Integrating work and nonwork roles at work

Evaluating friendship at work in assessing the role of segmentation preferences on job embeddedness and family-work enrichment

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Abstract

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The present study provides an important addition to existing research on boundary theory by proposing and testing a conceptual framework in which friendship at work acts as a form of boundary management for one's segmentation preferences and work-related outcomes. More specifically, it investigates whether there is an indirect effect of the dependent variable segmentation preferences on the independent variables job embeddedness and family-work enrichment, operating through the mediating variable of friendship at work. Predictions made prior to the study was that the stronger the segmentation preferences, the weaker ties of friendship at work an individual would have. Additionally, it was predicted that friendship at work would be positively associated with job embeddedness and family-work enrichment. To test these hypotheses, an online survey was distributed through social media platforms with responses analysed from 145 employees. The results showed support for all hypotheses. No mediation was however derived from the conceptual framework of this study, as there was a lack of a direct link between segmentation preferences and the outcome variables. These results might be due to these outcome variables being specifically associated directly with friendship at work whereas active enactment upon one's boundary management strategy, through for example either approaching or avoiding friendships at work, is only one such way in which one might act upon one's segmentation preferences. Furthermore, one's segmentation preferences are likely influenced by several environmental and contextual factors such as gender, organizational context, or family status, which may all play a part in the decision of whether and for what purpose individuals form friendships at work.

Keywords: segmentation preferences, friendship at work, family-work enrichment, job embeddedness

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Integrating work and nonwork roles at work: Evaluating friendship at work in assessing the role of segmentation preferences on job embeddedness and family-work enrichment

Being friends with co-workers within one`s organization is not uncommon, with a recent Gallup study reporting that 30% of employees have a best friend at work (Rath, 2006). Therein, the presence of friends at work has been found to have potential win-win outcomes for both the individual worker by increasing motivation, commitment, and job satisfaction, as well as for the organisation by ultimately supporting their effectiveness and productivity (Pedersen & Lewis, 2012; Rath, 2006). Other associated positive outcomes have included reduced workplace stress, increased communication, helping employees and managers accomplish their tasks, and assistance in the process of accepting organizational change (Berman, West, & Richter, 2002).

Friendships at work are however not without their associated risks, as this multiple-role occupancy of "friend" and "colleague" has historically been viewed as the root to many of the issues encountered in today's workforce (Hall & Richter, 1988). As they may involve envy, work distractions, competition, instrumental purposes, and physical attraction (Berman et al., 2002). In addition, they may risk leading to psychological distress, decreased marital and job satisfaction, as well as organizational outcomes such as burnout or employee turnover. While much of previous studies on inter-role conflict has been guided by the assumption that human energy is of a fixed and limited quantity whereas the demands associated with each role (such as "friend" and "co-worker") are incompatible and thus in constant conflict (Barnett & Gareis, 2006), much of recent research in psychology has focused on the positive interdependencies between the work sphere and the family sphere. Shifting the focus to strengths rather than weaknesses in understanding the potential of individuals and social systems (Greenhaus & Powell, 2006) as engagement in multiple roles has been found to benefit both positive mental health, physical health, and relationship health (Barnett & Gareis, 2006).

In line with Kreiner, Hollensbe, and Sheep (2009) I propose that understanding the "home" and "work" domain as a social construct is an important step in understanding how and why individuals may classify and categorize what belongs to which domain the way they do, and that this may change over time as the society and culture around us changes as well (Nippert-Eng, 1996). Kossek et al. (2005, as cited in Kreiner et al., 2009) further noted that

future work-home research should be focused on the implications of integrating some parts of the boundary and not others. Kreiner et al. (2009) coined this "allowing differential permeability" as individuals consciously choose which aspects of work and home to integrate, and which to segment. One such aspect of interest is friendship at work as these relationships taps into the two domains of home and work simultaneously by nature and have proved to be both complex and multifaceted (Pederesen & Lewis, 2012). Here a personal, affective relationship coincides with a business relationship (Methot, Lepine & Podsakoff, 2016) to form a multiplex relationship as it is based on more than one set of roles (Ashforth, Kreiner & Fugate, 2000). Given the suggested evidence of the effect of these relations on productivity, Berman et al. (2002) argues that it seems imperative that this concept is better understood. Thus, to increase our understanding of the role of friendship at work in the work–family interface, the present study will utilize a theoretical framework of boundary theory, namely segmentation preferences. Ashforth et al. (2000) proposed that by combining the concept of role boundary and role identity, any pair of roles can be arrayed on a continuum, ranging from high segmentation to high integration.

The present study aims to advance existing work-family interface research by proposing friendship at work as a mechanism through which segmentation preferences are associated with work-related outcomes. It will thus focus on the aspect of friendship at work as a form of integration of the home domain into the work domain. I therefore propose that individuals with an overall stronger segmentation preference of the home and work domain will also be less likely to form friendships at work which in turn will be related to weaker self-reports of job embeddedness (JE) and family-to-work enrichment (FWE). JE can be defined as the broad constellation of influences affecting employee retention as it can be thought of as facets making up strands in a web, leading to an individual` perception of being stuck to their organization (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). FWE on the other hand, can be defined as the extent to which experiences in the family domain improve the quality of life in the work domain (Greenhouse & Powell, 2006). The model presented below outlines the model of interest. Here friendship at work is presented as a possible mediating variable between the relationship of segmentation preferences and the two outcomes of interest, JE and FWE.

Figure 1.
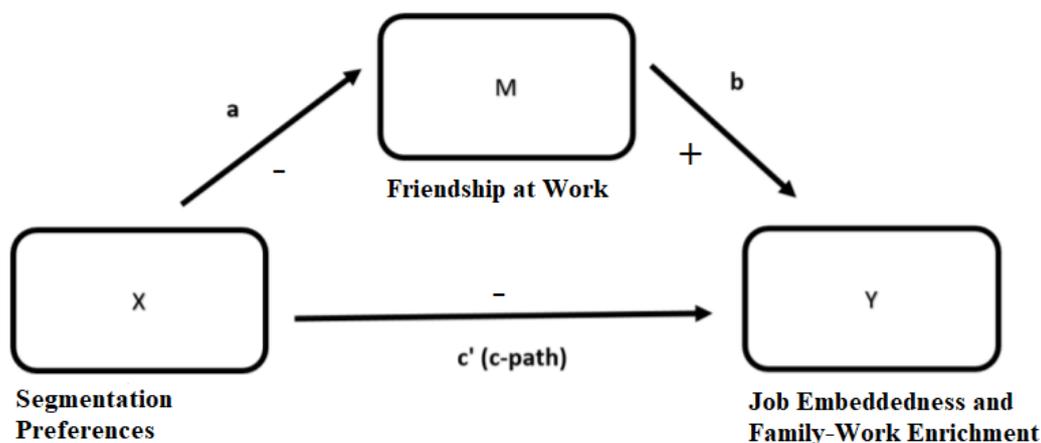
The first contribution entails JE as the associated outcome, as the demand for retaining top talent in a highly competitive and turbulent working environment has made retention research into factors which may drive employees to remain at an organization both relevant and important (Potgieter, Coetzee, & Ferreira, 2018). Of interest, a positive link has been found between social connectedness, JE, and retention (Allen, Robbins, Casillas, & Oh, 2008), with an increase in the number of connections being associated with a stronger bond to the job or organisation (Mitchell et al., 2001). Despite researchers being interested in the positive associations that friendships at work may have with desired employee attitudes such as job satisfaction and organizational outcomes such as lower turnover (Morrison & Cooper-Thomas, 2016), there is a lack of research on how friendships at work are linked to these various employee outcomes (Methot et al., 2016). As high segmentation has been found to be the most evident between the work and home domain (Ashforth et al., 2000), employees who to a larger extent prefer to keep the home domain from interfering with the work domain are likely to do so also regarding people (Nippert-Eng, 1996). Thus, avoiding friendships at work due to their nature as a multiplex relationship may consequently affect these individuals negatively by leading to a weaker embeddedness to their work and/or organization. Exploring these associations with the aim of further understanding them is therefore an important contribution of this study.

The second contribution will entail FWE as the associated outcome. Compared to work-family conflict research, the perspective of enrichment is both theoretically and practically lacking (Frone, 2003). In fact, Wayne, Grzywacz, Carlson, and Kacmar (2006) proposed that a deeper understanding of the work-family experience cannot be realized until

researchers devote as much energy and attention to the study of enrichment as to that of conflict. While the term work-family (or alternatively family-work) enrichment can denote a bi-directional process between work and home, the terms work-to-home and home-to-work denote unidirectional processes (Greenhaus & Powell, 2006). Despite limited research, I particularly believe that a deeper understanding of family-to-work enrichment to be vital as Greenhaus and Powell (2006) found that in nine out of eleven studies measuring bi-directional work-family enrichment through self-reports, that family-to-work enrichment (FWE) was stronger than work-to-family enrichment (WFE). With family found to enrich work more strongly so than the other way around. The present study will therefore focus on the direction of family-to-work enrichment as a second possible outcome in addition to JE, as it pertains to when family experiences instrumentally or affectively improve the quality of one's work life. Indeed, through friendship at work as a multiplex relationship, employees can capitalize on its enhancing effects by attitudes, behaviours, and emotions associated with one role spilling over to the other (Edwards & Rothbard, 2000). In line with the previous contribution, I thus propose that individuals with stronger segmentation preferences will also keep the domains separate in terms of people (Nippert-Eng, 1996), as they are likely to report to experience less FWE in addition to JE.

Theory and Hypotheses

Core theory 1: One core theory is that individuals with a stronger preference for segmentation between the work and home domain will indulge in less nonwork role referencing at work as well as to report weaker bonds of friendship at work.

Core theory 2: Additionally, I propose that individuals with stronger bonds of friendship at work will report higher experienced JE and FWE.

The following section is divided into several parts to present relevant theory to develop my hypotheses sequentially.

