Active	Thibault
	Proactive	Marine, Thibault, Sarah, Paul, Brune, Geremy
	Passive	Geremy

These diverse processes, pointed out in the discussion above, emerge in the gaps between work/non-work preferences, boundary work and boundary management. It is also striking how such gaps may be seen as resulting from one's enactment or from one's contexts that set external boundaries. These processes are thus contextualised and more or less intentional. It is by analysing these gaps that one understands that the work/non-work process is driven by more than one's work/non-work preferences as originally thought. In other words, it is by paying attention to these gaps that the dynamics behind individuals' work/non-work process can be revealed. Such dynamics are presented in the next section.

4.6.3 Dynamics behind the work/non-work process

Listening to each self-narrative, four major dynamics behind the work/non-work processes presented above can be seen across individuals' work/non-work experiences: the role of one's work/non-work preferences and their origins, the role of one's understanding of one's diverse contexts, the role of mental and enacted boundaries alignment and the role of emotions. These dynamics are explained below.

4.6.3.1 One's work/non-work preference and their origins

When carefully examining the narratives, it is clear that general patterns of each middle manager's work/non-work process are underlined by one's work/non-work preferences. It is also possible to see some connection with the level of explicitness of each manager's preference, whether overall or specific. Both overall and specific, is also possible. It seems that when explicit, one's overall preference is clearly used as a referent. When more implicit, some specific boundaries are used as referent. It is also perceivable that what drives their work/non-work process are origins of their preferences. These aspects are developed below.

In each case, it is perceivable that **one's overall work/non-work preference affects the major underlying patterns for an individual's work/non-work process.** It is clear that none of the individuals express a preference for segmentation but would only integrate their domains and vice-versa. It should be noted that preference does not correspond in detail to the same mental and enacted boundaries. As a matter of fact, Sarah, Marine, and Brune and to some extent Thibault have a tendency to explain their work/non-work process by going back to their preferences. For example, Brune justifies her habits to take work home, to talk about work at home, and to invite people from her international network home by referring back to her view of work and non-work as integrated. Sarah refers clearly to her will of not wanting to mix both domains and thus refuses to join yoga on worksite, or to get a laptop, or to give

phone numbers related to other domains. Marine refers to her desire not to integrate when she explains that she would refuse invitations from colleagues to meet on weekends: "personally I draw barriers between my work and non-work domains on a daily basis. …Second, I do not feel comfortable with the idea of having friends only among my colleagues. *I do not systematically look for friends at work".* The constant reference to one's preference is less visible for Paul and Geremy.

Moreover, when focusing on preference, **it becomes clear that a certain linkage between one's explicitness of the preference and one's work/non-work process partly explain differences in the diverse natures of the process that occur.** Preference or the clarity of preference and the self-awareness of one's preference become a strong driver for boundary work and/or boundary management. This makes it possible for individuals to identify existing and possible changes and act proactively, reactively, actively or passively by adjusting their mental boundaries or their enacted boundaries, that is to say their work/non-work activities. This is for instance can be noticed when listening to Brune whose preference for integration leads her to proactively change her yearly visit to her mother because it conflicted with her yearly work planning. This is a proactive boundary management. It is her desire for some segmentation that make her adapt her boundaries when too much segmentation is imposed on her via the financing of her trip. Marine proactively decides to become the same person at work because she sees a possible change of working atmosphere due to the arrival of the two new girls. Such proactivity is possible because she knows that she cannot be totally a different person at work and in her non-work. The parallel between Paul's preference and his boundary work and management is also evident. Looking at his work/non-work process we can observe that Paul has developed two sets of mental and enacted boundaries: one towards segmentation and the other towards integration. For example, some pushed preference for boundaries like temporal boundaries will be broken to enable him to work on associative work in the office during working hours, though he still sees them as different time. One can see his adoption of proactive activities to either integrate or segment according to the context. He also adapt following dual preferences that refer clearly to Zerubavel's flexible mindset. Finally, when it comes to Geremy who has more implicit preferences, we can see that Geremy's work/non-work process is still influenced by a number of his specific preferences. This is the case for his desire to segment time that in his current context is not possible as far as he is "new" on the job and needs to act to be able to set the direction for the coming few years in a rather tight schedule. He however wishes to reach that and act to reach it, like limiting his work related overnight twice a week. Such changes of concrete boundaries are proactive.

Hence, beyond their references to their preferences, **individuals also refer explicitly to the origins of their preferences as a driver of the boundary work and boundary management, thus as a driver of their work/non-work process**. Origins of the preference may serve to explain nuances in their work/non-work process when the latter is not completely aligned with their preferences. Sarah refers openly to the period she had health troubles as a way to legitimize her current will to segment. She constantly refers to knowing herself and her role in society. This supports her proactivity and constant adjustment. Sarah also explains her integrative non-work activities like her holidays to Africa with her quest for authenticity that relates to the sense of herself. Brune refers to her mother and how Brune as a child may have experienced the divorce of her parents, justifying the pursuit of integration. It also supports her proactivity in integration. She refers to her experience as consultant when she explains how she views segmentation and its importance in terms of time. Marine shows how her understanding the role of a friend is central to her and her way to act between work and non-work where friends are people towards whom work thoughts could be shared. Thibault refers to his educative background that taught him how to work and gave him one efficient method essential in both work and non-work. Paul expresses a certain sense of himself, as well as showing strong learning about his preferences during his past experiences and a strong understanding of his diverse roles. Such understanding gives him also a clear apprehension of his dual or balanced preference: *"Work and non-work is like if I had two children. Sometimes I am with one, other times I am with the other, but, I would say, I love to hug them both because I love them both a lot"*; "Thinking of my life as a tree, work is *like its trunk, that is to say it takes lots of space in my life and helps, I would say, to take advantages from the rest"*. Geremy refers to the personality of being someone who is not asking himself questions as a way to justify his passive process. He tries not to act upon any element as he knows that all will be fine, that things will come in order as they have always been. **They all demonstrate that the origin of their preferences is a driver of their work/non-work process.**

4.6.3.2 One's apprehension of one's individual, organisational and societal context

To understand how individuals act between work and non-work it is essential to connect their actions with their contexts. Analysing individuals' work/non-work experience, it can be seen that the contexts affect how the nature of boundary work and boundary management. The connection with one's contexts is not new and is already important for considering boundary development and work/non-work preferences as social. However, it is revealed while exploring individuals' work/non-work process that it is one's understanding of one's contexts which becomes central rather than the context itself. Such sense-making affects their boundary work and boundary management. The contexts may be seen or perceived as a hindrance or a

facilitator for one's work/non-work process. Contexts represent possible changes, but also ongoing changes and imposed changes on one work/non-work process. From a boundary perspective, contexts become external boundaries that may support or undermine one's mental and/or enacted boundaries. The understanding of one's contexts therefore influences the nature of the work/non-work process by influencing the nature of the boundary work and boundary management. The understanding of the contexts plays an important role while defining boundary work and boundary management as reactive, but also while seeing boundary work as proactive and boundary management and boundary work as active. Some striking examples on how one's comprehension of individual, organisational and societal contexts influence one's work/non-work process are presented below.

The **individual context** is one of the contexts influencing work/non-work process. Individual context refers mainly to how individuals understand their situation in regards to their family. It also refers to how one sees particularities in their overall life situation.

- Marine refers to such context as she places her overall work/non-work experiences in a context of transition. Perceiving herself in transition indicates that she is learning and trying to change and adapt. This is perceivable in how she tests different levels of boundary so that she moves from complete segmentation to more integration. She sees such transition as temporary. The transition factor indicates that it may be normal to feel some tension in this phase and the tension may resolve naturally in the course of time. But the fact that such transition situation lasts forces her to be more proactive. Her integration is currently slightly more proactive as she decides to finally be herself. The decision is part of her transition and may mark its end. Moreover, part of her individual context is the newness of the relationship with Mathieu. It is her understanding of this newness that leads her to desire cognitive and psychosomatic segmentation. She wants to protect their relationship from conflicts arising from work. It may not be a wish to start a relationship where work talks would invade one's valuable couple time. However, facing greater permeability, she now needs to react and adjust. She looks for more contrasting activities and support from her friends. When the segmentation is impossible, she feels guilty because she cannot participate as much as she wants in the development of their couple life. Part of her individual context is also the fact that she has to accept a job because of family pressures. The acceptance leads to take a job in another city than her preferred Paris. The distance is seen again as part of the transition. This reinforces some boundaries like her human boundaries. She maybe segment more than what she prefers to. Not seeing herself as living in Madel for ever, it is not reasonable for her to start friendships and develop her social or private life there. Madel will never be her home; she is in a transition.

- Thibault's individual context relates to Thara and the kids. He sees his role as spouse central because Thara is facing difficulties in her divorce and with one of the kids. This is this understanding that reinforces his need to support her which breeds the sense of frustration when this is not possible because he is not with her daily. The physical distance creates tensions between his mental and enacted boundaries for segmentation, as it forces him to segment more than he wishes. It is also his personal situation of dating Thara who works in the same company that positively teaches him how integration can be positive in certain circumstances. At first, he needs to adapt to such integration to talk about work more than he wishes, but then appreciates and seeks for such integration.

- Sarah's personal situation of being divorced and financially independent could be seen as a factor to segment. This view is often forced upon her as a criticism by people in her environment. It may be seen as self-centred by others because it is associated with the impression that she then has no responsibility outside work like others with families and kids. Other people's understanding of her situation reinforces her impression that it is required to integrate. It in turn reinforces her will to segment to be authentic to herself. Another aspect of Sarah's individual context relates to her age. It indicates that work is a domain that will disappear. It is thus essential for her to proactively find another domain and to start to get detached from work to avoid a brutal transition. A final aspect of Sarah's individual context is that she finds her social domain and her social relationship complete. She does not look *per se* for new relationships and does not look *per se* for new activities but for a better quality of what he has. This leads to proactivity in terms of time.

- Paul's familial situation of being away from his daughter leads him to experience more integration than he ought to. It is in a context like this that he protects the time that he spends with Paola so that he creates stronger temporal boundaries around the family time. For that, he is more proactive in the planning of holidays and tries to be effective in managing travel times. Part of his individual context is how to experience his romantic relationship. Having a relationship at distance creates tensions that need to be dealt with and where adjustments are needed. One could see that he first adapts his boundaries to the evolution of the relationships. Then finally he finds some equilibrium in his distance relationship with Pollyanna. This equilibrium is more of a reactive process. Accepting that distance is part of the relationship. Part of his individual context, is the realisation that he needs to get involved in some associative work to feel the balance. His search for some activity is theoretically central. In practice this is possible via its networks. The importance of social belongingness is

central in his integrative activities as it leads to proactivity on how to reach it.

- Brune's individual context is first characterised by the evolution of her familial situation. Her children are growing so that demands are evolving. This affects her boundaries as it requires less spatial and temporal segmentation on a daily basis but more cognitive segmentation when she is with them. It also relates to how her couple life may evolve. She is indeed wondering how to make sure that she is building again a couple life. She is in a transition where changes in her temporal and even cognitive boundaries may be essential to the development. Her individual context relates also to her mother's aging that may bring more non-work concern. This may require planning and thus proactive adjustment of her boundaries like spatial boundaries or temporal boundaries. Third, it is also her feeling that Porpa is not the town she would have liked to live at the first place. She sees Porpa as a given fact because she has had to follow her husband for 18 years. She has to adapt to such imposed boundary that creates distance between her and her friends, between her and Paris that is seen as a town where she could develop her private domain in terms of cultural activities. Moreover, she also reflects on her professional future in the light of her individual context: "Expatriation is also an alternative that my husband and I always had in mind. I believe thus that moving to another country is a practical option from his perspective as well as from my children's perspective. Maybe one hindrance could be my parents, especially my mother".

- Geremy's individual context is characterised by a capacity of his family to adapt. It is in this context that he can proactively integrate his diverse work experiences in line with his career path with the development of his family. Currently, Geremy does not underestimate the presence of the family in his job choices. He limits his integration so that that it should not affect the daily function of the family. If this segmentation is not possible, some sense of guilt is bound to occur. This is in opposition to how he experienced his first job decision, of being free to decide where to work and what to work with. Part of his personal context is to what extent the salary may be a strong factor for integration on the long-term and freedom of choices for him and the family. The salary limits the object of work he may be interested in. It also limits his willingness to start his own company right now as it may be a burden over the family.

The **organisational context** refers to how individuals perceive their work situation as well as how they perceive organisational norms and values.

- Marine sees her context again as an adaptation where she learns the rules and the norms of the organisation. She feels that her work situation is rather specific because it is a new activity. Its development is also not clear

and not in agreement with her elected representative. This distinctiveness makes her feel isolated. Her isolation is reinforced physically as she sits on the ground floor whereas other departments are on upper floor. This feeling of uniqueness and isolation leads her to avoid relationships outside work because she does not want to talk about her work situation. Moreover, she feels that as a manager she needs to act as a "directive manager" because she sees it as one way to prove that she can manage. The impression is central as she is in her first working experience. Recently Marine's working context has been characterised by a mastery of her work and recognition from her general manager who supports her will to change and be more herself. The decision to change is reactive to her new close environment characterised by the arrival of two co-workers on the same floor who have similar profiles. They are both young and female. She thus no longer feels isolated from this perspective.

- Thibault also has a new job where he does not have any hierarchical authority on people he works with. The position is challenging. He needs to address it by making clear what his objectives are and making clear his drivers as project manager. This situation prompts him to seek ideas and expertise and self-confidence towards Thara. It is in such an organisational context that he starts to value integration which he will then seek for. Another important element of his understanding of his organisational context is the impression that Thara did not get a job in the same headquarters because of his presence. This understanding reinforces his mental boundaries that work and private domains should be kept apart. It reinforces his mental boundaries that having friends at work is acceptable if you do not deal with them as friends while working with them. This nevertheless does not mean not to have friendship attitudes with people.

- Sarah's context is strongly coloured by her change of work on the 1st of January. This context reinforces her will to segment and to detach herself from work as she sees it as a sign that organisations devalue people and their competences. To her, individuals are just like machines and can be placed wherever if it serves the organisational gaols. The context also reinforces her overall contrasting work/non-work process where she searches for more authenticity. Additionally, she perceives that it is socially required in the organisation to integrate work and non-work. For her, the blurring of work and non-work is more a device to instrumentalise social relations at work. It does not reflect authenticity.

- Paul's organisational context is somehow constant. He indicates clarity in his roles and activities. One aspect however reinforces his work/non-work process both towards integration and segmentation. He in fact indicates that he feels the distortion between what is said and what is done in the

organisation. This feeling does not encourage him to get more involved in his work than what is required from him. It thus supports his segmentation. For example, more than before, he does not want to talk about work at home with friends originating from work. To counter such feelings, he also capitalises on his networks to supports his integration. He distinguishes between people and the organisation to cope with his tensions.

- Brune's context is first characterised by a strong freedom and autonomy in her work. This allows her to integrate her yearly schedule with her family yearly planning. In addition, she has been in charge of the same activities for few years and is the initiator of the current functioning of the team even to the point that she recruits people working for her. Now she feels that she finally gets recognition for her work by being appointed full-time director. The formalisation of roles reinforces to some extent the already existing strong sense of responsibility towards her team and her management. This sense of responsibility impacts her current work/non-work process because it is to be understood in a context of stronger competition and within the context of pressures of performance. She is concerned by her team and experiences greater permeability of her thoughts. She needs to adapt to such permeability rendering her boundary management reactive. She may intentionally share more details with her husband than what she wishes. Her context is also affected by the structure and policies of the company that does not enable her to get a professional credit card. This affects her sense of integration as it shows that integration has limits.

- Geremy's newness of work is central in his current work/non-work experiences. He first has to learn how the company works. He also has to face a new social and human environment where pressures from his team may be stronger than in his previous position. He mentions that he fears more pressure from his team members than from his own management. He indicates that he needs to prove his quality to them more than to his management. This may be eased once he gets some first results. Until then he needs to show confidence and should overwork his meeting to be prepared. Compare this to his previous position, he currently does not have his working team with him but more against him. This is reinforced by the fact that potential candidates for his position are now members of his team. Managerial issues become central as they are more complex. Marketing challenges have not changed and in that regards he sees his freedom of action towards its management as a strong advantage in how he ought to develop his work. It is this understanding of his situation that creates strong permeability of his cognitive and psychosomatic boundaries. It is in such situation that he seeks support from Galina but also segments his emotions so that they do not spillover to her and the boys. It is also with such

understanding that he experiences strong flexibility of his temporal boundaries. This flexibility is supported by technology. It is also associated with no more external spatial boundaries as it was in his former company. He can now work whenever and wherever.

When it comes to the **societal context**, it is essential to keep in mind, as underlined in chapter 4.3, that boundary characteristics are social. Norms are central and have been understood by each individual so that part of their mental boundaries is bounded by such norms. This is salient when it comes to temporal and spatial boundaries especially in regards to working time or to the belief that work only occurs at the office so that when working outside, it is not work but just extra "small" email check, "extra small" preparation etc… This concurs with Wilson et al. (2004). It is also visible in how work is described as central by Paul, Marine and Sarah (work is not flexible). Marine accepts a work that is situated far from Paris because it is not socially accepted not to have a work when one has been studying at her level. Paul does not see a life without work because it is a factor of socialisation and because society is based on work

Beyond this reflection of the norms in one's mental boundaries, the society affects directly the process of work/non-work. This is outstanding when it comes to Sarah. She sees society as alienating individuals by its requirement to integrate. Having that in mind, she builds her entire work/non-work process to contrast her understanding. Brune touches upon societal values when discussing her future. She points out that changing work may be hard for her in France because of her age. This may force her to have to adapt to her work situation if this one gets worse because she will not be able to get a new one. To avoid that, she mentions the possibility of expatriation. Such choice is however bounded by her individual context especially her social role towards her mother. This also refers to the society where the responsibility of elders is still at the discretion of individuals. Overall, this may require her to revisit her work/non-work process.

4.6.3.3 One's mental and enacted boundaries

An essential dynamic of the work/non-work process is the constant relationships between the mental and enacted boundaries. The alignment of the mental and long term activities has been shown as the major purpose of one's long term activities (see Chapter 4.5). The alignment of mental and enacted boundaries is as well the major dynamic while discussing boundary management as proactive, boundary work and boundary management as passive or finally boundary work as retroactive. One can see that mental and enacted boundaries ought to be aligned because when they are not they create tensions and dissonance. This relates to the last dynamic of the work/non-work process, namely work/non-work emotions but before outlying it let us try to understand the impact of the alignment on the nature of the work/non-work process.

By definition proactivity of the boundary management relies on the fact that enacted boundaries will be developed to fit mental boundaries that are mentally defined prior to the enacted boundaries. The proactivity is noticeable in all the of the work/non-work experiences. Here are a few striking examples. Marine's human boundaries are strict. She does not want to mix her family and work domains so that she is not having a picture of Mathieu in her office. Thibault, for example, distinguishes work and non-work so that he is not having the same behaviours while with Thara in the company. He also sets clear temporal boundaries. Sarah mentally sees working time and non-work time as different and develops a strict daily agenda to enact such differences. Paul has both proactive segmenting and proactive integrating activities. For example, he recognises that integration is essential for his future as it can lead to enrichment. He looks for activities and context for enrichment. Brune proactively lets her international networks integrate with her life by planning dinners, by involving her kids in her relation. Once she mentally defines a work and non-work when travelling. She proactively selects activities to fit such times like reading her novel when flying. Geremy develops some proactive boundary management once he recognises that segmentation is essential. He proactively sets limits on how many nights he will be away from home.

The alignment of the mental and enacted boundaries can be done simultaneously; this refers to a more **passive** process. This is the case of Geremy, where most of the time his mental and enacted boundaries get aligned simultaneously so that he does not see and perceive any dissonance between them. He naturally integrates by asking Galina about his work because naturally Galina is the personal to ask because they have the same background. His attitude of not asking himself questions is also how he shows that mental and enacted boundaries will align without his intervention.

Finally, it becomes salient in a few work/non-work experiences that mental boundaries are adjusted once enacted boundaries are in place. This refers to **retroactivity** of the boundary work. This is evident in the case of Thibault, Paul, Brune, and Geremy. Thibault comes to understand that in fact work and non-work are connected by his relation with Thara and that such relations may be essential in his work. He thus accepts after all some degree of overlap between work and non-work. Paul adapts his boundaries to his relationship with Pollyanna to the point that in the late part of their relationship he realises that distance is part of their relationship. He accepts the distance that is de facto which leads him to find an equilibrium. His boundary work is thus retroactive. Paul would perhaps have to do the same boundary work by accepting the distance between him and his daughter instead of trying to fill in this distance by moving closer. Brune modifies her mental boundary about what is indeed "traditional" family time after having changed the actual period of visiting to her mother. This is thus retroactive. She also realises that after all Porpa is not

home because they have not bought a house, because they have not developed any clear network of friends. Geremy realises that temporal segmentation is central to his daily organisation because he wishes to protect his family from thoughts and stress that may spillover. Such learning results in a change of his temporal mental boundaries and is to some retroactive boundary management.

4.6.3.4 One's emotions

When focusing on individuals' work/non-work process, I note that emotions are essential to the work/non-work experiences. Life domains being emotional arenas, numerous emotions are felt in each domain. Such emotions serve as drivers for one's boundary work and boundary management. These emotions relate directly to one's emotional boundaries. For example, love and joy may be wanted to be preserved so that domains' essential to such emotions are rendered less permeable to negative interferences. This is visible when it comes to considering family and it relates to sub-domains like for Marine and Mathieu or for Thibault and Thara. Another example is how Thibault, Brune and Geremy have a sense that they need to be initiators of ideas and projects. This is revealed by a level of frustration that they find in routines when managing projects. This frustration in routines, i.e. getting bored at work, drives their daily activities and their engagement in certain work activity but also long-term (macro) choices of career. This is evident for Thibault who via Thara may have doubted his capacity to fit for the new work in Jyve. It is also evident for Geremy who describes a cycle in his career path where after two or three years he needs to start new challenges, i.e. changing work. Many examples may be found of such roles of emotions as part of one's emotional boundaries in the work/non-work process and few have been named in the previous section. **Beyond the roles of emotional boundaries, there are few emotions that emerge in the context of the work/non-work process. Such emotions become essential to one's work/non-work process because they indicate to individuals the extent to which their work/non-work experiences are satisfying or not and in turn the necessity to continue or stop their work/non-work process work.** These emotions are in focus in this section.

On the one hand, listening especially to Marine, Thibault, Brune and Geremy, it is possible to identify few work/non-work emotions showing that the current work/non-work experiences are problematic to them or others. They are tantamount to **guilt, fear, frustration, indignation, anxiety, anger and sadness**, anxiety and being torn apart. Here are a few striking illustrations.

- Marine expresses **guilt** when she talks about her work problems to Mathieu although she does not want to: "I feel the urge and emotional need to talk to Mathieu about my work even if I am somewhat not keen to do so. In fact, as I have entertained some sense of guilt about talking so much about my work to him". This indicates that she does not feel comfortable with her boundary

settings. Marine does not enjoy some daily work activities because she feels somehow alone and excluded. This reveals some **sadness** and **frustration** that motivate her search for a new work. Marine expresses some **indignation** or **anger** associated with **frustration** towards the reactions of her friends who on their part express compassion towards her situation, i.e. "all will be fine", but who do not really offer support as she expects. Finally, she expresses **anxiety** by commuting to Madel and by having to live in Madel whereas it is not home.

