

Beyond the Hustle: Workplace Boundaries, Social Support & Job Performance

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ABSTRACT

The purpose of this study is to examine the relationship between workplace boundaries, social support, and job performance among corporate employees aged 24 to 30 years. Specifically, the study aims to explore how workplace boundaries and social support influence job performance in organizational settings. A total of 120 corporate employees participated in the study. Data were collected using the Work–Nonwork Boundary Scale, the Multidimensional Scale of Perceived Social Support (MSPSS), and the Individual Work Performance Questionnaire (IWPQ). Independent t-tests, correlation analyses, and regression analyses were conducted to test the research hypotheses. The findings indicated that female employees reported slightly stronger workplace boundaries, while male employees demonstrated marginally higher levels of social support and better job performance. Gender was found to have a partial influence on these variables. Significant positive correlations were observed between workplace boundaries and job performance, as well as between social support and job performance. Regression analysis revealed that workplace boundaries accounted for 8.5% of the variance in job performance, whereas social support accounted for 41.3%, highlighting the substantial role of social support in enhancing performance. Several limitations should be acknowledged. The relatively small sample size (n=120) may limit the generalizability of the findings. Additionally, the reliance on self-report measures may introduce social desirability bias, and data collection via online forms increases the potential influence of extraneous variables. Overall, the results underscore the critical role of workplace boundary management and social support in promoting job performance among corporate employees. Future research should involve larger and more diverse samples to provide a deeper and more nuanced understanding of these relationships.

Keywords: *workplace boundaries, social support, job performance and corporate employees*

Workplace Boundaries

“Workplace boundaries are the defined limits that protect an individual's mental and physical health by delineating professional responsibilities and personal needs, thereby preventing burnout and enhancing job satisfaction.” (Gionta, D. (2021))

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“Workplace boundaries are essential parameters that regulate interactions, workload, and expectations, preventing burnout and promoting a productive work culture.” (Gionta, D., & Guerra, D. (2015))

“Workplace boundaries refer to the invisible lines that define employees’ roles, responsibilities, and personal space, helping them separate work from personal life while fostering professional integrity.” (Wilson, S. B., & Dobson, M. S. (2008))

Workplace boundaries are the defined limits that establish acceptable behaviors, responsibilities, and interactions within a professional environment. They serve to protect employees' mental and physical health by delineating professional duties from personal life, thereby preventing burnout and reducing stress. These boundaries encompass various aspects, including physical space, emotional interactions, intellectual property, and time management. For instance, setting clear work hours and limiting after-hours communications can help maintain a healthy work-life balance. Additionally, respecting personal space and acknowledging individual beliefs and values contribute to a respectful and productive workplace culture. Establishing and maintaining these boundaries not only enhances individual well-being but also fosters mutual respect and efficiency within the organization. (indeed, 2025)

THEORIES

- **Boundary Theory (Nippert-Eng, 1996):** This theory explores how individuals create, maintain, and modify boundaries between work and personal life. It suggests that people manage these boundaries through segmentation (keeping work and personal life separate) or integration (blending work and personal roles). The permeability and flexibility of these boundaries influence how work and personal life affect each other.
- **Work-Family Border Theory (Clark, 2000):** Proposed by Clark in 2000, this theory posits that work and family are two distinct domains, each with its own culture and expectations. Individuals act as "border-crossers," navigating between these domains daily. Effective management of these borders, through clear boundaries and supportive policies, can reduce conflict and enhance well-being.
- **Segmentation Theory (Kanter, 1977):** This theory suggests that individuals achieve work-life balance by clearly separating work and non-work domains. By maintaining distinct boundaries, they minimize the spillover of stressors from one domain to the other, thereby reducing potential conflicts.
- **Enrichment Theory (Greenhaus & Powell, 2006):** Contrary to Segmentation Theory, Enrichment Theory proposes that experiences in one domain can positively influence the other. Skills, behaviors, and positive emotions acquired at work can enhance personal life and vice versa, leading to overall enrichment and improved well-being.
- **Congruence Theory (Edwards & Rothbard, 1999):** This theory emphasizes the alignment between an individual's work and personal roles, values, and goals. When there is harmony between these domains, individuals experience less tension and greater satisfaction, as their professional and personal lives are in sync.

