E-ISSN: 3108-4192

APSSHS

Academic Publications of Social Sciences and Humanities Studies
2025, Volume 5, Issue 2, Page No: 70-78
Available online at: https://apsshs.com/

Journal of Applied Organizational Systems and Behavior

Boundaryless Work and the Fragmentation of Organizational Behavior

Hassan Ali[1]*, Mariam Farooq[1], Usman Shah[2], Bilal Khan[3], Sana Malik[4]

1. Department of Boundaryless Work and Fragmentation, Faculty of Business, University of Agriculture Faisalabad, Faisalabad, Pakistan.
2. Department of Organizational Behavior, Faculty of Management, National University of Sciences and Technology, Islamabad, Pakistan.
3. Department of Work Boundaries, Faculty of Psychology, University of Punjab, Lahore, Pakistan.
4. Department of Fragmentation and Identity, Faculty of Psychology, University of Karachi, Karachi, Pakistan.

Abstract

Boundaryless work has expanded employees' opportunities to move across teams, tasks, locations, schedules, and work–nonwork domains, yet the behavioral consequences of such permeability remain conceptually dispersed. Existing research explains interruptions, role transitions, multiple-team membership, remote collaboration, and boundary management, but it does not provide an integrated account of when repeated crossings become discontinuity in organizational behavior. This Original Propositional Model Article develops the proposed Boundaryless-Work Fragmentation Model. The model distinguishes role multiplicity from switching exposure, identity change from identity-reconfiguration demand, and interruption frequency from the proposed higher-order construct of behavioral fragmentation. Behavioral fragmentation is defined as discontinuity in goal-directed behavior when transitions leave attention, action plans, relational obligations, or unfinished goal states insufficiently integrated with the currently enacted role or task. The model further proposes that fragmentation can increase continuity-reconstruction and coordination costs under conditions of interdependence, while autonomy, positive affect, enrichment, information access, and geographic flexibility may create countervailing resource pathways. Six conditional propositions are developed around transition density, reconfiguration demand, attention residue, unfinished-task carryover, coordination interdependence, and resource offsets. The framework does not assume that boundaryless work, identity switching, remote work, or role multiplicity is inherently harmful. Its relationships require construct validation, temporal testing, competing-mechanism assessment, and multilevel examination before causal or organizational prescriptions are warranted. The principal contribution is a testable process architecture for explaining when boundary permeability may become behavioral fragmentation rather than flexibility, enrichment, or effective adaptation.

Keywords: Behavioral consequences of boundaryless work, Role multiplicity, Identity switching across work domains, Behavioral fragmentation, Theoretical propositions, Work-design implications

How to cite this article: Ali H, Farooq M, Shah U, Khan B, Malik S. Boundaryless Work and the Fragmentation of Organizational Behavior. J Appl Organ Syst Behav. 2025;5(2):70-8. https://doi.org/10.51847/n0EfKBNba3

Received: 07 October 2025; **Revised:** 22 December 2025; **Accepted:** 23 December 2025
Corresponding author: Hassan Ali
E-mail ✉ hassan.ali@uaf.edu.pk

Introduction

Boundaryless work increasingly separates organizational participation from a single stable team, place, schedule, or work domain. Yet the behavioral implications of this condition are often approached through adjacent constructs rather than through an integrated account of continuity across work episodes. Work-interruption scholarship itself contains substantial definitional and process heterogeneity, indicating that interruption frequency, source, timing, and consequences should not be collapsed into one phenomenon [1]. Task-transition research similarly shows that movement between activities is embedded in goal

systems whose unfinished or competing demands can shape what follows after a switch [2]. These literatures establish useful mechanisms, but neither by itself explains when permeability across organizational contexts becomes a broader discontinuity in enacted behavior.

Recent evidence makes boundaryless work behaviorally visible as frequent switching among team contexts, altered collaboration networks under remote work, and work–nonwork boundary-management demands [3-5]. These phenomena are related but not interchangeable. A worker may belong to several teams yet switch among them infrequently, work remotely while maintaining coherent task sequences, or integrate work and nonwork domains without experiencing behavioral disruption. Conversely, a formally stable job may contain dense transitions, persistent unfinished goals, and repeated coordination reconstruction. The conceptual problem is therefore not whether contemporary work is simply "more boundaryless," but which combinations of permeability, multiplicity, switching, and incomplete closure make continuity harder to preserve.