- Thibault feels **frustrated** because he cannot help Thara as much as he wants because he is away. He gets frustrated by his perception of incapacity in helping and supporting Thara because of the distance: "Since the summer of 2005, it has become frustrating for me not to be able to be there. *I am afraid that my being away increases her feeling of loneliness towards the situation, whereas I would like her to understand that I am on her side.* This forces him to find a solution to have them come to Jyve as soon as possible and to find ways to transcend such distance meanwhile. This situation and its emergency are associated with some **fear** in how it will be achieved. He expresses some **sadness** about time that goes fast on weekends and about the fact that on Saturdays he goes golfing instead of staying with Thara who thus is on his mind while golfing to him should be relaxing and distressing.

- Sarah feels **frustrated** by work being omnipresent in today's society so that it does not let people time to cultivate themselves. As a consequence she impoverishes herself while conversing with them: *Therefore, I also believe that to some extent professional life does not spare enough time to let the mind cultivate and enrich one's life. In my personal view, people nowadays exist essentially through their professional identity".* She feels that authenticity is undermined in society where roles and artefacts are essential. She uses this reflection and understanding as a counter-effect for her own work/non-work process where she favours and places impermeable boundaries on her private time. Her current frustration is on how to place and ender more flexible these boundaries as work takes most of her real time.

- Brune feels **frustrated** because her work does not at the present time enrich her life as it used to be and as she wishes it would: *"Maybe for the first time I feel that the interactions between my professional and family lives do not bring me the usual energy. I feel the pain of not having, for maybe many years, being as involved as I should have in my personal life."* Brune's frustration is part of her reflection about changing work, that is to say replace her boundaries. Brune is also **anxious** about how things at home are changing. She does not really know how her couple life will be when both kids will leave home. This gives her new roles that, when not fulfilled due to work, lead to **new frustration**: "two months ago when he [her son] was here for one week

during the winter break*, I refused on Monday to have lunch with him, although we would both have enjoyed and benefited from it. But this would have disrupted my work and would have jeopardised my capacity to finish writing an important report. Now afterwards, I am a bit frustrated"*. This anxiety in her role as mother and wife is essential in her way to show her presence to her family and in her decision in regards to her travelling time.

- One can sense **guilt** in Geremy's narratives. This would be towards his family and his kids for not being home as often as before: "In practice, I have a full agenda every day. I work twice more than I what I did before. I have to leave earlier, often around 6:00, for work. Now I have a 40-minute drive and need to prepare a bit before meetings. I have longer business travels even abroad. Of course, I still try to limit myself to two three days, i.e. two nights, of business trips over the week but it is still more. Kids sometimes tease me when I am home for dinner by saying 'oh today we eat with daddy!' This may be a sign." The sense of guilt relates to the fact that having dinner was an essential family activity while in Padrian: "We also like to share small moments together such as regularly having family dinners and talking while smoking a late cigarette on evenings". This criticism affects somehow Geremy and reinforces his belief that he does not manage to find equilibrium between work and family specifically these diverse domains since he changed work. This is reinforced whey he says that he is torn apart between work and family: "I am torn apart between work and family. I am afraid to rely on the fact that the family life is back on track and thus I can spend even more energy on work". This reveals indeed **anxiety, frustration** and **fear** for the future when things will be back on track; so to what extent he should replace his boundaries and enable their transcendence.

On the other hand, middle-managers also express few other emotions indicating that their work/non-work experiences and processes are satisfying for them or others. These emotions are **happiness, relief, satisfaction, joy, contentment, liking, appreciation, lack of fear and pride**. These emotions entertain the notion or even the feeling of well-being. Here are as well a few prominent examples:

- Marine indicates some **relief** to be able to talk with the two new girls about her situation and also about Mathieu. She finds some positive aspect of integration. "We also talk about Mathieu's situation and my search for work. I may not feel any more the pressure to close the door when talking about that or writing an intention letter; instead I just say that I need one hour without being disturbed. They also encourage me."

- Thibault perceives some **liking** when he starts discussing his work and related issues with Thara. "*Undeniably, when I discuss with her, there are obviously times when we are talking about what she is doing at work, what I*

am doing at work, how things are going. But it is also true that I do not detail what I am exactly doing during the day. I have the advantage that she is in the same company so I can email documents. I like to ask her opinion. Effectively, I take the advantage that she is working in the same company. I do not have to explain the context. Finally she has another perspective from work which is complementary. Overall, I appreciate Thara's opinion about my work". After having talked with Thara about the new position he feels some **relief** about accepting the position and living away. He after all **enjoys** the presence of friends in his work environment because they can support him.

- Sarah expresses **joy** and **happiness** in having four non-work domains to develop her sense of well-being and enables her to find authenticity. She also expresses a **lack of fear** of being alone on Sundays whereas it would mean for others a time for social interaction. This relates with an **appreciation** of indeed having some time for herself*: "Indeed, what I appreciate is to have a little bit of time even only to go and have a coffee at a café on Saturday morning. Just use the time to lose a bit of time, well, I do not do nothing because it is difficult to do nothing but resting for 10 or 15 minutes is important. [] I know there are many people who do not understand me, but personally I know that I need personal time, that **is to** say to be alone with myself and not obliged to be with others. I am not afraid of being **alone th**e entire Sunday. On the contrary, it is so beneficial…"* She as well expresses **contentment** in her freedom that offers the placement of her temporal boundaries so that she can free time for personal activities. Besides, she feels **happy** when sharing about her voyage with few work acquaintances during a planned lunch. Overall, she expresses **happiness** in her segmenting process where only little integration is possible.

- Paul finds some **content** in the fact that he and Pollyanna live away from each other. He finds some **satisfaction** in the extent his enacted boundaries and then his mental boundaries have been placed: "Experiencing distance is not simple. On the one hand, I appreciate it to be alone. [...] Lately, *I found some equilibrium within Pollyanna's context, because I know how she is as individual. She is not someone who needs to be daily present. For her, she is fine with that. We met once every three weeks* in Pilang, *I found that she was extremely happy with the arrangement, and in that context, I was fine".* Above all, he feels somehow **relieved** and in a better spirit now that they have broken up so that he can refer back to his original boundaries. In his narratives, he also expresses happiness and pride which he finds in mixing his work contacts and his social activities. He expresses **pride** in these relations to the point that he **gladly** meets them outside the strictly work context. He does not mind meeting them at the theatre and somehow mixing work and pleasure to some extent.

- Brune declares to be **proud** of mixing her network with her family because she is proud of how her kids' life is nowadays: "Once more, it is enriching to exchange with others and my professional network represents such opportunity to share. As a result, I am not surprised of what my kids are doing of their life".

- Geremy reveals that he **appreciates** the complementarities he has with his wife while exchanging ideas about work and about marketing. He also shows **happiness** in the fact his family functions with no financial constraints due to his work. This relates to the **joy** he can get while making his family happy: "Essential to this capacity to manage my life domains somehow without planned intervention are two principal drivers in my well-being. One of the most important drivers is to be able to support my family and do everything possible to make my wife and my sons happy. [...] Practically, this strongly relates to having an interesting and meaningful work but also a good salary."

As drivers of boundary work and boundary management, emotions originate from two main sources. On the one hand, these emotions emerge **in the individuals' reflections on their earlier work/non-work experience, revealing either nostalgia or a sense of achievement**. This is the case of Paul who reflects on his experiences during the first job he assumes. He reminds himself of the fact that his first work was stressful and that he experiences negative interferences between work and non-work but that joy and work/non-work satisfaction could be found in his second job. This shows how combining segmentation on one side and integration on the other become a central aspect in his current work/non-work process. Having an appropriate boundary work and management process leads him to a sense of achievement which bring about some joy and pride. For Brune, it is the anxiety and fear to 'just be a housewife' due to her mother's experience and her understanding of it that have been central in her work/non-work process. On the contrary, she feels happiness to have contributed to her kids' lives by integrating work and non-work. For Brune again, it is the nostalgia of Paris and her ability to be able to be close to friends that explain why she does not see Porpa as her home town. **What becomes central is that these emotions emerging in the work/non-work process are closely related to the origins of the work/non-work preferences. This leads to think that emotions indicating the extent to former work/non-work experiences have been satisfying or not are internalised by individuals. Emotions emerging in the work/non-work process become central for future work/non-work experiences.**

On the other hand, **these emotions emerge in the individual reflections and understanding of how the work/non-work experiences or relationships are valued in the society.** Sarah's current work/non-work process results from a

reflection over her entire career so that she now feels that authenticity is undermined in society. This lack of authenticity is anchored in how work becomes omnipresent and how private time is undermined. Her indignation and even disgust on how society and the firm can lead to such lack of authenticity drives her choices of non-work activities and her overall attitudes towards work, i.e. detachment. Another illustration is how the value of work in people's life is related with the fear of not having a work or the fear of losing it. Such fear is perceivable in Marine's narrative both in regards to her situation before Madel and in the future, but also in her reaction towards Mathieu's situation. This fear, due to Mathieu's situation, makes her think over her own situation and thus feels somehow that she is the base of relationship so that she is not fully engaged in her search for new work. Sarah and Paul explicitly express that they do not see how they could not have a job. Paul even goes further and wonders what domains could help him if work was not here. It is at that time that he realises that having associative activities is perhaps one way to keep things balanced. Finally, Sarah expresses how organisations devalue individuals, showing contempt towards individuals' life and their work/non-work experiences. For Sarah, it is about "how the management views employees, i.e. as *chess pawns".* This leads again to some frustration and disgust that in turn affects her work/non-work process by confirming her current work detachment. **Generally, this shows that emotions emerging in the work/non-work process are social. How one does understand society lead to work/non-work emotions that drive one's work/non-work process. The extent to which boundaries are socially placed and socially easily transcended engenders emotions about individuals' work/non-work experiences and emotions participating in individuals' work/non-work experiences.**

4.6.4 Learning about individual's work/non-work process

Back to the boundary frame, I explore first whether individuals experience a certain type of work/non-work process and if they do what this processes is. In that regard, one can see that the work/non-work process is far from being singly proactive. The investigation reveals that the process includes simultaneously diverse degrees of proactivity, reactivity, activity, passivity as well as retroactivity. Individuals' work/non-work process is thus complex. Second, the boundary frame puts an emphasis on how and why individuals experience a certain type of work/non-work process? The complexity of the work/non-work process is due to the fact that the process does not relate to the sole interaction between boundary work and boundary management. It also involves the relationship with one's work/non-work preference and one's individual contexts. Paying attention to each storyteller's work/non-work process, it becomes outstanding that individuals' work/non-work process is a mix of proactive, active, reactive and passive boundary work and boundary

management. Such mix enables individuals to manage gaps between their mental and enacted boundaries and to feel satisfied by their process. Hence the process is driven by one's emotions emerging in the work/non-work process either as satisfying or satisfying. Closely examining individuals' work/non-work process and the dynamics behind this process, seven learning can be drawn upon.

1. Paying attention to the work/non-work process, the existence of a gap between one's preference and one's mental and enacted boundaries can be made visible and explained. One's mental and enacted boundaries are not completely aligned to one's preferences. There are gaps between one's work/non-work preferences and how such preferences influence one's work/non-work process as a combination of boundary work and boundary management. These gaps jeopardise the view of a proactive process.

2. The role of the preference is essential but not enough to explain all dynamics behind the work/non-work process. The work/non-work preferences have a role in individuals' work/non-work process. Work/non-work preference serves as a broad reference point in one's work/non-work process. **However, the preference origins play a vital role in the process.** The preference origins give reasons to one's actions between work and non-work to foresee changes, to recognize that change happened, to appreciate one's satisfaction with the current process. In other words, knowing if you desire to integrate and/or segment is not as important as knowing why you desire to integrate and/or segment.

3. Boundary work and boundary management can be seen as independent processes. Based on learning number 1, boundary work and boundary management are experienced one at a time. They should be defined independently of each other. **As independent processes, boundary work and boundary management have different natures**. **Boundary work can be reactive, active, proactive, retroactive and passive. Boundary management can be reactive, active, proactive and passive**. Individuals' work/non-work process is not solely of one nature but results from a mix of diverse natures.

4. There is a parallel between the explicitness of the preference (overall or specific) and the major nature of the work/non-work process. When having highly explicit preference, individuals seem to have more proactive boundary work and proactive boundary management. This is the case for Sarah. Having some level of explicitness is also linked with some active or reactive boundary work and boundary management for specific boundaries. When they are implicit, it seems that they indicate more of a passive boundary work and boundary management where the origins of such preference become central. This is the case of Geremy.

5. .The nature of the work/non-work process relates to the understanding of one's context and the interrelation between mental and enacted so that both should be aligned. The understanding of the individual, organisational and contextual contexts plays an important role. It distinguishes boundary work and boundary management as reactive to an accomplished external change; or a boundary work as proactive, when changes can be foreseen; or boundary work and boundary management as active when they are done at the same time along ongoing change. Moreover, the alignment of mental and enacted boundaries allows for the emergence of proactive boundary management when it happens after boundary work; or boundary work and boundary management as passive when they are done simultaneously; and finally boundary work as retroactive when done after boundary management. **Generally speaking, the diverse contexts may support the alignment of mental and enacted boundaries. They can also be the source of dissonances so that individuals' intention in the alignment becomes central.**

6. The work/non-work process is an emotive process. Beyond the roles of emotional boundaries, few emotions emerge in the context of the work/non-work process. These emotions show the extent to which individuals work/non-work experiences are satisfying or not and in turn the necessity to continue or stop their work/non-work process work. Satisfying or positive emotions are happiness, relief, satisfaction, joy, contentment, liking, appreciation, lack of fear and pride. Negative or dissatisfying emotions are guilt, fear, frustration, indignation, anxiety, anger and sadness. Such emotions are linked with the preference origins as they have been felt during previous experiences. Emotions emerging in the work/non-work process are thus captured in one's past experiences and serve as reference in future work/non-work experiences. Moreover, emotions in the work/non-work process emerge from one's relation with society so that the extent to which boundaries are socially placed and socially easily transcended influence individuals' work/non-work experiences.

7. Preferences are not static but dynamic in time which again jeopardise the role of preference as self-regulator. Marine talks about her preference that is evolving toward integration. For example, she tends to get along with the idea that friendship at work may be possible. Sarah insists on a current stronger detachment with her work than earlier. The fact that preferences can evolve indicates that preferences are not a trait that is inherited. They are part of a process embedded in one's individual, organisational and societal contexts. The evolution of the work/non-work preferences should be explored further in longitudinal research. Nonetheless, it may also relate to how preferences come about. It is indeed to be connected with the fact that work/non-work are socially constructed within an overall process of socialisation. Keeping in mind

that preferences may evolve jeopardizes the idea that they could play the role of a self-regulatory mechanism (Bandura, 1986).

Having paying attention to the work/non-work process enables to capture connections between the work/non-work process (Chapter 4.4) and the boundary work and boundary management. Such connections are made though one's understanding of one's individual, organisational and societal contexts which enhance or hinder the work/non-work process. Such process is evaluated in the light of one's work/non-work preference but foremost in the light of the origins of these preferences. Such evaluation leads either to positive emotions signalling satisfaction with the work/non-work process or negative emotions signalling dissatisfaction with the current work/non-work process and thus further boundary work or/and boundary management.

Part 5
Theorising individuals' work/non-work experiences

The purpose of this thesis is to theorise individuals' work/non-work experiences in their individual, organisational and societal contexts. **This part is the answer to this purpose.**

This theorisation requires going back to each pillar of the boundary frame used to interpret the six work/non-work experiences. It is by combining these pillars and their concepts that the overall process of the individuals' work/non-work experiences may be apprehended. Theorising is reached by reflecting on how each piece of the boundary frame explored in Part 4 can be combined. How a piece can relate to a whole lead to a conceptual knowledge of individuals' experiences (Alvesson & Sköldberg, 1994). Through the theorising emerge a series of theoretical propositions[72] for individuals' work/non-work experiences. Such theoretical suggestions are derived in the context of the learning made in the analysis process but also in the existent theoretical knowledge (Bryman, 1989). This part builds on the learning developed along Part 4. It revisits each boundary development and boundary management pillar going back to the two main questions raised in the boundary frame. 1- Do individuals experience and develop diverse life domains in their individual, organisational and societal contexts and if they do, what are they, how and why? 2- Do individuals manage their life domains in their individual, organisational and societal contexts and if they do what is their experience of this management, how and why? This part reflects on concepts essential to the apprehension of individuals' work/non-work experiences. A model for individual's work/non-work experiences finally bridges these pillars.

[72] They are refered as "proposition" in each chapter. The propositions are also compiled in an appendix at the end of of the thesis.

Chapter 5.1
Remodelling the domain development pillar

In the context of the boundary frame, focusing on individuals' work/non-work experiences takes us to the first question namely: ***Do individuals experience and develop diverse life domains in their individual, organisational and societal contexts and if they do, what are they, how and why?*** *This question relates to the domain development pillar, a set of concepts and ideas relating to the nature, the types and characteristics of boundaries. This question has steered the interpretation of the six work/non-work experiences by paying attention to the life domains (see Chapter 4.1), on the life domains boundaries (see Chapter 4.2) and on the boundaries' characteristics (see Chapter 4.3). From this analysis and the lessons that have been presented at the end of each chapter, the domain development pillar can be revisited. It is about theorising the development of life domains as experienced by individuals and specifically the development of four major life domains. This is the aim of this chapter which focus on three main aspects. The first section builds on the descriptive nature of the pillar and explores the boundary types, their nature and their characteristics. The second section underlines the dynamics beyond the development of boundaries. The last section concludes on four domains essential to individuals' work/non-work experiences, i.e. the work, the family, the social and the private.*

5.1.1 The boundary types, their nature and characteristics

5.1.1.1 Seven boundary types

Three main types of boundaries have been drawing the research's attention in the boundary perspective, namely temporal, spatial and psychological. A fourth one has been implicitly recently discussed, namely the human boundaries, but it has not been conceptualised. As underlined in theoretical gap 1, more types of boundaries should be explored in order to understand individuals' life domains in their complexity and in their diversity. Questioning the current view of these boundary types, the analysis of individuals' work/non-work self-narratives reveals that seven boundaries can be identified. **These boundaries are spatial, temporal, human, emotional, behavioural, cognitive and psychosomatic**. Spatial boundaries indicate how space relates to one domain or another and how space is to be used for one domain or another. Temporal boundaries indicate how time relates to one domain or another and how time is to be used for one domain or another. Human boundaries indicate how human relationships relate to one domain or another and dictate how one mixes these

diverse relationships. Emotional boundaries indicate how emotions relate to one domain or another as well as dictate how emotions related to one domain go from one domain to another and may be displayed in each domain. Behavioural boundaries indicate how behaviours and attitudes relate to one domain or another as well as dictate how behaviours and attitudes related to one domain affect and are affected by behaviours from another domain. Cognitive boundaries indicate what positive and negative thoughts belong to one domain or another as well as dictate how thoughts related to one domain affect other domains and may be expressed in each domain. Psychosomatic boundaries dictate how energy and strain related to one domain go from one domain to another and may be physically displayed in each domain.

To validate this new categorisation it is essential to pay attention to the nature of boundaries and to comprehend whether these boundaries demonstrate any characteristics. In line with Nippert-Eng (1996) and Zerubavel (2001) who point out the importance of these two aspects, one can advance that unless a boundary type has no nature and does not demonstrate to be flexible and/or permeable, it is not possible to consider it as boundary types.

5.1.1.2 A dual nature: mental and concrete boundaries

Beyond a certain type of boundary, the nature of the boundary is an important element. As indicated in the theoretical gap 1, whereas the mental and enacted natures of boundaries have been touched upon in some recent studies as being a central issue in the early literature, there is a lack to connect them in a systematic manner.

This study reveals that each boundary type mentioned above has two facets. The first is a mental dimension that enables individuals to make sense of the boundary and mentally distinguish how the elements in focus are concerned by one domain or the other. The second is a concrete dimension that refers to materialised boundary in one's life. In the boundary theory, two natures of boundaries namely the mental and enacted are mentioned. This is inherited from Nippert-Eng (1996) who discusses above all cultural classification and how such cultural categories are then enacted in people's life. One can see a parallel between this view and the findings of this thesis. This is of course no mystery that my view is affected by Nippert-Eng's which has been a basis for the framework of this thesis. **However, from the analysis it becomes evident that enacted boundaries, i.e. boundaries that are derived from one's mental boundaries, are not the only materialised/tangible boundaries in one's work/non-work experiences.**

It becomes important that individuals' boundaries are not always the ones that are enacted boundaries from one's mental boundaries. There are other materialised, more tangible boundaries that are created, maintained and/or

modified through the use of work/non-work activities as well as that are independent of one's intention. The analysis of the work/non-work process, that will be developed in depth in Chapter 5.2, points out that boundaries developed by individuals may be concretely created, maintained or modified without their mental counterpart to be created, maintained or modified. In regards to the boundary development pillar, this indicates a decoupling between mental and enacted boundary. Such decoupling is due to the fact that there may be a gap between what one mentally makes sense of and what one actually does. These gaps are observed in Chapter 4.5. **This indicates that the connection between mental and enacted is not evidently demonstrated but, beyond this dichotomy, there are mental boundaries and concrete boundaries referring to the same element like space, time emotions, people, behaviours, thoughts, strain or energy.**

Such mental and concrete boundaries have been observed for all the boundary types above that go beyond the traditional view in the work-life literature. **Spatial and temporal boundaries that have been primarily seen as enacted boundaries can also be identified as mental.** Mentally, spatial boundaries refer, for example, to how home is a place where it is possible to bring work and invite colleagues or not. Concretely, it represents where one is working or where one is not working. Temporal boundaries are mental in terms of times that can be seen working times when work should/could be performed. This represents, in a concrete manner, the situation when one is working or not working. **Psychological boundaries primarily seen as mental can be seen as enacted boundaries. This is observable for each of the elements that have been derived from the exploration of such psychological boundaries,** namely emotions, behaviours, thoughts, strain and energy. The use of emotions is governed by what Hochschild (1989) discusses as emotional rules that are different in diverse emotional systems such as the private and public life. In both contexts, the emotional mechanisms are however similar. In the self-narratives, it is obvious that such emotional systems are perceived and developed by individuals where emotions are profuse at home but limited at work. This indicates emotional rules or mental emotional boundaries of not displaying negative emotions at work and concretely looking happy, or showing a sense of liking. Concretely, considering emotions as socially constructed represent how they are socially shared in one's domain and/or the other. One's behaviour relates to one's role and its expectations where it is salient that some behaviours may not be concretised because they are not perceived to be appropriate in one domain. Cognitive boundaries have as well mental and concrete levels. Mentally, it is how one sets rules on what to think in diverse domains so that thoughts are identified as work or non-work. It is also how thoughts are shared where a distinction between positive and negative is perceivable. Concretely, it represents how thoughts cross domains so that they influence each other and so that they can or not shared be in other domains.