EFFECTS

There are numerous benefits to establishing and maintaining healthy workplace boundaries, including:

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- **Reduced stress and burnout:** Employees with clear boundaries experience lower levels of stress and emotional exhaustion, as they are better able to manage workloads and avoid overcommitment.
- **Improved work-life balance:** Boundaries help separate professional responsibilities from personal time, leading to healthier routines and less work-life conflict.
- **Better mental health:** Employees with defined boundaries are less likely to suffer from anxiety, irritability, or emotional fatigue related to unclear expectations.
- **Enhanced job satisfaction:** When boundaries are respected, individuals feel more valued and autonomous, leading to greater motivation and satisfaction at work.
- **Greater professional productivity:** Boundaries reduce distractions and clarify priorities, helping employees focus and complete tasks more effectively.
- **Improved workplace relationships:** Respecting others' boundaries fosters mutual respect, better communication, and stronger professional collaboration.
- **Decreased workplace conflict:** Clear boundaries help reduce misunderstandings and role confusion, minimizing interpersonal friction.

IMPORTANCE

Establishing workplace boundaries is crucial for maintaining a healthy, respectful, and productive professional environment. The key reasons include:

- **Protects mental and emotional well-being:** Boundaries help prevent emotional exhaustion and reduce the risk of burnout by allowing employees to manage stress more effectively.
- **Encourages respectful communication:** Clear boundaries support honest and respectful communication, reducing misunderstandings and fostering professional interactions.
- **Supports time management and productivity:** Setting limits on availability and workload allows individuals to stay focused, meet deadlines, and perform tasks efficiently.
- **Promotes work-life balance:** By clearly defining work hours and expectations, employees can better maintain their personal time and avoid overwork.
- **Builds professional identity and self-respect:** Boundaries reinforce a sense of autonomy and personal agency, helping employees define their roles and maintain self-worth.
- **Reduces workplace conflict:** With clearly communicated expectations, the potential for interpersonal conflict and role confusion is significantly reduced.
- **Fosters a positive organizational culture:** A boundary-respecting workplace encourages mutual trust, ethical behavior, and a culture of accountability and fairness.

Social Support

“Social support refers to the perception or reality that one is cared for, has assistance available from other people, and is part of a supportive social network.” (Cobb, S. (1976))

“Social support involves emotional, instrumental, informational, and appraisal assistance provided by others, which enhances one’s ability to cope with stress and maintain psychological well-being.” (House, J. S. (1981))

“Social support is the availability of people on whom an individual can rely, producing a sense of being loved, valued, and part of a mutual obligation network.” (Taylor, S. E. (2011))

Social support is a vital psychological and social resource that refers to the emotional, informational, instrumental, and appraisal assistance individuals receive from their personal and professional relationships. It plays a crucial role in enhancing resilience, reducing psychological distress, and promoting mental and physical well-being. Emotional support includes empathy, love, and trust; informational support involves advice or guidance; instrumental support refers to tangible aid and services; and appraisal support helps in self-evaluation. For example, having a trusted friend or colleague to talk to during stressful work periods can buffer negative emotions and promote coping. Social support strengthens interpersonal bonds, improves morale, and contributes to overall life satisfaction, making it a cornerstone for personal growth and mental health. (Miller, E. T., & Smith, L. D., 2023)

THEORIES

- **Buffering Hypothesis (Cohen & Wills, 1985):** This theory suggests that social support protects individuals from the harmful effects of stress by acting as a buffer. During high-stress situations, people with strong social support experience less psychological and physiological distress compared to those without it.
- **Direct Effect Hypothesis (House et al., 1988):** Contrary to the buffering hypothesis, this theory proposes that social support has a positive impact on well-being regardless of stress levels. It enhances mental health and promotes positive emotions in both high and low-stress situations.
- **Attachment Theory (Bowlby, 1969):** This theory explains how early bonds with caregivers form the basis for later social relationships. Secure attachments in early life foster strong social support systems and resilience in adulthood.
- **Social Convoy Model (Kahn & Antonucci, 1980):** This model describes how individuals move through life surrounded by a dynamic network of supportive people, or “convoy,” who provide emotional, informational, and instrumental support through different life stages.
- **Social Support Deterioration Model (Norris & Kaniasty, 1996):** This theory posits that over time, especially after a crisis or trauma, the availability and quality of social support may decline, which can hinder long-term recovery unless intentionally maintained.

