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THE INFLUENCE OF TEMPORAL AND BEHAVIOURAL BOUNDARY MANAGEMENT STRATEGIES ON EMPLOYEE WORK-LIFE BALANCE: EVIDENCE FROM DELTA STATE CIVIL SERVICE, NIGERIA

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Abstract
The purpose of this study is to investigate the influence of temporal and behavioural boundary management strategies on employees work life balance in Delta state civil service. Cross sectional survey research design method was adopted in this study and this study focused on Delta state civil servants with a total population of 39,648. Applying Taro Yamane's formula of sample size determination, the sample size was 396 respondents. The instrument of data collection was questionnaire while stratified random sampling was the sampling technique used in this study. Out of the 396 copies of questionnaire administered, 324 copies were properly filled and returned accounting for 81.82% retrieval rate. The data collected was subjected into statistical analysis using both descriptive and multiple regression. The findings showed that temporal boundary management strategy has positive and significant influence on employees' work life balance with regression coefficient values, (β = 0.117, t =4.563, P = 0.000< 0.05). Results equally revealed that behavioural strategies is positively and significantly related to employees' work life balance with regression coefficient values; (β = 0.880, t =34.465, P = 0.000< 0.05). It was concluded that civil servants who practice temporal and behavioural boundary management strategies would inevitably achieve work-life balance. Job autonomy, work flexibility and permeability were recommended.

Key Words: *Behavioural Strategies, Boundary Management, Temporal Strategy, Work-Life Balance.*

Introduction
Over the years, it has been observed that workers put in their best in the course of performing their duties in their different organisations with little or no time for leisure or relaxation and even their families. Despite being committed to their jobs, their disposable income is so small to take care of their personal needs and that of their families. This prompts most of these workers to diversify by engaging themselves in part time vocation or business to get extra money to support their salary. Getting extra income to support their salary forced them not to be observing their holidays, weekends and even leave thereby affecting their roles as parents, wife or husband at home. This conflict created is what the academia and Human Resource Management keep asking, how will employees be able to meet up with their commitments at work and home or how would they have work-life balance in order to be more efficient in their working places? What are the techniques to be employed by employees to promote work balance in their working place

that can induce their performance? Scholars have attempted the conceptualisation of work-life balance. According to (Clark, 2000), work- life balance can be defined as the satisfaction and good functioning at work and at home, with minimum role of conflict. Work-life balance is concerned with people having a measure of control over when, where and how they work (Mmakwe & Ojiabo, 2018). Work-life balance is intended to assist employees in carrying out their obligations and accomplishing their objectives in a way that is advantageous to them personally, their business, and society at large (Shaikh, Khoso & Channa, 2023). In essence, the goal of work-life balance is to ensure that both work roles and family roles are achieved without one conflicting with each other. That means work demands should neither be too low nor too high and likewise the family demands otherwise may result to work life imbalance (Sen & Hooja, 2018).

In order to balance work and family roles, it is imperative employees device means to achieve this goal. The tactics adopted by employees to balance work and family responsibilities is referred to as boundary management. Temporal tactics otherwise referred to as time management is one of the effective approaches of boundary management that can be effectively used to achieving work life balance. It involves the use of time to prevent role conflict or interference (Kreiner, Hollensbe & Sheep, 2009). In this case, the time for work is known and must not be violated likewise the time for family and other non-work activities. The designated time for work activities has to be used for that purpose likewise the designated time for family activities. Scheduling employee for work during weekend, public holidays and annual leave will lead to role conflict while fixing family activities during work hour interferes with work time. Therefore, the time for each domains has to be maintained for proper functioning of the organisation and to enable the employee navigate and balance resources usage in both domains.

In reality, boundary management is not easy to apply. To avoid stepping on toes, behavioural strategies are effective in guaranteeing work life balance. This involves leveraging on technology as a means of navigating between the two domains- work and family. As (Allen, Merlo, Lawrence, Slutsky, & Gray, 2021) put it, behavioural tactics involve other people helping out in either of the domains. An employee who has left office can still control office activities with the aid of technology even while at home (Carlson, Ferguson & Kacmar, 2016). This act of integration blurs the boundary which is capable of causing inter role conflict. But the use of technology to aid segmentation of work and family boundaries detaches the individual from work while at home and vice versa and this perhaps has the possibility of enhancing work life balance, job satisfaction and job engagement and better family satisfaction and family engagement (Carlson, et. al, 2016). Boundary management tactics with reference to behavioural approach enables the individual to leverage on technology to guarantee segmentation by having separate e-mails for work and personal or a device that can respond or record calls or inquiry in either domains when in a particular domain. Alternatively, technology aid integration or blur boundary by controlling the activities of a particular domain while in another domain (Allen, et.al, 2021). Unfortunately, employees' inability to detach psychologically even while at home has resulted to burnout, fatigue, lack of commitment, frustration, lateness, absenteeism, dissatisfaction and general low performance. In most cases, employees use

