Paradigm

Career Management vs. Boundary Management: The Spillover Effect on the Work-Life Balance of Employees in Romania

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Abstract. *The literature frequently discusses work-life balance and career management. The interaction between them, through the phenomenon of spillover, is rarely researched. Our study starts from this reality, proposing an integrated framework in which the interaction on the segmentation-integration axis produces the spillover between the professional and personal roles. Thus, we conceptualize spillover as a mechanism for regulating boundaries, which involves the transfer of emotions, resources, behaviors and knowledge. The direction and valence of this spillover influence the work-life balance, but when negative aspects predominate, they can lead to the acceleration of the burnout phenomenon. Methodologically, the study has a quantitative approach and uses a questionnaire (Likert 1-5) applied to employees from various industries and with various work regimes in Romania (N=251). Within the research, the concepts of boundary management, career management, workload, positive or negative spillover, work-life balance and burnout are operationalized. The results of statistical analysis, correlations and modeling support spillover as a central mechanism of interaction between career and boundary management. The contribution of the study is to highlight spillover as the main explanatory link between career self-regulation and boundary management, with practical implications for role design and prevention of overwork and burnout.*

Keywords: spillover; boundary management; career management; work–life balance; burnout; workload.

Introduction

The relationships between work and personal life have gone beyond achieving a balance and have become more oriented towards mechanisms, which show and explain how experiences, resources and practices are transmitted when we move from one role to another. Recent transformations of work, continuous connectivity and flexible working hours have intensified the interaction between the professional role and personal life. This makes the boundaries between work and personal life easier to cross but also more difficult to control, with direct implications for well-being and daily functioning. It explains how and why individuals build, negotiate, and maintain their boundaries between different domains to achieve functional balance (Clark, 2000). Thus, individuals have different preferences for separation and integration and, more importantly, specific styles that they use to manage boundaries. These styles become important in contexts with increased demands for flexibility and availability. Effective boundary management protects personal resources, while permeable or situation-dependent boundaries favor interference between work and personal life and vice versa. Career self-management behavior, such as setting goals, exploring opportunities, planning, and monitoring progress, is increasing in importance (Hirschi & Koen, 2020). These career aspirations function as resources, but they can also be risk factors if they lead to overinvestment, prolonged working hours, and difficulty disconnecting. This presents an important theoretical paradox: career management (CM) and boundary management (BM) can be

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complementary or contradictory, depending on how they are combined in practice. For example, a strong career aspiration can amplify the benefits of solid boundary management through structuring and control, but it can also blur boundaries by increasing engagement and availability. This combination is the transfer of emotions, energy, abilities and stress from one role to another (spillover phenomenon, SPP).

The literature clearly distinguishes between positive spillover (SPP+), through resources and support, and negative spillover (SPP-) through tension and affectation. SPP+ is conceptualized and measured as the enrichment of domains, development, emotion, and capital (Carlson et al., 2006). On the other hand, SPP- represents the tension between domains and is associated with pressure and difficulties in recovery. The perceived workload increases and can lead to burnout in the long run. In this sense, the demand-resource model explains depletion as a result of persistent tension due to high demands and insufficient resources, with depletion being a central issue (Maslach & Leiter, 2016).

However, there is still a theoretical and empirical space insufficiently covered, by explaining the interaction of career management with border management. This gap is necessary to explain spillover patterns and through them work-life balance (WLB), workload (WL) and burnout (BRN). It is also plausible that career management and boundary management do not work additively, but interactively. Thus, a high level of career management can produce benefits especially when boundaries are robust (effective segmentation) but can amplify negative spillover when boundaries are permeable (uncontrolled integration, high availability). This perspective of interaction is congruent with the idea that self-regulation strategies reach their potential only when the environment and BM practices allow for sustainable recovery and allocation of resources (Reinke & Gerlach, 2022). On these considerations, we can ask the following research question: How do career management and boundary management interact to predict spillover patterns (positive vs. negative) and how do they influence WLB, WL, and BRN patterns? The present research proposes an integrative conceptual model, centered on the role of the spillover as a mechanism. The approach is quantitative, based on a Likert questionnaire (1-5) with items organized on six dimensions, and hypothesis testing is carried out through regression and chain mediation models, in order to capture both the direct effects and the explanatory mechanisms.