The first hypothesis is built upon border theory and relates to segmentation preferences and friendship at work. Clark (2000) defined the borders between work and family as taking on one of three forms: physical (where), temporal (when), or psychological. Physical such as the walls of a home or work, and temporal such as set working hours. This then consequently often becomes part of the blueprint of which psychological borders are determined, as they are rules for when certain thinking patterns, behavioural patterns, and

emotions are appropriate for one domain but not the other as they are partially a product of self-creation. As such, these boundaries result in the creation of slices of reality, referred to as "domains" that have a specific meaning to the individual maintaining the boundaries (Ashforth et al., 2000).

One such example would be "home" and "work" as they become real in the sense that "the individual perceives them as such and acts as though they are real" (Weick, 1979, as cited in Ashforth et al., 2000, p. 474). Thus, the boundary between the domains similarly becomes a social construct (Kreiner et al., 2009) whereby individuals themselves become "border-crossers who make daily transitions between these two settings, often tailoring their focus, their goals, and their interpersonal style to fit the unique demands of each" (Clark, 2000, p.751). As one might prefer to keep the home and work domain more integrated or separate, this may unfold as the way one chooses to act when creating and maintaining boundaries between the two domains. It is this act that complicates the crossing from one domain to the other and hence between one role to the other. For example, while a role with flexible boundaries can be enacted at various times and in various settings, more inflexible boundaries on the other hand may severely constrain where and when a role can be enacted (Ashforth et al., 2000). Alternatively, one could for example be physically located in one role`s domain but psychologically and/or behaviourally involved in another, often referred to as the "permeability" of a role (Pleck, 1977; Richter, 1992, as cited in Ashforth et al., 2000).

Taken everything into consideration, Ashforth et al. (2000) argues that the primary objective of individuals choosing integration or segmentation is to minimize the perceived difficulty of enacting both home and work roles, with associated benefits and drawbacks to both approaches. Additionally, Berman et al. (2002) found that respondents with a positive view on friendships at work also had a lower assessment of their associated risks. Thus, those who viewed friendships at work as having positive implications were also less likely to emphasize their negative effects.

As individuals consciously choose which aspects to integrate or segment by creating varying degrees of boundaries around the two domains, one could benefit from gaining a deeper understanding of the criteria used to make such decisions (Kreiner et al., 2009). One such aspect of interest is friendship at work, as such a multi-faceted relationship taps in to the two domains home and work simultaneously by nature and may contradict actions commonly used by individuals wishing to maintain the integrity of both domains such as for example

avoiding inviting colleagues' home for dinner (Nippert-Eng, 1996). While it may not always be possible for employees to enact their preferred boundary management strategy (Mellner, Aronsson, & Kecklund, 2014), due to for example organizational constraints or perceived expectations from the work or family domain, they may still arguably strive to enact their preferences. Thus, individuals with stronger segmentation preferences should be more likely to also keep people separated between domains, thus having less of a prevalence of friendships at work. In addition, as to support the general assumption that individuals attempt to enact their preferences, Nippert-Eng (1996) found that individuals used physical artifacts to negotiate the work-home border. While for example some preferred to put all events on one calendar, others had separate calendars for home and work. Additionally, in a study by Kreiner et al. (2009) several interviewed parishioners reported to actively invite fellow parishioners to their home for socials, dinners, and meetings as to blur the boundary between their home and the church buildings, as they preferred to keep these domains integrated. I thus propose the following hypothesis:

H1: Segmentation preferences will be negatively associated with friendship at work

For my second hypothesis, theory on JE is used to highlight its relevance to friendship at work. JE compromises the three dimensions: fit, sacrifice and links; these can either occur on-the-job or off-the-job (Zhang, Fried, & Griffeth, 2012). Here "fit" is the extent to which their job or community is similar to or fit in with their life, "sacrifice" refers to the ease in which these links can be broken and its associated cost to the individual, and lastly, "links" are the extent to which employees have links to other individuals and activities (William Lee, Burch, & Mitchell, 2014).

Friendships at work would be an important example of such a link as it is the psychological attachment to job characteristics and working conditions which may influence the employees' level of satisfaction with their work (Potgieter et al., 2018). Additionally, an increase in the number of social connections has been associated with a stronger bond to the job or organisation (Mitchell et al., 2001) with several research studies finding that "employees who have high-quality friendships at the workplace were more satisfied with their jobs, which positively influenced their retention" (Khaleel et al., 2016; Nielsen, Jex, & Adams, 2000; Riordan & Griffeth, 1995, as cited in Potgieter et al., 2018 p. 2). Friendships at work may also provide support that can reduce the chances of turnover even if other working conditions are less than ideal. As exemplified in a study by Pedersen and Lewis (2012, p. 14)

whereas one woman described how "friendships at work encouraged her to stay in her job even though it lacked professional challenges". I thus hypothesise that:

H2: Friendship at work will be positively associated with job embeddedness

For my third hypothesis, I use relevant theory on boundary theory to highlight the relationship between friendship at work and FWE. Ten Brummelhuis and Bakker (2012) described enrichment as a process of resource accumulation whereas work and home resources increase personal resources which in turn can be utilized to enhance home and work outcomes. As such, positive experiences first need to develop into the employee`s personal resource before spilling over the work-family boundary. Nippert-Eng (1996) proposed that a boundary-crossing perspective may be fruitfully applied to the study of work-family enrichment through one of the two forms of boundary work "boundary placement" (maintenance of boundary) and "boundary transcendence" (moving back and forth between the roles).

I propose that friendship at work is one way in which one can integrate the family and work domain, and that this in turn, will lead to higher family-to-work enrichment. Having friends at the workplace means that a nonwork role is salient in which individuals can capitalize on their associated resources and apply these to the work domain. Supporting empirical evidence comes from the two sources of self-reports and cross-role-relationships (Greenhaus & Powell, 2006). For example, finding by Ruderman et al. (2002, as cited in Greenhaus & Powell, 2006) found that female managers reported qualities accumulated in their personal lives such as interpersonal skills, ability to multitask, and respect for individual differences all made them a better manager at work by increasing their effectiveness. Furthermore, Pedersen and Lewis (2012) found self-reports from individuals describing how social interactions with close colleagues had enabled them to be more open and outgoing outside of work in addition to finding that friendship at work had a positive effect beyond the workplace and affected work-family facilitation. Therefore, I propose:

H3. Friendship at work will be positively associated with family-work enrichment

The last two hypotheses relate to the indirect relationship of my model. As proposed by H1 I would expect to find that the stronger the preference towards segmentation of the work and home domain, the weaker bonds of friendship an individual will have at work. H2 and H3 further hypothesis that friendship at work will be positively associated with JE and FWE as I predict that friendship at work will indirectly relate to the relationship between

segmentation preferences and JE and FWE respectively. I thus also propose the following hypotheses:

H4: Segmentation preferences will have a negative indirect relationship with job embeddedness through friendship at work

H5: Segmentation preferences will have a negative indirect relationship with family-work enrichment through friendship at work

Quantitative research as a deductive method was chosen as this study is based on relevant theories to develop the subsequent hypotheses mentioned above. It was further decided upon a cross-sectional research design. Despite the limitations associated, a cross-sectional design remains perhaps the most popular choice "for many topics studied in organizational research and other fields that rely on survey method" (Spector, 2019, p. 129). As while a longitudinal study can be quite demanding and costly (Caruana, Roman, Hernández-Sánchez, & Solli, 2015), a cross-sectional design offers the benefit of being an efficient method when there is scarcity of research resources (Spector, 2019) as an importance was placed on collecting a sufficiently large amount of data within the given timeframe and get a sample from the population which would be representative enough to be inferred to the population. Spector (2019) also argues that cross-sectional design should be the method of choice in the case where we do not know if X and Y will be correlated as this method can indicate whether pairs of variables are related. As the present study presents a new conceptual framework, it acts as a first step to ascertain its relationships. The details of the methods utilized will be further discussed in the following sections.

Methods

Recruiting approach and sample description

Being interested in recruiting those currently in employment, the survey was distributed in person through the snowballing effect at workplaces or through social networks in social media. Altogether, 146 responses were collected from participants taking part in the survey on a volunteer basis, whereas one response was excluded from further analysis as they reported working 0 hours per week as of their employment contract but usually 150 hours per week. Leaving a total of 145 responses for further analysis.

Of those individuals in the final sample, 55 were men and 90 women with participants being between the ages of 19 and 63, with the mean age of the participants being 37.59 (SD = 12.43) years old. Participants reported working 37.27 (SD = 13.05) hours on average per their employment contract. Slightly more than a third of participants (35.86%) of our sample had managerial responsibility while 64.14% reported no such responsibility. The mean amount of work experience of the sample was 16.13 (SD =12.12) years with 6.30 (SD = 6.46) years being the mean number of years worked for their current employer despite as much as 71% having reported working seven years or less for their current employer. As for education, as much as 58.62% of participants reported to either have four to five years of higher education or more.

In terms of relational status, 69.66% of the sample reported to be in a relationship while 30.34% were not. Of those reporting "yes" to this question, 50.34% also said that the currently lived together with their partner while 19.31% said "no". In addition, 46.21% had children while 53.79% reported to have no children. Of those who had children, the number of children ranged from one to three with 55.22% having two children. Out of the 67 participants who had children, 22 of them did not live together with any of their children while 45 did.

Procedure

The participants were recruited either in person or through social media on a volunteer basis, inviting them to take part and contributing to an anonymous online survey in "Nettskjema" investigating people's perception of the relationship between their work and nonwork life, as well as the role of having colleagues as friends. The snowballing method was used to reach out to a larger pool of participants and the data was collected with a fellow student in my class as a part of a larger survey. At the beginning of the survey, a consent form was attached to inform any prospective participants of the nature of the study in which they had to check a box stating "I consent to participate in this survey" at the bottom of the page to continue to the survey itself. In the case of not wishing to participate they could simply exit the page or click "I do not consent to participate in this study". Prospective participants were also informed once again that all participation is voluntary and that they may choose to withdraw at any point during the survey without having to give any reasons. The same applied for any data stored as this could be deleted without any personal

consequences. All responses were collected anonymously, and due to the pseudonymized form of the data, results or data could not be tracked down to any specific person.

