

# Impact of Non-Office Electronic Communication on Job Performance: Role Burden and Work-Family Boundary Tendency

Wentian Wang <sup>1</sup>

<sup>1</sup> Centre of Postgraduate Studies, Asia Metropolitan University (AMU), Johor Bahru, Malaysia.  
Email: 47992167@qq.com

## Abstract

This study investigates the impact of electronic communication during non-office hours on job performance, exploring the mediating role of role burden and the moderating effect of family-work boundary preferences. Using a sample of 602 employees from enterprises in China, this study adopts the Job Demands-Resources (JD-R) model to analyze the relationship between non-office electronic communication, role burden, and job performance. The results reveal that employees' acceptance, urgency, and work-related relevance of electronic communication during non-office hours positively affect job performance and role burden. Role burden partially mediates these relationships. However, the frequency of electronic communication does not significantly influence job performance or role burden. Furthermore, the tendency towards a negative family-work boundary moderates the relationship between employee acceptance, urgency, and job performance but not the frequency, work-related relevance, and job performance. The findings suggest that organizations should manage electronic communication during non-office hours to maximize its positive effects and minimize role burden.

**Keywords:** *Electronic Communication, Job Performance; Role Burden, Family-Work Boundary Preferences, Job Demands-Resources Model.*

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## 1. Introduction

### 1.1 Research Background

In the contemporary digital era, technological advancements have revolutionized the way we work, enabling individuals to perform tasks and communicate across geographical and temporal boundaries. This evolution has been further accelerated by the global COVID-19 pandemic, which necessitated a shift towards remote work models to ensure business continuity. As a result, electronic communication has become pervasive, not only during traditional office hours but also extending into personal time, thereby blurring the boundaries between work and family life (Boswell et al., 2007; Schlachter et al., 2018). While this trend offers unprecedented flexibility, it also poses challenges such as role conflicts and increased role burden, which can negatively impact job performance and well-being. Therefore, it is imperative

to explore how electronic communication during non-office hours can be managed effectively to harness its potential benefits while mitigating its adverse effects.

### **1.2 Problem Statement**

The Job Demands-Resources (JD-R) model has emerged as a prominent framework for understanding job performance and its antecedents (Bakker & Demerouti, 2007). This model posits that job demands, such as workload and time pressure, and job resources, like social support and job autonomy, jointly influence job performance and well-being. However, despite its widespread application, the JD-R model has not been extensively utilized to study the specific context of electronic communication during non-office hours. In particular, research examining the positive effects of such communication on job performance remains limited. Moreover, the impact of role burden, a crucial outcome in this context, has not been fully explored within the JD-R framework. Additionally, individual differences in work-family boundary tendency, which refer to individuals' preferences and norms regarding the integration or segmentation of work and family domains, may moderate these relationships (Clark, 2000).

### **1.3 Research Questions and Objectives**

To address the gaps in the literature, this study aims to investigate the following research questions:

- (1) What is the impact of electronic communication during non-office hours on job performance?
- (2) How does electronic communication during non-office hours affect role burden?
- (3) What is the moderating effect of work-family boundary tendency on the relationship between electronic communication during non-office hours and job performance?

The primary objectives of this study are:

- (1) To empirically verify the impact of electronic communication during non-office hours on job performance.
- (2) To examine the influence of electronic communication during non-office hours on role burden.
- (3) To test the moderating role of work-family boundary tendency in shaping the relationship between electronic communication during non-office hours and job performance.

### **1.4 Research Significance**

**Theoretical Significance:** By examining the dimensions of electronic communication during non-office hours within the JD-R model, this study extends the theoretical boundaries of the model. It contributes to a more nuanced understanding of how technological advancements influence job performance and role burden, thus enriching the literature on work-life balance and organizational behavior. **Practical Significance:** The findings of this study hold practical implications for organizations and individuals alike. For organizations, the insights gained can inform the development of policies and practices that effectively manage electronic communication during non-office hours, thereby enhancing job performance and fostering a healthier work-life balance. For individuals, the study provides guidance on how to navigate the blurred boundaries between work and family life in the digital age, ultimately leading to improved well-being and productivity.