When it comes to strain and energy, they are psychosomatic elements, that is to say elements that connect one's mind and body. The dual nature of such boundaries is thus in their definition. It represents how one mentally allows these elements to cross boundaries and how such elements are concretely or physically displayed in these domains. **For human boundaries that have been central in recent research, both mental and concrete boundaries are visible.** Diverse categories in their work and non-work relationships indicate how relationships are valued and concretely define people who may belong to one or more relationships.

5.1.1.3 Boundaries are flexible and permeable

To understand boundaries, it is also essential to identify their characteristics. Two characteristics have been in focus in the thesis namely flexibility and permeability. This has been done in Chapter 4.3. The aim in this thesis is not *per se* to elaborate on the characteristics of each boundary as this relates to the outcome of the work/non-work process and not the process itself. In that regards, it becomes clear that **there are individual differences in permeability and flexibility and that their relationships are complex. This adds to the importance of listening to each individual.** It supports the call for the humanistic case.

The aim here is to understand how these characteristics participate in the development of life domains. What becomes salient is that **flexibility and permeability are identifiable for each boundary type in regards to their two natures.** The analysis of the characteristics for boundaries shows gaps between mental and concrete boundaries in terms of flexibility and permeability. For instance, a mental temporal boundary for one domain may be permeable whereas its concrete equivalent is impermeable. While the importance of these gaps for the development of domains will be elaborated further in the next section, **these gaps underline the centrality to consider both nature and the relevance of discussing seven types of boundaries in a systematic manner**.

5.1.1.4 A two-level approach to life domain boundaries

The discussion in the two previous sections touches upon what could be seen as the descriptive nature of the boundary management. It is clear that each of the suggested boundaries can systematically be defined in regards to mental and concrete boundaries and that permeability and flexibility can be identified for each type. This makes it valuable **supports to consider diverse mental and concrete boundaries with different patterns of flexibility and permeability.** This suggests a two-level approach to work/non-work boundaries as in Figure 5:a.

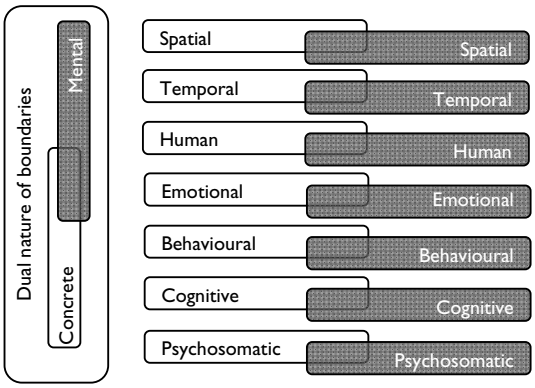


Figure 5:a - A two-level approach to life domain boundaries

The two-level approach derives from the following theoretical propositions:

Proposition 1 Individuals experience seven types of boundaries, namely temporal, spatial, human, emotional, behavioural, cognitive, and psychosomatic

Proposition 2 Two natures of boundary, i.e. mental and concrete need to be systematically taken into account in the development of a domain

Proposition 2:a Mental boundaries represent mental rules indicating how one element relates to one domain or another and dictating how elements blend across domains

Proposition 2:b Concrete boundaries refer to the tangible element as displayed, performed, used or adopted in one domain and/or the other

Proposition 3 The mental and concrete boundary for one same element and domain may differ in regards to one or both of the boundary characteristics, i.e. flexibility and permeability

This approach is based on the definition of mental and concrete boundaries for spatial, temporal, human, emotional, behavioural, cognitive and psychosomatic boundaries. While defining the boundaries, the reference to one's life domains is central. **It is however important not to confuse the relation to one domain with its physical connotation or even its spatial connotation. The reference to domains of one specific boundary points to domains as defined by other boundaries**. For example, behaviour boundaries are about how behaviours may be appropriate at home or at the office. It is how behaviours may be appropriate with family members and not friends. It is also how behaviours may be appropriate while practicing private activities and social activities but not while working.

Based on the preliminary definition presented in section 5.1.1.1 and on the existing definition in the literature (see Ahrentzen, 1990; Clark, 2000), Table

5:A summarises the definitions in the context of work and non-work, taking into consideration their mental and concrete nature.

Table 5:A - Types of boundaries in the context of work and non-work

Type	Description
Spatial boundaries	The rules established regarding the use of space as work and/or non-work
	The location where work and non-work are performed
Temporal boundaries	The rules established regarding the use of time as work and/or non-work
	The time when work and non-work are performed
Human boundaries	The rules established regarding how relationships are seen part of work and/or non-work
	The people belonging to work and/or non-work
Emotional boundaries	The rules established regarding how emotions relate to work or non-work as well as dictating how emotions related to one domain go from one domain to another and may be displayed in each domain
	The emotions socially displayed in work and/or non-work
Behavioural boundaries	The rules established regarding how behaviours and attitudes relate to work and non-work as well as dictating how behaviours and attitudes related to one domain affect and are affected by behaviours from another domain
	The behaviours adopted in work and/or non-work
Cognitive boundaries	The rules established regarding what positive and negative thoughts belong to work or non-work as well as dictate how thoughts related to one domain affect other domains and may be expressed in each domain
	The positive and/or negative thoughts that one has in mind in work and/or non-work and can also be or not shared during discussing with people in the other domains
Psychosomatic boundaries	The rules established regarding how energy and strain related to one domain go from one domain to another and may be physically displayed in each domain
	The strain and energy other psychosomatic elements that are physically displayed in work and/or non-work

* The definition in grey corresponds to the mental nature of the boundary
** The definition in white corresponds to the concrete nature of the boundary

Based on these definitions, it would be essential to develop working definitions for the permeability of each of the 14 boundaries. This is however beyond the scope of this thesis. Further analysis and research should be conducted to develop such definitions

5.1.2 The interactive development of life domains

5.1.2.1 Interaction of the domains goals and the boundary characteristics

Domains emerge at first because of their social constructed goals. Domains emerge in the context of relationships between individuals. The goals and the domains are thus not individual but are shared. The development of domains becomes social and not individual. In the analysis of the work/non-work experiences, four major goals are observed. I will elaborate on these goals in the next section. Beyond the exact formulation of content of these goals, it is imperative to understand their contribution to the emergence of a life domain.

They relate to the characteristics of boundaries that are also central in the emergence of the domains. Hence, Zerubavel (1991, 1997) indicates that the emergence of life domains relates to the boundaries' characteristics as the boundaries' characteristics give sense to the domains themselves. It is by shaping boundaries more or less flexible and/or more or less permeable that domains are identified. In line with the definition of boundary as a mark of when a domain ends when the other starts (see section 1.2.1), the boundary characteristics define this mark and enable this mark to evolve. Let us use this example in order to shed more light. Because family is about love, emotional boundaries are permeable for negative emotions. Thus not all negative emotions are shared at home because home is mentally associated with family and love. This leads individuals not to invite people with whom they do not share such love or liking into their house (concrete boundary) or their home (mental boundary). The house spatially symbolises concretely love and liking. Therefore, **there is a strong connection between the goals of a domain and its characteristics that in turn define the domain.** It is thus important to keep in mind the importance of the goals in the development of domains.

The characteristics are also not individual but are social and connect to the social goals of each domain. This underlines the centrality of contexts in the development of domains. From the analysis, it is clear that **social norms play a central role in one's development of boundaries and domains**. Norms principally affect one's mental boundaries. Few of the mental boundaries discussed in the work/non-work self-narratives are based on norms in the French society (working time between 8:00 to 18:00 – seen as limiting the flexibility), or in the organisation where individuals are employed (no couple relation at the office limiting flexibility of relationships and permeability of emotions – Thibault) or the norms that have been developed in the relationship with others (do not share work details with spouse limiting the permeability of negative thoughts – Brune). **Norms indicate what is wrong or right. Therefore, when they are accepted, norms become part of one's' mental boundaries**. Norms may then be socially reproduced via the enactment of mental boundaries into enacted boundaries. **Norms may be rejected**. When they are rejected, one's mental boundaries are seen to be against the social group one may refer too. This is quite clear with Sarah who sees integration as a norm in the working life (French society) and Marine who sees it as a norm in her organisation. The importance of the norms raised by Wilson et al. (2004) is thus supported here.

The social character of boundaries and the domains has been evidently advanced and accepted in boundary theory (Ashforth et al., 2000; Kossek et al., 2005; Kossek et al., 1999; Nippert-Eng, 1996; Zerubavel, 1991, 1997). This is not something new. What is clear in the experiences presented is how social boundaries affect one's mental boundaries or how such social boundaries are

internalised in one's own mental boundaries affecting in turn work/non-work process. **This study underlines the importance to integrate how individuals understand their individual, organisational contexts in the boundary development pillar.** However, it should be borne in mind that not all boundaries are completely socially constructed. Some other concrete boundaries may be influenced by the physical environment. For example, it becomes evident that the lack of physical space in planes is one reason why planes are not enacted as working places whereas they mentally can be seen as such. Similarly, a day has only 24 hours which limits the flexibility of work and non-work time as a concrete temporal boundary.

The following propositions can be derived from the discussion above:

Proposition 4 The development of a domain is based on the characteristics of boundary in focus which are dictated by the goals of the domain, the latter being socially developed

Proposition 5 The development of a domain takes place in one's understanding of one's individual, organisational and societal contexts

5.1.2.2 Interaction of the mental and concrete boundaries

One boundary type for one domain leads to a categorisation of domains according to this boundary as outlined in Chapter 4.2. Work and non-work are seen though diverse dichotomies such as working time/non-working time or work thoughts/non-working thoughts. This work non-work dichotomy was presented earlier in this thesis (see section 1.2.1). What is revealed after the analysis of individuals' work/non-work experiences is that dichotomy depends on the alignment of the natures of boundary. For the office to be work, it is necessary that one mentally regards the use of office as work space **and** that one concretely work in the office. A room in one's private house will become a workplace only if the use of this room at home is regarded as space for work **and** if one performs work in this room. If one of the conditions is missing the room will be neither work nor non-work. The alignment of concrete and mental boundaries becomes central in how domains are developed in regards to one boundary. When both natures are not aligned, the domains concerned are blurred. Here again let us use an example to explain. If an individual is thinking of work while at the cinema with a friend, he/she is neither in the work domain nor in the social domain but both domains are blurred[73]. Two cases may then occur. First, if one's mental cognitive boundary indicates the possibility for work thoughts to cross the social mental boundary, both boundaries will be aligned so that this instant will become work. Second, if one's mental cognitive boundary does not indicate the possibility for the work thoughts to cross the social mental boundary, both boundaries will still not be aligned and some

[73] Note that at that time the bluring is not equal to conflict

dissonance may be felt (see Chapter 5.2 for details). For example, this may lead to a sense of guilt or dissatisfaction. As presented in Chapter 4.2, the most striking example of this blurring is Paul's explanation about his attendance to a handball game on a Saturday evening in the frame of work, or maybe non-work, or maybe both. Another application of such dynamics between concrete and mental boundaries is the transitional rituals as explored by Ashforth (2000). For example, when people go to work in the morning, they can start the mental transition to get mentally ready for work while still at home. If such permeability is the one developed through the placement and transcendence of mental boundaries, then this time may be work as long as mentally work is considered work and not an "invasion". If they are not aligned, it will be neither work nor home but blurred, a transition until one arrives at the office, for example. Transition is indeed about engaging and disengaging mentally and physically from work. **When both natures relate to the same domain, the boundaries identify this domain in regards to the boundary in focus. There is no blending. When one nature relates to one domain and another nature relates to the other, boundaries are interlaced so that domains blend**. Each dichotomy represents one part of the development of a domain. The junction is represented in the Figure 5:b and derives the following propositions

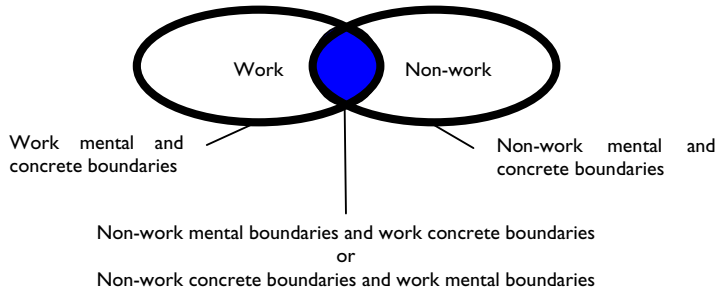


Figure 5:b - Revisiting the work and non-work boundaries and their junction

Proposition 6 Both natures of each boundary, i.e. mental and enacted are interacted in the development of a domain

Proposition 6:a When both natures are aligned, a domain emerges in terms of the boundary type in focus

Proposition 6:b When both natures are not aligned, both domains concerned are blurry in terms of this boundary type

5.1.2.3 Interaction between domains, boundaries, and context

In line with boundary theory, considering one type of boundary and its specific dichotomy does not prevail the emergence of a life domain. The definition of

domains is the result of the combination of diverse domain boundaries (Nippert-Eng, 1996). For instance, work does not emerge solely because of the workplace. It emerges in the combination of seeing some relationships as colleagues between 8:00 to 18:00 at the office or in the same department or unit. This example illustrates that different types of boundaries are interconnected. However, it is important to understand that a domain does not only emerge when all these boundary types are identified. Some domains are more based on some boundaries than on others. It is also clear from the analysis of each the boundary characteristics that some domains have similar characteristics. Overarching domains emerge due to the similarities of the characteristics of the sub-domains that are composing them. This introduces different levels of how domains can be combined.

Having this in mind, it is understandable that the alignment of all concerned concrete and mental boundary may be impossible. Considering work and non-work, this would indicate that in absolute terms there is never a work and never a non-work. In a condition like this individuals live in a blurred world. However as boundaries, boundary's characteristics, domains and their goals are social, our social constructions define degrees of permeability and flexibility. Individuals socially agree on the extent socially construct concrete and mental boundaries are whether aligned or not. As a consequence, domains develop because of the alignment between mental and enacted boundaries.

In the long run, domains evolve as long as both mental and concrete boundaries evolve together. The dynamics between mental and concrete boundaries become critical to the development of life domains. When both natures are not aligned, individuals are faced with two choices. First, they may adjust their mental boundaries to align them on their concrete boundaries. Second, they may change their concrete boundaries to align them on their mental boundaries. This dynamics helps life domains to socially evolve and is vital in the work/non-work process, issues theorised in the next chapter.

The following propositions can be derived from the discussion above:

Proposition 7 The interaction between mental and concrete boundaries as socially constructed boundaries leads to the creation, maintenance or modification of mental and/or concrete boundaries at the origin of the development of socially constructed diverse life's domains in one's individual, organisational and societal contexts

5.1.3 Four major life domains

5.1.3.1 From the narrated domains to four major domains

Having presented the mechanisms behind the development process, it is time to revisit the narrated domains that have been presented in Chapter 4.1. Searching for goals as the foundation of a domain, I observed **four sets of goals** leading to four narrated domains, namely work life, family life, social life and private life. Such goals need to be combined with boundaries and their characteristics for them to be seen as a domain. The interpretation of the life domain boundaries and the boundary characteristics support the emergence of these four domains. As a matter of fact, each of these domains relates to some of these boundaries if not all. Looking at specific preferences, it is to be noted that preferences can be found when combining each boundary with these domains. Moreover, permeability and flexibility are perceived either as specific domains or as a set of domains (overarching domain). In that regards, it is observed that flexibility and permeability can be distinguished for narrated domains when it comes to temporal, spatial, human boundaries. It is possible to see a finer distinction in line with the sub-domains presented in Table 4:A - The life domains as narrated by each individual - especially in terms of family. Even if it is more difficult to identify flexibility and permeability for cognitive, behavioural and psychosomatic boundaries in the lens of all these domains, it is still possible to distinguish both characteristics for some of the association especially in terms of work versus non work. Based on these elements, **I suggest the four narrated domain (work life, family life, social life and private life) as major life domains in individual's work/non-work experiences.**

5.1.3.2 Labelling and defining the four life domains

In this section I take into account my criticism of the current partitions and current labels of the life domains as conceptualised today the work-life field (see work-life research gap 1: Life domains are not conceptualised in their diversity). Doing so, it becomes essential to explain my final labelling of these domains. To avoid considering each life domain as a life by itself, it is central to avoid the term "life" in their labelling. To avoid considering each life domain as being physically defined, it is important to avoid the term "domain". To avoid considering each life domain as being temporally defined, it is imperative to avoid the term "time". I thus present a constellation of four domains named as follow: **'The work', 'The family', 'The social' and 'The private'**. Figure 5:c symbolises these constellations but does not represent how these domains interact.

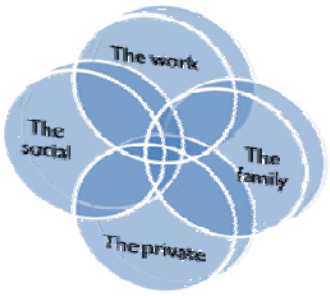


Figure 5:c - A new constellation of life domains

Proposition 8 Four main domains are central while considering individuals' work/non-work experiences: the work, the family, the social and the private

Proposition 8:a "The work" is a domain emerging in the context of relationships between one individual and one's work based on providing a quality work as agreed upon between one individual, one's employer but also colleagues

Proposition 8:b "The family" is a domain emerging in the context of relationships based on affection and love and enabling support between parts. It brings safety and love to one individual

Proposition 8:c "The social" is a domain emerging in the context of relationships between one individual and the people in one's social environment imparting a sense of belongingness and friendship. It offers restoration and support to the individual

Proposition 8:d "The private" is a domain emerging in the context of seeking one's own well-being and own development while performing activities for oneself and facilitating recovery. It enables individuals to disconnect from other domains and find a sense of personality and sense of oneself

It is essential to bear in mind that their relationships between these four domains depend, as mentioned above, on the degree of alignment between the mental and concrete boundaries as suggested in proposition 7. The development of the four life domains is thus to be connected with the work/non-work process and the boundary management pillar, remodelled in the next chapter.

Based on the different theoretical propositions above, I remodel the boundary development pillar as in Figure 5:d below and redefine as follow:

The boundary development pillar synthesises the process of the development of one life domain as a combination of the different mental and concrete boundaries of a domain, which as specific goals, follow the flexibility and the permeability of these boundaries in the lens of such goals and in the lens of the individual, organisational and societal contexts in which the domain is developed

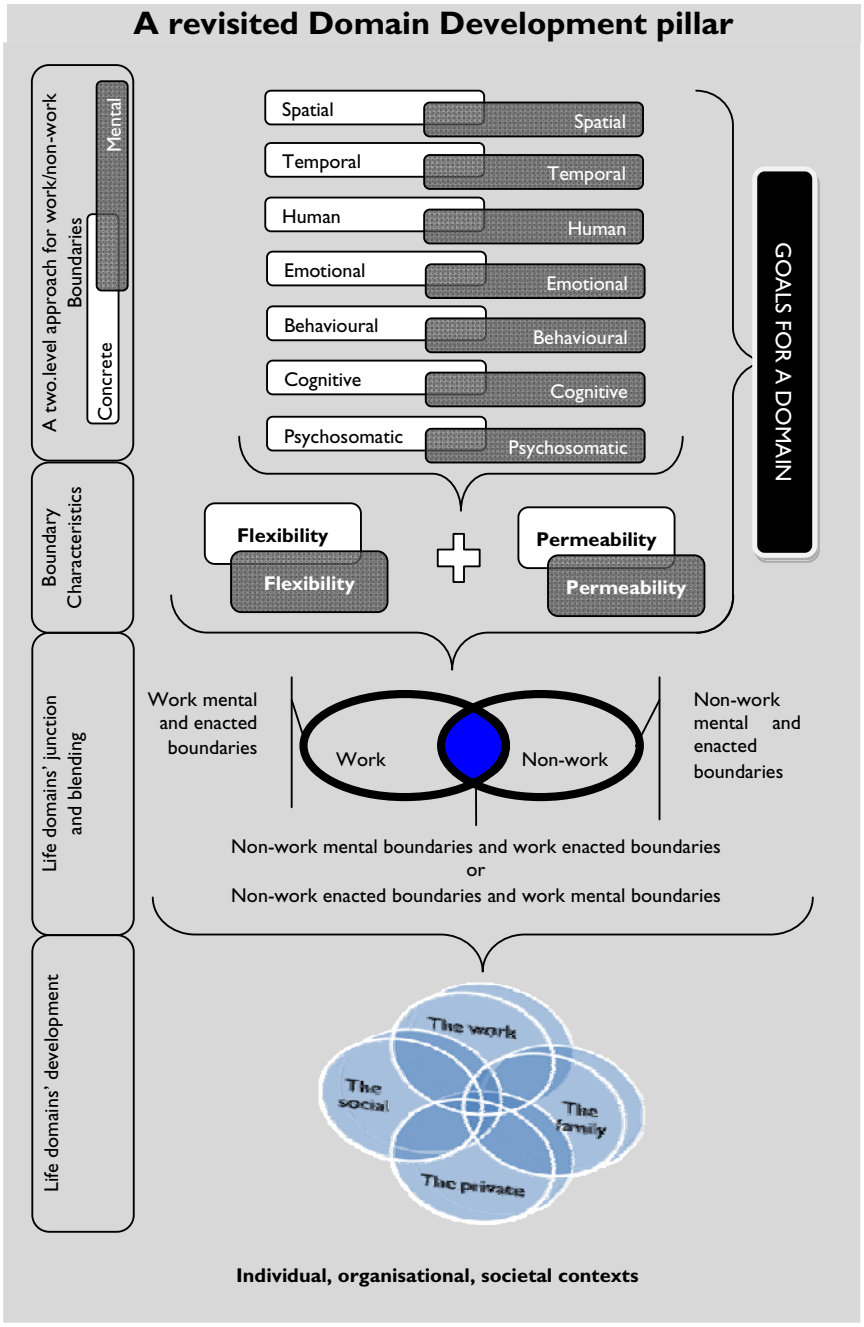


Figure 5:d - A revisited domain development pillar

Chapter 5.2
Remodelling the boundary management pillar

Focusing on individuals' work/non-work experiences, the boundary frame leads a second question namely: ***Do individuals manage their life domains in their individual, organisational and societal contexts and if they do what is their experience of this management, how and why?*** *This question relates to the boundary management pillar seen as a set of concepts and ideas relating to the processes and activities individuals are engaged in for creating, maintaining and modifying their various boundaries in their individual, organisational and societal contexts. This question is guided the interpretation of the six work/non-work experiences by focusing on the work/non-work preferences (see Chapter 4.2), on the placement and transcendence of boundaries (see Chapter 4.5) and on the work/non-work process (see Chapter 4.6). From this investigation and what can be learned from it, it is possible to revisit the boundary management pillar. Especially, four main aspects of the boundary management pillar need to be further elaborated on and theorised: 1- the work/non-work preferences and their explicitness, 2- the role of work/non-work preferences in work/non-work experiences, 3- the work/non-work process and its diverse natures, and 4- the role of emotions in the work/non-work process. This is the aim of the following sections.*

5.2.1 The work/non-work preferences and their level of explicitness

From the analysis of individuals' work/non-work experiences, five major patterns of preference have emerged. The interpretation highlights that the actual state on the integration-segmentation continuum is to be considered in relation to the level of explicitness of the preferences and the importance of each boundary's preference. This section builds on both aspects and connects them.