Any practical information regarding eligibility, ethical considerations and time estimates for completion was outlined in the consent form. Regarding eligibility, as a consideration to the increase in telework due to Covid19, eligible participants had to be currently employed and have started their current job at least one year before the pandemic (as of March 2020) as well as working at least 50% or 20 hours a week. The approximate length for completion of the questionnaire was 15-20 minutes, while the second questionnaire would take approximately 7-10 minutes to complete. The study was approved by NSD (457554) and any questions or inquiries regarding the survey were directed and answered through email upon request.

Operationalization/Measures

In the following sections, the measures that were used in the present study are outlined. The items of the survey were all in English. To test for the internal consistency of the items making up each scale, Cronbach's α for each scale was conducted whereas a Cronbach's α of above .7 was considered acceptable and anything above .8 as good (Mayers, 2013).

Segmentation preferences

An altered version of Kreiner's work-family segmentation preferences scale (2006) was used to measure segmentation-integration preferences by reversing the original work-to-home direction to home-to-work direction for the purpose of our study (sample item: "I don't like to have to think about my nonwork life while I'm at work"). All four items were answered on a seven-point Likert scale from *1 = strongly disagree* to *7 = strongly agree*. Cronbach's α for the full scale was .788 and was therefore acceptable.

Friendship at work

To measure friendship at work, I used the friendship prevalence subscale of the workplace friendship scale (Nielsen, Jex, & Adams, 2000), which is a six-item scale (sample item: "I have formed strong friendships at work"). The answers were recorded on a five-point Likert scale from *1 = strongly disagree* to *5 = strongly agree*. Cronbach's α for the full scale was .867 and was therefore good.

Job embeddedness

The Global Job Embeddedness Items measure by Crossley, Bennett, Jex, and Burnfield (2007) was used to measure overall job embeddedness (sample item: I feel attached to this organization). The seven items were recorded on a five-point Likert scale from *1 = strongly disagree* to *5 = strongly agree*. This global job embeddedness measure assesses the general attachment to the organization and "does not distinguish between work-related and non-work-related factors, nor does it distinguish between links, fit, and sacrifice" (Zhang et al., 2012, p. 221). Cronbach's α for the full scale was .912 and was therefore very good.

Family-work enrichment

To measure family-to-work enrichment, the nine-item family-to-work enrichment scale by Carlson, Kacmar, Wayne, and Grzywacz (2006) was used (sample item: "my involvement in my family helps me to gain knowledge and this helps me be a better worker"). All answers were recorded on a five-point Likert scale from *1 = strongly disagree* to *5 = strongly agree*. Cronbach's α for the full scale was .930 and was therefore considered to be very good.

Analysis

All analyses were conducted in SPSS v.28. Regarding eligibility of participants, all hypotheses were tested with and without these criteria added (have started their current job at least one year before the pandemic as of March 2020 and working at least 50% or 20h/week). As the results did not differ, the larger dataset was kept as to give more power to the data. Descriptive analyses were run on the data for demographic variables and overall constructs. For the testing of H1, H2, and H3, three separate simple linear regressions were conducted whereby the independent variable predicted the dependent variable (for example for H2, friendship at work is the independent variable and JE the dependent variable). For the testing of H4 and H5, a mediation analysis was conducted which is useful when aiming to understand, explain, or test a hypothesis about how or by what process or a mechanism or variable X transmits its effect on Y. Thus, in this case, how the mediation variable M (friendship at work) may be causally located between X (segmentation preferences) and Y (JE/FWE) as how X transmits its effect on Y (Igartua & Hayes, 2021). Hayes PROCESS macro for SPSS (Model 4) was utilized by applying the diagram of model four as it is used for simple mediation models (Darlington & Hayes, 2017). The PROCESS macro was chosen

as it is a freely available and widely used computational tool for mediation and moderation analyses which generates estimates of all the parameters added to the model (Hayes, 2018). A bootstrap confidence interval for the indirect effect is constructed by randomly resampling the original sample size in the study to estimate the indirect effect in the bootstrap sample. For the analysis in this study, 5000 bootstraps were run. Here the 2.5th and 97.5th percentiles in the bootstrap define the upper (ULCI) and lower (LLCI) bounds of a 95% bootstrap interval for the indirect effect. Thus, one can with 95% certainty say that the true value will lie somewhere between LLCI and ULCI (Hayes & Rockwood, 2017). In interpreting the analysis, an interval which is either entirely above or below zero would be in support for a mediation to present, whereas a confidence interval "straddling zero does not provide definitive evidence that X's effect on Y operates through M" (Hayes & Rockwood, 2017, p. 6).

Prior to conducting these analyses, I inspected whether all preconditions were met. To perform separate simple linear regressions and mediation analyses, the data should meet the assumption of linearity (the X and the mean of Y is linear), homoscedasticity (the variance of residual is the same for any value of X), and lastly normality (for any fixed value of X, Y is normally distributed) beforehand (Mayers, 2013). Note that the reliability of the scales has already been accounted for in the measurement section. Firstly, linearity was checked by plotting the outcome variable against the predictor variable to see whether the pattern was approximately linear (Casson & Farmer, 2014). While some curved relationships did indeed explain more of the variance than a linear relationship, this was only slightly and non-significantly so. Secondly, homoscedasticity was tested by visually examining the plot of standard residuals (the errors) and how these were scattered (Osborne & Waters, 2002). The assumption of homoscedasticity was met as a random spread was found around the horizontal line suggesting that the variance was constant (Casson & Farmer, 2014). Lastly, a Kolmogorov-Smirnov test was conducted to test whether the data would be significantly different from a normal distribution. The test was significant for all variables except segmentation preferences, indicating a non-normal distribution (Mayers, 2013).

Results

Descriptive Analysis

The means, standard deviations, range, and zero-order correlations among the variables are shown in *Table 1*. Correlations were calculated for each of the four overall constructs as well as for all demographic variables.

Of particular interest, gender and enrichment were negatively correlated with $r = -.33$, $p < .001$. As females were coded one and males were coded two, we can interpret this as a tendency for females to report higher FWE when compared to males. In terms of the overall constructs, we also have a significant negative correlation between segmentation preferences and friendship at work $r = -.32$, $p < .001$. as well as a significant positive correlation between friendship at work and JE $r =.44$, $p < .001$. Both lend initial support for Hypothesis H1 and H2.

Table 1

Intercorrelations Among Variables

	M(SD)	Range	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Gender	1.38 (0.49)	1-2															
2 Age	37.59 (0.49)	19-63	.02														
3 Hours worked per employment contract	37.27 (13.05)	0-165	.05	-.01													
4 Managerial responsibility	1.64 (0.48)	1-2	-.04	-.14	-.03												
5 Years of work experience	16.13 (12.12)	1-45	.05	.94**	-.02	-.15											
6 Years worked for current employer	6.31 (6.46)	0-37	.06	.54**	.02	-.03	.54**										
7 Relationship status	1.30 (0.46)	1-2	.04	-.18*	.11	.09	-.18*	-.11									
8 Living with partner	1.28 (0.45)	1-2	-.01	-.21*	.08	-.05	-.18	-.08	[c]								
9 Children	1.54 (0.50)	1-2	.01	-.72**	-.03	.09	-.66**	-.47**	.19*	.34**							
10 Number of children	2.09 (0.67)	1-3	.08	.22	-.07	-.03	.21	.04	-.24	-.1	[c]						
11 Children lived together with	2.22 (1.06)	1-4	.13	-.63**	.07	-.09	-.55**	-.1	-.18	-.22	[c]	.27*					
12 Highest education	4.53 (1.36)	1-6	-.19*	.15	.	.06	.03	-.07	-.27**	-.1	-.09	-.05	.01				
13 Segmentation Preference	18.39 (4.88)	4-28	.04	.08	.23**	.07	.08	-.12	.02	.08	.04	-.02	-.31*	.16			
14 Friendship	21.06 (5.71)	6-30	-.14	-.08	.15	.02	-.06	.12	.17*	-.12	-.1	.11	.31*	-.23**	-.32**		
15 Job Embeddedness	20.52 (7.18)	7-35	-.20*	.01	.07	-.14	.01	.21**	-.02	-.03	-.15	-.31**	-.03	-.15	-.13	.44**	
16 Enrichment	30.96 (7.92)	9-45	-.33**	-.03	.02	-.03	-.06	-.01	-.17*	.01	-.05	-.02	.07	-.03	-.09	.24**	-.33**

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

Test of Hypotheses

Hypothesis 1 proposed that segmentation preferences would be negatively associated with friendship at work. The result of the simple linear regression showed a significant model result, $F (1, 143) = 16.06$, $p < .001$. Segmentation preferences were negatively associated with friendship at work with $\beta = -.32$, $p < .001$, 95%CI [.30, .60]. The proportion of variance in the outcome variable (friendship at work) was explained by the predictor variable (segmentation preferences) with $R^2 = .10$. Thus, 10% of the variance in friendship at work could be explained by segmentation preferences. As individuals with a stronger preference towards a higher segmentation of the work and home domain also reported to have weaker bonds of friendship at work, Hypothesis 1 was supported.

Hypothesis 2 proposed that friendship at work would be positively associated with job embeddedness. The result of the second linear regression also showed a significant model result, $F (1, 143) = 34.05$, $p < .001$. Friendship at work was positively associated with JE $\beta = .44$, $p < .001$, 95%CI [.30, .60]. The proportion of variance in the outcome variable (JE) was explained by the predictor variable (friendship at work) with $R^2 = .19$. Thus, 19% of the variance in JE could be explained by friendship at work. As individuals who reported stronger bonds of friendship with colleagues also had higher JE, Hypothesis 2 was supported.

Hypothesis 3 proposed that friendship at work would be positively associated with family-work enrichment. The result of a third linear regression showed a significant model result as well, $F (1, 143) = 8.81$, p .004. Friendship at work was positively associated with FWE $\beta = .24$, p .004, 95%CI [.30, .60]. The proportion of variance in the outcome variable (FWE) was explained by the predictor variable (friendship at work) with $R^2 = .06$. Thus, 6% of the variance in FWE could be explained by friendship at work. As individuals who reported stronger bonds of friendship at work also reported to experience higher FWE, Hypothesis 3 was supported.

