



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN
BOUNDARY MANAGEMENT TACTICS AND QUALITY OF LIFE
AMONG STATUTORY BODY EMPLOYEES**

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QUALITY OF LIFE AMONG STATUTORY BODY EMPLOYEES

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ABSTRACT

This study investigates the relationship between boundary management tactics and quality of life among employees in statutory bodies in Sarawak. Understanding how employees manage work life boundaries is essential, particularly in structured statutory environments where organizational demands and limited autonomy may influence well-being. A cross-sectional quantitative research approach was employed using a self-administered online questionnaire distributed to employees from a statutory organization in Sarawak (N = 80). Four boundary management tactics, namely temporal, behavioral, physical and communicative, were examined in relation to two dimensions of quality of life: emotional and social well-being. Spearman correlation analysis was conducted to identify statistically significant associations between the variables. Results showed that only communicative boundary management tactics were significantly and positively related to both emotional and social well-being, while temporal, behavioral and physical tactics showed no significant relationships. These findings suggest that open communication and mutual understanding about work-life boundaries are more effective in enhancing well-being compared to individually managed strategies. The study contributes to the work-life literature by reinforcing Clark's Work-Life Border Theory and emphasizing the role of communication in maintaining employee well-being. Practical implications highlight the need for human resource policies that support boundary setting conversations and team level norms within statutory bodies.

Keywords: boundary management, communicative tactics, emotional well-being, social well-being, statutory bodies, Malaysia

ABSTRAK

Kajian ini bertujuan untuk mengenal pasti hubungan antara taktik pengurusan sempadan dengan kualiti hidup dalam kalangan kakitangan badan berkanun di Sarawak. Kefahaman terhadap cara individu menguruskan sempadan antara kehidupan kerja dan peribadi adalah penting, khususnya dalam persekitaran badan berkanun yang bersifat tersusun, di mana tuntutan organisasi serta keterbatasan autonomi boleh memberi kesan terhadap tahap kesejahteraan. Kajian ini menggunakan reka bentuk kajian kuantitatif secara keratan rentas dengan instrumen soal selidik dalam talian yang dijawab sendiri oleh responden, melibatkan kakitangan daripada sebuah organisasi badan berkanun di Sarawak (N=80). Empat jenis taktik pengurusan sempadan telah dikaji, iaitu taktik temporal, tingkah laku, fizikal dan komunikasi, yang dinilai hubungannya dengan dua dimensi kualiti hidup, iaitu kesejahteraan emosi dan kesejahteraan sosial. Analisis korelasi Spearman telah dijalankan bagi mengenal pasti hubungan yang signifikan secara statistik antara pemboleh ubah yang dikaji. Hasil kajian menunjukkan bahawa hanya taktik pengurusan sempadan secara komunikasi mempunyai hubungan yang signifikan dan positif dengan kedua-dua aspek kesejahteraan emosi dan sosial, manakala taktik temporal, tingkah laku dan fizikal tidak menunjukkan hubungan yang signifikan. Dapatan ini mencadangkan bahawa komunikasi terbuka dan persefahaman bersama lebih berkesan dalam meningkatkan kesejahteraan berbanding taktik yang diurus secara individu. Kajian ini menyumbang kepada pengayaan literatur kerja-kehidupan dengan menyokong Teori Sempadan Kerja-Kehidupan oleh Clark serta menekankan peranan komunikasi dalam memelihara kesejahteraan pekerja. Implikasi praktikal turut menunjukkan keperluan kepada dasar sumber manusia yang menyokong amalan perbincangan berkaitan sempadan dan penetapan norma di peringkat pasukan dalam organisasi badan berkanun.

Kata kunci: pengurusan sempadan, taktik komunikasi, kesejahteraan emosi, kesejahteraan sosial, badan berkanun, Malaysia

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

In today's interconnected work environment, maintaining a healthy work-life balance is increasingly challenging due to the overlapping demands of professional and personal roles. Approximately 66% of full-time employees report work-life imbalance, contributing to stress, burnout and reduced productivity (OECD, 2020). According to the Malaysian National Health and Morbidity Survey (2019), nearly 29% of Malaysian adults reported experiencing stress, with workplace demands being one of the primary contributors. The rise of remote work and flexible schedules exacerbates this issue by blurring traditional boundaries and increasing role conflicts (Kossek & Lautsch, 2017). Boundary management, which explores how employees establish, maintain, and navigate boundaries between different roles to reduce conflict and enhance well-being offers a framework to help individuals navigate these challenges by employing strategies such as temporal, physical, behavioral and communicative tactics, which enable better delineation between work and personal life (Carlson et al., 2016).

Quality of life, particularly emotional and social well-being, plays a vital role in understanding how individuals navigate work-life boundaries. Emotional well-being reflects happiness and stress resilience (Diener et al., 1985), while social well-being focuses on the quality of interpersonal relationships (Ryff & Keyes, 1995). Poorly managed work-life boundaries can erode both dimensions, leading to increased stress and diminished job satisfaction. Conversely, effective boundary management fosters emotional balance and stronger social connections, positively influencing individual well-being and organizational outcomes such as employee retention and satisfaction (Kreiner et al., 2009; Kossek et al., 1999).

This research emphasizes the importance of boundary management in addressing modern work-life integration challenges, highlighting its impact on employee well-being and productivity. By exploring how boundary tactics influence emotional and social well-being, this study provides practical insights for organizations to foster a supportive work environment. Investing in effective boundary management frameworks is not only beneficial for individual quality of life but also vital for driving organizational success in today's dynamic workplace.

1.2 Problem Statement

Previous literature has extensively examined the intersection of work and personal life, particularly emphasizing the role of boundary management in achieving work-life balance and job satisfaction. Research has shown that effective boundary management can mitigate stress and improve workplace engagement, particularly in demanding environments (Allen et al., 2014; Carlson et al., 2016). However, despite this growing interest, significant gaps remain in understanding the nuanced effects of specific boundary management tactics on broader dimensions of quality of life, particularly emotional and social well-being.

While prior studies have established connections between boundary management and work outcomes such as job satisfaction and engagement (Kashive et al., 2021; Park et al., 2011), fewer studies have focused on how individual boundary management tactics; temporal, behavioral, physical, and communicative, specifically influence broader well-being dimensions. The existing studies have tended to emphasize the impact of boundary management on work-life balance (Carlson et al., 2016; Bulger et al., 2007) without delving deeply into emotional and social well-being, which are central components of quality of life. Emotional well-being reflects an individual's psychological state, including happiness and resilience, while social well-being captures meaningful engagement with community and interpersonal relationships (Keyes, 1998; WHOQOL Group, 1995). Additionally, most research tends to prioritize work-related outcomes such as job satisfaction (Dorenkamp &

Ruhle, 2018), often overlooking the broader impacts on emotional and social well-being, which are critical components of quality of life.

The Work-Life Border Theory by Clark (2000) provides a critical lens for examining how individuals navigate the boundaries between their professional and personal lives, emphasizing the importance of border flexibility and permeability in fostering well-being. This theory suggests that the ability to transition smoothly between roles significantly impacts well-being, particularly when these roles align with individual values. Recent studies have further validated these ideas, showing that effective boundary management can lead to reduced role conflict and improved emotional outcomes (Wöhrmann et al., 2020). However, many empirical studies applying Work-Life Border Theory focus on general boundary management rather than the distinct effects of specific tactics like temporal, physical, behavioral and communicative approaches (Kossek & Lautsch, 2017). Thus, this study aims to investigate the relationships between boundary management tactics and quality of life, with a particular focus on emotional and social well-being as central components.

Understanding these relationships can provide individuals and organizations with actionable insights for improving employee quality of life through the implementation of targeted, evidence-based measures. This study adds to the growing body of evidence on the relationship between boundary management, work-life integration and holistic well-being in increasingly dynamic work situations (Golden & Geisler, 2007; Kreiner et al., 2009).

1.3 Research Objectives

1.3.1 General Objective

To identify the relationship between boundary management tactics and quality of life.

1.3.2 Specific Objectives

1. To identify the relationship between temporal boundary management tactics and emotional well-being.
2. To identify the relationship between behavioral boundary management tactics and emotional well-being.
3. To identify the relationship between physical boundary management tactics and emotional well-being.
4. To identify the relationship between communicative boundary management tactics and emotional well-being.
5. To identify the relationship between temporal boundary management tactics and social well-being.
6. To identify the relationship between behavioral boundary management tactics and social well-being.
7. To identify the relationship between physical boundary management tactics and social well-being.
8. To identify the relationship between communicative boundary management tactics and social well-being.

1.4 Research Questions

1. What is the relationship between temporal boundary management tactics and emotional well-being?
2. What is the relationship between behavioral boundary management tactics and emotional well-being?
3. What is the relationship between physical boundary management tactics and emotional well-being?
4. What is the relationship between communicative boundary management tactics and emotional well-being?
5. What is the relationship between temporal boundary management tactics and social well-being?
6. What is the relationship between behavioral boundary management tactics and social well-being?
7. What is the relationship between physical boundary management tactics and social well-being?
8. What is the relationship between communicative boundary management tactics and social well-being?

1.5 Research Hypothesis

H₁: There is a significant relationship between temporal boundary management tactics and emotional well-being.

H₂: There is a significant relationship between behavioral boundary management tactics and emotional well-being.