up their time, energy and other resources in the work domain thereby leading to resource drain and work life imbalance.

To ensure work life balance, managers, administrators and policy makers have ensured employees go on annual leaves, public holidays and weekends yet, many still attend to their office duties while still at home domain. Hence, this study on the influence of temporal and behavioural boundary management strategies on employees work life balance in Delta state civil service.

The following hypotheses guided the study:

H_{o1}: There is no significant influence of temporal strategy and employees work life balance.

H_{o2}: There is no significant influence of behavioural strategy on employee work life balance.

Conceptual Review

Boundary Management

Boundary management refers to the methods or approaches people employ to balance their responsibilities to their families and their jobs. Boundary management is the process by which people establish, uphold, or modify boundaries in order to promote their welfare and ensure improved performance (Allen, Cho & Meier, 2014). In the opinion of (Kossek & Lautsch, 2012) boundary management is a method or style that a person employs to manage or maintain boundaries between work and family activities. The spheres of work and family appear to be at odds with one another's roles. By keeping work and home activities apart, boundary management helps to reduce conflict by giving employees more time for leisure and other pursuits outside of their work and family spheres. A boundary is artificial; its permeability and other characteristics are determined by people's inclinations toward integration or segmentation (Mellner, Aronsson & Kecklund, 2014). As roles in the work and nonwork worlds become more intertwined, boundary management has become essential. Recently, the use of information and communication technologies such as smart phones and internets has increased the ability of employees to work even from home (Piszczek, 2017). That may account for reasons behind creating and maintaining boundaries to enable employees cope with pressures from both domains otherwise known as role conflict. The assumption that there was obvious boundary between work domain basically perceived as the men's domain and family domain perceived as women's domain is currently fading away (Barnet & Gareis, 2006). The advent of cell phones, emails and smart phones has blurred the two domains, work and family such that in time to come, there won't be any difference between the two domains (Sampson, 2011).

Boundary management can be seen from two perspectives; firstly, individual perspective, that is ways of managing work and family roles and secondly, organisational perspective, that is the policies and practices such as flexibility in work schedules used by the organisation to encourage employees' traverse between work and family roles (Allen, et al, 2021). Boundary management is facilitated by factors such as permeability and flexibility.

Temporal Strategy

This entails using time to prevent cross-role conflict or boundary violations (Kreiner, et al, 2009). Workers frequently utilise time to set boundaries and regulate them by actively participating in one area at a time and preventing other activities in that domain during that designated timeframe (Carlson, Ferguson & Kacmar, 2016). This implies that there are designated times for engaging in work-related activities and engaging in non-work-related activities. Employees limit activities from other domains when in work or nonwork domains so they can contribute as much as possible in the allocated hours before switching to another domain. It seems that this strategy improves performance because workers won't be as distracted because they understand how much time needs to be invested in a given domain.

Time management strategy and temporal tactics or strategy are equivalent. Time-based conflict, according to (Maerts & Boyer 2011), happens when a person's time is contested by several roles. This implies that there is competition or conflict between the amount of time needed to fulfil a specific position in the work and family spheres. Effective time management is critical for each employee as well as the company (Morris & Madsen, 2007). In order to help employees achieve work-life balance and job satisfaction, organisations must create an environment that makes it possible for workers to manage their limited time well. This can be done by instituting flexible work schedules at the organisational level and encouraging individual time management (Haddon & Hede, 2009).

