An empirical study in work-life balance:

The intricacies of the balancing act

Written by Nina Renee Berentzen – 13989 & Julie Daugbjerg Christensen – 45304

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Nina Renee Berentzen - 13989

Julie Daugbjerg Christensen – 45304

Abstract

This thesis presents an empirical study on the impact of work-related technological tools and constant connectivity on the individual's well-being and work-life balance. This is not an exhaustive examination on the topic, but still a contribution of important areas of interest or concern.

To examine the topic we constructed a questionnaire, which we distributed using our networks on the social media platforms. Additionally, we had selected share the questionnaire on their work profiles and through their private email to reach more individuals.

We performed a mostly qualitative analysis of the answers from the respondents using the theories chosen to extract the meaning behind their statements. The analysis was divided into eight parts, each examining one area using multiple theories. We used a total of six theories with various but still interlinked concepts and assumptions. While Middleton and Cukier (2006) are concerned with dysfunctionality of mobile use, Rennecker and Godwin (2005) theorise on paradoxical nature of communication technology use and Kreiner (2006) examines a correlation between employee well-being and a match of preferences and resources. Derks, ten Brummelhuis, Zecic and Bakker (2014) are concerned with the individual's possibility for recuperation, Chesley (2010) inspects the connection between frequency of use and ten Hoeven and van Zoonen (2015) examines flexible work design and the benefits thereof.

Initially, we compare our sample of respondents to the representative data of the Danish working population. This determined that our sample mainly consisted of high-frequency users of technology, working in the service industry.

The second section of the analysis scrutinises the responses given to the questionnaire that fall somewhere in the muddled waters between *yes* and *no*. While these answers are valid, they can be hard to analyse, as they either express no opinion or state it is dependent on the situation at hand.

In the third section, examines the influence of culture on the individual. We explored the notion of an organisation's *bubble* of culture and how it impacted the individual's attitude and norms with regards to the use of technological tools outside of work. This section also included a look at a shift in the culture through the evolution of social media and smartphones.

The fourth section we survey the up- and downsides of the added flexibility that the technological tools provide. We also examine how technology could possibly be regulated to help employees maintain a healthy work-life balance.

The paradoxical nature of communication and the implementation of technological tools are examined in the fifth section. We propose a hypothesis on a correlation between the individual's position in the process of communication. However, we did not find backing in our data to confirm it.

Next, the sixth section inspected the individual's need to recharge and detach from work during evenings, weekends and holidays. Further, we looked at possible reasons for issues related to relaxing or sleeplessness, as well as addiction to technological tools. We also contemplated the need for boundaries and regulations to decrease work home interference (WHI) and maintain a healthy work-life balance.

The penultimate section examines how the individual's preferences of segmentation and integration of work and home can influence the individual's well-being, when these are not met.

The eighth and final section examines the idea that high-frequency users are more prone to perceive technology as positive. We investigate the job resources and demands stemming from implementing technological tools to be able to unravel the reasoning behind our respondents praising technology, even with severe repercussions.

Following the analysis, we have discussed important aspects of our findings.

Concluding on our analysis, it is clear to us that the presence of technology affects the individual in many ways. Most prominently we find a need for immediate action in organisations to fix a gaping hole in regulations concerning technology. If they ignore this need for clear regulation, they will experience a further increase in employees burning out due to stress or employees implementing their own rules to decrease their WHI and maintain their work-life balance.

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1. Introduction

In this chapter, we introduce the initial fascination that brought us to pursue this topic for our thesis as well as provide some background and considerations and how we narrowed everything down to an area of interest that could be researched. Next, we argue why this particular area is of interest and introduce our research question.

As this is the start of our journey through the thesis, we have included a simple overview of the thesis structure and what to expect from the different parts the reader will encounter.

1.1 Thesis structure

This thesis consists of seven parts:

1. **Introduction** provides an introduction to the thesis and presents the research question

2. **Methodology** describes the used methods of data collection and how the collected data will be analysed

3. **Theory** contains the theoretical baseline and presents the used theories and

models

4. **Analysis** presents relevant findings and contains an analysis of the results of the questionnaire

5. **Discussion** compares the findings from the results of the questionnaire

6. **Conclusion** articulates the findings, present the conclusions and the theoretical as well as

practical implications

7. Further research and limitations speak about what we could have done differently or how to look into the topic further and build upon our findings

1.2 Topic

This thesis will focus on the topic of how boundaries between work and free time has been blurred because of the frequent use of technological aids that makes it possible to work remotely and outside of the standard working hours.

The idea for this topic first came to us through observing the people around us. We repeatedly saw people checking their email while they were off the clock. We heard stories from colleges that they stayed up late finishing work, sometimes even past midnight to get something done. Once we became aware of this, it was almost impossible not to see it all around you. People would reply to emails even while on holiday or when they were away from their offices, even if they were not officially on call.

It was where the fascination started for us. As two students about to embark on professional working lives post-graduation, it seemed valuable if not necessary to understand the type of job demands and expectations that would most likely be awaiting us. At the same time, the curiosity grew. Did some people in certain positions or industries feel more pressured to constantly stay updated? Did places of employment put down boundaries for the employees or did they do that themselves? Did people generally feel like the technological aids made their working day more productive or less so? Whenever we talked to people, it seemed that most had a bit apprehensive attitude about the whole thing.

The notion of balance came up quite a few times during these early and probing conversation to determine if this was a topic fit for our thesis. If the existence of and dependability on technological aids, such as a work phone and constant access to the email inbox, was irrefutable, then how did people feel about the potential good and bad aspects? The juxtaposition was an interesting one and we wanted to know more.

1.3 Delimitation

It was still too broad a topic for a thesis, so with that in mind we went on to identify the key aspects that would be the most interesting to look at in an attempt to gain knowledge of the topic. As students of communication and culture, it is perhaps not surprising that those two aspects were to be found at the very heart of our thesis.

It started as a fascination of the working culture even as we both regarded with a bit of hesitation. Initially, we had discussed looking at how the working culture had evolved with the implementation of computers and mobile phones at work. It would undoubtedly have been interesting to see how people had adapted to these then-new aids and whether some people took to them like fish to water or some needed a not so gentle nudge before getting their feet wet. However, this would require access to data from the past as well as current data, which was far from ideal.

Instead of looking at a cultural change, our topic then changed to be more of a snapshot of the current working culture instead. We still approach our thesis with the knowledge that some of the people, who we would seek to obtain data from, would have potentially experience working before technology became so prominent and almost unavoidable. Particularly, we were interested in looking at what kind of culture various industries and organisations promoted in terms of availability, flexibility and boundary setting. We hoped to discover if there was a general trend, or interplay between the three. Furthermore, we wanted to learn how people felt about the way that they were currently working with technological aids.

Additionally, we continued to have a vested interest in communication as well. We could argue that communication is at the core of any organisation and nothing gets done if people are not able to properly communicate with each other. Before the creation of different media to communicate through, this would have to be done face to face. However, that is not true today. Now, you can communicate through calls, texts, email, video calls, internal networks and so much more. Email in particular seems to have become a bit of a cornerstone in many organisations. With so many ways to constantly be contacted, we wondered if it created a certain atmosphere for the employees and how they might feel about this.

With all the aids available at the moment, you can communicate with anyone, at any time and from anywhere. Because of this possibility, we speculated that it might have heavily blurred the lines between work and free time. After all, it would only take a moment to open the email inbox on your phone and check if you had missed anything. As a consequence, it would seem only natural if this type of behaviour created a culture where you are never really "switched off", at least not entirely.

At the same time, it is almost unavoidable to praise the technological advancements, even if you do not have a deeper understanding of the implications. It is documented that the presence of technological aids, or information and communication technology (ICT), have massively affected

the labour burden and hours spent on menial tasks in particular (Autor, 2015). In relation to that, it was only natural to start considering the notion of productivity. One might assume that if work tasks were optimised and communication easier and faster, it would overwhelmingly have a positive impact on the productivity and guarantee more efficiency. However, coming back to the two-sidedness of being constantly plugged-in and reachable, it might also provide someone with copious amounts of distractions and interruptions. We also speculated that the attitude towards this might change depending on the task the employees had on their desk. If they needed to seek help for a colleague and could do so easily, they might view the process as heightening their productivity but the employee asked for advice might have been interrupted on another task, which would lower their productivity.

Other than the topics of interests, it was also important to narrow down the actual population of people that we would be looking at, at least to a degree. It did not seem reasonable to expand the data collection outside of Denmark, as this would naturally mean that we would have to take national, cultural differences into consideration for rather than the professional cultures, which was more of our point of interest. Furthermore, Danes appear to have generally favourable attitude towards technology, which can be seen particularly by how nearly every Danish person owns a smartphone (Hansen, 2017). An invention such as the smartphone, even if it might be owned as private device, makes it very easy to have access to your work email. It resulted in the speculation that Danes might be the perfect people to look at in relation to what it feels like being able to have your work within arm's reach at all times, if you want.

1.4 Relevance and purpose

The reasoning behind picking this topic was two-fold. The first of which is that it was something that caught our eye and piqued our interest. The second aspect was that we deemed it to be relevant to current working life. While we in no way claim that our thesis can solve the problems we set out to analyse here, we do believe that it is important to shine a light on the issues inherently associated with the way most places of employment work at the moment, the so-called new ways of working (NWW).

It is a challenge that both employers and employees might face in their working life. However, we also suspect that it spills over into your private life, thus making it an even more important issue to

understand. The very first step in tackling any challenge is to understand what you are up against. We hope to get a detailed view of both the good and the bad aspects of working like we have described and begin to understand if there is anything you should be particularly aware of to ensure that you work as efficiently and as healthily as possible.

Additionally, you cannot expect to tackle such a topic and not indirectly touch upon the aspect of stress. If we are correct in our hypothesis that at least some people find the constant presence of job demands, even when they are not officially working, stressful then it is only natural that we will see some of that come to light. The psychological implications of working this way is not the focus of the thesis, as it is not our area of expertise but to dismiss it entirely would do the whole thing a dishonour. We are interested to learn about the working culture and how we communicate with each other, both in terms of frequency and media, because we want to know more about how to effectively achieve a work-life balance that does not foster harmful habits. Mental health has become more acknowledged in recent years with an increase in individuals opening up about their struggles (forthwithlife, 2018). Further, we see an increase in individuals saying that they are experiencing stress in their day to day life repeatedly (forthwithlife, 2018).

1.5 Research question

From early on we knew that we wanted to look at seemingly paradoxical nature of technology in the workplace with its ability to blur the lines between work and free time. Next, we debated a couple of different ways of getting the data necessary to make viable analyses. We went over a couple of options, which will be discussed in the methodology chapter of the thesis but ultimately decided on sending out a questionnaire to a broad sample of people to ask them questions related to how they used technology at their workplace and how it affected them.

All of the questions were posed in a way that we hoped would help us to be able to properly answer the following research question:

- *How does the presence of technology in the workplace and the connectivity it provides affect the work-life balance of individual employees?*

Our hypothesis is that individuals, especially those who are heavily dependent on technology to accomplish their daily work tasks, will experience an invasion of work into their private life. We imagine that the boundary between their work life and their private lives have been blurred and their work-life balance might easily become lopsided without awareness or rules, either self-imposed or on an organisational level. At the same time, we want to examine if people tend to value technological aids as either having a positive or negative impact on how efficiently they work. Here we will specifically be focusing on how they regard the flexibility to work any time and any place, as it can both bring freedom to shape your own day but also mean that you can get interrupted at any moment, thereby impeding your freedom.

2.0 Method

This chapter will primarily be an explanation of the scientific lens through which we see the world and the specific considerations we had when deciding how to collect data. After settling upon a data collection method, we will briefly cover how our data was collected and the considerations we took when constructing the medium of our data collection. Lastly, we will discuss some of the limitations of this specific type of data and how it was collected.

2.1 Scientific approach

Philosopher of Science, Karl Popper, inspired by Thomas Kuhn and his theory of paradigm shifts, once claimed that there was no such thing as a universal truth (Vestergård, 2010). The truth is only preliminary until it gets replaced with a new reality (Vestergård, 2010). In other words, every truth is dependent on the eyes of the beholder and as such it will not be one set and shared understanding, as people will always view the world differently based on their experiences. It is with this in mind that we move forward with this thesis.

This thesis depends mainly on the practices from the science of humanistic with a couple of evaluation models from natural science to help with the more quantifiable data. While the sample pool of responses is too small to make any substantial claims based on the more general public, some of the data will be categorised and analysed meticulously. Most of the data gathered instead leans itself towards being qualitative data, which can be used to analyse based on practices from the humanistic science to help evaluate human behaviours, norms and values.

There is an inevitable need to take social constructivism into account. Social constructivism can be explained as the knowledge that behind every single view, theory, or truth, lies a social human construction (Hirtle, 1996). Social interactions and expectations will dictate how someone behaves and people will naturally regulate their behaviours. Since the theory itself argues that the truth is a social construct and that every answer is based on a subjective, and therefore vulnerable, human constructed answers, the theory itself could be seen as a social construct (Hirtle, 1996). After all, it is inherently a theory created by humans. Social constructivists generally believe that every scientific acknowledgement is constructed by the people and as such every scientific theory is rather an invention as opposed to a discovery (Vestergård, 2010). The world is not just out there, waiting to be discovered but rather it only starts to become real when humans construct it.

Still, social constructivism is an important scientific lens to regard the world through and highly prevalent for this thesis. While it would be impossible to achieve a universal truth or some grand discovery, even if the data pool had been representative, it is still possible to line up general tendencies that might provide a valuable insight, even if they are constructed.

2.2 Choice of empirical evidence

As mentioned above, we discussed quite a few different ways of gathering data that could be relevant to answer our interests about the role of technological aids in the work life and how they might affect the work life balance of the people who use them.

Initially, our interest gravitated towards interviews with people in decision making positions within an organisation where we might get very specific insights that might get us concrete information about one organisation's working habits. This type of data collection could potentially have given us an idea of how an organisation might regulate work hours or gain their general view of expectations in terms of the availability of their employees.

We also considered shadowing a smaller group of people during a normal workday, as well as after work, to see how they engaged with their technological aids. This would have yielded even more concrete data for just a couple of individuals. Unfortunately, it was deemed that any data would be too contaminated on the first day, or the first couple of days, and to get accurate data we would need to observe any potential test subjects for an extended period of time.

Additionally, we contemplated pursuing a diary study as we have seen it done successfully by some of the theorists used in this thesis. This could possibly have given us a closer look inside the individual's thoughts and feelings concerning technological tools. We did, however, admit defeat, as we did not find a group willing to do such a study with us. Furthermore, the aspects of complete self-evaluating would not only leave room for inaccuracy, but it could possibly also influence the individual to be more aware of their behaviour and cause them to change mid-study.

However, this method of data collection was later replaced in favour of constructing a questionnaire that could be sent out to a wider population, with the reserve that participants would be asked to write their industry and possibly job title to ensure that it would still be possible to draw conclusions based on industries if general trends arose. It somewhat solved the issue of affecting the

results directly with our presence, but we are aware that it instead opened up the issue of people inaccurately self-evaluating.

The first choice that had to be made concerning the questionnaire would always have to be what language would be appropriate. As described in the delimitation, we were focusing on Danes and as a result it was only natural to write the questions in Danish. This would ensure that respondents would be able to understand it as easily as possible and feel comfortable typing out more complex answers to the questions that asked for a text answer instead of multiple choice. The decision to write the questions in Danish was further supported by the understanding that any non-Danish speaking employee working in Denmark would likely be able to give the same type of answers as their Danish speaking colleague and as such it made more sense to make the questionnaire as accessible as possible. Essentially, it meant that we reasoned that nothing would be lost by the language choice but instead we could gain more in terms of quality of our data.

2.3 Construction of questionnaire

We created our questionnaire with Google Forms and decided to divide the questionnaire into five sections. All of the collected data can be viewed in Appendix 1, which is an attached excel file. The visuals we created based on the data can be viewed in Appendix 2, as well as revised numbers. A download of the Google Form with the collected data can be viewed in Appendix 3. It consisted of a total of 20 questions with most being different types of multiple choice and only two questions requiring long form answer. This was a conscious decision to be able to easier encourage participation and make it as easy as possible for respondents to find a little time to fill it out. However, despite a lot of our data being able to fit into pie charts and having a quantifiable quality, we do still consider it mostly qualitative data.

The first section would be used to collect basic information about the respondents, such as age, gender and current job position, and give us an opportunity to discover any potential trends within groups of our sample based on how they responded to the later sections. While this initial section was mostly a formality, a baseline for our respondents, and it is somewhat limited, it is still vital to have such a section.

The second section of the questionnaire addressed the respondents' work hours, such as how frequently they used technology, how important it was for them to be able to do their job and a

couple of questions to gauge how they viewed both the negative and positive aspects of working with technological aids. In this section, we were interested to obtain data about frequency to be able to see if the frequency of use might have an impact on the overall evaluation of technological aids and likewise if it could be that heightened dependability might cause more people to speak of it favourable. After all, if people legitimately cannot do their job without the existence of devices such as a computer or a mobile or without software like internal networks, it might also make them more willing to overlook the negative aspects. They may be trapped in a *bubble* and unable to properly evaluate the negative aspects because they are used to this way of working and depend on it.

The third section addressed the issue of floating work hours and guidelines. Here we were interested to learn whether specific places of employment might institute guidelines for use, such as restriction of email or expected phone hours, or if the employees create their own rules, such as not using the phone in the home or not checking their email first thing in the morning. Through the questions we would be able to learn some of the expectations placed on people, such as when they should be reachable, and how quickly the people around them might expect a response. A couple of the questions also allowed the respondents to identify whether they were making themselves constantly available or if it was a requirement of their work. This could prove particularly interesting since this would be an instance of people going above and beyond the official requirements, which could be a show of loyalty, hard work and effort that they willingly put in. It could, however, also be something they might be conditioned to do through their work experiences.

The fourth and penultimate section of the questionnaire addressed the respondent's free time. Through this section, we wanted to obtain data on how technological aids might negatively influence things such as an individual's relaxation time and we also asked them to evaluate whether they found it easy to put their devices away while officially off the clock. Lastly, this section was the only section where the respondents were encouraged to fill out a longer form answer. This was in relation to how they felt about the flexibility undeniably given by the aid of technology and we also asked them how they felt that it might affect their private life. These two final questions would provide us with a deeper sense of the respondents and be able to hold up their opinions against what they had replied in the various multiple choice asked of them before.

The questionnaire finished off with the fifth section which was only to thank respondents for their participation as well as a request for respondents to leave their email, if they would be so inclined. It was a fail-safe step that we implemented in case we needed more information on our respondents,

or if anyone had said anything particularly interesting that we wanted to know more about. It was also the only way we could assure that we could reach them again after they filled out the questionnaire, which was otherwise anonymous. For the same reason, the emails and phone numbers we have received have been deducted from Appendix 1 for our respondents' privacy.

It was with some hesitation that we incorporated reply options such as "it depends on the workload" or "if I am expecting something important" into some of the questions since it would give the respondents a more neutral answer, which would be an easy click if they were a little unsure. At the same time, we could not in good conscience leave out such options, since we deemed it possible that a lot of our respondents might react differently depending on the amount of their workload. Furthermore, we realise that some jobs have periods of ebbs and flows in terms of how hectic the days might be.

2.4 Collection of data

As mentioned above, we chose to lean more towards qualitative data, as it is more relevant for our thesis to have more specific in-depth information, which would make it possible for us to draw conclusions from our relatively small sample size. We deem this as being more productive than for us to collect data purely quantitatively and attempt to do something that would be representative. We had 186 respondents and while not an insignificant amount of people it is still too small a group by a large margin to even attempt to say that any findings could be applied on a bigger scale. Any and all conclusions draws based on our sample group would be unique to our small sample and while we can put up hypotheses that some of what we discover could potentially be present for people not included in the sample, it would still lend itself towards further research to become more substantiated.

It was with a keen awareness of this that we approached our data collection. Seeing as it would be impossible for us to adequately gather a representative sample of all employees in Denmark, we had an interest in those who were heavily dependent on technological aids in their everyday work and it was these people that we sought to locate the most. With this in mind, it was only logical to create an electronic questionnaire that we could spread through our own networks on social media and reach out to people who could help spread them through the internal network of specific places of employment.

Initially, we had hoped to be able to send out the questionnaire through email to all employees in specific organisations, as that would have given us more concrete data about how someone from the specific organisation used technology. However, this proved difficult as most people were reluctant to send out a mass email on behalf of a couple of students or needed approval from their bosses before doing so.

As a result, most of our respondents were found through the questionnaire being shared on Facebook and LinkedIn as well as being posted into a couple of relevant Facebook groups and posted on internal feeds in a handful of organisations. Due to the inherent technological nature and the media through which it was shared, we deemed that it would easily be available for people use their devices frequently.

2.5 Shortcomings and technical difficulties

Above we have mentioned some of the benefits of the questionnaire and described how it was constructed with a specific goal in mind, one that we anticipated that it would be a good tool to use to gather the knowledge that we were interested in obtaining. However, it still was not entirely smooth sailing and we did encounter a couple of issues in the process of obtaining answers.

Firstly, we encountered a couple of technological glitches which resulted in two respondents submitting their answers twice. It was respondent 70 and 124, whose answers duplicated as the formerly respondents 72 and 126 respectively in the full dataset. (Appendix 1). Their second replies were kept in the original data sheet but they are purposely not included whenever we address calculations based on the data as to not acquaint more weight to their responses in the overall evaluation of the data. The additional two responses can be seen marked with red in Appendix 1.

Furthermore, the questionnaire does also prevent us from diving deep into the comprehension of our respondents' answers. While it was not deemed necessary to reach out to the 44 people who left a way to contact them in the final question, it did mean that for some of the responses we did not get the more in-depth information that a follow-up question could possibly have provided.

Unfortunately, we also experienced that a couple of people expressed confusion at the way that some of the questions were phrased. It was a small minority of the sample and most people did not have issues understanding the questions, but it was another thing that would not have been an issue

through a different method of data collection. The fabric of the questionnaire made us unable to clear up any confusion as it reached our respondents.

In the pie chart of question 3.5 created by Google Forms (Appendix 3), it is possible to see the issues of people misunderstanding what guidelines and regulations meant. This combined with the possibility of adding your own unique answer made the chart somewhat useless as an overview. While the data is still valid, the many added answers made it hard to ascertain the actual division of answers on a question we had expected to be a simple yes or no. The option to add your own answer was only added in case of exceptions to the binary, however, this proved impractical and the additional answers obtained were not useful for our study.

Further, an attempt to fix a typo in one of the possible answers to question 4.1 caused the answers in the chart to be split in two (Appendix 3). This made it harder to find the correct percentages as it skewed the overview presented by the pie chart constructed by Google Analyse.