EFFECTS

There are numerous benefits to receiving strong and consistent social support, including:

- **Improved mental health:** Social support reduces symptoms of depression, anxiety, and stress by enhancing feelings of security and connectedness.
- **Enhanced coping and resilience:** People with strong support networks handle stress and life challenges more effectively and bounce back faster.
- **Better physical health:** Supportive relationships are associated with lower blood pressure, reduced risk of chronic diseases, and improved immune function.
- **Greater life satisfaction:** Feeling supported boosts positive emotions and contributes to a more fulfilling and meaningful life.
- **Reduced risk of mortality:** Studies show that individuals with strong social ties live longer than those who are socially isolated.
- **Increased motivation and goal achievement:** Encouragement and accountability from others help individuals stay focused and reach personal or professional goals.
- **Stronger interpersonal relationships:** Support fosters trust, empathy, and deeper connections with others, enriching one’s social life.

IMPORTANCE

Social support is essential for maintaining mental, emotional, and physical well-being. Its significance includes:

- **Promotes emotional stability:** Having people to talk to and confide in reduces emotional distress and promotes psychological balance.
- **Facilitates stress management:** Support systems help individuals manage day-to-day stressors and life crises more effectively.
- **Encourages healthy behaviors:** Supportive peers and family can reinforce positive habits like exercise, regular medical checkups, and healthy eating.
- **Builds self-esteem and confidence:** Consistent encouragement and validation from others foster a positive self-image.
- **Reduces feelings of loneliness:** Social interaction combats isolation and gives a sense of belonging and community.
- **Supports recovery and healing:** In times of illness or trauma, social support contributes to faster recovery and improved outcomes.
- **Enhances workplace and academic success:** A strong support system boosts morale, reduces burnout, and fosters teamwork and collaboration in professional and academic environments.

Job Performance

“Job performance refers to the effectiveness with which job incumbents perform the activities included in their job descriptions.” (Campbell, J. P., 1990)

“Job performance is the aggregated value of the set of employee behaviors that contribute to organizational goals, both directly and indirectly.” (Borman & Motowidlo, 1993)

“Job performance encompasses not only task-related duties but also contextual performance, such as organizational citizenship behaviors that contribute to the social and psychological environment of the workplace.” (Viswesvaran, C., & Ones, D. S., 2000)

Job performance is the measurable outcome of an individual's work-related activities, reflecting their effectiveness, efficiency, and contribution to organizational objectives. It is typically categorized into task performance (core job duties), contextual performance (supportive behaviors like teamwork and reliability), and adaptive performance (response to change and innovation). High job performance is driven by a combination of knowledge, skills, motivation, work environment, and personal characteristics. Organizations assess job performance through qualitative feedback, quantitative metrics, and structured performance appraisals. Improving job performance not only enhances organizational productivity but also supports employee growth, satisfaction, and retention. (Indeed, 2025)

THEORIES

- **Campbell's Model of Job Performance (1990):** Campbell identified job performance as a function of knowledge, skill, and motivation. His model includes eight performance components such as task-specific behaviors, effort, and personal discipline, emphasizing that performance is behavior, not outcome.
- **Borman and Motowidlo's Dual Model (1993):** This model distinguishes between task performance (activities contributing to the technical core) and contextual performance (activities that support the organizational, social, and psychological environment, like helping colleagues and volunteering).

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- **Motivation-Hygiene Theory (Herzberg, 1959):** Suggests that job performance is influenced by motivators (achievement, recognition) and hygiene factors (pay, conditions). Motivation boosts performance directly, while hygiene prevents dissatisfaction.
- **Goal-Setting Theory (Locke & Latham, 1990):** Proposes that specific, challenging goals lead to higher job performance. Commitment to goals, self-efficacy, and feedback are essential for success.
- **Expectancy Theory (Vroom, 1964):** Argues that employees are motivated to perform well if they believe their effort will lead to good performance and desirable outcomes. Performance is maximized when expectancy, instrumentality, and valence align.