5.2.1.1 The explicitness of preferences

First of all, Kossek et al. (2005, 2006) indicate that one individual has always a preference even implicit. Such aspect has been put forward in theoretical gap 4. In this study, by narrating their work/non-work experiences individuals reveal overall work/non-work preferences as well as preferences for specific boundaries. A distinction needs however to be made between one's overall preference as a combination of specific preferences and these specific preferences. It is noticeable that when discussing preferences for specific types of boundary, individuals do not refer to an identical set of boundaries. Boundaries are thus

contextualised. Moreover, some specific preferences are not expressed. One could suppose that such preferences are extremely implicit or none existing. As a matter of fact, it would hold truth that one individual may not have any preference for a boundary to which he or she has never encountered in his or her life. This would lead to the question of the origins of preferences[74].

When considering the overall preference, individuals have some awareness about their work/non-work preference but at diverse levels. Four major levels of explicitness have been observed. When implicit, individuals are still acting between work and non-work. Nonetheless, they do not really know how to explain such approach and do not pay attention and do effort to verbalise it for themselves or others. It is seen as natural to deal with work and non-work interactions. When explicit, the level of explicitness depends on the extent to which individuals are aware of their preferences and on the extent individuals communicate them verbally to themselves and others. **I conclude that all of them have an overall preference as an approach to manage their work/non-work boundaries where such overall preference may be more or less explicit. This empirically supports the assertion of Kossek et al. (2005) that everyone has a work/non-work preference.** Based on these findings about the level of explicitness of work/non-work preferences, few propositions can be made:

Proposition 9 Overall preferences and specific preferences for one type of boundary can be distinguished

Proposition 10 The level of explicitness of specific and/or overall work/non-work preference depends on two characteristics: self-awareness and outspokenness

- **Proposition 10:a** Awareness refers to the extent individuals are aware of their overall or/and specific work/non-work preferences
- **Proposition 10:b** Outspokenness refers to the extent individuals speak out their overall or/and specific preferences to oneself and others
- **Proposition 10:c** Individuals are always aware of their overall preferences but may be not aware of some of their specific preferences
- **Proposition 10:d** Self-awareness and outspokenness are combined so that five levels of explicitness can be identified, not revealed, implicit, moderately explicit, explicit and highly explicit. The definition of each level is presented in Figure 5:e

[74] Origins of preferences are discussed and theorised in section 5.2.2

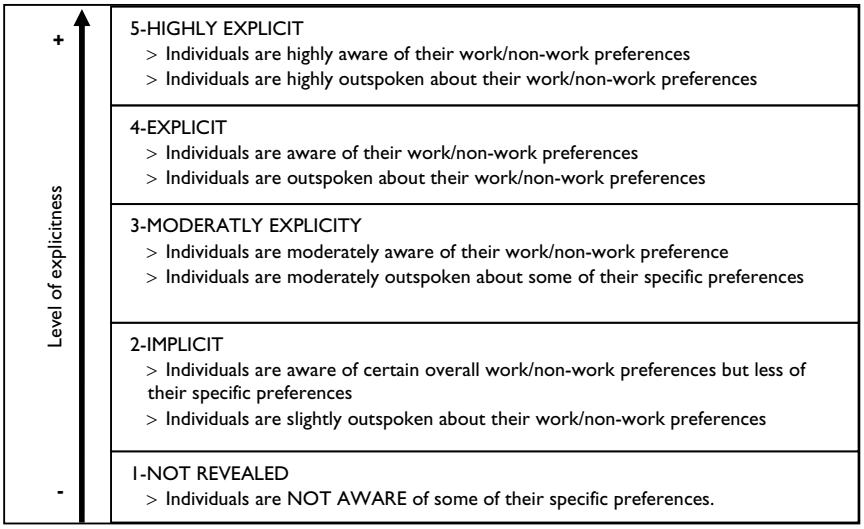


Figure 5:e - The explicitness scale for individuals' work/non-work preferences

Moreover, the level of explicitness for specific preferences varies across the different types of boundaries for the same individual. This indicates substantial differences in how one is aware about his/her specific preferences. Some of one's specific preference may then play a greater role in the determination of the overall preference[75]. Listening to each middle-manager, it becomes obvious that the most influential boundaries seem to be the human boundaries. This reinforces the importance of considering human boundaries in a systematic way while discussing individual's work/non-work experiences. This may also be because the society of today tends to make such boundary permeable (Pettinger, 2005). The emotional, cognitive negative and temporal boundaries are substantially influencing one's overall preference. This indicates that time and thoughts are a central element in one's work/non-work preferences. Time may be central because it is controllable and because the value of time is central to our modern society (Boisard, Cartron, Gollac, & Valeyre, 2003; Dugan, 2007; European Foundation for the Improvement of Living and Working Conditions, 2006; Perlow, 1998). Negative thoughts may be central because individuals aim at controlling them to avoid spillover. Trying to disconnect mentally and avoid negative thoughts is often put forward as a coping strategy (Sonnentag & Bayer, 2005; Sonnentag & Kruel, 2006; Zijlstra & Sonnentag, 2006). Individuals' overall work/non-work preferences are however less influenced by spatial and behavioural boundaries that nonetheless are more influential than cognitive positive and psychosomatic boundaries. These aspects

[75] This relates to the development of domain that is also based on specific boundaries and not systematically on every single boundary

may be less concrete for individuals. This discussion leads to the following propositions.

Proposition 11 The preference for few specific boundary types play a central role in the determination of the overall preference

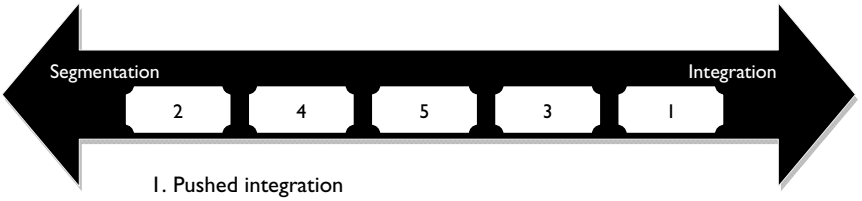
Proposition 11:a Overall preferences are influenced by preferences for human boundaries

Proposition 11:b Overall preferences are moderately influenced by preference for temporal and negative cognitive preferences

5.2.1.2 The work/non-work preferences and the work/non-work continuum

According to the importance of each boundary and their level of explicitness, an overall preference emerges. In these work/non-work self-narratives, the results of this combination lead observing five major patterns that can be placed on the work/non-work continuum: (1) a preference for pushed integration; (2) a preference for pushed segmentation; (3) a preference for integration moderated by segmentation, (moderated integration); (4) a preference for segmentation moderated by integration (moderated segmentation); (5) a balanced preference between segmentation and integration.

These five cases are to some extent in line with the social mindscapes as presented by Zerubavel (1997): rigid mind (segmentation) (1;3), fuzzy mind (integration) (2;4) and flexible mind (5). What is striking is that none of these preferences value strong integration or strong segmentation, that is to say one or the other extreme of the integration-segmentation continuum. In the lens of Zerubavel (1991), this may reinforce that both the rigid and fuzzy minds should not be extreme because they can lead to a loss of identity either through overindviduation or underindividuation. Such loss of identity is indeed an essential dynamic when considering the origins of the work/non-work preferences, where the sense of oneself is central. It is even explicitly expressed by Marine and Sarah. As a whole, these **five patterns spread on the** continuum as in Figure 5:f.



1. Pushed integration
2. Pushed segmentation
3. Integration moderated by segmentation
4. Segmentation moderated by integration
5. Balanced preference between segmentation and integration

Figure 5:f - Work/non-work preferences and the work/non-work continuum

This shows some degree of diversity in individual's preferences. It supports previous research considering that the continuum could be seen as a mirror of the work/non-work preferences (Ashforth et al., 2000; Rothbard et al., 2005). These conclusions lead to the following propositions:

Proposition 12 Individuals' work/non-work preferences are placed on the segmentation-integration continuum where no extreme situation is identified. Five major patterns of individuals' preference emerge on the continuum

Proposition 12:a Individuals have a preference for **pushed integration** (1)
Proposition 12:b Individuals have a preference for **pushed segmentation** (2)
Proposition 12:c Individuals have a preference for **moderated integration** characterised by a preference for integration moderated by segmentation (3)
Proposition 12:d Individuals have a preference for **moderated segmentation** characterised by a preference for segmentation moderated by integration (4)
Proposition 12:e Individuals have a **balanced preference** between segmentation and integration. (5)

To understand these patterns in greater detail, it is essential to relate them to the second main lessons on preferences, that is to say the centrality of the level of explicitness. This is the aim of the next two sections.

5.2.1.3 The preferences and the level of explicitness, a two-dimensional view

Connecting the five patterns of individuals' work/non-work preferences on the work-work/non-work continuum and the level of explicitness leads to the two dimensional model as in Figure 5:g:

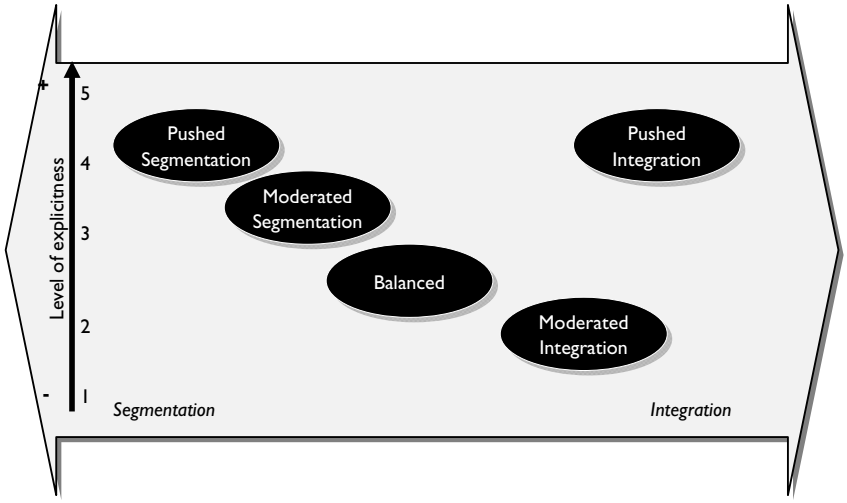


Figure 5:g - A two-dimensional model for work/non-work preferences

From Figure 5:g, when explicit (level 3, 4, 5), I discern that the **more pushed one preference** is, the more explicit this preference is. On the one hand, one could explain the level of explicitness with the fact that having a pushed preference is the result of a reflection about oneself and influential past work/non-work experiences. This is observable for the storytellers in this study. It once again relates to the origins of the preferences. On the other hand, the connection between preference and its level of explicitness may result in the reverse causal relationship. Having a strong preference, one is more aware of it and can thus be more outspoken about it. In the same line of thought, it may be simpler to explain to others who we are and how we act when we know about our preference. **The causal relationship between explicitnesses and preferences may thus have different implications for individual's work/non-work experiences. Both aspects may also reinforce each other**. I call for further research on this relationship.

From Figure 5:g, when it comes to **moderated preferences** for segmentation and for integration, a difference in the level of explicitness can be noticed. This difference may relate to the integrative environment we are today living in (Genin, 2008). Hence, it is observable that integration as an overall preference or as a specific preference is often a result of a more passive work/non-work process. This aspect will be elaborated on in Chapter 5.3.

This discussion leads to the following theoretical propositions

Proposition 13 The level of explicitness and the work/non-work preference on the segmentation-integration continuum are related

- **Proposition 13:a** Pushed integration and pushed segmentation preferences are highly explicit
- **Proposition 13:b** Moderated segmentation preferences are explicit
- **Proposition 13:c** Moderated integration preferences are implicit
- **Proposition 13:d** Balanced preferences are moderately explicit
- **Proposition 13:e** When highly explicit, the causal relationships between the level of explicitness of the work/non-work preference and the actual work/non-work preference may be mutual

5.2.1.4 The preferences and the level of explicitness, a three-dimensional view

The analysis of individuals' work/non-work process reveals central elements in regards to work/non-work preferences, leading to explore further the relation between segmentation and integration.

The analysis exposes a strong connection between the "balanced preference" and the "flexible mind" described by Zerubavel (1991, pp. 120-121) as "flexible people notice structures yet feel comfortable destroying them from time to time. […]. In fact it is their [flexible people's] ability to be rigid that allows them to be fuzzy. After all, one must have a pretty solid self to which one can

always return in order to be able to step out of it periodically." For other patterns, it can be observed that no individual has expressed an extreme preference for segmentation or integration. Additionally, for individuals who have a pushed preference, they have a certain understanding of why this is not extreme. As matter of fact, according to Proposition 13:a, individuals with pushed preferences have highly explicit preference. In other terms, they understand what moderates their major orientation towards segmentation or integration so that neither one nor the other is at the extreme.

Generally, this makes us consider the dimension of segmentation and integration not as two end-points on the traditional integration-segmentation continuum but as two complementary dimensions. Such complementariness is however not always perceivable in the segmentation-integration continuum. Therefore, I suggest a **three-dimensional model for work/non-work preferences**, taking into account the complementariness of segmentation and integration and the level of explicitness of the preference. This three-dimensional model is presented in Figure 5:h:

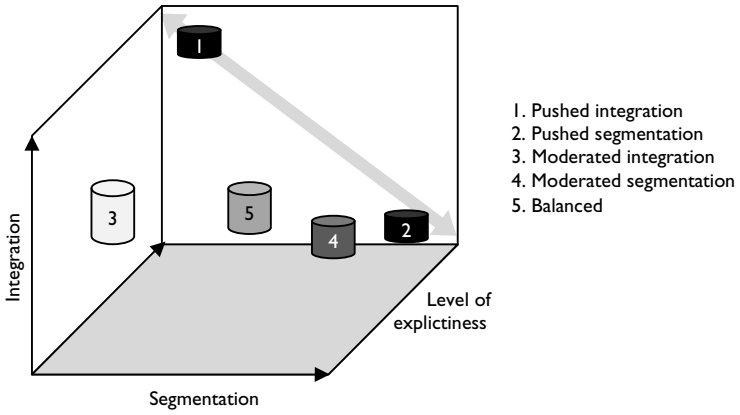


Figure 5:h - A three-dimensional model of individuals' work/non-work preferences

From the entire discussion above and from Figure 5:h, I can finally revisit the patterns of preferences above into **five archetypes of individual's work/non-work preferences** in a series of theoretical propositions as follow:

Proposition 14 The work/non-work preferences result from a combination of diverse level of segmentation, integration and explicitness for segmentation and integration

Proposition 14:a Individuals with an overall preference for pushed integration strongly value integration, but recognise that a minimum segmentation is essential for some of their specific boundaries. Such overall preference is highly explicit (1)

Proposition 14:b Individuals with an overall preference for pushed segmentation strongly value segmentation, but recognise that a minimum integration is essential for some of their specific boundaries. Such overall preference is highly explicit (2)
Proposition 14:c Individuals with an overall preference for moderated integration value integration, but have natural segmentation preference for few of their specific boundaries. This overall preference is implicit (3)
Proposition 14:d Individuals with an overall preference for moderated segmentation value segmentation, but recognise that integration is essential for some of their specific boundaries. Such overall preference is explicit (4)
Proposition 14:e Individuals with an overall balanced preference value integration for some of their specific preference and segmentation for other specific boundaries. Such overall preference is moderately explicit (5)

5.2.2 The role of the work/non-work preferences

Following Zerubavel's (1991, 1997) view on preferences but using Bandura's words (1986), the work/non-work preferences have been seen as a point of references of one individual. In other words, they have been described as being the starting point of the work/non-work process. One reason is that the work/non-work process has been mainly seen as proactive. Such proactive view is however questioned in recent studies. The questioning is presented as theoretical gap 4. This section builds on this critical view about the role of the work/non-work preferences. It has been pointed out several times - while analysing individuals' boundary work, boundary management, their related activities as well individual's work/non-work process - that besides the actual preferences, their origins play a central role in individuals' work/non-work experiences. It is thus vital to pay close attention to these origins, to connect them with the actual work/non-work preference and relate both aspects to the work/non-work process. This is the overall aim of this section.

5.2.2.1 The social origins of work/non-work preferences

Having defined five major archetypes of individuals' work/non-work preference, it is legitimate to wonder about the origins of such preferences. As argued in theoretical gap 4, one could, go back to Ashforth et al. (2000) by looking at the aim behind these preferences. Even if the approach is essential to understand why individuals segment or integrate their life domains, it does not answer the origins of the preference from an individual's point of view. It is argued in a similar line of thought that the social mindsets inherited from cognitive behaviours indicate only that preferences are social. In this thesis, I have decided to listen to the origins of the preferences as narrated by individuals.

Paying attention to individuals' origins as narrated by each storyteller, five main origins are observed: (1) work/non-work related events in one's upbringing; (2)

one's past work/non-work experiences; (3) one's understanding of one's roles in work; (4) one's understanding of one's roles in non-work; (5) one's sense of personality and sense of oneself. These origins underline the role of one's social environment and one's social interaction as essential elements in the development of the work/non-work preferences. This supports preferences being social (Kossek et al., 2005, 2006; Zerubavel, 1991, 1997). Three central interactions are identified while exploring these origins.

First, it is noted that the **family** plays a role in how one values integration and segmentation as preference. From a cultural point of view, values and norms are essentially learned in relation to one's family. Such values are norms and are embedded into underlying, in depth cultural assumptions among those the "public vs. private" assumptions that show, for example, how spaces and relationships may be diffuse or specific (see Trompenaars, 1993 in Deresky, 2008). For Marine and Sarah's upbringing, events may serve as catalysers for their segmentation whereas Brunes' memories and perception of her upbringing favour integration. In addition, from a social constructivist point of view, central social roles as spouse and as parents are essentially shared and learned during one's upbringing in the family spheres. For example, Paul introduces his ideal for family life and later refers to his "judeo-chretienne" view which sees work as punishment. These are two norms learned during his upbringing that today are used to justify his preferences and their evolution. His family-based education gives sense for part of his segmentation preferences.

Second, the notion of community and social life is developed and applied in the context of **school**. In addition, via our education, roles are learned among those the roles of citizens discussed by Geremy, for example, but also the role of friends, or later the role managers, employees, leaders or followers. Such influence is observable for Marine who sees a manager as directive; we can suppose that she has learned this view at the university. This is also the case for Geremy who sees a manager as a facilitator or motivator. Having a business background, Geremy's view is not strange. This is also observable for Thibault who also has a business school background. Hence, he explains how he perceives corporate culture not to fit with the idea of couple. One can say that their educational background plays a role in filtering when looking upon their situation.

Third, it is related to the socialisation or acculturation when entering a **workplace**. Marine refers to her need to observe how things work before getting integrated. She precisely refers to socialisation and the presence of norms in the organisation. Once again, Thibault's ideas of the corporate culture may be also due to such norms that have been expressed explicitly or implicitly. The importance of being directive is one's managerial role may indeed be stronger in Marine's organisation than in Geremy's organisation.

There are three interactions - **interactions with family, interactions during our education and interactions in the workplace.** They correspond to the main arenas for the socialisation process (see Burr, 1995; Collin, 1997). **Being part of the socialisation process indicates that preferences are embedded in one's individual, organisational and societal contexts**. Additionally, the societal context one can be seen from a cultural point of view in terms of "specific vs. diffuse". In that regards, France is described as a more specific culture so that segmentation is favoured (see Trompenaars, 1993 in Deresky, 2008). This also can be an explanation for Thibault's view on the danger of being a couple in the same company. It, however, does not explain Sarah's understanding of the society. Sarah's view reflects more of what may be seen in the working life where permeability in France is evident (Genin, 2008). The gap may be due to greater technological integration that has been taking place in these last few years (Valcour & Hunter, 2005)

Beyond the importance of the socialisation process in the formation of work/non-work preferences, it is evident that individuals are not passive in a process like this. Having a sense of personality and reflecting on oneself is central. The reflection about oneself is not private but made with others or in relation with others. It is social even if the focus is on individuality. This reinforces the fact that we are social agents (see Collin, 1997) and that our reflections on which we are as social agents are essential for our work/non-work experiences. Altogether, this reveals that preferences and their origins are social and depend of one's individual, organisational and societal contexts.

It is important to consider the diverse life domains underlined in the boundary development pillar as one of the origins that could be renamed to include this diversity[76], bringing the main origins in the concluding propositions below to four:

Proposition 15 Individuals' work/non-work preferences are social and their social origins have mainly four elements

- **Proposition 15:a** Work/non-work related events in one's upbringing
- **Proposition 15:b** One's past work/non-work experiences
- **Proposition 15:c** One's understanding of one's roles in one's diverse life domains
- **Proposition 15:d** One's sense of personality and sense of oneself

[76] The formulations in the suggestion are broad in terms work/non-work and could be replaced by the four domains, the work, the family, the social and the private. As a theoretical suggestion, I decide to use "work and non-work" to enable a broader scope of domains in other contexts.

5.2.2.2 The influence of individual attributes on individuals' preferences

It is legitimate to consider the relationships between individual attributes and preferences. Indeed, talking about individuals' preferences may lead to connect them with individual characteristics like personality traits, even sex, age or demographics like number of children at home. It is central to understand that the relation made here does not concern the outcome of one's work/non-work process where research argues that, for example, woman or families with children at home may indeed face higher work/non-work conflicts (Cinamon & Rich, 2002; Duxbury, Higgins, & Lee, 1994; Frone et al., 1997; Mikael Nordenmark, 2002). It is also important to understand that the gender difference in how conflict is perceived may to some extent be explained by the difference in gender ideology and gender quality across countries (Mikael Nordenmark, 2004; Poelmans et al., 2005). The association between preferences and individual characteristics has been made to diverse degrees in the work-life field. Kossek et al. (1999) include individual attributes in their work-family role synthesis; however the focus of the work-family role synthesis is not a preference but boundary management and role embracement. Focusing on one's desire for segmentation, Rothbard et al. (2005) pay attention to a few demographic differences such as gender and having young children. They however do not find any concluding results. They question such results and tend to conclude that it might be a matter of method rather than a matter of causal relations.