Literature review

In organizational development, boundary management describes relatively stable patterns through which people segment or integrate domains. Individuals develop boundary management styles, influenced by both preferences and organizational constraints. Studies on availability show that expectations coming from work and outside of work shape boundary management behaviors in both directions, work and non-work. Reinke & Gerlach (2022), explicitly formulate this bidirectional approach and anchor it in the theory of planned behavior and the logic of preferences.

A critical and useful point for the proposed conceptual model is that segmentation vs. integration is not "good" or "bad" in general. Integration can provide flexibility and facilitate the transfer of resources, but it compromises recovery when it becomes uncontrolled, explains that career management has become a conceptual core that links contemporary orientations to results. CM is described as a dynamic process that includes setting and developing goals, seeking information, and exploring with the possibility of continuous adjustment. That is why we can say that career management is not free. It consumes time, energy, and attention. A protean attitude turns into success precisely through self-management, which proves that career proactivity works through an active investment of resources. This is where the central tension arises, the same

investment can be a resource by increasing control, clarifying priorities or career capital. But at the same time, it can be an organizational requirement through overload and the intrusion of work into personal life. This ambivalence indicates that CM is a mechanism for converting intentions and orientations into actions (Hirschi & Koen, 2021).

To connect BM and CM to results such as WLB, WL and BRN, the literature uses the concept of spillover. Spillover can be positive, when resources in one area improve functioning in the other, or negative, when stress, insufficient time and tensions in one area affect the other. Meta-analytic evidence shows that enrichment, in both directions, is associated with favorable consequences in the spheres of work, non-work, and health (McNall et al., 2010). Enrichment is explained by the transfer of resources (skills, perspectives, psychological capital, support), and Carlson et al. (2006) provides a robust operationalization of the positive dimension through a work-family enrichment scale, which is relevant for SPP+. This supports the hypothesis that SPP+ should relate to better assessments of WLB and work-family, non-work relationships are bidirectional and satisfaction and conflict can coexist. Thus, a person can simultaneously experience enrichment and conflict. For our conceptual model it is not realistic to treat SPP+ and SPP- as poles of the same dimension, it is more defensible to treat them as distinct or potentially simultaneous processes.

WLB is conceptualized as a subjective assessment of how roles are compatible and manageable. Boundary theory (Clark, 2000) supports this idea and shows that balance depends on the quality of crossings and border control, not just hours worked. This approach is useful for the present research because the WLB is conceptualized as an evaluation, not just by the absence of conflict.

WL is a central "job demand" in occupational models through volume, pace and time pressure. The Job Demands-Resources (JD-R) model shows that high demands increase the likelihood of exhaustion, especially when resources are insufficient (Bakker & Demerouti, 2007). WL is usually conceptualized as a perception of the volume and intensity of work. This fact is relevant because it can increase the probability of PPS- (fewer time and energy resources for non-work). In the logic of our proposed model (fig.1), WL is the proximal result of SPP- and BRN is the distal result associated with sustained exposure to high demands and insufficient recovery.

BRN is conceptualized as a syndrome associated with chronic exposure to occupational stress, with burnout as the central dimension. Maslach & Leiter (2016) emphasize the relevance of burnout for health and performance, but also the usefulness of interventions that target both requirements and resources. Thus, personal resources can mediate and explain the link between requirements and burnout, which is compatible with the hypothesis that negative spillover can increase WL and BRN if it erodes recovery and resources.

The literature in Romania discusses WLB and working from home, but BM as a construct and its structural relationship with CM, mediated by spillover, is barely outlined. Quantitative studies on mixed populations indicate strong links between WLB and satisfaction, motivation, and intention to leave (Bocean et al., 2023). A critical aspect highlighted is the congruence between segmentation and integration preferences and the real practices imposed by organizations. In education, teacher analyses of teaching resources and professional recognition identify latent profiles of NRBs associated with WL. Maladaptation, for example, or the preference for segmentation in a context that requires continuous integration, is associated with negative spillover and WLB decrease. The prevalence and risk factors during the pandemic period confirm the permeability of borders and the potential for negative spillover when requirements increase and boundary control decreases (Răducu et al., 2022). In the health field, research conducted on doctors and hospital staff during the pandemic period highlights occupational stress and high burnout.