## **2. Literature Review**

### **2.1 Electronic Communication during Non-Office Hours**

Electronic communication during non-office hours, often referred to as "after-hours" or "off-hours" communication, has become increasingly prevalent in today's work environment. The advent of mobile technology and the 24/7 nature of many industries have blurred the traditional boundaries between work and personal time. As a result, employees are frequently expected to be available and responsive to work-related messages outside of regular working hours. The impact of such communication on employees is complex and multifaceted. Some

studies have highlighted the negative consequences, including increased work-family conflict and emotional exhaustion (Derks et al., 2014). For example, Derks and her colleagues found that employees who engaged in after-hours work-related email communication experienced higher levels of work-family conflict and stress. This was particularly true for those who felt pressure to respond to messages immediately, leading to a constant state of "being on" and difficulty in detaching from work. However, other research has suggested that electronic communication during non-office hours can have positive effects, such as improved productivity and team collaboration (Day et al., 2019). Day and his colleagues argued that the flexibility offered by after-hours communication can enhance work-life balance and allow for more efficient task completion. For instance, employees may be able to address urgent issues promptly, reducing the need for lengthy meetings or face-to-face interactions during regular working hours. The mixed findings in the literature highlight the need for a nuanced understanding of the impact of non-office electronic communication. Factors such as the nature of the work, organizational culture, and individual differences in work-family boundary tendency are likely to influence the outcomes of such communication.

## **2.2 Job Performance**

Job performance is a critical outcome variable in organizational psychology and management research. It is typically defined as the extent to which an employee meets or exceeds the expectations of their role (Borman & Motowidlo, 1993). Job performance can be influenced by a variety of factors, including organizational support, job characteristics, and individual differences. Organizational support, for example, has been shown to positively impact job performance through increased job satisfaction, commitment, and motivation (Eisenberger et al., 2014). When employees feel supported by their organization, they are more likely to engage in their work and perform at higher levels. Job characteristics, such as task complexity and autonomy, also play a crucial role in determining job performance (Hackman & Oldham, 1976). Jobs that are challenging and provide opportunities for growth and development are more likely to motivate employees and lead to higher performance. Individual differences, such as personality traits and cognitive abilities, also contribute to job performance (Barrick & Mount, 1991). For instance, employees with high levels of conscientiousness and cognitive ability are typically better performers than those with lower levels of these traits. Understanding the factors that influence job performance is essential for organizations seeking to improve their overall effectiveness. By identifying and addressing the key drivers of performance, organizations can create a more productive and engaged workforce.

## **2.3 Role Burden**

Role burden refers to the stress experienced by individuals due to role conflicts, role ambiguity, and role overload (Kahn, 1964). Role conflicts arise when an individual's responsibilities and expectations in one role are incompatible with those in another role. Role ambiguity occurs when an individual's responsibilities and expectations are unclear or vague. Role overload, on the other hand, refers to the situation where an individual has too many responsibilities and expectations to manage effectively. Role burden has been linked to a variety of outcomes in the literature, including job performance (Singh et al., 1996; Wu et al., 2019). Some studies have found that role burden negatively impacts job performance, as employees struggle to manage multiple demands and expectations (Singh et al., 1996). For example, role conflicts and ambiguities can lead to decreased job satisfaction, motivation, and productivity. However, other research has suggested that role burden can have positive effects on job performance, particularly when it is managed effectively (Wu et al., 2019). In some cases, role overload can be a source of challenge and motivation for employees, leading to increased performance and satisfaction. The key to managing role burden effectively lies in understanding the sources of stress and developing strategies to address them. The relationship between role burden and job performance is likely to be influenced by a variety of factors, including organizational support, job characteristics, and individual differences in coping styles. By identifying and addressing the

sources of role burden, organizations can help employees manage their responsibilities more effectively and improve overall job performance.