This article develops an Original Propositional Model rather than an empirical test or review-based effect estimate. Its objective is to connect four domains—role multiplicity, identity switching across work domains, behavioral fragmentation, and coordination costs—into a single proposed process architecture. The central construct, behavioral fragmentation, is introduced as an original higher-order proposition rather than an established scale or validated syndrome. It refers to discontinuity in goal-directed organizational behavior when transitions leave attention, action states, relational obligations, or unfinished goals insufficiently integrated with the current episode. The model therefore separates exposure to boundaries from the behavioral process proposed to follow from some, but not all, boundary crossings.

The contribution is deliberately conditional. Existing work offers evidence about component mechanisms, including attention residue, daily boundary transitions, multiple-team demands, distributed coordination, and boundary-management behavior, but it does not establish the complete causal sequence proposed here. The model therefore retains rival explanations such as workload, task complexity, autonomy, tenure, interdependence, social support, and occupational context. It also preserves positive pathways through flexibility, resource access, and enrichment. The theoretical task is not to diagnose boundaryless work as dysfunctional; it is to specify the conditions under which permeability may fragment behavior, when it may not, and what evidence would be required to distinguish those possibilities.

Role multiplicity

Role multiplicity refers here to concurrent participation in multiple organizational role or team contexts that require employees to allocate attention, obligations, relationships, and task effort across more than one locus of work. Multiple-team membership research shows why simple counts are inadequate. Concurrent memberships can generate both resource and strain pathways, with consequences contingent on temporal orientation, organizational tenure, and information-sharing network characteristics [6-8]. These findings imply that multiplicity is better understood as a configuration of demands and resources than as a linear burden. The number of roles may matter, but how memberships are positioned, enacted, and supported is likely to matter at least as much.

Recent within-person evidence sharpens this distinction by showing that daily involvement across multiple team contexts can interfere with absorption, especially when problem-solving demands are high [9]. This finding is particularly relevant to fragmentation because it moves analysis from a static membership count toward the lived organization of attention across contexts. However, reduced absorption should not be equated with behavioral fragmentation. Absorption is a state of deep task involvement, whereas the proposed fragmentation construct concerns discontinuity across successive episodes. High workload, task complexity, or insufficient recovery could also reduce absorption without repeated role switching, so these explanations must remain empirically separable.

The proposed model therefore distinguishes four dimensions of role-multiplicity load: membership heterogeneity, transition density, switching demand, and role coreness. This is an original synthesis built from evidence that different conceptualizations of multiple-team membership produce different relationships with employee outcomes [3]. Membership heterogeneity concerns how different the enacted domains are; transition density concerns how often movement occurs; switching demand concerns how much reorientation is required; and coreness concerns how central a particular membership is to the employee's work. These dimensions are proposed to determine whether multiplicity generates useful resource access or costly reconfiguration.

Accordingly, role multiplicity is treated as an antecedent condition, not as fragmentation itself. Multiple memberships may expand information access, social capital, learning, or flexibility, and the same configuration may be experienced differently by employees with different tenure, temporal preferences, or network positions. The model predicts fragmentation only when multiplicity produces repeated transitions that exceed the continuity afforded by closure, preparation, role clarity, or supporting coordination structures. Existing evidence establishes conditional resource and strain pathways, but it does not establish that multiple memberships themselves cause the proposed behavioral-fragmentation process.

Identity switching across work domains

Role transitions are often described as movements between established roles, but an experience-based approach emphasizes what employees actually undergo as they leave one role configuration and enter another [10]. This shift is important for boundaryless work because two transitions that appear identical structurally may require very different levels of cognitive, relational, or normative reorientation. Moving from one closely related project to another may preserve goals and interaction scripts, whereas moving from supervisor to caregiver, or from specialist to cross-functional negotiator, may require substantial reconfiguration. The model therefore focuses on transition experience rather than assuming costs from role labels alone.

Daily telework evidence illustrates the importance of direction and boundary preference. Teleworking days can alter the frequency of transitions between work and home roles, and the consequences differ according to which domain is crossed and how employees prefer to protect boundaries [11]. This supports a process view in which boundary permeability changes transition exposure without determining a uniform outcome. Formal access to remote work is therefore distinct from enacted integration, and the same work arrangement can create continuity for one employee while increasing reorientation demands for another.

Identity adds a further layer because organizational identification is not necessarily static; theory increasingly treats identification as moving over time with experience and perceived trajectory [12]. The present model extends that temporal logic cautiously. It proposes identity/goal reconfiguration demand as the amount of adjustment required to activate the self-definitions, goals, norms, and obligations relevant to the new domain. This proposed mechanism is narrower than "identity instability." It does not imply that employees lose a coherent sense of self or that holding multiple identities is inherently problematic.