Loading, extended towers, and prolonged accessibility increase border penetration and favor negative spillover (Silistraru et al., 2024). In the IT field, data from a qualitative study conducted in a company in Cluj-Napoca show that working from home has blurred boundaries and strengthened dependence on digital tools. Thus, technological control (notifications, response windows) appears as a critical point for positive spillover (Maroșan, 2021). This framework supports the hypothesis that boundary styles (segmentation-integration), WL requirements, and career goals interact to produce distinct WLB and BRN trajectories.

In summary, the literature on BM explains how borders are formed and maintained. The results show how expectations of availability can push individuals towards integration, with effects on well-being, especially when there is a mismatch between preferences and behaviors (Reinke & Gerlach, 2022). The literature explains how CM supports adaptation and development but recognizes that CM processes are resource-intensive and require a work-nonwork perspective to understand the costs and benefits (Hirschi & Koen, 2021). These two lines are rarely integrated into a common causal model that explicitly tests the interactive effect of CMxBM on spillover patterns and the transmission of these effects to WLB, WL, and BRN. In the model of the present research, the novelty is not that BM influences WLB (this exists), nor that CM produces career benefits (and this exists), but that it uses the spillover as a central mechanism as a result of the interaction between the two. Specifically, a high CM can favor SPP+ and WLB when the BM protects recovery time (effective segmentation) but can amplify SPP- and overload when BM is permeable and availability is high (uncontrolled integration). This logic is congruent with evidence showing the role of availability expectations and the congruence between preferences and behaviors in BM (Reinke & Gerlach, 2022). Empirical evidence also shows the self-regulating and resource-consuming character of CM, with the need for work-nonwork integration (Hirschi & Koen, 2021).

Methodologies

Conceptual model definition and hypothesis formulation

The conceptual model (fig.1) starts from the fact that boundary management and career management are self-regulating processes that can act complementary or in tension. Boundary theory describes how individuals negotiate permeability between roles, and the literature on boundary management highlights stable differences in style and consequences for well-being. In parallel, research on career self-management shows that career proactivity can increase the investment of resources in the field of work, with implications for the allocation of time and energy between fields. These processes are expected to manifest themselves through positive (enrichment) and negative (interference and lack of recovery) spillover, with effects on perceived balance, overwork, and burnout (Maslach & Leiter, 2016).

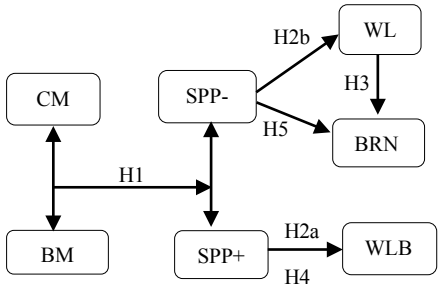


Figure 1. Conceptual model of CM x BM interaction

Source: authors' own conceptualization.

For our conceptual model and to avoid overlaps between constructs on the literature on CM, BM and WLB, we operationalize the following working definitions as follows:
CM: set of proactive self-regulating behaviors oriented towards professional goals planning, seeking opportunities, learning, development, monitoring progress;
BM: preferences and practices through which the individual uses the separation or integration of work-non-work roles (rules, control, limitation of intrusions), in relation to external constraints and expectations;
SPP+: transfer of resources, skills from one area that improves functioning in the other;
SPP-: transfer of stress, fatigue, demands that deteriorate functioning in the other domain;
WLB: global assessment of the compatibility and sustainability of the work-life arrangement (control, satisfaction, perception of harmonization), distinct from spillover as a mechanism;
WL: the perceived assessment of volume and time pressure as "job demand";
BRN: burnout syndrome associated with chronic occupational stress, relevant to health and organizational functioning;

Based on these definitions and the literature, we formulate the following hypotheses:
H1(moderate). The CMxBM interaction will predict the spillover pattern. SPP+ or SPP-.
H2a. SPP+ will positively associate with WLB.
H2b. SPP- will be positively associated with WL (perceived occupational overload).
H3. WL will positively associate with BRN.
H4. (mediation). SPP+ will average the effect of CMxBM on WLB.
H5. (chain mediation). SPP-, and later WL, will average the effect of CMxBM on BRN.
H6. (spillover as a mechanism). With the inclusion of SPP+ and SPP- in the models, the direct effects of CMxBM on WLB/WL/BRN will attenuate, indicating that spillover functions as a mechanism of confrontation between CM and BM.