It is also worth acknowledging that this is an area where a lot of people tend to believe that they are knowledgeable about the topic of technology use at the workplace because they have personal experience with it. While this does grant them some general awareness of how they tackle potential paradoxes and struggles personally, they are also still viewing the world through their own possibly limited scope of the world. People might fancy themselves as a bit of amateur experts because of their personal experience with using technology in the workplace.

One final aspect that was less than ideal is the disconnect between the language in the replies to the questionnaire and the language of this thesis despite it being a carefully considered choice. It does mean that all of the quotes from our responses have been translated before being incorporated in the text. However, seeing as both authors are native Danes and hold a bachelor in English, we were confident that we could translate without any essential loss of meaning. Furthermore, all the original quotes can be found in Appendix 1, if further inspection is necessary.

3.0 Theory

For us to be able to best decipher the results of our questionnaire into actual findings, we will need to utilise theories. For this specific issue, we have chosen six individual theories, to ensure that we have as holistic a view as possible within the limitations we have been given. The theories chosen have a variety of foci. Some are developed within the psychological field, some in the managerial field, and some in a mixture of both. Since the area, we are interested in researching is based on the current technological evolvement, the theories chosen are relatively current in an attempt to make the theories as fitting, useful and fruitful as possible.

Using older theories could most likely work, but would need further adaptation to fit the current circumstances, which could allow for additional uncertainties and errors. As such, we have tried to select as current theories as possible. Furthermore, it is always important to attempt to incorporate the newest research to get the most accurate answers.

Before we present our chosen theories, we will do a brief review of the relevant literature available in the field of research.

3.1 Literary review

The world we live in is constantly evolving and to keep up with that, theories may become outdated or be in need of an adaption to fit the current environment better. This is even more important when addressing an area of research that includes technology, which is a rapidly expanding industry.

Additionally, every study is standing on top of earlier studies, building on top of their knowledge. In this section, we will be reviewing the literature upon which we have built our study. We examined our research question in relation to the areas of research closely connected to the concepts in it. The main being the concept of work-life balance and technology's impact, which will be discussed from different angles. This was done to get as complete a view as possible to move into analysing and discussing our data with an understanding of the field. It will also allow us to see where the theories have interrelation and where gaps might have occurred. While there are many studies in the areas of technology and work-life balance, this literary review will focus on the theories that mostly assume the perspective of the employee, as this is the focus of this thesis. Other theories will not be reviewed in detail, but only mentioned when relevant.

We begin our journey with the principle of German-American psychologist Kurt Lewin, who was a pioneer in his field: Behaviour is a function of person and environment from his book *Principles of the Topological Psychology,* which was published in 1936 (Lewin, 1936). In its time, it was rather controversial in the field of psychology, as it implied that to understand a person's behaviour you would have to look at their situation in the given moment and not just solely base it on their past like previous literature did (Lewin, 1936). This became a building block for organisational psychology, from where research areas such as work-home boundary negotiation (Nippert-Eng, 1996), including person-environment fit theory (Kristof, 1996), human resource management (Boon & Hartog, 2011), job satisfaction (Locke, 1969), stress (Blau, 1981), recovery efforts (Derks et al., 2014), and work-family research including work home interference (Greenhaus & Beutell, 1985; van Hooff, Geurts, Kompier, & Taris, 2006), work-life balance and spill-over theory (Chesley, 2005; Cousins & Robey, 2005) developed.

P-E fit theory has since been divided into different aspects based on the same ground principle. Person-job fit is the compatibility of the needs of a specific job and the capabilities of an individual (Locke, 1969, 1976; Ployhart, Schneider, & Schmitt, 2006; Kristof-Brown & Guay, 2011) and person-person fit, building on the similarity-attraction hypothesis of Van Vianen (2000) where individuals are drawn to others with similar beliefs, values, norms and opinions (Van Vianen, 2000). The relatively new person-group fit concentrates on the compatibility between colleagues (Boon & Hartog, 2011) and the widely-studied area, person-organisation fit (Kristof, 1996; Andrews, Baker, & Hunt, 2010), which concentrates on the match between organisations and people when one part provides what the other needs or they share the same basic characteristics.

In relation to work-home interference and boundary negotiation, we found the theories of communicative technology and interruptions. The field of communicative theories is rather large and it has had different influences and trends throughout the years, such as crisis communication, the implication of technology on face-to-face communication and communicative technology tools.

Within the subsection of research on communicative technology tools, we found a further division of subjects, such as learning and teaching, new media (Holmes, 2005) optimisation of communication (Brady, Saren, & Tzokas, 2002; Webster, 1992; Rennecker & Godwin, 2005), and implications of implementation (Chesley, 2010; ter Hoeven & van Zoonen, 2015; Middleton & Cukier, 2006; Derks et al., 2014).

Diving deeper into these areas, we see a trend in adapting older theories to fit the newer technological developments, such as Middleton and Cukier (2006), who build their idea of a cultural *bubble* on the basis of Morgan's (1997, in Middleton & Cukier, 2006) metaphorical *psychic prison* from his theory. This was done in an attempt to explain why individuals have issues seeing the negative sides of their behaviour, which builds on Sproull & Kielsler's (1991, in Rennecker & Godwin, 2005) two-level perspective on technology implementation. This theory suggests that implementing new technology consists of two parts, first- and second-order effects, which corresponds with the intended benefits of the technology and the unintended consequences of the technology. Building on the same perspectives we find Rennecker & Godwin (2005), who have mixed this theory with the views of O'Conaill & Frohlich (1995, in Rennecker & Godwin, 2005) regarding delays and interruptions, to examine the paradoxical nature of communication and the ways in which individuals involved manage these. This is very much in contrast to previous research, where the recipient was often seen as a passive player.

Naturally, the theorists do not always agree on whether or not the theories are applicable in reality and practical results may vary. Additionally, every theory will always have its critics. Chesley (2005) studied whether phone use had any impact on the work-life balance using the spill-over theory with results suggesting negative spill-over from work to home. The same year Cousins and Robey (2005) studied the same area, but they found that the work-life balance was well-managed for their four mobile workers.

The same can be said for the work-life balance studies, where most theorists agree that having a balance between the two spheres is important to maintain employee well-being (Kreiner, 2006; Greenhaus & Beutell, 1985; van Hooff et al., 2006). The work-life balance is, however, criticised for implying that equal time should be spent on work and home. Instead Riordan (2013) comments that they should find a situation that fits with the other aspects of the individual's life. She continues by saying that taking control of your career by creating the boundaries that fit your needs is the way to decrease stress levels.

Many seem enthusiastic and positive the P-E theories and their view of the individual, such as the theorists above. Some critics say the theory needs an objective source of input, as both variables, the environment and the personal preferences, come from the respondent themselves, thus making them subjective (Ahmad, 2010). Ahmad adds that future research should ensure an objective measure of the work environment to make sure the variable is independent (Ahmad, 2010).

While these areas are related to each other in many ways, as we can see with theorists like Fujimoto, Ferdous, Sekiguchi and Sugianto (2016) who examines the use of communicative technological tools on the individual's work-life balance and emotional state, there are also areas that seem to be scarcely researched.

We only found a few theories taking both the segmentation and integration side of the person-environment fit into account in terms of the perspective of the individual fitting with a workplace. Many of the theories before Kreiner (2006) have focused on integration as the more important of the two aspects. This shows an area of theory, investigated by very few, which we found interesting, especially from our selected scope. Equally, the examination of the respondent's role in the communication process as an active player, who has the ability to manage the information influx, is scarcely researched, which combined with its relatively recent publication, made Rennecker and Godwin's (2006) article quite the intriguing article.

This literature review has shown a brief and concise overview of the relevant forefathers to the theories chosen below as well as show what aspects have been considered important in this field. We feel like our choice of theories fits in nicely and will build on the shoulders of the theorists mentioned in this section as well as depending on the concepts developed.

3.2 Middleton and Cukier

In 2006, Catherine A. Middleton and Wendy Cukier published their article on the paradox of mobile email usage entitled *Is mobile email functional or dysfunctional? Two perspectives on mobile email usage.*

The article includes a study of the contradictory elements of having a mobile email, specifically on a Blackberry, which could have presented an issue when these findings were applied to our own data, as Blackberry is a rare sight in the current technological era. Further, Blackberrys were predominantly seen in the USA. However, Middleton and Cukier, themselves, do comment that *"we believe our findings are not device-specific"* (Middleton & Cukier, 2006 p. 258). Based on this comment from Middleton and Cukier themselves and the general nature of their study, we believe that this study is more than likely to be applicable to devices other than a Blackberry, as well as other types of technological, work-related devices.

As the publication is relatively recent and the theory seems applicable to analyse the data, we have assembled, this theory seems like a suitable choice.

Middleton and Cukier identify four types of functional usage which are mirrored in four types of dysfunctional usage. The four functional usage types are identified as efficiency, minimal disruption, immediacy and freedom, and the dysfunctional usage types are identified as danger, anti-social behaviour, distraction and infringement.

The first paradoxical pairing is efficiency and danger (Middleton & Cukier, 2006). While technology, such as mobile email, makes it possible to efficiently utilise the transit time from home to work and vice versa, it does present a higher level of danger for yourself and others, when you write an email on your phone, while driving down the highway (Middleton & Cukier, 2006).

Next is the pairing of minimal disruption and anti-social behaviour (Middleton & Cukier, 2006). The constant nature of being reachable through mobile email or other devices may give the individual the possibility of juggling multiple tasks at once or attending several conversations at a time, creating minimal disruptions to the work of the individual, even if they have multiple projects going on (Middleton & Cukier, 2006). However, this behaviour can also be seen as anti-social, as if the individual has more important things to attend to in their email than the current conversation or meeting the individual is in (Middleton & Cukier, 2006).

Immediacy and distraction is the third paradox presented (Middleton & Cukier, 2006). By using mobile email the individual may gain the ability of immediacy, since they are able to send and receive answers through the phone, which is always close by (Middleton & Cukier, 2006). This does, however, create many disruptions in other activities that the individual may be doing, both on and off work. Many of Middleton and Cukier's respondents admitted to feeling an immediate need to check their email when they heard or felt their distinct buzzing noise and needing to fight the urge to ignore it (Middleton & Cukier, 2006).

The fourth and final paradox presented is freedom and infringement (Middleton & Cukier, 2006). Being able to receive and send answers whenever and wherever does give the individual freedom to manipulate their work hours to fit their needs (Middleton & Cukier, 2006). If they need to drop the kids off at school or pick the youngest up from day-care early, they can still use their mobile email to work while on the go. The difficult part is to decide when the individual is working and when

they are off. Since work is always readily available and waiting, it can be hard to turn work off and let oneself have off time or simply go to bed (Middleton & Cukier, 2006).

Middleton and Cukier present these as *"contradictory interpretations of the specific behaviors as mirror images"* (Middleton & Cukier, 2006, p. 256) in their illustration, with the two types on opposite sides of the diagram. Using Sproull and Kiesler's two-level perspective on technology (Sproull & Kiesler, 1991, in Middleton & Cukier, 2006), Middleton and Cukier suggest the seemingly contradictory types can instead be seen as the first- and second-level effects of technology adoption. The functional usage types can be seen as first-level effect, which are expected to be beneficial and are also known as efficiency effects (Middleton & Cukier, 2006). The dysfunctional usage types can be seen as second-level effects, which over time will appear and affect at the system level (Middleton and Cukier, 2006). These effects can often produce unintended consequences and changes in social and /or organisational bonds (Middleton & Cukier, 2006). In other words, the first-level effects are similar to what may be called the honeymoon phase of a relationship, where everything is incredibly good and positive and nothing is wrong. As time goes on, the honeymoon phase fades, reality hits and reveals the flaws and ugly truths of the relationship, which in this case would be the second-level effects the dysfunctional usage types. This also suggests that the effects have a temporal value, in that the first-level effects is focussed on the implementation of new technology, and second-level effect come in to focus with longer term usage.

Middleton and Cukier argue, that while the usage of mobile email has both positive and negative sides, these are often connected, and they can be difficult for the individual to identify. Even further, their study shows that many employees feel compelled to check email, even when they are officially off of work (Middleton & Cukier, 2006).

To further explain this, they utilise the idea of the *psychic prison* of Morgan (Morgan, 1997, in Middleton & Cukier, 2006), which suggests that individuals or organisations, through defence mechanisms, idealistic mindsets and culture, can be fixated in perceptions of their reality, that gives them an imperfect understanding of the world at best.

The *psychic prison* described above hinders the individual or organisation from seeing the outside perspective of their actions, as they are only seeing the positives by reflecting the 'outside' environment that is visible to them inwards. When faced with discrepancies, the respondents of the

study would rationalise as to why they needed to check the phone immediately or bring it with them on holiday or to the beach (Middleton & Cukier, 2006). However, the outside perspective would more easily be able to find the negative sides of this technological evolution, as they are not caught by the environment and culture of the inside perspective (Middleton & Cukier, 2006).

This theory will help us to identify the technological paradoxes of the data that we have gathered through question 2.4, asking respondents to pick both pros and cons, and question 3.2 concerning availability. It will be used to analyse the contrasting pairs of first and second-order effects as well as the possibility that they experience *psychic prisons*.

3.3 Derks, ten Brummelhuis, Zecic and Bakker

Daantje Derks, Lieke L. ten Brummelhuis, Dino Zecic and Arnold B. Bakker published their article: *Switching on and off … : Does smartphone use obstruct the possibility to engage in recovery activities?* in 2012. This study investigates how work-related smartphone usage has an impact on the people's daily recovery activities from work-related efforts. Using an 80-person test group, this study also looks at the influence of work-related smartphone usage on the level of work-home interference experienced by the individual, as a consequence of being available and connected 24/7.

This article was published by theorists working at the Institute of Psychology at the Erasmus University Rotterdam in the Netherlands, and although it may have a more psychological perspective than the theories we would usually look to as management students, we believe that the focus on recovery activities and work-home interference related to work-based smartphone usage is an important aspect. It is an aspect that can easily be overlooked or forgotten by theorists with a more organisational or managerial perspective, or simply by employers at a company utilising these technological resources. With a slight change of perspective, we believe this theory can be utilised to enlighten these lacking areas.

We also believe that the findings of this study, like the study above, is not specific to one device or technological resource, but will apply to most of the work-related technological resources that employees can readily utilise both at work and at home, such as mobile, computer, tablet and intranet.

We have chosen this specific article, as it is relatively new. In fact, it was, according to themselves, the first empirical study to investigate how the usage of smartphones impact the employee's ability to engage in recovery activities in relation to high work-home interference (Derks et al., 2014). It is important to us to choose somewhat current theories, due to the current nature of the area we want to investigate, and although it has a mostly psychological perspective, we believe the findings are applicable and quite important for the organisational world and well-being of employees in the workplace of today.

Derks et al. introduces the concept of work-home interference (WHI), which *"is defined as a form of interrole conflict in which the role pressures from the work and the family domains are mutually incompatible so that participation in the home role conflicts with participation in the work role"* according to Greenhaus and Beutell (1985, in Derks et al., 2014, p. 82). In other words, by introducing work-related communication technology, Derks et al. (2014 argue that the lines between work and home are becoming blurred, making it harder to separate work and home. Both sides can influence the other, both negatively and positively, however, if the impact from the work sphere on the home sphere or vice versa is negative, it can be referred to as a WHI. This is an unpleasant occurrence and will hinder the individual from recovering (Derks et al., 2014). In order for the individual to cope with high levels of WHI, they will deliberately engage and initiate in recovery activities during evening hours, as an attempt to recover from the exertion of the day (Derks et al., 2014).

Derks et al. propose their first hypothesis: *"Smartphone users experience more WHI compared to a control group."(Derks et al., 2014, p. 82).*

According to Greenhaus and Beutell (1985, in Derks et al., 2014) WHI can happen in three ways. One way is the restraint of time, as it is impossible to be two places at once, let alone engage fully and competently in two things at the same time (Greenhaus and Beutell,1985, in Derks et al., 2014). So, although current technology can allow you to physically be a home, the time the individual spends on their mobile, email, etc. at home, will still take away time from the 'off-time' even if you are not at the office. The second way is the strain or stress at work, which can spill over to the time spent at home, making it hard to relax or put the work down (Greenhaus and Beutell,1985, in Derks et al., 2014). This is especially hard with the technological enhancements of today, where the work can often literally go home with you, which also promotes subtle overtime, such as answering emails, etc, while at home. The third way is when a specific behaviour, which is expected of you at

work, is inharmonious with the behaviour expected of you at home (Greenhaus and Beutell,1985, in Derks et al., 2014). Derks et al. uses the example of taking a work-related phone call while the kids are playing in the very next room or around you in the yard (Derks et al., 2014).

The second area that Derks et al. examines is recovery, as they hypothesise that smartphone usage will impact the relationship between WHI and recovery activates, making it weaker or even negative (Derks et al., 2014). To be as effective and perform at their best possible at work, recovery time is needed for the employee (Derks et al., 2014). Daily recovery during evening hours helps to reduce stress and promotes the health and well-being of the employees, according to Sonnentag (2001), as he is mentioned by Derks et al. (2014).

Further, in their study from 2007, Sonnentag and Fritz develop a scale of four types of recovery experiences (Sonnentag & Fritz, 2007, in Derks et al., 2014). The first on the scale is psychological detachment, where activities are directed towards mental disengagement from work (Sonnentag & Fritz, 2007, in Derks et al., 2014). The second is relaxation, where activities are defined by increased positive effect and low activation, such as meditation (Sonnentag & Fritz, 2007, in Derks et al., 2014). Third is mastery experiences, which refers to activities in other areas, where the individual can be challenged, gain new knowledge and achieve success (Sonnentag & Fritz, 2007, in Derks et al., 2014). Fourth, and last, is autonomy or control (Sonnentag & Fritz, 2007, in Derks et al., 2014). This refers to the level of freedom the individual has to choose from multiple options, such as, choosing when and where to work or engage in leisure time, or which activity to pursue (Sonnentag & Fritz, 2007, in Derks et al., 2014).

For the leisure activities to work, it is important for the employee to experience psychological detachment. In other words, the employee needs to disengage from work both physically and mentally to be able to recuperate (Sonnentag & Kruel, 2006, in Derks et al., 2014).

Derks et al.'s study denied the first hypothesis of a cohesion between work-related smartphone usage and a divergence in work-home interference (Derks et al., 2014). On the contrary, this study showed no significant difference between the level of WHI of the control group and that of the smartphone user group. This, they remark, is not the expected outcome of the study, as other similar studies have shown the hypothesis to be true (Derks et al., 2014). Derks et al. (2014) contributes this to the employees in the smartphone user group's own ability to create boundaries between their home and work situation. Another factor could be the concept of self-evaluation, as the study was

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based on the participant writing in a form of diary design, which could create a level of uncertainty. If the individual is evaluating itself, it can be hard to determine whether their evaluation is fair and truthful or not.

The results of the study do, however, support their second set of hypotheses, concerning the implications of work-related smartphone usage on the relationship between WHI and recovery activities (Derks et al., 2014). Compared to the control group of non-users, the use of smartphone negatively impact the individual's ability to participate in recovery activities severely, when they are faced with high levels of WHI (Derks et al., 2014). As WHI rises, the smartphone users have a harder time achieving psychological detachment, or in order words, they do not switch off from work, even when they are at home (Derks et al., 2014). Derks et al. (2014) ponder the possibility of intensive work-related smartphone usage having a direct impact on the well-being. However, they conclude, that further in-depth research is necessary for such a conclusion. Still, Derks and his colleagues quote Sonnentag et al.'s research from 2008, which states that the smartphone user's lack of ability to participate in recovery activities, such as relaxation, during the evening hours, will cost the individual the benefits of these, which in turn could impact their well-being negatively (Sonnentag et al, 2008, in Derks et al., 2014).

As a final remark, Derks et al. (2014) suggest for employers to facilitate regulations and policies for employees to follow when utilising technological resources, outside of their normal office hours. This should be done to make sure the employees do not feel compelled to react to every ping of the phone during leisure time. This could help the company take advantage of all the benefits of the resources of modern technology, yet still circumvent the possibly detrimental effect on the recovery of the individual.

The findings of this study mostly inspired section 4 of the questionnaire that relate to respondents' ability to switch off when they stop working. Specifically, question 4.1 and 4.2 asked whether it was easy to put devices such as phones away and questioned whether they felt like they experienced trouble relaxing. This was indirectly to assess how much WHI they might experience. Furthermore, question 4.6 gave them the option to describe the impact technology had on their personal lives and we assumed some might take this opportunity to describe the impact it could have on restitution and their well-being.

3.4 Kreiner

In his study, which included 325 individuals, Glen E. Kreiner examines and later demonstrates how important it is for an individual's preference for work-home segmentation to match that of the workplace, and how this affects job satisfaction, stress and what Kreiner refers to as work-home conflict. The principle of work-home conflict is similar to the principle of work-home interference mentioned in the theory above and it will be referred to as WHI throughout the thesis for ease of understanding, as the concepts can work interchangeably. This article is called *Consequences of work-home segmentation or integration: a person-environment fit perspective* and is from 2006, making it relatively new.

As we have mentioned with some of the other theories, age has been an important deciding factor, as the area we are researching is a domain in constant evolvement as well as a somewhat new area of concern for most businesses. Besides the temporal factor, this article differs from many others, as it focuses on the individual as opposed to a more generalised or organisational approach. His study is based on the theory and methodology person-environment fit (P-E fit theory) (Kreiner, 2006). Kreiner, himself, comments that the findings of his study, challenges the findings of earlier research (Kreiner, 2006). The difference is found in Kreiner's focus on the asymmetric results of the individuals and the previous research as these have encouraged for integration of home and work to amend issues of stress and role conflict (Kreiner, 2006).

Kreiner cites Harrison, Kulka, and lastly Stone and Hollenbeck on the following description of the P-E fit perspective; the person-environment fit has its basis in the idea that the individual's outcome is directly affected by both the person and the environment, but that these also interact with each other to create these outcomes (Harrison, 1978; Kulka, 1979; Stone and Hollenbeck, 1984, all in Kreiner, 2006).

Every person has their own needs, values and preferences, such as how much freedom they would like on projects or the amount of time they are expected to be available or reachable by their workplace (Kreiner, 2006). In the same way, all workplaces have established expectations of what they require from their employees, which values they represent and seek out, and what resources they have available. P-E fit theory suggests that an individual can experience reduced levels of conflict and stress as well as a heightened level of well-being if their preferences in resources are matched by resources provided by the workplace (Kreiner, 2006). Should the workplace be

providing too much or too little of the desired resources, a mismatch will ensue, which according to the P-E fit theory will have the opposite effect on the individual (Kreiner, 2006).