Indeed, experimental evidence provides an essential constraint: social identity switching does not appear to carry a robust intrinsic activation cost under all conditions [13]. The model therefore rejects a universal switching-deficit assumption. Identity switching should contribute to fragmentation only when transitions involve incompatibility, unfinished prior goals, poor closure, rapid alternation, or substantial changes in expected behavior. Laboratory identity activation cannot establish workplace performance effects, but it prevents the model from treating switching itself as pathological. The relevant proposition is conditional reconfiguration demand, not an inevitable cognitive penalty from changing salient identities.

Behavioral fragmentation

Behavioral fragmentation is proposed here as discontinuity in goal-directed organizational behavior across successive work episodes. It occurs when a transition leaves part of the prior episode insufficiently resolved or integrated with the current one, so that attention, action plans, relational obligations, or goal states remain distributed across contexts. Evidence on attention residue provides one component mechanism: when an interrupted task is expected to resume under time pressure, attention can remain attached to that task, whereas a ready-to-resume plan can mitigate the effect [14]. This supports continuity-based reasoning but does not validate fragmentation as a higher-order construct.

Daily interruption research also cautions against defining fragmentation simply as interruption exposure. Interpersonal intrusions can impose self-regulatory demands while simultaneously creating socially beneficial experiences, including greater belongingness [15]. The same interruption event can therefore contain both costs and resources. A model that labels every interruption as fragmentation would erase this heterogeneity and would be unable to explain why some transitions are neutral, restorative, or relationally useful. Fragmentation must instead refer to the failure to reintegrate behavior after transitions, not to the occurrence of transitions themselves.

Boundary-violation research further shows that reactions depend on goal appraisal and affect, and that a cross-domain interruption can sometimes facilitate rather than obstruct valued goals [16]. This finding helps distinguish behavioral fragmentation from work–family conflict, boundary violation, and role conflict. The proposed construct concerns discontinuity of action and goal-state integration; conflict concerns incompatibility, while boundary violation concerns an incursion across a preferred boundary. These phenomena may co-occur, but none is conceptually sufficient for the others.

The proposed construct therefore comprises four provisional dimensions: attentional discontinuity, action-state discontinuity, goal-state discontinuity, and relational or interactional discontinuity. These dimensions require empirical development and discriminant validation. Behavioral fragmentation should not be inferred merely because an employee switches tasks, belongs to several teams, works remotely, or reports strain. **Table 1** organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for definitions, constructs, and conceptual boundaries for boundaryless work and the fragmentation of organizational behavior.

Table 1. Definitions, constructs, and conceptual boundaries for Boundaryless Work and the Fragmentation of Organizational Behavior.

Construct or component	Definition	Problem addressed	Distinction from adjacent concepts	Proposed role	Uncertainty	Boundary statement

Boundaryless-work exposure	Permeability across place, time, team, task, or work–nonwork domains	Locates where transitions arise	Exposure is not an outcome	Upstream context	No single validated umbrella measure is assumed	Permeability may create resources as well as demands
Role multiplicity	Concurrent participation in several organizational roles or teams	Explains competing obligations and resource access	Not equivalent to role conflict or switch frequency	Proposed antecedent	Effects vary by configuration	More memberships do not imply more fragmentation
Role/domain transition	Movement from one enacted role or domain to another	Identifies transition episodes	A transition is an event, not a cost	Exposure mechanism	Transition quality and direction matter	Switching can be neutral or beneficial
Identity/goal reconfiguration demand	Proposed adjustment needed to activate context-relevant goals, norms, and self-definitions	Explains why transitions differ in difficulty	Not identity instability	Proposed mediator	Requires workplace measurement	Identity switching alone is not assumed costly
Attention residue	Residual attention attached to a prior task after switching	Explains incomplete attentional disengagement	Component mechanism, not fragmentation itself	Proposed constituent process	Depends on task and resumption conditions	Planning can mitigate residue
Boundary violation	Cross-domain incursion that conflicts with a boundary or ongoing goal	Separates crossing from behavioral discontinuity	Not identical to work–family conflict	Contextual trigger	Appraisals can be positive or negative	Violations need not produce fragmentation
Behavioral fragmentation	Proposed discontinuity across attention, action, goal, or relational states	Integrates multiple continuity failures	Not multitasking, conflict, exhaustion, or interruption count	Central proposed construct	Factor structure and incremental validity unknown	Must be measured rather than inferred from work arrangement
Continuity reconstruction	Proposed effort required to rebuild task state, relationships, or shared understanding after discontinuity	Connects individual episodes to later coordination	Not synonymous with coordination failure	Downstream proposed process	Multilevel evidence required	Individual fragmentation cannot establish team-level loss

Note. "Proposed" identifies constructs or relationships introduced by this article rather than empirically validated entities. Evidence citations identify component support and do not imply validation of the complete model.