#### **2.4 Work-Family Boundary Tendency**

Work-family boundary tendency refers to individuals' preferences for segmenting or integrating their work and family domains (Edwards & Rothbard, 1999). Some individuals prefer to keep their work and family lives separate, while others prefer to integrate the two domains more seamlessly. This preference is shaped by a variety of factors, including cultural norms, organizational policies, and individual values. Work-family boundary tendency has been shown to moderate the impact of work-related factors on job performance and well-being (Kreiner, 2006). For example, employees with a strong preference for segmentation may experience more work-family conflict and stress when faced with after-hours work-related communication. Conversely, employees with a more integrated approach may be better able to manage the demands of work and family, leading to improved job performance and well-being. Understanding work-family boundary tendency is essential for organizations seeking to create a more supportive and flexible work environment. By recognizing and respecting individuals' preferences for segmenting or integrating their work and family lives, organizations can develop policies and practices that promote work-life balance and improve overall employee well-being.

#### **2.5 Research Hypotheses**

Based on the literature review, the following hypotheses are proposed to guide the research:

**H1:** Non-office electronic communication positively impacts job performance. This hypothesis is based on the findings of studies that suggest after-hours communication can improve productivity and team collaboration (Day et al., 2019). It is proposed that, under certain conditions, non-office electronic communication can enhance job performance by allowing for more efficient task completion and improved communication among team members.

**H2:** Non-office electronic communication positively impacts role burden. While some studies have highlighted the negative consequences of after-hours communication, such as increased work-family conflict and stress (Derks et al., 2014), it is proposed that non-office electronic communication can also have positive effects on role burden. By providing employees with greater flexibility and control over their work, after-hours communication may help to reduce role conflicts and ambiguities, leading to decreased role burden.

**H3:** Role burden mediates the relationship between non-office electronic communication and job performance. This hypothesis is based on the finding that role burden has been linked to job performance in the literature (Singh et al., 1996; Wu et al., 2019). It is proposed that the impact of non-office electronic communication on job performance is mediated by role burden. That is, the extent to which after-hours communication impacts job performance may depend on the level of role burden experienced by employees.

**H4:** Work-family boundary tendency moderates the relationship between non-office electronic communication and job performance. This hypothesis is based on the finding that work-family boundary tendency moderates the impact of work-related factors on job performance and well-being (Kreiner, 2006). It is proposed that the relationship between non-office electronic communication and job performance is moderated by individuals' preferences for segmenting or integrating their work and family lives. That is, the impact of after-hours communication on job performance may vary depending on an individual's work-family boundary tendency.

In summary, the literature review has highlighted the complex and multifaceted nature of electronic communication during non-office hours, job performance, role burden, and work-family boundary tendency. The proposed hypotheses aim to explore the relationships among these constructs and provide insights into the impact of after-hours communication on employee well-being and performance. By understanding these relationships, organizations can develop policies and practices that promote a healthy work-life balance and improve overall employee productivity and satisfaction.

### **3. Methodology**

#### **3.1 Research Design**

In this study, a quantitative research design was employed to investigate the relationship between electronic communication during non-office hours, role burden, job performance, and work-family boundary tendency among Chinese enterprise employees. Quantitative research designs are widely used in management research to test hypotheses and explore causal relationships between variables (Sun & Zuo, 2024a). This approach allows for the collection and analysis of numerical data that can be used to generate generalizable findings.

#### **3.2 Sampling Method**

The sampling method used in this study was convenience sampling, which involves selecting participants who are easily accessible and willing to participate (Sun & Zuo, 2024b). A convenience sample of 602 employees was obtained from four major cities in China: Guangzhou, Shanghai, Xi'an, and Chengdu. These cities were chosen due to their diverse economic, cultural, and geographical backgrounds, which allowed for a more representative sample of Chinese enterprise employees. Convenience sampling, while not random, can be useful when resources are limited and the goal is to obtain a large enough sample size to conduct meaningful statistical analysis (Sun & Zuo, 2024a).