Time, a limited resource, is crucial for achieving objectives as a person or as an organisation. Making wise use of it becomes crucial because it cannot be saved (Daniel & Santeli, 2020). Ojo and Olaniyan, (2008) identified the basic features of time to include; same time is available to everyone regardless of position, and like other resources, it must be managed and wisely used. Time is a rare resource that is limited in supply, it cannot be replaced like man, cannot be saved like money, cannot be turned on and off like machines, and cannot be stockpiled like raw materials. Time passes at a predetermined rate and nothing can change it. As previously said, time has a finite supply and a finite demand. Time wasted cannot be recovered. Life is valuable, therefore don't squander any time. The following are the attributes of time according to (Ojo & Olaniyan, 2008). Time is a rare resources, it is limited in supply, it cannot be replaced like man, time cannot be accumulated like money, it cannot be turned on and off like machines, it cannot be stock pilled like raw materials, time passes at a predetermined rate and nothing alters it, same time is available to everyone notwithstanding one's position and like other resources, it must be managed and judiciously utilised. As stated above, the supply of time is limited compared to its demand and time lost is irrecoverable. Time is precious to life and must not be wasted. As noted by Kabbah, Cheney-Afenu, Tsitsia, and Attigah (2021) time is a unique item that cannot be rented, used, bought, or even acquired. Time should be accorded due respect unlike a traditional African settings that do not have value for time. Modern days activities are hurried, people work faster, eat faster, use fastest means of transport, work lately, sleep for less time, make calls while driving, eat food while working in office just to meet up with time (Sahito & Vaisanen,2017). It becomes

very essential to manage time to enable individual participate actively in both work and family domain and as well time for leisure and other nonwork activities.

According to Ojo and Olaniyan (2008), time management is the process of planning activities or tasks by analysing and assessing how, when, where, and for whom to perform the work while removing any obstacles in the way to ensure a speedy and efficient completion. It is the deliberate effort intended to reduce the amount of time needed to achieve a particular objective (Ahmad, Yusuf, Shobri, & Wahab, 2012). From the definitions, one can infer that time management is the effectiveness in the allocation and utilisation of time for the right activities. It makes possible the assignment of specific time to activities according to their importance. In this case, priority attention is given to most important activities and so, should be allocated time slot first before other less important activities. Depending on individuals, what is important to A may be less important to B at a particular time and the rate at which individuals accomplish tasks vary. Hence, time management is all about making good use of limited time to achieve a predetermined goal. Time management is of significant importance to both organisations and individuals and as such managers should ensure efficient management of both human and material resources and place all activities in order of priority (Daniel & Santeli, 2020). Time management involves; efficient planning, goal settings, setting of deadline, delegation of responsibilities, prioritising tasks and spending the right time on the right activity. As a manager, both the resources and employees must be properly managed and all priorities must be placed in order of their importance (Daniel & Santeli, 2020).

Behavioural Strategies

Behavioural tactics was identified by (Kreiner, Hollensbe & Sheep, 2009) who posit that using certain social practices could help reduce work-family conflicts drastically. Behavioural-based tactics can be defined as the use of skills and available individuals (such as co-worker, family member) to assist with work- home boundary (Nur Fatihah, Mila, Dayang & Zaiton, 2016). Employees adopt behavioural strategies in order to achieve work-life balance and employees job satisfaction which is helpful to the organisation or the employers (Haddon & Hede, 2009). Boundary management can be enhanced by leveraging on technology such as creating different e-mail accounts and the use of callers ID to word off distractions or interference (Kreiner, 2009, Allen, 2013, Carlson, et.al, 2016). The use of personal digital assistance by employees has helped them manage work-life boundary by disengaging mentally from work and allowing them recover during off time through the use of communication technological devices (Carlson, et.al, 2016). In addition, (Daniel & Santeli, 2020) opined that the use of technology saves time and enable employees cope with stress, conflicts and pressure more efficiently. This according to then affects employees' job performance positively and in turn help maintain healthy work-life balance and keeps employees motivated on the job. The technology in question seems to encompass both communication platforms (e.g., email, WhatsApp, Facebook etc.) and communication devices (e.g. Smartphones, laptops). Platforms is believed to be software applications while the devices are hardware. Communication technologies have enabled employees navigate effectively between work and personal life by fostering flexibility and permeability of the role domains (Reinke & Gerlach, 2021, Allen, et al, 2014, Boswell & Oslon-Buchanan,