Coordination costs and lost continuity

Behavioral fragmentation becomes organizationally consequential only when discontinuity crosses from an employee's episode of work into interdependent activity. Coordination costs are therefore defined here as the additional effort required to reconstruct task state, synchronize dependencies, repair handoffs, align representations, or reconnect relationships after continuity has been disrupted. Field research in a globally distributed product-development team shows that role-based representations can diverge and sustain conflicting coordination practices even when participants appear to agree [17]. This evidence supports the importance of representation alignment, but it does not establish that individual behavioral fragmentation caused the observed coordination pattern.

Technology-mediated work adds another layer because coordination must often be reconstructed through digital affordances when colocation is absent. Qualitative evidence from enforced working from home shows that employees substituted and recombined technological affordances to sustain collaborative practices [18]. The implication is not that technology necessarily produces discontinuity or that digital communication is inferior. Rather, when cues, routines, or shared context that previously supported coordination are weakened, employees may need additional bridging work to recreate them. Technological capability should therefore be distinguished from continuity of shared understanding.

Temporal spillover also matters. Daily telework setbacks have been linked to emotional exhaustion and subsequent withdrawal through a conditional process shaped by work circumstances and support [19]. The present model uses this evidence only to establish that disruption can propagate across work episodes. It proposes, rather than assumes, that fragmented action states can similarly increase later reconstruction demands. Workload, pandemic stress, task complexity, low support, and interdependence remain viable rival explanations and must be measured rather than absorbed into the fragmentation label.

A further distinction concerns visibility versus consequence. Digital traces can make switching, messaging, or network activity visible without showing whether employees lost task-state continuity or whether teams incurred a meaningful coordination cost. The proposed model therefore requires coordination consequences to be measured separately from transition exposure. Reconstruction time, handoff errors, repeated clarification, or representation realignment are possible indicators for future testing, but none is treated here as an established measure of behavioral fragmentation.

Lost continuity consequently refers to a proposed reduction in the preservation of task, relational, informational, or shared-representation state across episodes. It is not equivalent to poor performance. A discontinuity may be repaired quickly, or redundancy may make it inconsequential. Team-level implications should be inferred only when interdependence, handoffs, shared representations, network connections, or coordination behavior are directly observed. The model therefore treats coordination cost as a conditional downstream process rather than an inevitable organizational consequence of individual switching.

Proposed boundaryless-work fragmentation model

The proposed model begins with boundary permeability rather than with an assumption of dysfunction. Daily evidence indicates that work and home boundary violations can leave unfinished tasks that carry across domain transitions [20]. The model interprets such unfinished goal states as one possible bridge between boundary crossing and later continuity problems, alongside attention residue and identity/goal reconfiguration demand. These mechanisms are components drawn from distinct literatures; their combination into one process chain is original and requires direct empirical testing. **Figure 1** presents the original conceptual synthesis for boundaryless-work fragmentation model, showing how the article's principal constructs, mechanisms, uncertainties, and decision boundaries are connected.