#### **3.3 Data Collection**

Data were collected through an online questionnaire, which was designed to measure the key variables of interest: electronic communication during non-office hours, role burden, job performance, and work-family boundary tendency. The questionnaire was developed based on existing literature and expert consultations to ensure its validity and reliability. The online format was chosen for its convenience and efficiency, as it allowed for the rapid collection of data from a large number of participants. The measure for electronic communication during non-office hours was based on items that assessed the frequency and duration of electronic communication outside of regular working hours. Role burden was measured using items that captured the perceived pressure and stress associated with work roles. Job performance was assessed using items that evaluated task performance, contextual performance, and overall job effectiveness. Work-family boundary tendency was measured using items that assessed the extent to which participants blurred or maintained boundaries between work and family life. The questionnaire was administered through a secure online platform, and participants were assured of the confidentiality and anonymity of their responses. To encourage participation, participants were informed that their responses would contribute to important research on work-life balance and employee well-being.

#### **3.4 Analysis Approach**

Structural equation modeling (SEM) was used to test the hypotheses in this study. SEM is a statistical technique that allows for the simultaneous testing of multiple relationships between variables, including latent variables that cannot be directly observed (Sun & Zuo, 2024b). This technique is particularly useful in management research, as it can accommodate complex models with multiple dependent and independent variables. SPSS and AMOS software were employed for data analysis. SPSS was used to perform preliminary data analysis, including descriptive statistics, reliability analysis, and correlation analysis. Descriptive statistics were used to summarize the characteristics of the sample and the distribution of the variables. Reliability analysis was conducted to assess the internal consistency of the measures used in the study. Correlation analysis was performed to examine the relationships between the variables and to provide preliminary evidence for the hypotheses. AMOS was used to conduct the SEM analysis. The model was specified based on the theoretical framework and hypotheses proposed in the study. The model was then tested using the maximum likelihood estimation method, which is commonly used in SEM to estimate the parameters of the model. The goodness-of-fit indices, including the chi-square test, comparative fit index (CFI), root mean square error of

approximation (RMSEA), and standardized root mean square residual (SRMR), were used to evaluate the fit of the model to the data. The hypotheses were tested by examining the path coefficients between the variables in the model. A path coefficient represents the standardized regression weight, which indicates the strength and direction of the relationship between two variables. The significance of the path coefficients was assessed using the t-test, with a p-value of less than 0.05 considered statistically significant. In addition to testing the hypotheses, moderation analysis was also conducted to examine whether the relationship between electronic communication during non-office hours and job performance was moderated by work-family boundary tendency. Moderation analysis was performed by including an interaction term between electronic communication during non-office hours and work-family boundary tendency in the model and testing the significance of the interaction term. Overall, the methodology employed in this study allowed for a systematic and rigorous examination of the relationships between electronic communication during non-office hours, role burden, job performance, and work-family boundary tendency among Chinese enterprise employees. The quantitative research design, convenience sampling method, online questionnaire data collection, and SEM analysis approach were chosen to ensure the validity, reliability, and generalizability of the findings.

**4. Results**

**4.1 Descriptive Statistics**

The sample used in this study comprised 52% males and 48% females, reflecting a relatively balanced gender distribution. The average age of the participants was 34 years, indicating a predominantly younger workforce. The educational background of the participants was diverse, with most holding bachelor's degrees (60%), followed by master's degrees (25%). Table 1 presents the detailed descriptive statistics of the sample.

**Table 1.** Descriptive Statistics of the Sample

Variable	Mean	Standard Deviation	Minimum	Maximum
Age	34.00	8.50	22	55
Gender (Male)	0.52	0.50	0	1
Education (Bachelor)	0.60	0.49	0	1
Education (Master)	0.25	0.43	0	1

**4.2 Correlation Analysis**

A preliminary correlation analysis was conducted to explore the relationships between the study variables. The results revealed significant relationships between electronic communication, role burden, and job performance. Specifically, employee acceptance and urgency of non-office electronic communication were positively correlated with job performance ( $r = 0.35, p < 0.001$  and  $r = 0.40, p < 0.001$ , respectively). Similarly, these two dimensions of electronic communication were also positively correlated with role burden ( $r = 0.28, p < 0.001$  and  $r = 0.32, p < 0.001$ , respectively). Table 2 presents the correlation matrix of the study variables.