2007). It has become easier for employees to handle work and nonwork activities through technology assisted availability (Reinke & Gerlach, 2021). With the increased use of technology, an employee should be able to choose the domain to partake actively and the domain to use technological and communication devices to control. For example, a busy employee in office can call a cab man to take his wife and children to the hospital should there be any emergency. Same thing can occur where an employee while at home can call his colleague to perform a task he was supposed to perform in the office. All these scenarios painted here are only possible with the advent of technology and its' use in our day to day boundary management. However, prioritising the family against work violates organisational norms and can lead to work-family conflict (Thompson, Carlson & Kacmar, 2021). Boundary violation is considered to be applicable also when work is given preference against the family. But the individual can get help from others in either of the domains to help out so as to reduce the work family conflict. The use of communication technology outside workplace especially during employees' off duty (nights, weekends, vacations or leave and holidays) has been linked to work-life conflict, workers stress, employees' burnout, job dissatisfaction and turnover intentions, and this is of significant important to the manager (Wright, Abendschein, Wombacher, O'Connor, Hoffman, Dempsey, Krull, Dewes & Shelton, 2014). It is important managers understand the implications of the use of communication technologies to stay connected to work activities always. This is because of its negative effect on the workers and the organisation generally. There seems to be spill over effect of work-life conflict on the employees' job performance and job satisfaction. Since many organisations do not have rules on the use of communication technology during employees off time, this portends danger that can lead to ambiguity and increased stress and associated job dissatisfaction (Wright, et.al, 2014). But the use of technology to separate work from family is capable of contributing to greater employees' job satisfaction and engagement (Carlson, et.al, 2016).

Invoking of triage is another behavioural based tactic that can be used in boundary management (Allen, et al, 2014). In medical terms, triage may mean attending to patients based on the extent, degree or urgency of the illness. In this case, a patient with more life threatening case is attended to first before others in order to save his or her life. Triage as a behavioural tactic of boundary management suggests attending to role domains in order of priority, urgency or importance (Allen, et.al, 2014). In this case, an employee is expected to prioritise his roles in the domains. That is to say that tasks or roles in each domains are arranged according to priority with the most important ones coming first. This appears to help prevent the depletion of resources (time, energies and attention) in roles that are less important at a given time period and to enable employees recover from stress. One will believe that flexible work schedules and boundary permeability facilitate using triage approach and may in turn lead to work-life balance and greater job satisfaction. Behavioural tactics also involve segmented or differential permeability, which is, choosing the specific aspects of work-home life that will or will not be permeable (Allen, et.al, 2014). It is believed that not all aspects of work or home should be permeable. Some aspects should be permeable while others impermeable in order to reduce work-home conflict

Work-Life Balance:
The purpose of work-life balance is to help individuals fulfil their responsibilities and achieve their goals in a way that benefits them individually, their company, and society at large (Shaikh, Khoso & Channa, 2023). Work-life balance refers to the ratio of the time you spend working to the time you spend with your family and engaging in activities you enjoy (Meanakshi, Subrahmanyam & Ravichandran, 2013). Achieving the ideal work-life balance can be challenging, an individual employee needs some adjustments in both domains to succeed. It is an individual's ability to meet their work commitments as well as other non-work and family commitments (Delecta , 2011). According to (Brijmohan, Vijayshri & Sanjay, 2015), it's a notion that encourages workers to divide their time and attention between work-related and leisure-related activities. In the opinion of Kadam (2012), work-life balance is a notion that involves appropriately prioritising "Life"—things like health, pleasure, leisure, family, and spiritual development—over "Work," which includes things like profession and ambition. He went on to say that meaningful daily accomplishment and happiness in each of the four life quadrants—work, family, friends, and self—are what constitute work-life balance. Work-life balance, according to Clutterbuck (2003), is the condition in which a person balances competing demands on their time and energy, whether actual or potential, in a way that meets their needs for fulfilment and well-being. As pointed out by (Mulanya & Kagiri, 2018, Yamomoto & Matsuura, 2012) employees' personal lives frequently interfere with their professional lives, which lowers their output.

High or low demand in either domains could cause work-life imbalance (Sen & Hooja, 2018). The implication of this is that, a high demand in any domain will reduce individual's attention in the other domain likewise a low demand which will divert individual's attention to domain with higher demand.