H₃: There is a significant relationship between physical boundary management tactics and emotional well-being.

H₄: There is a significant relationship between communicative boundary management tactics and emotional well-being.

H₅: There is a significant relationship between temporal boundary management tactics and social well-being.

H₆: There is a significant relationship between behavioral boundary management tactics and social well-being.

H₇: There is a significant relationship between physical boundary management tactics and social well-being.

H₈: There is a significant relationship between communicative boundary management tactics and social well-being.

1.6 Conceptual Framework

Figure 1 illustrates the conceptual framework for exploring the relationship between boundary management tactics and quality of life. In this framework, the independent variable consists of four boundary management tactics: temporal, behavioral, physical, and communicative strategies. These tactics help individuals manage the boundaries between their work and personal life. The dependent variable, quality of life, is specified into two dimensions:

emotional well-being, which relates to an individual's happiness and life satisfaction and social well-being, which focuses on the quality of relationships and social integration. This framework highlights how boundary management strategies may influence these aspects of well-being, ultimately enhancing overall quality of life.

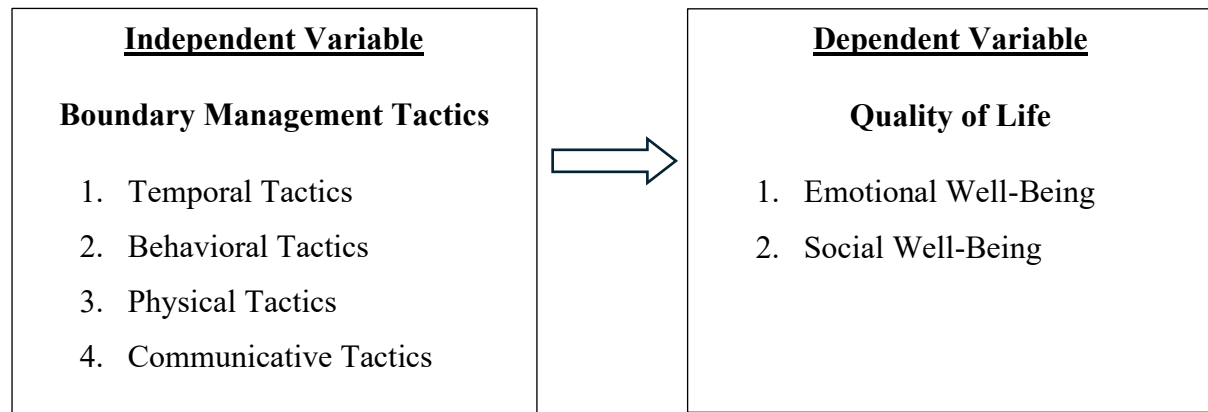


Figure 1: Conceptual Framework

1.7 Definition of Terms

1.7.1 Boundary Management Tactics

Boundary management tactics can be defined as "unofficial techniques and activities" or "rituals" that employees use proactively to build a personal, ideal work-nonwork interface (Allen et al., 2014). Boundary management strategies extend beyond broader ideas like boundary preferences and styles, which reflect how employees see their work-life interface (e.g., more or less segregated). Instead, boundary management methods define what employees can do to establish separation at the work-nonwork interface.

Within this study, boundary management tactics are the strategies and practices that people apply to establish, manage and maintain boundaries between their professional and

personal lives. These strategies help to avoid role conflict and work-life spillover, helping people to manage their responsibilities without feeling overwhelmed.

1.7.2 Temporal Tactics

Temporal techniques entail controlling time to distinguish between work and family responsibilities. Controlling work hours and taking breaks might help create a separation between work and personal responsibilities. According to Kreiner et al. (2009), persons who use temporal techniques can better compartmentalize their obligations by maintaining unique identities for each function.

In the context of this study, temporal techniques involve allocating time for both work and non-work activities. This could include establishing strict working hours, scheduling personal time or allocating time for family, hobbies or rest. Temporal tactics are employed to make a clear separation between work and personal time, allowing people to feel more in control of their schedules and decreasing the stress associated with job overlap.

1.7.3 Behavioral Tactics

Behavioral tactics involve individuals' activities to regulate the boundaries between their professional and familial obligations. Research by Kreiner et al. (2009) and Ashforth et al. (2000) suggests that employing technology to create barriers between work and home, prioritising activities through triage and creating boundaries with colleagues and family members can either reduce or increase work-family conflict.

In this study, behavioral tactics are the specific actions or behaviors that individuals use to maintain distinct boundaries between their job and non-work roles. This includes intentionally avoiding work-related activities or interactions during personal time, as well as turning off work-related thinking when at home. These strategies assist people alter their mentality and actions based on whether they are in professional mode or personal mode.

1.7.4 Physical Tactics

According to Sarkawi et al. (2024), physical approaches establish clear boundaries between job and family, both physically and psychologically. Creating physical barriers, such as designated rooms or distinct workstations, helps individuals better transition between work and family obligations.

In this research, physical tactics are environmental alterations or spatial arrangements that people utilize to set distinct boundaries between their professional and personal lives. This could involve creating a specialized workspace at home, establishing physical boundaries such as not bringing work home or utilizing specific tools to separate work and leisure. These physical cues help individuals mentally and physically switch between roles.

1.7.5 Communicative Tactics

Kreiner et al. (2009) stated that communicative tactics primarily involve proactively managing expectations regarding work and family boundaries. According to Ashforth et al. (2000), effective communication can prevent disputes by establishing expectations and controlling boundaries.

Operationally in this study, communicative techniques are the methods in which people use communication to establish and control boundaries between their professional and personal life. This includes both verbal and nonverbal methods, such as clearly proclaiming availability, defining expectations and negotiating boundaries with others, whether at work or in personal life. These strategies ensure that others respect an individual's limits, which leads to reduced role conflict and a stronger sense of control over their time and energy.

1.7.6 Quality of Life

According to Phyo et al. (2020), quality of life (QoL) refers to an individual's overall well-being, which includes their values, surroundings, culture and social context. According to

Bryce et al. (2020), quality of life is a difficult concept to define, but it may be regarded as a measure of an individual's life satisfaction; for example, if the individual is able to undertake the things he or she desires. Quality of life (QoL) is an important measure of overall well-being since it includes factors other than physical health (WHOQOL Group, 1995).

In this present study, the term "quality of life" refers to an individual's overall well-being and contentment with various areas of their life, such as their physical, emotional and social settings. It includes an individual's sense of fulfillment, contentment, and the balance of personal and professional responsibilities. In this study, quality of life is specifically examined through emotional well-being and social well-being.

1.7.7 Emotional Well-Being

According to Feller et al. (2018), the term “emotional well-being” refers to a set of psychometrically defined concepts that include psychological well-being, positive mental health, health-related quality of life, thriving and subjective well-being. These concepts encompass a variety of psychological dimensions, such as positive emotions and moods (e.g., happiness); the absence of negative emotions, moods and states (e.g., stress, sadness, loneliness); life satisfaction; a sense of meaning and purpose; quality of life; and satisfaction with other life domains.

For this research, emotional well-being refers to an individual's ability to experience positive emotions, manage stress effectively and maintain overall mental health. It involves the presence of positive feelings, life satisfaction and the absence of negative emotions such as anxiety and depression.

1.7.8 Social Well-Being

Keyes (1998) stated that social well-being defined our desire for positive social life that included meaningful engagement with family, community and larger society. Social well-being

can be defined as the combination of two major components; social adjustment and social support. Social adjustment relates to personal contentment with relationships and the ability to fulfil social roles. Social support refers to the quality of relationships in one's social network, as well as a sense of security associated with those contacts. It refers to how much we feel like we belong and are socially included; a connected person is one who is supported by society.

Operationally, social well-being refers to the quality of a person's social relationships and ability to connect with others. It involves a sense of belonging, robust support networks and healthy interpersonal connections. Social well-being influences how people manage social roles and relationships in both personal and professional settings, which affects overall life satisfaction.

1.8 Significance of Study

This study contributes to the body of knowledge by expanding the understanding of the relationship between boundary management and quality of life, specifically focusing on statutory body employees in Sarawak. While much of the existing literature explores boundary management in private sector settings or general populations, limited research has addressed its effects within the unique socio-cultural and organizational context of the statutory body sector in Malaysia. This study addresses this gap by providing empirical evidence on how various boundary management tactics; such as temporal, behavioral, physical and communicative boundaries affect the emotional and social well-being of employees. Additionally, by narrowing the focus to Sarawak, the research offers localized insights that account for regional cultural and policy differences. The findings not only enhance theoretical models of work-life boundary management but also serve as a basis for future comparative studies in both Malaysian and international contexts.

From a practical perspective, this study holds significant relevance for the field of Human Resource Development (HRD). By identifying effective boundary management strategies, the findings can inform HR professionals, managers and policymakers in the statutory body sector on how to support employees in maintaining a healthy work-life balance. This is particularly crucial in the Malaysian statutory body sector, where employees often face rigid organizational structures and demanding workloads. The study provides actionable recommendations for HRD initiatives, such as training programs, workshops and policy development, aimed at fostering employee well-being and productivity. Furthermore, by addressing emotional and social well-being as components of quality of life, the research highlights the importance of holistic HRD practices that prioritize mental health and interpersonal relationships, ultimately contributing to a more engaged and satisfied workforce.