In this thesis, observing the individuals' preferences and listening to the narrated work/non-work experiences, it does not seem to have any relations between work/non-work preferences and individuals' characteristics like personality, sex or age. **First, it is noted that it is not one's personality traits *per se* that affects work/non-work preference but one's sense of personality and one's sense of oneself.** It is the individuals' understanding of the personality that is in focus. It is the feeling of knowing oneself that becomes central rather than the actual trait. This becomes evident in the case of Marine and Sarah but also of Geremy. In his case, it is not the fact that he is or not zen, but that he feels relaxed, zen and easy going when facing questions that he does not ask himself. Additionally, such sense of personality or sense of oneself develops during social interactions and in the context of one's work/non-work experiences. Marine's desire of being a young and free-spirit woman develops over time and grows in her work experiences so that she reflects on it for her next work. The sense of personality and sense of oneself is thus social. **Second, regarding sex, it is more relevant to talk about gender than, by definition, is socially constructed.** In that regards, preferences are not gendered. If they were gendered, preferences will be extreme because it would not be possible for one gender to both integrate and segment at the same time. Here segmentation is associated both with men and women. It is the same for integration. When it comes to the origins, here also no connection to gender can clearly be made

unless the relation between gender and one's social roles is gendered. It is clear that the narration of the roles in the work and non-work is to some extent gendered especially the work domain which is described as masculine. However, it also shows in the case of Geremy that the caring role in the family domain is no longer gendered. Fatherhood becomes central. **Third, in regards to age, it is once more not age *per se* the factor.** If so, age should be associated with one's or the other's preference. The few indications in these narratives do not draw such a conclusion. However, it is noticed that age may relate to individuals' past experiences. It is seen from the self-narratives that the more working experiences one can have, the more one can learn from them. This is shown in the self-narratives where significant learning for one's preferences is narrated by the three older storytellers, Brune, Sarah and Paul. The importance of the past experiences may relate to the first point mentioned above as past experiences may participate in the development of one's sense of personality and of the sense of oneself. **Fourth, when it comes to individual characteristics like children at home,** it can be seen, in their self-narratives, that none of them is directly referring to it in regards to their preferences. However, it is touched upon while discussing some specific preference like temporal boundaries. It is related to one's role in the work/non-work domains, the role that, as Brune indicates, changes when children are growing. For Brune, it may affect the degree to which segmentation and integration should be enacted and not as much as her preference *per se*.

I would conclude that in the narrated experiences the relationships between preferences and individual characteristics are not completely evident. Such relationships need to be carefully taken into account and thus need further research. It however suggests that the connection between integration and/or segmentation and individual characteristics especially gender and age may mislead policy makers in organisations and in governments. It is thus central to consider that anyone may have one or the other work/non-work preference. This supports the call for a humanistic case to listen and understand to every individual in their individuality and contexts. With precaution, I thus formulate the following proposition:

Proposition 16 Individual preferences as well their origins are not necessary systematically related to gender, age or personality trait and other individual characteristics

5.2.2.3 Beyond work/non-work preferences: work/non-work self-identity

Having a work/non-work preference has been seen as essential for individuals to act between work and non-work. The linkage between preference and what can be seen as work/non-work activities is observed in the six work/non-work experiences. It should be noted that one's work/non-work activities are placed on the same side as one's preferences. It is as well clear that part of one's work/non-work process occurs in connection to one's preferences either directly

or indirectly. In a certain sense, it is possible to assert that the work/non-work preferences have a role in the individuals' work/non-work process. Work/non-work preference serves as a broad reference point in one's work/non-work process.

Beyond such overall connection, the questioning of such connection, presented as theoretical gap 4, is reinforced. First, **gaps between both preferences and work/non-work activities as well as between preferences and work/non-work processes** are noted. Second, I learn that **preferences are not static but dynamic in time.** Preferences are evolving in one's contexts and therefore are not completely serving as a long-term point of references. As they may evolve with the development of boundaries, preferences are not the sole dynamic for the work/non-work process to take place. Both elements indicate that t**he role of the preference is essential but not enough to explain the dynamics behind the work/non-work process.** Keeping this in mind jeopardizes the centrality of the work/non-work preferences as self-regulatory mechanism or as the main underlying element of the work/non-work process. As a whole, this supports the argument that it is not only by considering work/non-work preferences that one can explain the work/non-work process.

The origins of the preferences become important. They give reasons for one's actions between work and non-work. It is clear that the combination of the origins of work/non-work preference gives a certain capacity to individuals to foresee changes, to recognize the changes that occur but as well as to appreciate one's satisfaction with one's current work/non-work process. **One must understand the work/non-work preferences in relation to their origins**. From an individual's point of view, I argue that knowing whether he or she prefers to integrate or to segment is not as essential as knowing why he or she prefers to integrate or to segment. From a researcher's or even practitioner's point of view, I argue that knowing if one individual (employee) "belongs" to one of the five archetypes is not enough if one does not understand why he/she belongs to one or the other. Connecting work/non-work preferences and their origins is essential to offer a deeper understanding to the work/non-work process.

In that regards, I believe first that the concept of work/non-work identity is stronger than the sole concept of work/non-work preferences. The concept of work/non-work identity builds on the fact that one identity develops across boundaries (Lindgren & Wåhlin, 2001) and across domains. It builds on the view that identity is socially developed and developed over time. Zerubavel (1991) emphases "cognitive socialisation" as a way for the social mindscapes to be developed. The cognitive socialisation takes place not only when one is a child but each time one is entering in contact with a social community. Bandura (1986) in a similar way talks about "observational learning" and

"enacting learning" as two mechanisms of human behaviour. In the context of managerial identity, Sveningsson and Alvesson (Sveningsson & Alvesson, 2003, p. 1165) discuss "identity work as people being engaged in forming, repairing, maintaining, strengthening or revisiting the constructions that are productive of a sense of coherence and distinctiveness". **In that regards, the four origins of the work/non-work preferences have been suggested in Proposition 15, i.e. work/non-work related events in their upbringing, their past work/non-work experiences, their understanding of one's roles in their diverse life domains, but also their sense of personally and sense of "oneself" participate in the development of work/non-work identity.** These origins are social and develop socially. They represent how one individual integrates his/her work/non-work experiences into the understanding of oneself between work and non-work. The concept of identity goes beyond the notion of role that is central in the boundary theory. Whereas a role may or may not be displayed, may be on or off, identity has a long term value. One's identity is deeper than one's role which supports the fact that one's understanding of roles in and outside work may affect and be affected by one's work/non-work identity (Sveningsson & Alvesson, 2003). **Sveningsson and Alvesson (2003) even talk about self-identity as being deeper than identity and more inaccessible**. Giddens (in Sveningsson & Alvesson, 2003) views self-identity as the self as reflexively understood by the person" where **self-identity is more stable in time and space. The concept would be applied in the context leading to finally consider "work/non-work self-identity".** Figure 5:i represents the concept of work/non-work identity as a combination of the work/non-work preferences and their origins. The following two propositions can be derived from the discussion above:

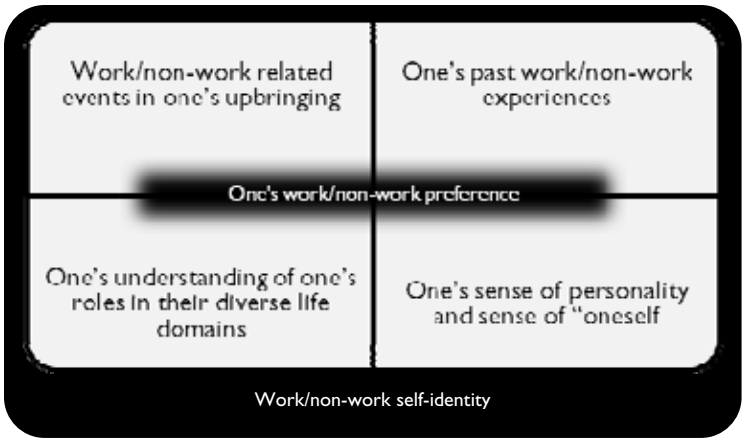


Figure 5:i - Work/non-work self-identity

Proposition 17 The work/non-work self-identity is how individuals integrate their work/non-work experiences in the understanding of themselves as individuals acting between their various life domains

Proposition 18 The work/non-work self-identity is developed through the understanding of one's work/non-work preferences in relation to their origins namely the work/non-work related event in one's upbringing, one's past work/non-work experiences, one's understanding of one's roles in their life domain and one's sense of personality and sense of "oneself"

5.2.3 The work/non-work process

In line with the boundary management pillar, the central process of the individuals' work/non-work experiences is the work/non-work process composing the boundary work and boundary management processes. The boundary work and boundary management processes and their connections have been questioned in theoretical gap 2 discussing difficulties to distinguish both processes in their definitions and in theoretical gap 3 discussing their focus as well as the nature of their relationships. The analysis conducted in Part 4 sheds some light on these gaps. The aim of this section is to revisit the work/non-work process using what we have learned from Part 4. It first reviews the definition of the central concepts in the work/non-work process. Second, it pays attention to the nature of the process. Finally, it connects the process to the work/non-work self-identity defined in the previous part.

5.2.3.1 Redefining work/non-work and its related processes

As underlined in the theoretical gap 2, the definition of the boundary work and boundary management processes tends to be similar. As a matter of fact, Nippert-Eng (1996, p. 7) defines boundary work as "the strategies, principles and practices we use to create, maintain and modify cultural categories" whereas Kossek et al. (1999, p. 106) describe boundary management as "the strategies, principles and practices one uses to organise and separate role demands and expectations into specific realms". In Chapter 1.3, based on these definitions I still consider the focus of both processes different so that the first refers to mental boundaries and the second to enacted boundaries. The analysis of the six self-narratives shows that first these two processes take place but second that they are not systematically related. The boundary work and boundary management process are experienced one at a time. What makes them independent are first their relations to the contexts where present, ongoing and foreseeable boundaries can lead individuals to engage themselves in a boundary work process or a boundary management. What makes them independent is second their distinct focus. It is thus clear that individuals either are engaged to create, maintain or modify their mental boundaries or can independently be engaged in the creation, maintenance or modification of their enacted/concrete

boundaries[77]. **I conclude that the boundary work and boundary management processes are independent and should be defined as such where the first focuses on mental boundaries and the second on concrete boundaries**

The analysis also clarifies that both processes may be concerned with integration or segmentation. This indicates that both processes should not be defined in terms of one process or the other. This is the opposite Kossek et al.'s view (1999) who define boundary in the lens of segmentation. **As processes, boundary work and boundary management do not refer to integration or segmentation in particular but to both. Their definition should not be based on one or the other outcome.**

Another element to take into account is the underlying mechanisms of boundary work and boundary management, that is to say placement and transcendence. In theory, theses mechanisms have been respectively defined as how one individual defines a line between the domains and how one individual keeps the boundaries fixed so that one can cross them back and forth (Nippert-Eng, 1996). It was suggested that both could be applicable for boundary work and boundary management. The analysis above shows that sets of mental and concrete boundaries are placed and transcended. This supports the notion that placement and transcendence relate to both boundary work and boundary management. Placement and transcendence are theoretically but also practically in the experiences analysed aiming at rendering boundaries more or less flexible and/or permeable. **This offers a clear connection between the boundary management pillar and the boundary development pillar. It indicates that boundary work is a process affecting mental boundaries' characteristics and boundary management is a process affecting concrete boundaries' characteristics.**

Finally, on the one hand, the process of creating, maintaining and modifying mental boundaries has been discussed in terms of how individuals make sense of their domains, their boundaries and their characteristics. The development of mental boundaries has been described as essential when it is necessary to align mental and concrete boundaries in the long-term. It relates to the social construction of boundaries and how social norms may become one's mental boundaries. It is evident in how on daily basis mental rules are essential to maintain domains to be flexible and/or permeable. **Mental boundaries are being created, maintained and modified through a sense-making process that could be formulated in terms of mental work/non-work activities**

[77] Enacted boundaries have been redefined as concrete boundaries in Chapter 5.1. Until the end of this thesis, I thus refer to concrete boundaries.

which aim at placing and transcending mental boundaries[78]. On the other hand, the process of creating, maintaining and modifying concrete boundaries takes place in the frame of one's work/non-work activities that have been explored. Such work/non-work activities are noticeable in all types of boundaries both as integrating and segmenting activities. Work/non-work activities for concrete boundaries can be also distinguished in terms of daily and long-term activities which complement one with another. **Therefore, concrete boundaries are being created, maintained and modified through integrating and segmenting work/non-work activities aiming at placing and transcending boundaries**.

This discussion leads to redefine boundary work and boundary management in order to understand individual's work/non-work experiences. These definitions should ensure the independence of both processes and of the neutrality of the definition in regards to the potential outcome of the process. They also should consider placement and transcendence as transversal mechanisms that can be applied to both processes. Finally, they should underline that each process takes place in work/non-work activities on a daily and long-term basis. These definitions are presented in the proposition below and represented in Figure 5:j

Proposition 19 The boundary work process is the process of placing and transcending mental life domain boundaries, i.e. the process of mentally rendering boundaries more or less flexible and permeable. Boundary work leads to the development of mental boundaries through daily and long-term mental work/non-work activities (sense-making)

Proposition 20 The boundary management process is the process of placing and transcending concrete life domain boundaries, i.e. the process of concretely rendering boundaries more or less flexible and permeable. Boundary management leads to the development of concrete boundaries through concrete daily and long-term work/non-work activities

[78] Per se, mental work/non-work activities have not been uncovered as this would require a cognitive analysis.

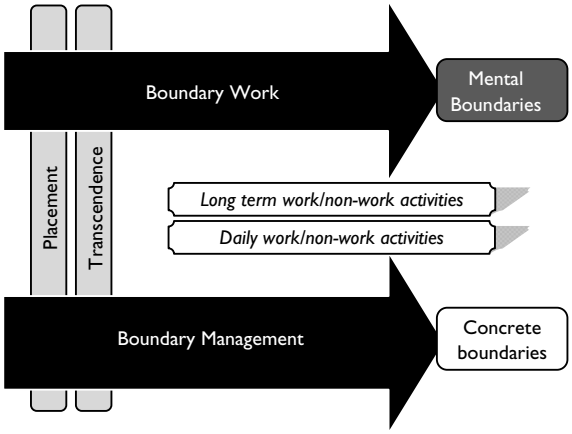


Figure 5:j - A revisited work/non-work process

5.2.3.2 The natures of the work/non-work process

Boundary work has mainly been seen as a proactive process (see Ashforth et al., 2000, Nippert-Eng, 1996 #1; Kossek et al., 1999). This view has been discussed in theoretical gap 3 and is also questioned in the analysis of the work/non-work experiences of the six middle-managers. The proactive view has been pointed out as undermining the role of mental boundaries and giving a strong focus on work/non-preference. This has created confusion on what is the core of the process. It has also been questioned because research does not thoroughly identify the connections between preferences and enactment of boundaries. This is the case of Rothbard et al. (2005) who do not find alignment between desire and enactment. Listening to each middle-manager, it is first clear that **there is a linkage between one's preference and one's work/non-work activities**. This is due to the fact that most of the placed and transcended boundaries are situated on the same side as one's overall preference. But paying closer attention, it is clear that there are gaps between one's preference and one's concrete boundaries as well as between mental and concrete boundaries. The differences occur at the level of specific boundaries and between one's overall preference and some specific preference. The existence of these gaps supports Rothbard's arguments to decouple the enactment from the desire (see Rothbard et al., 2005). It supports the importance to consider both processes as independent process.

To understand these gaps, it becomes important to understand that the work/non-work process is constrained by two main dynamics: an external dynamic where contexts represent past, present and future boundaries and an internal dynamic where the alignment between mental and concrete

boundaries is central. The first dynamic is related to the importance for individuals to understand their contexts. This identifies three situations. First, a **change can be foreseen** so that boundaries that can be created to cope with the change. These changes and their understanding mostly affect mental boundaries that need to be adjusted. They lead to a proactive boundary work. Second, there are **ongoing or permanent changes** that individuals need to respond to. Such changes are mostly addressed via an active boundary management where individuals are aware of these changes and intentionally act to deal with them. Third, there are "**set boundaries"** present in one's contexts and are independent from individuals with whom individuals need to cope. In such cases, individuals are facing the boundaries and need to react. For that they may change, engage themselves in a reactive boundary work or in reactive boundary management. The second dynamic is related to the centrality of the alignment between mental and concrete boundaries. The alignment of mental and enacted boundaries is seen as central in the development of domains which are in fact the outcomes of the work/non-work process. The nature of the boundary process lies thus in the interaction between boundary work and boundary management. Three situations have been observed. First, boundary work may be done simultaneously to boundary management. They are thus **both seen as active processes**. In that case individuals adapt their mental and concrete boundaries as an immediate reaction to a change of one or the other. Second, boundary management can be done after boundary work. This corresponds to the traditional view of a **proactive boundary management**. Third, boundary work can be done after boundary work. Boundary work becomes secondary and a means to justify or even legitimise concrete boundaries. Individuals mentally reconstruct boundaries in order to rationalise choices previously done. This results in a **retroactive boundary work**.

In these two dynamics, it is noticeable that individuals' intention is present. At the individual level, intention may however be seen at different levels. It is also important to note that preferences seem to be implied in each situation above. This relates to the explicitness scale presented as Proposition 10. It is clear that **there is a parallel between the explicitness of the preference (overall or specific) and the major nature of the work/non-work process.** When having highly explicit preference, individuals seem to have more proactive boundary work and proactive boundary management. A high level of awareness turns into something like a skill to analyse one's contexts and understand dissonances between mental and concrete boundaries. By being highly aware of and speaking out their work/non-work overall and specific preferences, individuals may be more alert about potential changes and may feel more in control of how to change their boundaries. Having an explicit or moderately explicit level of preference, there is a certain linkage with some active or reactive boundary work and boundary management for specific boundaries. This level of explicitness identifies ongoing changes and acts actively upon them. It helps identifying the

already set boundaries and coping with them where ones' work/non-work activities will be mostly in line with one's preferences. When they are implicit, a small active boundary management may occur since one is still aware of his/her overall preferences but does not detail such preference to each specific boundary. It is harder to proactively act upon changes and the existing set boundaries. When preferences are "not revealed", individuals are still acting between work and non-work and still act and perform some sort of work/non-work activities. These work/non-work activities may be experienced so natural and so legitimate that the preference does not need to be at all outspoken. As a matter of fact, situations may be dealt by the individuals unintentionally. This corresponds to a passive boundary work and/or a passive boundary management.

Connecting the two dynamics of the boundary work and boundary management processes that are dually independent and related processes and understanding the role of preferences lead to define **boundary work as reactive, active, proactive, retroactive and passive and boundary management as reactive, active, proactive and passive**. It is therefore not possible to single out one single nature but a mix of natures. This discussion leads to view the natures of boundary work and boundary management as in Figure 5:k. It also leads to the following theoretical suggestions.

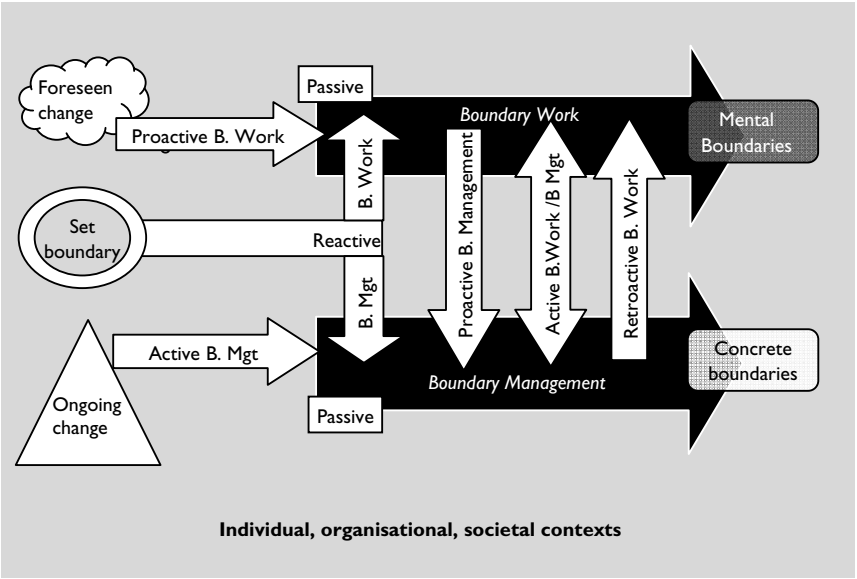


Figure 5:k - The natures of boundary work and boundary management

Proposition 21 The nature of the work/non-work process is a mix of the natures for the boundary work and boundary management processes

Proposition 22 The nature of the boundary work and boundary management depends on the understanding of one's individual, organisational and societal contexts and of the interrelations between mental and concrete boundaries

Proposition 23 The boundary work process can be reactive, active, proactive, retroactive and passive

Proposition 23:a Reactive boundary work occurs when a boundary is externally set so that individuals decide to cope with it by modifying mental boundaries or creating new mental boundaries. In case the set boundary does not hinder one's work/non-work experiences, reactive boundary aims at maintaining the concrete boundaries in line with the external boundary

Proposition 23:b Active boundary work occurs when mental boundaries are created, maintained or modified at the same time as concrete boundaries

Proposition 23:c Proactive boundary work occurs when mental boundaries are created, maintained or modified because a change has been foreseen

Proposition 23:d Retroactive boundary work occurs when mental boundaries are created, maintained or modified as a direct result of created, maintained or modified concrete boundaries

Proposition 23:e Passive boundary work occurs when mental boundaries are not intentionally created, maintained or modified in the frame of changes in one's contexts or of dissonances between mental and concrete boundaries

Proposition 24 The boundary management process can be as reactive, active, proactive and passive

Proposition 24:a Reactive boundary management occurs when a boundary is externally set so that individuals decide to cope with it by modifying concrete boundaries or creating new concrete boundaries. In case the "set boundary" does not hinder one's work/non-work experiences, reactive boundary aims at maintaining the concrete boundaries in line with the external boundary

Proposition 24:b Active boundary management occurs in two situations. First, it can occur when concrete boundaries are created, maintained or modified at the same time as mental boundaries. Second, it can occur when concrete boundaries are created, maintained or modified at the same time as ongoing changes where individuals' intentionally take part in their creation, maintenance or modification

Proposition 24:c Proactive boundary management occurs when concrete boundaries are created, maintained or modified as a direct result of created, maintained or modified mental boundaries

Proposition 24:d Passive boundary management occurs when concrete boundaries are not intentionally created, maintained or modified in the frame of changes in one's contexts or of dissonances between mental and concrete boundaries

Proposition 25 The level of explicitness of one's work/non-work preferences relates to the nature of the boundary work and boundary management

Proposition 25:a Highly explicit preference leads more towards proactive boundary work

Proposition 25:b Explicit or moderately explicit preference leads towards active or reactive boundary work and boundary management for specific preferences

Proposition 25:c Implicit or not revealed preferences lead more towards passive boundary work and/or boundary management

5.2.3.3 The work/non-work process and the work/non-work self-identity

The processes presented above are based on the interrelation between boundary work, boundary management, work/non-work preferences and individuals' contexts. They thus still rely on preferences. However work/non-work preferences *per se* are not as central as one's work/non-work self-identity could be. In the meantime, the middle-managers' work/non-work processes show that **preferences are not static but dynamic in time.** This is clear for Marine. It is also perceivable for Brune and Thibault. The consequences of the dynamic nature of work/non-work preferences are double. First, they underline that the preferences are socially constructed in one's individual, organisational and societal contexts. This aspect reinforces the importance of knowing the origins of the preferences. **It reinforces the role of work/non-work self-identity in the development of one's work/non-work preferences**. Second, they jeopardise the role of preference as a sole self-regulatory in the work/non-work experiences and in the work/non-work processes presented above. As a matter of fact, preferences have been mainly seen as the "point of reference" enabling individuals to evaluate their work/non-work experience as satisfying (balance) or dissatisfying (conflict). This underscores the view of "fit" between one preference and ones' work/non-work experiences as the outcomes of the work/non-work process. This view supported among others by Kossek et al. (2006) and Edwards and Rothbard (1999) may be questioned if preferences change. It is important to realise that people can comprehend themselves and their work/non-work experiences in their contexts through work/non-work self-identity. The fit between the contexts, the preferences and the experience become no more central than a fit between work/non-work experiences and one's work/non-work self-identity. **The combination of work/non-work self-identity and work/non-work preference is what plays the role of self-regulatory in individuals' work/non-work experiences.**

Having a work/non-work self-identity, individuals apprehend their life domains and their relationships that is to say their work/non-work experiences (see P. J. Burke & Reitzes, 1981). By developing a work/non-work self-identity, individuals can handle with complexity and tensions in their work/non-work experiences (see Sveningsson & Alvesson, 2003). Handling such complexity is what is essential to their well-being and their sense of

equilibrium between work and non-work. This goes beyond the outcome of conflict and balance as suggested in the work-life field. Considering work/non-work self-identity and its connections to work/non-work experiences captures the process and not only the outcomes of the work/non-work experiences. It answers the work-life research gap 2 presented at the beginning of the thesis. When work/non-work self-identity is pushed, it can serve as a "click, whirr" effect (Cialdini, 1993). This may relate to Proposition 25. It is clear that the more explicit the preferences are, the more pushed they become and the more proactive and active is the work/non-work process. This is obvious with Sarah and Brune and to some extent with Marine. Similarly, having a strong work/non-work self-identity can enable individuals to solve work/non-work dilemmas more efficiently. It may be that individuals develop a larger battery of work/non-work activities to develop appropriate boundaries that can be suitable to their equilibrium. The development of one's work/non-work self-identity affects our daily as well as the long-term work/non-work activities. In the light of discussion above, the following propositions are derived:

Proposition 26 Individuals' work/non-work self-identity and individuals' work non-work preferences are interrelated and reinforce each other

Proposition 27 The combination of individuals' work/non-work self-identity and individuals' work non-work preferences serves as a self-regulatory mechanism for individuals' work/non-work experiences

Proposition 28 The work/non-work self-identity may affect the level of explicitness of specific or/and overall work/non-work preferences

Proposition 29 The work/non-work activities (daily and long-term) are affected by one's work/non-work self-identity

5.2.4 The work/non-work process as an emotional process

One of the dynamics behind the work/non-work process is emotions emerging during the work/non-work process. This shows that the work/non-work process is an emotional process. Considering the work/non-work process as an emotional process is an advancement in the work-life field where boundary management is seen as cognitive.