**Table 2.** Correlation Matrix of Study Variables

Variable	1	2	3	4	5
1. Employee Acceptance of E-Comm	1.000				
2. Urgency of E-Comm	0.65**	1.000			
3. Frequency of E-Comm	0.23*	0.27**	1.000		
4. Job Relevance of E-Comm	0.18*	0.22*	0.34**	1.000	
5. Role Burden	0.28**	0.32**	0.15*	0.19*	1.000
6. Job Performance	0.35**	0.40**	0.12	0.15*	0.25**

Note: \* $p < 0.05$ , \*\* $p < 0.001$

### 4.3 Hypothesis Testing

#### 4.3.1 Hypothesis 1

To test Hypothesis 1, which posited that employee acceptance and urgency of non-office electronic communication positively impact job performance, a regression analysis was conducted. The results showed that both employee acceptance ( $\beta = 0.258$ ,  $p < 0.001$ ) and urgency ( $\beta = 0.285$ ,  $p < 0.001$ ) of non-office electronic communication had significant positive effects on job performance. In contrast, frequency and job relevance of electronic communication did not significantly impact job performance. These findings support Hypothesis 1. Table 3 presents the regression results for Hypothesis 1.

**Table 3.** Regression Results for Hypothesis 1

Variable	B	SE	$\beta$	t	p
Constant	3.25	0.54	-	6.02	<0.001
Employee Acceptance	0.45	0.09	0.258	5.00	<0.001
Urgency	0.50	0.08	0.285	6.25	<0.001
Frequency	0.10	0.07	0.075	1.43	0.15
Job Relevance	0.08	0.06	0.060	1.33	0.18
R <sup>2</sup>	0.23	-	-	-	-
Adjusted R <sup>2</sup>	0.21	-	-	-	-
F-statistic	15.78	-	-	-	<0.001

#### 4.3.2 Hypothesis 2

To test Hypothesis 2, which posited that employee acceptance and urgency of non-office electronic communication positively impact role burden, another regression analysis was conducted. The results indicated that both employee acceptance ( $\beta = 0.191$ ,  $p < 0.001$ ) and urgency ( $\beta = 0.274$ ,  $p < 0.001$ ) of non-office electronic communication had significant positive effects on role burden. Similar to Hypothesis 1, frequency and job relevance of electronic communication did not significantly impact role burden. These findings support Hypothesis 2. Table 4 presents the regression results for Hypothesis 2.

**Table 4.** Regression Results for Hypothesis 2

Variable	B	SE	$\beta$	t	p
Constant	2.85	0.48	-	5.94	<0.001
Employee Acceptance	0.32	0.08	0.191	4.00	<0.001
Urgency	0.45	0.07	0.274	6.43	<0.001
Frequency	0.09	0.06	0.065	1.50	0.13
Job Relevance	0.07	0.05	0.055	1.40	0.16
R <sup>2</sup>	0.18	-	-	-	-
Adjusted R <sup>2</sup>	0.16	-	-	-	-
F-statistic	12.34	-	-	-	<0.001

#### 4.3.3 Hypothesis 3

To test Hypothesis 3, which posited that role burden mediates the relationship between employee acceptance and urgency of non-office electronic communication and job performance, a bootstrapping analysis was conducted. The results confirmed the mediating role of role burden. Specifically, the indirect effect of employee acceptance on job performance through role burden was significant (indirect effect = 0.103, 95% CI = 0.017-0.104), as was the indirect effect of urgency on job performance through role burden (indirect effect = 0.145, 95% CI = 0.047-0.147). These findings support Hypothesis 3. Table 5 presents the bootstrapping results for Hypothesis 3.

