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Work-Life Balance and Commitment Systems

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Abstract

The blurring boundaries between work and private life, accelerated by the COVID-19 pandemic and working from home, has been challenging on organizations aiming to keep their employees motivated and committed. Commitment research has been mainly focused on the work context in the past, thereby ignoring other contexts. In addition, Work-Life Balance (WLB) literature has been lacking human complexity and has been criticized for its weak theoretical foundation. By integrating WLB literature with commitment literature, this study aimed to overcome some severe conceptual unclarities and lacking theoretical definitions in both fields. Adapting a pragmatist constructivist view and abductive inquiry, this research aimed to understand how dynamic commitment systems are experienced by integrating work-life balance and imbalance. This exploratory research aims to understand how commitment systems are shaped when individuals are able and unable to balance their work and life priorities, through in-depth interviews with a participatory visual (drawing) method.

The results demonstrate that Commitment System Theory (CST) provides novel insight into WLB phenomena, particularly with regards to the dynamics and specific targets. Essentially, the WLB literature provides value to CST, mainly with regards to commitments in the ‘life’ domains and offers insight into how and why systems are dynamic, moving beyond the simple structures in CST. WLB integration has revealed that we can no longer research ‘work’ without considering ‘life’, and CST pushed WLB beyond simple ‘balance’ and ‘imbalance’ static states of mind. Knowledge on how balanced and imbalanced commitment systems are shaped within the minds of individuals, together with reinforcing effects, provides clearer management insights.

Key words: Commitment System Theory, Work-Life Balance, Work-Life Dynamics, Balanced Systems, Imbalanced Systems, Reinforcing Mechanisms

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1. Introduction

The current COVID-19 pandemic and its effects on the way of working have far reaching consequences for work-life interferences (Abel & McQueen, 2020; Kniffin et al., 2020). It is likely that its footprint will remain visible, as indeed, historic evidence shows that pandemic virus-outbreaks cause a permanent impact on workplaces and society (Gelfand, 2019; Kniffin et al., 2020; Kramer & Kramer, 2020). One of these changes has been working from home (WFH). WFH is prone to have mostly negative impacts on the mental health and well-being (Brooks et al., 2020), and is associated with decreased organizational commitment through reduced feedback processes (Kniffin et al., 2020). WFH also poses a threat to the balance and boundaries between work and life, which is likely to enhance conflicts in balancing priorities (Van Veldhoven & Van Gelder, 2020; Kniffin et al., 2020). Furthermore, disturbances in Work-Life Balance (WLB) are associated with reduced mental health (Boamah & Laschinger, 2016; Strack, Lopes, & Esteves, 2015). Mental health issues are not only negatively impacting individuals, but are also costly for organizations and a threat to society as a whole (Baral & Bhargava, 2010; Beauregard & Henry, 2009; Maslach, Schaufeli, & Leiter, 2001).

WLB essentially implicates the balancing of work and life priorities and is defined in many different ways, one of them being: *“the absence of unacceptable levels of conflict between work and non-work demands”* (Greenblatt, 2002, p. 179). Most definitions of WLB include some sort of trade-off between the work-domain, and the ‘everything else’ domain. The separation between these domains implies a simple structure, but the fact that the two are inseparably intertwined, is often neglected (Collins, 2004). It is unclear what work and non-work entities are including in its definitions, and the boundaries of both domains are ill defined (Clark, 2000). The WLB literature is indecisive on its definition (Greenhaus & Powell, 2006) and the field needs clearer conceptualization with regards to what is exactly balanced.

In addition, WLB is frequently addressed as a static form of being. In line with critique with regards to this static view, this paper argues for the acknowledgement of the dynamic component in WLB (Solinger, Olffen, & Roe, 2008). The theoretical framework of Commitment System Theory (CST) is used to provide a dynamic perspective (Klein et al., 2020). This recent development in the commitment literature shows a promising direction for identifying the more complex system of an individual’s commitment, which bares value particularly for unpacking the dynamics of work-life balance.

CST as presented by Klein, Solinger, and Duflot (2020) provides the field with a fresh perspective on commitment to multiple targets, where system theory is utilized as a way of

understanding the complexity of the construct (Klein et al., 2020). CST also incorporates the re-conceptualization of Klein, Cooper, Swanson, and Molloy (2014), suggesting that commitments need to be approached as ‘target neutral’. Klein et al. (2012) provided a more fitting definition, one capable of reflecting multiple commitments: “*a volitional psychological bond reflecting dedication to and responsibility for a particular target*” (Klein et al., 2012, p. 137).

Whilst recognising the multiple targets of commitment, which can exist within and beyond the boundaries of the organization, commitment studies rarely include targets of commitment outside of the workplace (Meyer, Becker & Van Dick, 2006; van Rossenberg et al., 2018). Klein et al. (2020) advocate viewing commitment as a system including a larger set of commitments, however, in their initial framework they limit commitment systems to only work-related commitment targets. Van Rossenberg et al. (2018), also pointed out that to produce relevant management literature on commitment, the scope is often set by the organizational boundaries, thereby already overlooking the changes in current ways of working with a substantial increase in temporary workers. Additionally, their paper pointed out that when considering psychology literature, commitments are independently existing bonds outside of organizations and focused on individuals searching for meaning and identity (Van Rossenberg et al., 2018; Meyer, 2009). This implicates that commitment bonds are evident outside of work, meaning that separation of the two is artificial, especially when considering commitment as a dynamic system.

Within the commitment field of research, it is acknowledged that the organization is not the only, nor most important commitment target. Multiple commitment targets are recognized, however, current research is still primarily focused on work related commitments (van Rossenberg et al., 2018). On the other hand, consideration of non-work-related commitments together with work-related commitments, and acknowledgement of the two in its entirety is lacking. Meaning making and identification with commitment targets suggests this spill-over in commitments from work and life spheres (Clark, 2000; van Rossenberg et al., 2018). Additionally, the work-life interferences as a result from COVID-19 and WFH, underlines the inability to address the work and life commitments as separate domains. This, together with the lacking conceptual clarity, emphasizes the need for a new conceptualization of commitment; one that preferably includes the acknowledgement of multiple targets and the targets outside of the organizational and work-related boundaries that affect each other (Klein, Molloy, Brinsfield, 2012; van Rossenberg et al., 2018).

This study aims to address these issues by applying the CST framework, but extending our understanding of the commitment system to also include the commitment bonds outside the workplace. This more holistic view on both WLB and commitment systems addresses the complexity of multiple work and life targets of commitment and their interrelations. Previous research has indicated we should seek to enhance the conceptualization of work life balance (Greenhaus & Powell, 2006; Klein et al., 2020; Meyer, Becker, & Van Dick, 2006). This thesis contributes to CST by addressing a broader system that acknowledges non-work targets, which is a key contribution to the commitment literature (Klein et al., 2020; van Rossenberg et al., 2018). In other words, this study will integrate the concepts CST and WLB to understand the dynamics of balanced and imbalanced commitment systems, seeking to enhance conceptual clarity and the interrelation between the commitment and WLB literature. The research question guiding this study is: *“How are dynamic commitment systems experienced integrating Work-Life Balance?”*

Although there is evidence that WLB is an important predictor for organizational commitment (Wayne et al., 2017), there is a substantial lack of research that bridge these two fields (Sturges & Guest, 2004). The current available studies that do so (e.g., Haar & Brougham, 2020; Liu, Gao, Zhu & Jin, 2021), are still primarily focused on the already obsolete measurement scales and conceptualizations. Particularly, these studies represent a status perceived engagement with one target (the organization) in one static moment in time (Adkins & Premeaux, 2019; Solinger et al., 2008). In addition, existing studies on WLB address this construct based on perceived satisfaction with balance between work and life, which stretches especially the conceptualization of the “life” dimension. All in all, there is a need for more substantial and empirically constructed conceptualizations of these topics, whilst recognising the dynamic nature of these constructs (Klein et al., 2020).

Spill-over theory (Staines, 1980) has been mentioned both within the WLB literature as well as in the commitment literature. Within the WLB literature, it explains how behaviours and emotions that are built up in the work or life domain, could be transferred to the other domain, indicating balance or imbalance (Sok, Blomme, & Tromp, 2014). Commitment spill-overs are very similar to the original spill-over theory and happen much more and often than was presumed before (Conway, Kiefer, Hartley, & Briner, 2014; Klein et al., 2020; Tsoumbri & Xenikou, 2010). This implicates the need for a better understanding of the borders of work and non-work domains, and the way individuals shape these borders. Considering the spill-overs between the domains, it is questionable if we can even address them as separate domains

(Baltes et al., 2009; Clark, 2000; Swart & Kinnie, 2014). Even though Klein et al. (2020) did mention the possible complementary value of CST to WLB, it is yet uncovered how the two are linked. Only a few studies (as showed by the systemic search), have researched cause-effect relations that WLB can have on organizational commitment.

Answering the research question, will contribute to both the WLB and the commitment literature in several ways. First, when embracing the multiple target approach to commitment in work and life, the new conceptualization of commitment as a system will contribute to CST. With a commitment system including both work and life targets, this theoretical framework will allow future research, as it acknowledges that commitment to work targets are inevitably related to (or even intertwined with) nonwork targets (Solinger et al., 2008; van Rossenberg et al., 2018). This is a valuable contribution to CST enhancing the potential impact of the construct.

Secondly, the link of WLB on commitment has only been touched upon contemplating the Three-Component Model (TCM) conceptualization of commitment by Allen and Meyer (1990) to the organization (e.g., Anita et al., 2020; Haar & Brougham, 2020; Liu, Gao, Zhu & Jin, 2021). Klein et al. (2020) explicitly point to the opportunities of exploring the linkages between WLB and commitment through the CST perspective, stating that it would be a great contribution to both streams of literature. Because, on the one hand this holistic view to the subjects provides a highly needed and clearer conceptualization for WLB (Greenhaus & Powell, 2006), by providing insight into how, why, and which types of commitment targets are part of the commitment systems. On the other hand, including work and life targets of commitment in commitment systems contributes towards a broader and more relevant system boundary (Klein et al., 2020).

Additionally, the WLB literature needs novel theoretical frameworks that can include the human interaction and individual meaning creation (Clark, 2000). System theory is fitting in this respect because it acknowledges a broader perspective and includes interaction effects of multiple work and non-work targets, whilst also incorporating the understanding of a systems' view on roles and bonds in life (Klein et al., 2020; Clark, 2000). The broader perspective of bonds to work and life targets is also a highly needed contribution to the literature, as current WLB research is mostly focused on static and perception based quantitative 'tests', rather than being focused on the individuals meaning behind the concepts (Adkins & Premeaux, 2019; Greenhaus & Powell, 2006).

The current WLB literature is indecisive on the outcomes and unable to provide insights

in how workers experience attachments with different work and life roles, and if they could interfere with each other (Choo, Desa, & Asaari, 2016; Clark, 2000; Wayne et al., 2017). Re-evaluating the meanings workers attach to these bonds and how they synergize or conflict with each other, would provide insights for both academic (Klein et al., 2020) and practical managerial knowledge in how to cope with the WLB of employees (Pasamar, 2020).

Besides the theoretical inconsistencies, the societal collective meaning making towards the concept is also lacking. In traditional understandings of WLB, especially in individualistic societies such as in Western-Europe, formal work and informal ‘private-life’ are separated (Haar et al., 2014; Nelson & Shavitt, 2002; Wasti et al., 2016). The rise of a ‘new way of working’, with more flexibility and broadened or disappearing organizational boundaries, indicates that the concept of attachment to (only) the organization is changing (Meyer, 2009; van Rossenberg et al., 2018).

Integration of the WLB literature with the commitment literature is also beneficial because creating a better understanding of the concepts will aid in how to approach these in future research in both fields. Current WLB literature is critiqued on its unclear definitions and constructs, and these underlying theoretical flaws make valid and reliable measurement unfeasible (Greenhaus & Powell, 2006; Wayne et al., 2017). Besides, CST is one of the first steps in truly moving on from the TCM-conceptualization that has overarched the field for almost two decades (Klein et al., 2020; van Rossenberg et al., 2018). Integration of both concepts could therefore provide new perspectives on past literature, which aids to provide future research with more meaningful insights on employee engagement, and employee well-being (Darcy, McCarthy, Hill, & Grady, 2012; Smith, 2010).

The increase in mental health issues among workers highlights the need for these new perspectives. Currently, society is faced with an astonishing increase in mental health issues such as severe stress, burn-out, and depression (Volksgezondheid, 2019). In 2019, 17% of all employees in the Netherlands experienced burn-out complaints at least once a month, and 60% of all sick reports were related to mental health issues (Volksgezondheid, 2019). These numbers have been increasing over the last decade and costed in 2017 societies health care system 32 million Euro (RIVM, 2017). Additionally, these numbers are accelerating because of the Covid-19 pandemic (Xiong et al., 2020). WFH, social distancing, loneliness, economic uncertainty, and social status, are all indicators for increased stress and mental health complaints (Kniffin et al., 2020; Kramer & Kramer, 2020; Xiong et al., 2020). Specifically, WFH together with the social distancing measurements is linked to a decreased perception of WLB (Kniffin et al.,

2020). Studies in the past have been indecisive on this issue (Van Veldhoven & Van Gelder, 2020), however, most studies acknowledge the threat to WLB. The wide scale of adopting this new way of WFH, together with the predictions that these changes are likely to be permanent, makes the long-term effects of the Covid-19 crisis a key motive for better understanding of the WLB concept.

From here, this study will put forward an empirically based holistic conceptualization of a (im-)balanced commitment system, prior research on both work-life balance and commitment will be addressed before discussing a systematic literature search, on the few articles that have already tried linking these two research areas. Next, some theoretical models and frameworks that could foster better understanding of both constructs will be addressed. Subsequently, a refinement of the research questions will be discussed, before continuing to the specification of the methodological and analytical approaches that were utilized. Lastly, the findings will be outlined and discussed before contemplating future implications.