Kreiner proposes that this theory can be utilised on the area of segmentation or integration of home and work. He hypothesised that an individual with a desire for segmentation of work and home would fit and thrive with a workplace, which allows such segmentation, whereas an individual with a preference for integration of the two domains would be a miserable misfit (Kreiner, 2006). For the individual experiencing a mismatch, Kreiner believes, "*a lack of necessary supplies to create and maintain the ideal work-home boundary creates conflict*" (Kreiner, 2006. p.488). According to the P-E fit perspective, the individual will have an easier time maintaining a staple, conflict-free work-life balance, the closer they are to a fit that perfectly matches their preferences (Kreiner, 2006).

In this article, Kreiner presents hypotheses on the effect of the fit of the individual's preferences and perceived resources of the workplace on three areas; work-home conflict (WHI), stress and job satisfaction.

The first area examined is work-home conflict with a P-E fit theory perspective. To alleviate WHI, most workplaces institute some type of HR policy as a resource to help employees negotiate the boundaries between work and home. However, these have not as of yet been determined as a significantly impactful in terms of regulating WHI. On the contrary, Kreiner mentions the findings of Solomon from 1994 (in Kreiner, 2006), which concluded that work-family related HR policies are only responsible for a small direct effect on the individual's level of WHI.

Kreiner ponders that a better way of alleviating WHI, and the following conflict, is to use the P-E fit theory to look at the individual's needs and preferences and how these align with the workplace (Kreiner, 2006). By looking at the individual preferences rather than the company policies, Kreiner suggest that we can explain why some employees will thrive at certain workplace while others will not. When achieving the perfect fit, the individual will be able to regulate their work-home boundaries to match their preference, lessening the change of conflict, WHI and strain, while the level of satisfaction will steadily rise (Kreiner, 2006). Equivalence between the preference of the individual and the resources made available by the workplace, will combined turn in to the individual's most ideal work-home conditions, reducing the level of WHI, as the individual is empowered by the available resources (Kreiner, 2006).

Kreiner suggest that individuals can identify the ideal environment to negotiate their particular liking of work-home boundary, especially over time (Kreiner, 2006). This identification helps to form their preferences. If the workplace provides too much or too little segmentation for the preference of the employee, a clash can occur, as the incongruence between the two parties will frustrate the employee's efforts to negotiate their ideal work-home boundary (Kreiner, 2006).

Kreiner also suggests that an individual with a set preference of either segmentation or integration, will likely have lower levels of conflict when achieving their fit, than an individual who is neutral to the matter (Kreiner, 2006). This, Kreiner says, is because the individual with strong preferences will have a stronger sense of fulfilment and receive greater benefits from the wanted resources, than the individual, who was indifferent to which resources they were given (Kreiner, 2006).

The first hypothesis suggests that the level of WHI will increase the further away from the segmentation supplies and segmentation preferences are from each other, but will decrease the closer the parties are to a perfect fit (Kreiner, 2006). Further, it proposes that WHI will be higher when both parties are neutral than when the parties are either both high or both low (Kreiner, 2006).

The second hypothesis presented in the article is similar to the first but it is concerning stress. It proposes that, like WHI, stress will increase the more the segmentation preferences and supplies differ from each other, but decrease the closer the parties come to each other (Kreiner, 2006). As with WHI, the hypothesis also suggests that the level of stress will be lower when the segmentation preferences and supplies are both in the high or low end of the scale, than when the parties are neutral (Kreiner, 2006).

This is based on the predictions of the P-E fit theory, such as that of French, Caplan and Harrison from 1982 (in Kreiner, 2006) who states that as the supplies of the environment increase towards the individual's preferences, the level of stress of the individual will decrease. When the individual is unable to obtain its preference of resources or supplies, the situation will result in unfulfilled needs, tension and stress (Kreiner, 2006). Further, it is suggested that an individual with a clear preference of supplies will gain more when achieving their perfect fit and experience less stress, than an individual who has no preference (Kreiner, 2006). The first individual would be prone utilising the benefits of the supplies to their advantage, whereas the latter may not be aware of how to use them to their fullest potential (Kreiner, 2006).

The third area examined is job satisfaction. As with the paragraph on stress above, the P-E fit theory can be applied with a segmentation perspective and would suggest that discrepancies between preferences and resources, will create a misfit and by that decrease job satisfaction (Kreiner, 2006). It is also suggested that an individual who is not interested in segmentation of work and home most likely will be less satisfied with finding their perfect, than an individual with a strong preference would when finding their perfect fit (Kreiner, 2006). In other words, the level of job satisfaction gained from finding your perfect fit, will be higher if the issue is of importance for the individual.

On this basis, the last hypothesis is very similar to the two above, however, the focus in this hypothesis is on job satisfaction. Here the proposition is that job satisfaction will decrease when the segmentation preferences of the individual and supplies of the workplace or far away from each other, and that it will increase when these values are close to or fit each other (Kreiner, 2006). Further, he suggests that the level of job satisfaction will be higher when the parties are neutral, that when both the individual's segmentation preferences and the segmentation supplies of the workplace are both in the high or low end of the scale (Kreiner, 2006).

The results of the study support parts of Kreiner's hypotheses. In terms of the hypothesis on WHI, the study showed a decrease in WHI when the level of resources provided by the workplace increased towards the preference level of the individual, as predicted (Kreiner, 2006). It did, however, continue to decrease as the level of resources surpassed the preferential level, contrary to Kreiner's idea (Kreiner, 2006). The second part of Kreiner's hypothesis on WHI, which concerned the levels of WHI being lower for individuals with a clear preference than those without such preference, was found unsupported, as the study showed WHI decreasing when resources moved towards neutral, but increased when moving away (Kreiner, 2006). As opposed to Kreiner's prediction, WHI was lower when the parties were both neutral, than when preferences and supplies were either both high or low (Kreiner, 2006).

In terms of the hypothesis on stress, the study supported the first part of the hypothesis, which stated that fit of preference and supplies would affect stress levels of the individual. The study showed that as resources increased towards the preferential level, stress decrease, however, when surpassing the preferred level, stress increased (Kreiner, 2006). The second part of the hypothesis, concerning differences in stress levels between individuals with strong preferences and neutral individuals, the study did not confirm that stress levels were lower when both resources and preferences are both neutral, than when both are whether high or low (Kreiner, 2006).

As with the hypothesis on stress, the study found support for the first part of the hypothesis for job satisfaction, in that job satisfaction increased the closer the level of resources came to the preferences, but decreased as the resource level surpassed the preferences (Kreiner, 2006). In this case, however, the second part of the hypothesis was partially supported, as job satisfaction level did decrease as resources and preferences approached neutral, yet, job satisfaction values did not increase gradually, but rose when the perfect fit was in close proximity (Kreiner, 2006).

This study showed the importance of the perfect fit in terms of the individual well-being. If a workplace has the level of resources which fit the preferences of the individual, this study concludes that the individual will have lower levels of WHI and stress and higher levels of job satisfaction (Kreiner, 2006). It showed the importance of looking at the interaction between individuals and environments to predict the individual's outcome in a given environment (Kreiner, 2006). It is important to look at the individual, as responses will differ from person to person.

The study concludes that if workplace has a high level of resources set for employees to segment work and home, but the individual has a low preference of segmentation, the employee will experience high levels of stress, but quite low levels of WHI and job satisfaction (Kreiner, 2006). This suggests that while segmentation may decrease levels of WHI for some employees, it may escalate the amount of stress for employees with other preferences.

Segmentation preferences were more impactful to stress and job satisfaction than supplies, but vice versa was found for WHI (Kreiner, 2006). Additionally, contrary to the theory of P-E, individuals with a neutral preference seem to experience less stress and lower WHI levels (Kreiner, 2006). In other words, for some employees, having a neutral attitude will be more beneficial to their well-being than having strong preferences or finding their perfect fit.

Finally, Kreiner's study shows a correlation of gender and WHI, but not on job satisfaction or stress, possibly insinuating the work-life balance is especially significant for the female sex than the male (Kreiner, 2006).

While finding a fit between resources and preferences may help reduce levels of WHI for the employees, WHI can still exist at significant levels at the perfect fit (Kreiner, 2006). Still, this theory shows the connection between individual and environment can be more impactful on an individual's well-being than an HR-policy.

This theory will help us understand why individuals may differ in their answers, even when working in the same business. This theory is connected in particular to question 3.5, which asks respondents if they uphold potential guidelines, as well as question 4.3 that tried to discern whether constant checking up on work was seen mostly as self-imposed or something that they felt were forced on them.

3.5 Rennecker and Godwin

In 2005, Julie Rennecker and Lindsey Godwin published an article called: *Delays and interruptions: A self-perpetuating paradox of communication technology use*. As the title suggests, Rennecker and Godwin examines the paradoxical nature of modern communication, while being made to reduce communication delays, advances in communication technology *"… may, in practice, inadvertently contributing to the increase in work interruptions"* (Rennecker & Godwin, 2005, p. 247). In other words, while communication technologies are intrinsically important for the accomplishment of a job, they may easily hinder the effectivity. Rennecker and Godwin present a model consisting of what they call first- and second-order effects of communication media use. By employing prior research and the vantage point of the model, they surmise testable, likely third-order effects of communication delays or interruptions that has implication for the organisation of work.

Rennecker and Godwin define to types of communication disruption, delays and interruptions, both of which have an impact on the organisation of work. With communication delays, an employee is lacking the necessary information to move forward with their current project, and is therefore unable to do so, which contributes to disorganisation of work (Rennecker & Godwin, 2005). Delays can be quite consequential for both the organisation and employee, if the nature of the project is urgent. Communication interruptions will interfere with the flow of tasks that are part of the process to finish a given project (Rennecker & Godwin, 2005). They are synchronous, but not instigated by the recipient (O'Conaill and Frohlich, 1995 in Rennecker & Godwin, 2005). Communication disruptions will cause an employee to stop the current task at hand, and as these are unscheduled, they are difficult to plan your way out of (Rennecker & Godwin, 2005).

In Rennecker and Godwin's theory, they utilise Sproull and Kiesler's definitions of first and second-order effects of technology adoption from 1991. This theory was also mentioned in the

section regarding the theory of Middleton and Cukier from 2006, however we will briefly reiterate the concepts, as to ease comprehension.

An organisation is implementing a new technological tool such as a new app to access the intranet of an organisation from your phone. Here the first-order effect may be increased organisation, as it is easier to reach the wanted person, information or project, thereby decreasing work delays. A second-order effect, on the other hand, is the unforeseen and most likely paradoxical consequence of the technology, which is often not noticed until the technology is utilised in practice. The second-order effect in this example may, could be increased disorganisation, as the heightened availability will lead to increasing work interruptions.

Rennecker and Godwin employ organisation and disorganisation from the perspective of the individual, trying to finish a project or task, and in a literal fashion interpretation (Rennecker & Godwin, 2005). This, as mentioned above, presents a paradoxical nature, as we are both in need of technology to aid us in certain tasks and optimise our productivity, yet with it comes the pressure of availability and disruptiveness of work interruptions (Rennecker & Godwin, 2005). Looking at previous studies from the area of interest, Rennecker and Godwin suggests, workplaces can improve the individual's productivity and effectivity by implementing work and communication practices and/or guidelines that reduce the amount of interruptions experiences by employees (Rennecker & Godwin, 2005).

Rennecker and Godwin present two modes of communication, synchronous and asynchronous, which facilitates delays and interruptions for the individuals seeking and providing the needed information differently, as seen in their figures 1 and 2 below.
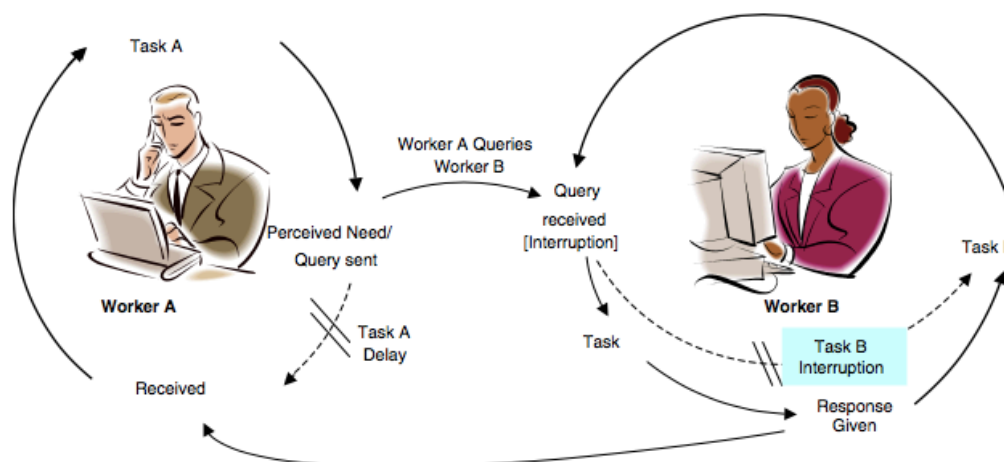

Fig. 1. Work delays and interruptions experienced by information seekers and information providers communicating synchronously.

In figure 1, X is working on project A, but is in need of some information, so she sends a request to her colleague Z via a synchronous channel, such as a mobile email fixed with an alert for receiving (Rennecker & Godwin, 2005). Colleague Z on the other hand, will have to divert from her current assignment to help colleague X with information for project A, and then revert back to her own project. While colleague X is able to continue her work on project A with a minimal delay, colleague Z had to change her focus twice in the same period. This would presumably hurt colleague Z's productivity, as she lost time working on her own assignment both when helping colleague X, but also switching from one project to the other and back (Rennecker & Godwin, 2005).
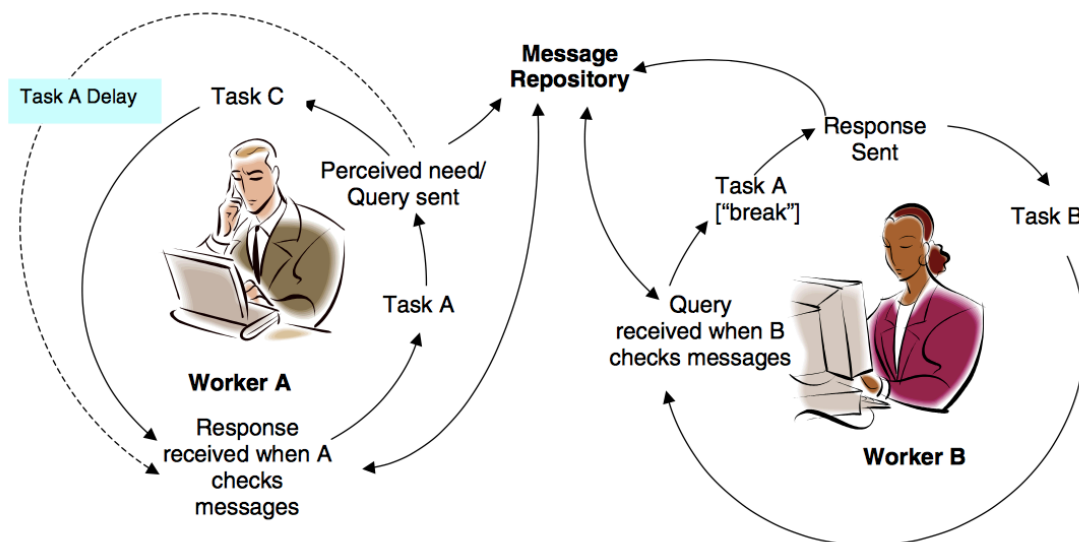

Fig. 2. Work delays experienced by information seekers and information providers communicating asynchronously.

In figure 2, an asynchronous communication channel is utilised. This could still be an email; however, it is not equipped with an alert or highlight, and will not be checked immediately. Again, colleague X is working at project A and is in need of assistance in terms of information. She sends a request to colleague Z, who is working on her own project. This time, however, colleague Z will not be reacting to her email repository, until she has finished her current assignment or is in need of a break (Rennecker & Godwin, 2005). She will respond to the queries in her inbox, as she sees fit. While awaiting colleague Z's response, colleague X will have to find other tasks to focus on, as she will not be able to continue with project A without the needed information. This will create an extended delay for colleague X as well as loss of time and personal productivity from the delay

itself, but also from switching tasks, while colleague Z will have no interruptions in her work (Rennecker & Godwin, 2005).

In conclusion, the two modes of communication are each more advantageous for one side of the communication process than the other. For the information seeker, having a synchronous mode of communication will decrease delays, thereby helping their personal productivity (Rennecker & Godwin, 2005). It will, however, hurt the information provider's productivity in terms of interruptions and loss of time diverting their focus back and forth between assignments (Rennecker & Godwin, 2005). Asynchronous mode of communication, on the other hand, will leave the information provider with little or no interruptions, which will help them with their productivity (Rennecker & Godwin, 2005). It will create extended delays for the information seekers, as they will be waiting for essential information and will need to work on other areas if at all possible (Rennecker & Godwin, 2005).

Based on the differences between the parties and the first- and second-order effects of both modes, Rennecker and Godwin suggests the term third-order effect to represent the technology users' creative efforts to combat the disadvantages they experience in either mode (Rennecker & Godwin, 2005). The idea of third-order effects will make it easier to consider how employees manage the struggle of control described in figures 1 and 2 above. The need for control differs from individual to individual, where those with a high need for personal control seem to seek action to diminish any loss of control, regain what was lost and take a loss of control as more of a challenge (Rennecker & Godwin, 2005).

When combining this theory with the figures described above, Rennecker and Godwin reveal their expectations as to how an individual with a high need for control would attempt to facilitate control over their communicative situation at their work. This could be achieved, they presume, by the individual using a synchronous mode of communication when initiating communication more, while opting to asynchronous modes of communication when responding to other's queries whenever possible (Rennecker & Godwin, 2005). This way, an individual with a high need of control, can try to minimise delays and interruptions, giving themselves the best workflow possible (Rennecker & Godwin, 2005). If, on the other hand, the individual has a low need for control, Rennecker and Godwin argues that research supports that the individual will revolve more towards initiating asynchronous modes of communication, while responding would be facilitated in

whichever mode the sender has chosen (Rennecker & Godwin, 2005). This, however, does little to hinder interruptions and delays in their own projects.

If all employees had low need of control, most communication in the company would likely be asynchronous, according to Rennecker and Godwin (Rennecker & Godwin, 2005). Having a company solely filled with employees with a low need for control is quite unlikely. However, it may pose a problem, if a company had a mixture of employees with high and low need for control. Those with a high need of control would be decreasing the frequency of communication delays and work interruption in their workflow, by mainly initiating synchronous modes of communication, but avoiding receiving it. On the other hand, those with a low need of control will be sending through asynchronous modes of communication, thereby not interrupting the receiver, but they themselves will likely be interrupted by the inquiries of those with a high need for control. As they will respond through whichever medium chosen by the sender, those with a low need for control are likely to experience a higher level of both communication delays and work interruptions.

Maintaining any form of control when being the information provider in a synchronous mode of communication is difficult, yet Rennecker and Godwin have added interruption management strategies to their figure 3 (Rennecker & Godwin, 2005, p. 257):
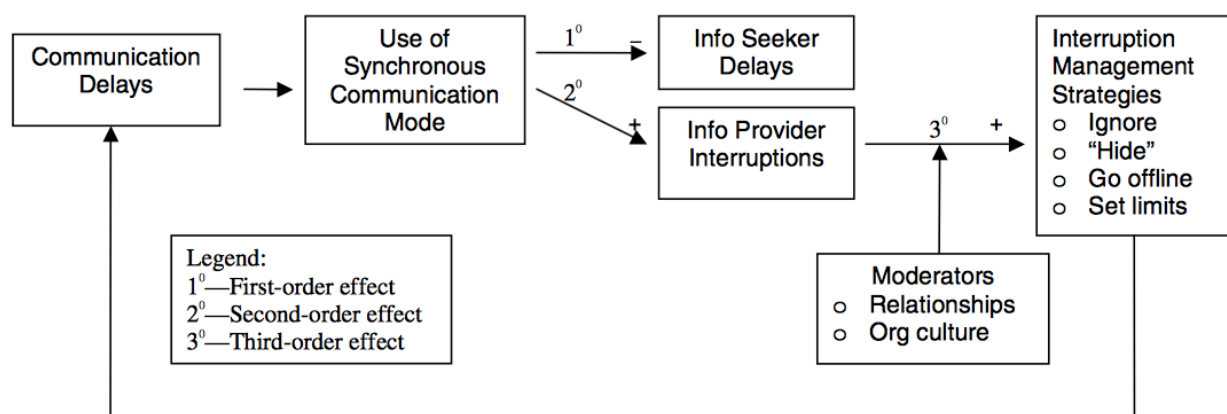

Fig. 3. A vicious circle of "hide and seek" communication among high control-motivated workers.

These are strategies to minimise delays and interruptions by decreasing your visibility or availability (Rennecker & Godwin, 2005). This could be done in person by closing the door to your office or turning off and not answering your phone. In the modern day of technology, this becomes slightly more difficult, as we often are online through our smartphone or similar devices. However, there are options such as going offline, "hiding" e.g. marking your avatar as "busy" on IM, or

simply ignoring the inquiries. The last strategy, which would apply both in the physical and technological world of communication, is to set limits for communication.

Since the individuals are not working in a vacuum, without feelings or perception of their surroundings, Rennecker and Godwin have added the aspect of organisational culture as well as relationships as moderators in their theory, as displayed in figure 3.

Rennecker and Godwin proposes that the individual's choice of communicative strategy as an information provider is significantly influenced by the relationship between the individual provider and the individual seeking the information (Rennecker & Godwin, 2005). The term relationship is to be understood in an organisational frame of mind, encompassing both personal relationships or affinities and formal relationships, both in terms of status in titles popularity (Rennecker & Godwin, 2005). They propose that when communicating with an individual with a higher status, individuals with a high need of control will mirror the actions of an individual with a low need of control, deferring the control to the person with a higher standing (Rennecker & Godwin, 2005).

In terms of affinity, individuals seem more likely to help people they characterise as friends, than those they do not know (Rennecker & Godwin, 2005). Further, they are also more prone to ask for help or information from people they have an affinity for, rather than someone they dislike or do not know (Rennecker & Godwin, 2005). This would suggest that the personal relationship between the parties would help determine the individual's willingness to answer a query and an interruption of work flow. A secondary reasoning for this could be the idea of reciprocity (Rennecker & Godwin, 2005). If the information provider is quick to answer with the needed information, the information seeker will be prone to return the favour when the tables are turned (Rennecker & Godwin, 2005). This could alter the communicative behaviour of an individual with a high need of control, moderating it to be available to synchronous communication, while expecting reciprocity (Rennecker & Godwin, 2005). If reciprocity is absent, such as with a query from a colleague with a reputation for answering late or being self-serving, the individual will revert back to its control-motivated mode of communication (Rennecker & Godwin, 2005).