1.9 Summary

This research examined the relationship between boundary management tactics and quality of life among statutory body employees in Sarawak, focusing on the key tactics of temporal, behavioral, physical and communicative strategies. The study highlights that employing effective boundary management practices significantly enhances emotional and social well-being, enabling employees to better navigate the challenges of balancing professional and personal roles. This is particularly crucial in the statutory body sector, where rigid work structures and overlapping role demands often intensify work-life conflicts. Moreover, this research highlights the importance of tailoring boundary management strategies to Sarawak's unique cultural and organizational contexts, ensuring alignment with employee preferences and environmental demands. Ultimately, the findings emphasize the vital role of boundary management in promoting emotional stability, social connectedness and long-term well-being, offering actionable strategies for improving work-life integration in diverse workplace settings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a comprehensive review of literature on the relationship between boundary management tactics and quality of life. The independent variable, boundary management tactics, is explored through four distinct strategies: temporal, behavioral, physical and communicative. These tactics help individuals navigate the intersection of work and personal life. The dependent variable, quality of life, is examined in terms of emotional well-being and social well-being, both of which are influenced by the effective management of work-life boundaries. The chapter also discusses relevant theories and reviews empirical research that connects these tactics with improvements in well-being, offering insights into their practical implications in organizational settings.

2.2 Discussion on Theory

Work-Life Border Theory

Clark's Work-Life Border Theory (2000) provides a robust framework for understanding how individuals navigate the interplay between work and personal life. Central to Clark's Work-Life Border Theory (2000) is the concept of "borders," which are the physical, temporal and psychological boundaries individuals create to separate their work and personal domains. Clark characterizes individuals as "border-crossers," who continuously negotiate transitions between these domains. Effective border management depends on the alignment between individual preferences and the structural demands of their roles (Chambel et al., 2023). For example, individuals with flexible jobs may create permeable borders that allow for a seamless blending of work and personal life, while others may prefer rigid borders to maintain strict segmentation. Work/family border theory further asserts that employees distinguish work life and family life as two distinct concepts (Özdemir, 2023). Research supports this notion,

suggesting that individuals who achieve congruence between their preferred boundary management style and actual circumstances report higher satisfaction and reduced work-life conflict (Thompson et al., 2019).

The theory also emphasizes the roles of “border strength” (the permeability and flexibility of borders) and “domain identification” (the extent to which individuals identify with either their work or personal roles). These factors significantly influence how effectively individuals manage their boundaries, impacting their well-being and overall quality of life. Additionally, Clark underscores the role of “border-keepers,” such as managers or family members, whose support or interference can either facilitate or hinder effective boundary management.

One of the strengths of Border Theory is its holistic perspective, which recognizes the dynamic and reciprocal relationship between work and life domains. However, critiques of the theory often center on its limited applicability in increasingly complex work environments characterized by hybrid roles and digital connectivity. For instance, the theory does not fully address how technology-mediated work blurs traditional borders, creating unique challenges for boundary management (Boswell & Olson-Buchanan, 2007). Nevertheless, the theory remains a foundational framework, offering valuable insights into how boundary management tactics such as temporal, physical, behavioral and communicative tactics can enhance quality of life by minimizing boundary violations and supporting role transitions (Bulger et al., 2007; Allen et al., 2014). This theoretical lens provides a comprehensive foundation for understanding how individuals balance their roles and maintain a high quality of life amid competing demands.

2.3 Related Literature on Boundary Management Tactics

2.3.1 Definition and Importance of Boundary Management Tactics

Boundary management tactics refer to the proactive strategies and deliberate actions individuals employ to shape the interface between their work and personal lives. These strategies are frequently referred to as "unofficial techniques and activities" (Sturges, 2012) or even "rituals" (Fonner & Stache, 2012) that employees use to construct a personal ideal of work-life balance (Allen et al., 2014). Unlike boundary preferences or larger styles, which represent general attitudes or desires concerning the work-nonwork interface, boundary management methods include particular, practical behaviours targeted at achieving this separation. Employees consciously employ these strategies to divide their responsibilities, establishing clear boundaries that prevent work and nonwork life from merging. Individuals may adopt specific schedules, designate physical areas for work or engage in explicit communication to demarcate responsibilities between roles (Allen et al., 2020).

The focus of boundary management tactics is to enforce segmentation while limiting integration, especially in the increasingly blurred context of modern work environments, where technological improvements frequently allow work to intrude into personal domains (Gravador & Teng-Calleja, 2018). These strategies emphasise the idea that people are not passive recipients of work-life difficulties, but rather active agents who exert influence over their settings to line with their aspirations. Through conscious effort and sustained behavior, employees navigate role boundaries to maintain work-life balance and foster emotional and social well-being. This active participation in boundary management demonstrates a commitment to preserving autonomy while minimising potential stress or conflict caused by role overlap.

Boundary management tactics are not only important for achieving individual well-being, but it also plays a crucial role in organizational dynamics. They help the employees to

reduce the risk of burnout, manage stress and boost productivity by creating clearer boundaries between personal and professional life. By properly maintaining role boundaries, employees can increase their focus, recover from work-related demands and maintain healthier interpersonal connections, all of which contribute to a higher quality of life. Understanding boundary management approaches provides useful insights into both individual and organizational strategies for establishing long-term work-life balance.

2.3.2 Temporal Tactics

Temporal tactics are time-management practices designed to decrease boundary violations between work and personal life. These strategies provide individuals control over their schedules, allowing for distinct separation of activities and responsibilities across multiple domains. According to Kreiner et al. (2009), controlling time is an important part of boundary management because it allows individuals to distinguish between work and personal life roles. By defining the hours allotted to each area, temporal techniques promote role clarity and limit the chance of conflict. For example, an employee who rigorously follows a specified work schedule guarantees that work activities do not interfere with personal time, resulting in increased engagement and happiness in both domains.

Temporal tactics also involve making strategic decisions about work-related temporal issues, such as when to work, how much time to devote, and when to leave. According to Haun et al. (2022), such decisions allow people to adjust their schedules to meet their personal and professional goals, hence improving work-life balance. Myrie and Daly (2009) discovered that time management is widely used as a boundary-management strategy. Their qualitative study found that participants regularly used temporal tactics to build and maintain boundaries, highlighting the importance of time control in effective role management. This segmentation helps individuals by providing clues for appropriate role identity, allowing them to focus solely

on the active domain. Such focus improves task engagement and minimises cognitive dissonance caused by fuzzy boundaries between work and personal life.

2.3.3 Behavioral Tactics

Behavioral tactics are practical social techniques used to define and manage the boundaries between work and family responsibilities. These approaches frequently include the purposeful application of tools and behaviours to manage and maintain defined limits. Kreiner et al. (2009) emphasize the relevance of using technology in this process. Individuals can clearly separate their business and personal life by actively using technical tools such as caller ID, dual calendars, and different email accounts. For example, having a personal digital assistant helped participants in Golden and Geisler's (2007) study better control their work-life boundaries.

Behavioral tactics are especially important in modern circumstances when technology dominates both professional and personal domains. Individuals who strategically use behavioural techniques, such as avoiding business-related emails during family time or setting notifications to receive personal messages only after work hours, report higher levels of satisfaction and involvement in both professions. According to research, keeping family problems out of the workplace increases job satisfaction and engagement, whereas preventing work responsibilities from invading into family life promotes better family satisfaction and deeper interpersonal connections (Kreiner et al., 2009; Park et al., 2011).

2.3.4 Physical Tactics

Physical tactics refer to the purposeful use of spatial boundaries to separate the personal and professional responsibilities, giving individuals clear signals about which domain they are in. Kreiner et al. (2009) identified this tactic as a method for constructing and managing physical boundaries between work and family domains. Myrie and Daly (2009) found that

spatial boundaries can help manage role changes. Their qualitative study of self-employed persons found that having a separate workspace allowed for a clear separation of work and home life. By establishing this distinction, individuals signal to themselves and others which role they are currently playing, minimising ambiguity and increasing role clarity. Shumate and Fulk (2004) propose that physical boundaries facilitate identity enactment by clarifying expectations and aligning resources with the domain.

According to Ashforth et al. (2000) and Rothbard (2001), people who clearly segregate their physical settings are better able to focus on their current obligations, which leads to higher psychological engagement and role fulfilment. Sullivan (2000) agrees, stating that physical boundaries improve people's capacity to allocate attention and resources effectively, resulting in a stronger sense of fulfilment in their roles.

2.3.5 Communicative Tactics

Communicative strategies focus on regulating others' expectations in order to maintain clear boundaries between work and family obligations. Unlike other boundary management approaches, communicative strategies are focused on how individuals actively communicate their expectations to others in their personal and professional life. Kreiner et al. (2009) claim that these strategies are critical for preventing boundary violations by third parties, which can interrupt an individual's role performance and compel unwanted transitions between work and family identities.

According to Ashforth et al. (2000), effective communication helps to minimise "identity interruption" caused by external influences. When people follow communicated limits, individuals can maintain the continuity of their role identity and avoid the stress that comes with boundary violations. Employees who properly communicate their work-life boundary expectations to supervisors and coworkers, for example, are less likely to face

invasive work demands during personal time, resulting in a more segmented and manageable boundary between the domains. Such communication reduces disruptions, allowing individuals to keep their focus and engagement in their current job, whether at work or with family (Musheke & Phiri, 2021). Individuals who reduce role interruptions can have higher levels of happiness and psychological engagement in the active domain.