5.2.4.1 The work/non-work emotions

Two sets of work/non-work emotions emerge because one indicates satisfaction with the work/non-work process and the other dissatisfaction. To understand the role of these emotions in the work/non-work process, one must bear in mind their nature. Emotions are socially constructed. This view does not undermine that emotions are physical reaction telling how an individual feels

(see Hochschild, 1989). On the contrary, for Hochschild, it is a way to bridge the two former lines of thoughts on emotions, namely the organismic and interactional view. It is a manner to solve her dilemma between both points of view: "Emotions as more permeable to culture influence than organismic theorist have thought, but as more substantial than some interactional theorist have thought" (Hochschild, 1989, p. 28). Consequently, this does not deny emotions as physical reactions but shows that emotions originate as well from one's social interaction and social environment and are shaped in social contexts. What is important is that emotions as physical reactions are present to tell how one is feeling. Here, they are firstly to remind one specific individual about his or her existence. Additionally, emotions help an individual to reflect about his or her place in his or her social environment and thus in the society at a certain point of time. For Hochschild, emotion "as such it has a signal function: it warns us where we stand vis-à-vis outer or inner events" (Hochschild, 1989, p. 28).

Adopting that line of thoughts **emotions emerging in the work/non-work process have a signal function.** In the light of the domain development pillar, it indicates to individuals, whether life domain boundaries in their contexts are appropriately flexible and permeable. Hence, few work/non-work emotions emerge from one's relation with society so that the extent to which boundaries are socially placed and socially easily transcended influence individuals' work/non-work experiences. In the light of the domain management pillar, it indicates to individuals if their mental and concrete life domain boundaries are appropriately flexible and permeable in their contexts. It indicates if their levels of flexibility and permeability are either satisfying or dissatisfying. In other words, it signal to individuals whether they place and transcend life domain boundaries in a satisfying manner or not. It also indicates if their work/non-work activities enable them to place and transcend their life domain boundaries in a satisfying manner or not. **The emotions emerging in the work/non-work process have a signal function for one's work/non-work experiences signalling satisfaction or dissatisfaction**. **I call emotions emerging in the work/non-work process the work/non-work emotions.** Building on the work/non-work emotions emerging in the six work/non-work self-narratives, two sets of work/non-work emotions are identified. The first refers to emotions signalling satisfaction, the second to emotions signalling dissatisfaction. I refer to them respectively as positive and negative work/non-work emotions. The narrated positive and negative emotions are presented in Figure 5:l below. The following propositions are arrived at in the light of the discussion above:

Proposition 30 Work/non-work emotions are emotions developed in the work/non-work process taken place in individuals' individual, organisational and societal contexts

Proposition 31 Work/non-work emotions indicate to individuals how do they feel about their work/non-work process in their individual, organisational and societal contexts

Proposition 31:a Dissatisfaction with the work/non-work process is signalled by negative emotions
Proposition 31:b Satisfaction with the work/non-work process is signalled by positive emotions

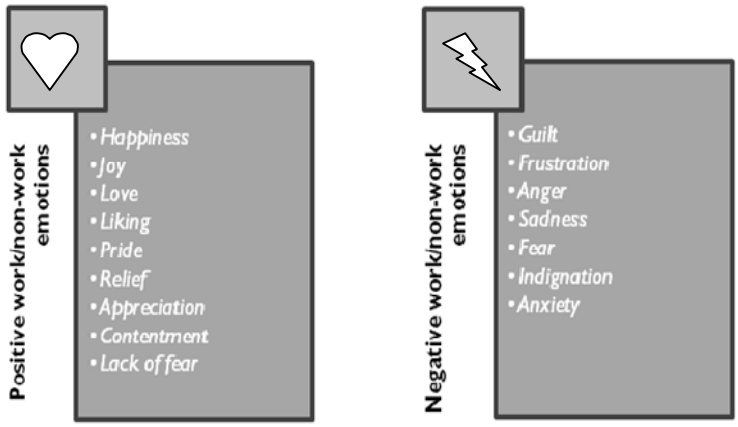


Figure 5:I - The positive and negative work/non-work emotions

5.2.4.2 The role of work/non-work emotions for individual's work/non-work process

As a signal function, work/non-work emotions may be seen as the emotional outcomes of one's work/non-work process. Negative emotions indicate dissatisfaction and positive emotions indicate satisfaction. Considering that the work/non-work process is based on the alignment of mental and concrete boundaries with one's individual, organisational and societal contexts as well as between the mental and concrete boundaries, emotions will indicate that mental and concrete boundaries are not aligned with one's contexts and not with one another. This apparently would lead to a conflict. Reciprocally, positive emotions will indicate that mental and concrete boundaries are aligned with one's context and with one another. This would indicate some enrichment between domains. This leads to the following propositions

Proposition 32 Work/non-work emotions reveal a sense of work/non-work conflict and/or work/non-work enrichment
Proposition 32:a Negative/dissatisfying emotions are conflicting emotions and relate to the feeling of work/non-work conflict
Proposition 32:b Positive emotions/satisfying emotions are enriching emotions and relate to the feeling of work/non-work enrichment

It can then be argued that positive emotions may enable individuals to rely on their mental and concrete boundaries. Individuals' work/non-work process aims at maintaining boundaries and their interaction the way they are to enable such enrichment. **In line with Nippert-Eng (1996), the boundary process will be more focused on transcendence**. On the contrary, dissatisfaction leads individuals to continue their work/non-work process either through a further boundary work (change mental boundaries) or a further boundary management (change concrete boundaries) in order to avoid conflict. **In line with Nippert-Eng (1996), individual's work/non-work process will be focused on placement.** Building on the concept of "emotional memory" redevelop in the context of emotional acting and emotional labour (see Hochschild, 1989, p. 28), work/non-work emotions are memorised and as a social constructivist researcher, I say that they are internalised into one's work/non-work self-identity. Emotions that have emerged in previous work/non-work process are captured in one's past experiences as well in one's work/non-work self-identity. Individuals recall such emotions while engaging in their work/non-work process. Work/non-work emotions become a central driver of the work/non-work process. The following proposition can be derived:

Proposition 33 Work/non-work emotions are one principal driver of the work/non-work process leading to consider work/non-work process as an emotional process

- **Proposition 33:a** Work/non-work emotions are integrated into one's work/non-work self-identity by being memorised and internalised so that they serve as a catalyser for future work/non-work experiences
- **Proposition 33:b** Negative emotions lead to a work/non-work process focused on placement
- **Proposition 33:c** Positive emotions lead to a work/non-work process focussed on transcendence

Based on these different theoretical propositions, I revisit the boundary management pillar as in Figure 5:m below and redefine it as follow:

The boundary management pillar synthesises the processes of managing one's mental and concrete boundaries in one's individual, organisational and societal contexts in the lens of one's work/non-work self-identity and preferences for segmentation and/or integration. The aim of the process is to reach a satisfying work/non-work process (enrichment) signalled by positive work/non-work emotions respectively minimising dissatisfying work/non-work process (conflict) signalled by negative work/non-work emotions.

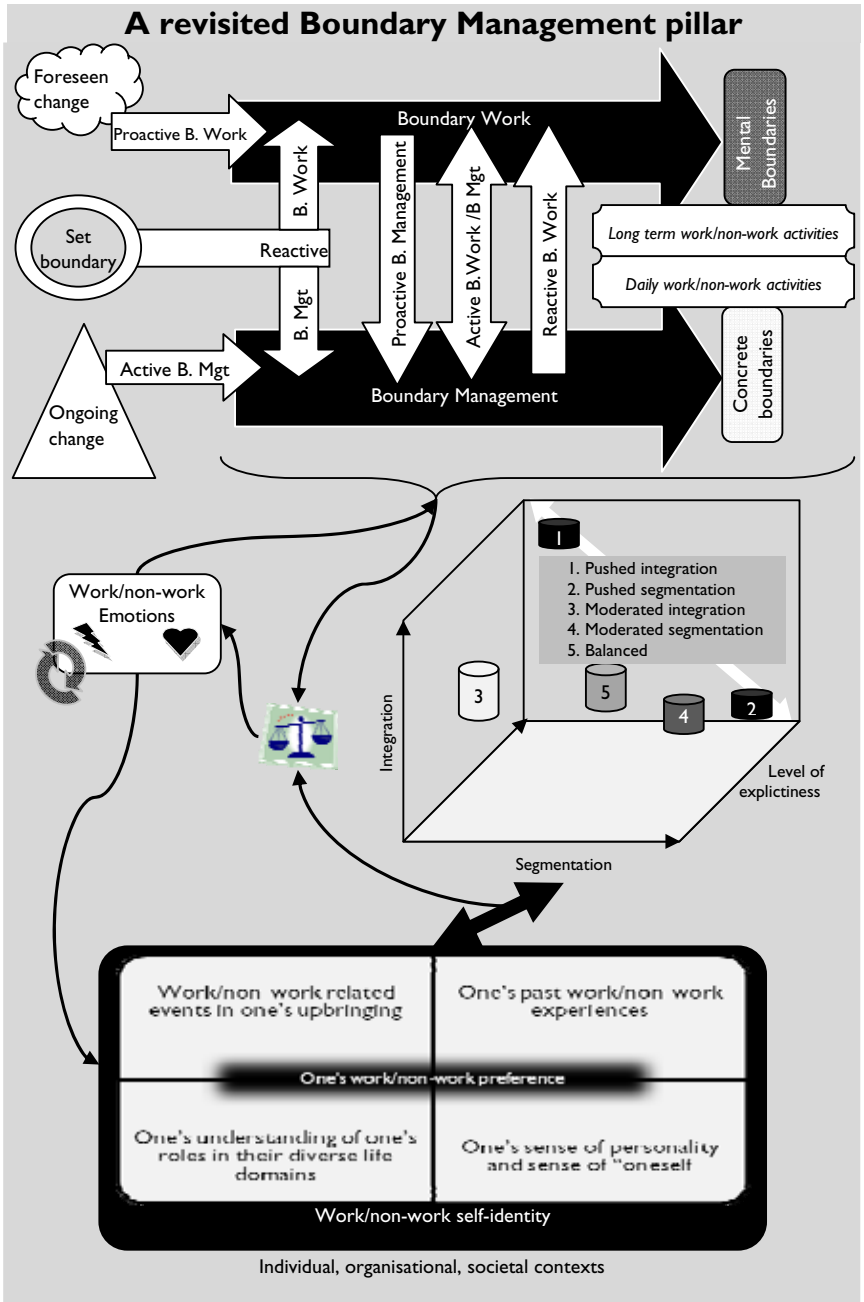


Figure 5:m - A revisited boundary management pillar

Chapter 5.3
Experiencing work/non-work

The purpose of this thesis is to theorise individuals' work/non-work experiences. The aim of this chapter is to present a model for individuals' work/non-work experiences. The model is developed by combining both pillars of the boundary perspective. The first section combines both pillars into a model of individuals' work/non-work process. The second section discusses the individuals' experience and their having of a dual objective.

5.3.1 A model for individuals' work/non-work experience

Having remodelled both pillars of the boundary frame, it is time have them connected. The combination of the concepts of domain development and boundary management pillars makes it possible to understand how individuals are segmenting and integrating their different life domains. **Combining both pillars one can theorise individuals' work/non-work experiences.** The point of contact between the boundary development and boundary management pillar are the mental and concrete boundaries as outcomes of the work/non-work process in the boundary management pillar. They are the starting point of the domain development in the boundary development pillar. It should be borne in mind that the outcome of the work/non-work process is the making of boundaries more or less flexible and permeable giving , in turn, a sense to the domains when combined with the goals of the domains (Proposition 4 and Proposition 5). These boundaries have to be understood in the framework of the two-level approach for work/non-work boundaries (Figure 5:a). This approach is based on a systematic combination of seven boundaries (temporal, spatial, human, emotional, behavioural cognitive and psychosomatic) (Proposition 1) and their dual nature as concrete and mental (Proposition 2). Having that connection and this basis in mind, it is possible to combine **Figure 5:j and Figure 5:m into one model the individuals' work/non-work experiences as in Figure 5:n - Model for individuals' work/non-work experience below.** The following describes the logic of this model building on major theoretical propositions made in Chapters 5.1 and 5.2.

The boundary management pillar goes further than considering the work/non-work preferences as the sole central mechanism in individuals' work/non-work experiences. Instead it views the combination of individuals' work/non-work self-identity and individuals' work non-work preferences as serving as a self-regulatory mechanism for individuals' work/non-work experiences (Proposition 27). In that regards, the work/non-work self-identity is how individuals integrate their work/non-work experiences in the understanding of themselves

as individuals acting between their various life domains (Proposition 17). The work/non-work self-identity is developed through the understanding of one's work/non-work preferences in relation to their origins namely the work/non-work related event in one's upbringing, one's past work/non-work experiences, one's understanding of one's roles in their life domain and one's sense of personality and sense of "oneself" (Proposition 18). The latter five elements represent the social origins of the work/non-work preferences (Proposition 15) that are not necessarily systematically related to gender, age or personality traits and other individual characteristics (Proposition 16).

Individuals' work/non-work self-identity and individuals' work non-work preferences are interrelated and reinforce each other (Proposition 26). There combination represents the self-regulatory mechanism of individuals' work/non-work experiences (Proposition 27) so that individuals' work/non-work self-identity may affect the level of explicitness of specific or/and overall work/non-work preferences (Proposition 28). It therefore affects the five archetypes of work/non-work preferences that are emerging from combination of diverse level of segmentation, integration and explicitness for segmentation and integration (Proposition 14). Such combination consists of a three-dimensional model of individual work/non-work preferences (Figure 5:h). These archetypes are as follow. First, individuals with an overall preference for pushed integration strongly value integration, but recognise that a minimum segmentation is essential for some of their specific boundaries. Such overall preference is highly explicit (Proposition 14a). Second, Individuals with an overall preference for pushed segmentation strongly value segmentation, but recognise that a minimum integration is essential for some of their specific boundaries. Such overall preference is highly explicit (Proposition 14b). Third, individuals with an overall preference for moderated integration value integration, but have natural segmentation preference for few of their specific boundaries. This overall preference is implicit (Proposition 14c). Fourth, individuals with an overall preference for moderated segmentation value segmentation, but recognise that integration is essential for some of their specific boundaries. Such overall preference is explicit (Proposition 14d). Fifth, individuals with an overall balanced preference value integration for some of their specific preference and segmentation for other specific boundaries. Such overall preference is moderately explicit (Proposition 14e).

In line with these archetypes few main elements need to be specified. Overall preferences and specific preferences for one type of boundary can be distinguished (Proposition 9). The level of explicitness of specific and/or overall work/non-work preference depends on two characteristics: self-awareness and outspokenness (Proposition 10). Awareness refers to the extent individuals are aware of their overall or/and specific work/non-work preferences (Proposition 10a) and outspokenness refers to the extent individuals speak out their overall

or/and specific preferences to oneself and others (Proposition 10b). Both characteristics are combined so that five levels of explicitness can be identified, i.e. not revealed, implicit, moderately explicit, explicit and highly explicit (Proposition 10d) . An important element is that individuals are always aware of their overall preferences but may be not aware of some of their specific preferences (Proposition 10c). Finally, the preference for few specific boundary types play a central role in the determination of the overall preference (Proposition 11). In other words, overall preferences are influenced by preferences for human boundaries (Proposition 11a) and overall preferences are moderately influenced by preference for temporal and negative cognitive preferences (Proposition 11b)

With such work/non-work preferences, individuals engage themselves in a work/non-work process that takes place in individual, organisational and societal contexts that also situate the development of life domain (Proposition 5). The work/non-work process is concerned with the flexibility and permeability of mental and concrete boundaries that are also dictated by the goals of the domains (Proposition 4). The flexibility and the permeability of mental and concrete boundaries are reached respectively via the boundary work process and the boundary management process deployed in work/non-work activities. Boundary work is defined as the process of placing and transcending mental life domains boundaries, i.e. the process of mentally rendering boundaries more or less flexible and permeable. Boundary work leads to the development of mental boundaries through mental daily and long-term work/non-work activities (sense-making) (Proposition 19). Boundary management is defined as the process of placing and transcending concrete life domains' boundaries, i.e. the process of concretely rendering boundaries more or less flexible and permeable. Boundary management leads to the development of concrete boundaries through concrete daily and long-term work/non-work activities (Proposition 20).

Individuals engages themselves in a work/non-work process which nature is a mix of the natures for the boundary work and boundary management processes (Proposition 21). The nature of the work/non-work process depends on one's understanding of one's individual, organisational and societal contexts and of the interrelations between mental and concrete boundaries (Proposition 22). On the one hand, the boundary work process can be reactive, active, proactive, retroactive and passive (Proposition 23). First, a reactive boundary work occurs when a boundary is externally set so that individuals decide to cope with it by modifying mental boundaries or creating new mental boundaries. In case the set boundary does nor hinder one's work/non-work experiences, reactive boundary aims at maintaining the concrete boundaries in line with the external boundary (Proposition 23a). Second, an active boundary work occurs when mental boundaries are created, maintained or modified at the same time as concrete

boundaries (Proposition 23b). Third, a proactive boundary work occurs when mental boundaries are created, maintained or modified because a change has been foreseen (Proposition 23c). Fourth, retroactive boundary work occurs when mental boundaries are created, maintained or modified as a direct result of created, maintained or modified concrete boundaries (Proposition 23d). Fifth, passive boundary work occurs when mental boundaries are not intentionally created, maintained or modified in the frame of changes in one's contexts or of dissonances between mental and concrete boundaries (Proposition 23e). On the other hand, the boundary management process can be reactive, active, proactive and passive (Proposition 24). First, a reactive boundary management occurs when a boundary is externally set so that individuals decide to cope with it by modifying concrete boundaries or creating new concrete boundaries. In case the set boundary d not hindering one's work/non-work experiences, reactive boundary aims at maintaining the concrete boundaries in line with the external boundary (Proposition 24a).. Second, an active boundary management can occur when concrete boundaries are created, maintained or modified at the same time as mental boundaries. An active boundary management also occurs when concrete boundaries are created, maintained or modified at the same time as ongoing changes where individual intentionally take part in their creation, maintenance or modification(Proposition 24b). Third, a proactive boundary management occurs when concrete boundaries are created, maintained or modified as a direct result of created, maintained or modified mental boundaries (Proposition 24c). Fourth, a passive boundary management occurs when concrete boundaries are not intentionally created, maintained or modified in the frame of changes in one's contexts or of dissonances between mental and concrete boundaries. (Proposition 24d).

Bearing these diverse processes in mind, it should be noticed that there is a relation between the level of explicitness of boundary and the nature of the process (Proposition 25). In that regard, highly explicit preference leads more towards a proactive boundary work (Proposition 25a), explicit or moderately explicit preference leads towards an active or reactive boundary work and boundary management for specific preferences (Proposition 25b) and implicit or not revealed preference leads more towards passive boundary work and/or boundary management (25c). With the work/non-work self-identity affecting the level of preferences (Proposition 28), one can conclude that having a strong work/non-work self-identity will add more proactivity to the work/non-work process . The work/non-work self-identity will also affect the work/non-work activities (daily and long-term) that correspond to mental and concrete activities individuals engage in their work/non-work process (Proposition 29).

The outcomes of the work/non-work are the mental and concrete boundaries that are, more or less, less permeable as well as, more or less permeable. The

important dynamic in this process is the alignment between mental and concrete boundaries through which life domain emerges (Proposition 2). As a matter of fact, when both natures are aligned a domain emerge in terms of the boundary type in focus. When both natures are not aligned, both domains concerned are blurry in terms of this boundary type (Proposition 6). Through the combination of the diverse boundaries, diverse life domains emerge. These domains develop in individual, organisational and societal contexts in which the goals for each domain are embedded (Proposition 5 and 7). As a result, four main domains become central while considering individual's work/non-work experiences: the work, the family, the social and the private (Proposition 8). "The work" is a domain emerging in the context of relationships between one individual and one's work based on providing a quality work as agreed upon between one individual, one's employer but also colleagues. (Proposition 8a). "The family" is a domain emerging in the context of relationships based on affection and love and enabling support between parts. It brings safety and love to one individual (Proposition 8b). "The social" is a domain emerging in the context of relationships between one individual and the people in one's social environment imparting a sense of belongingness and friendship. It offers restoration and support to the individual (Proposition 8c). "The private" is a domain emerging in the context of seeking one's own well-being and own development while performing activities for oneself and facilitating recovery. It enables individuals to disconnect from other domains and find a sense of personality and sense of oneself (Proposition 8d).

The interaction between these domains depends on their boundary characteristics. The outcomes of the work/non-work process as the constellation of these four domains is evaluated in the lens of one's work/non-work self-identity and one's work/non-work preferences. To tell the truth, this evaluation occurs in the context of the emergence of work/non-work emotions developed in the work/non-work process taken place in individuals' individual, organisational and societal contexts. (Proposition 30). These work/non-work emotions indicate individuals how do they feel about their work/non-work process in their individual, organisational and societal contexts (Proposition 31) where dissatisfaction with the work/non-work process is signalling by negative emotions relating to the idea of conflict (Proposition 31a and Proposition 32a) and satisfaction with the work/non-work process is signalling by positive emotions relating to the idea of enrichment (Poposition 31b and Proposition 32b).