Another area, which could moderate the individual's mode of communication is the organisational culture, as this helps regulate what is considered "appropriate" modes of communication actions (Rennecker & Godwin, 2005). Rennecker and Godwin state that an organisation's culture can impact the communicative behaviour of an individual in different ways. The culture of the

organisation might be focused on optimisation and high individual productivity, which would entice an individual with a high need for control to employ interruption management strategies to decrease interruption, while utilising synchronous modes of communication for enquiries to decrease delays (Rennecker & Godwin, 2005). If the culture of the organisation is focused on availability, connectivity and a low response time would fit the communication behaviour of an individual, where answering enquiries is a constant priority, even if it means pausing your own project, and shutting off your mail or phone is unacceptable (Rennecker & Godwin, 2005). Most employees will use the communicative tools available consistently with the organisational culture no matter their preference (Rennecker & Godwin, 2005). If the organisational culture is a mixture of both, where the individual's productivity is portrayed as equally important to teamwork and thereby communication, the communicative behaviour of the individual will be consistent with their need for control (Rennecker & Godwin, 2005).

In conclusion, while the use of technological tools for communication may be made to optimize and facilitate efficiency, the result may unexpectedly be the opposite for the individual.

This paradox of organisation and disorganisation may affect the individual differently depending on a number of factors including their personal need for control, their role in the communication, relationships and organisational culture. Question 3.4 in the questionnaire was used to obtain the speed with which people were expected to reply, as a means of identifying how quickly responses are expected, which will inevitably dictate how employees will have to manage their interactions. Furthermore, question 3.3 where respondents were asked how frequently they checked their email or messages would provide an indication of how they engaged with the people contacting them.

3.6 ter Hoeven and van Zoonen

In 2015, Claartje L. ter Hoeven and Ward van Zoonen conducted a study on 1,005 Dutch employees to research how flexible work designs might improve employee well-being through enhanced work resources and whether it could negatively relate to employee well-being through increased job demands. Their findings were published as the article *Flexible work designs and employee well-being: examining the effects of resources and demands* (ter Hoeven & van Zoonen, 2015).While this thesis is not directly related to analysing the employee well-being of the respondents of the questionnaire, it would be amiss to not take the aspect into consideration. Several of the questions

were asking for the respondents' opinions and self-evaluation and as such they are indirectly asking the respondents to assess how they feel about the presence of the technological aids as well as the almost inherently flexible job design, which can easily be achieved through technological abilities. Furthermore, the concepts of job resources and job demands are useful tools to attempt to concretely capture why people might feel torn between valuing the good aspects of technology while also acknowledging the negative aspects that can come along with it.

The technological and communicational advances have resulted in an ability to design work environments that allow for temporal and spatial flexibility where the employees do not necessarily need to be tied down to an office space (ter Hoeven & van Zoonen, 2015). Computers and mobile phones allow people to work from home, at odd times, and potentially stay connected with people constantly. This can result in so-called flexible work designs, which will be referred to as FWD onwards. More specifically, one could define flexible work designs as dependent on flexibility of place, flexibility of time and unrestricted use of communication technologies (ter Hoeven & van Zoonen, 2015). However, *"FWDs can lead to paradoxes by, for example, providing more freedom and control over work while simultaneously reducing the ability to disengage from work"* (Michel, 2011, in ter Hoeven & van Zoonen, 2015, p. 238). It is important to note this paradoxical nature of flexible work arrangements since it can be tempting to assume more freedom and autonomy automatically leads to better well-being and contentment, and while that is true, it would be amiss to forget about a possible flipside. More freedom inherently puts more responsibility on the shoulders of the individual and as such they have to regulate their own boundaries, which might be difficult and therefore result in struggles to put down the work at the end of the day.

Since it was suspected that this type of work environment might have an ability to radically influence employee well-being, both positively and negatively, it prompted ter Hoeven and van Zoonen to pose two hypotheses: 1) FWDs are positively related to employee well-being through enhanced work-life balance, enhanced job autonomy and more effective communication; 2) FWDs are negatively related to employee well-being through increased interruptions, unpredictability and work intensification (ter Hoeven & van Zoonen, 2015).

All of the aspects listed in the first hypothesis are representing potential job resources and all aspects listed in the second hypothesis are representing potential job demands. More specifically the two aspects can be described as *"job demands consist of physical, social or organizational aspects of a job that require sustained physical and/or mental effort, whereas job resources consist of the*

physical, psychological, social or organizational aspects of a job that function either to achieve work goals, reduce job demands, or stimulate personal growth and development"(Demerouti et al., 2001, in ter Hoeven & van Zoonen, 2015, p. 240). Essentially, the two are meant to balance each other out. Every single job comes with some type of job demands, such as having to be on call, show up to meetings or get certain tasks done within a deadline, but these should be balanced out by work resources, such as being able to achieve your professional goals, being able to schedule your time and feeling in control over your life. It is especially important for jobs with a lot of job demands that they likewise have a lot of job resources as it otherwise is a recipe for poor employee well-being. It is undoubtedly the reason that this study had them as central aspects to help analyse the well-being of the sample of employees.

For the job resources, the study was focused specifically on autonomy, work-life balance and effective communication. All three of the aspects are inevitably linked together. Increased job autonomy refers to employees being able to make decisions about their work (ter Hoeven & van Zoonen, 2015). Increased effective communication are both related to the use and the availability of appropriate ICT but more so focused on having control over information and interaction (ter Hoeven & van Zoonen, 2015). Lastly, work-life balance is encompassing of having space for both work-related and private appointments and being able to adequately accomplish both areas in a balancing act (ter Hoeven & van Zoonen, 2015). All of these aspects above essentially come back to granting more control to the employees to shape their own daily lives. In an ideal world, it provides them with the opportunity to have a fulfilled working life and the stronger the resources at their disposal the more content the employee will be and additionally it will make them better equipped to handle any potential job demands (ter Hoeven & van Zoonen, 2015).

For the job demands, the study particularly focused on an increase in interruptions, unpredictability and work intensity. These three aspects of job demands are brought to life with the existence of technological aids that make it possible for an employee to be reachable to a very great extent. Interruptions are seen as an interaction, which is not initiated by the recipient and dictates that they cease their current activity (ter Hoeven & van Zoonen, 2015). Unpredictability is brought on by allowing and possibly encouraging instantaneous information exchanges across time and space, which makes it harder to plan your day (ter Hoeven & van Zoonen, 2015). Lastly, work intensification is driven by an increase in work hours and the perceived expectation that flexibility should be paid back with increased efforts (ter Hoeven & van Zoonen, 2015). Essentially, any

flexibility provided to an employee is not only granted to that one individual but is rather something everyone around them can also make use of, which inherently can take away some of the control the employee has otherwise been given (ter Hoeven & van Zoonen, 2015). This is another reason why it is important that job demands and job resources are somewhat evenly balanced, as to make sure the job demands will not completely drown an employee.

 Through an analysis of the data gathered, the study concluded that they saw all three aspects of the first hypothesis confirmed, meaning that increased autonomy, increased work-life balance and effective communication could all be positively linked to having a FWD (ter Hoeven & van Zoonen, 2015). However, only one of the three aspects of the second hypothesis was confirmed. They were able to link increased interruptions as one of the job demands of FWD, while the data was unable to positively determine if unpredictability and work intensification were job demands connected to FWD (ter Hoeven & van Zoonen, 2015). In fact, contrary to the initial beliefs, the study found a positive connection to employee well-being in terms of unpredictability: "*Unpredictability could offer employees the chance to thrive, excel, and even surpass their peers by exceeding their job descriptions*" (ter Hoeven & van Zoonen, 2015, p. 250). As such, they accidentally found another job resource connected to having a flexible work environment.

Furthermore, they concluded that the effectiveness of communication and the interruptions were about equal in strength, which indicated opposing mediation (ter Hoeven & van Zoonen, 2015). The job demands and job resources seemed to be matched to a degree where they allowed the employee well-being to stay mostly unaffected. In such, the two are evenly matched. However, it does also provide some insight into how important it is to maintain effective communication and that any systems the communication is dependent on are running smoothly. If the effectiveness of communication suddenly drops, interruptions would no longer be mediated by anything and that could cause a problem.

However, the study also determined that the effect size of work-life balance and autonomy were both greater in size than the determined job demand of interruptions (ter Hoeven & van Zoonen, 2015). This could mean that nurturing those aspects might still ensure that the employee well-being remains positive and stable. The two aspects are proposed as separate in the study and they do have separate, differing elements to them. At the same time, they are very closely locked together, since work-life balance likely would be very difficult to achieve without a moderate amount of autonomy to control your own schedule.

With the findings of this study in mind, we constructed one of the questions in the questionnaire, specifically question 4.4, to ask the respondents to pick one or more options in a list of how they felt technological aids influenced their daily working life. The list included both positive and negative aspects not entirely unlike this study. The awareness of the job demands and resources that are closely tied to flexible work environments, which are possibly because of technology, will enable us to better determine how the connectivity affects the employees from our sample.

3.7 Chesley

Noelle Chesley conducted a study, based on data collected from two pools of employees in 2001/2002. The goal was to determine whether the employees felt like they were shaped by their contextualized use of computers, email and cell phones in terms of their effectiveness at work, their workload and their general pace of life (Chesley, 2010). Their article *Technological use and employee assessments of work effectiveness, workload and pace of life* was published in 2010. It found this topic important to analyse because of the assumption that employees' perception of their performance, their work demands and their perceptions of time pressures would be able to predict important organisational outcomes, such as absenteeism and turnover (Chesley, 2010). This study is particularly interesting to look at for our thesis, as it tackles that concept of effectivity in the work, which could also be regarded as the employee's productivity. This correlated with our interest in whether a potential for productivity might make people lean in a more favourable view of heavy integration and dependability with regards to technological aids.

Former studies had already established a positive relationship between the use of ICT and productivity gains for the organisation, while it is also argued that the widespread ICT adaption tended to lead to a higher-paced and a more demanding workspace where time pressure is prevalent (Southerton, 2007, in Chesley, 2010). The efficiency possible through ICT was also thought to have the potential to produce a more demanding work <u>and</u> non-work environment, suggesting that the line between work and private life has been blurred and the time pressures and increased demand might not be entirely isolated to the workday. This might in part be because the Internet and mobile phone use supports increased connection amongst users, inevitably breaking down otherwise existing barriers and increasing the access that employees have to each other, both within and outside of the workplace, however, there is limited evidence to back this claim (Chesley, 2010). Still, data from a decade ago, determined that 56% of employees who are ICT users did some work

at home and 20% did so every day or almost every day (Madden & Jones, 2008). If we take into consideration how many more people have become ICT users since then and the rapid development in devices and software, it is not unreasonable to assume that the numbers might be higher today. Even then, people described perceptions such as it being difficult to "escape" work (Madden & Jones, 2008).

In fact, instead of entirely being a component of work efficiency, which could be described as being able to manage your time well, technology has been identified as one of the key environmental variables to shaping perceptions of time pressure (Southerton, 2007, in Chesley, 2010). Employees would argue that because of the increased interruption, which is an inherent feature of technological access, they felt like it fragmented their experience and contributed to them feeling rushed (Southerton, 2007, in Chesley, 2010).

Based on this information, Chesley put forth three hypotheses: 1) employees with frequent use of ICT are more likely to agree that technology enhances their effectiveness than less frequent users and work-related technological use will positively influence this assessment, 2) employees with more frequent ICT use are more likely to agree that technology increases workload and work-related technological use will positively influence this assessment, and lastly 3) employees with frequent use of ICT are more likely to agree that technology accelerates their pace of life and both their work and personal use will shape this assessment (Chesley, 2010). Essentially, it can be condensed down to that those users who are frequent users will experience all three elements of interest – effectiveness, workload and pace of life – to a higher degree than those who do not use computers, email, the Internet, and mobile phones as frequently. Further, it will mostly be dependent on their work-related technological aids with the exception of accelerated pace of life, which might also be influenced by private use.

Data was gathered from two groups. The first group was called *Careers,* where the people were employed at large organisations that were likely to incorporate ICT practices early on and the pool were generally well-educated (Chesley, 2010). The second group was called *Community* where the people were found based on their residence and they were much more diversified even if they were not entirely representative of the national work force (Chesley, 2010). The two different groups were interviewed twice, with a year between interviews, and their responses were later sorted into categories based on their agreement or disagreement to the questions as a way to determine how they felt about the three aspects being studied (Chesley, 2010).

Perhaps not surprisingly, the study determined that the more frequent technology users were more likely to agree that ICT made them more effective at work (Chesley, 2010). This pattern was supported for both computer and email and for both *Careers* and those in *Community* who were frequent users (Chesley, 2010). However, it was overwhelmingly the *Careers* respondents that found mobile phones contributing to work effectiveness (Chesley, 2010). This might indicate that the *Community* group generally did not regard their mobile phones as a work-tool but instead one for private use. Still, these findings supported the first hypothesis. At the same time, the study also showed that individuals who only used computer for work-related tasks, had a 75% level of agreement that it improved efficiency, while individuals who used the computer for both work and personal tasks instead valued it up to 90% (Chesley, 2010). This seems to speak in favour of dual use and a heightened perception of efficiency when allowed to use the computer for non-work-related tasks.

The second hypothesis was mostly proven true as well, as people reported that both the use of computers and email contributed to a heavier workload, while the findings on mobile phones were inconsistent and these findings were similar in both the *Careers* and *Community* groups (Chesley, 2010). These findings were equal both with people who used their computer strictly professionally and those who used it for both private and work-related tasks, suggesting that work-related use is the driving force in both cases (Chesley, 2010).

In relation to the third and final hypothesis, the findings *"... indicate that the frequency of use of computers, email, and cell phones is predictive of agreement that ICT use results in an accelerating pace of daily life in both samples, even after accounting for actual and perceived work and personal demands and time pressures."*(Chesley, 2010, p. 505). The individuals in both in *Community* and *Careers* who were marked as low-frequency users generally did not attribute the devices to contribute much to an accelerated pace of life, averaging respectively 25% and 46%, while the probability of increased pace of life went up to 78% for the high-frequency users (Chesley, 2010). Furthermore, this hypothesis was the only one to claim that work use as well as private use would have an influence on the outcome, and it was proven through the data (Chesley, 2010). More strikingly, though, was the fact that respondents generally connected technology to an accelerated pace of life no matter the frequency of use of ICT, meaning anyone using it, even to a small degree, acknowledged that it could lead to an accelerated pace of life (Chesley, 2010).

The study ultimately found that *"... perceptions about overload at work and the overall level of work demands increases the odds of agreement that technology use is accelerating the pace of daily life, controlling for levels and context of actual ICT use"* (Chesley, 2010, p. 505). These findings are in agreement with previous findings from a similar 2008 study, where 46% believed that ICTs increase demands that they work more hours, contributing to overload at work (Madden & Jones, 2008).

Concretely, it is determined that ICT use is predictive of employee perception regarding time pressure, job demands and job performance, and as such it can lead to real social consequences (Chesley, 2010). It also managed to show a dissonance between the different types of devices, with people repeatedly evaluating computer and email as more influential while mobile phones were regarded a little differently (Chesley, 2010). This might be one of the places where the study shows its clear age and the disadvantages of it. The data analysed is gathered around 2000, where mobile phones were not the minicomputers that smartphones are today. If the study had been conducted today, or with data from more recent years, it might have showed a greater overlap between the two as it seemed the connection to the Internet was the main aspect that caused people to value computers and email as having greater impact. The author herself acknowledges that it would not make much sense to have a distinct section for each type of device for further research (Chesley, 2010).

The three aspects evaluated in this study – heightened work efficiency, increased workload and accelerated pace of life – are all elements that are relevant to keep in mind when looking at the data collected from our questionnaire. Question 2.3 specifically asked our respondents to address whether or not they felt like technological aids helped their productivity or limited it on a scale and question 2.2 enquired how many hours the respondents spent working with their different devices, whether it be computer, mobile phone or other technology. These questions were asked to make sure we got an idea of how high frequency ICT users our respondents would be as well as their evaluations of their effectiveness to be able to determine whether or not they might experience more influence compared to those who spend fewer hours working at a screen.

4.0 Analysis

As mentioned, our data collection has consisted of a questionnaire distributed and shared through several social media outlets (Facebook and LinkedIn) as well as individual organisations through private emails and word of mouth. This has resulted in answers from a wide variety of people, working in a wide variety of jobs, ranging from the creative industry to communication, from public institutions to private businesses and from the student worker to the president of the company. We have a total of 186 answers, where 136 are women and 50 are men, ranging in age from 18 to 65+ (Appendix 2).

While this may look like a nice cross-section of the working community, we are very aware that this is a small study, which is why we compare our data to a larger representative sample in the beginning of this chapter. The number of women who answered the questionnaire far outweighs the men. Whether this was simply a result of the network of the writers, or perhaps women are more prone to help their fellows, will be left open for consideration.

Throughout this chapter, we will be analysing the data collected through our questionnaire, using the theories introduced in the theory chapter above. This will provide us with insight to answer our research question.

To refrain from unnecessary repetition, we will not be analysing the questions numerically, but instead grouping the questions together dependent on interesting trends or curiosities we have spotted in the complete dataset. A group of questions may be analysed by more than one theory, depending on its relevance. As the data received from the respondents from a single question can be viewed in multiple ways and perspectives, questions may also be analysed as part of multiple groups.

4.1 Technology on the rise

We had expected our respondents to be somewhat high-frequency users of ICT, because of the way the questionnaire was distributed. As expected, we got a lot of responses that indicated that people spent all or a majority of their time at work using technology to accomplish their tasks. Not a single of the 186 respondents said that they spent zero hours, 8 individuals said they worked 1-2 hours, 30 individuals said they worked 3-4 hours, 56 individuals said they worked 5-6 hours, an astonishing

71 individuals said they worked 7-8 hours, 15 individuals worked 9-10 hours and lastly 6 individuals stated that they worked over 10 hours with technology on an average work day (Q. 2.2, Appendix 2). Since our sample pool was relatively small and we hypothesised that it might be more digitally inclined than a representative sample of Danish employees, we sought to compare our data to other research.

This search led us to Forskningscenter for Arbejdsmarkeds- og Organisationsstudier (FOAS) where we found an article titled *Digitalisering af Arbejdsmarkedet* (Ilsøe & Madsen, 2017). The article presented a section of a wider survey which was conducted with the intent of looking into how employers and employees in private service jobs were affected by the changes brought on by the digitalisation of the workforce (Ilsøe & Madsen, 2017). Part of the survey asked people whether they utilised computers or other devices in their work and if they did to evaluate how large a percentage of their work they conducted at their computer (Ilsøe & Madsen, 2017). While the numbers gathered are in percentage segments rather than hours like in our questionnaire, it seemed like a good source to help determine if there was anything uniquely represented in our respondent group. As well as whether or not there might have been a part of the job market that we have not been able to access due to how the questionnaire was distributed digitally and through social networks.

The survey presented by FOAS was done through a representative sample where 33.559 Danish people were asked to participate and 18.043 people replied (Ilsøe & Madsen, 2017). This would mean that their survey was about 1/100 times bigger than our little study. It was conducted in a manner which attempted to find representation for every employee working in Denmark, unlike our more precarious search for respondents. It should also be mentioned that the survey presented by FOAS was conducted by Danmarks Statistik's Arbejdskraftundersøgelse, which is a respected source (Ilsøe & Madsen, 2017).

Their survey concluded that 82% of all Danes engaged in active employment within the age of 15-74 interacted with some form of technology while working (Ilsøe & Madsen, 2017). Their findings indicated that 34% of individuals using technology in their work used about 75-100% of their work day doing so, while only 17% said they used between 50-74%, 16% of respondents used technology 25-49% of the time and more interestingly a whole 33% of respondents said that they spent under 25% of their time at work using technology (Ilsøe & Madsen, 2017). These numbers showed quite a heavy cluster of respondents who either used technology for the majority of their workday or used it

very little. Not a lot of individuals fell into the middle ground of being either a high-frequency user or a low-frequency user.

The survey suspected this to be due to the different natures of the respondents' jobs and concluded that of three main sectors: Agricultural, Industry, and Service, the latter was the one that most commonly used computers in their work. 84% of Service employees using technology, while Industry employees used 76%, and lastly, only two out of three employees from Agricultural that used computers (Ilsøe & Madsen, 2017). Their three main sectors were created by pulling together some of the ten sectors of business from Danmarks Statistik's Arbejdskraftundersøgelse (DST, 2012). The revelation of this data granted us an insight into our respondents from the questionnaire.

As part of the first section of our questionnaire we asked basic information about the respondents, which would mostly be used to gauge if there were any trends within specific subgroups. Two of these questions enquired about businesses that they worked in. Looking at our 186 respondents, we could only find three individuals who fit into the Industry sector, namely respondent 10, 99 and 123, none who worked within Agriculture and the remaining 182 respondents worked in some type of Service job (Appendix 1). This shows that our respondents are probably somewhat representative of individuals who work in Service, while it is significantly underrepresented in the other lines of business. However, it does grant insight into why our respondents in particular have such a high engagement with technology and shows that they appear to act in a way that correlates with the type of job they have.

To be able to compare the two sets of data we would need to evaluate them on the same basis. As such we assume that every respondent from the questionnaire who spend 7 hours or more working can be considered equivalent working with technology between 75-100% of work day. Compared to data from the FOAS survey, where 33% of their respondents work between 75-100% of their time with technology, our respondents land at 49.5%. Furthermore, we can assume that 56 respondents from the questionnaire who said they worked 5-6 hours could probably be compared to those from the FOAS survey who replied that they spent between 50-74% of their time working with technology. In this case, our respondents would have a percentage of 30%, which again is significantly higher than the 17% compared to FOAS.

With this we have effectively confirmed that our respondents are more engaged with technology than if it had been a representative sample, which most likely is due to the fact that we only have

respondents from one specific type of business, even though the Service sector is vast and includes a multitude of jobs. The vastness of the service sector is a result of combining 7 out of 10 sectors of businesses established by Danmarks Statistik (DST, 2012). In our sample the Service employees are everything from consultants, lawyers, nurses, social workers, translators, assistants and managers (Appendix 1). They are from various places of employment but fundamentally they are all providing a service and they might be more favourable towards the use of technology and the connectivity it provides, because it enables them to do their job more smoothly. Respondent 173 said it well in response to how she felt about the flexibility provided by technology *"The flexibility that I experience, the families and collaborators that I have contact with will inevitably experience too: When my employer grants me the freedom to organise my work flexibly, I also provide the same flexibility back to the people who I provide a 'service' for"*(Appendix 1). This seemed to be an underlying consensus from our respondents. Additionally, considering a job in service will likely depend on being able to communicate clearly, it stands to reason that a lot of our respondents are heartedly engaging with some of the flexibility and freedom that technology provides. A flexible work design (FWD) was established to lead to more effective communication (ter Hoeven & van Zoonen, 2015). It is likely to assume that people employed with in Service would naturally gravitate towards practices that would make their easier and it might be the reason why we have such an engaged group of respondents. As we continue to move through the analysis, we will look at the opinions of our sample group and try to explain their responses based on theory as well as try to discern patterns.