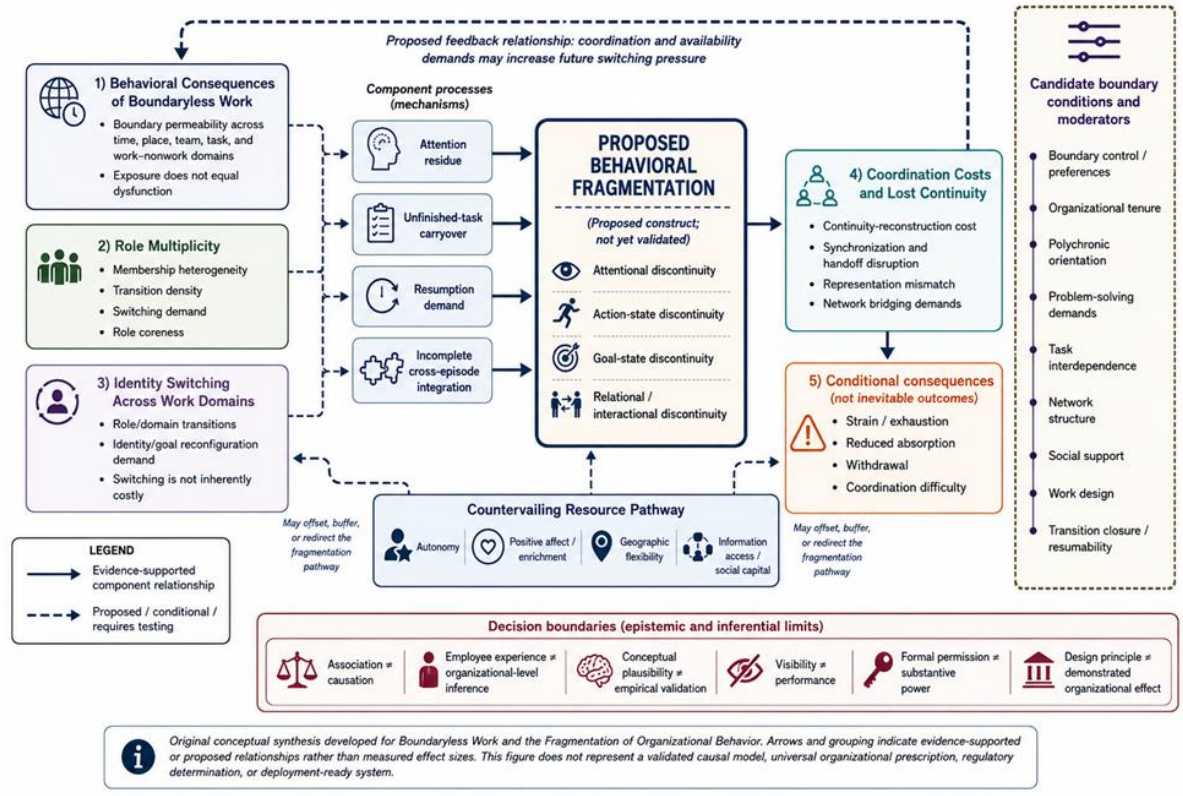

Figure 1. Boundaryless-Work Fragmentation Model

Boundary permeability is partly enacted rather than merely granted. Employees' work-to-nonwork integration behavior reflects attitudes, social norms, and perceived behavioral control [21]. Availability expectations from work and nonwork contacts are likewise associated with enacted boundary-management behavior and well-being [22]. The model therefore proposes a recursive social pathway: expectations for availability can increase transition pressure, while coordination problems may create further requests, checking, or switching. This feedback relationship is proposed; the cited studies establish antecedents of integration and availability behavior, not a fragmentation loop.

A complete model must also explain beneficial boundarylessness. A natural experiment on geographic flexibility found productivity benefits in a specific work system [23]. Such evidence rules out a simple equation between permeability and behavioral deterioration. The model therefore includes a countervailing resource pathway through autonomy, information access, positive affect, enrichment, and location flexibility. Whether resource gains outweigh reconfiguration and continuity costs should depend on the type of transition, employee preferences, task interdependence, network structure, and work design.

The central claim is consequently conditional: role multiplicity and boundary permeability are proposed to increase behavioral fragmentation only when they generate transition demands that leave relevant goal, attention, action, or relational states

insufficiently integrated. Fragmentation is then proposed to increase continuity-reconstruction costs when later work depends on those states. **Table 2** organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for proposed mechanisms, relationships, and organizational consequences in boundaryless work and the fragmentation of organizational behavior.

Table 2. Proposed mechanisms, relationships, and organizational consequences in Boundaryless Work and the Fragmentation of Organizational Behavior.

Mechanism or relationship	Antecedent	Mediator or process	Moderator	Expected consequence	evidence	Rival explanation	Validation requirement
Boundary permeability → transition exposure	Cross-domain permeability	Boundary crossing	Boundary preference/control	More transition opportunities, not necessarily harm	Daily transitions; boundary behavior	Workload or household demands	Event-contingent transition measurement
Role multiplicity → reconfiguration load	Multiple team/role contexts	Switching and contextual reorientation	Tenure, polychronicity, network structure	Proposed increase in reconfiguration demand	MTM evidence	Task complexity	Separate role count from actual switches
Transition → residual continuity demands	Interrupted or unfinished episode	Attention residue or unfinished goals	Closure/resumption conditions	Proposed behavioral fragmentation	Residue ; unfinished tasks	General time pressure	Temporal mediation and discriminant tests
Behavioral fragmentation → reconstruction cost	Proposed fragmentation	Rebuilding task, relational, or shared state	Interdependence and coordination structure	Proposed coordination cost/lost continuity	Coordination evidence	Poor role clarity or technology	Multilevel handoff and coordination measures
Transition → resource pathway	Geographic flexibility	Autonomy and location-choice resources	Work-system context	Potential resource gains or preserved performance	Geographic-flexibility evidence	Occupational selection or job characteristics	Competing-path tests
Availability/coordination demand → future switching pressure	Social expectations or unresolved dependencies	Renewed checking and transition	Boundary control/support	Proposed recursive fragmentation pressure	Availability expectations	Organizational culture or workload	Longitudinal feedback-loop test

Note. Relationships labelled "proposed" are original hypotheses requiring validation; supporting evidence applies to component mechanisms rather than the complete model.