In conclusion, the work/non-work emotions are one principal driver of the work/non-work process leading to consider work/non-work process as an emotional process (Proposition 33). They are integrated into one's work/non-work self-identity by being memorised and internalised so that they serve as a catalyser for future work/non-work experiences (Proposition 33a). Negative

emotions will lead to a work/non-work process focused on placement (Proposition 33b), whereas positive emotions lead to a work/non-work process focussed on transcendence (Proposition 33c).

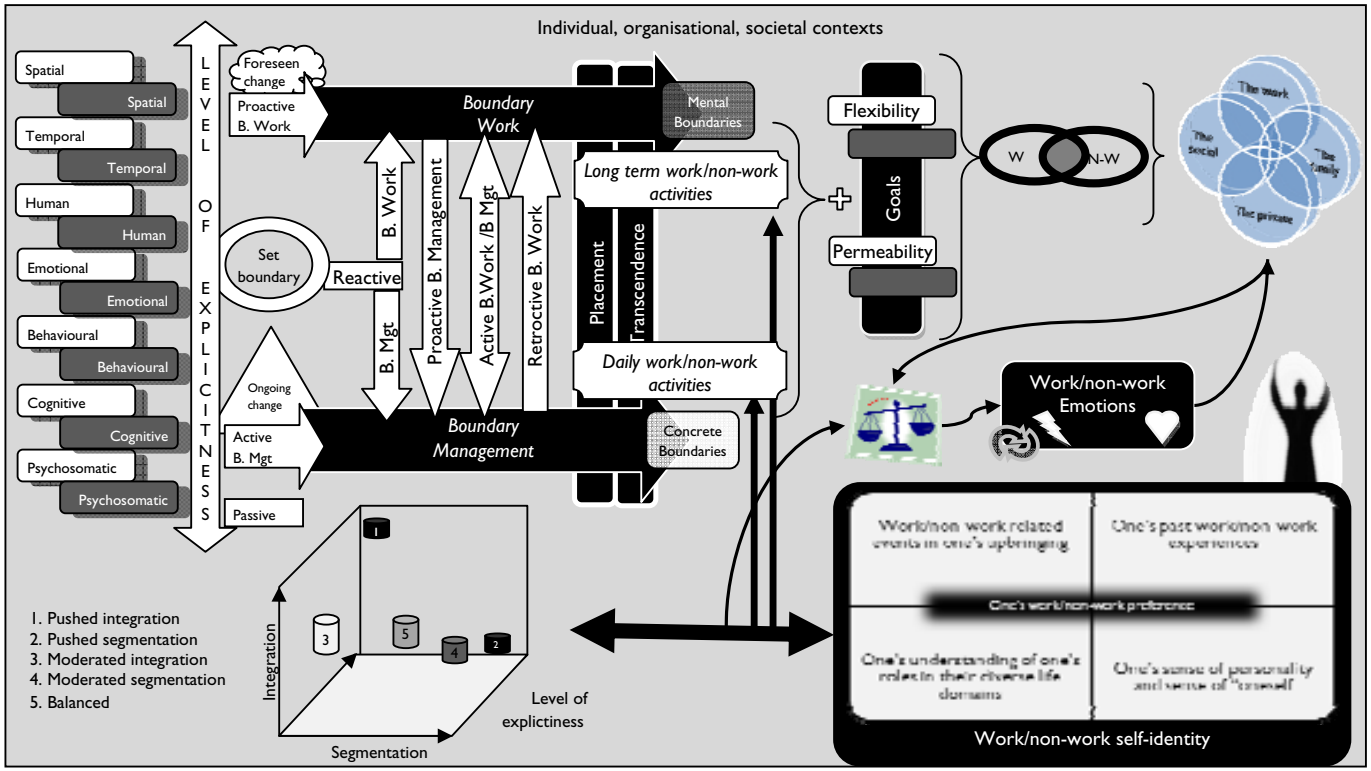


Figure 5:n - Model for individuals' work/non-work experience

5.3.2 The twofold objective of individuals' work/non-work experiences

From the analysis of the individuals' work/non-work experiences it becomes clear that **segmentation and integration are valued but to different degrees for each individual.** The exploration indicates in diverse manners that integration and segmentation play a different role in the eyes of each individual. Hence, it is suggested that **segmentation may refer to a daily preference whereas integration may thus be seen as a long term strategy.** In other words, this indicates two contexts for each preference where in the "daily" context segmentation is "better" than "integration". This is perhaps in line with Kossek (2003, p. 14) who indicates that "there may be times when setting boundaries between work and home and structure may be desirable" on a daily basis. When examining work/non-work activities, one can draw similar conclusions. Daily **and long-term activities** can be distinguished where daily activities are more segmenting and long-term activities are confined to integration. While these activities may be seen in opposition to each other, they interact one with another. I refer to such dynamics as the twofold objectives of the individuals' work/non-work process.

Segmentation is daily valued and daily managed through the development and management of mental and concrete temporal, human and to a lesser extent spatial cognitive boundaries. It avoids blurring between their major life domains. Daily segmentation is mostly intentional. Daily segmentation is central for individuals who report numerous segmenting activities to reach such segmentation. Daily segmenting relates to a certain focus on p**lacement activities**. Based on Nippert-Eng, the focus on placement implies that domains are rather permeable. One further explanation for daily segmentation is the overall societal context. It seems that these middle-managers are living in a contemporary society that they perceived to be organised around the idea of integration. In the eyes of the storytellers, such a contemporary context renders domains permeable so that they face a certain high level of permeability that should be handled for them. This is expressed by Marine for whom integration and blending are perceived as a norm in the organisation and by Sarah for whom integration is the societal norms. This is also expressed for the specific boundary for which individuals seek segmentation. Integration is valued on the long term. It is handled through the development and management of mental and concrete emotional, psychosomatic and spatial boundaries that become central on the long term. It is reached by assuring that central life domains are spatially close to one another and that individuals do not suffer from emotional dissonance of being two diverse persons in different domains. Integration makes crossing simpler and in the long term a source of energy and enrichment in an

individual's life as a whole. Long-term integration is more intentional and more proactive. **Both daily segmentation and long-term integration are connected in individual's work/non-work experience so that they complement one another.** This is in line with most of the coping strategies for stress where segmentation enables restoration (See Sonnentag & Bayer, 2005; Sonnentag & Kruel, 2006) and with the enrichment theory between work and non-work (Greenhaus & Powell, 2006). **It is impossible to reach long term objectives of integration without a daily segmentation**. Such complementariness reinforces the multi-nature of the work/non-work process.

The contemporary environment is in opposition to the 1980s when the work-life debate started. The contemporary environment facilitates long-term integration whereas daily segmentation is hindered. Such environment does not support individuals' expectations about their individuals' work/non-work experiences. **It requires a continuous individual's work/non-work process.**

Back to the humanistic case

In the introduction, I call for the adoption of humanistic case to interpret individuals' work/non-work experiences to theorise individuals' work/non-work experiences in their individual, organisational and societal contexts. The call and purpose have been pursued while presenting the work-life field. Part 5 and especially Chapter 5.3 consist of the theorisation of individuals' work/non-work experiences in their individual, organisational and societal contexts. Part 5 addresses issues related to the purpose of the thesis which contributes to the work-life field as a model for individual's work/non-work experience. The model opens a new way of thinking and comprehending individuals' work/non-work experiences. The aim of this conclusion is to clarify the contributions of this thesis and discuss its relevance to the call for a humanistic case.

The humanistic case and the self-narratives

The call for a humanistic case claims an understanding of individuals' work/non-work experiences. Such experiences have been however not fully been presented in former research. **A strong contribution of this thesis is thus the six work/non-work self-narratives presented in part 3**. These self-narratives offer the work-life empirical cases of individuals, facing work/non-work dilemmas either in an explicit or a more explicit manner. These self-narratives give voices to individuals who strive to make sense of their relations between work and non-work in their realities that are socially constructed. The self-narratives offer the work-life such social view of individual's work/non-work experiences. It reinforces the social view accepted in the work-life by illustrating how one's individual, organisational and societal context may affect one's work/non-work experiences such as the internalisation of social boundaries into one's mental boundaries. Additionally, the spectrum of the self-narratives in terms of diversity of work/non-work experiences clearly shows that work/non-work experiences are unique. The analysis of each element and the illustration of each work/non-work process demonstrate the diversity among individuals. **I argue that these self-narratives give depth to the humanistic case.**

Theoretical contributions

This section sheds light on the theoretical contributions in the work-life field, the boundary perspective and research with a bearing on French middle-management.

Contributions to the work-life field

Two major gaps, in the work-life are raised in Part 1. The first gap concerns the diversity of domains that have been conceptualised in the work/life field. This thesis brings to light the existence of four major domains: **the work, the family, the social and the private**. This constellation emerges from individuals' work/non-work experiences. The fact that it is empirically driven is in itself a contribution to the field. This constellation goes beyond the traditional 'work' and 'family' domains and provides a view which is finer than the two broad 'work' and 'non-work' domains or the most current view of life domains in the work-life field as work, family and personal life. It problematises the life domains from individuals' perspective, indicating that individuals are concerned by four major relationships, work relations, family relations, social relations and the relations with themselves. It answers part of the gap rendering life not being so simple. It should be noticed that few research in the work-life field are known for their tendency to see life as too simple. We may be passing through a time in which it is of immense significance to realise that our world is a complex one (*III International Conference on Work and Family - ICWF*, 2009). This constellation does not *per se* render a complete diversity. However, the development process of the domains and the indication that domain characteristics are thought of in the terms of domains, sub-domains and overarching domains reveals that **life is seen as a set of 'multi-domain' and 'multi-layer' arena. This adds complexity to individuals' life**. The constellation of four domains has similarities to the categorisation made recently by Friedman (2008), namely work, home, community and self. They touch upon the same aspects of individuals' life. The general similarity adds credibility to the constellation presented here and may show that managers across boundaries are concerned by these four domains. Another strong similarity is the presence of the "self" in one and the "private" in the other. These two domains are both important since psychosomatic boundaries are defined with a focus on well-being in terms of feeling good in mind, body and spirit. Thévenet (2001) indicates in the French context the importance of personal development as a domain. The notion of "self" is currently in focus in the work-life research and discussion on the work-life field (see E Demerouti, 2009). Demerouti summarises the discussion as follows:

> "Here could the 'self' be the missing link for understanding the formation of the interaction between work and non-work. In this study, therefore, the possibility of a stand-alone self as an additional element in the work-life balance. The 'self' is not seen as personal characteristics such as age and education, but all those qualities of an individual that make him/her unique including interests, preferences, hobbies, wishes and fears. Therefore, in this study, the self is conceived as the time spent on personal matters independent of the family domain (home) or work area (work). A person may not have time for him/herself because of being too busy with work or family, but s/he can also be busy with personal problems during work which do not relate to family. Also, a person in a

(E Demerouti, 2009)

This thesis offers a definition of the domain which is a contribution to the work-life field:

> The private is a domain emerging in the context of seeking one's own well-being and own development while performing activities for oneself and facilitating recovery. It enables individuals to disconnect from other domains and find a sense of personality and sense of oneself

The second gap raised in the work/life field concerns the strong focus the work-life field places on the outcomes of the work/non-work relationship. It underlines that the current concepts of conflict, balance, enrichment, facilitation may have been unable to solely and fully account for individuals' work/non-work experiences as they focus too much on the outcome of the process and not on the experiences. The thesis focuses on the opposite side that is to say on the process, materialised by the model presented in chapter 5.3. It is evident that individuals do not completely self-narrativise their work/non-work experiences in terms of conflict, balance or enrichment. The ideal equilibrium or harmony is however used. The question is what implications the labelling will have. I believe that one implication is the focus on the work/non-work experiences as being foremost an emotional process. Chapter 5.2 shows the centrality of work/non-work emotions where negative emotions relate to the feeling of conflict and positive emotions to the feeling of enrichment. Seeing work/non-work experiences as emotional undermines the view of boundary management as cognitive decision making (see Kossek et al., 2005). Whereas the focus of the model is indeed the process behind the work/non-work experiences, it is to be noticed that to understand it, attention must be paid to outcomes. To me the combination between both is essential when considering that work/non-work experiences take place in the perception of one's individual, societal and organisational contexts.

Contributions to the boundary perspective

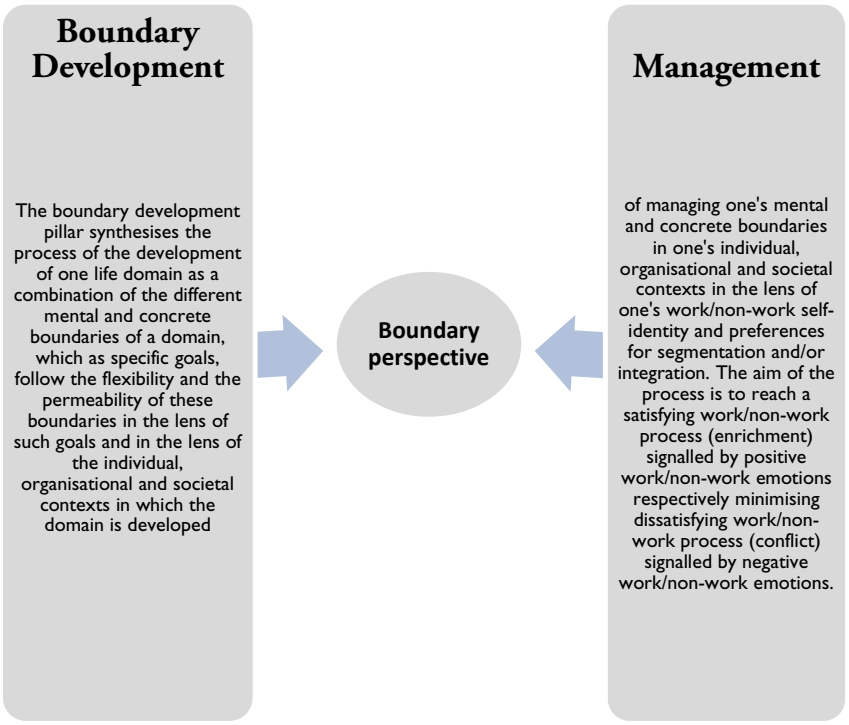


Figure 5:o - The boundary perspective

1. **The two-level approach model for work/non-work boundaries** contributes to the understanding of life domains as multi-dimensional and as multi layered. On the one hand, it shows that it is obsolete to solely focus on time and space and that five other boundaries are essential to individuals' experiences: human, emotional, behavioural, cognitive and psychosomatic. It thus enlarges the spectrum of boundaries that can be considered so that it answers the call made by Kossek et al. (2005). The two-level approach model gives form to the centrality of human boundaries that have so far been over looked (Cohen, 2008; Kylin, 2008). The importance of human boundaries in an individual's experiences is underlined by the fact that they have been seen as central in the determination of work/non-work preferences. Human boundaries are also one boundary type for which strong connections between preferences, mental and concrete boundaries could be found. They are determining our actions. This underlines the social nature of individuals. Considering human boundraies supports Clark's work/family border theory (2000). Other boundaries like the cognitive boundaries become essential for a daily segmentation. This is clearly related to the coping field where "switching mentally" is vital (Sonnentag, 2003; Sonnentag & Kruel, 2006; Zijlstra & Sonnentag, 2006). On the other hand, the two-level approach model for work/non-work strengthens the necessity to combine mental and concrete boundaries in a systematic manner. This consideration is becoming essential as the alignment between both natures is what makes a domain a domain and not a blurred domain. Such alignment is central as it avoids dissonances that can be negative for one's well-being if they are not understood. **The two-level approach model for work/non-work boundaries answers the theoretical gap 1.**

2. **The three-dimensional model of work non-work preferences** is also one of the major contributions to the boundary perspective. Hence, previous research acknowledges the continuum between integration versus segmentation as a mirror of preferences. Such view as shown in this tehsis but results required to go further. Considering the nuances between integration and segmentation may help to better understand individuals' work/non-work conflict. Such nuances are suggested in regards to three dimensions: segmentative preference, integrative preference and level of explicitness of the preferences. **It leads to five major archetypes where none of them is extreme on segmentation or integration.** This model contributes to the boundary perspective since it is the first time that integration and segmentation are clearly placed as two complementary processes. Even if one could argue that such complementariness may have

been implicit in the continuum while considering position besides the extreme, their relations were however not as so evident. This model contributes to the boundary perspective as it indicates that preferences are never pure integration and integration. To the author's knowledge, and in the light of the theoretical gap 3, it is the first time that such a connection is clearly made. This model differs from Bulger et al. (2007) as it considers boundaries as integrating or segmenting and not domains. This model undermines the "either/or" interpretation that one may have of the continuum and opens up for a "and" view on segmenting and integrating. This finding corroborates the view that integration versus segmentation needs to be abandoned and the continuum should be considered on its entire span. This clarity is additionally associated in a systematic manner with the level of explicitness which has never been developed in the work/non-work literature. It **is also supported by the twofold objectives of the work/non-work experience**. Such objectives give truth to Ashforth et al. (2000) in the complementariness of segmentation and integration. The authors indicate that the disadvantage of one is the advantage of the other. In the presented work/non-work experiences, this dilemma is present. But it is also revealed that reaching long-term integration between life domains is a long-term process, hence it is essential have to a better sense of the equilibrium. Such long term objectives require in our contemporary society to segment daily some central boundaries. Connecting both gives depth to individuals´ work/non-work experiences and undermines the dual view in the work-life field. This contribution is related to the proposition of a "t" for work/non-work preferences. This supports the call for a humanistic case made in the introduction where neither segmentation nor integration is solely valued and can solely be seen as the answer to individuals' work/non-work experiences. **This model is part of the answer to gap 4.**

3. **The work/non-work self-identity becomes a central element in one's work/non-work experiences and acts with work/non-work preference as a self-regulatory mechanism.** It is not enough to understand the work/non-work process preferences only, one needs to understand their their origin. Knowing oneself and the reason behind one's action between work and non-work is central. This answers part of the question on the role of preference in the work/non-work process. The concept of work/non-work self-identity is not to be confused with the idea of work-life identity that has been used to define what is also refereed as the centrality of domains or of role indentification (Olson-Buchanan & Boswell, 2006). It is not about knowing what domain is essential or what you want to integrate and segment. It is about how to understand why you want to do it. This new concept of work/non-work self-identity is defined as "how individuals integrate their work/non-work experiences in the understanding of

themselves as individuals acting between their various life domains". The development of such self-identity becomes central as it influences how perception of one's context and the nature of the process we are engaged in. The concept of work/non-work self-identity has practical implications for organisation and individuals. **This concept is another part of the answer to gap 4.**

4. **The definition of boundary work and boundary management processes and their related natures is another contribution to the field.** First, the work/non-work process is seen as a combination of three elements, boundary work, boundary management and work/non-work preference. These three elements need to be understood on one's individual, organisational and societal context. Second, **the nature of the work/non-work process exposes the complexity behind the work/non-work experience.** Being engaged in a work/non-work is not only a proactive or reactive process but a mix between diverse dynamics. This adds to the importance of listening to individuals in their diversity and thus the importance of the humanistic call. Such dynamics emerges in two contexts. First, the relation to one's context and the apprehension of one's diverse context. Second, it relies on the aligning process between concrete and mental boundaries. The main contribution is here the definition of new types of process and their social origins. The study thus goes beyond the observation made by de Man, de Bruijn, and Groeneveld (2008) of two processes and goes largely beyond the traditional view of proactivity (see Ashforth et al., 2000). These two contributions are essential in our contemporary context as it is seen that the latter affect individual willingness and abilities in their own work/non-work process. It is evident that integration is today largely more socially accepted than segmentation where segmentation requires individuals' engagement. The diverse processes presented underline individuals' willingness in creating; maintaining and modifying mental and enacted boundaries as it connect the work/non-work process to preferences and their explicitness. It underlines the individuals' capacity to create, maintain and modify mental and enacted boundaries as it connects the work/non-work process to one's context where external boundaries are set or socially constructed. This is supplements the view Bulger et al. (2007) to consider both willingness and ability as part of the work/non-work process. This gives some insight in how gaps 2 and 3 have been answered.

5. **Viewing the work/non-work process as emotional process contributes to the work-life or** non/non-work literature that has been in focus on boundary management as a cognitive process. It opens up for new exploration of the process as the thesis adds to the current discussion on the work life field regarding the importance of moving beyond the cognitive

decision-making process in work/non-work (
, 2009). Work/non-work emotions render the work/non-work process more human. They also contribute to the humanistic case. The work/non-work emotions have strong implications for individuals and organisations. It thus gives depth to gap 3.

Contributions to the French middle-management research

[79] But also the other seven middle-managers who took part in this research

(Coyne, Rothbard, & Wilk, 2009). **This also shows the loneliness of middle-managers in organisations and the importance of networks as resources for work/non-work dilemma**. Such loneliness forces them to seek integration so that they often talk more than they ought too so that it can create gap between mental and concrete cognitive boundaries. Additionally, it is striking that most of them are largely confident of their technical skills. What they need is getting confirmation on simple differences regarding certain points of view. Getting advice on human relations becomes more of a serious matter. This also shows that people who become middle-managers may lack human skills to handle human problems. From a skill perspective (see Northouse, 2007) reaching excellence in their new role as listeners or motivators (Engel, 1997) is not given.

2. The understanding of their role plays a central part in their work/non-work self-identity and in turn on their preference and boundary management. **What becomes important here is the role of university education.** It is important to raise the level of awareness of future generation on the compatibility between their view as managers and their work/non-work preference. Such awareness may avoid dissonances such as the one experienced by Marine. Hence her understanding hinders her work/non-work process as it represents the opposite of her personality. Whereas she desires to segment, being true to herself creates emotional dissonance. For the others, their understanding supports their preferences for integration.

3. The working conditions are also characterised by the French hierarchical system and the working culture largely based on paternalism. It is also evident that the current task plays a meaningful role in their work that then spills over their non-work. They get enerby in being innitiaor of projects. finally, what is striking is the silence towards work/non-work policies that their companies have. This corroborates the findings of Ollier-Mallaterre (2007) on a certrain detavment of such policies or maybe their inexistence.

Methodological and method contributions for the work/non-work research

(see Czarniawska, 2004; Riessman, 1993). It may be a strategy to access the work/non-work process without introducing biases during interview questions. I believe that such narrative approach has proved to be central to listen to and understand individuals' work/non-work experiences but also to access intention, preference and enotions the work/non-work experiences. The approach may be useful for further research and in practice. The practical implications of the methods are presented below.