Research Design

The research method is a quantitative one. The design of the questionnaire follows the associative and explanatory relationships between the constructs of moderation and mediation, in line with research on the management of work-life boundaries and its consequences on well-being and boundary management styles in organizations (Clark, 2000). The tool used was a questionnaire with Likert items (1-5), organized in 6 dimensions with 32 items in total, built to reflect definitions and relationships established in the literature.

The data was collected online through Google Forms. The form included an explicit consent question (as per GDPR requirements), and respondents who did not consent were not included in the final set of analysis. N=259 responses were recorded, of which N=251 remained valid after the consent filtering. The data was analyzed in IBM SPSS Statistics v20. In the pre-processing, the following were performed: importing the dataset, checking the missing values, recoding the inverted items and calculating the composite scores. The missing values were treated according to the standard settings of the SPSS procedures (listwise deletion in analyses that require a complete set on the included variables).

The valid sample (N=251) is predominantly female (63.3%) and urban (78.9%), with a concentration in the age groups 18-24 and 25-34 (26.3% each), followed by 35-44 (23.1%). The majority of respondents come from the private sector (59.8%), and a substantial share from the public sector (32.7%). From the perspective of the work context, the sample is predominantly "at the organization's headquarters" (72.5%), with 19.1% in hybrid mode and 4.8% remote. Consistent with this structure, 59.4% do not work remotely at all, but 40.6% have at least one remote

day/week, and 26.7% work remotely 3+ days (3-4 or 5 days). The work schedule is: 34.7% report more than 40 hours/week (41-48 or >48), and 30.3% work in shifts (2 or 3 shifts). The occupational structure is dominated by skilled workers (32.7%) and specialists (19.9%), which indicates a mixed sample (blue-collar + white-collar). The most represented industries are trade and retail (17.9%), manufacturing and manufacturing (15.5%) and education (13.9%). Educationally, 61.4% have higher education (bachelor's/master's/doctorate).

Reverse-worded items were recoded, and size scores were calculated as item averages (after recoding), a common practice in the analysis of Likert scales when internal consistency is adequate. The internal consistency of the scales was assessed by Cronbach's alpha coefficient (Table 1). The reported tests were performed in a regression regime in SPSS (moderation and mediation), for consistency with the hypotheses and analysis steps. In regression analyses involving interactions, the predictors of CM and BM were centered on mean CM_c and BM_c, and the interaction term was calculated as the product CMxBM = CM_cxBM_c. The analyses followed an integrated model in which career management and boundary management influence positive and negative spillover, which in turn explains the variation in work-life balance, overwork and burnout. For *H1*, multiple linear regressions with centered variables (CM_c, BM_c) and the interaction term CMxBM were used. For *H2* and *H3,* simple correlations and regressions were used. For *H4* and *H5,* regression mediation paths were estimated (with Sobel tests), and for *H6,* hierarchical models with and without spillover were compared.

Tabel 1. Consistența internă a scalelor (Cronbach's alpha)

Size	No. itemi	Cronbach's alpha
Border management (BM)	3	0,733
Career management (CM)	4	0,713
Workload (WL)	4	0,737
Spillover pozitive (SPP+)	6	0,913
Spillover negative (SPP-)	6	0,910
Work-life balance (WLB)	4	0,735
Burnout (BRN)	4	0,765

Source: Authors' own research.

As for the demographic data, they were reported only for the characterization of the sample. The theoretical analysis of our conceptual model is processual. Theories about BM, CM and WLB and spillover are anchored in the way boundaries (control, permeability, disruptions) are built and managed, i.e. specific mechanisms. Therefore, demography is not a central predictor within our conceptual model but only describes the composition of the sample. (Clark, 2000). Empirically, meta-analyses show that demographics have weak and inconsistent associations with work-family conflict, while work-related histories have stronger and more stable relationships. This supports the focus of the analysis on CM, BM and CMxBM as explanatory variables relevant to the spillover path (Michel et al., 2011).

Results and discussions

The analyses tested an integrated model in which career management and boundary management, including CMxBM interaction, explain positive and negative spillover, and spillover subsequently explains WLB, WL, and BRN. All analyses were performed on N = 251 (Table 2).