Indirect Effects

Hypothesis 4 proposed that segmentation preferences would have a negative indirect relationship with job embeddedness through friends at work. The indirect effect of segmentation preferences on JE via friendship at work was significant with -.21 (95% CI [-.35, -.08]. As depicted in Figure 2, the a-path from segmentation preferences to friends at work was negative and significant ($b = -.37$, $SE = .09$, $p < .001$). Friendship at work, in turn,

had a positive and significant relationship with JE (the b-path; $b = .55$, $SE = .10$, $p < .001$). Thus, H4 was supported.

The remaining direct association between segmentation preferences and JE (c`-path) was not significant with friendship at work ($b = .01$, $SE = .12$, $p = .92$) and the total effect was -.19 (95% CI [-.43, .05] and thus not significant.

Figure 2.
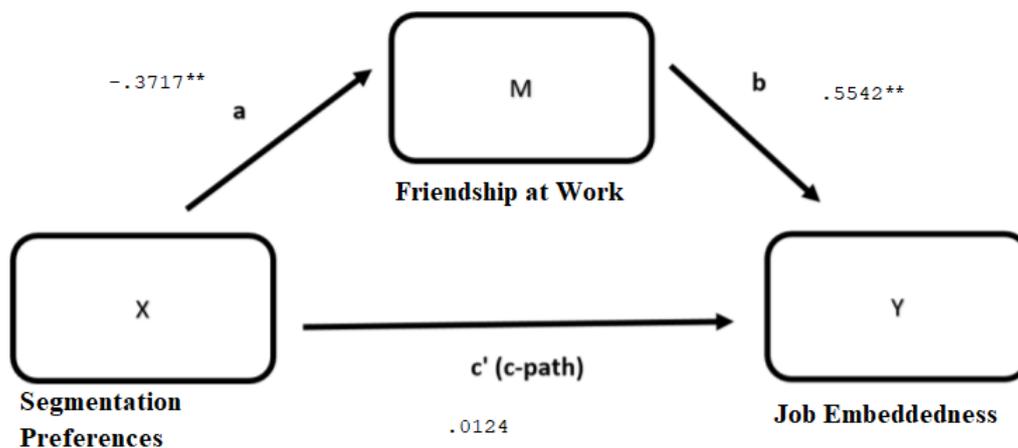
Hypothesis 5 proposed that segmentation preferences would have a negative indirect relationship with family-work enrichment through friends at work. The indirect effect of segmentation preferences on FWE via friendship at work was significant with -.12 (95% CI [-.25, -.03]. As depicted in Figure 3, the a-path from segmentation preferences to friends at work was negative and significant ($b = -.37$, $SE = .09$, $p < .001$). Friendship at work, in turn, had a positive and significant relationship with FWE (the b-path; $b = .33$, $SE = .12$, $p < .001$). Thus, H5 was supported.

The remaining direct association between segmentation preferences and FWE (c`-path) was not significant with friendship at work in the model ($b = -.03$, $SE = .14$, $p = .83$) and the total effect was -.15 (95% CI [-.42, .12] and thus not significant.

Figure 3.
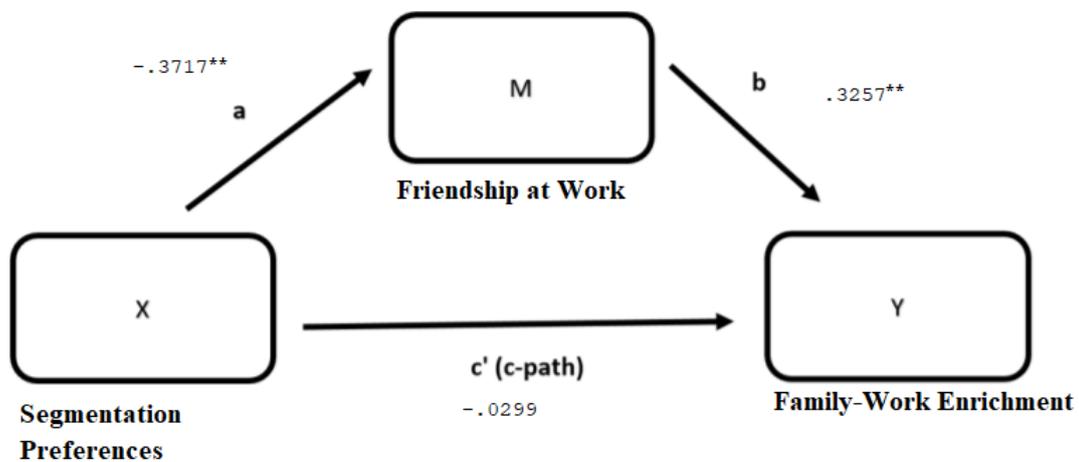
Discussion

Overall summary of results

With a basis in boundary theory, the aim of the present study was to advance existing work-family interface research by proposing friendship at work as a mechanism through which segmentation preferences are associated with JE and FWE. In line with my predictions, there was a negative relationship between segmentation preferences and friendship at work, as well as a positive relationship between friendship at work and JE/FWE respectively. In addition, friendship at work was indirectly related to the association between segmentation preferences and the work-related outcomes of JE and FWE.

Theoretical implications

Overall, this study integrates previous research and contributes to the existing literature on boundary theory by presenting a conceptual framework, that to my knowledge, has not been presented before.

First, in line with my assumption, those who reported a stronger preference towards segmentation of the home and work domain also tended to report weaker ties of friendship at work. This finding advances the existing research on boundary theory on segmentation preferences as it relates to more role segmentation overall (Nippert-Eng, 1996; Berman et al., 2002; Pedersen & Lewis, 2012) by highlighting how the action of either acquiring or

avoiding friendships at work can be one way in which individuals can enact upon their preference.

In addition, and also in line with my assumptions, individuals with stronger ties of friendship at work also reported a higher presence of both work-related outcomes, JE and FWE. As findings here indicated a significant moderate positive association between friendship at work and JE, as well as a significant weak to moderate positive association between friendship at work and FWE. Altogether, these results lend support to past research on the connection between segmentation preferences and JE (Allen et al., 2008; Mitchell et al., 2001) as well as segmentation preferences and FWE (Nippert-Eng, 1996; Pedersen and Lewis, 2012) by approaching friendships at work through a boundary-crossing perspective.

While friendship at work was found to be indirectly related to the relationship between segmentation preferences and JE/FWE respectively, as according to my predictions, no mediation was derived from the conceptual framework as concluding that a mediation effect is present would imply that the total effect X to Y was initially present. There is, however, no such assumption in the assessment of indirect effects (Preacher & Hayes, 2004). Thus, having fewer friends at work did not explain the association between segmentation preferences and JE/FWE as there was initially no total effect found between these variables and consequently, an absence of a direct effect. The lack of a direct effect found between segmentation preferences and JE/FWE might be due to these outcome variables being specifically associated directly with friendship at work. An important component here is arguably the presence of enactment, which is involved in friendships. This is illustrated by Wright (1997, as cited in Morrison & Cooper-Thomas, 2016) who defined friendships as a relationship involving voluntary interaction as a mutual action that needs to be present for friendships to be formed. A segmentation preference is, however, by definition a preference based upon a desire and does not involve enactment in itself. As such, an individual's desire for segmentation may not necessarily be in line with their strategies utilized as "desire" and "enactment" arguably compose two separate constructs (Rothbard, Phillips, & Dumas, 2005), and should arguably be treated as such. It may therefore be the case that rather than there being a direct relationship between segmentation preferences and associated outcomes, individuals rely upon a more general form of enactment upon their segmentation preferences (such as the aspect of either actively attaining or avoiding friendship at work) which again may lead to the various outcomes associated.

One could also interpret this by approaching segmentation preferences as a concept which might be too broad of a concept to directly relate to work-related outcomes such as JE and FWE found from friendship at work. I propose, however, that it may be that segmentation preferences affects the various aspects which one might segment (with friendship at work being one of them) which in turn have their associated outcomes. As previously mentioned, people often choose which aspects of their life to integrate or segment as they often prefer a mixture of both (Ashforth et al., 2000), with friendship at work being only one such aspect which also happens to tap into the two domains home and work simultaneously by nature (Pederesen & Lewis, 2012). In the case of the present study, there was found an indirect effect but not a total effect. As such, segmentation preferences were not predictive of JE and FWE but the integration behaviour of friendship at work was.

While in an ideal situation, the enacted boundary management strategy would be in line with the preferences of the individual (Rothbard et al., 2005), this is arguably often not the case in practise as the strategies employed are often in response to organizational constraints or perceived expectations from either of the two domains of work and home (Nippert-Eng, 1996). Altogether, there are thus many factors which may influence an individual's decision to the degree of segmentation or integration of any one aspect. These could be factors such as their gender, the organizational context they are in, or their family status (Kossek et al., 1999, as cited in Rothbard et al., 2005). Studies of work–family boundary strategies have also found that while employees with a high boundary control were able to enact their preferred boundary strategy, those with lower control felt forced into using a boundary arrangement they would not have otherwise chosen (Kossek and Lautsch, 2008). Research should however take care not to ignore the autonomy individuals have over their own actions, as individuals have certain degree of choice as to how they manage their work and family roles within the context in which they operate (Kossek, Noe, & DeMarr, 1999). Thus, while an individuals' segmentation preferences systematically differ (Kreiner et al., 2009) and are rather stable over time (Rothbard et al., 2005) the enactment of this preference as a strategy can therefore be rather short-lived (Ashforth et al., 2000) and more situation specific. Indeed, much of the previous research on segmentation preferences has been in the context of examining the interaction between the desire for segmentation, environmental factors, and associated outcomes. For example, Rothbard et al. (2005) looked at the association between the desire for segmentation and the accessibility of work-family

programs which then would further influence their satisfaction and commitment to their organization.

Altogether, while our knowledge and understanding of the exact function of friendship at work is still incomplete, these research results do however arguably contribute to capturing some meaningful features of what is going on in reality, as it is "far better an approximate answer to the right question, which is often vague, than an exact answer to the wrong question, which can always be made precise." (Tukey, 1962, p. 13–14).

Future Research

Taking a broader perspective, I make the following suggestions for future research in light of the results from the present study.