2. Literature review

2.1 Work-Life Balance

The balancing of work and family demands has resulted in an extensive academic body of knowledge that consists of a number of related concepts to explain the phenomena, including Work-Life Balance (WLB), Work-Family conflict (WFC), Work-Family Enrichment (WFE), Role balance, Work/Life spill-over, resource drain, and accommodation (Edwards & Rothbard, 2000; Greenhaus et al., 2003; Parasuraman & Greenhaus, 2002; Sturges & Guest, 2004). Greenhaus et al. (2003), mention that an individual's orientation differs across various life roles. This statement is contradictory to the perception that individuals can organize their own life roles in hierarchical order, which is why Marks and MacDermid (1996) suggest that an individual should perform equal commitments to distinct life roles. They define this as 'role balance', meaning: *"the tendency to become fully engaged in the performance of every role in one's total role system, to approach every typical role and role partner with an attitude of attentiveness and care"* (Marks & MacDermid, 1996, p. 421).

Work-life balance has been an increasingly popular topic in literature as well as in everyday life. Despite this rise in popularity, the definition remains abstract, as balance is often undefined or not mutually exclusive (Greenhaus & Allen, 2011). Frone (2003) argued that the WLB and enrichment literature is mostly focused on organizational outcomes, and that lack of contextual richness causes the state of the field to be premature. Greenhaus and Allen (2011), outlined three definitions: *"(1) Balance as the absence of work-family conflict, (2) balance as high involvement across multiple roles, and (3) balance as high effectiveness and satisfaction across multiple roles"* (p. 172). Within this study, the second definition seems most appropriate, because high involvement definitions often acknowledge the attachment and commitment towards the different domains in life (Kirchmeyer, 2000).

Work-life imbalance has been defined as a state where the individual is unable to meet their work, non-work/family-related commitments (Delecta, 2011). If demands from two of the separate domains are mutually incompatible with each other, conflict may occur (Sturges & Guest, 2004). Consequently, it is conceptualized as a work/family (or work/life) conflict (Frone, Russel & Cooper, 1992; Frone, Yardley, & Markel, 1997). In addition, there have already been many different establishments of what forms of work-family conflicts exist, but the most widely adopted understanding is the one from Greenhaus and Beutell (1985), where they suggest: (1) Time-based conflicts, (2) Strain-based conflicts, and (3) Behaviour-based conflict. Considering this conceptualization, it can be argued whether these dimensions are still applicable in modern

society, where work and family roles have been altered to work and life roles (Guest, 2002). In the last few years, this way of including WLB in research is done through Work-Life or Family Interferences (WL/FI & L/FWI) (Greenhaus et al., 2006).

Greenhaus and Powell (2006) responded to the negative conflict perspective, as they have created a work-family enrichment model in their research. This notion is made on several assumptions, guided by the principle of role accumulation, defined as the participation in multiple roles (Voydanoff, 2001). Greenhaus and Powell (2006) argue that role accumulation to produce positive outcomes is threefold: (1) both work and family experiences are contributors of well-being, (2) participation in these multiple roles can act as a buffer for distress in overlapping roles, and (3) the experiences in one role can produce positive experiences and outcomes in other roles. The latter is mainly based on the study of Sieber (1974), proposing that resources acquired in one role can be reinvested into other roles. This outcome is best represented in their final definition for work-family enrichment: *“the extent to which experiences in one role improve the quality of life in the other role”* (Greenhaus & Powell, 2006, p. 73).

The separation of different life roles has been an essential step in the WLB literature. It acknowledges that an individual can engage in several roles, whereas traditional WLB conceptualizations merely focus on balancing of priorities and tasks in work and non-work domains. Role balance is the opposite of role conflict, as this entails the incompatible pressure of multiple roles so that the compliance to some makes equal compliance with all impossible (Greenhaus & Beutell, 1985). This notion suggests that being equally engaged in each role can foster balance, however, role engagement and psychological involvement are also needed to achieve positive balance and satisfaction with roles (Kirchmeyer, 2000; Greenhaus & Beutell, 1985). Therefore, the understanding of role balance as part of WLB plays a crucial role in the conceptualization of WLB as a construct, as satisfaction with the roles is crucial to form meaningful bonds and perceive any form of balance (Marks & MacDermid, 1996).

The concept of role balance was a solid introduction to the fields' agreement that it lacked human complexity (Kirchmeyer, 2000; Zedeck, 1992). Theories attempting to include more complexity and explain how individuals negotiate between different spheres, are open-systems theories. One central open-system theory is spill-over theory, which states that events in one domain, are easily carried over in the other domain (Staines, 1980). These theories imply that different domains can influence each other but remain vague in how an individual manages the crossing of one domain to the other (Zedeck, 1992).

In response, Clark (2000) introduced border theory. She found that WLB is constructed in a much more proactive and enactive manner, instead of a reactive way that was so far primarily assumed in theory (Zedeck, 1992). Clark (2000) states: *“they moved back and forth between their work and family lives, shaping each as they went by negotiating and communicating”* (p. 751). Border theory is a constructivist theory that argues that primary connections in work and family systems are not an emotional, but human phenomena. It states that individuals are the shapers of these worlds and have agency to mould the borders and determine how/if borders are crossed (Clark, 2000).

Border theory was later refined by Voydanoff (2005) who acknowledged the possibility of more than two domains and that individuals strive to separate and integrate different roles (Baltes, Clark, & Chakrabarti, 2009). Research also found that boundary management practices could contribute to more work-life enhancement and less interference (Bulger, Matthews, & Hoffman, 2007). The increasing interest is caused by the growing overlap between the work and non-work domains (Olson-Buchanan & Boswell, 2006). Even though these theories have been introduced more than fifteen years ago, uncovering of the blurring boundaries has barely made any progress since (Bulger, Matthews, & Hoffman, 2007; Rothbard & Ollier-Malaterre, 2016). Understanding this, however, is of great value for bridging the WLB literature to commitment as system theory, as boundaries of one domain to the other also have implications for attachments in other domains (Klein et al., 2020).

When looking specifically into management literature, it can be stated that WLB is not only beneficial for employees (Valcour, 2007), but also for organizations (Ferguson, Carlson, Zivnuska, & Whitten, 2012; Sturges & Guest, 2004). Within literature, a tacit assumption is made that WLB practices lead to positive business outcomes, arguing that improved life quality, enhances productivity, job satisfaction, and commitment (Baral & Bhargava, 2010; Beauregard & Henry, 2009). Despite these positively presented outcomes, it is still unclear how WLB contributes to the organizational performance (Pasamar, 2020). Eventhough, there are some studies already exploring the increased organizational commitment that could result from WLB, by looking at its cause-effect relation (Azeem & Akhtar, 2014; Pradhan, Jena, & Kumari, 2016; Poulouse & Dhal, 2020).

2.2 Commitment

Commitment can be defined as a psychological attachment (O'Reilly & Chatman, 1986), and it can be distinguished as a target and a certain type of bond (Meyer, 2009). One

target that is often studied is the organization and the attachment of their employees (Meyer, 2009). Besides organizational commitment an individual can also be committed to a certain role, often defined as the prioritizing between work and other significant relationships (Eckman, 2004). One specific role that one can commit to in the work domain, is an individuals' career (Hall, 1976). Career commitment can be described as "*one's attitude towards one's profession or vocation*" (Blau, 1985, p. 280), and therefore is a slightly more specific construct than organizational commitment.

Despite changes in work and work settings, attachment from employees to their work is, and will remain, vital to organizations (Bakker, Albrecht, & Leiter, 2011). The wide range of antecedents and outcomes this attachment has for employees and organizations, is why enhancing the organizational commitment construct continues to be a popular topic in the management literature (Meyer, 2016). As found in the systematic research by van Rossenberg et al. (2018), the current commitment literature field is healthy according to the standards of McKinley, Mone and Moon (1999), with a consistent stream of relevant and novel literature. One popular conceptualization within this field is the Three-Component model of commitment by Allen and Meyer (1990) (TCM), which has become the most dominant model in the field (Cohen, 2007; Solinger et al., 2008; van Rossenberg et al., 2018). Over the last years, this dominant theory has created a tremendous outflow of literature, although it has now been criticized on many fundamental empirical inconsistencies and lacking theoretical justification (Jaros, 2007; Solinger et al., 2008; van Rossenberg et al., 2018)

TCM aimed to capture the commitment construct into three distinct dimensions: (1) Affective commitment, as emotional attachment to the organization, (2) continuance commitment, as the perception of costs that are associated with leaving, and (3), normative commitment, as to the feelings of obligation to stay (Allen & Meyer, 1990; Solinger et al., 2008). The establishment of three different dimensions was a valuable contributor to the field, as it made a clear distinction between earlier works on emotional/identification attachment, the involvement in organizations, the obligations towards an organization, entrenchment people might experience, and the cost associated with leaving (Solinger et al., 2008). Many of these topics are addressed in different streams of earlier literature (e.g., Becker, 1960; Mowday, Porter, & Steers, 1982; Wiener, 1982), but TCM seemed to be connecting all the dots at first (Solinger et al., 2008).

An accretion of criticism was that the conceptualization lacked empirical evidence, especially when linked to organizational outcomes (Cohen, 2003; Meyer, Stanley, Herscovitch,

& Topolnytsky, 2002; Lee & Yang, 2005). After several alternations between critiques and adaptations (Solinger et al., 2008), it seemed that the conceptualizations' lack of empirical evidence was not as much of a problem as its underlying concept (Solinger et al., 2008; Ko, Price, & Mueller, 1997). Ko et al. (1997), therefore suggested to go back to the definitions of Mowday et al. (1982), that included organizational commitment solely as an affective attachment. Not a surprising choice as argued by Solinger et al. (2008), as the affective component of TCM was already the most reliable and widely validated component (Cohen, 2003; Solinger et al., 2008).

As mentioned, commitment has been described in many different forms, such as a 'psychological state' (Allen & Meyer, 1990), a bond or link (Mowday et al., 1982), a particular readiness to act (Leik, Owens, & Tallman, 1999), and can together be understood as an 'attitude' (Ajzen, 2001; Solinger et al., 2008). Specific attitudes are related to specific behaviours, called 'attitude-behaviour theory', which can be linked to TCM (Eagly & Chaiken, 1993). Solinger et al. (2008) have argued the applicability of TCM, and state that only the affective component is related to behaviour. On the other hand, they emphasize that further research should not be restricted to this affective dimension, but rather focus on behavioural and cognitive aspects (Solinger et al., 2008).

Becker, Klein, and Meyer (2009) have argued that next to the lack of consensus on measurement and conceptualization of commitment, there is no agreement on simpler levels either, such as meaning, structure, and relational aspects of multiple commitments. Klein et al. (2012) provided more clarity with a new and 'target neutral' conceptualization towards commitment, one that is better capable of reflecting multiple commitments. Klein et al. (2014) built onto this by providing a consistent 4-point Likert measurement scale, one that is unidimensional and applicable to any workplace target. This scale recognizes multiple commitments and acknowledges that they interrelate (Klein et al., 2014; van Rossenberg et al., 2018). It can be concluded that the field will now move into a new era, where the effect of multiple commitments both inside and outside of organizational borders, needs to be further developed (van Rossenberg et al., 2018).

Commitment System Theory (CST) defines commitment as: "*a network of inter-relating commitments to a set of targets*" (Klein et al., 2020, p.5). One of the key assumptions made, is that all commitments operate similarly, in line with the argumentation of the Klein Unitary Target (Klein et al., 2012; Klein et al., 2014). They use 'General System Theory' to build their reasoning, arguing for parameters such as the number, strength, and coupling of

elements. All elements affect the attachment of commitments in several ways, and together present a dynamic representation of an individuals' multiple commitments (Klein et al., 2020). The role of context is acknowledged as well, and any two commitments can be conflicting, synergetic, or neutral. Van Rossenberg et al. (2018), have already pointed out that most literature so far had neglected the effects and role of conflicting commitments.

CST is relatively new, and it is yet to be revealed how the theory will be applied within the field. Klein et al. (2020), claim this theory is a conceptualization of all commitment systems, also those outside of the work-domain. This theory could be interesting for better understanding the differences in commitment inside and outside of the work-domain (van Rossenberg et al., 2018; Swart & Kinnie, 2014), but empirical evidence for how CST is shaped outside of organizational borders, is still undiscovered.

Commitment to multiple targets is central in this study because this study aims to overview at least two larger domains; work and non-work., both containing several possible targets. One perspective to multiple commitments, is the person-centred approach, which can be used to find different commitment profiles (Klein et al., 2020). It is, however, criticized for not being able to explain the antecedents and dynamics of the emergence of certain profiles (Meyer & Morin, 2016). Some literature suggests matching theories for multiple targets, such as the target similarity theory (Lavelle, Rupp, & Brockner, 2007).

Matching theories are based on the principle that when commitment is influenced, by for instance an injustice, only the one responsible target will be affected (Becker & Kernan, 2003; Conway et al., 2014). On the other hand, there is more evidence suggesting the opposite, pleading for the occurrence of commitment spill-overs (Conway et al., 2014; Tsoumbris & Xenikou, 2010). Another alternative rejection of matching theories is that commitments complement each other so that new dynamic bonds can occur (Askew, Taing, & Johnson, 2013). These commitments are therefore synergetic, but can also be regarded as negative, thus conflicting each other (Kinnie & Swart, 2012; Klein et al., 2020). Prior studies have approached conflicting commitments as either a value-based or a behaviour-based incompatibility (Klein, Austin, & Cooper, 2008; van Rossenberg et al., 2018).

2.3 Linking WLB & Commitment

In line with suggestions from Rousseau, Manning, and Denyer (2008), this study will now outline a comprehensive description of the synthesis development and its underlying argumentations. Both fields agree that there is a need for better conceptualization, and understanding which definitions are used in recent studies can provide valuable insights.

2.3.1 Systematic search.

The ‘4-phase literature analysis approach’ as presented by Gass et al. (2015), has been employed in this research, and an overview of this search protocol is found in Table 1. This process was based on Webster and Watson’s (2002) systematic approach for examining literature but adapted and providing more leeway to iteration between stages. The first two phases were similar to the PRISMA guidelines (Moher et al., 2009). Their flow diagram was used to track the inclusion and exclusion of articles for each stage (Appendix 1). The search terms were entered into the ‘Web-of-Science’ and ‘ScienceDirect, databases in February 2021, limiting the search with the first two selection criteria. The conditions for narrowing the search, were language criteria, recent sources, and the centrality of the variables used. The latter assumed that the studies extracted should aim to link commitment and WLB and thus, avoid studies that merely used the variables to establish indirect effects on other variables. The third phase is the clustering process constructs were derived thematically, and the contextual extractions were considered, given the small number of articles in the search. In the last phase, the analysis is performed, and the derived body of literature is displayed in a concept centric matrix (Table 2) (Gass et al., 2015; Webster & Watson, 2002).