Theoretical propositions

The propositions are designed to be falsifiable and conditional rather than to restate observed associations. First, micro-role transitions can generate positive affective resources and work–family enrichment under favorable conditions [24]. Accordingly, transition frequency alone cannot identify fragmentation. **Proposition 1:** Role multiplicity will be positively associated with proposed behavioral fragmentation primarily when multiplicity increases transition density, contextual heterogeneity, or switching demand; this relationship will weaken when role configurations permit continuity, preparation, or resource transfer.

Brief transitions can also function as recovery opportunities. Daily evidence on micro-breaks indicates that short departures from work activity need not impair functioning and may support performance under relevant conditions [25]. **Proposition 2:** Cross-domain switching will predict greater proposed behavioral fragmentation when identity or goal reconfiguration demands are high, but not merely because a salient identity changes. **Proposition 3:** The positive relationship between transition demand and proposed fragmentation will be stronger when prior tasks remain unfinished or resumption is time-pressured, and weaker when transitions include effective closure or resumability.

Unfinished work can persist beyond the immediate episode as later rumination [26]. This supports temporal carryover without establishing the proposed construct. **Proposition 4:** Proposed behavioral fragmentation will be associated with greater continuity-reconstruction costs when subsequent work is highly interdependent or depends on shared representations, handoffs, or network bridging. The association should weaken where redundancy, documentation, coordination support, or low interdependence makes reconstruction inexpensive.

Proposition 5: Boundaryless-work exposure will simultaneously activate potential fragmentation and resource pathways; autonomy, positive affect, enrichment, information access, and geographic flexibility are proposed to offset fragmentation-related costs under supportive work designs. **Proposition 6:** Availability expectations and unresolved coordination dependencies are proposed to reinforce future transition pressure, producing a recursive fragmentation pathway when employees lack sufficient boundary control, closure, or coordination support. Each proposition can fail independently. Null

incremental effects after controlling workload, complexity, role conflict, and interruption frequency would challenge the model, as would evidence that the proposed construct lacks discriminant validity or that resource pathways consistently explain the same outcomes more parsimoniously.

These propositions also imply a demanding measurement strategy. Transition events should be captured close to their occurrence, while behavioral fragmentation should be measured after the transition and before downstream outcomes whenever feasible. Competing models should test whether workload, interruption frequency, role conflict, or general cognitive demand account for the same variance more parsimoniously. At team level, aggregation should require evidence of shared or interdependent consequences rather than simple averaging of individual reports. This design logic permits the model to be refined or rejected rather than protected by broad post hoc interpretation.

Work-design implications

Work design should not begin from an assumption that remote, hybrid, or flexible arrangements are intrinsically fragmenting. Evidence indicates that remote-work outcomes depend on job and work-design characteristics, that remote-work intensity can operate through opposing autonomy and isolation pathways, and that a specific randomized hybrid schedule improved retention and satisfaction without detected performance damage [27-29]. These findings make uniform segmentation prescriptions difficult to justify. The relevant design question is whether a work system preserves enough autonomy and resource access while limiting unnecessary transition and reconstruction demands.

One provisional principle is to improve resumability rather than simply suppress interruptions. Ready-to-resume planning can reduce attention residue under studied interruption conditions [14]. Organizations might therefore test practices that preserve task-state information, clarify the next action, or create short closure rituals before predictable switches. These are design hypotheses, not established organization-wide interventions, and their usefulness may vary with task complexity, occupation, and transition frequency.

A second principle is to distinguish flexibility from permanent availability. Availability expectations are associated with boundary-management behavior [22]. Work designs can therefore make expected response windows, handoff ownership, escalation routes, and periods of nonavailability more explicit without dictating a single preferred boundary style. Such clarity is intended to reduce involuntary transition pressure while preserving employee control; whether it reduces fragmentation requires direct testing.