First and foremost, future research may want to consider the role of gender. Correlational results show no association between gender and segmentation preferences and gender and friendship at work. These results were rather unexpected as according to social role theory, we would expect women to be more communal, and thus having stronger ties of friendship at work. As there have historically been observed divergent social roles and societal expectations for women and men (Eagly, 1987, as cited in Rothbard, 2001). As a result of this, men and women may consequently internalize this as their self-concept, whereas while men tend to act more independently, women tend to be more expressive and act in relational ways in multiple roles (Ickes, 1993). As a result, I would, in line with Rothbard (2001), have expected women to prefer to keep the two domains more integrated rather than separate when compared to men, as stemming from gender socialization. Of interest, Morrison, and Cooper-Thomas (2016) stated however that men and women may have differentiating associated costs of avoiding friendship at work. While men who have historically viewed friendships in a more instrumental way, may miss out on critical information that could have enhanced their own performance at work, women tend to use friendship at work for support and affiliation and may miss out on positive emotions, assistance, encouragement, as well as tending to be less loyal to the organization. Thus, an interesting point for future research would be to further examine the role of gender.

Secondly and also in relation to the point above, future research may want to aim to perform cross-cultural comparisons in order to see whether the results of this study would replicate across cultures or geographical locations. While no information on ethnicity or nationality was collected for the purpose of this study, a substantial portion of participants are

known to be Norwegian as the survey was distributed throughout social networks in Norway. An additional point to note here is that research carried out in a Norway often shows a tendency of a higher degree of acceptance of feminine values and gender equality as compared to many non-Nordic countries (Jakobsson, & Kotsadam, 2010) whereas "women are entitled to participate in the workforce in the same way as men" (Sund, 2015, p. 162). Additional research is therefore needed in order to test whether the findings of the present study could have been replicated and generalized across other cultures.

Another point of interest could be that rather than focusing on the congruence between environmental conditions and one's segmentation preferences, it might be just as fruitful for researchers to focus on how environmental conditions may affect segmentation preferences and consequently enactments, and whether there are any incongruencies between these two. As this boundary fit may then consequently influence work related outcomes such as JE or work satisfaction (Ammons, 2013).

Lastly, future research may be interested in examining further outcomes variables which may be associated with friendship at work or develop new and perhaps more complex conceptual frameworks which may better explain the interplay between the variables of this study. It is of importance to note that the model presented in this paper is by definition just a model and does not capture all aspects of the variable relationships out there (Edwards, 2013), as it is for example likely that additional factors could have further explained the associations found in the present study. Future research may also want to explore further work-related outcomes in addition to the ones examined in this study in relation to friendship at work. One example could be reduced workplace stress or increased communication and assistance in the process of accepting organizational change as found by Berman et al. (2002).

Practical implications

In terms of how the findings of this study can be implemented in practise, it offers various implications for organizations and employees. At an organizational level, the present study highlights and supports some of the positive associated outcomes of friendship at work, namely increased JE and FWE. Thus, for organizations, these results highlight again the value of promoting friendships at work and that organizations should focus on practises that promote friendships among co-workers as employees can interact for work-related purposes (Methot et al., 2016). Thus, friendships at work could arguably be important to organizations

wishing to utilize its possible enhancing benefits more effectively as a greater sense of social integration and embeddedness is possible when co-workers become friends (Oh et al., 2004, as cited in Methot, 2016). Organizations can help employees establish friendships by increasing opportunities to socialize and by introducing more teamwork. Exemplarily, by considering the physical layout of meeting rooms, lunchrooms, recreational areas etc, the workplace itself can either facilitate or hinder friendships between co-workers in enveloping simply through varying their proximity to one another. By increasing employee's proximity, opportunities to identify similarities and build trust is increased, thus facilitating friendships (Morrison & Cooper-Thomas, 2016). Additionally, organizations can facilitate friendly competition directly related to their tasks at work through gamification or social intranet systems (Mollick & Rothbard, 2013; Ollier-Malaterre, Rothbard, & Berg, 2013, as cited in Methot, 2016). By creating opportunities for employees to work closer with one another the information shared is also likely to increase, which may in turn, help promote a climate for friendships to be established. Organizations may also assist employees by informing them of ways to avoid the risks associated with friendships at work while still encouraging the benefits (Berman et al., 2002). Even conversations not directly related to work such as self-disclosing personal stories from their home domain is one way in which employees can personally grow from one another and enhance their friendship (Kleshinski, 2021). Thus, ultimately, using their experiences from the home domain to enhance the work domain (FWE) through friendship at work.

It is however important to note the importance of the preference of each individual employee, as friendships between co-workers are and should be voluntary relationships (Morrison & Cooper-Thomas, 2016). Thus, while much of the previous research has focused on organizational level influences, I would encourage organizations to acknowledge the role of an individual's own actions in shaping his or her preferred work-life segmentation (Kossek & Ozeki, 1998, as cited in Kreiner et al., 2009) as each employees' perceived boundary control seems vital for this experience (Mellner et al., 2014). As individuals vary in their preference for segmentation or integration, I do in line with Ashforth et al. (2000) caution organizations to forcefully aim to completely blur the work and home domain. Therein, organizations can make various small or larger adjustments to better meet the preference of each individual, which is likely to lead to greater commitment to the organization by giving each employee a sense of increased autonomy. Kirchmeyer (1995) also found that practises based on respect were positively associated with organizational commitment while practises simply symbolizing either segmentation or integration were not. Thus, friendship at work

alone is not likely to solve all problems in any one workplace. As it is "obvious that managers need a broader range of approaches to promote openness, trust, and mutual commitment in the workplace" (Berman et al., 2002, p. 227). Another potential risk lies in how, for example, as employees are expected to be friendly with one another potential employees may be discriminated against in the hiring process if deemed to not "fit in" with the current workplace cliques despite having the right qualifications. Thus, organizations should be aware of this aspect and threat friendships which might spontaneously develop between co-workers at work as only one aspect in which positive outcomes are associated. For example, leaders could promote a working environment with work relations based on the type of openness that often comes from friendships at work (Berman et al., 2002) as a workplace with constrained communication could leave employees feeling isolated and alienated from their work (Al-Omari, 2008). Indeed, creating a climate for open communication has been found to foster the sharing of information and knowledge among co-workers (Pascoe & More 2008, as cited in Schiller & Cui, 2010) which can aid in teamwork (Breen, Fetzer, Howard, & Preziosi, 2005) in addition to having a positive relation to the intent of employees to stay (Al-Omari, 2008).

Limitations of the study

The present study poses several limitations in relation to the survey itself. Firstly, this study utilized a quantitative method through an online questionnaire. This approach was found to be the most suitable as an online questionnaire would provide numerous advantages to the present study such as its potential global reach, the speed of which it could be made, the low costs of administration, as well as the required completion of answers in order to progress meant that no incomplete submissions were made. The ease of which the data could be analysed and interpreted by the use of inputting the data into the statistical software SPSS, would also make the process of data analysis more effective and time efficient. For potential participants, an online questionnaire would also give respondents the convenience of being able to answer the survey at their own preferred time and receive any follow-ups through email if necessary. Potential weaknesses to this approach were that there might have been some difficulties experienced by respondents due to the lack of familiarity of internet surveys. In addition, in the case of any unclear instructions which the participant could not get clarified in person, this might have led to some participants quitting and closing the survey before completion. The problem of how impersonal an online survey might come across and a consequently lower than expected response rate was also an associated problem

encountered (Evans & Mathur, 2005). This problem was however likely somewhat elevated by printing out physical paper copies with an URL link to the survey and presenting these for organizations in person.

Secondly, a further limitation lies in the length of the survey, as it was composed of several measures with an estimated time needed to properly fill out the survey being between 15 to 20 minutes, this raises the issue of participant response burden. As the longer the survey is, the more likely that participants may not have fully committed themselves to the survey (Carver, 1997). Indeed, it is quite likely that quite a few participants started the survey without completing it. Of the 499 potential participants who opened the survey and completed the "study information sheet", only 146 participants completed the whole survey. While potential participants had to consent to the information sheet (by clicking "I do consent to participate in this study" rather than "I do not consent to participate in this study") to be redirected to the survey itself, it is likely that a good portion of participants did indeed consent to the study but did not complete it due to participation strain induced by the length of the survey. Some participants also reported quitting the survey midway as they found some of the questions difficult to answer due to English not being their first language. To mitigate this the study could have favoured items which are simple and comprehensible (Wolfe, 1993, as cited in Johnson, 2005). It is however important to note that, once again, only the data from fully filled out and submitted surveys were interpreted and the final analyses were based on a sufficiently large body of data. In addition, the study could however have benefitted from a form of controlling for unserious responses such as for example eliminating ratings with long strings of consecutive same category responses (Johnson, 2005) as to increasingly avoid interpreting data from any non-serious respondents.

Thirdly, while participants were initially asked to fill out the same questionnaire at two separate times with approximately two weeks in between (as to strengthen the validity of the data with the second questionnaire formatted to be a bit shorter than the first), only a small portion of participants completed this questionnaire. Thus, only one point of data gathering has been utilized for the present study. In addition, one of the challenges of the present study was the time constraint. One unfortunate part of cross-sectional designs is however that in the case of mediator effects, "without designing studies so that X occurs before Y happens and Y is assessed after X occurs, we cannot provide evidence for causality that goes beyond what the cross-sectional design can do" (Spector, 2019, p. 136). Future research may therefore benefit from deploying a longitudinal study which while perhaps

more time demanding and costly, has the benefit of providing a more comprehensive approach to research by giving an indication of the degree and direction of change over time (Caruana et al, 2015). I would however like to note that once again, the present study acts as a first step to ascertain the relationship of the variables in question. Future research could however aim to further validate the findings of this study in other samples, with other respondents.

