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ABSTRACT

The question of the link between working time and non-working time remains a contemporary issue. The analysis of the experience and the perception of this articulation on a sample of 40 Tunisian managers made it possible to highlight, on the one hand, the determinants and the practices of articulation between working time and time out of work. On the other hand, to better understand the experience of the executives of the articulation of social times. Through the analysis of the interviews, we were able to identify three categories of executives adopting different strategies vis-à-vis the articulation of social times. A first group of managers is made up of managers who adopt a strategy of integrating working time with that of non-working time. For this group, social times intersect and collide without invading each other. The second group of managers adopts a partitioning strategy. They believe that the border between the working and non-working spheres must remain tight and that respecting the separation between the two spheres is fundamental. A third group of managers adopts an overflow strategy. Of course, the two spheres overlap one another, but this overflow can be both negative and positive.

Keywords: *Articulation, Manager, Social Time, Partitioning, Overflow, Integration*

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INTRODUCTION

The recent explosion in the work-non-work relationship as an object of study and research has produced a large number of concepts to explain the relationships between these two domains of life (Amstad et al., 2011). Duxbury, Higgins, and Lee (1994) noted that given the complexity of the work-outside work relationship, there is no unifying theory that highlights the links between work and outside work (Liberman, 2012). However, several theoretical models have been proposed to apprehend the different relationships between work and non-work, such as the integration model (fusion), the segmentation model, as well as intermediate models such as the spillover, compensation, transfer of resources, congruence and conflict between the two spheres. (Staines, 1980; Lambert, 1990; Zedeck, 1992;

While the fusion model conceives work and family in the same sphere of activity, the segmentation model apprehends work and non-work as spheres of activity completely independent of each other (Kilic, 2010). If these first two models conceive the sphere of work and that of non-work as closed systems, other intermediate conceptions represent the two spheres as open systems. They are distinct but are susceptible of exchanges with each other. In this case, researchers speak of "overflow", "compensation", "congruence", "conflict" between the two spheres (Edward & Rothbard, 2000; Amstad et al., 2011). These concepts have been developed to describe, define or explain how work and non-work interact with each other. We prefer to speak of interactions rather than mechanism which is the term used by Edwards and Rothbard (2000), because the notion of mechanism implies a causal relationship between two constructs (Génin, 2007).

We retain the typology proposed by Edwards and Rothbard (2000) to highlight the relationships between work and non-work. They identify six types of relationships between work and non-work: spillover, Compensation (Lambert, 1990; Zedeck and Mosier, 1990), Segmentation (Ashforth, Kreiner and Fugate, 2000; Bulger, Matthews and Hoffman, 2007), Resource transfer (Eckenrode & Gore, 1990; Edwards & Rothbard, 2000), congruence (Lambert, 1990; Zedeck, 1992; Edwards and Rothbard, 2000), and the theory of role conflicts (Greenhaus & Beutell, 1985; Katz & Kahn, 1978). A synthesis of the different concepts proposed will be presented in the following.

This article allows us to identify elements of response regarding our research problem. Indeed, the use of data allows us to highlight the different modes of articulation between working time and non-working time. In this section, we aim to identify the existence of different attitudes towards the articulation between working time and non-working time and how it is perceived by Tunisian managers. This research also reveals that executives live differently the articulation between the domains of life. We were able to identify three groups of managers:

- A first group of managers adopts an integration strategy: These respondents consider that the interference between working time and non-working time is neither restrictive nor threatening, but it is "normal" and sometimes appreciated given their responsibilities.
- A second group of managers adopts a compartmentalization strategy: For them, the border between the sphere of work and that of non-work must remain watertight and respect for the separation between the two spheres is very important, even "vital".
- A third group of managers adopts an overflow strategy: Each sphere overflows on the other and this overflow can be both positive and negative.

METHODOLOGY

Our research adopted a qualitative approach in order to allow a better understanding of the articulation of working time with non-working time among Tunisian executives. Forty interviews were conducted to study and characterize the interference between social times. The choice of such a qualitative methodology favors access to the senses and

meanings constructed by individuals (Del Rio Carral, 2009). The means used to collect and process data were also part of the methodological contributions of this research. The data triangulation method (interviews, direct observation, documentary sources, etc.) makes it possible to increase the reliability of the information and reinforce the internal validity of the empirical data. The collected data underwent a qualitative treatment by a thematic content analysis, supported by the Nvivo analysis software. We therefore believed that the use of analysis software allowed us to carry out more in-depth analyzes, go back, complete and refine our coding and explore new avenues of research. This method allowed us to focus on the meaning given by the respondents to the data and their interpretations of their reality.