EFFECTS

There are numerous positive outcomes associated with high job performance, including:

- **Increased organizational efficiency:** High-performing employees complete tasks faster and with greater accuracy, reducing errors and delays.
- **Enhanced employee satisfaction:** Performing well boosts self-esteem and engagement, contributing to job satisfaction.
- **Improved team dynamics:** High performers often inspire peers, contribute to collaboration, and enhance overall team output.
- **Greater innovation and adaptability:** High performers are typically more open to learning and adapting, driving innovation and flexibility.
- **Higher employee retention:** Organizations are more likely to invest in the development and retention of high-performing employees.
- **Better customer satisfaction:** Quality performance leads to improved service delivery, enhancing client trust and loyalty.
- **Positive impact on career development:** High performance is often recognized through promotions, rewards, and professional growth opportunities.

IMPORTANCE

Job performance is a cornerstone of individual and organizational success. Key reasons for its importance include:

- **Aligns with organizational goals:** High performance ensures that individual efforts contribute directly to strategic objectives.
- **Drives business outcomes:** From profitability to customer retention, job performance impacts critical business metrics.
- **Enhances accountability:** Measuring performance encourages responsibility, ownership, and continuous improvement.
- **Supports employee development:** Performance feedback identifies strengths and areas for growth, guiding career progression.
- **Improves resource utilization:** Efficient performers help minimize waste, optimize resources, and increase ROI.
- **Builds a culture of excellence:** Consistent performance fosters a high-achievement workplace culture, motivating all employees.
- **Supports succession planning:** High-performing individuals become potential candidates for leadership and critical roles.

Workplace Boundaries, Social Support, and Job Performance

The interplay between workplace boundaries and social support has a significant impact on job performance by fostering an environment that supports both employee well-being and productivity. Both of these factors, when properly established and maintained, contribute significantly to reducing stress, preventing burnout, and ensuring that employees remain motivated and engaged in their tasks.

Workplace boundaries are the limits that employees set between their professional and personal lives. By clearly defining these boundaries, employees are able to effectively manage their workload without allowing it to interfere with personal time, which can otherwise lead to exhaustion and poor performance. Boundaries help employees avoid overworking, minimize emotional and physical fatigue, and enhance their ability to focus when they are at work. For instance, by limiting the time spent on work-related tasks outside of office hours or ensuring that there is a clear distinction between work responsibilities and personal activities, employees are able to create a healthier balance between their professional and personal lives. This balance is essential for maintaining long-term productivity and overall job satisfaction.

Moreover, research shows that employees who establish clear workplace boundaries experience less stress and emotional exhaustion, allowing them to engage more fully in their work. They are better able to prioritize tasks, manage deadlines, and maintain focus, which ultimately improves performance. These individuals tend to have higher levels of energy, better job satisfaction, and improved mental health, all of which contribute to a more efficient and effective work environment.

In addition to workplace boundaries, social support is another critical factor that impacts job performance. Social support within the workplace refers to the assistance and encouragement provided by colleagues, managers, and the broader organizational network. When employees have access to strong social support, they are better equipped to handle workplace stress, manage workloads, and overcome challenges. The emotional and practical resources provided by supportive colleagues and supervisors offer a sense of belonging and validation, which boosts employees' morale and overall well-being.

Research consistently indicates that employees who feel supported by their peers and superiors are more likely to perform better in their roles. This sense of support not only reduces stress but also fosters a sense of loyalty and engagement, as employees who feel valued by their colleagues and managers are more committed to their work. Furthermore, a supportive work environment encourages collaboration, open communication, and effective problem-solving, which directly contributes to enhanced job performance. When employees feel that they have the necessary resources and emotional backing to perform their tasks, they are more likely to experience greater satisfaction, motivation, and productivity.

The combined impact of workplace boundaries and social support creates a powerful synergy that significantly boosts job performance. Clear boundaries help employees avoid excessive stress and burnout, allowing them to remain focused and productive during working hours. Meanwhile, social support enhances their ability to navigate challenges, providing them with the necessary emotional and practical resources to cope with stress and increase performance. Together, these factors foster a healthy, positive work environment where employees are more likely to experience higher levels of job satisfaction and engage in meaningful, high-quality work.

This synergy not only benefits individual employees but also enhances organizational outcomes. By supporting the well-being and productivity of their workforce, organizations can achieve greater efficiency, stronger teamwork, and improved employee retention. Employees with well-defined boundaries and strong social support systems are more likely to be resilient in the face of change and challenges, leading to long-term success both for the individual and the organization as a whole.