Another point to note is that the present study relies on truthful responses from participants as if to draw meaningful conclusions from the data collected. People often, however, tend to want to present themselves favourably and might consequently indulge in socially desirable responding (Van de Mortel, 2008). As such, social desirability biases are often found in self-report questionnaires as participants tend to want to respond in what is perceived to be a socially acceptable manner as to put themselves in a favourable light. Even if this means that their responses may greatly vary from their true feelings (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). It is however important to note that internal states can be difficult to measure outside of self-reports (Spector, 2019) and that this is likely not a problem exclusively for internet-based questionnaires as research has found individuals to be perhaps even more comfortable and honest when providing sensitive information with internet questionnaires rather than for example traditional paper and pencil questionnaires (Turner er al., 1998, as cited in Vazire, 2006). In addition, all participants were informed that all responses were to be collected anonymously prior to taking part in the survey. Despite this, one possibility here could be to ask the respondents at the end of the survey how honestly they responded, and how much they the trust for the answers to be held confidentially (Vazire, 2006).

As the present study utilizes self-reports through a survey, we are unable to access the degree to which the respondents actually possess friendships at work. Earlier studies by Methot et al. (2016) circumvented this by having participants write down each other's names as to cross check. Here, a tie was only considered to be multiplex if an individual nominated a fellow employee in which they shared an instrumental connection as well as sharing a reciprocated tie of friendship.

Lastly, to measure segmentation-integration preference Kreiner's work-family segmentation preferences scale (2006) which originally contains items for the work-to-home direction was reversed to home-to-work direction for the purpose of this study. This is

important to note as the extent in which individuals may prefer to segment their work domain from their family domain may differ from the extent to which they prefer to segment their family domain from their work domain (Greenhaus & Powell, 2010). These two may therefore be incongruent with one another and any comparisons with previous studies utilizing this measure in its original form should thus be approached with caution. In short, the present study relates to the degree to which individuals prefers to keep the family domain out of the work domain and not vice versa.

Conclusion

In conclusion, the present study provides an important addition to existing research on boundary theory by proposing a conceptual framework in which friendship at work acts as a form of boundary management for one's segmentation preferences and the work-related outcomes of job embeddedness and family-work enrichment. All findings of the present study were in accordance with predictions initially made as there was found support for stronger segmentation preferences to be associated with weaker ties of friendship at work in addition to friendship at work being positively associated with job embeddedness and family-work enrichment. As a take-home message based on the findings from the present study, I encourage managers to promote an environment for open communication in which friendships may naturally form given the positive outcomes associated with friendships at work. I do, however, also want to caution managers to not forcefully push co-workers to become friends, as these relationships are and should be voluntary in nature. Thus, organizations should acknowledge the role of an individual's own actions in shaping his or her preferred work-life segmentation, as friendship at work alone is not likely to solve all problems in any one workplace.

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Appendix A. Letter of Consent

Integrating work and nonwork roles at work – Study Information

Thank you very much for your interest in participating in this study!

This questionnaire will serve as the basis for two separate master theses in work- and organizational psychology at the University of Oslo. The main purpose of both theses will be to explore how people experience the relationship between their work and nonwork life and how they form friendships at work.

We ask you to fill out the same questionnaire at two separate times, with two weeks in between. After you have filled out the questionnaire the first time, you will get an email two weeks later with a link to a second questionnaire. The first questionnaire will take approximately 15-20 minutes to complete. The second questionnaire will take approximately 7-10 minutes to complete.

To participate in the study, it is important that you have started your current job at least one year before the pandemic (as of March 2020 as a consideration to the increase in telework due to Covid19) as well as working at least 50% or 20h/week.

Participation in this study is voluntary, and you may withdraw your participation at any time without giving reasons. This will not result in any disadvantages for you. Likewise, you can withdraw your consent for us to store your data until the end of the data collection. You will not suffer any disadvantages from this either.

We collect your e-mail address in a separate project and use an individual code to match your responses from both measurement points. We do not store any personal data, so your data set is completely anonymous and cannot be identified as yours. If you wish to delete your data after the completion of data collection, you can write us. However, in this case, you will need to identify yourself with your code, which means that you will not be anonymous for the project manager responsible for deleting your data. No further copies of your data will be stored, and we will delete your e-mail upon informing you regarding the successful deletion of your data.

The results and data of this study will be used for a master thesis and for scientific publications. The anonymity of the participants is guaranteed during this process, i.e., the data cannot be assigned to specific persons. The pseudonymized data set of this study might

be made available to other scientists via an online archive, Open Science. Due to the pseudonymized form of the data, results or individual answers cannot be traced back to you. Thus, this study follows the recommendations of the German Psychological Society for open science practices.

You have just received information about your participation in this study. However, should you have any further questions, please contact Maria Gunnarsen (mhgunnar@student.sv.uio.no), Kristine Aas (krbaa@student.sv.uio.no), or Dr. Nina M. Junker (n.m.junker@psykologi.uio.no).

* I consent to participate in this study

* I do not consent to participate in this study

Appendix B. Questionnaire

Background questions:
How old are you?
What gender do you identify with?
How many hours per week do you work per your employment contract?
How many hours per week do you usually work?
Do you have managerial responsibility?
How many years of work experience do you have?
For how many years have you worked for your current employer?
Are you in a relationship?
If yes, do you live together with your partner?
Do you have children?
How many children do you have?
How old are your children?
How many of your children do you live together with?
What is your highest education?

Segmentation-integration preferences:
Please indicate the degree to which the following statements apply to you on a scale from 1 = strongly disagree to 7 = strongly agree, with 4 = neutral.

	1 = strongly disagree	2	3	4 = neutral	5	6	7 = strongly agree
I don't like to have to think about my nonwork life while I'm at work.							
I prefer to keep family-life life at home.							
I don't like family issues creeping into my work life.							
I like to be able to leave family-life behind when I go to work.							

These items have been reversed from work-to-home direction to home-to-work direction for the purpose of our study

Kreiner's work-family segmentation preferences scale (2006)

Friendship at work:

Responses will be recorded on a 5-point Likert scale, where: 1= strongly disagree, 5= strongly agree. (R) = recoded item.

	1 = strongly disagree	2	3 = neither nor	4	5 = strongly agree
I have formed strong friendships at work.					
I socialize with coworkers outside of the workplace.					
I can confide in people at work.					
I feel I can trust many coworkers a great deal.					
Being able to see my coworkers is one reason why I look forward to my job.					
I do not feel that anyone I work with is a true friend (R).					

Nielsen et al. (2000) – workplace friendship scale; subscale friendship prevalence

Job embeddedness:

Responses will be recorded on a 5-point scale, where: 1= strongly disagree, 5= strongly agree. (R) = recoded item.

	1 = strongly disagree	2	3 = neither nor	4	5 = strongly agree
I feel attached to this organization.					
It would be difficult for me to leave this organization.					
I'm too caught up in this organization to leave.					
I feel tied to this organization.					
I simply could not leave the organization that I work for.					
It would be easy for me to leave this organization (R).					
I am tightly connected to this organization.					

Crossley et al. (2007). Global Job Embeddedness Items.

Family-work enrichment:

Responses will be recorded on a 5-point scale, where: 1= strongly disagree, 5= strongly agree.

My involvement in my family__ (family to work enrichment)

Family to work development

	1 = strongly disagree	2	3 = neither nor	4	5 = strongly agree
Helps me to gain knowledge and this helps me be a better worker.					
Helps me acquire skills and this helps me be a better worker.					
Helps me expand my knowledge of new things and this helps me be a better worker.					

My involvement in my family__ (family to work enrichment)

Family to work affect

	1 = strongly disagree	2	3 = neither nor	4	5 = strongly agree
Puts me in a good mood and this helps me be a better worker.					
Makes me feel happy and this helps me be a better worker.					
Makes me cheerful and this helps me be a better worker.					

My involvement in my family__ (family to work enrichment)

Family to work efficiency

	1 = strongly disagree	2	3 = neither nor	4	5 = strongly agree
Requires me to avoid wasting time at work and this helps me be a better worker.					
Encourages me to use my work time in a focused manner and this helps me be a better worker.					
Causes me to be more focused at work and this helps me be a better worker.					

Carlson et al. (2006) - family to work development, affect, and efficiency items; home-to-work direction.

Appendix C. Test of Assumptions

Linearity

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.132[a]	.017	.010	7.13871	.017	2.526	1	143	.114
2	.135[b]	.018	.004	7.16033	.001	.138	1	142	.711

a. Predictors: (Constant), SegmentationPreference

b. Predictors: (Constant), SegmentationPreference, kv_SegPref

c. Dependent Variable: JobEmbeddedness

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.708	1	128.708	2.526	.114[b]
	Residual	7287.457	143	50.961		
	Total	7416.166	144			
2	Regression	135.786	2	67.893	1.324	.269[c]
	Residual	7280.380	142	51.270		
	Total	7416.166	144			

a. Dependent Variable: JobEmbeddedness

b. Predictors: (Constant), SegmentationPreference

c. Predictors: (Constant), SegmentationPreference, kv_SegPref

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.093[a]	.009	.002	7.91185	.009	1.251	1	143	.265