Table 1

“4-phase literature analysis approach”, adapted from Gass et al. (2015)

Phase	Actions	
Phase 1: Searching process Search for academic journals and conference papers using academic databases	Search keywords: “Commitment”, “Organizational Commitment”, “Organizational Attachment” AND “Work-Life Balance”, “Work-Family Balance”, “WLB”	
Phase 2: Screening process Screening conditions were developed and used to focus results obtained from phase 1	Conditions that were used to narrow the search included: 1. Articles should be written in English 2. Articles should be publishing in 2010 and after 3. Articles should have the 2 key concepts as central variables in the research	
Phase 3: Clustering process Clusters were developed based on thematic areas & constructs	Constructs that emerged from the clustering process:	
	Commitment	Scale or definition is or is derived from TCM, WCI, or OCQ
	Work-Life Balance	Scale or definition as perception of WFI/FWI, JD-R/COR, perception of satisfaction, WLB policies
Phase 4: Analysis Process Thematic analysis technique was used to synthesize articles and create body of literature using the concepts derived above	Other concepts	Occupational context, method, gender study, and continent context was also extracted from the articles.
	Concept centric matrix (Table 2) Pie-Chart for country context (Figure 2)	

Table 2.

Concept centric matrix.

Concepts		Method		Commitment			WLB				Occupational Context						Gender	
		Quantitative	Qualitative	TCM – Allen & Meyer	WCI - Blau	OCQ - Mowday	OC perceptions	Perception WL/FI & L/FWI	JD-R/COR	Perception WLB Satisfaction	WLB as policy	Construction/ Factory industry	Finance & Consulting	Service & Hospitality	Management & Owners	Government Jobs	All	Gender Study?
References																		
Adeniji, 2019		X			X			X								X		X
Anita, 2020		X		X				X					X					X
Caleb, 2020		X		X				X					X					
Emre, 2019		X		X					X								X	
Guilbert, 2019		X		X						X			X					
Haar, 2020		X		X						X					X			
Hofmann, 2017		X		X						X				X				
Kaiser, 2010		X		X				X					X					
Kim, 2017		X		X		X					X					X		
Liu, 2021		X		X				X	X					X				X
Luigiani, 2018		X		X		X					X	X						X
Malone, 2013		X					X			X		X						X
Mathew, 2010		X				X		X									X	
Najam, 2020		X			X			X	X					X				
Nirmalasari, 2018		X				X				X				X				
Oyewobi, 2019		X		X				X				X						X
Poulouse, 2020		X			X			X								X		
Pradhan, 2016		X		X		X				X		X						
Rani, 2019		X		X						X					X			
Seierstad, 2015			X				X	X		X	X					X		X
Shabir, 2020		X		X				X		X				X				X
Talukder, 2019		X				X		X					X					
22 articles	TOTAL	21	1	14	3	6	2	12	3	9	3	4	5	5	2	4	2	8

2.3.2 Concept centric analysis.

Three-Component model. The commitment concept within the systematic search, has been conceptualized most often with TCM. In line with earlier mentioning from Solinger et al. (2008), the affective component of TCM was the popular choice. Most studies defended this choice due to its wide application in the field and its high validity (e.g., Haar & Brougham, 2020; Rani & Desiana, 2019). Guilbert et al. (2019) used affective commitment and they concluded that ethical leadership is the key to improve an employee's psychological state and attachment.

Kaiser, Ringlstetter, Reindl, and Stolz (2010) found comparable results in their study amongst male and female consultants, and advocated employee affective commitment to be key for organizational attachment. They concluded that WLB policies only impact affective commitment indirectly, through supervisor support (Kaiser et al., 2010). Similar to this, Oyewobi, Oke, Adeneye, and Jimoh (2019), used the affective component to understand how it is influenced by WLB for female employees in the Nigerian construction context. They also

found how WLB can mediate the impact of commitment on job performance (Oyewobi et al., 2019).

On the other hand, the study of Caleb, Ogwuche, and Howell (2020) found in the Nigerian financial industry no significant effect from WLB to any of the three components from Allen & Meyer (1990). However, they did find that self-efficacy significantly influences both commitment and WLB, which is why they concluded that management should focus on recruiting employees with self-efficacy skills (Caleb et al., 2020).

Other commitment conceptualizations. Other studies within this systematic search, used older definitions, such as Mowday et al. (1979) and their Organizational Commitment Questionnaire (OCQ) (e.g., Mathew & Panchanatham, 2010; Nirmalasari, 2018; Talukder, 2019). Talukder (2019), has identified the organizational commitment of employees in Australia, through this definition, arguing that identification and involvement with the organization is its core definition. This study concluded that WLB as ‘non-interfering with each other’ will positively affect this identification and involvement in the organization, therefore being committed to it (Talukder, 2019).

Only three studies in this systematic search employed the Work Commitment Index from Blau (1985), or career commitment (Adeniji, Ohunakin, Iyiola, & Sodeinde, 2019; Najam, Burki, & Khalid, 2020; Poulouse & Dhal, 2020). Most studies that focused on any form of commitment as outcome, were also interested in the possible performance outcomes. For instance, Pradhan et al. (2016) found significant effects from WLB to commitment, which in turn had positive outcome effects on organizational citizenship behaviour. Besides that, Anita et al. (2020), found positive job performance effects and Oyewobi et al. (2019) found significant effects by adding an organizational performance scale to their study.

Lastly, only two studies acknowledged that there was no clear conceptualization of commitment and aimed to ask respondents about their perceptions towards the subject (Malone & Issa, 2013; Seierstad & Kirton, 2015). The study from Seierstad and Kirton (2015) (the only qualitative study in this search) linked high-commitment jobs to work-life balance by having in-depth interviews on this matter. This feminist study was mainly explorative, where they highlighted the conflicting policies and discourses surrounding WLB and its gendered expectations. Even though they did not conceptualize commitment, they did acknowledge that high-commitment could indicate a spill-over effect, implicating work-life imbalances (Seierstad & Kirton, 2015).

Work-Life/Family Interference and satisfaction. When considering the WLB

literature, the definitions varied widely. Most definitions can be either traced back to perceptions of work-life/family or life/family-work interferences (WFI & FWI) (e.g., Anita et al., 2020; Caleb et al., 2020; Oyewobi et al., 2019) or the satisfaction with current work-life balance (e.g., Haar & Brougham, 2020; Hofmann & Stokburger-Sauer, 2017; Rani & Desiana, 2019). For instance, Hofmann & Stokburger-Sauer (2017) studied individuals working emotional labour in hospitality and studied how WLB and satisfaction affected commitment. Rani & Desiana (2019) found similar results among SME owners, advocating the importance of intrinsic motivation in this process.

JD-R model and WLB policies. Other studies defined the essential value of WLB as an understanding of an individuals' job demands versus job resources and based their studies on the conservation of resources theory (Emre & Spiegeleare, 2019), and combined this with WFI/FWI approaches (Liu, Gao, Zhu & Jin, 2021; Najam et al., 2020). Emre and Spiegeleare (2019), found that when job demands are higher than the resources, individuals are likely to show less organizational commitment. Najam et al. (2020) utilized the understanding of certain job resources to measure one's individual subjective career commitment.

Only three studies have also included WLB as its organizational policy effects, such as flexible work arrangements (Kim & Ryu, 2017; Luigiani & Yuniarsih, 2018; Seierstad & Kirton, 2015). It is found that some WLB policies have stronger effects on organizational commitment than others, depending on overall satisfaction with the job (Kim & Ryu, 2017). Additionally, Luigiani and Yuniarsih (2018), argued that an organization can only 'manage' commitment outcomes achieved through WLB, if outcomes are mutually beneficial.

2.3.3 Contextual findings.

The contextual concepts that were derived showed that half of the studies are conducted in Asia (Figure 1). Specifically, some researchers in Indonesia, India, and China show interest in the subject. Only five studies within a European context were included, none of which were conducted in the Netherlands. Within occupational contexts, many studies were done either within hospitality or financial services, a choice defended by the emotional labour aspect that researchers were aiming to grasp (Haar & Brougham, 2020; Hofmann & Stokburger-Sauer, 2017).

Surprisingly, in fields that are both criticized for lacking empirical evidence as well as underlying concept clarity, there was only one qualitative study in this search (Seierstad & Kirton, 2015). Another notable finding is that 8 out of 22 studies in this search, had a feminist character. Most studies emphasize this aspect because they are interested in uncovering the

traditional gender roles and how emancipation is connected to many work-life/family imbalances (Malone & Issa, 2020; Seierstad & Kirton, 2015; Shabir & Gani, 2020).

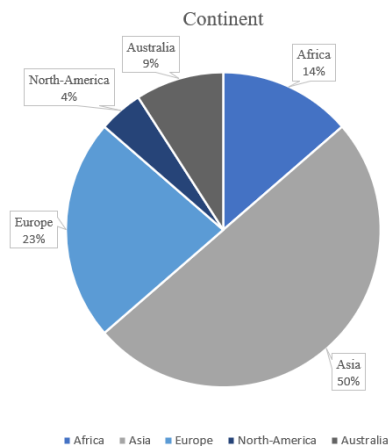


Figure 1. Proportion of publication per continent.

2.3.4 Systematic search conclusion.

It can be concluded that the most popular approach to linking the WLB and commitment concepts, is to aim at WL/FI and L/FWI by understanding its impact on the TCM of commitment. Most studies in this search included other variables and effects in their quantitative models, without clear conceptualizing of the two main constructs. The conceptualizations that were used, are often characterized by their employed and validated measurement scales, overlooking the underlying definition. None of the studies in this search aimed to understand how commitment to one work or life domain, might affect the other. These results emphasize the need for a new exploration of both constructs, especially when aiming to understand different life roles, and different types of commitment.

2.4 Underlying theoretical frameworks and critique.

2.4.1 Social exchange theory.

The understanding of organizational commitment as we know it is mainly shaped by Social Exchange Theory (SET), based on the understanding that certain inputs and outputs are compared in the exchange-relation between employee and the organization (Blau, 1964). SET was one of the first to acknowledge the emotional investments in this relationship, instead of solely rational transactional characterizations (Cropanzano & Mitchell, 2005). When considering this theory for commitment literature, the emotional investment is also related to some degree of reciprocal behaviour (van Rossenberg et al., 2018). Even though this theory is

considered a base principle in the current literature, van Rossenberg et al. (2018) describe three key critiques as to why this theory is no longer sufficient in current work contexts. First, they emphasize that the cross-context regularity the theory is based on is not applicable and generalizable to one standardized employee. The other two critiques emphasize that the theory is obsolete, as it is based on long-term investment in the social exchange from both parties involved (Ashforth, George, & Blatt, 2007; van Rossenberg et al., 2018).

2.4.2 Conservation of Resources theory.

One of the base theories within the WLB literature, is the Conservation of Resources (COR) theory, first introduced by Hobfoll (1988). It was theory to motivational research and a rough attempt at the conceptualization of stress, but this theory has become the foundation of many organizational behaviour studies (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). The COR theory is based on the tenet that individuals are motivated to protect their current resources and to acquire new resources, hence the conservation and acquisition of resources (Halbesleben et al., 2014; Hobfoll, 1989). These resources are loosely defined in ‘The ecology of stress’, written by Hobfoll (1988), as objects, conditions, states, and other things that an individual values.

2.4.3 Job Demands-Resources model.

The COR theory has also been the foundation in related literature, such as the JD-R model. It is constructed around this assumption that resources are a significant part of an individuals’ well-being state (Schaufeli & Taris, 2014). The JD-R model makes a distinction between two job components: (1) Job demands, as those aspects of a job that require sustained costs both physical and/or psychological (Bakker & Demerouti, 2007), and (2) Job resources, that refer to those job aspects that are: “(1) *functional in achieving work goals*; (2) *reduce job demands and psychological costs*; or (3) *stimulate personal growth and development*” (Bakker, Demerouti, & Verbeke, 2004, p. 86). Job demands are not necessarily negative, but can turn into a stressor for the individual if high effort and (psychological) cost is needed for achievement (Hobfoll, 2002).

This model was first introduced by Demerouti, Bakker, Nachreiner, & Schaufeli (2001), based upon the original meta-analysis of Lee and Ashforth (1996). After the introduction of this model, Schaufeli and Bakker (2004) presented a revised model that assumes two psychological processes to burn-out development: (1) The energetic process, where burn-out is expected to be the mediator between the relationship between job demands and the health of employees (thus their well-being). The second is a (2) motivational process, in which the relationship between

job resources and the willingness and effort of employees is explored (Bakker & Demerouti, 2007; Demerouti et al., 2001; Schaufeli & Bakker, 2004; Schaufeli & Taris, 2014).

Critical review on the JD-R model has caused some debate. Schaufeli and Taris (2014) have touched upon many positive implications. For instance, the inclusion of all sorts of demands, resources, and outcomes, adds to the flexibility of the model. The model did however receive some vital criticism and concerns as well, as the flexibility decreased conceptual clarity and the definition of these concepts are rather vague (van Vegchel, de Jonge, Meijer, & Hamers, 2001).

2.5 Conceptual Model

The conceptual model was based on the most prevalent theories and conceptualizations used in both fields. Careful consideration of separate and overlapping theories in both fields leads to the assumption that CST theory can integrate both literature fields.

Within CST, there is more attention for conflicting commitment bonds. Klein et al. (2020), describe the recognition of conflicting commitments as decoupled (value-based) or negatively coupled (behaviour-based). After prudent consideration of the current WLB theories and frameworks, it can be contemplated that multiple commitments are very similar to multiple life roles, which will now be outlined in light of several CST characteristics. CST predicts: *“that commitments in the same subsystem with conflicting typifications will start to conflict (negative coupling) and begin to segregate into subsystems that have neutral mutual relationships (decoupling)”* (Klein et al., 2020, p. 18). This segregation is a natural process and a phenomenon similar to that of other fields (e.g., multiple identities) (Kashtan & Alon, 2005). Klein et al. (2020) add to this that individuals often balance commitments themselves across different roles. This is based on Ashforth, Kreiner, and Fugate’s (2000) earlier work on the switching costs of shifting and/or modulating between different roles or (sub)systems, which has explicit similarities to role accumulation (Sieber, 1974; Voydanoff, 2001).