2.4 Related Literature on Quality of Life

2.4.1 Definition & Importance of Quality of Life

According to Phyo et al. (2020), quality of life (QoL) refers to an individual's overall well-being, which includes their values, surroundings, culture and social context. It encompasses far more than physical health, incorporating aspects like emotional satisfaction, fulfillment of desires and the ability to lead a meaningful life. Bryce et al. (2021) highlight the complexity of defining QoL, noting that it can be viewed as an individual's life satisfaction, reflected in their capacity to engage in desired activities. The World Health Organization Quality of Life (WHOQOL) group (1995) underscores QoL as an essential measure of well-being, emphasizing its broad scope beyond just physical health. This holistic perspective makes QoL a vital indicator of an individual's ability to thrive in diverse aspects of life.

Kuyken et al. (1995) defined quality of life as individuals' perceptions of their position in life, influenced by their cultural and value systems, and shaped by their goals, expectations, standards and concerns. This definition emphasizes the subjective nature of QoL, recognizing it as a combination of both positive and negative dimensions of life. It integrates various aspects, including physical health, psychological state, independence, social relationships, personal beliefs and interactions with key environmental features. The multidimensional nature of QoL underscores its complexity, as it encompasses diverse elements that contribute to overall well-being, offering a holistic view of an individual's lived experience.

Quality of life is a multifaceted concept that represents an individual's overall well-being and pleasure in a variety of areas of life. At its core, it includes physical, psychological and social dimensions (Cella, 1992). The physical dimension refers to people's perceptions of their health and body status, which includes aspects such as physical fitness, chronic sickness, and overall vitality. The psychological dimension reflects people's cognitive and emotional states, such as their capacity to cope with stress, experience good emotions and keep mental clarity. Finally, the social component focuses on the quality of interpersonal connections and the fulfilment of social roles such as family, friendship and community involvement. These aspects provide a comprehensive framework for assessing quality of life and serve as fundamental measures for understanding how people perceive and interact with their surroundings.

2.4.2 Emotional Well-being

Emotional well-being is a multidimensional concept that incorporates numerous psychological elements important to an individual's overall mental and emotional health. Feller et al. (2018) define it as a range of psychometrically defined concepts, including psychological well-being, positive mental health, health-related quality of life, thriving and subjective well-being. These aspects all contribute to a person's ability to experience pleasant emotions and moods, such as happiness, while minimizing negative ones like stress, sadness and loneliness.

The concept of emotional well-being has philosophical roots going back to Aristotle, who expressed it using the term *eudaimonia*, which comes from the Greek language. *Eudaimonia* refers to the state of "having a good indwelling spirit" or reaching genuine happiness (Huta, 2013). Aristotle equated this state with living a virtuous and purpose-driven existence, in which people live by realising their full potential and connecting their activities with their fundamental ideals and virtues. This ancient concept is still relevant in contemporary

debates about emotional health and quality of life, emphasizing the ageless value of living truly and consciously.

Beyond emotional states, emotional well-being includes broader measures of life satisfaction, such as a sense of meaning and purpose, quality of life and contentment across several life domains. These components represent not only an individual's current emotional experiences, but also their overall perception of life as satisfying and purposeful. This comprehensive perspective emphasises the interaction of fleeting emotions and long-term cognitive assessments of life happiness.

2.4.3 Social Well-Being

Keyes (1998) defined social well-being as the pursuit of a positive and meaningful social life, emphasizing active engagement with family, community, and broader societal structures. He identified five dimensions central to measuring social well-being. These are social integration, which reflects the quality of one's connections with society and community; social acceptance, referring to the perception of others as trustworthy and kind; social contribution, the belief in one's value and meaningful role in society; social actualization, which evaluates society's potential and progress; and social coherence, involving the understanding and organization of the social world.

According to Duaneva (2018), social well-being can be defined as the combination of two major components: social adjustment and social support. Social adjustment relates to personal contentment with relationships and the ability to fulfil social roles. Social support refers to the quality of relationships in one's social network, as well as a sense of security associated with those contacts. It refers to how much we feel like we belong and are socially included; a connected person is one who is supported by society.

Keyes and Shapiro (2004) also emphasize that social well-being extends beyond simply participating in social networks. It involves how people perceive their society responsibilities and contributions, as well as the quality of such relationships. This aspect of well-being is critical to one's overall sense of purpose and security, as social ties frequently serve as the foundation for emotional stability and resilience. Whether through professional development or personal fulfilment, social well-being makes people feel supported and respected, resulting in a more united and powerful society.

2.5 Relationship between Boundary Management Tactics and Quality of Life

Boundary management tactics, which include temporal, physical, behavioral and communication strategies, are increasingly recognized for their impact on quality of life, particularly in balancing work and personal responsibilities. These strategies help individuals navigate the boundaries between professional and personal duties, reducing role conflict and enhancing overall well-being (Kreiner et al., 2009). By proactively managing work-life boundaries, individuals can minimize the psychological impact of overlapping duties, resulting in improved emotional and social dimensions of quality of life.

Empirical research highlights a substantial link between boundary management strategies and improved emotional and social well-being. Effective boundary management can reduce emotional exhaustion, as evidenced by Derks et al. (2016), who found that clear boundaries lead to reduced emotional burnout. Similarly, Piszczek et al. (2021) demonstrated that good boundary management promotes psychological detachment, aiding in recovery and overall well-being. Temporal strategies, such as allocating specific times for work and family, allow individuals to focus fully on one role without interference from the other, leading to enhanced life satisfaction. For instance, a study by Allen et al. (2020) found that employees who set clear temporal boundaries between work and personal life reported higher satisfaction with work-life balance and reduced emotional exhaustion.

Behavioral strategies, such as using technology to manage work-life boundaries, enable individuals to disconnect from work obligations during personal time, improving recovery and reducing work-family conflict. Research by Park et al. (2011) indicated that effective boundary management, aided by communication technology, promotes psychological detachment from work, which leads to improved well-being. Social well-being also benefits from boundary management tactics. Clear boundaries improve relationships by preventing work spillover into family time, as noted by McDaniel et al. (2021), and by enhancing social role satisfaction and integration, as Keyes and Shapiro (2004) suggested.

Additionally, a study by Allen et al. (2020) examined the role of boundary management in achieving work-nonwork balance while working from home. The findings revealed that individuals who established physical boundaries, such as designating specific areas for work, reported better work-life balance and reduced stress levels. The communicative aspect of boundary management emphasizes the need for clear expectations and mutual understanding among stakeholders to ensure quality of life. By setting limits through explicit communication, individuals can reduce boundary violations and foster a supportive atmosphere for role performance (Shumate & Fulk, 2004). Those who effectively manage their boundaries experience higher satisfaction and engagement in their work, leading to a more balanced and enriching quality of life.

In conclusion, boundary management strategies are essential tools for enhancing both emotional and social well-being. By setting clear boundaries, individuals can improve their quality of life, mitigate work-family conflicts, and foster a healthy work-life balance in a complex and interconnected world.

2.6 Summary

This literature review underscores the critical relationship between boundary management tactics and quality of life, emphasizing how these strategies help individuals navigate their work and personal domains effectively. Temporal tactics emphasise time management to establish clear boundaries, whereas physical tactics use spatial separations to preserve role clarity and focus. Behavioural tactics, such as the use of technology, allow for fast role transitions, while communicative tactics aid in the establishment of clear expectations to avoid disruptions. These approaches considerably improve quality of life by improving emotional well-being and encouraging social well-being through meaningful connections and societal involvement. The integration of these studies not only demonstrates the transformative potential of boundary management methods in reducing conflicts and increasing overall happiness, but also shows the need for additional empirical research in a variety of situations. This knowledge provides a solid foundation for researching the connection between these techniques and well-being dimensions, directing practical and theoretical advancements.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research framework and processes undertaken to achieve the study's objectives. This section elaborates on the research design, sampling strategy, data collection techniques and analysis methods used to address the research problem effectively. The methodology is structured to ensure reliability, validity and rigor in examining the relationship between boundary management tactics and quality of life, particularly focusing on emotional and social well-being. By detailing the step-by-step approach, this chapter provides a transparent and replicable framework, contributing to the credibility and robustness of the study's findings.

3.2 Research Design

This study employs a quantitative research design to explore the relationship between boundary management tactics (temporal, behavioral, physical and communicative) and quality of life (emotional well-being and social well-being). The study uses a correlational approach to analyze the associations between the independent and dependent variables, aiming to determine the extent to which boundary management tactics predict variations in quality of life. The design is appropriate for identifying patterns and relationships in a structured and measurable way, using statistical methods to ensure reliability and validity.

3.3 Research Instrument

The instrument used for this research was a questionnaire. The questionnaire used was discovered by the adoption of many questionnaires utilized by prior relevant researchers whose studies are appropriate for the necessities of this research study. The questionnaire is designed to measure the relationship between boundary management tactics and quality of life, with a

particular focus on emotional and social well-being. It is structured into several sections to ensure comprehensive data collection and alignment with the research objectives.