Table 2. Hypothesis testing results

Hypothesis	Test	Results	Decision
H1	Regressions multiple (DV: SPP+, SPP-)	SPP+: R^2 = 0,323; CMxBM B = -0,133, p = 0,018. SPP_: R^2 = 0,065; CMxBM B = -0,202, p = 0,006	Supported
H2a	Correlation+simple regression	r = 0,513; R^2 = 0,263; B = 0,483, p < 0,001	Supported
H2b	Correlation+simple regression	r = 0,468 (ρ = 0,444); R^2 = 0,219; B = 0,431, p < 0,001	Supported
H3	Correlation+simple regression; Control	r = 0,469 (ρ = 0,449); R^2 = 0,220; B = 0,462, p < 0,001 Control: WL şi SPP- significant	Supported
H4	Mediation (Regressions; Sobel)	a: CMxBM→SPP- (p = 0,018) b: SPP+→WLB (p < 0,001) c' insignificant; Sobel p = 0,027	Supported (with caution)
H5	Serial Mediation (Regressions; ProductCoef.)	a1, d21, b2 significant; c significant, c' insignificant; a1·d21·b2 ≈ -0,018	Supported (with caution
H6	Regressions hierarchy (ΔR^2)	WLB: ΔR^2 = 0,235; WL: ΔR^2 = 0,209; BRN: ΔR^2 = 0,388; coef. CM/BM/CMxBM attenuates	Supported

Source: Authors' own research

H1: CMxBM predicts SPP+ and SPP-. For SPP+, the multiple regression (CM_c, BM_c, CMxBM) was significant and explained a good proportion of the variance (R^2 = 0.323). CM_c and BM_c positively predicted SPP+. The CMxBM interaction was significant and negative (B = -0.133, p = 0.018), indicating moderation, thus the effect of CM on positive spillover depends on the level of BM. For SPP-, the model was significant, but with reduced explained variance (R^2 = 0.065). CM_c negatively predicted SPP-, BM_c was not significant, and CMxBM was significant and negative (B = -0.202, p = 0.006). Conclusion: H1 is supported, with stronger effects for positive spillover than for negative spillover.

H2a: SPP+ positively associated with WLB.

SPP+ correlated significantly with WLB (r = 0.513, p < 0.001), and simple regression showed that SPP+ predicts WLB (R^2 = 0.263; B = 0.483, p < 0.001). *H2a is supported*.

H2b: SPP- positively associated with WL. SPP- correlated positively with WL (r = 0.468; ρ = 0.444; both p < 0.001), and simple regression confirmed the effect (R^2 = 0.219; B = 0.431, p < 0.001). *H2b is supported*.

H3: WL positively predicts BRN.

WL correlated positively with BRN (r = 0.469; ρ = 0.449; p < 0.001) and predicted BRN in simple regression (R^2 = 0.220; B = 0.462, p < 0.001). In the control model (BRN~WL + SPP-), both predictors remained significant, with no indices of problematic collinearity (VIF ≈ 1.28), suggesting independent contributions. *H3 is supported*.

H4: (mediation): SPP+ mediates the effect of CMxBM on WLB.

Path *a* (CMxBM→ SPP+) was significant (B = -0.133, p = 0.018), path *b* (SPP+→WLB, with controls) was significant (B = 0.360, p < 0.001), and the direct effect *c'* (CMxBM→WLB, with mediator) was insignificant (p = 0.579). The Sobel test indicated a significant indirect effect (approx.~0.048; p approx.~0.027). *H4 is sustained, with methodological caution (no bootstrap).*

H5: (chain mediation): SPP- and then WL mediates the effect of CMxBM on BRN.

CMxBM predicted SPP- (a1 significant), SPP- predicted WL (d21 significant), and WL predicted BRN (b2 significant) in the presence of controls. The total effect of CMxBM on NBR was significant ($p = 0.019$), but the direct effect became insignificant in the presence of mediators ($p = 0.500$), consistent with the predominantly indirect explanation. *H5 is supported cautiously (without bootstrapping).*

H6: spillover mechanism: the inclusion of SPP attenuates the direct effects of CM, BM, and CMxBM. Hierarchical regressions strongly support the mechanism:

For WLB, the basic model (CM_c, BM_c) explained $R^2 = 0.243$, and the addition of SPP+ and SPP- increased the explanation to $R^2 = 0.478$ ($\Delta R^2 = 0.235$, $p < 0.001$), with SPP+ as a strong positive predictor and SPP- as a strong negative predictor.

For WL, the models without spillover were weak and insignificant ($p > 0.05$), but the introduction of spillover increased R^2 to 0.223 ($\Delta R^2 = 0.209$, $p < 0.001$), and SPP- remained the central predictor.