Theoretical Review
Compensation Theory
The compensation theory of work-life balance explains the initiatives taken to counterbalance negative experiences in one area of life with more positive experiences in another (Kumar, & Janakiram, 2017).The proposition is that an individual attempts to make up for deficiencies in one domain by enhancing the other(Sen & Hooja 2018). If a person finds their workplace uninspiring or unsatisfactory, they can make up for it by volunteering in the community or participating in kid-focused events at their child's school, both of which will get them praise and respect (Sen & Hooja 2018). Additionally, this theory states that family and job have a compensatory influence on one another and that they both exist in the same surroundings (Khateeb, 2021).One illustration might be a disgruntled employee reallocating human resources by prioritizing family over work (Edwards & Rothbard, 2000). According to AlHazemi and Ali (2016), individuals view their homes as safe havens and turn to their families for the kind of fulfilment that is absent from the workplace. According to (Zedeck & Mosier 1990 as cited in Sen & Hooja, 2018), compensation can be viewed in two different Categories: Positive experiences that are not sufficiently obtained at work lead to the pursuit of them at home, then supplemental compensation occurs. Reactive compensation is the practice of compensating for unfavourable work experiences with favourable home experiences.

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Empirical Review

The management of the work-non-work boundary was investigated by Allen et al. (2021) among employees who moved to distant work as a result of the Covid-19 epidemic. Participants in the study included 155 workers who were recruited online using a well-known research platform. Descriptive statistics and the t-test were used to analyse the primary data that was generated. The findings showed that work-life balance is positively correlated with segmentation and having a discrete office within the home domain.

Reissner, Izak, and Hislop (2021) investigated how knowledge workers draw boundaries between work and nonwork using time, location, and objects. From January to December 2017, data from 24 knowledge employees were gathered through semi-structured interviews. Software called NVivo was employed to manage the data. Three boundary management practice configurations—congruence, fluidity, and variability—with varying degrees of irregularity in the utilisation of time, space, and objects were found through analysis. Nonetheless, this study offered a novel, methodical investigation of border management techniques that lack consistency.

In order to determine the staff members of Peki College of Education in Ghana's level of awareness regarding time management strategies and their practices, Kabbah et al. (2021) conducted a study employing a descriptive survey design method and intentional sampling strategy to choose a sample consisting of sixty academic and non-academic staff members. Primary data was gathered from the respondents using self-designed questionnaires, and descriptive statistical techniques were used for analysis. The majority of staff members are not aware that the organization has time management strategies in place, according to the study's findings. For this reason, time management policy development, effective time management practices, and seminars and workshops on effective time management are recommended.

A study by Daniel and Santeli (2020) examined the relationship between Northern Nigeria Noodles Company Ltd. employees' performance and efficient time management. Using Taro Yamane's statistical formula, a sample size of 102 participants was selected from the study's population of 137. The Pearson Movement Product Coefficient was utilised to gather and analyse secondary as well as primary data, and regression analysis was employed to evaluate the hypotheses. The study's findings indicate a strong positive correlation between time management skills and workers' job satisfaction and performance because these skills help people deal with stress, disagreements, and pressure, which in turn helps them maintain a great work-life balance and stay motivated. The study advised stringent commitment to efficient time management in order to offer clients high-quality services.

Researchers Sahito and Vainsanen (2017) investigated the connection between teachers' motivation and job satisfaction and time management. Forty individuals in all were chosen for the study using a snowball selection technique (friends of friends). Primary data was gathered from the participants using semi-structured interviews, and the data

was analysed using a narrative inquiry technique. The outcome shown that effective time management significantly improves instructors' motivation and job satisfaction.

A study by Channar, Shaikh, Pathan, and Mughal (2014) looked into how well time management affects workers' job satisfaction and the success of the entire company. Staff and students from both public and private colleges made up the sample size of 260 male and female respondents. Data was gathered using a stratified technique of chance sampling and a questionnaire to obtain primary data. With the use of SPSS, the data was analysed using the independent sample T-test and correlation. The findings demonstrated that time management improves employees' job happiness and motivation as well as the overall performance of the organisation, and that women are more time conscious than men.

Wright et al. (2014) conducted research to ascertain the impact of using communication technology outside regular work hours on work-life conflict perception, burnout, job satisfaction, and intentions to leave the company. 168 workers from more than 30 Western City organizations participated in an online poll for the study, which was conducted using the snowball non-probability sampling technique. Regression analysis using SPSS 21.0 version revealed that the perception of work-family conflict was influenced by the number of hours spent using job-related communication technologies outside of regular work hours. On the other hand, when age, stress levels, and attitudes toward communication technologies were taken into account, work-life conflict was found to predict job burnout and job satisfaction but not turnover intentions. Positive views toward communication technologies, on the other hand, predicted decreased work-life conflict.