The questionnaires are split into four sections which are Section A: Demographic, Section B: Boundary Management Tactics, Section C: Emotional Well-Being and Section D: Social Well-Being. The first section, Section A, captures demographic information, including gender, age, years of experience, race, marital status, employment status, job level and work arrangement. These variables give important context for interpreting the respondents' backgrounds and spotting potential patterns or trends in the data.

For Section B, it focuses on boundary management tactics, adapted from Scheibe et al. (2024), which includes items that assess the use of temporal, behavioral, physical and communicative tactics. For example, some of the questions asked were “I set times in my calendar when to start and when to finish work” for temporal, “I avoid checking work-related emails, messages and/or calls during private time” for behavioral, “I use a dedicated workspace to do my work” for physical and “I communicate my availability to team members, subordinates and supervisors (e.g., how to handle cases of emergencies during private time)” for communicative tactics. There are eighteen questions in total associated with the topic, which consist of five questions for temporal, five questions for behavioral, four questions from physical and four questions for communicative tactics respectively. This section uses Likert scale which consists of five scales which are scale 1 = never; 2 = rarely; 3 = sometimes; 4 = often and 5 = always.

For the third and fourth section, Section C and D, the questions are related to quality of well-being which consist of emotional well-being and social well-being. For emotional well-being, the questionnaires are adapted from Tennant et al. (2007). There are fourteen questions under this section. Sample questions include “I’ve been feeling optimistic about the future” ,

“I’ve been feeling useful” and “I’ve been feeling relaxed”. This questionnaire shows that higher scores indicate higher emotional well-being.

Other than that, Section D uses a questionnaire by Zimet et al. (1988) which consists of ten questions related to social well-being including “I get the emotional help and support I need from my family”, “My friends really try to help me” and “I have friends with whom I can share my joys and sorrows”. Higher scores in this section indicate higher teamwork skills.

The questionnaire for these two sections uses the Likert Scale. There are seven scales which are 1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = neutral; 5 = slightly agree; 6 = agree and 7 = strongly agree.

Table 1 shows a structured overview of the research instrument used in this study, detailing its key sections, constructs measured and the associated items.

Table 1

Summary of Research Instrument

Section	Variables	Number of Items	Scale Used	Source
A	1. Gender	8	Multiple-choice	Self- developed
	2. Age			
	3. Years of Experience			
	4. Race			
	5. Marital Status			
	6. Employment Status			
	7. Job Level			
	8. Work Arrangement			

B	1. Temporal	18	5-point Likert	Scheibe et al. (2024)
	2. Behavioral		Scale (1=Never,	
	3. Physical		5=Always)	
	4. Communicative			
C	Emotional Well-Being	14	7-point Likert	Tennant et al. (2007)
			Scale (1=Strongly disagree, 5=Strongly agree)	
D	Social Well-Being	10	7-point Likert	Zimet et al. (1988)
			Scale (1=Strongly disagree, 5=Strongly agree)	

3.4 Research Subjects

3.4.1 Research Population

The study focuses on statutory body employees in Sarawak, a group whose work-life experiences are increasingly important for understanding organizational well-being. Statutory bodies are government-established organizations created through legislation to carry out specific public functions and they often operate with a degree of autonomy. Employees in these organizations frequently face challenges in maintaining work-life boundaries due to structured procedures, high accountability and hybrid public-private work expectations.

Choosing statutory body employees as the research population is appropriate because they operate within unique institutional frameworks that combine public service goals with

semi-autonomous governance. These structures often lead to complex work environments that demand a balance between rigid regulations and the flexibility required for modern work-life arrangements. As workplace dynamics continue to evolve through digitalization, flexible hours and remote or hybrid work models, understanding how boundary management tactics affect emotional and social well-being in this group becomes especially relevant. This population offers a focused and meaningful context to examine how organizational systems, role demands and individual strategies intersect to influence well-being outcomes.

3.4.2 Research Sampling

To provide a focused and context-specific analysis, this study uses employees from a single statutory body, which is Regional Corridor Development Authority (RECODA) as the research sample. RECODA was selected due to its hybrid operational nature, combining public-sector governance with private-sector efficiency to implement regional development strategies in Sarawak. As such, it represents a distinctive work environment that blends bureaucratic structure with project-based execution, making it an ideal setting for examining boundary management tactics and quality of life among statutory body employees.

RECODA's function in promoting economic growth in Sarawak through the development of regional corridors makes it an ideal setting to explore the dynamics of work-life balance, boundary management and employee well-being. As a statutory body, RECODA operates under a hybrid model, combining public-sector governance with private-sector strategies, offering a unique perspective on organizational policies and work demands.

This study employs convenience sampling, which is particularly important for ensuring easy access to respondents within RECODA, saving both time and resources. Convenience sampling allows for the selection of participants who are readily available and accessible, making it a practical choice for research involving specific, focused populations.

To ensure the sample size is adequate for statistical analysis, the Raosoft Sample Calculator is used to calculate the minimum sample size required. Based on the parameters input which are 90% confidence level and a 6% margin error, the Raosoft calculator suggests a minimum sample of 77 respondents, which ensures that the findings were both reliable and representative of the population of employees at RECODA.

3.5 Validity and Reliability

Validity and reliability are critical components of research methodology, ensuring the accuracy and consistency of data collection instruments. Validity refers to the extent to which a tool measures what it is intended to measure (Taherdoost, 2016). This study established content validity by engaging subject matter experts to ensure that the questionnaire accurately captured the dimensions of boundary management tactics and quality of life. This includes the questions targeting temporal, physical, behavioral and communicative tactics, as well as emotional well-being and physical well-being from quality of life. Construct validity was determined by reviewing related literature to ensure that the variables tested are theoretically grounded. This method ensures that the questionnaire items accurately reflect the underlying structures being examined, such as work-life boundaries and well-being dimensions.

On the other hand, reliability relates to the instrument's consistency in measuring variables over time (Nunnally & Bernstein, 1994). Reliability refers to a research instrument's consistency and stability in measuring what it is intended to measure under various conditions and time frames. It ensures that the data collected is reliable and replicable, decreasing the possibility of measurement errors that could jeopardize the study's credibility. Cronbach's alpha, a commonly used statistic in social science research, was used to examine the questionnaire's internal consistency and reliability. According to the study of Nawi et al. (2020), a Cronbach's alpha value of 0.70 or higher is generally considered to indicate an acceptable level of reliability. Furthermore, to verify test-retest reliability, a small subset of

respondents completed the questionnaire again over a two-week period, allowing for a comparison of data to assess stability over time (Taherdoost, 2016). To improve dependability, the questionnaire was iteratively revised based on comments from a cognitive interview and subject matter experts, ensuring that the questions were clear, unambiguous and contextually relevant.

By establishing validity and reliability, this study reduces biases and errors, ensuring that the data collected appropriately reflects participants' perspectives and experiences. These metrics not only increase the trustworthiness of the findings, but they also lay a solid platform for subsequent analysis and interpretation. Establishing high dependability is critical since it instills confidence in the study's findings and their relevance to real-world circumstances, especially when exploring complicated themes such as boundary management tactics and well-being.

3.6 Cognitive Interview

Prior to finalizing and distributing the questionnaire, a cognitive interview was conducted to assess the clarity, comprehensibility and relevance of each question. This step was essential in detecting any ambiguities, confusing phrasing or potential misinterpretations that could compromise response accuracy during the main data collection process (Jia et al., 2021).

The interview involved three respondents who mirrored the demographics and professional background of the target populations, which are employees in a statutory body setting. These participants were chosen based on their familiarity with office-based work routines and their ability to provide honest and constructive feedback on the questionnaire.

During the cognitive interview session, each participant was asked to complete the draft version of the questionnaire and then engage in a follow-up discussion. They were prompted with questions such as:

- “Was any item confusing or difficult to understand?”
- “What did you think the question was asking?”
- “Were there any terms that were unclear or too technical?”
- “How did you decide on your answer for this item?”

Based on the feedback, several items were revised to improve their clarity, flow and alignment with everyday language used by employees in the organization. The revisions included simplifying vocabulary, rephrasing questions to reduce ambiguity and adjusting sentence structures for greater comprehension. The table below presents examples of the changes made during the cognitive interview process.

Table 2

Questionnaire Revisions Based on Cognitive Interview Feedback

No.	Original Statement	Revised Statement
1.	I use a dedicated workspace to do my work.	I use a specific workspace at home to carry out my work tasks.
2.	I store my working materials in a dedicated space.	I keep my work materials (documents, files, equipment) in a designated area separate from my personal items.
3.	I share expectations about when and where I work with team members, subordinates and supervisors.	I share expectations about when and where I work with team members or subordinates or supervisors.

-
- | | | |
|----|---|--|
| 4. | I communicate my availability to team members, subordinates and supervisors (e.g., how to handle cases of emergencies during private time). | I communicate my availability to team members or subordinates or supervisors (e.g., how to handle cases of emergencies during private time). |
| 5. | I share my work calendar with team members, subordinates and supervisors so they know when I am off work. | I share my work calendar with team members or subordinates or supervisors so they know when I am off work. |
| 6. | I follow rules for my private contacts when it is okay to interrupt me while working. | I follow rules for my private contacts (family, friends) when it is appropriate to interrupt me while working. |
-

In addition to reviewing the questionnaire items, participants were also asked to comment on the clarity of the Likert scale used for responses. The scale range from 1 (Never) to 5 (Always), and each point was defined with a brief description to guide respondents' interpretations. Feedback indicated that participants generally understood the meaning of each point; however, some suggested providing clear distinctions between the frequency levels represented by each option. As a result, slight adjustments were made to improve clarity and ensure consistency in how the scale was interpreted. The table below shows the final version of the Likert scale for Section B: Boundary Management Tactics with its corresponding frequency labels and descriptions.