A third principle concerns transition necessity. Not every switch should be minimized: some transitions transfer information, create social connection, or permit recovery. Work design should therefore distinguish value-creating transitions from avoidable switching generated by ambiguous ownership, duplicated communication, or unnecessary availability. Organizations could evaluate this distinction through bounded pilots and employee-level process measures rather than assuming that fewer transitions automatically improve performance. Formal flexibility should also remain separate from substantive control; granting location or schedule choice does not by itself establish that employees can decline interruptions or manage the timing of cross-domain demands.

Finally, coordination continuity should be designed alongside individual autonomy. The dual-path evidence on remote-work intensity shows why maximizing either integration or segmentation is too simple [28]. Teams may instead test protected focus periods, asynchronous documentation, explicit handoffs, and selective synchronization where interdependence makes shared state important. These implications remain conditional on occupation, technology, employee preferences, interdependence, and schedule. The model supports disciplined experimentation with work design, not universal implementation rules.

Conclusion

Boundaryless work changes the architecture through which organizational behavior is enacted, but permeability alone does not determine whether behavior becomes fragmented. This article proposes the Boundaryless-Work Fragmentation Model to explain a narrower process: role and domain transitions may become consequential when they leave attention, goals, action states, or relational obligations insufficiently integrated with the work episode that follows. Behavioral fragmentation is therefore proposed as a higher-order continuity problem rather than another label for remote work, multitasking, interruptions, role conflict, or multiple-team membership.

The model also rejects a one-directional account. Boundary crossings can create autonomy, information access, enrichment, recovery, and flexibility, while some transitions are inexpensive or effectively managed. Fragmentation should therefore emerge only under particular combinations of transition demand, incomplete closure, reconfiguration requirements, and interdependence. Its proposed coordination consequences likewise require direct multilevel evidence rather than inference from individual strain.

The contribution is consequently a testable conceptual architecture, not a validated causal explanation or organizational prescription. Future research must establish construct validity, temporal ordering, incremental explanatory value, competing

mechanisms, boundary conditions, and multilevel transfer before the model can support stronger conclusions. The central theoretical claim remains deliberately revisable: boundaryless work becomes behaviorally problematic not because boundaries are crossed, but when repeated crossings undermine continuity faster than workers and work systems can reconstruct it.

Acknowledgments: None

Conflict of interest: None

Financial support: None

Ethics statement: None

References

1. Puranik H, Koopman J, Vough HC. Pardon the interruption: An integrative review and future research agenda for research on work interruptions. J Manage. 2020;46(6):806-42. doi:10.1177/0149206319887428
2. Leroy S, Schmidt AM, Madjar N. Interruptions and task transitions: Understanding their characteristics, processes, and consequences. Acad Manag Ann. 2020;14(2):661-94. doi:10.5465/annals.2017.0146
3. van de Brake HJ, van der Vegt GS, Essens PJMD. More than just a number: Different conceptualizations of multiple team membership and their relationships with emotional exhaustion and turnover. J Appl Psychol. 2024;109(5):714-29. doi:10.1037/apl0001168
4. Yang L, Holtz D, Jaffe S, Suri S, Sinha S, Weston J, et al. The effects of remote work on collaboration among information workers. Nat Hum Behav. 2022;6(1):43-54. doi:10.1038/s41562-021-01196-4
5. Allen TD, Merlo K, Lawrence RC, Slutsky J, Gray CE. Boundary management and work-nonwork balance while working from home. Appl Psychol. 2021;70(1):60-84. doi:10.1111/apps.12300
6. Berger S, Bruch H. Role strain and role accumulation across multiple teams: The moderating role of employees' polychronic orientation. J Organ Behav. 2021;42(7):835-50. doi:10.1002/job.2521
7. van de Brake HJ, Walter F, Rink FA, Essens PJMD, van der Vegt GS. Benefits and disadvantages of individuals' multiple team membership: The moderating role of organizational tenure. J Manag Stud. 2020;57(8):1502-30. doi:10.1111/joms.12539
8. van de Brake HJ, Walter F, Rink FA, Essens PJMD, van der Vegt GS. Multiple team membership and job performance: The role of employees' information-sharing networks. J Occup Organ Psychol. 2020;93(4):967-87. doi:10.1111/joop.12326
9. Backmann J, Wimmer J, Mortensen M, Hartmann S, Hoegl M, Peus C. A resource-based view on individual absorption in the context of multiple team memberships. Organ Sci. 2024;35(4):1473-88. doi:10.1287/orsc.2021.14929
10. George MM, Wittman S, Rockmann KW. Transitioning the study of role transitions: From an attribute-based to an experience-based approach. Acad Manag Ann. 2022;16(1):102-33. doi:10.5465/annals.2020.0238
11. Delanoeije J, Verbruggen M, Germeys L. Boundary role transitions: A day-to-day approach to explain the effects of home-based telework on work-to-home conflict and home-to-work conflict. Hum Relat. 2019;72(12):1843-68. doi:10.1177/0018726718823071
12. Bednar JS, Galvin BM, Ashforth BE, Hafermalz E. Putting identification in motion: A dynamic view of organizational identification. Organ Sci. 2020;31(1):200-22. doi:10.1287/orsc.2018.1276
13. Zinn AK, Lavric A, Levine M, Koschate M. Social identity switching: How effective is it? J Exp Soc Psychol. 2022;101:104309. doi:10.1016/j.jesp.2022.104309
14. Leroy S, Glomb TM. Tasks interrupted: How anticipating time pressure on resumption of an interrupted task causes attention residue and low performance on interrupting tasks and how a "ready-to-resume" plan mitigates the effects. Organ Sci. 2018;29(3):380-97. doi:10.1287/orsc.2017.1184
15. Puranik H, Koopman J, Vough HC. Excuse me, do you have a minute? An exploration of the dark- and bright-side effects of daily work interruptions for employee well-being. J Appl Psychol. 2021;106(12):1867-84. doi:10.1037/apl0000875
16. Hunter EM, Clark MA, Carlson DS. Violating work-family boundaries: Reactions to interruptions at work and home. J Manage. 2019;45(3):1284-308. doi:10.1177/0149206317702221
17. Mattarelli E, Bertolotti F, Prencipe A, Gupta A. The effect of role-based product representations on individual and team coordination practices: A field study of a globally distributed new product development team. Organ Sci. 2022;33(4):1423-51. doi:10.1287/orsc.2021.1487
18. Waizenegger L, McKenna B, Cai W, Bendz T. An affordance perspective of team collaboration and enforced working from home during COVID-19. Eur J Inf Syst. 2020;29(4):429-42. doi:10.1080/0960085X.2020.1800417