RESULTS

The different facets of the articulation between the domains of life

Analysis of the interviews reveals different types of links between work and non-work. The articulation of working time-non-working time which we call here: "temporal articulation", and which we define as the level of interference and the superposition of the times dedicated to work and to non-work, seems the most obvious and the more recurrent. But other articulations between the domains of life emerge from our interviews. Such as the "relational articulation" which was revealed thanks to our interviews. We define it as the exchange of experiences between the different areas of life and the interdependence of relationships and experiences lived in the workplace with those lived outside the workplace. The third mode of articulation between work and non-work that we were able to identify thanks to our interviews is psychological and emotional articulation. It is about the psychological and emotional load generated by a field and which can have an influence on the other field of life. The relational articulation and the psychological and emotional articulation can be considered as articulations underlying the temporal articulation.

Our exploratory study proved to be very rich in identifying these different manifestations of the articulation between work and non-work. The table below shows the categorization of the units of analysis according to the nature of the articulation mentioned.

Table 1: Modes of articulation between work and non-work

	Examples of words or groups of words used by interviewees	Frequency of occurrence
Temporal articulation	*I phone all the time, I check my emails, I have to be reachable, I work at home, always connected*	130
Psychological and emotional articulation	*I think about it all the time, it keeps me from sleeping, stressed, anxious, anxious, tired, I can't help thinking about it, a crazy life.*	97
Relational articulation	*I talk about it all the time, talking with my wife, it helps to evacuate, exchange our ideas*	44

The temporal articulation

We call temporal articulation the phenomenon of superposition and interference between personal temporalities and professional temporalities. In other words, it is the interference between the time dedicated to work with that dedicated to non-work. Our interviewees declare that this type of articulation is quite frequent for several reasons: such as the burden of their work and their responsibilities.

> *"When I'm overwhelmed, I have to finish my work at home in the evening or during the weekend"*.
>
> (Male, 40, Director of Planning and Control, TT)

The temporal articulation can translate into the work in overflow which corresponds to the informal

work carried out by the executives at their home or in mobility, in the evening, the weekend, or during their holidays. This means that they overflow their working hours.

The temporal articulation also results in the time of telephone and electronic communications. Indeed, having professional communications or even consulting and processing professional emails in the evenings, on weekends, or during holidays, at home or on the move and thus making yourself available for work is a good thing interference from work-related activities with those outside the workplace.

For the executives of our sample, this temporal articulation seems recurrent and sometimes obvious and inevitable. Our interviewees generally associate this articulation with the workload and the responsibilities they have. Regarding work during holidays, our interviewees declare that they are sometimes obliged to continue working, via telephone and electronic communications, even during their holidays because they cannot delegate certain tasks and so as not to " block "the work of others.

In addition, the use of ICT tends to increase this form of time interference and to encourage behavior of making managers permanently available for their work. Besides, one of the executives interviewed suggested:

> *"Our management has formally informed us that we must remain available all the time, even during our holidays. You see, it's considered unprofessional to turn off your phone. "*
>
> (Male, 39, Head of Personal and Training Service, ANCE)

With the permanent connection of employees via their smartphones and tablets, the incursion of work into private life becomes recurrent and the barriers between work and non-work are blurring. This raises the question of the right to disconnect. In other words, the right not to be contacted outsideworking time. A subject that is becoming more and more recurrent in developed countries but not yet in Tunisia. For example, in Germany, the car manufacturer Volkswagen has decreed since 2011 a daily truce to receive emails on professional phones between 6.15 p.m. and 7 a.m.[1].

Relational articulation

Another mode of articulation between the domains of life emerged from our interviews. It is the relational articulation that we define as the exchange of experiences between the different areas of life and the interdependence of relationships and experiences lived in work with those lived in non-work.