Another way of dealing with conflicting commitments is ‘multiplicit typifications’ (Klein et al., 2020; Star & Griesemer, 1989). This term suggests that individuals attach ambiguous meanings to commitment when faced with conflicting commitments (Klein et al., 2020; Sonenshein, 2016). The current shape and graphical understanding of CST is, however, still premature, as it has not been including any non-work domains and commitments outside of organizational system boundaries yet.

Subsequently, this leads to a conceptual framework that acknowledges base literature in

both fields (Figure 2). Even though CST is the main ‘link’, the other theories will be used in further integration as well. This integration also leads to a more specific set of sub-questions, aiming to understand more about individuals’ shape and shaping of their commitment systems. The theoretical considerations made so far propose that there is synergy between the fields, and that integration can create conceptual clarity.

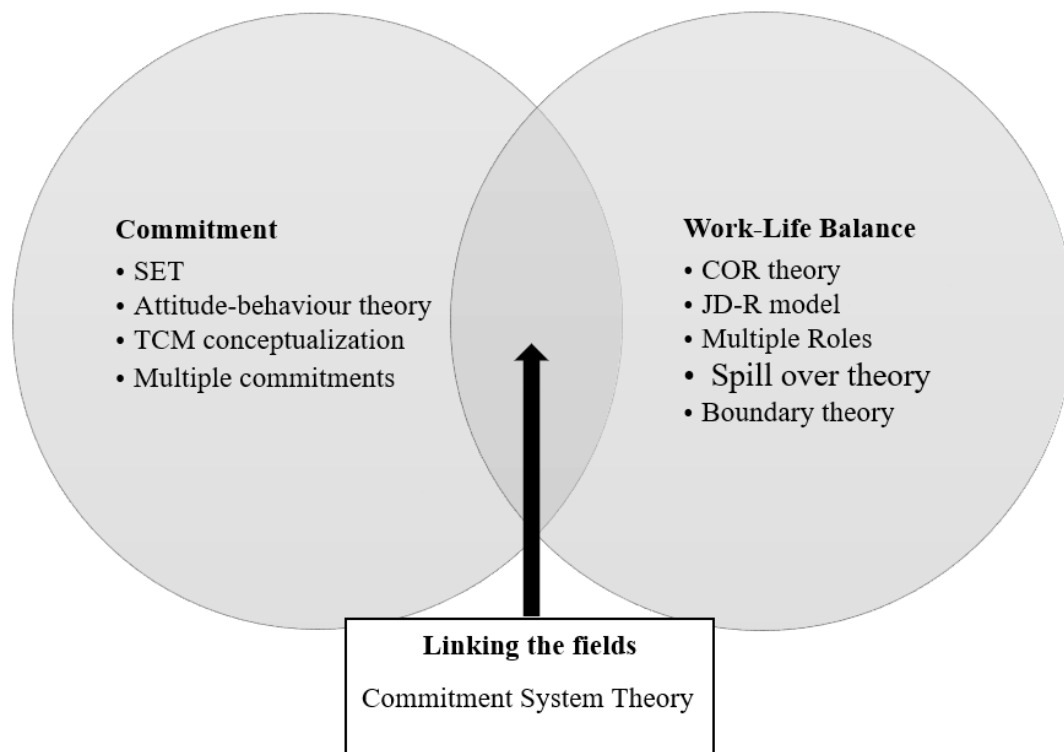


Figure 2. Conceptual model.

Research questions:

- *RQ1: How is a commitment system shaped by commitments outside of the work domain?*
- *RQ2: How is balance or imbalance experienced within these extended versions of commitment systems?*
- *RQ3: How is a commitment system shaped and changed when an individual feels (im-)balanced?*

3. Methodology

3.1 Research Approach

This qualitative research study is grounded in a pragmatist constructivist (PC) philosophy and an abductive inquiry. This study acknowledges the existing theories at hand but seeks to refine and adjust to build new theory (Klag & Langley, 2013), which is in line with abductive research definitions: *“Rather than engaging with the scholarly literature at the end of the research project, as inductivist approaches have often advised, abduction assumes extensive familiarity with existing theories at the outset and throughout every research step”* (Timmermans & Tavory, 2012, p. 173). Constructivism acknowledges that reality exists outside of the human mind, however knowledge of reality is always a social/human construction (Gilett, 1998), and pragmatism emphasizes this as the formation of habits of actions (Hickman, 2009; Martela, 2015). The pragmatist approach also encourages experimental designs that are best suited in its context (Cross & Swart, 2020). Both philosophies agree that language should not be considered a representation, but a tool (Kiniven & Ristela, 2003). Typical for the PC approach is Wittgenstein’s *“The meaning of a word is in its use”* (Kiniven & Ristela, 2003, p. 368). PC relies on both the pragmatist experimentalism that is best fitted in its context, while acknowledging discourses and integration between actors (Nørreklit, 2013).

This study aims to understand the conceptualization of a phenomenon aided by theory, meaning that on the one hand, the understanding of the link between commitment and WLB is a construct that depends on relations that prescribe our communication, behaviour, and choices (Nørreklit, 2020). On the other hand, theory in both fields also represents a form of reality that exists independently (Nørreklit, Nørreklit, & Mitchell, 2010). PC utilized the understanding that humans establish relations with their environments, which is an appropriate choice as this study aims to gain insight in their ‘web’ or ‘system’ of commitments in their environment. It is proposed in PC approaches that four distinct dimensions create reality: Facts, possibilities, values, and communication (Nørreklit, 2013; Nørreklit, 2020). These dimensions are considered reality when properly integrated with theory (Nørreklit, 2020), hence, the abductive and iterative nature of this study.

In Figure 3, a visual representation is given from the PC perspective on the actor-world relational reality by Nørreklit (2020). In the next section, it will be elaborated how this model will be employed to first gather data on the ‘actor’ side of the model, and how this then will be analysed and translated to the ‘world’ side. In other words, the model will guide theory building for bridging the fields.

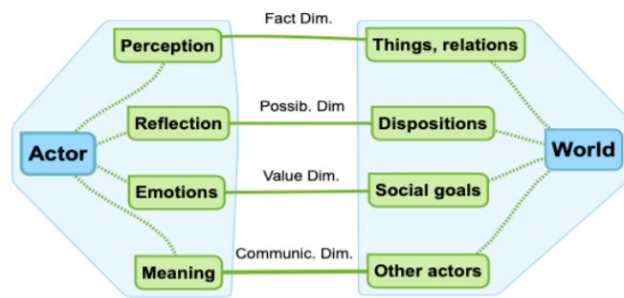


Figure 3. Reality as ‘actor-

world’ relational complex (Nørreklit, 2020).

3.2 Research Method

This exploratory research aims to understand how commitment systems are shaped when individuals are able and unable to balance their work and life priorities. In doing so, an integration of the field is offered, therefore provide conceptual clarity for both fields. Aiming to comprehend the construction of these commitment bonds, this study employed the ‘Exploring Commitment Systems’ (ECS) interview guide, that was the product of an international Community of Practice (CoP) (Appendix 2). The author of this study has engaged in this CoP with research colleagues from the Netherlands and Brazil. All colleagues were interested creating a credible and transferable interview method to gain better understanding of CST, and its effects on the perceptions of people’s WLB, overcommitment, and misbehaviour.

With multiple iterations between trial interviews and refinements, the final guide resulted in a solid semi-structured protocol with a drawing assignment beforehand. During the design of the protocol, several ethical considerations were made, such as ‘how to address sensitive topics’, informed consent, whether to prime respondents by giving definitions, and how we could best avoid socially desirable answers. Besides, every question was assessed from multiple perspectives and cultures. It became clear that, even though it is a semi-structured guide, every subject needed careful evaluation. In line with the PC philosophy of this research, and in line with the actor-world relation (Nørreklit, 2020), the interview will aim to collect perceptions, reflections, emotions, and meanings of the respondents.

The participatory visual method (drawing technique) to represent an individuals’ commitment bonds, is inspired by Cross and Swart’s (2020) study to commitment bonds and professionalism. Similar to their approach, the respondents were asked before the digital interview (as at stage there were still covid-measures in place) to: “*draw or represent as you prefer the groups, entities, people, targets, values or things to which you have committed yourself*”. Drawing techniques are not very common within organizational research, however

it is not new to the field (Vince & Warren, 2012). Participatory drawing techniques can be traced back to the 1980's, where Zuboff (1988) used the technique to help the respondents express and articulate their feelings that were else harder to define. Another example is from Meyer (1991), who stated that these techniques are uniquely suitable when focussing on the interpretation and consciousness of humans in researching their organizational settings. Besides, these visual methods are of huge benefit when aiming to gain understanding of the experience of participants, and it triangulates well with other data collection methods such as in-depth interviews (Kearney & Hyle, 2004). Lastly, the utilization of visual methods has been proven efficient from a psychodynamic viewpoint, to gain insights in work aspects that exist in the unconscious minds of individuals (Vince, 2019).

Subsequently, by employing critical incidents technique (CIT) (Flanagan, 1951; Byrne, 2001) it was asked if the respondents felt as if their current representation of commitments were balanced if they could think back to a time where this was (not) the case and draw this on a separate sheet. CIT also utilized during the interview to go back and forth between the two drawings, asking the respondents in-depth questions, and ask them in retrospect about their experiences in both situations. This is similar to the traditional CIT, often employed in interview or survey studies (Byrne, 2001), and known to get to a deeper conversation level more efficiently within in-depth interviews (Angelides, 2001). Combining it with a visual method into one study is very similar to the Cross and Swart's (2020) study but employing CIT within the participatory drawing technique is not a very common data collection method. For this study, it was however most appropriate, given the aim to explore two different 'systems' from one individual. Edvardsson and Roos (2001) warn for the time aspect in CIT, that affects the respondent's memory from actual behaviour, to intended behaviour. This issue seems less relevant when aiming to explore the experiences of the respondents (Edvardsson & Roos, 2001). Besides, it is also suggested that continuous reflection aids to overcome this issue, and the final semi-structured form of the interview guide offers the interviewer freedom to ask for these reflections and examples.

3.3 Ethical considerations

Numerous ethical considerations have been considered when conducting this research. Firstly, ethical approval of the research was needed to make sure there is no risk for psychological harming the participants in this research. When developing the research questions, this study has aimed at conducting information data in an exploratory manner, that would not impair the participants emotionally, as this research is focused on a sensitive and

complex subject involving mental health. Secondly, the participants were clearly informed on their participation rights within the interview invitation and pre-interview drawing assignment. This was done before the interview would take place, in order to give the participants time to think if they still want to participate in the research.

Another ethical consideration was the risk of psychological harm for the respondent that might be affected by discussing stress or mental health complaints, which is inevitable with this sensitive subject. Therefore, the participants are informed about their right to withdrawal from the research whenever they want to, without the obligation to give a reason for withdrawal. Besides this, all participants were also informed on their confidentiality, as the research does not use any names, only personal information characteristics are mentioned of which the respondents have indicated if they agreed with this. Besides that, it was agreed that within the organization the interview took place, none of the results would be shared, assuring the participants confidentiality within their organization. Only final remarks regarding this research were shared with the organization.

There was also a chance that respondents of the sample have experienced mental health issues, and this could therefore conflict with the Mental Capacity Act that was established in 2005. However, since the sample was not targeting for only respondents with mental health complaints, the research has not exploited any vulnerable groups. For this specific research project, there was no focus on cultural or ethnic differences, which is therefore not a big part of the ethical considerations. These considerations were however a huge part of the writing process within the interview protocol. The data collection and ownership of data is however a crucial consideration, as the respondents share sensitive data. Lastly, contact information was shared in case there were any other questions from the respondents.

3.4 Research Design

The interview guide included some introductory questions and follow-up topics to encourage free conversation. There were four distinct subjects: (1) First, the meaning of commitment to the respondent was established, before both drawings were discussed. The respondent is asked to explain their 'train of thought' during the drawing assignment. Secondly, the (2) WLB is discussed, and the respondent is asked to their specific experiences as to why the two drawings are different, and what effects the (imbalance) had to their lives. Next, (3) overcommitment is addressed, and lastly, (4) misbehaviour was discussed, where we aim to understand the behaviour of the respondent in relation to others in their system, and possibly

their misbehaviour. In order to avoid socially desirable answers, we decided shift focus wherever necessary to others in the respondents' system instead of the individual.

The original guide was English, which is why translation was needed to ensure the respondent and interviewer could talk freely in their native language, which safeguards the data's richness (Temple, 1997). The ECS guide was translated and back translated with the methodological recommendations from Chen and Boore (2010). The translation process and interviews were done together with three other research colleagues (Appendix 3).

3.5 Data collection

For this study, the final interview was conducted with 30 respondents from one knowledge-intensive organization within the Netherlands. In total, we invited 47 employees within the organization for an interview via E-mail, of which 17 denied our request. Due to Covid-19 measures at the time of the interview, the interviews were done using online communication platforms (Skype & Teams). The data collection was continued until all researchers unanimously agreed upon theoretical saturation of the data (Bowen, 2008). The interview assignment was completed before the interview and took around 30 minutes to complete, and the duration of the interviews was around 45 minutes to an hour. The respondents were recruited for participation using convenience sampling (Noy, 2008), within one department of the organization. The sample profile was very wide, and the sample included mostly engineers within that organization, but also project leaders and staff employees. There were no strict restrictions for sampling, as the aim was to understand wide experiences and not to generalize results (Sharma, 2017). Due to the broad sampling in this organizational context, we included respondents with some degree of autonomy, which we presumed would have more agency to organize their commitments.

Given the abductive nature of this research, the positionality of the author is acknowledged. Previous research on WLB theories led to the expectation that a burn-out and mental health issues among workers will lead to a representation of an imbalanced system. This preconception was embraced during the entire data collection process, actively seeking to find examples and experiences of imbalances and its consequences. Some demographic details were asked to the respondent to have the ability to compare cases and to provide a thick sample description, but not with the intention to utilize them for quantitative analysis. An overview of the demographics can be found in Appendix 4.

3.6 Data analysis

The interviews were recorded and transcribed verbatim. The drawings facilitated free exploration of commitment systems and were a figurative representation of the respondents' reality. During data collection, the interviewers actively engaged in group discussion on the findings so far, and interview techniques were refined. The methods described enabled triangulation of methods, data sources, and investigators. These multiple layers of triangulation in qualitative inquiry aids in reaching broader understanding of commitment and WLB as phenomena of interest, overcoming possible exclusion of relevant insights (Carter et al., 2014).