4.2 It depends…

As mentioned in the methodology, it was with some trepidation that we included options for the respondents where they could choose replies that indicated that their attitude was dependent on workload and general business of the work environment around them. We had a hypothesis that they would be very popular answers and we were proven right as the responses started to tick in. These specific replies can be found in question 2.4, where 110 out of the 186 chose to click the option that their attitude towards the connectivity and access to colleagues varied depending on their workload as one out of multiple options (Appendix 2). In question 4.1, 36% replied that it depended on their current workload how easy it was for them to put their devices away at the end of the workday (Appendix 2). Lastly in question 4.3, a whopping 50% replied that they only checked

their phones or other devices outside of work hours if they were expecting something important (Appendix 2).

They are overwhelmingly liked, more so than any of the other of the other options in those particular questions, just like we suspected. The reason we were a little hesitant to include them was that it was an answer without a strong opinion. It was quite easy to essentially just reply *it depends*, which makes it a little hard to draw conclusions because it's neither an agreement nor disagreement with the question posed. At the same time, it showed that it was vital to give our respondents the option to choose something a little closer to the middle. While they do muddle the waters a bit in terms of more concrete data with such responses, they are also a real reflection about how people feel about the almost paradoxical nature that comes along with frequent use and dependability on technological aids. It can be nice to be able to reach out to colleagues and get quick responses when you need it, but it can also be irritating and interfere with your work if you have a lot of work to get done and you are the one being asked (Rennecker & Godwin, 2005).

Just with this answer of being situation dependent, we can assume that a lot of the respondents will not always be on the requesting or receiving end of the interaction. Most likely the roles will switch back and forth through the interactions, depending on what tasks needs to be done. It makes a lot of sense that the one getting quick and swift help will be highly appreciative of the connectivity while it might interrupt the one that are having information requested by them, possibly at a not ideal time. In addition to this, it makes further sense that the respondents might feel differently when the workload is less hectic and they can engage with their colleagues more easily without it interfering with their own projects.

It is also reasonable to assume that people might be more or less engaged with their technological aids depending on how busy they are, such as having to take work home with them if they are up against deadlines that require something gets finished quickly. Here they would be engaging more frequently with their technological aids, and as such they might instinctively be more likely to link their use to their productivity. If they are highly dependent on their devices to be able to accomplish their work, then research showed that they tended to speak more favourably in regard to the impact that technology has on how effectively they work (Chesley, 2010). At first mention, this might seem like a contradictory point to the one made above in relation to possible irritation, but it is not quite as simple as that.

If an individual was working on a project or task that had to get done quickly, hence it being a heavy workload to rush to meet the deadline, it might be utterly vital for the individual to be able to reach the correct people quickly. Since hardly any tasks within an organisation are only dependent on a single person, or at the very least of the time, efforts and knowledge of a single person, they likely have to either seek help or approval from others before the task being fully completed. With a heavy workload, it would make sense that a significant portion of the respondents do state that they only check their email and other modes of communication outside of regular hours if they are awaiting something important. It is applicable whether they are the one waiting for something to be able to move on with their work or if they are waiting for something they need to do before a colleague can accomplish their task. It is a collaborative effort, or at least we assume that it will be in most situations, and it appears that our respondents showed that they were more willing to use their technological aids when the situation called for it.

Another aspect to consider about a lot of respondents picking the more vague and situational dependent answers might be in part due to how the questionnaire can almost seem to come across like an evaluation. We are repeatedly being asked to fill out evaluations about ourselves and our abilities, starting with the education system where we have to reflect on how well we might be performing academically and it only continues when one enters the job market and we have to undergo at least yearly evaluations about how everything is moving along (Bjørn, 2017). The questionnaire itself is asking people to reflect on their own habits and evaluate what they do, which they might feel very familiar with. However, it seems logical to assume that a lot of evaluations might want very concrete answers and thus force the respondents to pick specific answers, rather than give them a more nuanced array of answers which can be more difficult to work with afterwards.

4.3 Inside the *bubble*

A noticeable trend in the answers of our questionnaire is found in the last two questions, 4.5 and 4.6. The questions relate to how the respondent experiences the positive and negative sides of technological aids in their work by asking how they feel about the flexibility and whether or not the technological tools have an effect on the individual's free time.

In terms of question 4.5, "How do you feel about the added flexibility and freedom technological resources present?", we see a clear trend in very positive responses, specifically in terms of being

able to plan your day to fit both your own needs and responsibilities, but also the needs of the organisation (Appendix 1). With the flexibility, some respondents comment that they are able to send and receive information or messages from colleagues, producers or collaborating organisations, even when positioned in different time zone around the world (Appendix 1). Others remark that it helps them fit in things that otherwise could have cost them a day off, such as a dentist appointment, as they are able to bring the work along and finish it at a later time, when the office officially is closed (Appendix 1). Based on our respondents, the flexibility seems to ease the burden of planning the week for families, as the individual can control their own hours of work to fit with the opening hours of the day care, school, partner's work hours or sick children (Appendix 1). This would suggest that most of the respondents are in favour of integration of home and work.

In terms of the question 4.6, "Does the technological tools have an effect on your time off and if so how?", a majority of our respondents either answered with a *no* or the equivalence and some comment that they experience an impact of technological tools (Appendix 2). One of the positive effects experienced by a respondent was the increased availability, as they were able to contact others quite easily with the technological tools (Appendix 1), which corresponds with the first-level impact from Sproull and Kiesler's (1991, in Middleton & Cukier, 2006) theory. A few of our respondents do, however, express negative or second-level impacts. One simply writes: *"I developed stress,"* (122) another that: *"I can't help myself from checking my work mail, often 20-30 times a day, which can be a frustrating habit,"* (160) while a third states: *"I think the frequent usage of especially smartphone at work has made me sort of addicted to it. It means I use my phone a lot at home – which can frustrate my wife immensely at times"* (9) (Q. 4.6, Appendix 1). These answers all highlights the negative aspects, specifically from individuals, who in previous question had positive responses towards technological tools. Additionally, we found it interesting that many of our respondents seemed to only express positive sides of the technological tools.

This made us ponder the reasoning behind the answers. Could the majority of our respondents honestly be that pleased with the impact the available technological tools have on their work-life balance or could this be the result of something else?

While these answers may be perfect truthful, we are well aware that there are pitfalls of using data based on self-evaluating, which kept us critical of our data. One hypothesis could be that the notion that younger people, who have "grown up" owning and working with technological devices may have an easier time managing their work-life balance, as they are used to it. Our data does not

support this hypothesis, as the positive responses are not limited to the younger respondents, nor are the negative responses limited to the older respondents (Appendix 1). Although we should note that while our only exclusively negative response is from the older segment of our questionnaire, there are both young and older individuals who express positive and negative attitudes towards the technological tools and their use.

We also considered whether the gender of the respondent could have an influence how they valued work-life balance, and therefore also the WHI of technology use. In his theory, Kreiner presents a correlation between WHI and women, which insinuates that the work-life balance is particularly important for women (Kreiner, 2006). Whether Kreiner is implying that family is more important to females than males is not clear. However, as the same importance does not carry through to job satisfaction and stress, we can hesitantly speculate that interference between the arenas of work and home is regarded as worse for women. This could be explained through the traditional roles of the genders with men being the breadwinner and women taking care of the home. Yet this seems outdated given the current state of affairs, where fathers can take paternity leave on almost the same basis as mothers, at least in Denmark.

It could also be a question of women keeping the home time sacred and they are therefore more attentive of creating clear boundaries. This is not confirmed in our data as an equal amount of males and females expressed issues with addiction to technological tools (Appendix 1). While the quote above does mention a wife being unhappy with the level of technology use in the home and other respondents expressed similar experiences, our data did not show a correspondence between the gender of the respondent and a negative or positive attitude

However, looking to a theory written by Middleton and Cukier (2006), we found a possible answer to our query concerning the overwhelmingly positive responses. They present the idea that it can be difficult for an individual, who is engulfed in an organisation's culture to see anything destructive or unnatural in their behaviour (Middleton & Cukier, 2006). As an example, if all you see in your environment and you own actions is behaviour equivalent to a blurred line between home and work, where work-related, technological tools are used around the clock, it will be difficult for you to see anything bad or wrong with this behaviour, since it is normal and others are thriving. It is much easier to be able to see the destructive side of the technological tools and constant availability, if you are outside of the organisational culture, as you are not engulfed in the culture itself and thus can more easily see the discrepancy between increasing effectivity and destructive or even

dangerous behaviour (Middleton & Cukier, 2006). In our data, we see a trend that the negative comments are either based on comments from family or from individuals, who have experienced extreme consequences from the technological tools, as seen in the quotes above.

 In other words, the negative impressions seem to primarily stem from individuals who are either outside the *bubble* of culture or those who have been pushed close to the edge so they are able to see the destructiveness of their behaviour. While our data supports this hypothesis, we cannot eliminate the possibility that the respondents' answers are tilted in one way or the other simply based on which experience was closest in memory or which made the most impact. It is also possible that they might have evaluated more positive aspects because those are continuously highlighted by the organisational culture. If they deem a job recourse, such as flexibility, to carry more weight than the negative aspects, it could very well make their inner equation end in a positive answer.

Whether it is based on prior experience, word of mouth or simply good intuition, quite a few of the respondents claim to have set limits to manage their use of technological use outside official work hours. These could be set by the organisation, the individual or a combination of the two. Establishing boundaries in work related technology usage may be the best way to manage the individual's work-life balance (Rennecker & Godwin, 2005), as this will help facilitate the boundaries that otherwise have been blurred. Another interruption management strategy would be to simply go offline (Rennecker & Godwin, 2005), which to some degree, we would also count as setting boundaries to protect your work-life balance. This also functions as a type of third-level effect to manage the unintended negative second-level effects experienced through the implementation or usage of technological tools (Rennecker & Godwin, 2005). In other words, while the technological tools are implemented to facilitate connectivity, increase productivity and flexibility, their unintended and perhaps unforeseen consequence would be an increase in interruptions and WHI, which causes inequities in the work-life balance. To help manage these issues, the individual can employ interruption management strategies, such as ignoring interruptions, turning off tools and creating regulations and guidelines to facilitate boundaries, which would be third-level effects (Rennecker & Godwin, 2005).

We were puzzled by the lack of negative reactions to the interference of technological tools on the respondent's freedom. We have presented and declined two explanations to our hypothesis, which were regarding influence of age or gender on the attitude. Our data seems to correlate with the idea

of the *psychic prison* (Middleton & Cukier, 2006). Further, this suggests that outsiders who are not engulfed in the culture that creates a *psychic prison*, have an easier time identifying negative or destructive behaviour (Middleton & Cukier, 2006). This is supported by our data, where individuals with negative comments either have complaints from family or have been pushed to the edge, resulting in extreme repercussions, such as stress or severe addiction to technology. It proved we can be severely affected by technological tools, even when we are not aware of it and it can be obvious from an outside perspective.

4.4 Flexibility = freedom?

In the responses to question 4.5, we discovered a lot of the respondents gave similar answers and as such we decided to pool the most significant ones into groups (Appendix 1). The most common response by far was short variants of *good* and *fine* when asked how the respondents felt about the freedom and flexibility granted to them because of the technological aids. Out of the 186 respondents 86 replied in this manner, which might be in part because it was an easy way to answer the question without having to ponder it more deeply. Luckily, some of the respondents took a moment to consider the question and type out their thoughts and these are by far more interesting to dive into.

Let us first look at the people who all replied with responses along the lines of *"it is indispensable in my job"* (84), *"tasks are solved easier and safer"* (142), *"it is crucial to be able to work"* (151) and *"It is the basis of the company I work for, so without it I would not have the job I do"* (154) (Q. 4.5, Appendix 1). The respondents that replied along these lines were specifically the following eighteen respondents: 32, 37, 55, 63, 80, 84, 107, 110, 114, 136, 140, 142, 147, 151, 154, 156, 164 and lastly 172. They mentioned variants of how important their technological aids were for them to be able to accomplish their jobs and in some instances that they would not even be able to do their job without it or that their job position would not exist without technology playing such a vital part of the corporate world.

With so many people singing the praises of technology and how it increased their effectiveness in their work and made them more productive, it was only natural to compare them to Chesley's study (2010) mentioned in the theory chapter. We were interested to determine if the people who linked technology to their effectiveness at work could be considered high-frequency ICT users. One of the

mentioned respondents clocked in at 10+ hours in front of a screen, two people clicked 9-10 hours, the largest group of eight people stated spending 7-8 hours, three people spent 5-6 hours and lastly three spent 3-4 hours (Appendix 2). It is prevalent to remember that these hours are in an average workday. The average of the eighteen respondents is just somewhere between 6-7 hours, which is a majority of the workday for most people. With these numbers, it can safely be said that our analysis, just like Chesley's study (2010), found that high-frequency users of computer, email and mobile phones were likely to positively link those same tools to increased work efficiency.

Of course, we do not have a distinct control group of lower frequency users to compare with in the same way. In fact, question 2.2 revealed that 79% of our respondents spent over 5 hours a day using various technological aids, such as computers and mobiles (Appendix 2). This makes the bulk of our respondents high-frequency users and not a single one of the respondents indicated that they spent zero hours of their workday using technology. The remaining 21% of respondents were divided with 16% spending 3-4 hours and only a minimal 5% spending 1-2 hours a day (Appendix 2).

Another reason we were interested in highlighting how technology made work easier, more effective or possible in their first place, was because it related to the interest that brought the thesis into existence to begin with. It stemmed from a fascination with how technology is heavily used in many current jobs and it is downright indispensable in some job positions. As such, it seems paramount to become aware of the influence that technology can have not only on positive elements but the negative impact that they can have as well. An increase in work effectiveness would be seen as an objectively good thing but other aspects such as an increased workload or an accelerated pace of life could easily have a negative impact.

However, before we move onto tackle some of the more negative aspects of working with and depending so heavily on technology, let us first mention another positive aspect that was brought up repeatedly in the answers to question 4.5 as well (Appendix 1). A lot of respondents replied that they were very happy to be able to do work from home via their computer and mobile, specifically the following fifteen respondents: 7, 8, 21, 24, 46, 102, 119, 123, 144, 158, 163, 165, 173, 176 and 178 (Appendix 1). Some of their responses included: *"I think it's a huge advantage that I can use the computer and phone to work from home"*(8), *"it gives me the opportunity to work from home when I want to, thereby helping me manage my everyday life better"* (24), *"it is good that you don't have to stay at work until you are completely done"* (119) and *"it is really nice that you*

occasionally can work from home, both during the day and in the evening, if you have a busy period (a lot of tasks) or have a private appointment (doctor, dentist, etc.)" (176) (Q. 4.5, Appendix 1). All of these replies indicated that the respondents recognised the control they have over their day, or rather their autonomy, as a job resource. This goes hand in hand with having a flexible work design, and thus not being tied down to a specific place or have to do work within a specific time frame, from the theory of FWD and its influence on job resources and demands (Chesley, 2010). They actively recognised and praised that technology enabled them to have a great amount of flexibility.

Similarly, a large group of respondents also mentioned that they like being able to plan their schedule to suit their needs the best. Specifically, sixteen respondents 7, 8, 21, 24, 34, 46, 60, 76, 92, 145, 165, 170, 173, 174, 176 and 185 expressed this (Appendix 1). Some of their responses included that they *"like being able to schedule my work so it can be done outside of work"*(21), *"it often makes planning my week easier"*(34), *"that I can adjust my work day so it suits me"*(76) and *"It ensures that I have the necessary flexibility in my life, so I can make time for the family"*(174) (Q. 4.5, Appendix 1). As can be seen from their responses, these people do not seem to be experiencing the work-home conflict that you might expect. In fact, they express explicitly that technology enables them to more effectively manage their time and as such find time for their personal life, which could mean that our respondents mentioned above are very aware of how to manage both roles. WHI occurs when the role pressures from work and family are mutually incompatible (Greenhaus & Beutell, 1985, in Derks et al., 2014).

Certainly, it could also have something to do with boundary setting, which urges us to look at whether these mentioned individuals are actively setting boundaries, or if their organisation might do it for them. This information is obtained through comparing these specific respondents to their answers to question 3.1 concerning boundary setting (Appendix 2). Out of these particular sixteen respondents, nine replied that their organisation did not have any guidelines but they set boundaries themselves, while two indicated that both themselves and their place of employment had guidelines and lastly, four people said that they did not follow any type of guidelines about boundaries of technology use (Appendix 2). With numbers this small, it is impossible to draw conclusions with overwhelmingly confidence but it is still an interesting observation that 60% of the people who excitedly expressed their fondness for making their own schedules with the help of technology are also the ones that actively step in and set boundaries for themselves to ensure that their work does not interfere too much with their home life.

Continuing along the topic of boundaries, it was another topic brought up continuously when we asked people for their opinions. The following fourteen respondents spoke positively about the flexibility and freedom granted thanks to technology with the stipulation that there should be rules or boundaries in place for them to keep their positive view: 48, 75, 94, 98, 109, 113, 115, 124, 137, 169, 176, 178, 179 and 181 (Appendix 1). Their responses were along these lines: "*Good because there are explicit structures and expectations*" (48), "*Good. If you remember to put the phone down, technology provides a lot of opportunities for a better family life*" (75), "*Really good to be able to work flexibly anytime and anywhere, but you have to set your own boundaries*" (94), "*It is positive as long as it is not misused by the employer*" (113), "*It is important that there is created a sensible balance between work and private life*" (176) and "*...if neither you nor your place of employment are good at setting boundaries for the use of technological tools, it can contribute to creating a too fluent passage between work and free time, which naturally can have a few negative consequences*"(181) (Q. 4.5, Appendix 1). The resounding consensus within this group of respondents was that it was important to set boundaries to ensure that you did not experience the possible negative effects of the huge possibility for connectivity and engagement. Some of these responses lean towards indicating the need for recovery activities and being able to *switch off*. Out of the four activities, one should consider the psychological detachment, which is the ability to disengage from work mentally (Sonnentag & Fritz, 2007, in Derks et al., 2014). The respondents recognise the vital importance of being able to disengage from work and to treat technology as a tool to help their everyday without letting it completely take over. This is also an indication of a preference for segmentation, keeping work and private life separated to a degree, in terms of the P-E fit (Kreiner, 2006). These respondents express a very clear preference for being able to use the flexibility to their advantage but not letting it bleed too much into other spheres of their lives.

Another element to consider in terms of this subgroup of respondents is the concept and importance of autonomy. While it is not directly mentioned in any of the quotes in terms of having the freedom to schedule your day, such as mentioned above, it is inherently tied into boundary setting. Most of the respondents express that they need to set boundaries to happily function and as such they are exhibiting an amount of control over their own life. Autonomy is another one of the recovery activities from Sonnentag and Fritz (2007) (in Derks et al., 2014). It is also one of the aspects that was identified as a job resource when working in a FWD (ter Hoeven & van Zoonen, 2015). Autonomy in both senses can be seen as more than simply deciding where and when to work, which is the biggest and most obvious part of it, but one must not forget that this extends to being able to

choose when not to work and where not to work. It is the less mentioned aspect of it, partly because it is implied based on the main aspect, but it is intrinsically linked to having the ability to set boundaries. However, this might be a more difficult task than expected at first glance. Most employees are granted the opportunity to work from anywhere and anytime, meaning that they have the ability with them at all times, unless they actively choose to put it away. They have to exercise an amount of control to actively turn away from the work tools that might be resting right in their pocket.

It is not certain that everyone will be able to do that, which might be the reason why a smaller number out of the 14-people respondent subgroup expressed that they wished more official guidelines and rules from their employer so that the boundaries were clearer. This would remove some of their autonomy, telling them when not to work or at the very least when not to reach out to others within the company, but it might come from a place of seeking more stability in the face of being unable to manage the freedom themselves. Respondent 137 said "*It suits me well. But guidelines from the workplace would be liberating",* while respondent 178 stated that "*It is ok but the employer have to put boundaries and issue guidelines"* (Q. 4.5, Appendix 1). This could be an indication that these few employees were someone with a low need for control. The level of control one needs varies from individual to individual and while people with a high need for personal control might rebel against guidelines opposed onto them, it might be a liberating experience for someone with a very low need for control (Rennecker & Godwin, 2005). Some people strive for structure and clear guidelines in their work and they do not function well when being given completely free rein and expected to administer their time completely independently (Kreiner, 2006). Instead, they might feel a little overwhelmed at the prospect of being able to work constantly because they do not know where to draw the line. This again can be tied together with the P-E fit. P-E fit dictates that there should be a match in preference between how the employee prefers to work and the way the organisation they are employed at operates (Kreiner, 2006). Employees seeking managerial control are indirectly stating that they feel incapable of regulating themselves, at least to the desired level, and as such would thrive better with a set of rules.

Lastly but most certainly not least, the second biggest subgroup for question 4.5, were the people who mentioned the inherent paradoxical nature of technology with its ability to help and improve work effectivity, but also recognising that it could take over and become unhealthy or impractical if one did not master the careful balancing act. 23 of the respondents pointed this out and they are the

following: 3, 25, 26, 37, 38, 43, 68, 72, 77, 78, 82, 89, 101, 116, 117, 122, 130, 133, 135, 138, 166, 184 and 186 (Appendix 1). Here is a selection of their responses, which shows a sharp awareness of both the positives and negatives that can come with increased flexibility and freedom: *"It is both a gift and a curse"* (25), *"On one side it's good, as long as it is manageable, but it can also be deadly if it is difficult to let go"* (38), *"it is both good and bad to be able to work constantly"* (68), *"it gives freedom but then again not"* (72), *"Necessary evil"* (89), *"Two-sided. On one hand, it is an advantage that I don't have to be at the office but on the other hand the loose boundaries can be stressful"* (116), *"Both. Closeness becomes difficult"* (130), *"Okay with the reservation that everyone is more on outside of work hours"* (138) and *"It is dangerous if the boundary between private life and work life becomes too blurred"* (166) (Q. 4.5, Appendix 1). It is clear that this group of respondents are somewhat ambivalent about the whole thing and they seem almost apprehensive about the positive aspects at times because they recognise the mirrored downside.

Another thing to note about the subgroup acknowledging the paradox of technology is that nine of the 23 respondents work within trade unions (Appendix 1). Does this mean that trade union employees are more keenly aware of these paradoxes? It could be possible to the idea that those places of employment might have more focus on the area or could it also be that it is something that the employees experience when they are dealing with their members who might experience the negative effects of technology at their jobs. Unfortunately, the volume of the data is too arbitrary to say for certain but it is most definitely an interesting idea that could be explored further in the future. The second most common job positions were the three individuals who work with education or research.

These responses addressing the paradoxical nature touch upon a central part of our thesis. Many of the technological paradoxes with their functional usage types and their mirrored dysfunctional usage are applicable (Middleton & Cukier, 2006). The proper in-depth analysis of these paradoxes, with examples from the list above will be discussed in the following section.