Some of our respondents say that they discuss their work experiences with their spouses or friends. This is explained by the need to open up to others and to discuss certain problems. This is likely to provide them with some support and reassurance to overcome certain situations experienced in professional life.

> *"I often chat with my wife or my friends about work. It helps me to have another opinion on the decisions I make and my reactions to work. "*
>
> (Male, 39, Head of Personal and Training Service, ANCE)

Thus, involvement and exchange with the social and family environment can be considered as one of the forms of articulation between work and non-work. This phenomenon is characterized less by the performance of a work proper, than by a form of involvement of work in the private sphere and especially in concerns and discussions, which contributes to the feeling of overwhelming professional time on the personal time.

Our interviewees also evoke the relational articulation in the sense of the perceived conflict in the work which can be felt by the spouse and even have repercussions on the couple called "cascading conflict" which is explained by the fact of "bringing

back worries of home office "(Colle et al., 2008). This conflict is not linked to the personal difficulty in articulating between the two spheres of life. But it is linked to the fact that the spouse perceives this difficulty, which can have repercussions on the couple and also the family (Jamadin et al., 2015), as evidenced by this extract:

> *"When my husband has a problem at work, I worry about him and it stresses me out!" "*
>
> (Woman, 31, Product Manager, MIB)

On the other hand, the relational articulation can be experienced in the other direction. Namely, in the exchange of experiences related to non-work in the workplace and during working time. This relational articulation seemed to us all the more flagrant and recurrent when the spouses belong to the same structure, since the two partners exercising in the same professional environment, they are more likely to understand each other.

> *"When we work together, it's hard to talk about anything other than work!"*
>
> (Woman, 33, Web SEO Officer, Aurone)

Psychological and emotional articulation

Another mode of articulation between the domains of life emerged from our interviews: This is what we call here the psychological and emotional articulation. It is about how the emotional experiences of work life interfere with those of private life and vice versa. It is also the effects of interpersonal interactions of psychological processes from the workplace to that of the family and vice versa.

The fact of thinking or being concerned about professional problems during his time off work contributes to the invasion of professional time on personal time. This phenomenon is difficult to assess since it does not give rise to a concrete event (being on the phone, answering an email). Rather, it is characterized by a form of lack of intellectual availability for non-work activities. The psychological and emotional articulation is capable of highlighting the difficulty experienced by certain executives in completely disconnecting from the professional sphere even when they are not physically at work.

> *"It happens to me sometimes in the evening to remember a detail concerning the work and I start to scribble on a paper. Sometimes it prevents me from sleeping. "*
>
> (Male, 45, Marketing Manager, MIB)

Some of our respondents admit that the negative affects experienced in the exercise of their responsibilities are difficult to contain within the limits of the professional field and sometimes have negative consequences on their life outside work:

> *"I always feel stressed at home because of my work. I really want to prove to my colleagues that I can do my job as well as them or even better despite the fact that I have two young children. But I cannot cope with my workload ".*
>
> (Woman, 38, head of treasury department, ATB)

The psychological and emotional articulation highlights the difficulty for some executives to completely disconnect from the professional sphere when leaving their offices. This form of articulation is not really a form of work more than an expression of the pressures felt at work. This phenomenon brings us back to role theory (Katz and Kahn, 1966) and to the psychological conflict formulated by Greenhaus in 1988, which refers to being mentally distracted by one role while we are physically present in another role. In other words, and as Scott et al. (2015) suggest, work continues to influence the thoughts and feelings of individuals even after leaving it. Our remarks here join the assertions of Goldfinger (1998), who argues that, "The invasion of the non-work through work is also psychological. Even without using communication networks, work can no longer be confined within the physical limits of the company and working time. Dematerialized, it becomes omnipresent and persistent ".

This porosity of the borders between the professional sphere and the private sphere is not only played in the direction of the importation of the professional in the private, but also in the opposite direction. This influence is therefore reciprocal - and not only unilateral - between the spheres of existence (Guilbert and Lancry, 2005). Indeed, our interviews reveal that this porosity of borders is bilateral. In other words, personal and family worries and concerns do not stop when you get to your desk, but can transpose from one sphere to another (Liang, 2015).