Next, all textual data was open coded using Atlas software, and codes were cross checked with other researchers to ensure inter coder reliability (Cassel & Symon, 2012). Given the abductive nature of this study, three key research stages were followed as suggested by Tavory and Timmermans (2014): (1) mnemonics, where we familiarized ourselves repeatedly with the data, first revisiting the notes and drawings, and transcribing the interviews. Secondly, (2) defamiliarization of the data, taking a step back to theory and finding overlap with the data and lastly, (3) revisiting observations. These research movements between data and theory “*increase the fecundity abductive reasoning*” (Timmermans & Tavory, 2012, p. 177).

Essentially this means that the first round of open coding resulted into 1364 codes that were labelled in text as positive or negative influences on the systems' balance. After the open coding process, the codes were grouped using theoretical thematic analysis as defined by Braun and Clarke (2006). These theoretical codes were compared with other researchers' findings on the data and refined, before grouping them together in distinct themes linked to theory (Gorra, 2019). Transparency of the coding process is provided by keeping a detailed codebook, which is available upon request due to privacy concerns. The final coding hierarchy can be found in Appendix 5.

4. Results

Abductive analysis has resulted into five distinct key themes that are directly related to CST: (1) (De)coupling of elements, (2) Number of elements/dynamics, (3) Strength of commitment to targets, (4) Typification, and (5) Context. These key themes are used to shape the representation of complex balanced and imbalanced commitment systems. Theme (1), (2), and (3) include specific characteristics, surrounded by the (4) ‘typifications’ in a system, which is embedded in the (5) context. We will first outline the results for each theme before moving on to the interrelations between the themes and codes.

4.1 (De)coupling of Elements

Within the interviews, many respondents indicated some balancing effort between work and life. The effort to balance them is often indicated as a form of separating the two into strict domains. This separation is often indicated as consciously setting boundaries and having the ability to guard these boundaries themselves. The respondents indicate that this boundary management is crucial to have a balanced system and that imbalances can be avoided.

For me, there must always be a clear separation between work and private. [...] But that clarity of the boundary, that must always be there, and I do not want to lose sight of that. Because, at the same time, if you lose your job, and you are just, when, well you are too personally attached to your work, you will also lose a part of your personal life.
(Respondent 26)

Imbalanced systems indicate some form of boundary breach (or spill-over), most often from work towards their private life. This is often indicated by respondents as a side-effect of being overly involved or feeling responsible for their work role. In these cases, the respondents feel overwhelmed by the work commitment, as it pushes over the personal boundaries, indicating that private life no longer receives the commitment and attention they want it to have.

Well for instance my family, well uhm... you are sitting at the dining table, and you are still thinking about work that day, or what you need to do tomorrow, and because of that I am just not listening to what is said. It is a small example, but that is just an effect of that, being occupied in your head with work while wanting to spend time on your family. (Respondent 8)

However, spill-over effects from private life to work is less problematic for the system. In some cases, this is even a condition for a system to be balanced. This separation of meaning is visible in more data pieces, for instance, when one element of a subsystem is considered the sole cause of imbalance. However, the subsystem is not being decoupled, only the element of the

subsystem. One example of these ‘multiplicit typifications’ is respondent 3 indicating to have had a disbalance in her system because of her direct manager:

For me it was clear, I know this is not in accordance with how I see [name organization], nor how I want to see it. He was the rotten apple, I never connected him to [name organization]. ... but it is the people who do the harm, not the organization.

Another example of attaching different meanings to different parts of the system was found in attaching different meanings to the roles respondents ‘play’ in different parts of their lives. Examples were given by respondents 3, 15, 17, indicating to be a different person at work compared to at home. Some respondents also indicate that these roles are often intertwined with their expectations of themselves of the role that they want to play towards their commitments. This conscious process of switching between commitments is also relatable to decoupled commitments, where one or some elements within a certain subsystem are dissociated from the rest of the subsystem. The data suggests that this mostly is related to imbalanced systems, where it seems to be a coping mechanism to not give up on the entire subsystem/commitment, but only specific elements of it.

On the contrary, there is also evidence of tightly coupled / correlating elements in both balanced and imbalanced systems. Tightly coupled elements seem to have a reinforcing effect, where balanced systems are positively reinforced by the tight coupling, and imbalanced systems are negatively reinforced. One example of the negative reinforcing effect was given by respondent 4, stating that when work puts increased strain on her it affects, for instance, her sleep cycle or ability to relax, meaning that there is less energy to spend on friends and family. Work is not the only element or subsystem that can bring tightly coupled systems out of balance. Respondent 14 stated:

Well, my family is currently asking a lot, a lot of attention. And that does conflict with other things. Because of that, yes, my employer does get compromised sometimes.

4.2 Number of Elements / Dynamics

The number of elements in a system is also closely related to the possibility of a number overload. Many of the imbalanced system situations frequently show a number overload of commitments in a system.

You want to do way too much. Too many things at the same time. When someone asks for my help, at work or in private life, that is okay, you really want to help them... And sometimes I put my own work aside to do that, or I work extra fast to have time to help them. And sometimes that means long days, yes, so that was very hard sometimes. That

is why I did learn that you do need to find balance in, okay how much can I really do in one day? (Respondent 27)

The number of elements in a system is sometimes manageable, meaning that prioritizing and breaking off some commitments could be a conscious choice. These change dynamics in a system by choice is often the reaction to imbalance, as many respondents indicate that when confronted with imbalance, working their way out of that situation meant re-balancing, prioritizing, and reflecting on what is important to them. Some respondents indicate that they manage their balance by managing these choice dynamics throughout their life.

I also think that, intuitively and emotionally, when talking about balance, occasionally you need to evaluate; is my life still in balance? And if not, what can I change to re-balance it? (Respondent 2)

Some changes in the system are, however, much more related to situational change. Many respondents discussed changes in life phases, for instance, starting a family becomes the number one private life commitment, whereas in their younger years, their friends were much more the centre of their systems. The extent to which the dynamic changes, either by choice or situational, affects the system, and is dependent on the compactness of the elements in the system. Loose compactness seems to be advantageous for balanced systems, as people seem to be less affected by conflicting commitments. In conversation with respondent 23, he indicated that, even though work is the biggest commitment in time spend on the target, the target is still not placed close to other targets. He stated that balance differs for him per target and per day, being aware of both plus- and downsides within each target. Some respondents show signs of tight compactness, often causing imbalances to be perceived as high impacts on their entire life, which is visible where two conflicting commitments intersect. A very clear example of this was given by respondent 1, when discussing the conflict between work and life commitments in his past:

Yes, it is definitely a dynamic process, and I think that is particularly visible when you have either not enough commitment, or too much. ... That your own network of private and work, it will re-balance itself because, you can try to separate them, but in the end, the entire network around it still puts pressure on all of it.

4.3 Strength of commitment to targets

During the interviews, it was clear that the preference goes to private life commitments when work and life commitments were compared. Most often, direct family or friends were indicated to be the most important commitment for the respondents, and most balanced system

situations were focused on this target as a centralized commitment. Imbalanced systems often seem to be unable to continue this preferential attachment towards private life because the strength of the work commitment took over this number 1 spot.

My family at home, that is, I mean, I also said it during my job interview here, I find my job really important, but if anything happens with my family, I am gone...

...In my previous job I was quite young, I really wanted to do my job well, and prove myself, while I also had young children at home, and in comparison, work became a quite big part of my commitments. (Respondent 23)

Even though many commitments can be perceived as central to one's system, there were also many reasons given why the importance of commitments shifts in strength. In line with respondent 23 as discussed above, the urge of people to be high performers within their careers often seems to cause imbalances within the work commitment or subsystem, or even within the entire system, depending on how tight the coupling of compactness of elements is. The urge to be high performing is one of the behavioural constraints found, which is one out of 4 Bounded Centralization (BC) factors. Another BC factor found was the availability of alternatives, often reflected by respondents discussing their hobbies. These are often important commitments for the respondents, but when alternatives arise, the commitments are broken off quite easily. Within imbalanced systems, this often becomes clear because there is no energy left to spend on those elements. Within balanced systems, it is often a choice to weigh the alternatives:

Well, when considering it all together, work next to it, hobbies, working in the weekends on gardening, I did it all. And, family, your friends, sports, when putting it all together, you need to cross off something on the list to make it feasible, choosing how you want to spend your time next to work to relax. (Respondent 24)

Environmental demands are also BC factors that could cause system imbalances, meaning that respondents indicate to have issues prioritizing their preferred commitments because of the demands and expectations they feel from their surroundings. Many respondents indicated that this frequently happened at the start of their imbalances, when increased work pressures or unrealistic expectations from their targets became their responsibility. In balanced systems, however, environmental demands could also pose positive effects. Respondent 3 indicated increased commitment to work because of more responsibility in her job. Also, respondent 20 stated to be aware that, even though job 'fun' is important, not every task you get will be fun, but that does not break off the commitment towards his targets. The last BC factor that showed to affect the strength towards preferential targets were disruptive events. Often these disruptive

events cause direct imbalances, such as sudden death of family or close friends, making them reconsider which commitment targets matter most to them. Often these disruptive events seem to be a positive thing in retrospect, with some respondents even indicating that they would not be in balance today if it were not for that disruption. For instance, after discussing a very extreme disruptive event within his private life, respondent 6 stated:

It was a very heavy time, and it made me look differently at life. You can see here in my drawing, I was much more on my own, together with my wife. I did not have much affection with colleagues. But after that, I started to look differently at people. But it took time, it may have taken me 10 years, but that was the cause of me changing that.

4.4 Typifications

During the interviews, it became clear that people attach different types of meaning towards commitment, balance, and imbalance. Most respondents indicated subjective meanings to balance and imbalance and are primarily a perceived state of mind closely related to their commitments. For instance, respondent 2 stated that she feels in balance when there is enough time and energy to treat all commitments as she wishes to, which happens naturally. Balance and imbalance were mostly mentioned when discussing both drawings, which automatically gave room for reflection on both situations because one of the 'systems' described a situation in the past. From this, it became clear that most imbalances in a system start with incremental changes, which is an unconscious process until it is too late.

I was not aware of it. On one Friday afternoon I was still at work, around 6. And I was looking at my computer like, what does it even mean? What am I doing? I do not understand any of this. So, I closed off my computer and it took me a year to put the computer back on. (Respondent 21)

Most respondents discussing their balanced system are much more aware and conscious of the state of their system. This awareness is frequently visible within respondents that have experienced severe imbalances in the past, causing them to actively reflect on their health or consciously planning moments of rest. Other subjective relevant factors mentioned for balance and imbalance were complacency and appreciation for the effort put into their commitments, but also freedom to arrange their time and effort the way they want to within commitment targets. To most respondents, commitment is related to some sense of effort/time input, which they feel responsible for. When looking at all data discussing both meanings attached to commitment, balance, and imbalance, it became clear that there is a clear feedback process, meaning that people expect to receive something in return for their efforts in their commitments.

Within many imbalanced systems, the sole appointed cause of the imbalance was the lack of appreciation or the lack of return from the efforts.

I try so hard, and I really gave it all, like what I said before, I was so committed to my work back then. And what did I get back? I got yelled at. So, when I drove home that day, I thought to myself, okay? Is this worth it? (Respondent 11)

Other effects of this feedback are visible in both balanced and imbalanced systems. People make, a comparative assessment beforehand on how much they could gain from engaging in a commitment. For instance, respondent 26 discussed the efforts of training at the job:

We always say it, at home as well, my spare time is worth more than gold. And it is always the consideration how much of your freedom do you need to give up gaining from it? And mostly with these career boosters, you need to put in so much effort, and in the end, you see so little in return... so I already say to my supervisor I am just not interested in these trainings.

Besides the return on effort within commitments, another remarkable finding is the active search for meaningful commitments, and that lack of that could bring a system out of balance. This self-centrality is also mentioned in CST, and high self-centrality seems to be a condition for balanced systems. Many respondents indicated that differences in their key norms and values could cause a severe break off in the strength of a commitment. Respondent 28 gave a clear example of a commitment to voluntary work in the past, where she and the organization had a value difference:

I just could no longer commit to that, I thought by myself, no, this is just not the way we can help these people. And after a while, like we had many discussions about that, but I said I quit, this just does not feel right, it is not in line with my norms and values.

Next to the active search of meaningful commitments, reflection on the respondent's position within their system was also given. Of course, the assignment instructed them to draw themselves at their systems centre, but this was not always reflected in their stories. For instance, many respondents indicate that they identify themselves with their family, making them the co-centre of the system. Besides identifying themselves as the centre, they also reflect on their role within their system, and the process of becoming aware of their (im)balance:

And of course, I am the protagonist of this all. I mean, look the commitments I have, they come from within me. And someone on the outside cannot see that, cannot feel that... and when there is imbalance in that, I am the only one who can say anything about that, so I learned that it is my job to speak up on that. (Respondent 30)

4.5 Context

All commitments discussed are embedded into a particular contextual layer. One of the key contextual factors discussed was the COVID-19 pandemic. One year after the first lockdown, these interviews have touched upon the effects of this pandemic. Hence, all systems have been affected, some to a larger extent than others. Most effects resulted from less freedom to spend time with their social/private commitments and the effects of a substantial increase in working from home. Some respondents indicate the benefits of working from home, but most respondents have highlighted the adverse effects during the interviews. Even though it does not seem to cause direct imbalance of the entire system, it does affect the respondent's well-being and their commitments.

Well last year, in the beginning that was quite rough. Working from home, and you do not have any distractions, like going to a party or anything. For me, I felt as if I was only working, only sitting behind that laptop, and the next day, you do the same. And I notice, you become less happy because of that, and less balanced. (Respondent 28)

Besides this extraordinary event, the role of the environment seems to always put pressure on both balanced and imbalanced commitment systems of the respondents. Some respondents indicated, for instance, that they see that the high workload is taking its toll on their colleagues, affecting them to reflect on their commitment to work. Within balanced systems, their environment plays a pivotal role in being understood and supported in choices for commitments. Another remarkable mentioned role of the environment is the expectation of respondents to set the boundaries for them or to indicate/signal that there is an imbalance. On the other hand, expectations in relation to the environment are pushing, but also play a crucial part in pulling, where the respondents perceive a need to fulfil on many expectations from within their commitments.