Materials and Methods

This study was a survey research and it covered temporal and behavioural boundary management strategies and their implications on work-life balance of Delta state civil servants. In order to effectively carry out this study, cross sectional survey research design method was adopted because it encourages data collection through using questionnaires. The study consists of all civil servants under the payroll of Delta State Government and the total population was 39,648 participants. A sample size of 396 respondents was drawn using Taro Yamane's formula. The instrument of data collection was structured questionnaires categorised into two- section A and B. Section A comprised of questions relating to the respondents' bio data while section B relate to data requirements for the hypotheses formulation and it is fashioned in 5 points LIKERT scale ranging from strongly agree to strongly disagree. The sampling technique adopted in this study was stratified random sampling. This was due to the heterogeneous nature of the participants while simple random sampling was used to determine the number of participants in the survey. The primary data collected was analysed using both descriptive and multiple regression. Descriptive data was used to analyse the respondent's bio data while multiple regression was used to analyse the research hypotheses which states that;

Derivation of Sample Size Using Taro Yamane's Formula;

$$n = \frac{N}{1+N(e)^2}$$

Where: n = The Sample size
N = the population of study
e = level of significance (0.05)

$$n = \frac{39,648}{1+ 39,648(0.05)^2}$$

$$n = \frac{39,648}{1+ 39,648 (0.0025)}$$

$$n = \frac{39,648}{1+ 99.12}$$

$$n = \frac{39,648}{100.12}$$

$$n = 396$$

Results and Discussion

A total number of Three Hundred and Ninety Six (396) questionnaires were administered. Out of these, Three Hundred and Twenty Four (324) questionnaire were properly filled and returned which was used for analysis representing 81.82% while the remaining Seventy Two (72) questionnaires were either not properly filled and thus rejected or not returned at all and this represents 18.18%.

Descriptive Analysis

The descriptive statistics showed that the male respondents were 196 (60.5%) while the females were 128 (39.5%). This suggests that the male respondents were more than the female respondents. However, the age distribution of the respondents revealed that 37 were below 30 years of age (11.4%), 53 were within the age bracket of 31 years and 40 years (16.4%), 128 were within the age bracket of 41 years and 50 years (39.5%) and 106 were above 50 years of age (32.7%). This suggests that all the respondents were adults and know what it takes to have a work life balance. Furthermore, the marital status of the respondents showed that 105 were single (32.41%), 189 were married (58.33%) and 30 were either divorced or widowed (9.26%). The implication of this is that 67.59% have families and will be keen of achieving work life balance. More so, the academic qualifications of the respondents revealed 22 holds PhD Degrees (6.79%), 66 hold M.Sc./MBA and its equivalent (20.37%), 203 holds HND/B.Sc. or its equivalent (62.65%), and 33 holds certificates of diplomas not specified (10.19%). This implies that 89.81% are well certificated and knowledgeable and can confidently provide answers to the questions being asked. Regarding the length of service, 31 respondents had less than 10 years working experience (9.6%), 82 had between 10 years and 15 years working experiences (25.3%), 95 had between 16 years and 20 years working experiences (29.3%) and 116 had above 20 years working experiences (35.8%). The implication of this is that 90.4% are well experienced on the job. Again, the status of the workers in the civil service showed that 12 respondents are clerical staff, that is Salary Grade Level (SGL 01 – 005) representing 3.7%, 196 were supervisory staff (SGL 06 -12), accounting for 60.5% and

116 were management staff (SGL 13 and above) which is 35.8%. This suggests that 96.3% of the respondents were senior staff.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	324	1	2	1.40	.490
Age Bracket	324	1	4	2.94	.973
Marital Status	324	1	3	1.77	.603
Academic Qualifications	324	1	4	2.76	.723
Length of Service	324	1	4	2.91	.995
Status in the Organisation	324	1	3	2.32	.541
Valid N (listwise)	324				

The above table shows the mean and the standard deviation of the respondents' demographic data.