The bidirectionality of the articulation between professional life and private life

Recent studies (Alis and Dumas, 2010, p.77) have emphasized the bidirectional nature of the link between professional and private life. Thus, several interviewees interviewed (19 respondents out of 40) note the incursion of non-working people into working time. These interferences of non-work related activities with work related activities are generally composed:

- Occasional communication activities with family, friends and loved ones in the workplace that interrupt professional work and allow them to stay in touch with loved ones.

> *"My son calls me when I work, but it is only for a small thing (for example if he has lost an object)"*.
>
> (Female, 54, senior consultant, FMT).

This use of the telephone at work for personal purposes shows that professional activity is sometimes confused with private life.

- Use of the Internet or non-professional emails consulted during working time for personal reasons (seeking information, consulting social networks, etc.).

> *"I happen to take a look at my personal email, or on facebook, but it doesn't last more than five minutes."*
>
> (Male, 45, Marketing Manager, MIB)

- Absences or delays for personal reasons (such as taking a child to school, to the doctor, or doing an administrative procedure).

> *"Sometimes, when I have to pick up my daughter from her school at 4 pm, I have to leave the office a little earlier."*
>
> (Woman, 32, Head of the Management Control Division, ANCE)

- Absences for other personal reasons, such as praying, union or association meetings.

> *"On Friday afternoon, my collaborators are absent to pray. Often meetings are postponed because of that"*.
>
> (Male, 57, Administrative and Financial Director, ANCE)

Thus, in this case, religious time takes precedence over organizational or secular time. As a result, meetings are postponed to make room for prayer. The organization of the company is punctuated by the call to prayer which seems to invoke the other social times which intersect and fit together in a time frame of "unity", namely, the company (Madoui, 2005).

In addition, this interference from non-work activities with work activities may be related to telephone communications with family or loved ones or for personal reasons. They can also be linked to personal, family or administrative concerns. This is likely to confirm the bidirectional nature of the working time-time outside work relationship.

According to our observations and the statements of our respondents, these interruptions are quite frequent. But the executives interviewed also declare that they are generally shorter than those of professional life in the private sphere. The interviewees talk a lot about professional incursions into the extra-professional sphere but minimize the incursions of family, personal and social life into working life. In addition, the respondents consider

that this is a common and normal practice, as long as it does not become excessive, since it allows managers to manage part of their personal life from the workplace or during their "normal" working time. These observations are in line with studies that have confirmed the bidirectional and asymmetrical nature of the work-family conflict (Byron, 2005). Thus, these interferences of non-work related activities with work related activities are likely to confirm the bidirectional model of the articulation of social times. This shows a certain opening of the borders of the professional sphere to the private sphere. Some authors prefer to speak of "porosity" (Génin 2007; Del Rio Carral, 2009, Fusulier, 2013). The table below identifies the words or groups of words mentioned by the interviewees which reveal the interference of work with non-work and its bidirectional nature. these interferences of non-work related activities with work related activities are likely to confirm the bidirectional model of the articulation of social times. This shows a certain opening of the borders of the professional sphere to the private sphere. Some authors prefer to speak of "porosity" (Génin 2007; Del Rio Carral, 2009, Fusulier, 2013). The table below identifies the words or groups of words mentioned by the interviewees which reveal the interference of work with non-work and its bidirectional nature. these interferences of non-work related activities with work related activities are likely to confirm the bidirectional model of the articulation of social times. This shows a certain opening of the borders of the professional sphere to the private sphere. Some authors prefer to speak of "porosity" (Génin 2007; Del Rio Carral, 2009, Fusulier, 2013). The table below identifies the words or groups of words mentioned by the interviewees which reveal the interference of work with non-work and its bidirectional nature.

Table 2: Bidirectionality of the work - non-work relationship

	Examples of words or groups of words used by interviewees	Number of coded references
Work interferes with outside work	*They call me all the time, I stay late at night, I can't take a break*	80
Non-work interferes with work	*I phone my son, my mother, I check my email, I have a coffee, I have to pray*	43

Experience of the articulation between working time and non-working time

The articulation between working time and non-working time is experienced differently from one person to another. An analysis of the released verbatim revealed the words and their frequency of occurrence in the dialogues of the interviewees. More than 100 occurrences make it possible to highlight tensions, an overload of roles, a professional stress felt. The table below presents the themes revealed by the analysis as well as examples of supporting verbatim.