2	.121[b]	.015	.001	7.91556	.006	.866	1	142	.354

a. Predictors: (Constant), SegmentationPreference

b. Predictors: (Constant), SegmentationPreference, kv_SegPref

c. Dependent Variable: Enrichment

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.318	1	78.318	1.251	.265[b]
	Residual	8951.434	143	62.597		
	Total	9029.752	144			
2	Regression	132.592	2	66.296	1.058	.350[c]
	Residual	8897.160	142	62.656		
	Total	9029.752	144			

a. Dependent Variable: Enrichment

b. Predictors: (Constant), SegmentationPreference

c. Predictors: (Constant), SegmentationPreference, kv_SegPref

Model Summary[c]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.318[a]	.101	.095	5.43621	.101	16.055	1	143	.000
2	.318[b]	.101	.088	5.45520	.000	.006	1	142	.938

a. Predictors: (Constant), SegmentationPreference

b. Predictors: (Constant), SegmentationPreference, kv_SegPref

c. Dependent Variable: Friendship

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	474.452	1	474.452	16.055	.000[b]
	Residual	4225.990	143	29.552		
	Total	4700.441	144			
2	Regression	474.630	2	237.315	7.975	.001[c]
	Residual	4225.811	142	29.759		
	Total	4700.441	144			

a. Dependent Variable: Friendship

b. Predictors: (Constant), SegmentationPreference

c. Predictors: (Constant), SegmentationPreference, kv_SegPref

Homoscedasticity

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.439[a]	.192	.187	6.47201

a. Predictors: (Constant), Friendship

b. Dependent Variable: JobEmbeddedness

Scatterplot
Dependent Variable: JobEmbeddedness
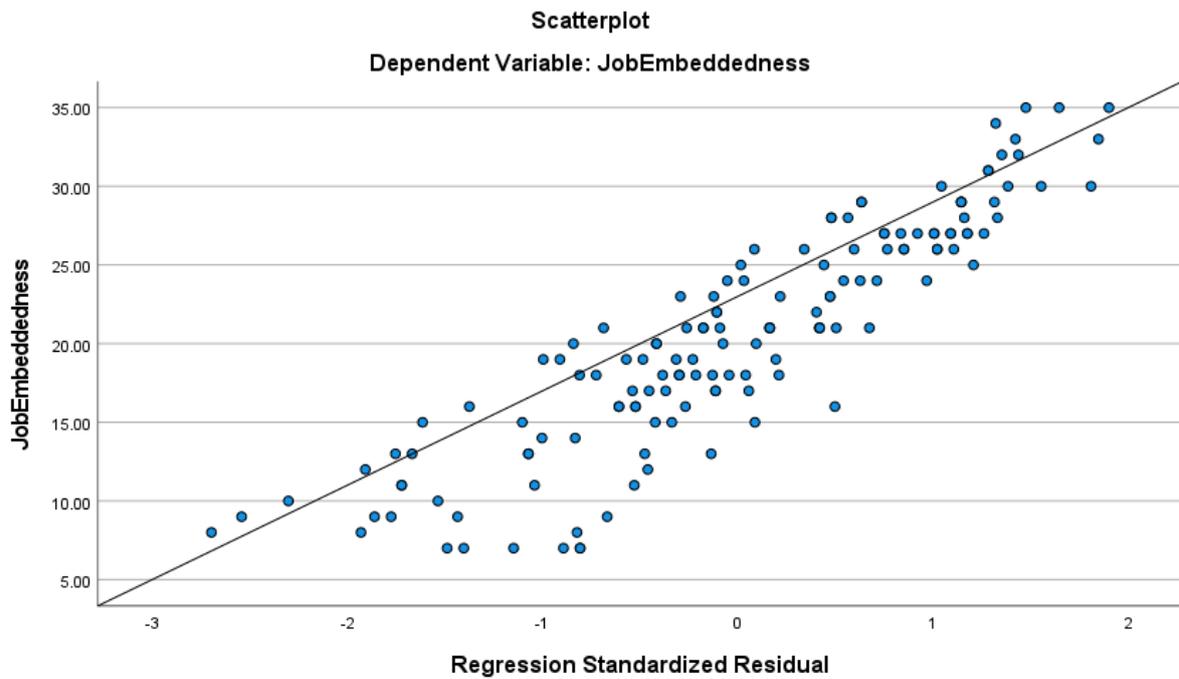
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.241[a]	.058	.051	7.71239

a. Predictors: (Constant), Friendship

b. Dependent Variable: Enrichment

Scatterplot

Dependent Variable: Enrichment
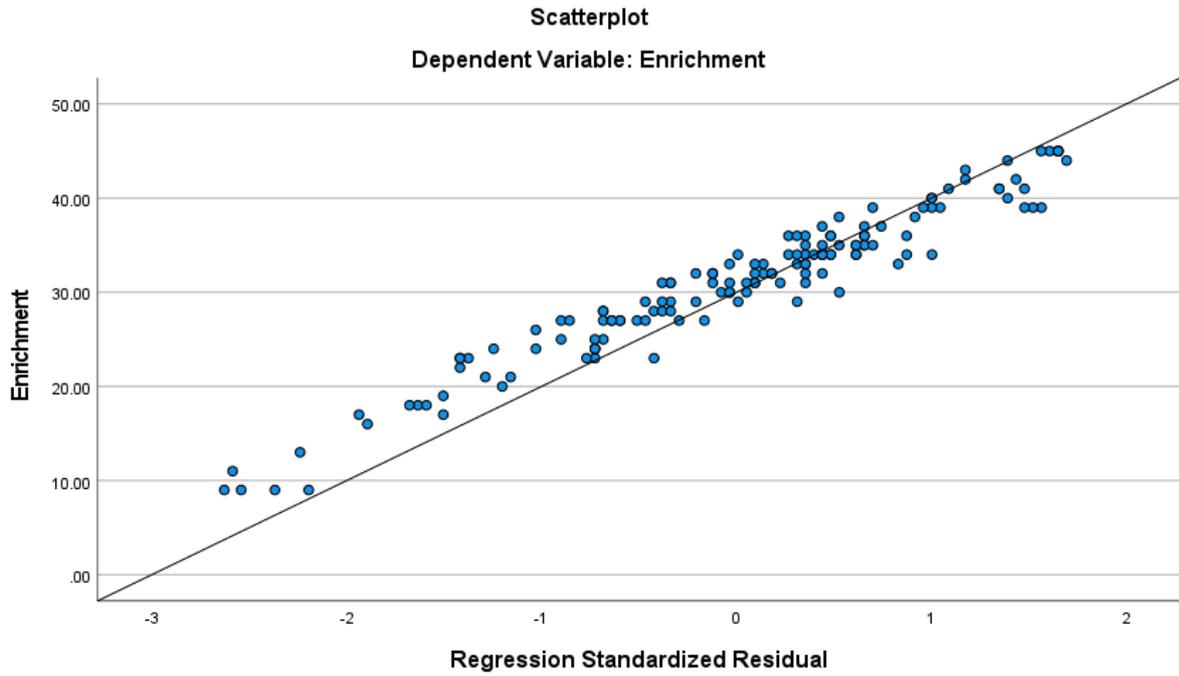
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.132[a]	.017	.010	7.13871

a. Predictors: (Constant), SegmentationPreference

b. Dependent Variable: JobEmbeddedness

Scatterplot

Dependent Variable: JobEmbeddedness
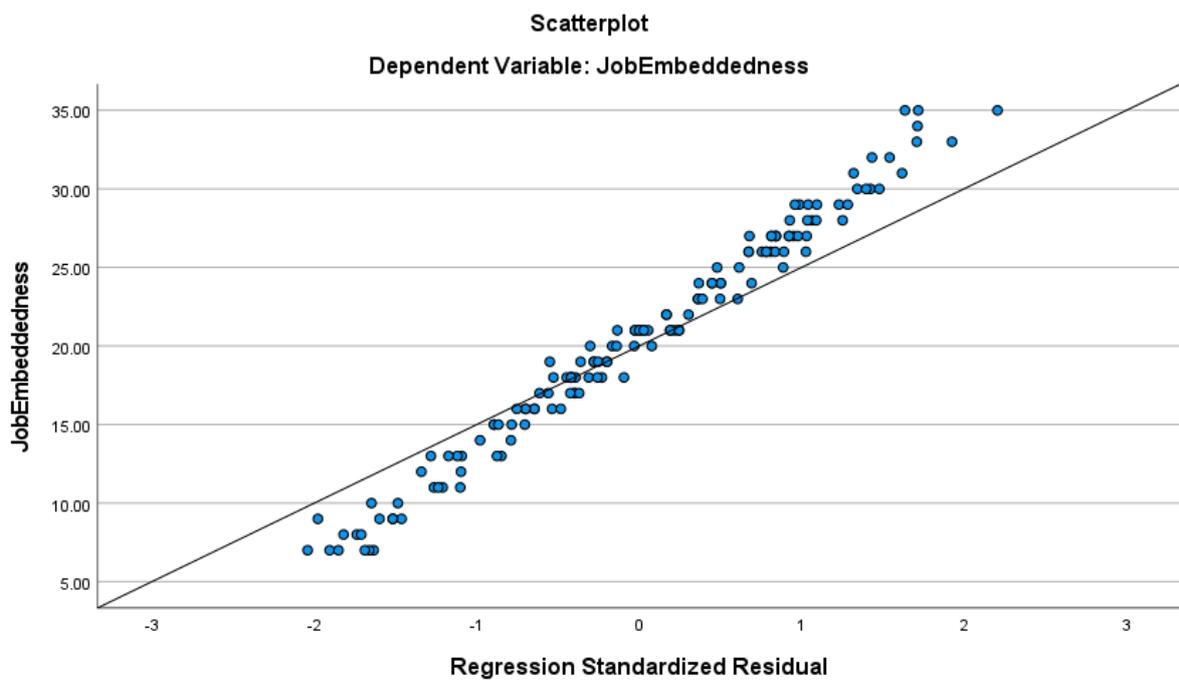
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.093[a]	.009	.002	7.91185