For BRN, the base model (CM_c, BM_c, CMxBM) explained $R^2 = 0.092$, and the inclusion of spillover increased the explanation to $R^2 = 0.480$ ($\Delta R^2 = 0.388$, $p < 0.001$); CM_c/BM_c/CMxBM attenuated and became insignificant.

The results support an interpretation of resources vs. tensions. The positive spillover functions as a resource transfer associated with WLB, and the negative spillover as a voltage transfer associated with WL and BRN. This dichotomy is convergent with the recent literature on work-family balance, which shows that WLB is simultaneously determined by personal resources, work resources, and requirements (Vaziri et al., 2022). The research operationalizes the interaction logic of CMxBM as a determinant of spillover, and empirically demonstrates, through *H6*, that the spillover takes over the explanatory role (increasing ΔR^2 and decreasing direct effects), which transforms the spillover from effect to central mechanism. Kossek et al., (2021), identify that career and work-family research are insufficiently carried out. In addition, the paper expands the perspective of career self-management beyond strictly vocational outcomes, in line with recommendations to integrate career self-regulation processes with the work-nonwork perspective (Hirschi & Koen, 2021). In relation to existing theories, the contribution is more specific, punctual, than the general concepts of JD-R. The recent expansions of JD-R emphasize the requirements-resource dynamics and the role of the context in well-being (Demerouti & Bakker, 2022). The results also show through which channels the distal strategies of CM and BM translate into the effects on WLB, WL and BRN. At the same time, the findings are compatible with the literature on boundary management, where the impact on well-being depends on configuration and person-environment fit, not on a simple preference for integration or separation.

Conclusions

This research investigated the relationship between career management and boundary management, with a focus on how their interaction is reflected in the channels of spillover and subsequently in work-life balance, overwork and burnout. The results support the conceptual model in which the spillover functions as a proximal mechanism by which self-regulating strategies (quarry and limits) translate into functioning results and tensions. The paper also has limitations that must be acknowledged. First, the cross-sectional design and self-report measurements limit causal conclusions. Second, testing of indirect effects in *H4* and *H5* was conducted without bootstrap intervals for mediation, although the pattern and results are consistent with the proposed mechanisms. Third, the model modestly explains the negative spillover (reduced R^2 in *H1* for SPP-), suggesting that organizational variables (demands, autonomy, support, availability norms), can

substantially complete the explanation. Fourth, the results should be generalized with caution outside the studied sample.

The main empirical contributions are: *H1* shows that the CMxBM interaction is relevant for both components of the spillover, with a higher explanatory power for the positive spillover than for the negative one. This difference is important because it suggests that the negative spillover is determined to a greater extent by additional (perhaps organizational) factors that are not surprised by the current model. Secondly, *H2a-H3* confirms a coherent chain of associations: SPP+ binds to WLB, SPP- binds to WL, and WL binds to BRN. In addition, WL and SPP- independently contribute to explaining burnout. Thirdly, *H6* provides the strongest support for the mechanism: the introduction of the spillover increases substantially, the variant explained in WLB, WL and BRN (significant ΔR^2) and attenuates the direct effects of CM/BM/CMxBM, which strengthens the interpretation of the spillover as a mechanism.

The theoretical contribution of the paper consists in the explicit integration of the two domains, CM and BM, through a dual mechanism (positive and negative spillover). The resulting model does not treat spillover as a mere secondary consequence, but as a channel through which resources (or losses) are transferred between roles and transformed into equilibrium or, on the contrary, into overwork and exhaustion. This differentiation between positive and negative spillover is useful because it explains why interventions focused exclusively on "organization" or "separation" can have inconsistent results, i.e. it matters what type of transfer between roles is amplified or reduced.

The practical implications are straightforward. To increase WLB, interventions should aim to increase positive spillover (transfer of resources, energy, positive affect) and reduce negative spillover (voltage transfer). To reduce WL and BRN, the priority target is to reduce negative spillover, as this was the most consistent predictor for overuse and a major predictor for burnout. Applied, this supports the usefulness of clear rules of disconnection, intrusion control, as well as realistic planning practices that reduce the propagation of voltage from one domain to another.

As future research directions, we emphasize the replication of the model in a 2- or 3-stage longitudinal design, to test the direction and stability of the relationships between WL and BRN. Overall, the paper argues that spillover as a mechanism, especially the negative component, is the critical point through which the interaction between career management and boundary management connects to the outcomes of balance and occupational health.

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