Well next to my work and part-time study, I also have a social life, and they also expect me to be there, and expect a certain commitment from me. But my girlfriend, she also expects some attention. Same goes for family... I really feel the need to fulfil that, and to please everyone, but you cannot do it all. (Respondent 5)

On the other hand, expectations do not necessarily shape imbalanced systems. As respondent 23 explains, “*expectations make the balance*”, as he perceived expectations as a natural interaction dynamic, as only putting in effort in commitments, and not being asked any efforts back, would be imbalance to him.

4.6 Interrelations

The key themes within our data are separated to some extent, as they all explain similar effects from different angles. Figure 4 is a visual representation of how this study applied a CST lens to the data, using the key themes that are shaping (im-)balanced systems.

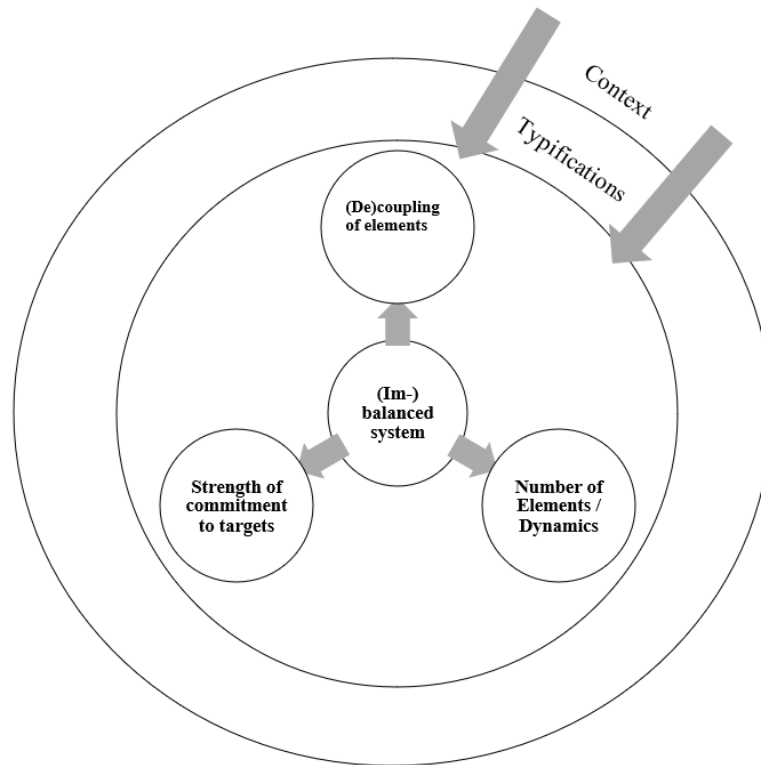


Figure 4. Shaping (im)balanced systems (by author, 2021).

Within each subtheme identified during the analysis, it was established whether it contains characteristics of balanced or imbalanced systems, or both. Some were characterized as coping mechanisms, where for instance decoupling is a way of dealing with imbalances, or to manage balance. Within the key themes, many interrelations were established, as the themes all explain different perspectives of similar phenomena. The results are presented in Figure 5.

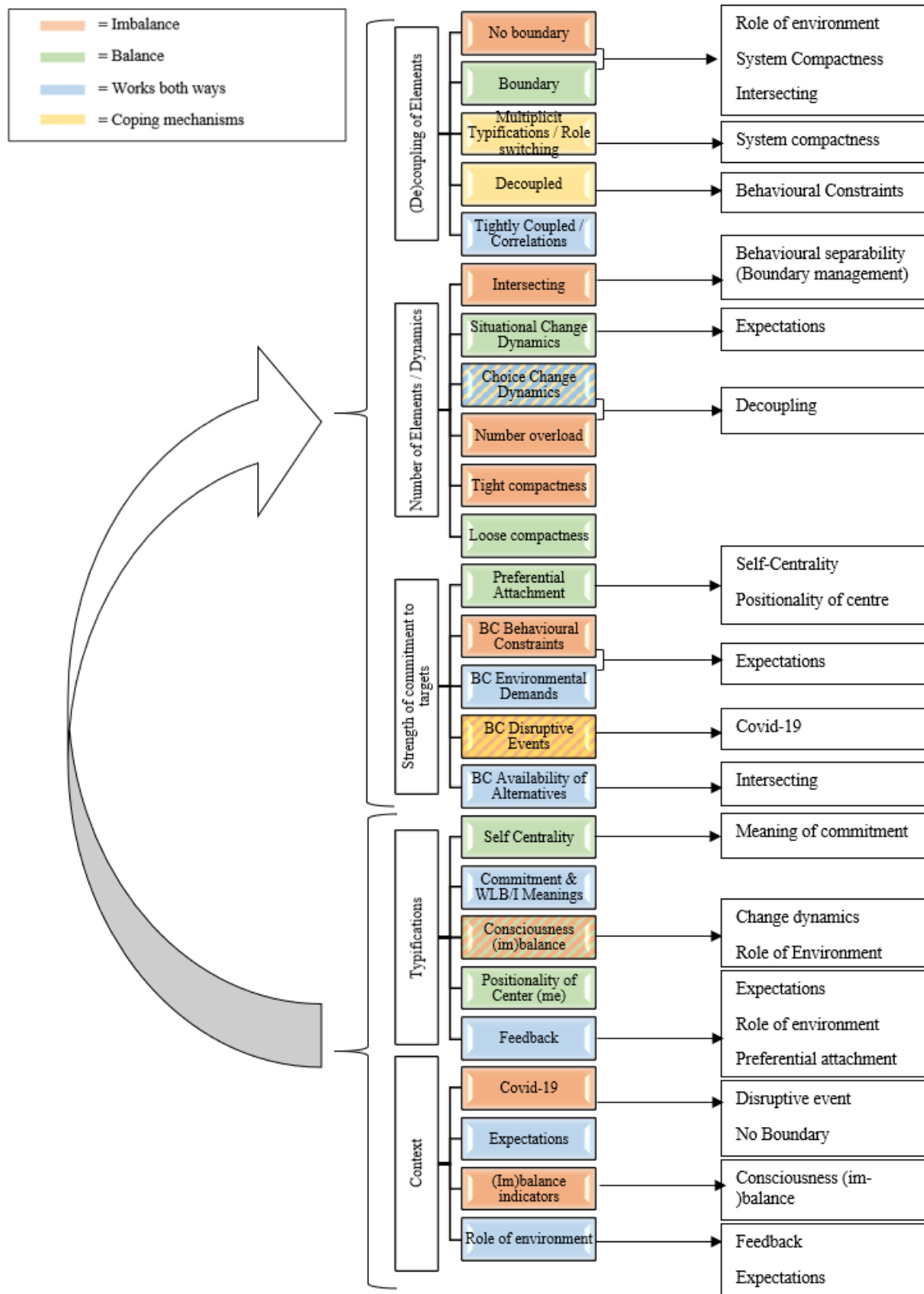


Figure 5. Characteristics of different systems and their interrelations (By author, 2021).

5. Discussion

5.1 Conclusion

The blurring boundaries between work and private life, accelerated by the COVID-19 pandemic and WFH, has been challenging on workers and the organizations aiming to keep their employees motivated and committed. Besides, the increased numbers of mental health issues due to work-life imbalances have been a central foundation to this study. By integrating WLB literature with commitment literature, this study aimed to overcome some severe conceptual unclarities and lacking theoretical definitions. This research aimed to understand how dynamic commitment systems are experienced by integrating work-life balance and imbalance. The integration of WLB and CST into one concept, has provided more conceptual clarity as they complement each other.

The results show clear ties between both literature fields which explicates the function of integration between WLB and commitment systems. CST provides novel insight into WLB phenomena, particularly with regards to the dynamics and specific targets. Essentially, the WLB literature provides value to CST, mainly with regards to commitments in the “life” domains and offers insight into how and why systems are dynamic, moving beyond the simple structures in CST. WLB integration has revealed that we can no longer research ‘work’ without considering ‘life’, and CST pushed WLB beyond simple ‘balance’ and ‘imbalance’ static states of mind.

The analysis of the data demonstrated insight into the key characteristics of the dynamics of balanced and imbalanced commitment systems. In doing so, this study was able to bridge conceptual gaps within the WLB literature, by understanding the concept as a dynamic state of mind which is integrated in a system of multiple commitments towards work and life targets. Analysis shows the experience of conflicting multiple commitment targets that are related to the work and life domains are defining imbalances, and similarly, synergy between commitments results in the experience of balanced systems.

This study showed insight into the conscious choices made in relation to managing the boundaries between the different commitment spheres, and the need for (felt) agency to bring systems into balance. Thereby this study showed that the process of (de)coupling elements within a system, is a much more conscious process as presumed in CST. The conscious choices made for boundary management also implicates that a loss of agency could result in experiences of imbalance, implicating that spill-overs are detrimental for the individual. This is a clear addendum to spill-over theory in both WLB and commitment literature, as the individual need

for agency was not mentioned before. Nevertheless, this does not imply that spill overs cause imbalances, but a loss of agency does suggest that an individual may experience the crossing boundaries by commitment spill-over as unpleasant.

This research has integrated the vital and highly needed contextual dynamic component surrounding commitment and WLB, highlighting crucial aspects of CST that show reinforcing dynamic forces. Indeed, analysis of the results shows (im-)balance is subjective to the context of the system. By including the contextual dynamic component, and embracing the individual meaning making behind the concepts, the study was able to provide better understanding of the societal collective meaning making of commitment and WLB.

The following sections of this chapter are organized as follows. First the scientific contributions to theory are presented in connection to the methodological contributions. Novel insights this study provides to management is discussed, indicating a shift in perspective away from the organization as a central focus toward the individual worker being central to commitment and WLB research. After discussing the practical implications of this study, the limitations of this study will be discussed, as well as fruitful directions for future research.

5.2 Scientific Contributions

5.2.1 Balanced Systems

Within this study, insight is given into how (de)coupling of elements is experienced (Klein et al., 2020). The multiple meanings (multiplicit typifications) that individuals attach to their commitments, function as a coping mechanism to deal with conflicting commitments, which is in line with earlier findings (Klein et al., 2020; Sonenshein, 2016). However, the additional role switching and that comes with it has not been touched upon yet. The principle of role accumulation as discussed by Greenhaus and Powell (2006), can explain how people manage to participate in multiple roles and create positive overlap. If role accumulation is managed well, work-family enrichment may be achieved which, according to the findings, results in synergy between the commitment targets. This is a contribution to CST, making the process of (de)coupling of elements a much more conscious and pro-active process as assumed.

In line with the mentioned active management of role switching, another way these system dynamics are controlled by individuals is by managing boundaries between commitment targets. Within CST, behavioural separability is a crucial element to determine the extent of coupling and decoupling of elements. This behavioural separability in CST can be connected with border theory by Clark (2000), as individuals perceive to actively shape the borders between “work” and “life” domains themselves, which is in line with the definition given by

Clark (2000). In contradiction to border theory, however, is that individuals do not always seem to have the agency to determine how and if borders are crossed, as commitment spill-overs are much more dynamic and vulnerable for contextual pressures, and not a static choice. Border theory seems limited, as it is a static vision and therefore is lacking to provide insight into how dynamics of borders develop and change over time. Therefore, this study found that simply setting the borders is not always enough to retain and preserve the balance and synergy between commitments. On the other hand, the inability to manage boundaries as the individual would prefer to, may provide insight into why and how, in time, this may lead to system imbalances. In this way border theory may be drawn on in further developing of CST.

The preferential attachment to commitments within system theory assumes that small new commitments form bonds with strong elements within the commitment system (Klein et al., 2020). This implies that the most central commitments within a system, become increasingly important over time, which is a process often slowed down by elements labelled bounded centralization within this study. The results show that family or social life is often the strongest commitment within a system, without denying the importance of the work domain. Ability to mostly pursue these preferential attachments, is mostly shaping balanced systems, and would be likely to eventually lead to identification with the commitment targets, which is a contribution from the WLB literature to CST. Within CST, it is suggested that central commitments become more important over time, slowly adjusting the placement of other commitment targets as well. However, within current shape of CST, the ‘life’ domain is ignored within the shaping of systems, which is why integration of the WLB concept has been very valuable in determining the dynamic between balance and imbalance, and ‘work’ and ‘life’.

5.2.2 Imbalanced Systems

Negative effects found as a result from value-based conflicts, could cause tension between multiple targets as well, which is therefore an additional conflict category to the ones established by Greenhaus and Beutell (1985). Their study also found evidence for time-based, strain-based, and behaviour-based conflicts as well, which all were reflected by asking the respondents perception of balance and imbalances. These categories of conflict are all in line with the work-family conflicts established by Greenhaus and Beutell (1985). To continue with these conflict conceptualizations in both fields, it should be referred to as work-life conflicts, as there are many more domains identified to which an individual can commit.

Within this study, it is found that the three definitions for WLB given by Greenhaus and

Allen (2011): “(1) *Balance as the absence of work-family conflict*, (2) *balance as high involvement across multiple roles*, and (3) *balance as high effectiveness and satisfaction across multiple roles*” (p. 172), are applicable to the different perspectives on CST in balanced and imbalanced systems. Where high effectiveness, satisfaction, and involvement in multiple roles, without conflict (which can be translated to the active management of the systems parameters to retain balance) could be defining balanced commitment systems.

On the other hand, the results also show that in some cases the imbalances are unconsciously and incrementally overtake the system, which would imply that active management of the systems balance is not always an option. Baltes, Clark and Chakrabarti (2009) stated that individuals strive to separate and integrate different life roles and Bulger, Matthews and Hoffman (2007) added that boundary management practices contribute to work-life enhancement and less interference. This study builds onto this, by arguing that system dynamics are not always a conscious management process for individuals. This implies that when individuals are unable to separate and integrate life roles, and are not able to manage their boundaries, work-life imbalance occurs. In addition, the results show that only after some type of escalation of the imbalance, the system can begin restoring itself. This contributes to the uncovering of the implications of blurring boundaries as mentioned in literature (Bulger, Matthews, & Hoffman, 2007; Rothbard & Ollier-Malaterre, 2016).