a. Predictors: (Constant), SegmentationPreference

b. Dependent Variable: Enrichment

Scatterplot

Dependent Variable: Enrichment
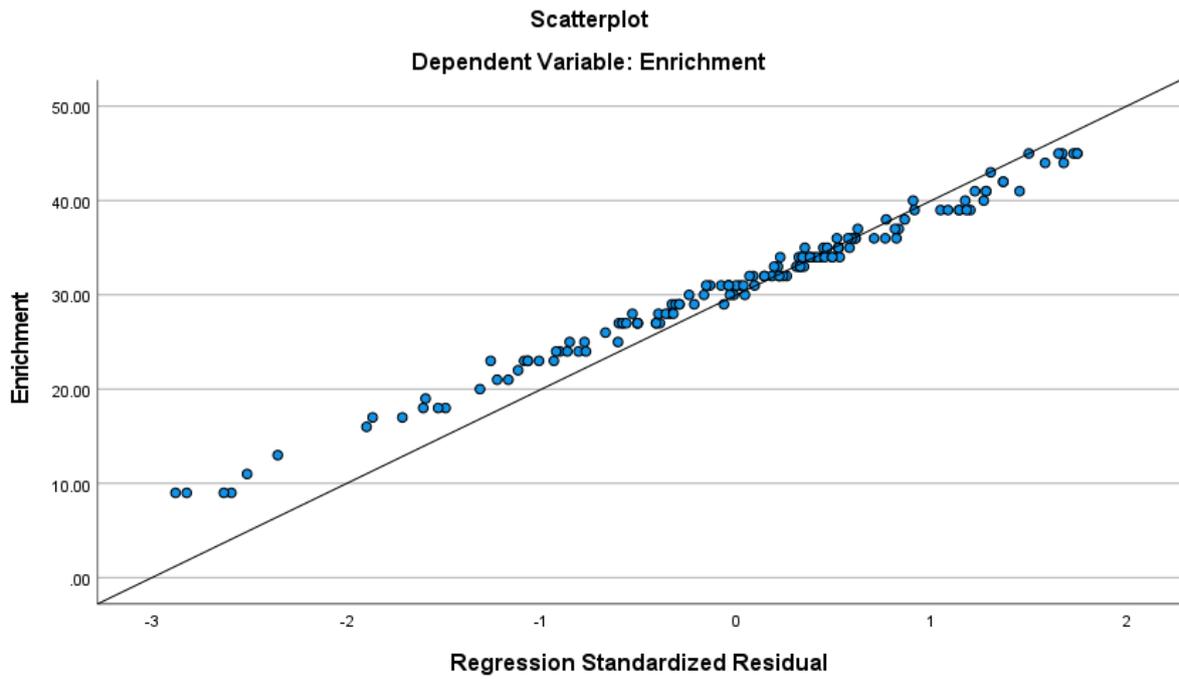
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.318[a]	.101	.095	5.43621

a. Predictors: (Constant), SegmentationPreference

b. Dependent Variable: Friendship

Scatterplot

Dependent Variable: Friendship
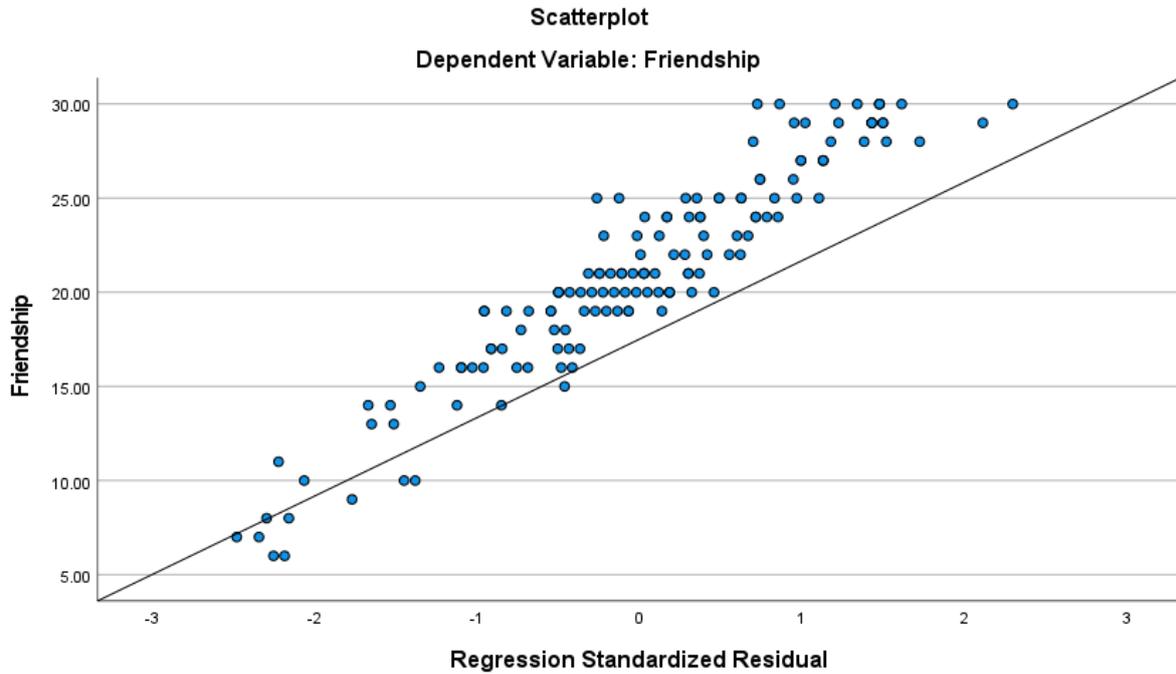
Normality of distribution

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
SegmentationPreference	.067	145	.200[*]	.983	145	.078
Friendship	.104	145	<.001	.959	145	<.001
JobEmbeddedness	.088	145	.008	.976	145	.013
Enrichment	.095	145	.003	.963	145	<.001

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The test investigates whether the data are significantly different from a normal distribution. Since the significance of the Kolmogorov-Smirnov test (sample larger than 50) is lower than .05 for friendship, job embeddedness and enrichment we cannot confirm that the outcome variable is normally distributed. It is significantly different from a normal distribution.

Appendix D. Mediation analysis

By using "PROCESS v3.3 by Andrew F. Hayes" the direct, indirect, and total effect was calculated for segmentation preferences on job embeddedness and family-work enrichment separately.

Job Embeddedness as the dependent variable

```
Run MATRIX procedure:

*************** PROCESS Procedure for SPSS Version 3.3 *******************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
     Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : JobEmbed
    X  : Segmenta
    M  : Friendsh

Sample
Size: 145
**************************************************************************
OUTCOME VARIABLE:
 Friendsh

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .3177      .1009    29.5524    16.0546     1.0000   143.0000      .0001

Model
              coeff         se          t          p       LLCI       ULCI
constant    27.8982     1.7649    15.8077      .0000    24.4097    31.3868
Segmenta    -.3717      .0928    -4.0068      .0001     -.5550     -.1883

**************************************************************************
OUTCOME VARIABLE:
 JobEmbed

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4386      .1924    42.1786    16.9139     2.0000   142.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     8.6227     3.4948     2.4673      .0148     1.7141    15.5312
Segmenta     .0124      .1169      .1062      .9156     -.2186      .2434
Friendsh     .5542      .0999     5.5476      .0000      .3567      .7517

************************** TOTAL EFFECT MODEL **************************
OUTCOME VARIABLE:
 JobEmbed

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .1317      .0174    50.9612     2.5256     1.0000   143.0000      .1142

Model
              coeff         se          t          p       LLCI       ULCI
constant    24.0847     2.3176    10.3922      .0000    19.5036    28.6658
Segmenta    -.1936      .1218    -1.5892      .1142     -.4344      .0472
```

```
************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************
Total effect of X on Y
     Effect         se          t          p        LLCI        ULCI
     -.1936       .1218    -1.5892      .1142      -.4344       .0472

Direct effect of X on Y
     Effect         se          t          p        LLCI        ULCI
      .0124       .1169      .1062      .9156      -.2186       .2434
Indirect effect(s) of X on Y:
             Effect     BootSE    BootLLCI    BootULCI
Friendsh    -.2060      .0660     -.3471     -.0848

***************************************************************************
Bootstrap estimates were saved to a file

Map of column names to model coefficients:
         Conseqnt Antecdnt
 COL1     Friendsh constant
 COL2     Friendsh Segmenta
 COL3     JobEmbed constant
 COL4     JobEmbed Segmenta
 COL5     JobEmbed Friendsh

********************** ANALYSIS NOTES AND ERRORS **********************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

NOTE: Variables names longer than eight characters can produce incorrect output.
      Shorter variable names are recommended.

------ END MATRIX -----
```

Family-work enrichment as the dependent variable

```
Run MATRIX procedure:

************** PROCESS Procedure for SPSS Version 3.3 ******************

        Written by Andrew F. Hayes, Ph.D.        www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

***************************************************************************
Model  : 4
    Y  : Enrichme
    X  : Segmenta
    M  : Friendsh

Sample
Size: 145
***************************************************************************
OUTCOME VARIABLE:
 Friendsh

Model Summary
        R        R-sq        MSE          F        df1        df2          p
     .3177       .1009    29.5524    16.0546     1.0000   143.0000       .0001

Model
            coeff         se          t          p        LLCI        ULCI
```

```
constant      27.8982      1.7649     15.8077        .0000     24.4097     31.3868
Segmenta      -.3717        .0928     -4.0068        .0001     -.5550      -.1883

**************************************************************************
OUTCOME VARIABLE:
 Enrichme

Model Summary
          R        R-sq         MSE           F         df1         df2           p
      .2415       .0583     59.8803      4.3983      2.0000    142.0000       .0140

Model
              coeff          se           t           p        LLCI        ULCI
constant    24.6483      4.1641      5.9193        .0000     16.4167     32.8799
Segmenta     -.0299       .1393      -.2150        .8301      -.3052       .2453
Friendsh      .3257       .1190      2.7366        .0070       .0904       .5611

************************* TOTAL EFFECT MODEL ***************************
OUTCOME VARIABLE:
 Enrichme

Model Summary
          R        R-sq         MSE           F         df1         df2           p
      .0931       .0087     62.5974      1.2511      1.0000    143.0000       .2652

Model
              coeff          se           t           p        LLCI        ULCI
constant    33.7361      2.5686     13.1342        .0000     28.6588     38.8133
Segmenta     -.1510       .1350     -1.1185        .2652      -.4179       .1159

*************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************
Total effect of X on Y
     Effect          se           t           p        LLCI        ULCI
     -.1510       .1350     -1.1185        .2652      -.4179       .1159

Direct effect of X on Y
     Effect          se           t           p        LLCI        ULCI
     -.0299       .1393      -.2150        .8301      -.3052       .2453
Indirect effect(s) of X on Y:
              Effect      BootSE    BootLLCI    BootULCI
Friendsh     -.1211       .0575      -.2522      -.0296

**************************************************************************
Bootstrap estimates were saved to a file

Map of column names to model coefficients:
         Conseqnt Antecdnt
 COL1     Friendsh constant
 COL2     Friendsh Segmenta
 COL3     Enrichme constant
 COL4     Enrichme Segmenta
 COL5     Enrichme Friendsh

********************** ANALYSIS NOTES AND ERRORS **********************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

NOTE: Variables names longer than eight characters can produce incorrect output.
      Shorter variable names are recommended.

------ END MATRIX -----
```