4.5 The never-ending puzzle

The development of technological tools to aide day-to-day work is a constant movement, always striving towards perfection or at the very least improvement compared to the previous instalment. However, as technology improves the connectivity and accessibility between people, the heightened

levels of interaction produce increased levels of interruptions (Rennecker & Godwin, 2005). This presents a paradox of wanting to continuously increase efficiency and decrease delays by easing communication, but creating more interruptions due to the constant, instant communication and alerts for quick responses (Rennecker & Godwin, 2005).

In our questionnaire, we address this in question 2.4, "how do you feel about the constant access to colleagues through intranet, email etc.?" (Appendix 2). This question enabled the respondent to choose multiple answers out of the six possibilities; two were positive; two were negative; one suggests both positive and negative aspects, and finally one suggests it is dependent on the day. The majority of the respondents, 110 out of 186 to be precise, have chosen the latter of the possibilities as either one of or their only answer (Appendix 2). There could be several reasons for this.

A significant portion of respondents, identified in the section above, had chosen to express both positive and negative aspects, such as the mixture of the answers: *"it is nice to always be able to get in contact with others around the world"* and *"It is beneficial for my work, but draining over time"* or *"it is great for our team work"* and *"it is disrupting to be interrupted by enquiries"* (Q. 2.4, Appendix 1).

This presented the same paradox from Rennecker and Godwin's study (2005); it is a hassle to be interrupted in your work every other minute, but it is also very nice to circumvent delays, because you were able to get in contact with the individual in charge of the needed information (Rennecker & Godwin, 2005). This paradox does have a slightly different perspective, as it is seen from the employee themselves, and not the organisation. Considering Rennecker and Godwin's figures 1 and 2 (2005), the attitude towards the communicative technological advances can be influenced by the individual's need for control combined with the role of the individual. It is reasonable to assume those respondents who expressed ambivalence will have a high need for control since they will like the technological advances when they are in need of quick answers to a query, but do their best to avoid receiving the synchronous communication, as these pose as interruptions.

This is often seen in organisations where personal productivity is in focus (Rennecker & Godwin, 2005), such as journalism or phone sales. Those with only positive responses would likely be individuals with a low need for control. These individuals would usually answer requests in the sender's preferred mode of communication, but they would usually rotate towards asynchronous communication, such as emails where receiver is not alerted (Rennecker & Godwin, 2005). This is

often seen in organisations where teamwork is an important part of the culture, such as event management. While this type of individuals will help decrease delays for the employee requesting information, this will heighten the amount of interruptions they experienced. As the sender of information, they will have reduced effectivity when shifting focus from one project or task to the other and back (Rennecker & Godwin, 2005). The attitude towards and mode of communicative technology is often moderated by the organisational culture, the relationship and status of the individuals taking part in the communication (Rennecker & Godwin, 2005). If the culture of the organisation is concentrated on quick, instant responses, individuals will adapt to fit the culture of the organisation, no matter their need of control over their workday (Rennecker & Godwin, 2005).

Without studying the individuals and organisations in-depth to identify their need for control, it will be hard for us to confirm or deny these hypotheses solely based on the questionnaire data. We can speculate about the individual's locus of control based on their response. A different hypothesis could be that while the individual's need, or locus of control, may impact the attitude towards constant connectivity and availability. The attitude could be based on whether an individual is usually on seeking information or having to provide it.

Using data from questions 2.4 and 4.4 (Appendix 2), we are able to separate our respondents into three groups. First is the group of respondents who have a negative attitude towards constant availability through email, intranet, tablet, phone, and the use of work related technological tools. The second group would contain respondents who have positive attitudes towards constant availability and use of work-related technological tools. Lastly, the third group would be represented by the respondents expressing ambivalence to the use of work related technological tools and constant availability those provide.

Those who feel they are interrupted by the constant connectivity are likely to occupy a position from where information is circulated. If they are the sole individual with particular knowledge on certain topics, it would cause a high level of inquiries concerning said information. This is likely to result in many interruptions from enquiries of information, while the individual is also likely to have important project to do themselves. If this hypothesis is supported, this should correlate with the individuals in respondent group 1.

Those who are positive in their attitude towards connectivity may be the ones benefiting from the speed and immediate answers the communication technology can provide to decrease the amount of

delays. If these individuals rarely have the responsibility of having to provide the information for others, they might not realise how disrupting it can be. They will only see the negative aspect of having to wait when people are slow to reply and they will have the positives in form of increased availability and decreased answering times and delays. Instead their job would be to gather the information they need for a given project, where the lack of information often will create a bottleneck effect, stopping the individual from further work until the information is gained. If this hypothesis is supported, this should correspond to our respondent group 2.

Those with both positive and negative responses most likely have to perform both sides of the communication throughout the day, thereby perhaps giving them a more comprehensive picture. This matches with jobs such a journalist who needs to be available at all times as to not miss an important story, yet paradoxically, they need uninterrupted time to research and produce articles. This would need to have parallels to our respondent group 3, if this hypothesis is supported.

Our data indicates that we have very few respondents in group 1 (Q. 2.4 and 4.4, Appendix 1), which could be due to a number of reasons. One explanation could be that the name and area of interest of the questionnaire is more likely to get responses from individuals who work closely with technological tools in their everyday work. Those respondents are likely to not be predominantly negative towards technology, as this naturally would make their life miserable. Another explanation could be the evolution of the labour market. In the current state of the world, technology is a growing factor in almost every type of profession possible (Ilsøe & Madsen, 2017). Most people will have to adapt to the new ways of working. The evolution of personal technology and upcoming of social media, such as smartphones, has increased how we view technology as normal in our everyday life and many carry their phones with them at all times (Hansen, 2017). Our questionnaire indicated that people check their phones several times a day (Q. 3.3, Appendix 2). If all our respondents were from the younger generation, one could imagine that the lack of negative attitudes could be due to growing up with technology as the norm. If you have never experienced any other type of adult working life, how could you see anything wrong? Additionally, most young people have tech-savvy abilities after so much exposure and often act as technological helper for the older generations.

The lack of negative responses could also be due to the respondents already working inside organisations, whose culture includes some sort of norm regarding the use of technology and connectivity. When inside the cultural *bubble* of the organisation, individuals often have a difficult

time recognising any negative aspects (Middleton & Cukier, 2006). Additionally, even if an individual perceives the culture as dysfunctional but they see their colleagues function with the culture, it will likely lead the individual to conclude that if the other can do it, then they should be able to do it as well (Middleton & Cukier, 2006). Often, individuals will not perceive the negative aspects hidden behind the bubble culturally created by the organisation, unless they are told so by an outside source or if they are pushed to the edge of the *bubble* (Middleton & Cukier, 2006).

For groups 2 and 3, we have approximately the same number of respondents who are primarily positive, as there are those who have seen negative and positive aspect of the use of technological tools (Q. 2.4 & 4.4 Appendix 1). The large amount predominantly positive attitudes could be a result of the same cultural *bubble*. It could also be a product of individuals, who have found their perfect fit in terms of balancing segmentation and integration (Kreiner, 2006).

For our data to support the hypothesis, we would need the jobs of the individuals to fit with the assumptions we have made for the groups above. In terms of the one individual in respondent group 1, our respondent 5 is an artist, who claims to have a very negative attitude towards technological tools (Appendix 1). While the artist may be contacted with regards to jobs, we find it implausible that the individual would receive a large amount of inquiries concerning information that they are needed to provide. Thus, it does not correspond with our hypothesis.

Considering respondent group 2, who are the ones with positive attitudes, we have respondents with jobs such as journalists and IT-consultants (Q. 1.4, Appendix 1). Both of which have a high frequency of use of technological tools in their work. They also receive enquiries concerning their jobs from people in need of their services and they have to make enquiries to get information without which they cannot finish their job. This would mean that they will be experiencing both sides of the exchange. This does not correspond with our hypothesis either, unless we assume that all or most of these individuals are under the influence of their different organisations' cultural *bubbles* and said organisations have technological norms, which causes the negative aspects to seem positive or at least normal. This does not seem plausible, which leads to assume that the hypothesis is not supported by this group of data either.

As for respondent group 3, who were the ones with the mixed attitudes, their job differs from head of human relations to a graphic designer to a nurse (Q. 1.4, Appendix 1). This attitude should correlate with both receiving and providing information. When looking at group 3, the jobs do seem

to fulfil this aspect of the hypothesis. The jobs we see in respondent group 3 are mostly high-frequency users, however, this is to be expected for most respondents considering the name and target of our questionnaire and the way it was distributed. While this group of respondents may fit with the hypothesis we proposed, the results of the analysis of the first two groups do not.

There could be several explanations for the inconsistency between our answers and the hypothesis proposed. Firstly, the lack of negative responses could be due to our choice of distribution channel and name of the questionnaire, as individuals who hate technology are unlikely to be found on social media. Secondly, it could be that the respondents did a mental calculation of the pros and cons to decide their actual opinion, but found that the positives outweigh the cons which resulted in them not expressing their entirely honest opinion on the matter. Additionally, we have to acknowledge that their self-evaluation skills could have caused inconsistencies in the data as well. While we are not suggesting that the position of the individual in the communication process does not carry any weight on the individual's opinion, it does not seem likely to be the deciding factor.

Disruption in the individual's workday will negatively impact their productivity, as the activity of shifting focus from your own project to aide a colleague, and then shift back afterwards to your own project and refocus on it (Rennecker and Goodwin, 2005). Delays are also disruptive, as they will force the individual to stop working on a particular project until they acquire the needed information or action (Rennecker and Goodwin, 2005). As stopping a project could become costly, constant research is conducted to find a way to successfully ease communication and decrease the frequency of delays (Rennecker and Goodwin, 2005). Technology might be able to decrease the delays for information but it does so at the cost of heightened availability, which makes it more likely that the information provider will experience interruptions. This provides organisations and individuals alike with a paradoxical issue, which can be aggravated or diminished through the culture of the organisation and the preferences of the individual. We have pondered why many express occurrences of both positive and negative repercussions of the constant availability and connectivity of communicative technological aids. Using Rennecker and Godwin (2005), we concluded that neither of the explanations where a perfect fit for our findings, but that the latter of the two was more plausible. As this is an area of paradoxes, it can be difficult to find a plausible hypothesis, but in our case it seems plausible that the opinions are most likely a mixture of individuals, who have found a perfect level of technological tools to maintain their work-life

balance, individuals affected by the organisational *bubble* of culture and lastly individuals, who have experienced the negatives of technology but weighs the positive aspects as more important.

In other words, we would dare to stipulate that the deciding factor behind an individual's attitude is not found in the position of the individual in the communication process, although our study does show an effect of the paradoxical nature of technological tools.

4.6 Recharge your batteries

For most people, smartphone usage is a daily, more likely hourly, activity, however, the heavy usage can have an effect on our day-to-day life and well-being, especially if the usage is work related (Hansen, 2017). Increasingly, individual will either be equipped with a work-computer and/or –phone or the possibility of one. As the frequency of such tools rise, the boundaries between work and home become increasingly blurry, as these tools facilitate the possibility of finishing projects after official work hours. These opportunities could also bring along expectations from the organisation, such as respondent 5, who commented *"…I'm at home sick, but still expected to work,"* or that emails have to be answered within an hour (Q. 4.5, Appendix 1).

In question 3.2, "Are you expected to be reachable at all times?", 62% of our respondents (115 of 186) answered that they are always reachable (Appendix 2). While 27% of those have chosen to do so voluntarily, 35% are either officially obligated to due to their job position (20%) or have to be reachable, although they officially have no requirement to do so (Appendix 2).

Considering this data, one could worry how and when the individual is supposed to relax since it appears that they are required to always be on and available to answer enquiries. One may find it hard to leave the tasks at work and simply be home or "off" when you are off work, as the lines between home and work are becoming blurred.

In our questionnaire, we asked our respondents "How easy is it for you to put the work phone and/or computer away when you are off the clock?" and "Have you experienced any trouble relaxing or falling asleep if you have been working late?", (Q. 4.1 & 4.2, Appendix 2). Both of which will help us ascertain if work-related technology could have in impact on the individual's life and work-life balance.

Derks et. al.'s (2014) theory on restitution suggested individuals could have a harder time recovering from work, if they use a smartphone for work-related tasks due to having a hard time switching off and unwinding (Derks et. al., 2014). This can be seen when WHI is significant and the work-life balance becomes unbalanced (Derks et. al., 2014).

Just over half of our respondents say they have had difficulties relaxing or falling asleep a few times, with 10% stating that it happens often, which suggests that they have high levels of WHI and have difficulties maintaining the boundaries of their work-life balance (Q. 4.2, Appendix 2). Further, 23% say they have trouble putting down their technological tools when they are off (Q. 4.1, Appendix 2).

As Derks et. al. comment: "*this implies that the seemingly ''innocent'' way of being connected to work in the evening hours has consequences for how employees recover*" (Derks et.al., 2014. p. 10). While it may be beneficial for the organisation, or during certain projects that individuals involved are able answer at the drop of a hat, it may hurt the involved parties as they will have a hard time recuperating. It may seem like a minor thing to use your work smartphone during off time, as most people would use their personal phones in any case, however, constantly being connected can have repercussions for restitution (Derks et. al., 2014). Simply looking at our limited resource pool of respondents, we have examples from respondent 160 and 136 expressing addictive and obsessive behaviour, such as checking your email 20-30 times a day or that the easy access of technology can cause them to get caught up in something which could have waited till they clocked in at work (Q. 4.6, Appendix 1).

Restitution during evening hours, weekends and holidays is important, as the constant inflow of information can cause information overload, which is proposed to have a connection to the development of stress (Derks et al., 2014). This is often seen when the information is not requested by the receiver, who in turn can feel as though they have lost control of the information flow, which will act as a stressor (Derks et. al., 2014). When mentally detaching from work and disengaging from the information flow, which is often facilitated through smartphone, the individual will be able to regain some control of the information received and lower the WHI levels, which in turn will help prevent information overload and stress.

The other almost half of our respondents stated that they either do not remember any instances of it, or that they have experienced issues relaxing or sleeping, though not directly related to work or that

they have never had any instances of losing sleep due to work (Q. 4.2, Appendix 2). 39% of our respondents say they have no issues putting down the technological tools when they return home (Q. 4.1, Appendix 2). Following the theory of Derks et. al. this would suggest that these individuals are good at facilitating boundaries between work and home and lower the levels of WHI. Facilitating boundaries between work and home will help maintain the work-life balance, which is important for the individual's well-being (Derks et al., 2014).

Out of our respondents, 46% say their workplace have no regulations concerning the employee's availability or "on-time" after official hours, but they personally have established limits (Q. 3.1 Appendix 2). Only 26%, which is slightly more than a quarter of our respondents, say their workplace have actual guidelines or regulations on the area, with some respondents adding additional limits on top of the regulations given (Q. 3.1, Appendix 2). On the opposite edge of the spectrum, 28% claim to have no regulations of technology usage outside of work, neither from their workplace nor themselves (Q. 3.1, Appendix 2).

This would suggest, that while most of our respondents should have a healthy relationship to their work-related technological tools, many have created their own limits to ensure a division between work and home. It also suggests that many organisations currently have little or no focus on how work-related technological resources can influence the home life of an individual and what repercussions would follow if there are no regulations on the area.

Derks et al. (2014) insinuate that if an organisation creates guidelines and regulations for the employees, such as when you are allowed to contact one another or within what timeframe you are expected to answer requests, they can help manage and minimise the information overload of the individual, thereby reducing the possibility of the individual developing stress (Derks et al, 2014).

In question 3.3, 36% of our respondents say they check their work email either once or several times of day when they are officially off from work, however, in question 4.3, only 10% say they feel it is part of their job to check them as the first and last parts of their day (Appendix 2). When they are waiting for something particular, 50% said that they check as the first and last thing of the day, while 25% said that they check morning and night, but mainly because it is a habit, which has become part of their routine (Q. 4.3, Appendix 2). This would suggest that it has become an ingrained part of their normal day, most likely combined with checking social media.

The need to check your technological work devices as the first and last thing does, however, indicate a form of addiction, which several of our respondents attest to experience (160 & 136, Q 4.6, Appendix 1), while further explaining that it can be difficult to put the phone down even if you are at home, especially without limits and guidelines. This fits with Derks et. al.'s (2014) findings that when users of work-related smartphone is faced with high levels of WHI, they will have trouble participating in any forms of restitution efforts, such as psychological detachment and relaxation. It is harder for smartphone users to put the phone away when the boundaries between work and home are blurred (Derks et al, 2014). Work encroaching onto home territory and vice versa will create WHI, which in turn will influence the individual's work-life balance and make it misaligned (Derks et al, 2014). As it is impossible for anyone to be in two places at once being completely present with your friends or family is not possible if you are working through your phone or computer (Derks et al, 2014).

The need to be online often and stay constantly updated could be explained by a number of things. One explanation could be that the way we use technology has changed dramatically with the rush of emerging social media and smartphones throughout the last decade, giving us the opportunity to stay updated and connected at all times. Now, it is an anomaly when someone does not have a smartphone or a Facebook account. The writers of this paper can attest to some of these changes, as we both grew up without most social media (the Danish webpage Arto, which is primarily for youths and MySpace) and we have lived through the emersion of it. We have seen and experienced the addiction of smartphones, both in ourselves and our loved ones. In other words, the culture surrounding technology has changed, most likely based on social media and smartphones making their debut, making it much more normal and easy to be online multiple times a day. This would also explain why 25% of our respondents say they it is part of their habit to check their phone and email as the first and last thing of the day (Q 4.3, Appendix 2). As respondent 83 explains: *"it is part of the routine of checking my social media profiles"* (Q. 4.6 Appendix 1). Other respondents speak directly of possible addictions as well varying from *"...I use my phone a lot at home – which can frustrate my wife immensely at times"* (9) to *"I use it WAY too much at all times of the day. It swallows my time and energy…"* (136) and to the extreme of *"I can't help myself from checking my work mail, often 20-30 times a day"* (160) (Q. 4.6, Appendix 1). While few deny any addictive properties, others mention what they regard as minor inconveniences (51, 44, 29. Q. 4.6, Appendix 1). Yet we would categorise habits such as checking mails while on holiday to stay ahead of the curve as disruptive behaviours.

A shift in culture could make technology and social media the new normalcy. It could also have an influence on the amount of people that get addicted to their technological companions, as checking social media several times a day is the only way to stay updated on the majority of your network at once. Additionally, we could speculate that Derks et al.'s (2014) theory potentially could be applicable to being online on your personal smartphone as well. We base this on the fact that the personal smartphone could impact sleep patterns and impede efforts of relaxation, due to the need to stay updated at all times, on the same level as a work-related phone. This is also popularly referred to as FOMO, which is an abbreviation of the words "Fear Of Missing Out". It is an addictive behaviour where the individual needs to be part or aware of everything that is happening around them to make sure they do not miss anything.

A different explanation, which is somewhat related to the first, could be organisational culture. Working from home and constantly checking in and staying updated may be part of the norm and culture in the organisation where an individual works, in which case not participating in this behaviour would be seen as abnormal (Middleton & Cukier, 2006). While inside this type of culture, it can be hard to see any negatives (Middleton & Cukier, 2006). Even if the individual is struggling with keeping their work-life balance in check, the fact that their colleagues around seem to make it work, will make the individual accept the culture as the norm and adapt (Middleton and Cukier, 2006). This could account for the 10% of our respondents, who say staying updated and checking their phone morning and night is part of their job (Q. 4.3, Appendix 2). If it part of their organisational culture, it would eventually be ingrained as a norm for the individual. It should be said that in certain types of jobs, it is necessary to be online and stay updated on work. This is often seen with journalists, communication managers or online creators where the being online is a prerequisite to working, as nobody would know of their work otherwise.

A third explanation could be a mixture of the two above. Here the individual is influenced by both the cultural *bubble* of the organisation they work in, as well as the constantly evolving technological culture. This could exacerbate the issue of not being able to identify the possibly destructive behaviour as this could be part of the cultural norm for the general public. In this case, we would deem it likely that the individual would find it difficult to see anything wrong with either of the two cultures, as they inside the *bubble* of both. We propose that the individual would need to experience severe consequences of the technological culture they are "blinded" by to realise that the behaviour could be detrimental to their physical and mental well-being. This could be consequences

such as developing stress, having sleepless nights or severe addictive behaviour towards the technological tools. It is noticeably seen in how respondents 122 and 160 answered question 4.6 and mentioned by several other respondents (Appendix 1).

The change in the culture of the general public could, however, also aid the individual with adapting to the organisational culture concerning technology and connectivity, as the individual already has some norm regarding use of technology due to social media and smartphones. This would mean that the individual will have a shorter distance to cross from their personal norms to meet the organisational norms. Someone starting with no technological norms and having to adapt to the same organisational norms would struggle more. The less you will have to stretch your own boundaries the easier it will come to adapt. While those individuals may adapt more easily, they may also more easily push past their own limits and end up with disruptive behaviour. A mix of these two explanations seems most plausible based on our data. It appears that the individual is influenced by both the culture of the general public and the culture of the organisation that they work in when it comes to technological norms. Consequently, it would be hard for the individual to identify any negative behaviours stemming from these norms, unless directly confronted with them. Relating these thoughts to our data, we see a match as many of our respondents express primarily positive comments (Q. 4.5 and 4.6, Appendix 1), which would correlate with having trouble identifying negatives, as mentioned above or with finding a perfect fit, which we will elaborate further on in section 4.7. Those who do express negative implications of technology seem to have been confronted with the issue from one of the two sources identified above, yet most still answered positively regarding the usage of technology. This could suggest the consequences they have faced may not have been bad enough to change their view. They might see the technology behaviours as absolutely necessary in the world of today or might they mirror themselves in colleagues.

Our respondents seem to be influenced by a cultural norm, which can be seen in question 3.2 about availability and connectivity. Here, 42% either indirectly feels obligated or forced to stay connected and available or actively choose to stay available and connected at all times, even though staying connected and available is not a part of their official job description (Appendix 2). This indicates the norms of the culture our respondents live in, as a big part of the respondents will stay updated and connected even when not obligated to, often with the idea that they are helping themselves by staying on top of things, even in the evening, weekend and on holidays. It does, however, speak to the possibility that a large part of our respondent group lacks boundaries when it comes to

technology, which can influence the work-life balance and affect the well-being of the individual. Part of the 42% of the respondents are also influenced by the organisational culture of their individual organisations. Some feel forced or obligated to stay connected and available by their organisation, which could be due to expectations of being constantly updated or responses within a given timeframe, even if their job description does not necessarily suggest such tasks. The other part of the 42% actively chooses to be available, which could be a product of the organisational culture, as the norm could be a way to stay *"on top of tomorrow's assignments"* as respondents 109 puts it (Q. 4.6, Appendix 1). The reasoning could be that the respondents want to perform at their very best, however, it could also be a symptom of the same expectations as mentioned above. No matter the reasoning behind the actions, it will still have an impact on the respondent's ability to recharge from the day's work, as well as their work-life balance, both of which would be harmful for their well-being.