Table 3*Interpretation of Likert Scale Frequency Options*

Scale Point	Label	Description
1	Never	You never do this; 0 out of 10 times.
2	Rarely	You seldom do this; about 2-3 out of 10 times.
3	Sometimes	You do this occasionally; about 4-5 out of 10 times.
4	Often	You do this frequently; about 6-7 out of 10 times.
5	Always	You consistently do this; 10 out of 10 times.

3.7 Research Procedure***3.7.1 Data Collection Procedure***

The data collection for this study was conducted online, using a structured and systematic manner to ensure both ethical standards and reliability. Initially, the questionnaire designed for data collection underwent a review process. It was submitted for approval by the relevant authorities within the faculty. This step ensures that the survey aligns with academic standards and the research objectives.

Once the questionnaire has been approved, a formal permission letter was sent from the faculty to the main organization. The letter requested permission to conduct the study and distribute the online questionnaire to employees within the organization. Upon receiving a positive response from the organization, formal consent and approval were obtained to begin the data collection process. This approval is essential in ensuring that the organization is fully aware and supportive of the research.

The questionnaire was distributed digitally via a secure online platform, Google Form, with clear instructions provided. These instructions covered the purpose of the study, the

importance of their participation, and the steps involved in completing the questionnaire. Ensuring that participants are fully informed is crucial to maintaining the integrity of the research process and ensuring that they participate willingly and with understanding.

Finally, after the instructions have been provided, the online questionnaires were distributed to the employees. This step was carefully managed to ensure that participants have sufficient time to complete the questionnaire and that the data collected is confidential and anonymous. The online approach to data collection proved effective and appropriate for this study, ensuring that the data gathered was valid, confidential and aligned with the study's objectives.

3.7.2 Data Analysis Procedure

Data analysis involves a systematic process of evaluating, cleaning, transforming and modelling data to uncover valuable insights, support decision-making and provide actionable recommendations. It plays a vital role in refining the raw data collected through instruments such as questionnaires, simplifying complex datasets and producing measurable outcomes. This process helps researchers identify patterns and determine the proportion of respondents who agree or disagree with specific survey questions. Additionally, it serves to minimize errors and prevent misleading conclusions that could undermine the study's integrity.

For this study, SPSS version 30.0.0.0 was used to ensure accurate and reliable statistical analysis. IBM SPSS, with its user-friendly interface, offers powerful tools for data entry, manipulation and visualization through tables and charts. The analysis included various descriptive statistics such as mean, frequencies and percentages. A reliability test using Cronbach's Alpha was conducted to assess the consistency of the survey instrument. Furthermore, Spearman's Correlation Analysis was performed to explore the relationships

between variables and predict outcomes. These methods provided a structured approach to interpreting the data, ensuring the study's findings were both robust and meaningful.

3.8 Ethical Consideration

Ethical considerations were integral to the planning and execution of this research to uphold the principles of respect, fairness and transparency. Participants were fully informed of the study's aim, objectives, and methods before deciding to participate. This secured informed consent, in which subjects willingly participated with the understanding that they might withdraw from the study at any time without penalty. Participants received clear and short information papers, emphasising the voluntary nature of their participation.

Confidentiality was strictly maintained to preserve the participants' privacy. All replies to the questionnaire were anonymized, and no personal information was associated with the data. To protect sensitive data, responses were securely saved and made available only to researchers involved in the study. These safeguards were intended to ensure that participants may submit honest and fair responses without fear of personal or professional repercussions.

The study's design also took care to keep participants safe. Survey questions were designed to be neutral, non-invasive, and considerate of participants' personal and professional boundaries. Participants were told that their replies would only be utilized for academic purposes. These safeguards were designed to establish a welcoming environment in which people felt safe and appreciated throughout their participation.

Following the study, participants received an overview of the research purpose as well as contact information for any follow-up inquiries or concerns. These procedures demonstrate the researcher's commitment to performing a study that respects participant rights while maintaining the research process's integrity.

3.9 Summary

Chapter 3 described the research approach used in this study, which included a systematic framework to ensure validity and reliability. It began with an overview of the research design, population and sample methodologies to ensure that they were in line with the research objectives. To increase the credibility of data collection, the instruments, notably the questionnaire, were carefully created using previously validated studies. The research technique provides a defined path for the study's execution. SPSS software was used to conduct descriptive, frequency, reliability and correlation analyses, resulting in robust insights. Ethical considerations were critical to ensuring participant confidentiality and the study's integrity. This chapter laid a solid methodological foundation for accurate data interpretation and relevant results in future chapters.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the quantitative findings on the relationship between boundary management tactics (temporal, physical, behavioral and communicative) and quality of life (emotional and social well-being) among statutory body employees in Sarawak. It begins with descriptive statistics of respondents' demographics, followed by reliability testing and correlation analysis to examine variable relationships. The findings are then discussed in relation to past literature and theoretical frameworks, particularly Clark's Work-Life Border Theory (2000). This discussion aims to interpret the results and provide insight into the ways boundary management practices influence individuals' quality of life in a working context.

4.2 Research Findings

4.2.1 Demographic Profile

Table 2 explains the respondents' demographic data, including gender, age, years of working experience, race, marital status, employment status, job level and work arrangement.

Table 4

Summary of Respondents' Demographic Data

Variables		Frequency (n)	Percentage (%)
Gender	Male	52	65
	Female	28	35
Age (Mean=40.98)	20-29	25	31.3
	30-39	12	15.0
	40-49	15	18.8

	50-59	24	30.0
	60-69	4	5.0
Years of Working Experience (Mean=17.97)	0-5	23	28.7
	6-15	13	16.3
	16-30	25	31.3
	31-45	19	23.8
Race	Malay	62	77.5
	Chinese	5	6.3
	Iban	4	5.0
	Melanau	4	5.0
	Others	5	6.3
Marital Status	Single	27	33.8
	Married	48	60
	Widowed	3	3.8
	Divorced / Separated	2	2.5
Employment Status	Permanent	65	81.3
	Contract	12	15.0
	Temporary	3	3.8
Job Level	Entry Level	19	23.8
	Executive	27	33.8
	Supervisor / Team Leader	14	17.5
	Manager	9	11.3
	Senior Manager / Department Head	6	7.5
	Director / Top Management	5	6.3

Work Arrangement	Full-time on-site	60	75.0
	Hybrid	11	13.8
	Flexible hours	9	11.3

According to the data collected, total number of respondents was 80. It consists of 52 male respondents (65%) and 28 female respondents (35%). The mean age of respondents was 40.98 years. The highest number of respondents was in the 20–29 age group, with 25 individuals (31.3%), while the lowest number of respondents was in the 60–69 age group, with 4 individuals (5.0%). The mean years of working experience among respondents was 17.97 years. The highest number of respondents fell within the 16–30 years range, with 25 individuals (31.3%), while the lowest was in the 6–15 years range, with 13 individuals (16.3%). Out of the responses received, 62 respondents (77.5%) identified as Malay, which was the highest among all racial groups. In terms of marital status, the majority of respondents were married, totalling 48 individuals (60.0%). For employment status, the highest proportion of respondents held permanent positions, comprising 65 individuals (81.3%). Regarding job level, the largest group was at the executive level, with 27 respondents (33.8%). As for work arrangement, the majority worked full-time on-site, representing 60 respondents (75.0%).

4.2.2 Reliability Analysis

The table below shows the reliability statistics for each section of the questionnaire.

Table 5

Reliability Analysis for Each Section

Section	No. of Items	Cronbach's Alpha	Reliability Level
Temporal Tactics	5	.757	Acceptable
Behavioral Tactics	5	.771	Acceptable
Physical Tactics	2	.717	Acceptable
Communicative Tactics	2	.727	Acceptable
Emotional Well-Being	14	.902	Excellent
Social Well-Being	10	.904	Excellent

In this study, five items were used to measure both the Temporal Tactics and Behavioral Tactics variables. The Cronbach's alpha coefficient for Temporal Tactics was .757, and for Behavioral Tactics, .771, indicating an acceptable level of internal consistency based on commonly accepted reliability standards (Nawi et al., 2020). Therefore, the reliability of both scales was considered valid and appropriate for further statistical analysis in this study.

For the Physical Tactics variable, four items were initially included in the scale. However, the original Cronbach's alpha value was found to be low. After removing two items that contributed to reduced internal consistency, the reliability improved to .717 across the remaining two items. Although the number of items was reduced, the revised scale still met the minimum threshold for internal consistency and was retained for analysis. While Cronbach's alpha generally increases with a greater number of items, recent discussions have shown that two-item scales can still be considered reliable if the items are strongly correlated and

conceptually aligned. In correlational research, shorter but focused scales are acceptable when supported by theoretical coherence and internal consistency diagnostics (Zakariya, 2022).