REVIEW OF LITERATURE

Foy et al. (2019) and Sharma and Biswakarma (2020) conducted studies highlighting the crucial role of social support and organizational support in reducing workplace stress and enhancing job performance. Foy et al. (2019) found that lower social support and higher work-life conflict significantly increased workplace stress, while higher job performance perceptions reduced it. Similarly, Sharma and Biswakarma (2020) revealed that perceived organizational support positively influenced both job satisfaction and job performance, with job satisfaction acting as a mediator. These findings collectively suggest that fostering a supportive environment not only mitigates stress but also strengthens employee satisfaction and commitment, leading to better performance.

Nijhawan, Gujral, and Singh (2023) and Bui, Tushar, and Hossain (2022) explored the mediating effects of Organizational Citizenship Behavior (OCB) and innovative work behavior in the relationship between organizational support/social support and job performance. Nijhawan et al. (2023) found that perceived organizational support positively impacted job performance, partially mediated by OCB. Bui et al. (2022) further confirmed that social support improved job performance through increased organizational commitment and innovative work behavior, with an innovative climate strengthening these relationships. Both studies emphasize that supportive organizational cultures foster proactive, collaborative behaviors beyond formal roles, ultimately improving performance.

Siddiqui, Zafar, and Ziean (2024) and Karatepe and Talebzadeh (2019) focused on the interplay of social support, work engagement, and innovative behaviors. Siddiqui et al. (2024) demonstrated that social support boosts job performance through enhanced organizational commitment and innovative work behavior, particularly when an innovative climate is present. Karatepe and Talebzadeh (2019) similarly found that coworker and supervisor support improved various performance outcomes among flight attendants via the mediating role of work engagement. Together, these studies highlight the critical role of workplace support systems in fostering innovation, engagement, and high performance.

Zhang et al. (2020) uniquely addressed the role of race/ethnicity in shaping workplace relationships and performance. Their study found that early high-quality Leader–Member Exchange (LMX) with minority newcomers led to greater role clarity and improved job performance. These findings suggest that early relational investments can help dismantle rigid racial boundaries in organizations, foster social support, and enhance performance, particularly for minority employees.

De Wit et al. (2017) explored how leaders' perceptions of power influence their openness to advice and collaborative decision-making. The study found that leaders who construed power as a responsibility rather than an opportunity were more willing to seek and integrate advice, promoting open communication, reducing hierarchical barriers, and improving decision-making and job performance. This highlights that framing leadership roles

responsibly can strengthen social support structures and foster more inclusive workplace dynamics.

Asatiani et al. (2020) investigated workplace culture in highly virtual environments. They found that the lack of traditional socialization in virtual organizations weakens organizational culture, but implementing tools like digital culture handbooks can bridge symbolic and pragmatic gaps. Their findings emphasize the importance of proactive cultural management to sustain cohesion, shared values, and performance in remote settings.

Jaiswal and Prabhakaran (2023) and Irawanto, Novianti, and Roz (2021) studied the dynamics of employee well-being during remote work scenarios. Jaiswal and Prabhakaran (2023) reported that employee well-being positively affects job performance during crisis-induced remote work, particularly when boundary control is high and professional isolation is low. Similarly, Irawanto et al. (2021) found that although working from home increased job satisfaction, it also strained work–life balance and elevated stress, with both factors mediating satisfaction outcomes. These findings suggest that maintaining personal–professional boundary management and reducing isolation are critical for sustaining performance and satisfaction in remote work environments.

METHODOLOGY

Aim

To study the relationship between workplace boundaries, social support and job performance among corporate employees.

Objective

1. To study the gender differences in workplace boundaries, social support, and job performance among corporate employees
2. To study the relationship between workplace boundaries, social support, and job performance among corporate employees
3. To study the effect of workplace boundaries on job performance among corporate employees
4. To study the effect of social support on job performance among corporate employees

Hypotheses

- **H1:** There is no significant gender differences in workplace boundaries, social support, and job performance among corporate employees
- **H2:** There is no significant relationship between workplace boundaries, social support, and job performance among corporate employees
- **H3:** There is no effect of workplace boundaries on job performance among corporate employees
- **H4:** There is no effect of social support on job performance among corporate employees

Sample and Its Selection:

The current study included a group of 130 participants. From the data of 130 participants 120 participants were included. The following questionnaires were used in the current study, Work–Nonwork Boundary Scale, Multidimensional Scale of Perceived Social Support (MSPSS) and Individual Work Performance Questionnaire (IWPQ). The questionnaires were kept confidential.