Additionally, it speaks to the nature of sample group that we have gathered, as being very open to technology. We are well aware that our sample group could be affected by the fact that we mainly distributed our questionnaire through our private profiles on social media. We have utilised our personal LinkedIn and employed different aspects of our network to help further distribute it, such as sharing on Facebook and through personal email. This could mean that the respondents that we have reached through social media are people who already using those in their everyday life, which might suggest a somewhat positive attitude towards technology in general. In terms of the age of our respondents, we initially received responses from the younger end of the spectrum, mostly from our personal networks, but this was mostly compensated by the emails sent through older individuals reaching out to their personal workplaces. We are also aware of the fact that the name of the questionnaire "Electronics in the working life" would naturally lead us to get more answers from people who utilise technological devices in their job. It was named so on purpose as this group was considered our primary target audience.

Further, if we examine question 2.1, which asks respondents to rate how essential technological tools are to their work on a scale of 1 through 5, 1 being the equivalence of "I do not use them" and 5 being "I cannot do my job without it", we see that a whopping 83% of our respondents have answered 5. On the opposite side, none of our respondents have answered 1 and only two respondents (1.1%) has answered 2 (Appendix 2). Equally, the answers to question 2.3, regarding whether the individual feels the technological tools hinder or further their productivity which was

on a scale similar to the previous question, we received one answer each for both 1 and 2 (0.5% each), while 5 received 46% of the responses (Appendix 2). We noticed that our respondents see technology as absolutely essential to their job and additionally that most expressed that they considered technological tools are a positive factor, as they aide them in their job and boosts their productivity (Q. 2.3, Appendix 1). This further illustrates that the sample of respondents we have gathered primarily have jobs were technology is at the very core of their jobs and most feel as though they aid them in their job. It does, however, also mean that our knowledge of those who feel hindered by the technological tools at work or find it non-essential to their job is quite limited. This is once again likely to be due to our distribution channels, yet it could also be due to the individuals having adapted to new ways of working, which often includes technology, or actively having chosen different jobs where technology is non-essential, although those are scarce.

Considering our hypothesis, it is important for us to remember that our respondent group is merely a sample of the general public in Denmark and while some may be highly influenced by technology in their line of work, others outside of our sample may not be influenced at all.

The numbers above do support the proposed notion that our respondents are influenced by both the culture we live on a day-to-day basis and the culture of the organisation. The respondents seem influenced by one or both of the cultures to stay connected and updated at most times, which would leave little room for psychological detachment from the technological tools of the organisation.

These numbers from our data could also be an expression of how emotionally invested the individual is in their work. As an example, it may be hard for a social worker, who works to help abused children and youth, to detach themselves from their work, both physically and mentally, if they are worried about one of the children in their cases. It may be far easier for the part time sales assistant, who is working while studying, to disconnect from whatever transpired during the day, as it is not as meaningful or emotionally impactful, as the first example.

One could consider whether an emotional aspect could have a significant impact. If an employee has a job that requires them to be emotionally invested and personally affected by what might happen at their job, such as with the social workers mentioned above, they might find it even harder to let go of the job that those who do not have an emotional aspect of their job. If we were to look at the responses from question 4.2, regarding sleeplessness the answers are not convincingly pointing in any direction when cross-referenced with what we might consider emotionally impactful jobs

(Appendix 1). We did specifically look at a group of 12 respondents, all of which have work related to social work with vulnerable kids and youth. Most of these admit to having experienced sleeplessness at night due to working late a few nights, while few say they sleep soundly, or that their sleeplessness was not related to working late and only 1 out of the 12 respondents say they often have sleepless nights due to working late (Appendix 2)

However, looking at our data we cannot conclude that sleeplessness due to work is consistently based on emotional connection. Some respondents with no apparent, significant emotional aspect to their job, such as respondent 122, who works in tourism, have admitted to having many sleepless nights due to working late (Q 4.2, Appendix 1). Others, who have an apparent emotional aspect of their job, like respondent 163 working as a social worker with vulnerable children and youths, have denied having any (Q. 4.2, Appendix 1). While having an emotional aspect or empathy may very well have an impact on experiencing sleepless after working late, our study did not result in any concluding evidence, and as emotions are very individual, this may also be hard to generalise even with a study of a greater scale. As our study shows no support to this hypothesis, we have decided to dismiss it for the given time, although a future study into this aspect of emotional well-being could be interesting.

In conclusion, to recharge from work during weeknights, weekends and holidays, it is necessary to psychologically detach yourself from the work (Derks et al., 2014). When your job includes smartphone and computer use, which enables the opportunity to work from home, it may be needed to physically turn of the apparatus or going offline to succeed. Our study suggests that over half of our respondents have experienced sleeplessness after working late (Q. 4.2, Appendix 1), which suggests, they were having trouble setting boundaries between work and home, signing off of work and simply relaxing. Setting boundaries between work and home and for technology usage outside of work is important, as the constant input can create information overload and loss of control, which is turn can act as stressors (Derks et al., 2014). In our study, most respondents say they have no regulations from their workplace, yet have set limits themselves, while 28% have no regulations in place (Q. 3.1, Appendix 1). This would suggest that organisations have little to no focus on the repercussions smartphone usage can have on the individual.

Over a third of the respondents said they check their emails and phone multiple times a day, which together with the 25% who say checking is part of their habits (Q.4.3, Appendix 1), made us ponder the possible explanations of the high need to stay updated. One explanation is a possible change in

the culture of the general public, as people without smartphones and social media now are seen as abnormal or oddities. Checking your phone as the first thing in the morning seems rather common, it might possibly be connected the phone being used as an alarm clock and thereby already in your hand from the moment you wake up. Several of our respondents suggest they may be addicted to their phones, which very well may be the case.

The organisational culture could also be the reasoning the usage of technology outside of work. If the individual experiences constant availability and working from home as the norm from the surrounding colleagues, the individual will likely work by the same ideals (Middleton & Cukier, 2006).

Both explanations seem plausible for different groups of respondents, which leads us to believe a mixture of the two may be the most likely option. As an example, if an individual has adapted to the change in culture, such as always having your smartphone on you, yet also works in an organisation with a strong technological culture, it may have trouble seeing the disruptive nature of constantly being "on". Besides being somewhat blinded by the cultural *bubble*, the individual's own norm of smartphone usage would likely contribute to the difficulty of seeing any issues with the technological norms of the organisation. It could make it easier to push the individual past the limits that they may have put in place if the organisational norms are closer to the individual's own norms, and thus making the push needed to match other norms as minimum as possible. Most likely the individual would need to meet severe consequences, such as debilitating stress or a realisation of addictive behaviour in relation to technology usage, or be enlightened by an individual, who is outside of the *bubble* and therefore they can identify the issues that may appear as normal behaviour to the employee (Middleton & Cukier, 2006).

Due to these findings, which showed a lack of support for this hypothesis we have dismissed it, leaving us with the first hypothesis and its three possible explanations of which we lean towards the last.

4.7 Keep it at work or bring it home?

As mentioned in the section 4.6 of this chapter, some aspects may be hard to fit into patterns as they are based on individual preferences, norms and ideals. We have previously mentioned that we

received mostly positive responses to the questions surrounding the attitudes towards technological tools and their possible impact on the individual's free time.

However, individuals are just that: individuals, who will thrive in different environments based on their preferences, home life, mentality, etc. (Kreiner, 2006). In other words, while a large amount of technological interference may fit one individual's life, the same levels will disrupt another individual's work-life balance, by causing high levels of WHI (Kreiner, 2006).

We especially see our respondents' expression of their individuality in the two last questions, 4.5 and 4.6, where the individuals have the opportunity to write their answers (Appendix 1). It is clear to us that some of our respondents have a clear preference for segmenting their work and home, which is done by creating limits for using their technological tools at home or simply leaving them at work if possible (Kreiner, 2006). As examples, we can look to respondents 27 and 125, both of whom have made efforts to separate work and home, one by disconnecting email form their phone to limit information input, the other by shutting off work-related technology at the end of their shift, preferably even leaving them at work (Q. 4.6, Appendix 1). This leads us to assume that both of our examples, as well as their similar co-respondents, have put limits in place to segment their work and home to keep the boundaries between the two easily definable and their work-life balance in check.

While these respondents seem to have found or created what Kreiner would call their perfect fit, others seem to have a preference for segmentation of work and home, but have yet to find an appropriate or perfect fit, which can result in severe repercussions through high levels of WHI and disruption of the work-life balance (Kreiner, 2006). It will also negatively influence the individual's job satisfaction and levels of stress (Kreiner, 2006). Respondents 122 and 136 could be used as examples of this, as the first say they have indeed developed stress, while the other claims to overuse their phone to what they refer to as an "addictive level" (Q. 4.6, Appendix 1). These two respondents are likely missing resources from the organisation to help them segment work and home to the level of their preference. Their work-life-balance has become skewed, as work is encroaching into home's territory. To help is back to an even position, they need to separate the two arenas. To help the individuals segment work and home to fit their needs, the organisation could be creating clear limits and guidelines regulating when it is appropriate for colleagues to contact each other, whether it is through phone, email or intranet, as well as when individuals are expected to check their emails (Kreiner, 2006). If employees are still having a hard time controlling the technological tools at home, another solution could be to either further limit access to official work

hours or make it more tedious and difficult access the information from work, which could be done through a type of log-in. It could also be a possibility to have employees turn off push messages, which are notifications on smartphones to alert you to something new, e.g. a mail or new message, during certain hours of the day. This would help decrease the information overload, raise the individual's control of the information input and lower stress levels (Kreiner, 2006). As a last consequence the individuals may need to find a different organisation that can provide the amount of resources that fit to their preferences to thrive and equalize their work-life-balance.

Preferences do, however, differ from individual to individual and while some may prefer segmentation of work and home, others thrive with integration of work and home (Kreiner, 2006). Examples of this can be seen in the answers of respondents 25, 110 and 132 (Q. 4.5 & 4.6, Appendix 1). The first explains how the integration of work and home has given the individual more flexibility in their day, as they can plan their day to fit with the sometimes unpredictable schedule of children by allowing the individual to work from home through the technological tools available (Appendix 1). The second claims integration of work and home gives them the opportunity to be in contact with international suppliers, who naturally work other hours due to a difference in time zones (Appendix 1). The third respondent says they deliberately have chosen for their phone to produce push messages when new information is received, as they mostly see it as beneficial and rarely a bother (Appendix 1). These respondents all seem have a preference for some level of integration of work and home and based on their comments, they appear to have found the right amount of integration in their current organisations. When preference level and the resource level available from the organisation match, the individual will thrive and experience lower levels of stress and higher job satisfaction (Kreiner, 2006).

Combining the respondents from the examples with their answer to question 3.1, raises the question of whether simple boundaries is enough to help individuals regulate their use of work related technology to manage their work-life balance. Of the respondents, who seem to thrive with segmentation, both say their organisations do not provide regulations and guidelines on the area, and only one claims to set their own limits (Appendix 1). The other claims to not have any set limits, although since they express an active choice and preference to leave their electronics at work, we would dare to propose that the individual perhaps subconsciously has set limits to protect themselves, but is not completely aware of them. The second set of respondents, who seem in need of more segmentation, one says both their organisation and they themselves set boundaries, while

the other says their organisation does not provide guidelines and regulation, but they themselves do. In both cases, it does however seem like the regulations are adequate for the two individuals, as they both claim to have severe implications from the integration of work and home. Of the last three respondents, those who thrive with integration, two say their organisations do not provide guidelines and regulations, but they themselves have set some, while one says their organisation does provide guidelines and regulation. Equal for all three is that the boundaries seem to the advantage of the individuals and helps them maintain their preferred work-life balance.

Having no boundaries could be to the advantage of the organisations, as they could easily take advantage of the individual's work ethic and the need to stay updated, as mentioned earlier in this section. Yet those actions could be to their own detriment, as employees who have no limits often will work through their evenings, weekends and holidays (Derks et al., 2014). Individuals who have a constant need to stay updated, ahead of work and who are available at all times, have been shown to have lower job satisfaction due to a higher level of WHI, as we see in Kreiner's theory (2006). They also have a harder time recuperating and recharging when using technological tools after official hours (Derks et al., 2014). This will create a vicious cycle of overworked and stressed employees, who eventually will succumb to the destructive behaviour either by quitting, becoming physically and mentally ill or completely destroying their home and social life through the constant work. If the organisation recognises issues concerning working hours and technology usage, they should weigh their employee well-being over productivity levels and ensure clear boundaries and guidelines are initiated and followed, perhaps leaving the possibilities for the level of rigidness open for employees to fit their personal needs of integration and segmentation (Kreiner, 2006). This may be tedious and difficult to manage on a case-by-case basis for an organisation, but it may be needed to ensure the well-being of the employees and make them thrive in their job situation. Simply making the resources available for the individuals is perhaps a more realistic approach for organisations to manage, especially if the organisation is of the larger kind. However, they would still need to be aware of the needs of their employees and help maintain healthy technological habits or those who are struggling. As with the individuals working inside the organisation, who can become caught in the mindset of the organisational culture (Middleton & Cukier, 2006), it would be difficult for the leaders or management of the organisation to realise any wrongdoings unless confronted with them. While the upper levels of the organisation may have a somewhat different *bubble*, than that of the individuals working in the lower levels of the organisation, they may often still need help to identify negative habits luring in their organisation.

This does fit quite well with reality, as many organisations employ consultants in various jobs and departments. Consultants is a description with many possibilities, some consultants do certain project work, yet others look to optimise the organisation, such as looking at the communication or conducting studies to identify and fix issues with employee well-being and job satisfaction. Organisations do face a paradox in that a lack of boundaries may heighten productivity of the individual, but it will also likely increase stress and WHI levels, and thus influence the work-life balance negatively and decrease job satisfaction. Creating boundaries or finding the perfect fit might hurt productivity, but increase job satisfaction, help maintain the work-life balance and decrease WHI and stress levels. While the first option would produce more in the short run, the employees would most likely burn out quickly and this could only ever be advisable in a temporary nature, such as having a project with a tight deadline. It would not be ideal for longer terms working, as burned out employees tend to end up ill or leave the job. The second option would perhaps decrease the daily productivity levels; however, the employees are likely to last longer in their job.

The individuals may all work with technology, although in different jobs, however, if they were to have the same set of regulations and guidelines on their jobs, no matter the focus, some would thrive while others would not (Kreiner, 2006). This does suggest that although having regulations and limits in place, there is no one-size-fits-all when it comes to the work-life balance (Kreiner, 2006). It also suggests that simply having a set of guidelines does not equal a workforce who is automatically thriving. Having guidelines does not automatically mean that employees will follow said guidelines either, especially when these will be applicable when the employees is out of the office and thereby making it harder to enforce. Neither does it ensure that every employee is thriving as the employees may have different wants and needs in terms of technological use, as we saw above.

Still it is work considering if employees are happier with clear set boundaries stemming from their organisation or happier with setting their own or being completely without? Looking through our data, it quickly becomes clear that the majority of our respondents have resorted to facilitate their own boundaries in order to protect their personal well-being, as well as their work-life balance. While these self-made guidelines seem to work for some of our respondents, our data shows that several of the respondents still experience issues, although they have created boundaries themselves. Conversely, the individuals who say their organisations have created regulations and

guidelines to work by with regards to technological tools, express fewer implications to their free time (Appendix 1). This could be due to the regulations themselves or a result of being inside of the organisational culture where this way of working is the norm. In this data sample, the individuals are working in differing positions and organisations, which would suggest that the individuals either have strong self-control or that the regulations put in place have aided them in maintaining their work-life balance. Additionally, this would suggest that they have found their perfect fit of resources to fit their level of prevalence for segmentation.

Through close examination, we have found that employees in the same or similar positions in the same company could have differing opinions on whether there are rules put in place by the organisation or not, such as seen with our group of social workers, which are respondents 89, 160, 161, 163-165, 167-170, 174 and 175 (Appendix 1). This may seem odd, as guidelines and regulations put in place by the organisation should be known by all its employees. This could be a question of perceiving the regulations as merely guidelines or that guidelines are mainly put in place for specific individuals, who have trouble managing the work-life balance on their own. Either way, it seems to work for the organisation, as none of the social workers express any negative aspects by the flexibility that technology offers. Most suggest the technology has no effect on their free time or mention how flexibility helps them to manage their day to fit their needs, such as making it possible for one to finish a task, while waiting for the kids to finish their afterschool activities or fitting in a dentist appointment. This also makes it possible for the individual to fit in meeting with clients after official work hours have ended or answer emails or texts from client in need of a quick answer.

In the case of social workers, the enquiries for information would be limited to existing or new clients and the police, though most enquiries after work hours are directed to a 24-hour call service specific to the purpose, which the employees take responsibility for a given time period at a time. This would limit the after-hour interruptions experienced by the individuals. As with the individuals with regulations set by the organisation, the social workers may be influenced by the organisational culture, which could explain the primarily positive attitude. It could, however, also be an expression of great self-control by the individuals and regulatory efforts from the organisation to keep the level of WHI low and maintain the employees work-life balance. Based on the social workers' comments on questions 4.5 and 4.6, they seem aware of the negative aspects of having technological tools (Appendix 1). They show this through comments such as blurring the boundaries between work and

home (169), trouble recuperating and through that stress (170) and needing to focus on how much time you spend on those technological tools at home (172). This would suggest to us that the social workers are not caught in the organisational *bubble*, but see the positives and negatives of the technological tool at hand, which most likely will help them create healthy habits and utilise them to their maximum capabilities.

We see both the social workers, who have mixed perceptions, and those who have expressed set limits seem to be happy in with the current position they are in. This leads us to believe that while many can self-regulate, others may need support from the organisation to maintain their work-life balance and stay happy. We can conclude that happiness does not stem from having set regulations or no regulations. Happiness comes from finding the appropriate level of regulations to maintain the individual's work-life balance, regardless of whether they are created by the individual themselves or the organisation. While some may need a very strict set of regulations to help them stay off the technological tools after official hours, others may not need any regulations, but can rely on their self-control. This leads back to Kreiner's (2006) theory of person-environment fit, as the employees seem to express less negatives and more positives, which we can read as happiness, when reaching the perfect fit to their individual needs. For organisations to have an environment capable of all types of preferences thrive, they will need a flexible benefits program for individuals to pick-and-choose elements (Kreiner, 2006).

In this section, we have taken a deeper look at a possible explanation as to why some of our data may be hard to fit into patterns and trends. We examined the paradox of segmentation and integration of work and home to help maintain employees and a working work-life-balance. Using examples from our respondents, we examined a possible correlation between set limits and attitude towards technological tools and their influence on the work-life balance. We chose a total of 7 respondents, based on their comments from questions 4.5 and 4.6, both of which are related to experience off and attitude towards usage of technological tools and its influence on free time and flexibility. We found two representatives who had a seemingly perfect segmentation fit, two who were having severe consequences from not having a perfect fit and who were both in need of more segmentation resources, and three respondents who seemingly found their perfect fit of integration of home and work.

However, while examining the data further we discovered that all the examples had some type of limits, either from the organisation they work for or limits they have set for themselves. Kreiner's

(2006) theory about finding the perfect fit between the environment and the individual seems more applicable, since our respondents have differing preferences on the same area. This leads us to believe that for the individual to thrive at an organisation, it takes more than a set of clear regulations and guidelines concerning the boundaries between work and home. The individual's well-being would be better, if the environment they are working in fit their preference level in terms of segmentation or integration (Kreiner, 2006). Having the perfect fit of environment will bring along higher levels of job satisfaction as well as lower levels of both stress and WHI, which in turn will result in a healthier work-life balance.

By creating an environment in terms of segmentation and integration of work and home, where all employees have the possibility of thriving, the organisation can most likely decrease the occurrence of stress and other illnesses.

4.8 Frequency of use – do not abuse

Chesley managed to confirm her hypothesis that ITC users with high frequency of use generally expressed an increase in how effectivity they worked, a greater workload and a heightened pace of life (Chesley, 2010). We were particularly interested to explore the first of the concepts: effectivity, which we have also linked to productivity. At the core of this thesis we were interested to explore and research whether technological devices generally made people more effective at their job and once that was established whether that came to a high price on the home front. As such, a couple of questions from the questionnaire are particularly interesting to look at.

Firstly, it should be mentioned that we did not expect the result out of question 2.3 that we received. On a scale from 1 to 5 with 1 being that technology limited productivity and 5 being that it greatly increased it, we had not expected the answers to cluster so heavily leaning towards the most positive. Out of the 186 sample of people, 86 respondents picked 5, 66 respondents choose 4 (technology somewhat increased productivity), 32 respondents picked the middle option 3 (which was the neutral answer) and only one person each picked 1 and 2 indicating a directly negative impact on productivity (Appendix 2).

However, the numbers might not be as surprising when you put them into the context of a previous question. On question 2.1, 155 respondents indicated that technology was indispensable for them to be able to do their job, 19 respondents said that it was somewhat essential, 10 respondents chose

somewhere between indispensable and not important and 2 respondents said that it was not really important (Appendix 2). With this lens in mind it makes the responses to question 2.3 more understandable.

The individuals in our sample are generally what we would consider quite high-frequency users overall and on top of that a lot of them would not be able to do their work, at least not the way that they are working right now, without the support from various technological advancements. It could be valuable to mention here that because of how integrated and vital technology must be at these places of work the employees who work this way every workday might not be able to see the downsides of technology that clearly (Middleton & Cukier, 2006). It can be very difficult to remain objective or even acknowledge that one of the tools at your disposal might have a secondary effect that you are not as aware of. If an individual is focused on how incredible it is that they can get immediate interaction they might not consider that it can come at the loss of focus and they might become distracted (Middleton & Cukier, 2006). Likewise, they might consider how much freedom it grants them, such as being able to work on the go or not having to be tied down to their desk at the office, as mentioned by respondent 158 (Appendix 1).

However, the freedom is not given to them without having a potential negative impact in terms of infringement, because while the freedom allows them to be mobile and make their own hours, they also mean that it can be difficult to put down limits and leave work at the end of the day (Middleton & Cukier, 2006). It does appear from our data a lot of the respondents might be mostly focusing on the positive first-order effects, partly ignoring the dysfunctional second-order effects. It could also be that they simple are very good at applying mediating strategies that ensure that the second order effects are not too damaging. As mentioned, these strategies could be anything from actively turning off notifications, putting in a "busy" avatar on the work network or the like (Rennecker & Godwin, 2005). Since some of these features are also embedded in technology, it might be that they count the ability to use them as contributing to how effectively that they work.