Within the contextual surroundings of any system, there are many influencing pressures, which is in line with CST, as Klein et al. (2020) already mentioned as ‘the pivotal role of context’. Context differs heavily, both in surrounding individuals as well as the impact it may have on them. However, we did find some patterns in the data, where at least one contextual factor seems to have a serious role in disrupting systemic connections, specifically, the COVID-19 pandemic. This worldwide crisis seems to particularly affect effective boundary management, as the behavioural separability of individuals is heavily affected by for instance working from home, or because of social distancing measures. This is in line with earlier mentioning by Abel and McQueen (2020), who already warned organizations about the far-reaching consequences of WFH on work-life interferences. Current study adds to this, by pointing attention to the possible decoupling and dynamic choice effects this may have on individuals’ commitment systems, the findings therefore suggest that disruption from the environment, can cause far reaching imbalances throughout commitment systems.

5.2.3 Reinforcing Mechanisms

The number of elements within any system, will have an influence on the shape of that system. CST addresses the number of elements in a system to be likely to change after either conscious choices after number overload or changes due to context (Klein et al., 2020). When there is a number overload, the results show clear indications for conflicts and imbalanced systems. When a system is considered to experience this number overload, is rather subjective to the system owners' perception. This often results in active management to change the dynamics by for instance decoupling or repel some parts of the system. On the other hand, situational changes, or within CST called context changes, also result in changes in the number, but often seem to result in the acquisition of new commitments added to the system. This implies that the change dynamics of the number of elements within systems often decrease as a reaction to conflict and imbalance, and increase as a reaction to synergy and balance, putting the state of balance within any system into a dynamic equilibrium (Klein et al., 2020), which is in line with the findings of Hofmans (2017) and Solinger et al. (2013) that commitments are a psychological state.

The preferential attachment found within this study show resemblances to role balance, as defined by Marks and MacDermid (1996), where there is a tendency to become fully engaged with every role in the individuals' system. Role balance, however, assumes the ability to organize these roles in hierarchical order, which can only be confirmed in case of a balanced system situation. This study revealed that the ability to organize these roles is impeded when individuals are experiencing imbalances. Klein et al. (2020) stated that bounded centralization factors could prevent a system from over-centralizing, however, the results suggest that in some cases the BC factors could increase imbalances in the system, such as disruptive events and behavioural constraints, pushing the system out of its dynamic equilibrium. Additionally, some BC factors could even have a reinforcing positive effect on the organizing of commitment strengths.

Besides the characteristics of certain commitment systems, the meaning of commitment towards targets further detailed the shape of commitment systems. Many dynamics are discussed within the original CST paper by Klein et al. (2020), however, feedback loops, reinforcing (strengthening) and balancing (weakening) a commitment bond within a system have not been touched upon yet. This study revealed some clear reciprocal meaning making when discussing commitment with the respondents. On the one hand, this reciprocal behaviour in commitments can be traced back to SET (van Rossenberg et al., 2018). However, it could be much more valuable when considering the possibility of feedback loops within commitment

systems, as the individual has several expectations from their environment and vice-versa.

In addition, the level of self-centrality within commitment systems is also partly vulnerable to these feedback effects. In CST, the concept of self-centrality explains how individuals are more attracted to commitments they have attached typifications to that are important to an individual, for instance typifications that connect with their norms and values (Klein et al., 2020). The importance of the concept self-centrality is also reflected in WLB as the satisfaction with a certain role is vital to form meaningful bonds and achieve any form of balance (Marks & MacDermid, 1996). This implies that value-based similarities with the commitment targets result in reinforcing positive feedback loops, and similarly, value-based incompatibility could result in reinforcing negative feedback loops.

Besides the established key role of feedback in commitment system mechanisms, we also established the interactions between the individual and the targets, for instance by the expectations that are set by the targets or are conceived by the individual. These expectations are putting some kind of pressure on the individuals' system, and through the feedback process discussed before, some reciprocity is expected here as well. This mechanism is very similar to the (revised) job-demands resources model from Schaufeli & Bakker (2004), however the discussed conceptual unclarity of the model, this model is solely focussing on the work sphere. This study has pointed out the blurring boundaries between work and life, which is adding to the way we need to (re-)consider individuals' well-being. CST could however benefit from the incorporation of reciprocal behaviours in systems, and the weighing from individuals between what is expected from them by targets and the available resources to effectively engage within these commitments.

5.3 Methodological contributions

Due to the exploratory objective of this research in combination with a pragmatist constructivist approach, there was room for an experimental design that was most applicable to the context. CST is relatively new to the field, as Klein et al. (2020) have introduced their paper along with the presentation of eight propositions regarding the parameters and characteristics of this theory. Cross and Swart's (2020) study was written right before the introduction of CST, however, without theorizing commitment as systems, their pragmatist approach towards commitments and professionalism was essentially capturing the same idea on how commitments might work. This study adapted their visual method on envisioning individuals' commitment system, towards a critical incident drawing technique with a reflecting interview. This technique has been proven to be very effective for guiding an interview that aims to capture

two different states of mind, within one respondent.

Besides the effectiveness of comparing these two different states, the respondents also indicated themselves that actively reflecting upon their commitments, was an exhilarating exercise helpful in contemplating what really is important in their lives. Additionally, this technique has proven to be very helpful to bring the complexity of individuals' systems, to their active awareness and consciousness. This technique is therefore a qualitative contribution, of which both fields can benefit to better understand how complex social systems are shaped in the minds of individuals.

5.4 Limitations and future research

Further questions are posed by this research, highlighting opportunities for future research. Some of which are a result of the limitations within this study, or because there are aspects that this study did, or could not consider. First, our study has focused on knowledge-intensive occupations within the engineering industry. CST has mentioned the mutual shared understanding of commitment (i.e., typifications) within the same occupancies or organizations, which could affect specific features of the balanced and imbalanced systems identified in this study. This study argues that balanced and imbalanced commitment systems can be found on all employment levels, and the results of this study should therefore be compared to different occupations or employment groups in future research. Additionally, the utilized sample for this study included respondents with some degree of autonomy within their work tasks, as we presumed this would give us the most insight in how respondents organize their own commitments. Different samples should be compared to see whether the autonomy of work arrangements affects the shape of commitment systems.

Second, it is assumed that our mutual understanding of commitment and WLB differs per cultural context as well (Wasti et al., 2016), meaning that the results of this study should be interpreted with contextual caution, as the interviews conducted in this study are all within the Dutch context. The clear separation of work and private life might be less evident in different cultures, and therefore shape balanced and imbalanced systems differently. Cross-cultural comparison on the embodiment of commitment systems and the WLB concept should therefore be considered in future studies.

Third, another limitation to this study were the time constraints, as this research was part of a masters' dissertation. Because of this, the drawings have not been given any extra form of visual analysis. Further development of visual analyzing methods, would be beneficial for better understanding the psychological processes that surround this way of meaning making

from individuals. Additionally, the explorative nature of this study, could be replaced in future studies by aiming towards more direct interview questions regarding the specific CST characteristics. This might lead to more understanding of the dynamics of these characteristics in both balanced and imbalanced systems.

5.5 Practical implications

Summarizing the contributions to both fields, this study was able to answer its exploratory objective by answering how commitment systems are shaped by work-life balances and imbalances. Knowledge on how balanced and imbalanced commitment systems are shaped within the minds of individuals, together with reinforcing effects, provides clearer management insights. This study recognized the understanding that commitment is not a solitary issue of organizations. We have established that private life commitments have dynamic correlations to organizational commitment, which might just be the missing piece of the management puzzle.

This study sheds new light on WLB by the integration of commitment systems, which is highly beneficial for management practices that are focused on better engaging the employee within organizations. The increase of mental health issues among workers, together with the current fallout of the COVID-19 pandemic, has made case for new perspectives on both purposive and unpurposive balancing act of work and life. Within this study, insight is given in the dynamics and interrelations between the individual, work, and life. The way individuals attach meanings towards commitments and to (im-)balance, together with the contexts they are embedded in, can no longer be ignored when considering commitment systems and WLB. New insights are needed on the integration of CST to WLB, as better understanding of the dynamics can now foster changes in research towards the holistic dynamic whole, rather than static pieces at once.

6. References

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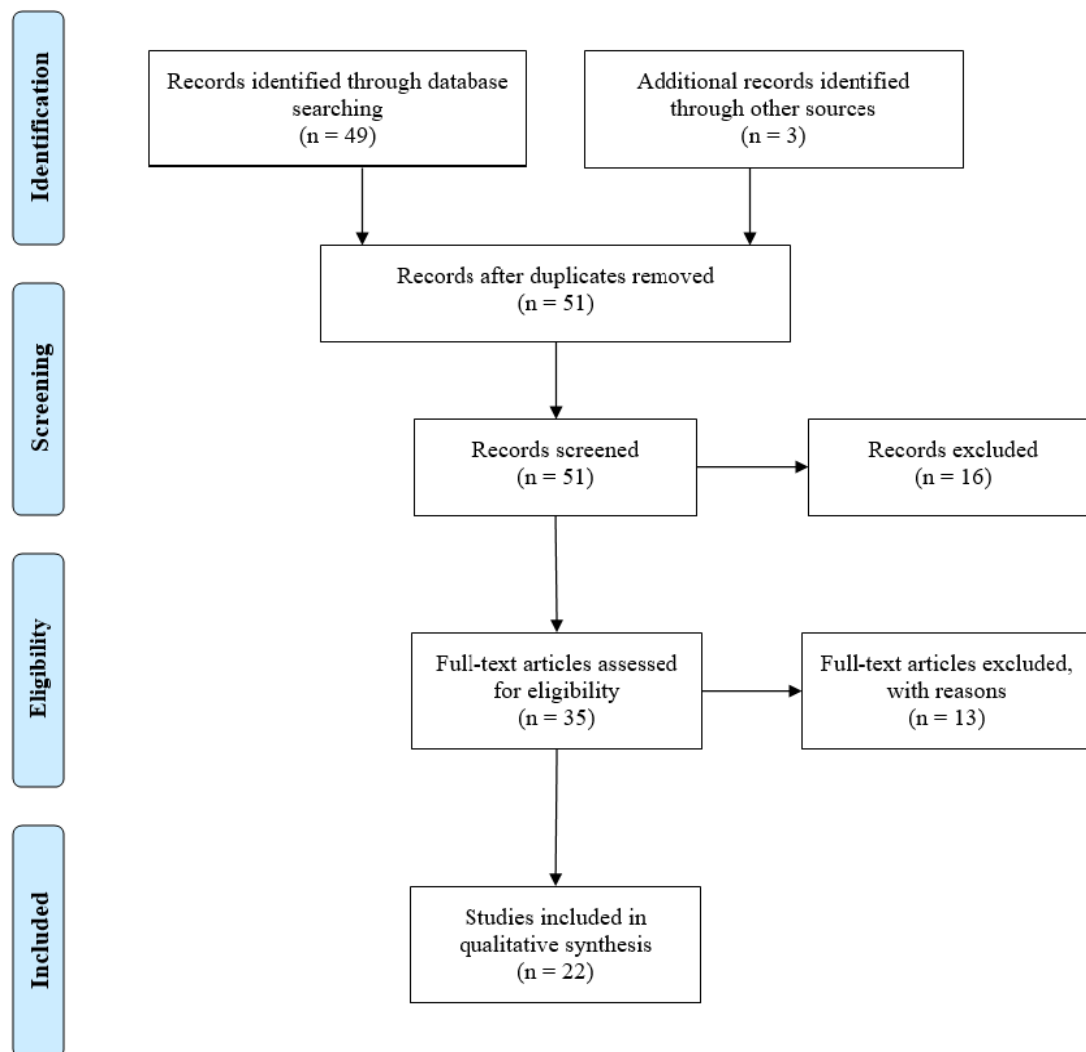
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7. Appendices

Appendix 1 - “PRISMA flow diagram”, adapted from Moher et al. (2009)



PRISMA 2009 Flow Diagram



Appendix 2 - Original Exploring Commitment Systems (ECS) interview protocol

Pre-Interview assignment: Hello, you are invited to participate in this study about commitment systems. We would like to learn how you establish and organize your commitments to different aspects of your life. Commitment is “*a volitional psychological bond reflecting dedication to and responsibility for a particular target*”.

Everything you share with us will be completely confidential, your identity will remain anonymous, and the results will be used only for academic purposes. It is important that you know that you can stop your participation at any time, without any prejudice.

As discussed during the interview invitation, we would like you to first perform an assignment, **and there is no right or wrong way to complete it**. The idea is that you feel comfortable and during the interview we will talk about the material you produce. If you feel like you are stuck or have any questions, call or email your contact person.

The assignment:

You have just received the instructions for our pre-interview exercise. We send you the instructions some time before, as you have time to do it at the best time for you. The time to do this task can be anywhere from 30 minutes to 1 hour. Please schedule your time to do the full exercise and let us know.

Step 1 - separate 2 sheets of paper and material to draw on it

(it can be just a pen, but if you prefer you can also use marker pens, colored pencils, various pens, etc., it is only important that the chosen material provides well marked and visible lines)

Step 2 - On one of the sheets draw or represent as you prefer the **groups, entities, people, targets, values or things** to which you have committed yourself. It is important to represent yourself (ME) in the center of the figure, and the other elements around you, the closer to you the more intense and relevant and on the contrary, less intense and relevant. You can also demonstrate perceptions and feelings through colors and others visual elements.

(you may freely represent them in any way you wish, creativity is welcome, but not mandatory)

Step 3 - Look at the image you have created, and think about whether it is a representation of all the aspects, people or things in your life that you feel committed to?

→ **If no**, you can add to the image as much as you feel necessary.

→ **If yes**, move on to the next step.

Step 4 - Looking again at the image you have produced, evaluate whether the visual representation you have made of your commitment bonds is in balance (distribution of dedication/ time / emotion / attention spent with/on targets).

→ **If not**, try to remember a time in your life when you felt most balanced: Can you represent all the targets, things, entities, people, or groups to which you have committed yourself? (use the second sheet to represent this time)

→ **If yes**, was there a time in life when you felt you were less balanced? Can you represent all the targets, things, entities, people, or groups to which you have committed yourself? (use the second sheet to represent this moment)

When you finish your 2 representations, I kindly ask that you take a picture of each one and return the short questionnaire on the next page. Please send it to your contact before the interview begins.