Locale of the Study:

The sample was collected from the people of Delhi (NCR) region.

Variables

- Dependent variable: Job Performance
- Independent variable: Workplace Boundaries
Social Support

Tool Description

SI. No.	Name of the tool	No. of items	Reliability	Validity
1.	Work–Nonwork Boundary Scale	17	Cronbach’s alpha above 0.70	Demonstrates construct and predictive validity
2.	Multidimensional Scale of Perceived Social Support (MSPSS)	12	Cronbach’s alpha between 0.80 and 0.90	Shows construct and convergent validity
3.	Individual Work Performance Questionnaire (IWPQ)	17	Cronbach’s alpha \geq 0.70	Demonstrates construct and predictive validity

Description of tools employed

1. **Work–Nonwork Boundary Scale:** This tool was developed by Kossek et al. in 2012 to assess work–life boundary management. This tool is used to understand how individuals manage the boundaries between their professional and personal lives. The scale contains multiple items that assess the individual’s preferences for integrating or separating work and non-work domains. The items are scored on a five-point Likert scale ranging from ranging from 1 (strongly disagree) to 5 (strongly agree), measuring the degree of boundary flexibility and permeability. Higher scores indicate a greater tendency toward integrating work and personal life, while lower scores reflect a preference for separation.
2. **Multidimensional Scale of Perceived Social Support (MSPSS):** This tool was developed by Zimet et al. in 1988 to assess perceived social support. This tool is used to evaluate the perceived adequacy of social support received from three specific sources: family, friends, and significant others. The scale contains twelve items that assess the individual’s feelings about the support they receive from these sources. The items are scored on a seven-point Likert scale ranging from 1 (very strongly disagree) to 7 (very strongly agree), for a total score ranging from 12 to 84.
3. **Individual Work Performance Questionnaire (IWPQ):** This tool was developed by Koopmans et al. in 2013 to assess individual work performance. This tool is used to evaluate how well employees perform in their jobs, focusing on three key dimensions: task performance, contextual performance, and counterproductive work behavior. The scale contains 18 items that assess the frequency of various work-related behaviors over a specific period. The items are scored on a five-point Likert scale ranging from 1 (seldom) to 5 (always), with higher scores indicating better work performance or poorer performance.

ANALYSIS OF RESULT

The present study was conducted to assess the relationship between workplace boundaries, social support and job performance among corporate employees. The age group of the

employees ranges from 24-30 years. For this purpose, a group of 150 were asked to participate out of which 120 were screened.

GENDER DIFFERENCE BETWEEN THE VARIABLES

Table 1: Perceived Stress, Life Satisfaction, Happiness and Gender Difference

	GENDER	N	Mean	Std. Deviation	t-test
WORKPLACE BOUNDARY	MALE	60	53.23	7.5	-.150
	FEMALE	60	53.45	8.1	
SOCIAL SUPPORT	MALE	60	5.03	1.3	1.238
	FEMALE	60	4.74	1.2	
JOB PERFORMANCE	MALE	60	60.96	10.7	2.179
	FEMALE	60	56.60	11.1	

The table 1, shows gender differences in workplace boundaries, social support, and job performance. The results showed that females had slight better workplace boundaries than males; males receive slightly more social support than females and had better job performance.

CORRELATION BETWEEN VARIABLES

Table 2: Correlation for Perceived Stress, Life Satisfaction and Happiness

Pearson Correlation	WORKPLACE BOUNDARY	SOCIAL SUPPORT	JOB PERFORMANCE
WORKPLACE BOUNDARY	1	.247**	.292**
SOCIAL SUPPORT	.643**	1	.247**
JOB PERFORMANCE	.292**	.643**	1

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

The table 2, shows that workplace boundaries, social support, and job performance have a significant linear relationship and are positively correlated.

The results indicate that workplace boundaries are significantly and positively correlated with job performance. Additionally, social support is strongly correlated with job performance, suggesting that employees with greater social support tend to perform better in their jobs.