Implications for individuals and organisations

For Human Resource and organisations

The first set of implications is based on a change of mind for HR. First, it is important to understand that time and space is not the clues or

keys to manage work/non-work. It is central to understand that flexibility of time and space is not what is going to enable people to resolve their work/non-work issues. This is due to the fact that temporal boundaries become blurry while their segmentation on a daily basis is central for people. Then space is neither the central boundary in one's work/non-work preferences, in one's boundary work nor boundary management. One central issue is the human boundaries, as well as the cognitive and behavioural boundaries. It is in that regards that it is important to review policies and mostly our social practices to enable such aspects to be carried in organisation. These aspects may be essential to render policies accessible to individuals and to render workplace attractive. Second, it is about the change of mind about the diverse domains of which life is composed. It is important to go beyond work and family and give palce to the social and the private. Again this is about having new eyes when developing policies and social practices. For the private, it requires reserve and acceptance from others in the organisation about the possibility of having one's "own" domain. The importance of group level is central in the work/non-work experiences. It is important to make sure that integration should not be the norm and that having such private domain is essential for people. Overall these two changes of mind should participate in the development of "family-acting" corporate culture where HR should play a role as a guardian of human values in regards to work and non-work. It is about living up to the "Human" in the HR {Bolton, 2007 #338}. This is obviously to be connected with the demonstration that neither segmentation nor integration could be organisational answer and that at least five archetypes could be found.

2. **The second set is perhaps more directly related to few propositions made in this thesis**. The explicitness of preferences may be essential for individuals in organisations as it may contribute to group dynamics. It may be important for individuals to discuss their preferences to avoid conflict in groups and teams. It is important to engage individuals in self-reflection about their preferences and their origins, which is to say about their work/non-work identity. Such higher level of awareness may enable more efficient work/non-work process as it will make people more alert in their environment and develop activities helping the alignment of their mental and concrete boundaries. Another implication is the role of emotions. It is time for them to be accepted in order to apprehend one's environments. It is often sensible in organisations to express emotions. However, some of these emotions may be work/non-work emotions and are thus central to work and the workplace. It also may be the time to learn how to recognise such work/non-work emotions at the level of organisations to better understand the organisational climate and how work affects positively or negatively individuals and their work/non-work self-identity.

3. **The last set relates to how a humanistic case for work/non-work relationships can be reached**. I believe that this thesis relies on a specific way to generate narratives for people to talk about their work/non-work experiences in a greater detail. The three-step interview approach is essential to concretely touch upon work/non-work experiences that are per se abstract. It enables to explore individuals' life domain and their interaction where the latest, rendered accessible, can also be made by the use of the "life puzzle". Friedman (2008) adopts a similar "puzzle" method which reinforces the importance to render domains and their interaction tangible when discussing them. Contrary to Friedman (2008), the method presented in this thesis is based on an individual exploration of domain. The use of diary can be essential to qualitatively access work/non-work experiences on a daily basis. The narrative approach applied in this thesis may be developed for training purposes as well as for consulting and personal development talk. The gradation in the interview series (broad exploration of life, further exploration of domains, and exploration of their interactions) becomes essential as it focuses the interaction on the individuals themselves. The use of the "life puzzle" is the concretisation of the first meetings to visualise what is abstract. This may be essential as it may raise one's awareness of one's work/non-work preferences and thus enable the development of one's work/non-work self-identity.

The thesis does not aiming at improving the narrator's work/non-work experiences. But from their self-narratives, they actually tell us few central elements for engaging ourselves in a better work/non-work process. I present here three main implications.

1. Individuals have a tendency to be rational which often leads them to believe that space and time are central to the management of work and non-work When listening to each individual, deeper elements are present. I would advice individuals to understand these deeper elements that are the other side of the coin of their boundaries. It is vital for the individuals themselves to recognize the importance of multiple domains with multiple boundaries that may have multiple layers. We are complex and so we should admit it and build on it. We are unique, so let's be it.

2. It is central to reflect on the origins of our preferences and gain insights into one's work/non-work self-identity especially the role of our work/non-work emotions. We need to learn who we are. We need to reconnect with our emotions and our body to capture and understand our work/non-work emotions that play a central role in our lives.

3. We need to change our attitudes towards our private activities. The "private" is the most central domain we may have. Such domain is indeed essential to one's well-being and development. It is however the most fragile. On the one hand, it is the most flexible domain in terms of concrete boundaries. On the other hand, it is largely less flexible in terms of mental boundaries. This makes it open for constant gaps and constant dissonance. Each self-narrative illustrates that one such domain is gone; a sense of equilibrium is missing. Individuals should thus adjust their concrete boundaries to render them less flexible.

Further research about work/non-work experiences

Further research should qualitatively and quantitatively test, develop and adjust the suggested model as well as the diverse theoretical propositions in each revisited pillars associated with it. In this section, I would like to present five more specific ideas to supplement this thesis and the call of humanistic case.

1. **I encourage more narrative studies, based on self-narratives and multiple narratives.** Adding voices could understand better the permeability of the boundaries and the role of one's diverse contexts. This may be possible through researching different contexts (organisational and societal) and focusing on different individuals at diverse levels in organisation. It could be relevant to focus on people in a single organisation to understand further the centrality of their specific organisational context and how one makes sense of a similar context. It could also be relevant to focus on another certain type of individuals who may have not been in focus in former research. This would increase our understanding of diversity. Another interesting setting would be to conduct narrative studies with individuals who have been beneficiated of the different work/non-work policies.

2. **Further research on the work/non-work self-identity and its implications for work/non-work process is necessary**. This should build on propositions 15, 17 and 18. Such research requires exploring further the relevance of the four origins of the work/non-work preference. Stronger results on the centrality of work/non-work self-identity would support the role of HR managers in enabling individuals to develop such identity as well as supporting the explicitness of work/non-work preferences. Having that in mind, I would encourage research focusing on the impact of training in work/non-work management on the development of work/non-work identify and the effectiveness of one's work/non-work through the

development of work/non-work activities. Such research would be in line with propositions 26, 27, 28 and 29.

3. I encourage more longitudinal research on the work/non-work experiences based on observarions, on case studies where one can grasp the individual and his/her contexts from both point of view. This could enable to understand how preferences evolve in the light of one's past experiences and how they are developed on one's context. It could answer questions such as how do work/non-work preferences evolve the older we became, i.e. are they more pushed or more balanced, more or less explicit. It would as well show how work/non-work identity is developed through the recognition of work/non-work emotions.

4. I would like to see more specific quantitative research on the five archetypes of preferences and on their three-dimensional model for work/non-work preferences. It is about testing the propositions 9 to 14. This would give stronger support for the complementariness of segmentation and integration and their relations to their level of explicitness. Such quantitative research could be cross-cultural to obesrve whether the archetypes of preference cross cultural boundaries. Such cross-cultural research could also determine the role of context on the development of these preferences as social preferences.

5. I encourage careful research on the role of individuals' characteristics on work/non-work preferences and their origins. As mentioned in proposition 16: "Individual preferences as well as their origins are not necessarily systematically related to gender, age or personality traits and other individual characteristics". It may be relevant thus to ask the following questions: do X and Y generation have specific work/non-work preferences? Do polychromic and monochromic personalities influence one's work/non-work preferences?

Closing the thesis

Narrativising my work/non-work experiences from a boundary perspective

My name is Jean-Charles Languilaire. I am 30 years old. Since 2001, I have been living in Sweden, Stockholm-Fruängen but I am originally from Nozeroy in France. In September 2002, after one year in Karlstad and a full summer in Paris working at BNP Paribas, I moved to Sweden "for good". When I arrived here, I had nothing other than the IKEA address to buy myself a bed and some other necessities. I ended up in Nässjö and started working in Jönköping as a PhD Candidate. How did I end up here? Why was I here? First, it relates to the feelings I have about Sweden and its calming landscape which reflect on my temperament and my personality. Second, it relates to one of the findings in my master thesis, namely that the work-family conflict is central to one's satisfaction. As a matter of fact, I got enrolled in the Ph.D. programme with one central idea: the urge to know more about individuals and their well-being in the context of work and family that later became work and non-work. But what are the roots of this interest and why? Answers are to be found in my own work/non-work experiences that are narrated below.

I see my life composed of work and non-work that to a great extent (for different reasons) related to temporal, spatial, emotional, behavioural, cognitive human and psychosomatic boundaries. In the light of the domain development pillar, ***my family*** composed of diverse relationships. First, there is my life partner, Andreas, my Tit-Ulf. Second, there is my cat, Irys. There is also my mother, Marie-Christine, my siblings Marie-Andrée and Jean-Yves and their families, especially the kids, Pauline, Joris and Adrien. Finally, there is my extended family in France and Sweden, especially Liam. Beyond these traditional relationships, I see two other relationships that I could call "special Swedish bonds". I refer to my Swedish mother, Ethel Brundin and to my Swedish sisters, Chantal Coté and Kajsa Haag. All three originate from work where my relations and ties with them at the office are aligned with such mental views. For me, it is essential to be able to receive a hug when things are not going fine and to be able to cry when you feel that your world is going down. ***My work***

other universities in Sweden: Halmstad, Skövde, and Västerås. As a researcher, my work may be reduced to my thesis that invaded my living room, my nights and my weekends. It has led to joy and enrichment but also to frustration, and feeling of guilt. It led to stress and health issues. Work includes close relationships with current or former colleagues. Among these Eva Ronström, Caroline Wigren, Anders Melander, Erik Hunter, Anna Blombäck, Leona Achtenhagen, Miriam Garvi, Helgi Valur-Fririksson, Britt Martinson, Sarah Wikner, Karin Hellerstedt, Elena Raviola, Susanne Hansson, Olof Brunninge and Lisa Bäckvall. It also includes other colleagues across JIBS among them Katarina, Maria, Peter, Anna, Benedikte, Mart, Anitha, Mattias, Helén, Tomas, Gunnar, Pernilla, Nils, Barbara, Mona, Anita, Anna, Olga, and Maya. It includes new colleagues, Jenny, Anders, Pia, Henrik, Jonas and Desalegn. It includes students the

relations with whom are central in the balance between my role as a lecturer and as a researcher. My students are a source of pleasure, reward and joy as well as sadness when and if I fail to meet their expectations. It includes academic ties with Steven Poelmans, Laura den Dulk as well as Ariane Ollier-Mallaterre and Camilla Kylin. I hope that these ties will develop in the future bringing my domains together on the long run. Bridging work and the social, two relationships are very important for me as they spill over my non-work: Lucia Naldi and Börje Boers. ***My social*** is about my few friends in France, especially Charlotte and Frederique whose facebook and MSNs I have found encouraging and inspiring. It is about some of my friends in Sweden among them Helena Gustavson with whom having fika is pure contentment. When it comes to my social domain, it is small mainly due to my overall spatial boundaries set between three major cities, Stockholm (home), Jönköping (secondary home) and Halmstad (potential third home). In that regard, it is evident that buying a second apartment in Jönköping last summer was a signal to align my mental and concrete boundaries of "home". It is now time to start to socialise again and party in Jönköping. In Halmstad, the transition may come at the right time, but as for now, home is the Grand Hotel. This reminds me of Thibault! Finally, ***my private*** consists of few activities such as watching TV series 24 hours a day, , playing computer games like SimCity and, train tycoon, shopping kitchen equipment and using them when making French dishes with a Swedish touch or Swedish dishes with a French touch. But to make everyone happy, it is just JC's Cuisine. My private is also composed of my engagements in the society since 1993, embarking on social activities which included, among other things, my nomination as a class representative, , a member of the first elected city council for youth in Nozeroy, Chairman of the Students in Troyes and one of the initiators of the Doctoral Forum at Jönköping University. In 2001, I was engaged with some close friends (Sandrine, Lise, Pierre and Pichy) to help kids in Rwanda via IKIZERE[80]. Unfortunately this latter activity has been unintentionally too much flexible so that it was reduced to zero lately. My private is about developing my consulting firm, JCL Consulting, which will soon hopefully be part of my work.

When I look at my work/non-work relationships and in line with the boundary management pillar, part of my process is driven by the alignment between my mental and concrete boundaries. The alignment is essential, combining long-term enrichment with daily segmentation. This daily segmentation is reinforced by my work being placed in diverse cities that are not my home-city. My preferences were developed in my past experiences. I have tested to live nearby, less nearby, far or less far from work and it seems to me that the distance is essential. Today, we gave re-established in Huskvarna! My work/non-work preferences are quite obvious and can be qualified under the archetype of "pushed integration". It is less evident to qualify my work process and such analysis could take several pages... it is thus no point for me to do that right now.

In line with the definition of a pushed integration, I am aware of my preferences. I would like to take some space here to explain these preferences, especially to draw upon my work/non-work self identity to help you understand the dedication of this book. The identity emerges from one specific event that occurred on the 21st of June 1993. I was on a class trip with my school when I decided to call home and share my joy of my

[80] IKIZERE means Hope in Kinyarwanda. www.ikizere.org

first canoeing experience. My brother answered and told me: "Pierre est mort"[81]. I asked him to repeat what he said because I could not believe how and why my father who I had seen earlier that morning and with whom the other day I had spent long hours in the car whilst driving my sister to her university in Besancon, could suddenly have passed away. From that precise moment, I learned, practiced, and developed the art of segmenting. That evening, I tried to hang out with my classmates, but some sensed that something was wrong and wondered why. I was maybe not such a good actor after all, but my answer was simple: "Tout va bien, je suis juste fatigué". From that day I saw mum going happily to work every day but in the evenings when she got home she was very sad. Whilst living with her, I sensed how much she had to fight to develop what today I call diverse life domains. From that moment, I personally became a person who felt he had to conform to the role of an adult. The next summer, "I" was somehow the head of my father's own business because I was the only one in the family who knew where things were in the office. Curiosity paid off and we all survived that summer and many more thereafter. It was at that time that I decided to do business studies and concentrate on international enterprises rather than on small ones I proactively took the path that towards Dijon Business School, breaking some boundaries among them the ideal that good students should not always pursue scientific disciplines as is the case in France. I decided to be engaged in the society the way my father was. I started to break social boundaries but combined private engagement during intensive study time. From the teacher's viewpoint, how could I be chairman of a large association while at the same time preparing entrance tests for business schools. Now, as a teacher I grasp her argument, but I am also a teacher and a researcher who has learned how to listen in order to understand others. This contributes to my social constructivist view that builds my critical eyes. All this because of one event or because of one summer evening. June 21st has been vital in determining what I am today. Nowadays, it is also significant because, as a half Swede, it means a 'real' midsummer Day where it takes the sun very long to set it. I am glad thus that you concretely left that particular day but you will mentally and emotionally always be.

Practicing the art of segmenting changed on the 16th of December 2004 when I presented my research plan. It was while answering a question of one of my colleagues that I realised why I was doing what I was doing, and why I was there. What I am doing today; this long book, this research; this life that I am creating**...it is for me, yes just for me...**

[81] Pierre is dead

Compiling the theoretical suggestions

Theoretical propositions within the boundary development pillar

Proposition 1 Individuals experience seven types of boundaries, namely temporal, spatial, human, emotional, behavioural, cognitive, and psychosomatic

Proposition 2 Two natures of boundary, i.e. mental and concrete need to be systematically taken into account in the development of a domain

Proposition 2:a Mental boundaries represent mental rules indicating how one element relates to one domain or another and dictating how elements blend across domains

Proposition 2:b Concrete boundaries refer to the tangible element as displayed, performed, used or adopted in one domain and/or the other

Proposition 3 The mental and concrete boundary for one same element and domain may differ in regards to one or both of the boundary characteristics, i.e. flexibility and permeability

Proposition 4

Proposition 5 The development of a domain takes place in one's understanding of one's individual, organisational and societal contexts

Proposition 6 Both natures of each boundary, i.e. mental and enacted are interacted in the development of a domain

When both natures are aligned, a domain emerges in terms of the boundary type in focus

When both natures are not aligned, both domains concerned are blurry in terms of this boundary type

Proposition 7 The interaction between mental and concrete boundaries as socially constructed boundaries leads to the creation, maintenance or modification of mental and/or concrete boundaries at the origin of the development of socially constructed diverse life's domains in one's individual, organisational and societal contexts

Proposition 8 Four main domains are central while considering individuals' work/non-work experiences: the work, the family, the social and the private

"The work" is a domain emerging in the context of relationships between one individual and one's work based on providing a quality work as agreed upon between one individual, one's employer but also colleagues

Proposition 8:b "The family" is a domain emerging in the context of relationships based on affection and love and enabling support between parts. It brings safety and love to one individual

Proposition 8:c "The social" is a domain emerging in the context of relationships between one individual and the people in one's social environment imparting a sense of belongingness and friendship. It offers restoration and support to the individual

Proposition 8:d "The private" is a domain emerging in the context of seeking one's own well-being and own development while performing activities for oneself and facilitating recovery. It enables individuals to disconnect from other domains and find a sense of personality and sense of oneself

Theoretical propositions within the boundary management pillar

Theoretical propositions about work/non-work preferences

Proposition 9 Overall preferences and specific preferences for one type of boundary can be distinguished.

Proposition 10 The level of explicitness of specific and/or overall work/non-work preference depends on two characteristics: self-awareness and outspokenness

Proposition 10:a Awareness refers to the extent individuals are aware of their overall or/and specific work/non-work preferences

Outspokenness refers to the extent individuals speak out their overall or/and specific preferences to oneself and others

Individuals are always aware of their overall preferences but may be not aware of some of their specific preferences

Self-awareness and outspokenness are combined so that five levels of explicitness can be identified, not revealed, implicit, moderately explicit, explicit and highly explicit. The definition of each level is presented in Figure 5:e

The preference for few specific boundary types play a central role in the determination of the overall preference

Overall preferences are influenced by preferences for human boundaries

Overall preferences are moderately influenced by preference for temporal and negative cognitive preferences

Proposition 12 Individuals' work/non-work preferences are placed on the segmentation-integration continuum where no extreme situation is identified. Five major patterns of individuals' preference emerge on the continuum

Individuals have a preference for **pushed integration** (1)

Individuals have a preference for **pushed segmentation** (2)

Individuals have a preference for characterised by a preference for integration moderated by segmentation (3)

Individuals have a preference for characterised by a preference for segmentation moderated by integration (4)

Individuals have a **balanced preference**

Proposition 13

Proposition 13:a Pushed integration and pushed segmentation preferences are highly explicit

Moderated segmentation preferences are explicit
Moderated integration preferences are implicit
Balanced preferences are moderately explicit

When highly explicit, the causal relationships between the level of explicitness of the work/non-work preference and the actual work/non-work preference may be mutual.

Proposition 14 The work/non-work preferences result from a combination of diverse level of segmentation, integration and explicitness for segmentation and integration.

Proposition 14:a Individuals with an overall preference for pushed integration strongly value integration, but recognise that a minimum segmentation is essential for some of their specific boundaries. Such overall preference is highly explicit (1)

Proposition 14:b Individuals with an overall preference for pushed segmentation strongly value segmentation, but recognise that a minimum integration is essential for some of their specific boundaries. Such overall preference is highly explicit (2)

Proposition 14:c Individuals with an overall preference for moderated integration value integration, but have natural segmentation preference for few of their specific boundaries. This overall preference is implicit (3)

Proposition 14:d Individuals with an overall preference for moderated segmentation value segmentation, but recognise that integration is essential for some of their specific boundaries. Such overall preference is explicit (4)

Proposition 14:e Individuals with an overall balanced preference value integration for some of their specific preference and segmentation for other specific boundaries. Such overall preference is moderately explicit (5)

Proposition 15

Proposition 15:a
Proposition 15:b
Proposition 15:c
Proposition 15:d

Proposition 16

identity

Proposition 17

Proposition 18

The boundary work process is the process of placing and transcending mental life domain boundaries, i.e. the process of mentally rendering boundaries more or less flexible and permeable. Boundary work leads to the development of mental boundaries through daily and long-term mental work/non-work activities (sense-making).

The boundary management process is the process of placing and transcending concrete life domain boundaries, i.e. the process of concretely rendering boundaries more or less flexible and permeable. Boundary management leads to the development of concrete boundaries through concrete daily and long-term work/non-work activities

The nature of the work/non-work process is a mix of the natures for the boundary work and boundary management processes

The nature of the boundary work and boundary management depends on the understanding of one's individual, organisational and societal contexts and of the interrelations between mental and concrete boundaries.

The boundary work process can be reactive, active, proactive, retroactive and passive

Reactive boundary work occurs when a boundary is externally set so that individuals decide to cope with it by modifying mental boundaries or creating new mental boundaries. In case the set boundary is not hindering one's work/non-work experiences, reactive boundary aims at maintaining the concrete boundaries in line with the external boundary.

Active boundary work occurs when mental boundaries are created, maintained or modified at the same time as concrete boundaries.

Proactive boundary work occurs when mental boundaries are created, maintained or modified because a change has been foreseen.

Retroactive boundary work occurs when mental boundaries are created, maintained or modified as a direct result of created, maintained or modified concrete boundaries.

Passive boundary work occurs when mental boundaries are not intentionally created, maintained or modified in the frame of changes in one's contexts or of dissonances between mental and concrete boundaries.

The boundary management process can be as reactive, active, proactive and passive.

Reactive boundary management occurs when a boundary is externally set so that individuals decide to cope with it by modifying concrete boundaries or creating new concrete boundaries. In case the "set boundary" does not hinder one's work/non-work experiences, reactive boundary aims at maintaining the concrete boundaries in line with the external boundary.

Active boundary management occurs in two situations. First, it can occur when concrete boundaries are created, maintained or modified at the same time as mental boundaries. Second, it can occur when concrete boundaries are created, maintained or modified at the same time as ongoing changes where individuals' intentionally take part in their creation, maintenance or modification.

Proactive boundary management occurs when concrete boundaries are created, maintained or modified as a direct result of created, maintained or modified mental boundaries.

Passive boundary management occurs when concrete boundaries are not intentionally created, maintained or modified in the frame of changes in one's contexts or of dissonances between mental and concrete boundaries.

The level of explicitness of one's work/non-work preferences relates to the nature of the boundary work and boundary management

Highly explicit preference leads more towards proactive boundary work

Explicit or moderately explicit preference leads towards active or reactive boundary work and boundary management for specific preferences

Implicit or not revealed preferences lead more towards passive boundary work and/or boundary management

Individuals' work/non-work self-identity and individuals' work non-work preferences are interrelated and reinforce each other

The combination of individuals' work/non-work self-identity and individuals' work non-work preferences serves as a self-regulatory mechanism for individuals' work/non-work experiences

The work/non-work self-identity may affect the level of explicitness of specific or/and overall work/non-work preferences

The work/non-work activities (daily and long-term) are affected by one's work/non-work self-identity

emotions

Work/non-work emotions are emotions developed in the work/non-work process taken place in individuals' individual, organisational and societal contexts

Work/non-work emotions indicate to individuals how do they feel about their work/non-work process in their individual, organisational and societal contexts

Dissatisfaction with the work/non-work process is signalled by negative emotions

Satisfaction with the work/non-work process is signalled by positive emotions

Work/non-work emotions reveal a sense of work/non-work conflict and/or work/non-work enrichment

Negative/dissatisfying emotions are conflicting emotions and relate to the feeling of work/non-work conflict

Positive emotions/satisfying emotions are enriching emotions and relate to the feeling of work/non-work enrichment

Work/non-work emotions are one principal driver of the work/non-work process leading to consider work/non-work process as an emotional process

Work/non-work emotions are integrated into one's work/non-work self-identity by being memorised and internalised so that they serve as a catalyser for future work/non-work experiences

Negative emotions lead to a work/non-work process focused on placement

Positive emotions lead to a work/non-work process focussed on transcendence

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