19. Chong S, Huang Y, Chang CHD. Supporting interdependent telework employees: A moderated-mediation model linking daily COVID-19 task setbacks to next-day work withdrawal. J Appl Psychol. 2020;105(12):1408-22. doi:10.1037/apl0000843
20. Kerman K, Korunka C, Tement S. Work and home boundary violations during the COVID-19 pandemic: The role of segmentation preferences and unfinished tasks. Appl Psychol. 2022;71(3):784-806. doi:10.1111/apps.12335
21. Palm E, Seubert C, Glaser J. Understanding employee motivation for work-to-nonwork integration behavior: A reasoned action approach. J Bus Psychol. 2020;35(5):683-96. doi:10.1007/s10869-019-09648-5
22. Reinke K, Gerlach GI. Linking availability expectations, bidirectional boundary management behavior and preferences, and employee well-being: An integrative study approach. J Bus Psychol. 2022;37(4):695-715. doi:10.1007/s10869-021-09768-x
23. Choudhury PR, Foroughi C, Larson B. Work-from-anywhere: The productivity effects of geographic flexibility. Strateg Manag J. 2021;42(4):655-83. doi:10.1002/smj.3251
24. Wu C, Hunter EM, Sublett LW. Gaining affective resources for work-family enrichment: A multisource experience sampling study of micro-role transitions. J Vocat Behav. 2021;125:103541. doi:10.1016/j.jvb.2021.103541
25. Kim S, Park YA, Headrick L. Daily micro-breaks and job performance: General work engagement as a cross-level moderator. J Appl Psychol. 2018;103(7):772-86. doi:10.1037/apl0000308
26. Weigelt O, Syrek CJ, Schmitt A, Urbach T. Finding peace of mind when there still is so much left undone: A diary study on how job stress, competence need satisfaction, and proactive work behavior contribute to work-related rumination during the weekend. J Occup Health Psychol. 2019;24(3):373-86. doi:10.1037/ocp0000117
27. Wang B, Liu Y, Qian J, Parker SK. Achieving effective remote working during the COVID-19 pandemic: A work design perspective. Appl Psychol. 2021;70(1):16-59. doi:10.1111/apps.12290
28. Gajendran RS, Ponnapalli AR, Wang C, Javalagi AA. A dual pathway model of remote work intensity: A meta-analysis of its simultaneous positive and negative effects. Pers Psychol. 2024;77(4):1351-86. doi:10.1111/peps.12641
29. Bloom N, Han R, Liang J. Hybrid working from home improves retention without damaging performance. Nature. 2024;630(8018):920-5. doi:10.1038/s41586-024-07500-2