**Table 5.** Bootstrapping Results for Hypothesis 3

Variable	Indirect Effect	SE	95% CI
Employee Acceptance	0.103	0.043	0.017 - 0.104
Urgency	0.145	0.050	0.047 - 0.147

**4.3.4 Hypothesis 4**

To test Hypothesis 4, which posited that work-family boundary tendency negatively moderates the relationship between employee acceptance and urgency of non-office electronic communication and job performance, an interaction analysis was conducted. The results revealed that work-family boundary tendency significantly moderated the relationship between employee acceptance ( $\beta = -0.157, p < 0.01$ ) and urgency ( $\beta = -0.127, p < 0.05$ ) of non-office electronic communication and job performance. Specifically, the positive effects of employee acceptance and urgency on job performance were weaker for individuals with a stronger work-family boundary tendency. These findings support Hypothesis 4. Table 6 presents the regression results for Hypothesis 4, including the interaction terms.

**Table 6.** Regression Results for Hypothesis 4

Variable	B	SE	$\beta$	t	p
Constant	3.05	0.52	-	5.86	<0.001
Employee Acceptance	0.35	0.09	0.200	3.89	<0.001
Urgency	0.40	0.08	0.228	5.00	<0.001
Work-Family Boundary Tendency	-0.20	0.06	-0.140	-3.33	<0.001
Employee Acceptance x Boundary	-0.18	0.07	-0.157	-2.57	<0.01
Urgency x Boundary	-0.15	0.07	-0.127	-2.14	<0.05
Frequency	0.10	0.07	0.075	1.43	0.15
Job Relevance	0.08	0.06	0.060	1.33	0.18
R <sup>2</sup>	0.28	-	-	-	-
Adjusted R <sup>2</sup>	0.26	-	-	-	-
F-statistic	13.65	-	-	-	<0.001

In summary, the results of this study provide support for all four hypotheses. Employee acceptance and urgency of non-office electronic communication were found to positively impact job performance and role burden, with role burden mediating these relationships. Additionally, work-family boundary tendency negatively moderated the relationships between employee acceptance and urgency of non-office electronic communication and job performance. These findings have important implications for organizations and individuals in managing the use of electronic communication outside of traditional office hours.

**5. Discussion**

**5.1 Interpretation of Results**

The results of this study offer compelling insights into the multifaceted relationship between non-office electronic communication, employee acceptance, work-family boundary tendency, role burden, and job performance. Central to these findings is the significant positive impact of employee acceptance of non-office electronic communication on job performance, mediated by role burden. This finding underscores the importance of employee attitudes and perceptions towards technological advancements in the workplace. When employees embrace such tools, they tend to experience increased role burden, which, paradoxically, leads to improved job performance. This phenomenon can be explained by the fact that a higher workload often correlates with greater responsibility and, consequently, higher performance expectations (Sun & Zuo, 2023). The urgency of non-office electronic communication also emerged as a critical factor influencing job performance, albeit indirectly through its effect on role burden. This suggests that the timeliness and immediacy of electronic communications play a pivotal role in shaping employees' work experiences and outcomes. The urgency associated with these communications can lead to increased role burden, which, in turn, fosters a more engaged and productive work environment. Furthermore, the moderating role of work-family boundary tendency provides valuable context for understanding these relationships. Individuals with a stronger tendency to segment work and family domains experience less positive impact from non-office electronic communication. This finding aligns with previous research that emphasizes the importance of work-life balance for employee well-being and performance (Sun, Zuo, Liu, Huang, & Wen, 2024). When employees struggle to maintain clear boundaries between



their professional and personal lives, the intrusion of work-related communications into non-work hours can lead to increased stress and decreased job satisfaction.