Similarly, for Communicative Tactics, the initial four-item scale yielded a low Cronbach's alpha coefficient. After identifying and removing two items that weakened the internal consistency, the alpha increased to .727, based on the two remaining items. This indicates that the revised scale reached an acceptable reliability level and could be used for further interpretation. As with the Physical Tactics subscale, the kept items were conceptually coherent and had satisfactory internal consistency, supporting their continued use within this correlational framework.

In addition, the Emotional Well-Being construct was measured using 14 items and demonstrated excellent internal consistency, with a Cronbach's alpha of .902. The Social Well-Being variable, measured using 10 items, also showed a high level of internal consistency, with a Cronbach's alpha of .904. Thus, both dependent variables were considered highly reliable and valid for use in this research.

4.2.3 Correlation Analysis

Table 4 shows the Spearman Correlation Analysis between each variable.

Table 6

Spearman Correlation Analysis between Boundary Management Tactics and Quality of Life

Variables	1	2	3	4	5	6
1. Temporal Tactics	-	.370**	.207	.237*	.184	.026
2. Behavioral Tactics	-	-	.339**	.187	-.013	.023
3. Physical Tactics	-	-	-	.155	.053	.096
4. Communicative Tactics	-	-	-	-	.271*	.296**
5. Emotional Well-Being	-	-	-	-	-	.530**
6. Social Well- Being	-	-	-	-	-	-

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4 presents the results of the Spearman correlation analysis conducted to assess the relationship between four boundary management tactics and two dimensions of quality of life, emotional well-being and social well-being. The analysis was carried out based on the eight hypotheses formulated for this study.

H₁: There is a significant relationship between temporal boundary management tactics and emotional well-being.

A Spearman's correlation was conducted to examine the relationship between temporal boundary management tactics and emotional well-being. The relationship between temporal boundary management tactics and emotional well-being was not significant, as the results yielded a correlation coefficient of $r_s=.184$, $N=80$, $p>0.05$. Since the p -value was greater than the alpha level of 0.5, we failed to reject the null hypothesis. The r value also indicates a weak positive relationship, suggesting that there is no significant association between temporal tactics and emotional well-being. Thus, H_1 is not supported.

H₂: There is a significant relationship between behavioral boundary management tactics and emotional well-being.

For the second hypothesis, the correlation between behavioral boundary management tactics and emotional well-being was found to be $r_s=-.013$, $N=80$, $p>0.05$. As the p -value exceeded the alpha level of .05, the study failed to reject the null hypothesis, indicating no significant relationship. The negative r value shows a very weak inverse relationship, which is statistically non-significant. Thus, H_2 is not supported.

H₃: There is a significant relationship between physical boundary management tactics and emotional well-being.

A weak and non-significant correlation was found between physical boundary management tactics and emotional well-being, $r_s=.053$, $N=80$, $p>0.05$. Because the p -value was higher than .05, the null hypothesis was failed to reject, indicating no significant relationship. The r value shows a very weak positive relationship, statistically insufficient to support a meaningful correlation. Thus, H_3 is not supported.

H₄: There is a significant relationship between communicative boundary management tactics and emotional well-being.

There was a significant positive relationship between communicative boundary management tactics and emotional well-being, $r_s=.271$, $N=80$, $p<0.05$. Since the p -value was less than the alpha level of .05, we have enough evidence to reject the null hypothesis. Hence, there is a significant relationship between communicative boundary management tactics and emotional well-being. Thus, H₄ is supported.

H₅: There is a significant relationship between temporal boundary management tactics and social well-being.

The relationship between temporal boundary management tactics and social well-being was not significant, $r_s=.026$, $N=80$, $p>0.05$. The p -value exceeds .05, leading to a failure to reject the null hypothesis. The r value indicates a very weak relationship, statistically confirming that there is no significant relationship between the variables. Thus, H₅ is not supported.

H₆: There is a significant relationship between behavioral boundary management tactics and social well-being.

For behavioral boundary management tactics and social well-being, the correlation was $r_s=.023$, $N=80$, $p>0.05$. With p -value greater than the alpha level, we failed to reject the null hypothesis. Hence, there is no significant relationship between behavioral boundary management tactics and social well-being. Thus, H₆ is not supported.

H₇: There is a significant relationship between physical boundary management tactics and social well-being.

There is no significant relationship between physical boundary management tactics and social well-being, as the result showed a correlation of $r_s=.096$, $N=80$, $p>0.05$. As the p -value was above .05, the null hypothesis was failed to reject. The r value indicates a weak positive relationship, but not strong enough to be statistically significant. Thus, H_7 is not supported.

H₈: There is a significant relationship between communicative boundary management tactics and social well-being.

There was a significant positive relationship between communicative boundary management tactics and social well-being, with $r_s=.296$, $N=80$, $p<0.01$. Since the p -value is below the .01 alpha level, the null hypothesis is rejected. The correlation reflects a moderate positive relationship, showing that greater use of communicative boundary tactics is significantly associated with better social well-being. Thus, H_8 is supported.

4.3 Discussion

This study examined the relationship between four types of boundary management tactics; temporal, behavioral, physical and communicative, and two dimensions of quality of life; emotional and social well-being. Among the eight hypotheses tested, only communicative boundary management tactics showed significant positive relationships with both emotional ($r_s=.271$, $p<0.05$) and social well-being ($r_s=.296$, $p<0.01$). The result indicates that higher use of communicative boundary tactics is associated with higher emotional and social well-being, suggesting that openly expressing one's availability and limits supports a better quality of life. These findings suggest that employees who actively express their work-life boundaries such as clearly sharing their availability, managing expectations or limiting contact outside of working hours tend to have better emotional and social well-being. This finding is in line with Allen et

al. (2020), who emphasized that clear expectations and mutual understanding reduce boundary violations and create a supportive environment for role performance.

These results also strongly support Clark's (2000) Work-Life Border Theory, which posits that mutual understanding between work and personal domains is essential for well-being. When individuals communicate their boundaries clearly and those boundaries are respected by others, they are less likely to experience role conflict and are more likely to feel psychologically secure (Capitano & Greenhaus, 2018). This also aligns with Musheke and Phiri's (2021) research which highlights that open discussions about expectations help prevent misunderstanding and reduce boundary violations. It emphasized that in hierarchical organizations like statutory bodies, communicative tactics are particularly effective in clarifying work-life expectations and reducing ambiguity created by power dynamics. These interpersonal strategies may help foster a more respectful and predictable work environment, which in turn contributes to emotional and relational stability.

In contrast, temporal, behavioral and physical tactics showed no significant relationships with well-being outcomes. This may suggest that individual efforts to manage boundaries, while personally meaningful, are less effective in structured environments like statutory bodies, where routines are rigid and autonomy is limited. Without reinforcement or recognition from colleagues and supervisors, these self-managed strategies may not lead to meaningful improvements in well-being. Research consistently demonstrates that boundary management efficacy depends fundamentally on organizational contextual factors rather than individual actions alone. As Kossek and Lautsch (2018) argued, boundary strategies achieve optimal effectiveness only when it is supported by workplace norms and policies. This finding supports the idea that how boundaries are communicated and whether they are respected is more impactful than how they are privately managed.

Beyond organizational structure, the demographic profile of the respondents may also shed insight on the non-significant results. For example, in this context of study, the majority of respondents were full-time on-site workers and permanent employees, which frequently come with fixed schedules and tougher restrictions that limit flexibility. Temporal tactics such as managing one's own work hours or scheduling breaks may have limited room for application, especially when institutional expectations override individual preferences. Similarly, most of them were older employees or those in supervisory/managerial roles may have more established routines and a greater sense of responsibility, making them less likely or able to enforce physical or behavioral boundaries, such as disconnecting after hours or maintaining separate workspaces.

Additionally, in hierarchical environments, the absence of shared understanding can cause behavioral or physical boundary tactics to be misinterpreted, potentially creating tension in relationships and lowering perceived support (Derks et al., 2016; Zhao, 2023). For instance, when an employee refrains from responding to messages after work or separates themselves physically while working, it may be viewed as a lack of engagement or teamwork, especially in collectivist or high-context cultures. This highlights the need for a workplace environment that not only permits but actively promotes open communication regarding work-life boundaries. Facilitating mutual dialogue may prove more effective in enhancing employee well-being than relying solely on individual boundary management.

4.4 Summary

This chapter presented the results of the study examining the relationship between four types of boundary management tactics and two dimensions of quality of life among statutory body employees. Out of the eight hypotheses tested only communicative boundary tactics showed significant positive relationships with emotional and social well-being. Temporal, behavioral, and physical tactics showed no significant relationships with either outcome. These findings highlight that in structured and hierarchical environments like statutory bodies, individual boundary efforts may have limited impact without organizational support and mutual understanding.

CHAPTER FIVE

IMPLICATIONS, SUGGESTIONS AND CONCLUSION

5.1 Introduction

This chapter concludes the study by summarizing the key findings and discussing their practical and theoretical implications, particularly how the identified relationships between boundary management tactics and quality of life contribute to a deeper understanding of work-life practices within the statutory body sector. It elaborates on the implications for human resource development (HRD), workplace policies and employee well-being programs, emphasizing how organizations can support employees in managing boundaries more effectively. This is followed by suggestions for future research, especially in addressing study limitations and exploring different contexts or populations. The chapter ends by highlighting the overall contribution of the study to both academic literature and practical applications in the field of organizational behavior and occupational well-being

5.2 Implications

The findings of this study offer several practical implications for human resource management and organizational leadership, particularly within statutory bodies. As communicative boundary management tactics were found to have a significant positive relationship with both emotional and social well-being, organizations should consider strengthening strategies to promote dialogue, mutual understanding and respect for personal boundaries in the workplace.