Thank you very much!

Short Questionnaire

Could you please indicate your...

Age:

Gender:

Family status (marital status, children, etc.):

Country:

City:

Profession:

Organization/Company type:

(commerce, industry, services)

Do you have any responsibility for other employees (if yes, how many?):

(leading, coordinating or managing)

Interview Protocol:

(Greeting), first of all we would like to thank you once again for your willingness to participate in this study.

Before we begin the interview I would like to reassure you that all our conversation is confidential, your identity will be kept confidential, all content of the conversation will be used only for academic purposes, and the recording of the interview is made only for the purpose of transcription for analysis.

Do you authorize this interview to be recorded?

(the person must consent to continuity)

(if you are uncomfortable with the video, check to see if you can record the audio only)

Are there any questions you would like to ask before we begin?

(if there are any questions, please answer them)

We will then begin our interview, but it is important to remember that you can interrupt the process at any time without any prejudice or penalty.

Please take your first drawing

Open Question

What is commitment for you?

- *(or: What do you think when you think about commitment?)*

Drawing

Please discuss the two drawings in detail with your interviewee. Ask them about these topics, and ask follow-up questions in this conversation

Intro question: Can you tell me about your first drawing process, where you started, the paths you took, and things you thought about while drawing.

- Thoughts during drawing
- Reasoning behind drawing a certain way
- Relation between targets
- Most important target

Intro question: Can you tell me now about the second drawing (same way that the first)

- Imbalance & difference between drawings

Last question before moving on to the next subject: When talking about your drawing, did you miss anything, or do you remember a target that is not in the drawing right now?

Work-Life Balance

- **Intro question:** *Could you explain more about why you differentiated the design from your drawings from balance to the imbalanced drawing?*
- **Intro question:** Within the imbalanced drawing, could you tell me more about the different demands the commitments had for you? How did you manage?

And please ask follow-up questions about examples and experiences of the respondent. Think about:

- Difference between work & life
- Feelings towards balance, know when in balance
- Conflict in resources
- Conflict in goals
- Conflict in targets
- Commitments separated
- Disconnect to target
- Stress examples/experiences/situations/effects
- Role from targets in (im)balance

Over-commitment

- **Intro question:** Have you ever experienced a situation where you felt that you were too committed to a target?
- **Intro question:** Have you ever experienced a situation where you felt that you were committed to too many targets at the same time?
- **Intro question:** Have you ever experienced a situation where you felt that your commitment towards a target lasted longer than you wanted to?

And please ask follow-up questions about examples and experiences of the respondent. Think about:

- Ask for example

- Effects
- Role from supervisor
- Role from colleagues
- Role from domestic/personal side

Misbehaviour

- Let's return to the drawing, you have placed yourself in the middle, and some were a bit further away. Could you please describe a situation that best explains to me, why this target is further away from you than others?
- Did others in this situation behave differently than you did?

→ Did you agree with how they behaved? Or would you consider this misbehavior?

- Did you feel the pressure to also behave in this way? Can you explain/ give examples?

NOTE - DEFINITION OF ORGANIZATIONAL MISBEHAVIOUR:

“Organizational Misbehavior as an intentional action by members of organizations, which defies and violates shared organizational norms and expectations and/or customs, standards of proper conduct, and even social and moral values. Thus, this approach allows one to distinguish accidental or unintentional behavior caused by mistakes, misunderstandings, or unconscious negligence.” (Vardi & Weitz, 1996).

And please ask follow-up questions about examples and experiences of the respondent. Think about:

- Reflecting on that (misbehaving) target
- Conflicts caused by misbehaviour
- Peer pressure leading to misbehaviour
- Personal- reasons leading to misbehaviour
- Consequences / impact of this situation

We are done! Those were all the questions I had to ask.

I would like to thank you once again for your availability and remind you that the interview data is confidential, your identity will be kept confidential, and the data will be used for academic purposes only.

Would you like to make any observations, questions or comments?

(...)

Thank you

--- Stop recording ---

Appendix 3 - Dutch Translation Exploring Commitment Systems (ECS) interview protocol

Pre interview assignment:

Hallo, je bent uitgenodigd om deel te nemen in dit onderzoek naar commitment systemen. We zouden graag meer inzicht krijgen in hoe jouw commitments tot stand komen en hoe deze zijn georganiseerd binnen verschillende facetten van jouw leven. Commitment is een vrijwillige psychologische verbintenis die toewijding en verantwoordelijkheid reflecteert. Commitment kan worden ervaren naar meerdere doeleinden (een persoon, een groep, een entiteit, een doel, een waarde ect.).

Alles wat je met ons deelt is volledig vertrouwelijk, je identiteit blijft anoniem en de resultaten worden alleen voor academische doeleinden gebruikt. We willen je er graag aan herinneren dat je op ieder moment vrij bent om te stoppen met je deelname.

Zoals vermeld in de uitnodiging, vragen we je voorafgaand aan het interview een kleine opdracht uit te voeren. **Hierbij willen wij graag benadrukken dat er geen goede of foute manier is om deze taak uit te voeren**, het gaat erom dat jij je comfortabel voelt. Tijdens het interview willen we graag deze opdracht met jou bespreken. Als je het idee hebt vast te lopen, of heb je vragen, bel of e-mail je contactpersoon.

Stap 1 - Pak twee aparte vellen papier om op te tekenen.

Stap 2 - Begin op één van de twee vellen papier en teken of representeer de **groepen, entiteiten, mensen, doeleinden, waarden of dingen** waaraan jij je gecommitteerd (toegewijd aan/verantwoordelijk voor) voelt. Het is belangrijk om jezelf in het midden neer te zetten (IK) en alle andere elementen daar omheen. Wanneer een element dichterbij staat, betekent dit dat de commitment naar dit doeleinde groter is. Verder weg betekent dus een minder mate van commitment. Je kunt ook percepties en gevoelens weergeven door kleuren en andere visuele elementen te gebruiken (je bent vrij in de manier waarop je dit presenteert, creativiteit is welkom maar niet verplicht).

Tekenen mag gewoon met een pen, maar je kunt ook met markers, gekleurde potloden, verschillende pennen etc. werken als je dat liever wilt. Het is alleen belangrijk dat de lijnen goed zichtbaar zijn.

Stap 3 - Evalueer jouw tekening. Zijn alle aspecten, mensen of dingen in jouw leven waarnaar jij commitment voelt voldoende weergegeven?

→ **Zo nee**, voeg toe.

→ **Zo ja**, ga door naar de volgende stap.

Stap 4 - Pak het tweede vel papier. Wij willen je vragen om nu nog een keer je commitments te representeren of tekenen. Evalueer jouw eerste tekening. Is deze visuele representatie van jouw commitments in balans (verdeling van toewijding/tijd/emotie/aandacht die je aan de doeleinden besteed)?

→ **Zo nee**, denk terug aan een moment in je leven waarin je wél (of meer) balans ervaarde. Gebruik het tweede vel papier en teken of representeer jouw commitments op dát moment.

→ **Zo ja**, denk terug aan een moment in je leven waarin je geen (of minder) balans ervaarde. Gebruik het tweede vel papier en teken of representeer jouw commitments op dát moment.

Stap 5 - Bedankt voor het tekenen. Wil je ook de volgende vragen nog beantwoorden?

Leeftijd:

Geslacht:

Familie status (Partner/getrouwd/kinderen, etc.):

Woonplaats:

Functie:

Draag je verantwoordelijkheid voor andere medewerkers? (Zo ja, hoeveel?):

(Leidinggeven, coördineren, managen etc.)

Stap 6 - Wanneer je stap 1 tot en met stap 5 hebt afgerond, waren we je foto's van beide tekeningen te maken. Wil je deze foto's, samen met de ingevulde vragenlijst opsturen naar contactpersoon sturen voorafgaand aan het interview.

Interview Protocol:

(Begroeting), allereerst willen we je bedanken voor je deelname in dit onderzoek.

Voordat we het interview beginnen wil ik je graag toestemming vragen voor opname van dit interview? Hierbij willen we je er graag van verzekeren dat alles binnen ons gesprek vertrouwelijk is, je identiteit wordt geheimgehouden. De volledige inhoud van dit gesprek wordt enkel voor academische doeleinden gebruikt en de opname is enkel voor het transcriberen en analyseren.

(De persoon moet goedkeuring geven om door te gaan).

(Als de respondent zich oncomfortabel voelt bij video opname, check of je alleen kan opnemen met enkel audio).

Zijn er vragen die je zou willen stellen voordat we beginnen?

(Als er vragen zijn, beantwoord deze)

Dan kunnen we beginnen met ons interview. Het is belangrijk om te onthouden dat je het proces op ieder moment kan onderbreken als er vragen zijn of als je oncomfortabel voelt.

--- START OPNAME ---

Open Vraag

Wat betekent commitment voor jou?

- *(Of: Waar denk jij aan als jij denkt aan commitment)*

Tekening

(Bespreek de twee tekeningen in detail met de respondent. Vraag hen naar de onderwerpen en stel vervolgvragen in het gesprek)

Introductie vraag: Kan je me vertellen over het tekenproces... waar begon je... welk pad nam je... en wat waren dingen waar je aan dacht tijdens het tekenen?

- Gedachten tijdens het tekenproces
- Redenering achter de manier van/keuzes tijdens het tekenen
- Relatie tussen doeleinden
- Meest belangrijke doeleinden

Introductie vraag: Kan je me nu meer vertellen over de tweede tekening (dezelfde manier als de eerste)

- Disbalans & verschil tussen de tekeningen

Laatste vraag voordat je doorgaat naar het volgende onderwerp: Nu we het over je tekening hebben gehad, heb je iets gemist? Is er nu een commitment die nog niet in de tekening staat?

Work-Life Balance

- **Introductie vraag:** *Kun je uitleggen waarom het ontwerp van de balans en disbalans tekening verschillend is? (wanneer nog niet besproken)*
- **Introductie vraag:** Binnen de tekening met disbalans, kan je me meer vertellen over de verschillende eisen die de commitments voor jouw hadden? Hoe ging je hiermee om?
- **Introductie vraag:** Wat is (of is er) binnen de twee tekeningen de rol van jouw leidinggevende?
 - Is deze leidinggevende iemand die inspireert, motiveert, of/en persoonlijke aandacht heeft voor jou?

Stel follow-up vragen over de voorbeelden en ervaringen van de respondent. Denk aan:

- Verschil tussen werk en privé
- Gevoel bij balans, wanneer weet je dat je in balans bent?
- Conflict in beschikbare middelen
- Conflict in doelen
- Conflict in doeleinden
- Rol van **leidinggevende (in balans en disbalans)**
- Verschillende commitments
- Verbreken van een commitment
- Stress voorbeelden/ervaringen/situaties/effecten

- Rol van de doeleinden in (dis)balans

Over-commitment

- **Introductie vraag:** Heb je ooit een situatie ervaren waar je het gevoel had dat je **te** gecommiteerd was naar een doeleinden?
- **Introductie vraag:** Heb je ooit een situatie ervaren waar je het gevoel had dat je gecommiteerd was naar **te veel** doeleinden tegelijkertijd?
- **Introductie vraag:** Heb je ooit een situatie ervaren waar je het gevoel had dat je **te lang** commitment naar een doeleinden hebt gehad?

Stel follow-up vragen over de voorbeelden en ervaringen van de respondent. Denk aan:

- Voorbeelden
- Effecten
- Rol van **leidinggevende (evt terugkoppelen naar WLB)**
- Rol van collega's
- Rol van het thuisfront/persoonlijk vlak

Verwijtbaar gedrag

- Hebben er zich wel eens situaties voorgedaan waarbij de mensen binnen de doeleinden zich gedroegen op een manier waar jij het niet mee eens bent/was? (Het gaat hierbij om gedragingen die de norm / verwachting tart of de standaarden van correct gedrag / sociale en morele waarden overtreedt) Kun je hier meer over vertellen?
- In hoeverre vind je dit gedrag wangedrag / misdraging / ongepast / ethisch gedrag dat niet door de beugel kan?
- Wat deed dat met jouw eigen gedrag? Voelde jij druk om je ook zo te gedragen? Kan je dit uitleggen / voorbeelden geven
- Heeft dit invloed gehad op jouw commitment?

Stel follow-up vragen over de voorbeelden en ervaringen van de respondent. Denk aan:

- Reflectie op het gedrag en reflectie op commitment naar de persoon die dit gedrag vertoont (of target die hij / zij representeert)
- Conflicten veroorzaakt door wangedrag
- Groepsdruk leidend tot wangedrag
- Persoonlijke redenen leidend tot wangedrag
- Consequenties/impact van deze situatie

- Rol van de leidinggevende (evt terugkoppelen naar vorige onderwerpen)

We zijn klaar! Dit waren alle vragen die we wilde stellen. Bedankt voor je openheid! Ik wil je graag nogmaals bedanken voor je beschikbaarheid en je eraan herinneren dat het interview vertrouwelijk is, je identiteit geheim blijft en de data alleen wordt gebruikt voor academische doeleinden.

Heb je nog vragen of opmerkingen of dingen die je zijn opgevallen?

(...)

Bedankt!

--- STOP OPNAME ---

Appendix 4 - Overview Respondents with demographics

Respondent #	Job Title	M/F	Duration Interview
1	Project Management	M	00:58:45
2	Project Management	M	00:44:08
3	Staff	F	00:43:58
4	Project Management	F	00:47:51
5	Engineering	M	00:43:03
6	Engineering	M	00:48:48
7	Engineering	F	00:43:30
8	Staff	M	00:54:23
9	Project Management	M	00:47:42
10	Project Management	M	00:51:55
11	Project Management	M	00:58:00
12	Engineering	M	00:52:35
13	Engineering	M	00:54:03
14	Engineering	M	00:50:58
15	Engineering	M	00:57:52
16	Engineering	M	00:37:22
17	Engineering	M	00:39:27
18	Engineering	M	00:43:05
19	Project Management	F	00:37:48
20	Engineering	M	01:07:15
21	Engineering	M	00:43:19
22	Staff	M	00:45:20
23	Staff	M	00:53:29
24	Engineering	M	01:05:37
25	Engineering	F	00:34:41
26	Project Management	M	00:54:47
27	Engineering	M	01:08:07
28	Engineering	M	00:49:16
29	Staff	F	01:11:22
30	Staff	F	00:56:06