Table 3: Experience of the link between work and non-work

	Examples of words or groups of words used by interviewees	Number of coded references
Daily tensions	*I never take a real vacation; difficult to manage ; frustrated; torn; empty,*	30
Overload of roles	*I have to manage everything, it's impossible to do everything, I feel overwhelmed*	23
Stress, burnout	*I don't know where to turn, I can not do it anymore,* it tires and it exasperates*, burnt out*	50

- ***Daily tensions***

The demands, sometimes contradictory, between the private and professional spheres cause dissatisfaction and tensions which have repercussions on the various spheres of life. Thus, a tension in the face of the difficult reconciliation

between working time and non-working time is clearly perceptible among many of our respondents. In fact, 60% of our respondents (24 out of 40 respondents) believe that they find it difficult to reconcile their working time and their non-working time. Several points of tension were raised: such as the feeling of being torn between work and family or the lack of energy to devote to one activity at the expense of another.

> *"I spend the whole weekend taking care of my family, children, and their education, there is also cleaning, ironing, etc. Suddenly, Monday I start the week already at the end of the roll.*
>
> (Woman, 53 years old, Sales manager, TT)

These daily tensions resulting from a difficult articulation between the sphere of work and that of non-work are manifested by psychological, behavioral and physiological reactions and can lead to reactions such as exhaustion, stress or headaches (Nohe et al., 2014).

- ***Overloading of roles***

The executives interviewed confirm the fact that they live daily tensions arising from the accumulation and overload of their roles as parents, spouse and employee. They believe that the interference between working time and non-working time is generally at the expense of their role as parents. One of our respondents said:

> *"One day my 15-year-old son announces that he wants to draw my portrait, then he adds with a smile that it will be very simple since he will just draw an apple. It surprised me, so he explains: you're still behind your Mac [computer], so I only see an apple instead of your face. It was from this moment that I understood that I no longer have to work in the evenings and on weekends and that I have to reduce my business trips ".*
>
> (Woman, 53 years old, Sales manager, TT)

Our interviewee felt that her role as an executive with all the responsibilities that flow from it interferes with her responsibilities towards her family. It is for this reason that she preferred to limit the time dedicated to her work to better devote herself to her role of non-work and in particular of mother. Here comes the question of the time felt or the "lived time" (Le Feuvre et al., 2013). Indeed, it is difficult for the interviewees to objectively measure their working time. This refers to their report with regard to their professional activity and constitutes an indicator of their commitment to the private sphere. In other words,

- ***Stress, burnout***

85% of managers surveyed (34 managers out of 40) reveal that they feel stressed in their work. 59% of them believe that this stress is amplified by the difficult reconciliation between the requirements of the professional sphere and those of the private sphere. The executives interviewed also mentioned the intensification of the pace of work as one of the main causes of this perception of stress and exhaustion which can be associated with fatigue and difficulty solving problems as shown by Feldman (2002) and Duxubury and Higgins (2005) for whom, managers who are more concerned with work physically and mentally display high levels of stress and fatigue linked to the difficult reconciliation between the demands of their work and those of their private life . Perceived stress can thus cause dissatisfaction at work and a decrease in organizational performance. It can also have consequences on general well-being and more specifically on organizational attitudes and behaviors (Guilbert and Henda, 2010, p.274).

Porosity versus sealing between the spheres of life

Our respondents experience the interferences between the domains of life differently and adopt different perceptions of the articulation between working and non-working time. Our interviews reveal the existence of different attitudes towards

interference between the spheres of life. Through the analysis of the interviews, we were able to identify three categories of respondents adopting different strategies vis-à-vis the articulation between working time and non-working time, namely: integration, overflow and the partitioning. The table below summarizes the different attitudes towards interference between work and non-work.

Table 4: Attitudesvis-à-vis the working time-non-working time interference

	Examples of words or groups of words used by interviewees	Number of coded references
Integration strategy	*I work at home, I don't mind, I'm more focused*	23
Partitioning strategy	*I have a life, I have firm limits, work stays in the office*	11
Overflow strategy	*I have no choice, I will never arrive otherwise, we are always in an emergency, I have trouble delimiting my workspace*	27

The first category of respondents adopts an integration strategy (12 respondents out of 40). This category considers that the porosity between the spheres of life is completely normal. They positively perceive this interference between working time and non-working time. They find it to be "normal" given their responsibilities. It is even sometimes appreciated for some of them.