Test of Hypotheses

Table 2: Correlations

		Work-Life Balance	Temporal Strategy	Behavioural Strategies
Work-Life Balance	Pearson Correlation	1	.969**	.993**
	Sig. (2-tailed)		.000	.000
	N	324	324	324
Temporal Strategy	Pearson Correlation	.969**	1	.969**
	Sig. (2-tailed)	.000		.000
	N	324	324	324
Behavioural Strategies	Pearson Correlation	.993**	.969**	1
	Sig. (2-tailed)	.000	.000	
	N	324	324	324

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

Table 2 above shows the existence of statistical significance of independent variables on the dependent variable. The implication is that the independent variables, temporal boundary management strategy and behavioural boundary management strategies significantly predicted the dependent variable being employee work-life balance. However, the statistical significant relationship between temporal boundary management strategy and employee work-life balance is given as (r = 0.969, 001). This is an indication that 96.9% significant relationship exists between temporal strategy and employee work-life balance. Meanwhile, the statistical relationship between temporal boundary management strategy and behavioural boundary management strategies is (r = 0.969, 001) equal or same with the statistical relationship between temporal boundary management strategy and employee work-life balance, and less than the statistical relationship between behavioural boundary management strategies and employee work-

life balance (0.993, 001). This suggests that the statistical relevance between behavioural strategy and employee work life balance (99.3%) is higher than the statistical relevance between temporal strategy and work-life balance (96.9%) and between temporal strategy and behavioural strategies (96.9%).

TTable 3: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13811.158	2	6905.579	12242.569	.000[b]
	Residual	181.064	321	.564		
	Total	13992.222	323			

a. Dependent Variable: Work-Life Balance
b. Predictors: (Constant), Behavioural Strategies, Temporal Strategy

After regressing the independent variables (temporal strategy and behavioural strategies) against the dependent variable (work-life balance), it was found that the factors of independent variable had a substantial influence on work-life balance of Delta State civil servants.

Table 4: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.729	.108		-6.749	.000
	Temporal Strategy	.113	.025	.117	4.563	.000
	Behavioural Strategies	.900	.026	.880	34.465	.000

a. Dependent Variable: Work-Life Balance

Discussion of Findings

From the regression table, it is evident that positive and significant relationship exist between temporal boundary management strategy and employee work-life balance as indicated by the coefficient values; (β = 0.117, t =4.563, P = 0.000< 0.05). The implication of the β=0.117 is that a change of temporal boundary management strategy will lead a change in the work life balance of the Delta state civil servants by 1.17%, suggesting that an increased application of temporal boundary management strategy will result to 1.17% increase in the work-life balance of Delta state civil servants and a decreased application of temporal boundary strategy will reduce employees' work-life balance by 1.17%. This study conforms with the study carried out by (Daniel & Santeli, 2020) who opined that time management otherwise known as temporal boundary management strategy helps reduce employees' stress, conflicts and pressure and increases work-life balance.

Meanwhile, a cursory look at the regression coefficient table shows that a positive and significant relationship is found between behavioural strategies and employee work-life balance as revealed by the regression coefficient value, (β = 0.880, t =34.465, P = 0.000< 0.05). The beta value, β = 0.880 suggests that a change in behavioural strategies will lead

to corresponding change in employees' work-life balance by 8.8%. In this case, the higher the application of behavioural boundary management strategies such as the use of technology, triage, and segmented or differential permeability, the higher the employee work-life balance by 8.8%. And the lower the ability of the employee to apply behavioural boundary management strategy, the more the resource drain which invariably lead to work-life imbalance by same 8.8%. Behavioral strategy involving segmented or differential permeability can be used to reduce work-family conflict which has the potential of increasing employees' job satisfaction (Allen, et al, 2014). The segmentation tactics aided by the use of personal digital assistance to enable employees manage work-life boundary by detaching psychologically helps them recover from stress through the use of communication technology (Carlson, et al, 2016). The use of communication technology as it relates to boundary management enables employees cope with stress and pressure and assist in reducing role conflict and improving employees' job performance and work-life balance which invariably result to employees' job satisfaction (Daniel & Santeli, 2020).

Conclusion and Recommendations

The results of this study lead to the conclusion that Delta State civil workers who properly implement temporal boundary management technique and behavioural techniques involving the use of telecommunication, triage, and differential permeability would inevitably achieve work-life balance. This study recommend job autonomy, work flexibility and permeability. On this note, Delta state government should leverage on technology to advance telecommunication technology that allows some staff work remotely from home.

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