For emotional well-being, HR departments must cultivate a culture of open boundary communication where employees feel empowered to express their availability, workload limits and personal needs without fear of judgment. Research shows that promoting psychological safety through transparent communication reduces workplace stress and isolation (Newman et

al., 2022). This can be accomplished through regular well-being check-ins, anonymous feedback systems (Gallup, Inc., 2025) and accessible mental health resources (WHO, 2024). To build psychological safety, managers or supervisors must model boundary-respecting behaviors such as not expecting after-hours communication and fulfilling time-off requests. According to Kossek and Thompson (2016), leaders who demonstrate healthy boundary practices actively establish positive team norms, resulting in ripple effects that enhance emotional well-being throughout the business.

For social well-being, the study highlights the necessity of team-based boundary-setting approaches. When teams work together to establish shared expectations such as “quiet hours”, no-meeting blocks or mutually agreed communications norms, they build interpersonal relationships and organizational support systems (Delanoeije, 2019). This is especially important in statutory bodies, where rigid hierarchies and heavy workloads often constrain organic social interaction. HR should provide structured opportunities for boundary conversations across teams and departments, as research suggests that this improves collaboration, trust and perceived fairness (Kempen et al., 2017). Practical implementations include creating virtual social spaces, developing team charters to promote work-life balance, and training managers to mediate boundary discussions. These measures combat isolation and enhance belonging, which are important determinants of social well-being, particularly in hybrid contexts with few casual office connections.

These findings highlight the need for substantial HR policy reforms. Organizations should implement flexible scheduling to provide employees more control over their work hours (Harunavamwe & Kanengoni, 2023), along with digital wellness and time management training programs. HR may establish long-term hybrid work ecosystems that foster emotional resilience and social connectivity by formalizing boundary-supportive activities, ranging from leadership modelling to team-level norms. This dual focus is essential for statutory bodies

seeking to protect employee well-being amid increasing workplace demands and technological pervasiveness.

5.3 Limitations

This study of the relationship between boundary management methods (temporal, behavioral, physical, and communicative) and quality of life (emotional and social well-being) may have various limitations. First, data collection is mainly based on self-reported measurements obtained through questionnaires, which may introduce biases such as social desirability bias. Participants may misrepresent their boundary management efficacy or well-being, resulting in inaccurate results (Queirós et al., 2017).

Furthermore, the cross-sectional design of this study limits the ability to establish causality between boundary management tactics and quality of life. Since the data were collected at a single point in time, the findings only offer a snapshot of the respondents' experiences. Longitudinal studies would be more effective in identifying how boundary management strategies may impact emotional and social well-being over time.

Lastly, another limitation of this study lies in the representativeness of the sample. Since the research specifically focused on employees working in statutory bodies within Sarawak, the findings may not be fully generalizable to other contexts. Employees in different regions, sectors such as private companies or non-profit organizations, or even within other branches or sectors may experience and manage work-life boundaries differently due to varying organizational cultures, job structures, and support systems. For example, employees in the private sector may have greater flexibility or access to different boundary management tools compared to those in the public sector. Additionally, the sample size, while adequate for the scope of this study, may not capture the full diversity of experiences and perspectives that exist among working individuals. Future studies could benefit from including more diverse samples

across different industries and geographical locations to strengthen the external validity and broaden the understanding of how boundary management strategies relate to quality of life.

5.4 Future Research / Suggestions

For future research, it is encouraged to involve a larger and more demographically diverse sample to improve the generalizability of findings. This study focused specifically on statutory body employees, which may limit the applicability of the results to other organizational sectors or cultural contexts. By including participants from various sectors and across different regions or demographic groups, future research can offer a more comprehensive understanding of how boundary management tactics function across different populations and workplace environments.

Other than that, this study employed a cross-sectional design, which captures data at a single point in time. While useful for identifying associations, it does not allow for conclusions about causality or how these relationships may evolve. Future research should consider using a longitudinal design to explore how the use of boundary management tactics influences emotional and social well-being over time. Tracking changes across weeks, months, or even years would provide insight into the long-term effectiveness and sustainability of different boundary tactics. It would also help reveal whether certain tactics become more or less effective as workplace dynamics, roles or personal circumstances change.

5.5 Summary

This study was conducted to identify the relationship between boundary management tactics, specifically temporal, behavioral, physical and communicative, and quality of life, measured through emotional and social well-being among statutory body employees in Sarawak. Grounded in Clark's Work-Life Border Theory, it aimed to determine how individuals manage boundaries within structured, hierarchical work environments.

Using quantitative data collected through a structure survey instrument, the results revealed that only communicative boundary management tactics had a significant positive relationship with both emotional and social well-being. In contrast, temporal, behavioral and physical tactics showed no statistically significant relationship with either well-being outcome. These findings suggest that while individual efforts to separate work and personal life matter, the ability to openly communicate boundaries and expectations plays a more crucial role in enhancing quality of life, particularly within structured and hierarchical work settings.

This chapter has outlined the practical implications of these findings, highlighting the importance of leadership modelling, psychological safety and team-based boundary norms in supporting employee well-being. Limitations of the study were acknowledged and several suggestions for future research such as longitudinal designs and broader sample diversity were proposed to strengthen and expand upon the current findings.

In conclusion, this research contributes to the academic understanding of boundary management and offers practical insights for organizations to view well-being as a shared responsibility. Fostering environments where boundary communication is respected can help build healthier, more connected, and resilient workplaces. Work-life balance is not just about separation, but about mutual understanding, collective support and meaningful connection at work.

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APPENDIX A

QUESTIONNAIRE FOR BOUNDARY MANAGEMENT TACTICS

Temporal	
1.	I set times in my calendar when to start and when to finish work.
2.	I set times in my calendar for when I do not work.
3.	I record my work time (e.g., in a recording system, excel sheet).
4.	I set my work time such that there are no distractions from family or friends (e.g., getting up very early or working at night).
5.	I set blocks of time in my calendar for highly concentrated working duties.
Behavioral	
1.	I avoid checking work-related emails, messages and/or calls during private time.
2.	I turn off all technological devices or silence social media groups related to work after finishing work.
3.	I avoid giving out my private phone number to colleagues to discuss work-related matters.
4.	I avoid interacting with people from my private life while working (i.e., blocking a private phone call).
5.	I put aside anything that relates to my private life that could distract me while working (i.e., put aside or mute private phone).
Physical	
1.	I use a dedicated workspace to do my work.
2.	I avoid taking office materials away from my office space.
3.	I store my working materials in a dedicated space.
4.	I use separate devices such as mobile phone, tablet, or laptop for working and private activities.
Communicative	
1.	I share expectations about when and where I work with team members, subordinates and supervisors.
2.	I communicate my availability to team members, subordinates, and supervisors (e.g., how to handle cases of emergencies during private time).
3.	I share my work calendar with team members, subordinates and supervisors so they know when I am off work.
4.	I follow rules for my private contacts when it is ok to interrupt me while working.

APPENDIX B
QUESTIONNAIRE FOR EMOTIONAL WELL-BEING

1.	I've been feeling optimistic about the future.
2.	I've been feeling useful.
3.	I've been feeling relaxed.
4.	I've been feeling interested in other people.
5.	I've had energy to spare.
6.	I've been dealing with problems well.
7.	I've been thinking clearly.
8.	I've been feeling good about myself.
9.	I've been feeling close to other people.
10.	I've been feeling confident.
11.	I've been able to make up my own mind about things.
12.	I've been feeling loved.
13.	I've been interested in new things.
14.	I've been feeling cheerful.

APPENDIX C
QUESTIONNAIRE FOR SOCIAL WELL-BEING

1.	There is a special person who is around when I am in need.
2.	There is a special person with whom I can share joys and sorrows.
3.	My family really tries to help me.
4.	I get the emotional help and support I need from my family.
5.	I have a special person who is a real source of comfort to me.
6.	My friends really try to help me.
7.	I can count on my friends when things go wrong.
8.	I can talk about my problems with my family.
9.	My family is willing to help me make decisions.
10.	I can talk about my problems with my friends.

APPENDIX D

CONSENT LETTER OBTAINED FROM FACULTY

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development
UNIMAS/NC-16.03/04-13/01 Jld.42 (36)



22 April 2025

Sabrina binti Razali
Head of Human Resources
Regional Corridor Development Authority (RECODA)
Level 1, 2, 5 & 6, LCDA Tower
Lot 2879, The Isthmus
Off Jalan Bako
93050 Kuching
Sarawak

Puan,

Pemohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar Nursyahmina Rahwani binti Sundli (82876) adalah pelajar Program Pembangunan Sumber Manusia, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"The Relationship Between Boundary Management Tactics And Quality of Life"</i>
Penyelia	: Profesor Madya Dr Zaiton binti Hassan
No.Telefon Penyelia	: 082-592678
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Sehubungan itu, sukacita kiranya pihak puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,


Julia Anak Clifton Akoi@Empadeng
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