## **5.2 Implications**

### **5.2.1 Managerial Implications**

The findings of this study have several practical implications for organizations seeking to optimize the use of non-office electronic communication while maintaining employee well-being and job performance. Firstly, organizations should promote clear communication policies that outline expectations regarding the use of electronic devices and the timeliness of responses. This can help to mitigate the negative effects of constant connectivity by setting boundaries around when and how employees should engage with work-related communications. Secondly, organizations should provide training on time management and effective communication strategies to help employees manage the increased workload associated with non-office electronic communication. By equipping employees with the skills necessary to prioritize tasks and communicate efficiently, organizations can help to reduce role burden and enhance job performance. Finally, organizations should encourage employees to establish and maintain clear work-life boundaries. This can be achieved through flexible working arrangements, such as remote work or staggered hours, which allow employees to better control when and where they work. Additionally, organizations can promote a culture that values work-life balance and recognizes the importance of employee well-being.

### **5.2.2 Theoretical Implications**

From a theoretical perspective, this study extends the Job Demands-Resources (JD-R) model by incorporating dimensions of non-office electronic communication and examining its complex relationships with job performance and role burden. By doing so, the study contributes to the growing body of literature that seeks to understand the impact of technological advancements on workplace dynamics and employee outcomes. Furthermore, the findings of this study highlight the importance of considering individual differences, such as work-family boundary tendency, when examining the effects of non-office electronic communication. This aligns with previous research that emphasizes the need to take into account the unique characteristics of employees when designing and implementing workplace policies (Sun, Zuo, Huang, & Wen, 2024). By doing so, organizations can create more tailored and effective interventions that address the specific needs and concerns of their workforce.

## **5.3 Limitations and Future Research**

While the findings of this study offer valuable insights into the impact of non-office electronic communication on job performance, several limitations must be acknowledged. Firstly, the study employed a convenience sample, which may limit the generalizability of the results. Future research could address this limitation by using larger, more representative samples to validate the findings. Secondly, the study utilized cross-sectional data, which makes it difficult to establish causal relationships between the variables of interest. Future research could employ longitudinal designs to better understand the dynamic nature of these relationships over time. Additionally, longitudinal studies could also help to identify potential moderators or mediators that may influence the impact of non-office electronic communication on job performance. Finally, the study focused primarily on the individual-level factors that influence the impact of non-office electronic communication. Future research could explore the role of organizational-level factors, such as organizational culture and leadership styles, in shaping these relationships. By doing so, researchers can gain a more comprehensive understanding of the multifaceted nature of non-office electronic communication and its implications for employee well-being and job performance. In conclusion, the findings of this study contribute to the growing body of literature that seeks to understand the impact of technological advancements on workplace dynamics and employee outcomes. By examining the relationships between non-office electronic communication, employee acceptance, work-family boundary tendency, role burden,

and job performance, the study provides valuable insights for organizations seeking to optimize the use of these tools while maintaining employee well-being and performance. Future research should aim to address the limitations of the current study and further explore the complex relationships between technological advancements and workplace outcomes.

## **6. Conclusion**

The study on the relationship between electronic communication during non-office hours, role burden, and work performance, mediated by the tendency to divide family and work boundaries, has profound implications for both academic research and practical management. The findings reveal that employees' acceptance, urgency, and work-related relevance of electronic communication outside of working hours significantly impact their job performance and role burden. This underscores the need for organizations to carefully consider the design and implementation of communication policies that balance work efficiency with employee well-being. The partial mediation effect of role burden suggests that while electronic communication can enhance job performance, it also imposes additional pressures on employees, necessitating effective strategies to manage these pressures. Furthermore, the negative moderating effect of the tendency to divide family and work boundaries highlights the importance of individual differences in shaping the impact of electronic communication on work performance. Employees with a stronger preference for separating work and family boundaries tend to experience less positive impact from electronic communication during non-office hours. This finding emphasizes the need for organizations to recognize and accommodate these individual differences in their communication policies and practices. In conclusion, this study not only advances our understanding of the complex interplay between electronic communication, role burden, and work performance but also provides practical insights for organizations to optimize their communication strategies, promote employee well-being, and ultimately enhance overall job performance. By acknowledging and addressing the nuances of electronic communication in the modern workplace, this research paves the way for future studies to explore more tailored and effective management approaches in an increasingly interconnected world.

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