> *"Some files, I prefer to do them at home to be more focused."*
>
> (Male, 40, Director of Planning and Control, TT)

In this category of respondents, the overflow is mainly justified by the demanding nature of the professional activity, the workload and the countless requests. This can lead them to feel the need to have "a moment of calm and respite so that they can concentrate". Thus, they are led to overflow their working time to be able to accomplish certain tasks that require more concentration and reflection.

Our respondents believe that the density of their work, inherent in the diversity of the tasks to be fulfilled and the responsibilities to be assumed, means that they are forced to exceed their work schedules.

> "Given my responsibilities, I never work eight hours like everyone else, I go far beyond them."
>
> (Male, 40, Director of Planning and Control, TT)

Other respondents mentioned the importance of working from home when it is a task that requires reflection and a certain concentration. They justify the use of work at home by the calm it finds there. They note that they are less disturbed, more concentrated and therefore more effective.

> *“During the day, I am often disturbed. When I have a task that requires more concentration, I prefer to do it at home quietly. ”*
>
> (Woman, 30, Sales Manager, MIB).

> *“In the office, with all the requests that come from everywhere, I can only do the routine tasks. All that is work of reflection and concentration, I prefer to do it at home in peace ".*
>
> (Male, 39, Head of Personal and Training Service, ANCE)

Thus, executives carry out work at home not only to cope with activities that they cannot carry out in their official times and places of work but also to be able to have better working conditions. The executives interviewed declared that they transferred part of their professional activities to their personal time due to the absence of “time-outs” during the day and the diversity of responsibilities. In addition,

this category of executives interviewed often finds it difficult to concentrate on a task of reflection, due to the many disruptions and interruptions in their workplace. Thus, for these respondents, the interference between working time and non-working time is neither restrictive nor threatening. They believe that working at home in a calmer climate is more conducive to concentration and reflection. For them, the sphere of work and outside work are in continuous interaction without invading. We can consider that this category of respondents in this case adopts a strategy of integration or merger of private and professional registers. This integration of the spheres is clearly felt in the workplace, which suggests a part of private life with the personalization of tools and the workstation and also with the decoration of offices with personal photos of children or nephews and nieces for those they don't have. The sphere of work and outside work are continuously interacting without invading. We can consider that this category of respondents in this case adopts a strategy of integration or merger of private and professional registers. This integration of the spheres is clearly felt in the workplace, which suggests a part of private life with the personalization of tools and the workstation and also with the decoration of offices with personal photos of children or nephews and nieces for those they don't have. The sphere of work and outside work are continuously interacting without invading. We can consider that this category of respondents in this case adopts a strategy of integration or merger of private and professional registers. This integration of the spheres is clearly felt in the workplace, which suggests a part of private life with the personalization of tools and the workstation and also with the decoration of offices with personal photos of children or nephews and nieces for those they don't have.

In addition, other executives in our sample (09 out of 40 respondents) completely refuse to take work home. They categorically adopt a strategy of partitioning (or segmentation) between the two spheres of life. For them, respecting the distinction between working and non-working time is "vital". They thus believe that it is necessary to establish a break between the field of work and that of non-work and to have a space-time space entirely devoted to private activities. This barrier between work and non-work, in other words the partitioning between the different roles allows them to reframe their activities in the times and spaces that are designated for them. they set up as well, a relatively tight border between the sphere of work and that of non-work. This tightness is perceived through the categorical refusal of the overflow between the spheres of life and the importance which they attach to the preservation of their time outside work:

> *"When I leave my office, I don't want to think about work anymore. Life is not just work, I have something else to do. "*
>
> (Woman, 32, Head of the Management Control Division, ANCE).

By adopting a strategy of partitioning between the spheres of life, executives claim a need to balance between their areas of life.

> *"I take time for my family. I have firm limits ".*
>
> (Female, 43, Operation & developpement Manager, MIB)

But this compartmentalization is not experienced in the same way for men and women. For men, the partition between work and non-work is symmetrical. On the other hand, for women, the compartmentalization is asymmetrical: Part of the preoccupations of the non-working remains in the sphere of work.