REGRESSION

Table 3: Model Summary

Model	R	R square	Adjusted R Square	F	Sig.
1.	.292	.085	.077	10.960	<.001

a. Predictors: (Constant), Workplace Boundary

b. Dependent Variable: Job performance

This table shows how much of the variance in Job performance is explained by the independent variable (Workplace Boundary). The R square was .085. This means that that Workplace boundary effect 8.5% of the variance in Job Performance.

Table 4: Model Summary

Model	R	R square	Adjusted R Square	F	Sig.
1.	.643	.413	.408	83.17	<.001

- a. Predictors: (Constant), Social Support
- b. Dependent Variable: Job performance

This table shows how much of the variance in Job performance is explained by the independent variable (Social support). The R square was .413. This means that that Social support effect 41.3% of the variance in Job Performance.

DISCUSSION AND CONCLUSION

This study aimed to examine the relationship between Workplace Boundaries, Social Support, and Job Performance among corporate employees. It included a total of 120 participants. The following instruments were used to study the variables: Work–Nonwork Boundary Scale, Multidimensional Scale of Perceived Social Support (MSPSS), and Individual Work Performance Questionnaire (IW PQ). The sample consisted of corporate employees from the Delhi NCR region. The dependent variable was Job Performance, while the independent variables were Workplace Boundaries and Social Support. The results were analysed using Independent t-test, Correlation, and Regression.

The first hypothesis stated that there is no gender difference in workplace boundaries, social support, and job performance among corporate employees, which was eventually rejected partially. The results showed that females had slightly better workplace boundaries than males; males had slightly higher social support than females and performed better in terms of job performance. Previous research by Foy et al. (2019) supports the idea that higher social support is associated with lower stress and better performance, which may explain why males who reported more social support also demonstrated better job performance. This aligns with observations made in the Harvard Business Review, which highlighted that gendered communication styles and cultural expectations often influence the way employees seek and receive support at work, ultimately impacting performance ("How Men and Women Approach Work-Life Balance Differently," Harvard Business Review, 2017).

The second hypothesis stated that there is no significant relationship between workplace boundaries, social support, and job performance among corporate employees, which was eventually rejected. The results showed that workplace boundaries and social support were significantly and positively correlated with job performance. Previous research by Siddiqui, Zafar, and Ziean (2024) demonstrated that social support enhances job performance through organizational commitment and innovative work behavior. Similarly, studies by Nijhawan, Gujral, and Singh (2023) emphasized that perceived organizational support and proactive behaviors strengthen job performance, aligning with the findings of the current study. Additionally, Gallup’s State of the Global Workplace Report (2023) affirms that employees who feel supported by their peers and managers are more engaged, productive, and less likely to burn out, reinforcing the positive relationship between support systems and job performance.

The third hypothesis stated that there is no effect of workplace boundaries on job performance among corporate employees, which was eventually rejected. Regression analysis showed that workplace boundaries accounted for 8.5% of the variance in job performance, indicating a moderate but meaningful impact. These findings are in line with Zhang et al. (2020), who noted that early boundary-setting through leader–member

exchange improved clarity and performance among minority newcomers. Moreover, Forbes (2021) reported that employees with clear boundaries tend to manage their time more effectively, reduce conflict, and maintain higher job satisfaction, which in turn contributes to better performance outcomes ("Why Setting Work Boundaries Is Crucial to Career Success," Forbes, 2021).

The fourth hypothesis stated that there is no effect of social support on job performance among corporate employees, which was eventually rejected. Regression analysis showed that social support accounted for 41.3% of the variance in job performance, indicating a strong effect. This is consistent with the findings of Karatepe and Talebzadeh (2019), who observed that coworker and supervisor support significantly boosted multiple aspects of job performance through increased work engagement. In addition, the American Psychological Association (APA) has recognized social support as a key buffer against workplace stress and burnout, noting that it not only improves individual resilience but also positively impacts performance and retention (APA Help Center, "The Importance of Social Support in the Workplace").

The third and fourth hypotheses collectively show an evident and substantial effect of workplace boundaries and social support on job performance, emphasizing the crucial role of maintaining healthy work boundaries and fostering social support systems within corporate environments to enhance employee outcomes. These findings are particularly relevant for HR professionals and organizational leaders aiming to build sustainable and high-performing workplaces, as outlined in the Society for Human Resource Management's (SHRM) guidelines on workplace well-being and productivity enhancement.

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Conflict of Interest

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