However, even by adopting an attitude which favors the compartmentalization between the spheres, overflows can arise as well. In this case, this overflow is not necessarily chosen, linked to an overload of work or the need to pursue a professional reflection in peace. It is imposed by the hierarchy and colleagues. This may be due to the importance of requests from telephone and

electronic communications which correspond to a form of availability for work outside working hours. When the supervisor and colleagues continue to send emails during the holidays, they generate a feeling in the manager that the work has not stopped (Kotecha et al., 2014).

> *"We allow ourselves to call others at any time for a yes or a no, even if it is not urgent"*.
>
> (Woman, 30, Sales Manager, MIB).

This interview extract shows how professional life enters private life and shows an aspiration to "put work back in its place" (Méda, 2010) and to consider it as one of the components of social temporalities. . Work and non-work appear for these executives as independent activities physically and psychologically separated. These managers defend this separation by seeking to limit the influence of professional life on private life (Thoemmes et al., 2009). This compartmentalization, which consists of reducing exchanges between the two areas of life as much as possible, is likely to minimize conflicts based on time and tension. This brings us back to the theory of borders (Clark, 2000) which postulates that everyone has a role which is specific to a domain of life separated by borders which have physical, temporal, emotional, cognitive and relational limits. Each domain is associated with different rules, ways of thinking and behavior (Othman, 2009).

A final category of respondents (19 out of 40 respondents) rather adopt an overflow strategy. They believe that work and non-work cannot be completely separated. Each sphere can overflow on the other and this overflow can be both positive and negative. These interviewees believe that the interference between working time and non-working time can give rise to a feeling of stress and anxiety that reaches the private sphere. This is all the more eloquent because of the existence of role conflicts. It turns out that sometimes the demands of the trade are not necessarily compatible with those of family life, which can negatively influence job satisfaction.

> *" What can I do ? I am always in demand even when I am on leave. I can never take a break ".*
>
> (Male, 45, Marketing Manager, MIB)

On the other hand, the overflow can be positive. In other words, being fulfilled in participating in one area can promote fulfillment in the other. Thus, this category of respondents considers that the psychological and physical resources, and the material resources obtained in the sphere of work have a positive impact on the sphere of non-work and vice versa. This brings us back to the systems theory of Curie and Hajjar (1987) which highlights the interdependent relationship between work and non-work.

> *"On Sunday afternoon, by helping my children with their homework, I also start working on certain files in progress. We encourage each other in a way "*
>
> (Female, 42, Head of Competitive Intelligence, TT)

To conclude, the executives in our sample have different attitudes towards the work-outside work relationship. They can integrate the two spheres and consider that they are in continuous interaction without invading or representing a conflict or a constraint for each other. In this case the borders are relatively porous.

A second category adopts an attitude favoring the partitioning or segmentation between the two spheres of life, by categorically refusing that one encroaches on the other. The boundaries between the spheres of life are considered watertight in this case.

A final category of respondents believes rather that the two spheres are continuously interacting and that there can be no boundaries between the domains of life. We represent below as an indication the proportions of the frames for each of the three groups that we have just explained above:

Table 5: Proportions of strategies adopted / suffered

	Proportion of total respondents	Percentage
Integration strategy	12	30%
Overflow strategy	19	48%
Partitioning strategy	09	22%
Total	40	100%

It thus appears that everyone adopts their own strategy to be able to alternate between the private and professional spheres, but the overflow strategy remains the most frequently adopted in our sample, at the rate of 48% of our respondents. However, the border between a chosen or constrained overflow strategy remains very thin. Just like the porosity between working time and non-working time which can be experienced in a very ambiguous and diversified way depending on the framework concerned (Guilbert and Henda, 2010, p.270).

CONCLUSION

Analysis of the interviews reveals different types of articulation between work and non-work which can be classified according to three entries: the temporal articulation which refers to the interference between the time dedicated to work with that dedicated to non-work. The relational articulation which refers to the exchange of experiences between the different areas of life and the interdependence of relationships experienced at work with those outside work. And finally, the psychological and emotional articulation which refers to the way in which the emotional experiences of work life interfere with those of private life and vice versa. Note also that the articulation turns out to be bidirectional, which shows a certain opening of the borders of the professional sphere to the private sphere.

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