Another reason for this obvious praise of technology in terms of working productively might also come from the culture at the workplace of our respondents. If we consider how many of them valued technology as a cornerstone in them being able to do their job, it is entirely possible that they are working in somewhat technology friendly environments. With this in mind, one might stipulate that they are being wrapped up in a loop of positivity concerning the presence and abilities of various devices and software. It is very unlikely that any devices or process are being introduced by

management without a positive pitch to come along with it, likely something about increased efficiency, user ease, cost cutting or similar. As such the employees are being conditioned from the very beginning to view technology as a tool for positive change. They might get stuck in a bit of a physic prison where they are being reassured by the people around them to think in a similar way (Middleton & Cukier, 2006). It appears like a good breeding ground for groupthink. While the employees are stuck is this loop of positivity around technology, they might not be able to take a step back and evaluate if objectively potential downsides are ignored in favour of being excited about the possibilities. Even if something appears overwhelming like a good resource or tool, it is somewhat naïve to ignore that it could have potential downsides. However, it is completely normal and understandable to want to turn a blind eye to that which is not inherently helpful to your case. Further, the employees may not consider the negative aspects of the technology implementation, as they most likely do not have a say in the matter.

We wanted to explore the notion of being a frequent user of technology and how it potentially influencing how you generally view your productivity. We decided to use question 2.2, concerning frequency of use, and hold it up against question 2.3, which asked respondents to rate how effective they valued technology. In question 2.2, we had asked them to rate how many hours they spent working with technology during a normal workday. None of the respondent chose the option for zero hours, 5% indicated that they worked 1-2 hours, 16% worked 3-4 hours, 30% worked 5-6 hours, the largest group of 38% worked 7-8 hours, 8% worked 9-10 hours and finally 3% worked an astounding 10+ hours with technology (Appendix 2). While these numbers have already been discussed in the first section above, they bear repeating now because we used them when we went to make three different visual pie charts where the work hours are categorised based on how our respondents rated their productivity thanks to technology. Pictured below are three pie charts. The one to the left is based on the responses for people who rated a 5 in question 2.3, the middle section are the ones that rated a 4 and the last chart is the people who chose to place their click on the middle option and then we applied the hours that respondents said that they spent working with technology from question 2.2 (Appendix 1). It did not make sense to make a visual representation of those who answered 1 and 2 in question 2.3 since this was only one person for each category. Regardless, it should be mentioned that both of those individuals said that they only worked 1-2 hours with technology during a normal workday.
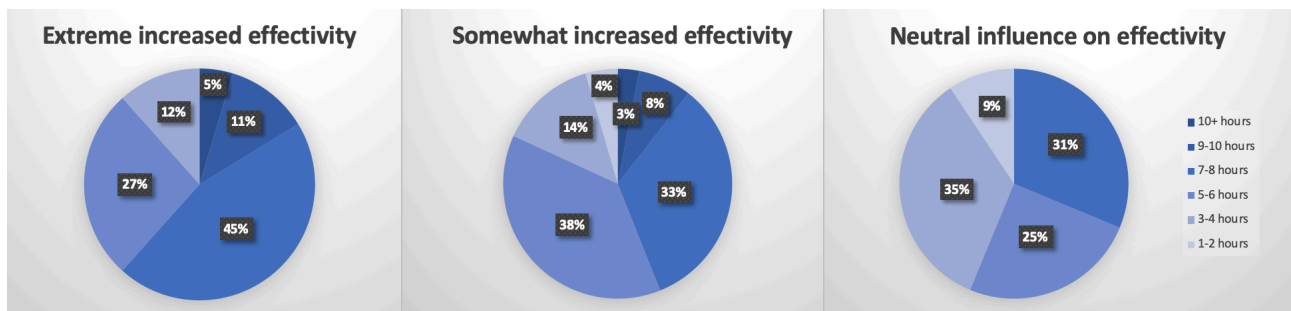
As can be seen in the chart above, high-frequency users mostly attribute a lot of their productivity and effectiveness to technology. This can visually be seen by the colour tones in each pie chart, with the darker sections representing those who spent the most time working with technology, the lighter ones those spending less time working with technology. Specifically, the rough average of those who stated that technology was indispensable, which is shown in the first pie chart, has a rough average of 7 hours. The second pie chart represent the respondents who evaluate that technology makes them work a bit more effectively and their average is roughly 6 hours. For the final pie chart, where people did not find technology either productivity increasing or inhibiting, they worked an estimated average of 5 hours. Since all the original data from the questionnaire asked people to select a timespan the average is only a rough estimation but they are calculated in the same way and they irrevocably show a decrease in believed productivity the fewer hours people spend working with technology. This correlate with the findings from Chesley's study (2010), as was expected.

Again, we can draw parallels to the fact that people who are highly dependent on something and use it a lot in their daily life are more inclined to see the positive effects of something. It should not go unnoticed, however, that this section is entirely dedicated to proving one of the positive aspects of technology being such an integral part of many jobs. This does not give us insight into whether or not they might also associate technology with an increased workload and pace of life.

Lastly in this section, it could be beneficial to take a look at the replies from question 2.4, where the respondents had the opportunity to choose up to six statements that they felt like described their opinion towards technology. The questions were designed and phrases in such a manner that two of them highlighted a positive aspect of technology *It is lovely to always be able to establish contact with the world* and *It is good for teamwork*, two were highlighting negative aspects *It is frustrating to be interrupted by colleagues* and *I feel forced to stay "on" at all times* and lastly two statements that included multitudes *It depends on the day/workload* and *It is beneficial for my work but*

draining in the long run (Q. 2.4, Appendix 1). The most popular answer by far was the "it depends" answer with a whole 110 people out of 186 choosing it, which is 59%, and the possible reason behind this has been discussed in section 4.2. The second and third most popular answers were the two positive responses with respectively 51 and 54 people choosing that those statements represented them. This goes nicely in line with the analysis of the above where people again tended to lean towards the positive aspects of technology. The fourth most popular option was the one that highlighted both the good aspect and the potential strain it could put on people with 38 people out of 168. The two negative options only got 18 and 22 people respectively.

This can be loosely connected to the concepts of job demands and job resources. Such a thing as feeling pressured to stay connected and available could be seen as a job demand and having effective and fast communication and access could be seen as a job resource (ter Hoeven & van Zoonen, 2015). Any particularly gruelling job demands should be matched with equal or better resources for people to be able to not get disgruntled in their work environment (ter Hoeven & van Zoonen, 2015). A calculated glance at the opinions collected from our questionnaire reveals that our respondents mostly highlight the job resources connected with technology and they do not put much weight on the job demands. This indicates that at the very least the resources' influence far outweighs that of any of the job demands, which should be seen as a positive because it makes it less likely that employees will refrain to show up to work or look for employment elsewhere. In fact, it shows that there could be a slight increase in job demands without massive negative outfall, as long as the job resources stay at a high level to enable people to deal with demands (ter Hoeven & van Zoonen, 2015). However, it is dangerous to put the two concepts at an even head-to-head as they are nuanced concepts and it is not always an equal exchange back and forth, even if that is part of the guidelines for them. At the same time, it would be important to consider that people are diverse and they can have very different limits and preferences. Where one might find it completely fine to have a more of an integrated workplace, other people might prefer to have more of a segmentation of work and home (Kreiner, 2006). Our sample of respondents come from all walks of life and they do not work at one shared organisation or inside the same area of business so unfortunately, we cannot dive deeper into this balance between job resources and demands. Still, it is an interesting discovery that the respondents overwhelmingly lean towards the positive resources consistently through all questions in section 2 of the questionnaire.

5.0 Discussion

In the chapter, we will be discussing the findings of the analysis. The analysis was based on the theories presented in the theory chapter above, which was applied to the data we recovered through our questionnaire. We performed a mostly qualitative analysis on the data, using the findings as indicators and implications of attitudes, opinions and experiences of the respondents regarding the use of work-related technological tools and how these can influence more than just the job at hand. We have chosen a few areas from the analysis above that piqued our interest for further examination. This could be based on a peculiar result of the questionnaire or simply be questions our analysis has led us to ask ourselves while working. We will begin with a discussion of possible reasons for the lack of negative responses in our questionnaire. Next, we will discuss the management of constant connectivity and why we have the need to be connected and updated at all times. The last of the chosen queries is a discussion of how an organisation could attempt to fit the needs of all the individuals working within it. This is done with an awareness of the paradoxical aspect that every resource the organisation creates will cost them money, yet if they do not create any resources, it will still cost them money in the long run and potentially even more money than the cost of establishing the resources. At the very end of this chapter, we will discuss what could impact the attitude of the individual towards the use of technological tools outside work hours, utilising aspects from every area of the analysis. We will also discuss the interrelation between the otherwise separate aspects of the analysis.

5.1 No negatives

With the help of Middleton and Cukier's theory (2006), we investigated the idea that the individual's attitude towards work-related technological tools and using them outside official work hours. This theory made us ponder if the lack of negative comments was a realistic picture of the current world. This could be a product of the questionnaire being targeted more towards respondent where technological tools are part of their work or because many of the respondents were in service jobs. However, Middleton and Cukier (2006) present a different possibility, which at the very least deserved to be examined and discussed in-depth. The theory suggests that individuals may be caught in the organisation's culture, restricting them from realising abnormal habits or norms, as the culture of the organisation is what they will see as reflections all around (Middleton and Cukier, 2006). This is also referred to as a *psychic prison* or throughout the text as a *bubble*. This could

explain why we have a very low number of negative responses as the respondents would have a hard time identifying negative or destructive behaviours and norms in the organisation's culture. To them it would simply be the normal way of doing things. In our data, we see that the negative comments often include severe repercussions or the involvement of another individual to point out the negatives. This leads to believe that this explanation is plausible.

However, looking at the responses from the subgroup of social workers, most express an awareness of the possible dangers of blurring the lines between home and work too much, yet all of them are still positive in their attitude (Appendix 1). Perhaps, this is a question of what is weighted as more important, the annoyance from being interrupted or the flexibility stemming from having the technological tools available. Flexibility is mentioned the most, suggesting that the respondents value being able to manage their own day to fit their needs within the limits of the job. Is the cultural *bubble* to blame for the lack of negative comments, as it can limit your perception, or is it a more clinical evaluation of pros and cons, where the pros simply appear to outweigh the cons?

Of course, we also need to mention that the respondents have been led through most of the questionnaire before they reach the end and they might have picked up on elements from the questions asked along the way.

On one hand, it does seem plausible that individuals could be influenced by the culture of their organisation to such a point that they are blinded by it. This would only be exacerbated by mirroring in colleagues, since if the individual would doubt the norms and behaviours of the culture, the fact that their colleagues can manage the norms, will leave the individual thinking: *if they can do it, so can I* (Middleton & Cukier, 2006). It might also be an issue of having to meet an organisation's culture and way of working to survive within the organisation. If it is the norm that you reply to emails after regular work hours, then you might fall behind on work or miss out on opportunities if you do not conform to match the pace of your colleagues or meet the expectations from management.

On the other hand, the proposition is that the individuals might have made a mental calculation to decide their position on the matter, also seems plausible. While there may be negative aspects, the positives are considered to be so much better that minor or even major inconveniences seem less important. If you are marvelling at the fact that you can find an expert in the organisation through the internal network and you might be able to get a quick answer from something that will move

your work along smoothly, you might be more forgiving when a message reaches you requesting help, even if it might interrupt what you are already doing. Likewise, if you find it incredible that you are able to leave work early to pick up your children or have a personal appointment within regular work hours, then you might not consider it such a big deal that you have to work in the evening.

Both explanations have backing in our data. The cultural *bubble* is supported by the fact that our negative responses have interference from either a severe repercussion, outside individuals or a heightened awareness (Appendix 1). The backing of the calculation explanation is a little more intricate. Here we find the backing in the way that many individuals, who are expressing negative aspects of the technological tools, still leave positive comments in their ending comments from question 4.5 and 4.6, such as when respondent 53 said *"... It can be both an advantage and disadvantage and it can be difficult to manage the boundaries, but once you have learned it, there are more advantages, I think"* (Appendix 1). This suggests that it is not only a mental calculation as to whether or not that the advantages outweigh the disadvantages but also that the respondents might take purposeful steps to minimise the negative aspects as much as possible, likely through third-order effects as mentioned by Rennecker and Godwin (2005).

It might be more of a case of not identifying if it is one reason or the other but recognising that the most plausible explanation might be somewhere between the two, since aspects from both perspectives are supported in the data. As such it might be more likely that they work hand-in-hand. We find it likely that individuals can indeed be blinded by the *bubble*, however when, or if, they are enlightened, the individual might use this new awareness to evaluate whether the benefits or drawbacks are more important. If they find the negative consequences too hard to bear it is plausible to assume they might try to restructure their work to find a way that fits them better or engage with ways to minimise their negatives.

5.2 Connectivity

Nearly 62% of our respondents say they are always reachable, either through official or unofficial obligation to their job or something they choose to be voluntarily, which leads us to wonder, if the respondents have time to recharge in-between work hours (Q. 3.2, Appendix 2). This aspect of constant connectivity is at the very heart of our thesis, even when we are exploring aspects around it

to get a better feel of what might incline people to engage with technology in the way they do. It is also interesting to note that out of the two options of answering that it was not an official requirement but something you were either way, 51 respondents chose the options that indicated that it was something they did voluntarily while only 27 respondents chose the options that explained it as something they were feeling pressured to be (Appendix 2). This distinction was one that was purposely built into the questionnaire and it is noteworthy that our respondents that were unofficially making themselves available were overwhelmingly leaning towards doing so by personal choice rather than outside pressures. It is important to remember that while they might think, this is a choice they have made unaffected it could still be deeply influenced by the organisational culture they find themselves surrounded by (Middleton & Cukier, 2006).

These ponderings led us to wonder how individuals might be able to manage having technological tools available to them at home, without having to feel the need to stay constantly updated, or try to get ahead at work. The question is, if it is possible to have these devices within arm's reach and still be able to stay present?

 One solution could be for the organisation to install official regulations and guidelines, such as when it is an appropriate time to send out emails or when you are not supposed to reach out to colleagues. Guidelines or even legitimate rules could help employees decrease their WHI and maintaining their work-life balance. However, we do recognise this might work better for people with a lower need for control than those who have a high need for personal control (Rennecker & Godwin, 2005).

The former minister of education and research Søren Pind banned his employees at the ministry from contacting each other on Sundays, as he saw an intense pressure on the employees (Christensen, 2017). We looked at the data, but did not find any evidence that regulations initiated by the organisation, automatically resulted in happier or healthier employees (Appendix 1). While the regulations usually cannot hurt and might be necessary in businesses like politics where the pressure to perform can be high, they do not create happiness on their own or magically solve the problem of employees experiencing substantial pressure.

Another solution to managing the temptation of being able to work constantly could be that the level of self-control exhibited and boundaries setting to manage the usage of technological tools, even outside of work spaces and work hours, and maintaining a low level of WHI and therefore

achieving a better work-life balance. In other words, maybe regulations made by the individuals themselves are the key to keep the technological tools in check when at home. Guidelines from an organisation might be helpful but at the end of the day, the power will be in the hands of the employee and as such they might be the best person to decide where to set their own boundaries. Once again looking to our data, this does not show any correlation to happiness or positivity (Appendix 1). All other things equal, we see that some individuals thrive with strict regulations from the organisation, while others say they can thrive without any regulations, which suggests self-control and boundaries are at the core of this issue (Appendix 1). If the employees can manage on their own, there is no reason for the organisation to intervene. However, if the employees are stressed, as the employees of Søren Pind's ministry, it would be necessary to create regulations or guidelines to keep the staff healthy and working. The way that some employees might work better with or without regulations could be compared to the notion of P-E fit. They might have different ideals of what works for them and they will work most successfully if their environment fit with their own personal preferences (Kreiner, 2006).

The need to be online and updated, sometimes to the level of addiction, seems to be prevalent throughout our respondent group, but why? Our first instinct was the cultural *bubble* of Middleton and Cukier (2006), which was mentioned above. However, it would seem rather peculiar, if practically the entire sample of respondents were blinded by these cultural *bubbles* when they all work in different occupations and organisations, even if most of their professions share a service element.

Looking at the bigger picture, we pondered whether the general culture of the present world could be our missing link. The evolution of smartphones and social media has made it possible for us to experience constant connectivity and given us the ability to always be updated (Hansen, 2017). Both the writers of this thesis have seen the addictive forces in these entities in ourselves and our loved ones. Checking the news, email and your Facebook as the first thing in the morning is not a rare practice, which could be due to a fear of missing something important. Whereas people used to have a landline and dial-up internet, they now have a personal smartphone and a Wi-Fi-router instead.

If the technological tools are prevalent in our private life as is, it would not be a far stretch for the individual to use them for work as well. Additionally, if we already have our phone in hand, why not stay updated or check on work? If we were already addicted to our own phones, the addition of

work-related technological tools will not help that issue. Except if this was the entire issue, every person on the street would be caving to the stress and pressure of constantly working around the clock and no one would ever relax.

While none of the explanations alone can answer the questions, together they may be able to explain some of it. To manage the technological tools and their impact on the individual's work-life balance, it is important to facilitate the needed level of regulations and boundaries. It may be difficult for the individual themselves to see the issues, as they could be blinded both by the organisational *bubble* of culture and the culture of the general public.

5.3 Pay now or pay later

We present a notion that the attitude of the individual is based on their surrounding environment. As mentioned above, having no regulations on working at home may fit one individual, but it can thoroughly stress another (Kreiner, 2006). Kreiner argues for the P-E fit theory, where the well-being of the individual is based on how well the resources available from the organisation match with the preferences of the individual (Kreiner, 2006). If an individual is working in an organisation, which encourages integration, when their personal preferences are for segmentation, this will present an issue and vice versa. This concept presents the organisations with another paradox. If they implement resources for integration, the employees with those preferences will thrive, yet employees with a segmentation preference are likely to develop higher levels of WHI and stress and lower levels of job satisfaction. All of which will negatively influence their work-life balance. The same would happen if the roles were reversed. The one preference that the organisation nurtures will help those with the same preference while putting stress on those who do not share it. Of course, one could also argue that this will mean that organically an organisation will be able to attract and keep people with similar preferences in the long run, which might make it run more efficiently.

Our respondents show their preferences through their answers and comments to our questionnaire, such as shutting off their technological tools when leaving work or enjoying the flexibility available through the technological tools (Appendix 1). Finding a match of preferences would also include finding the perfect level of usage in terms of the technological tools outside of work. But if everyone has different preferences and needs, how can the organisation ever create the perfect fit

for all the employees at hand? If they implement resources for either of the two sides, the individuals with preferences for the other side will suffer. If they implement nothing, but simply leave it up to the employee, those in need of resources for both sides will decrease in well-being. No matter where they turn, they are likely to impact some of their employees' well-being. This leads us to the solution both our study and Kreiner's study (2006) found. The organisation should make the resources available for the employees to pick the ones that benefit them the most. This could ensure that all employees have the opportunity to find their perfect fit within the organisation as they can cherry-pick in a way that will ensure a healthy work-life balance of the individual. While this sounds like a cure-all in theory, is it at all possible in practice?

In smaller organisations, it may be possible for the upper management to decipher the preferences of the limited number of employees, however for bigger organisations this does not seem realistic. While they could investigate the matter through questionnaires or asking the trade union representatives, it would likely be impossible to find the concrete preferences of each individual, if they employ several hundred individuals or more. Even if they could justify asking employees for their preferences if the group was small enough, they might still not get the legitimate preferences of the individuals. The organisational culture as it presently looks might make the asked employees feel compelled to answer in a way that they know align with the values already established, even if it goes against their own preferences.

They could initiate a process to make a high amount of resources available for both segmentation and integration of which individuals can choose whichever resources fit their needs. However, it would likely be expensive and there are chances some of the resources might only be of benefit to a limited number of employees. For example, running an in-house day care for just a few children is hardly considered money well spent. While this may be a bad example for a country like Denmark where day care is more integrated into the welfare system and the need for a private day care is a rarity, it exemplifies the point perfectly of extreme integration. Similarly, restricting hours appropriate for contact between colleagues, like Søren Pind tried, may be beneficial to some employees, but may be the root of delays for employees who spent their Sunday working from home, perhaps in an effort to be able to take a day off during the week. Implementing anything will have a price, however, the consequences of not focusing on the well-being of your employees does too. The organisation will have to spend money training new employees to perform the tasks of the employees, who have burned out due to stress or quit because of low well-being and an unstable

work-life balance. From a management perspective, they need to make an effort to create an appropriate environment for the employees to retain them and keep them happy. If they can maintain an appropriate environment with many job resources where the employees are happy and thriving, they are more likely to see an increase in output (ter Hoeven & van Zoonen, 2015), as the employees will be willing to put forth more effort, which can help them earn back what they have already spent.

However, this perspective is quite a cold and cynical way of looking at the well-being and almost treats people like they are just a cog in the machine that needs to be oiled sufficiently to keep working smoothly. It is important to remember that people are more than their jobs and they cannot - and should not - only be treated as numbers on a bottom line. Throughout this thesis, we have tried to take the employee perspective, even when a lot of our theories have a management point of view that seem prevalent in the world of business. However, getting employees to understand their preferred way of working and allowing them to work in such a manner within the organisation is also favourable to the individual. As such, it could be considered a win-win. Increased well-being will be good for the employee, as they will feel more content and at peace, not only so they can work more efficiently but also so they can live their life in a way where they can build up a life where they feel content in multiple aspects, both at work and outside of it. It is a bit crude to assume that one should only make sure employees can balance their work and life, so that they can perform better at work. They should be able to live a more fulfilling life.

Danes are actually quite good at managing their work-life balance, which was acknowledged when Denmark placed No. 1 in that particular category on the Organisation for Economic Co-operation and Development's Better Life Index from 2015 (studyindenmark, n.d.). These numbers were mostly dependent on how many hours Danes spent at the office, the study found that only 2% of Danes were working more than 50 hours a week compared to the average of 13% of the 20 countries in the list (studyindenmark, n.d.). Furthermore, Danish companies are usually willing to be flexible to help accommodate other commitments, such as having to pick up your children or doctor's or dentist appointments during regular working hours (denmark.dk, n.d.). It is also generally frowned upon if an employee shows up to work ill and they are instead encouraged to return home and get better faster (denmark.dk, n.d.). There is care built into how a lot of organisations in Denmark operate and it is mostly encouraged and expected that employees have a part of their lives that does not revolve around work. Some might argue that this more laid-back

attitude and fewer work hours might be good for the individual as they can find fulfilment outside of work (Derks et al., 2014) but that fewer hours put into the organisation could mean less value for the bottom-line. On the contrary, Danes are despite the limited work hours considered to have some of the highest productivity rates, which illustrates that you cannot always draw a direct parallel between hours spent and the value out the output (denmark.dk, n.d.). It could very well be because Danes are less tied to their desks and allowed to adjust their hours to fit their needs that they are working more productively, despite not having the highest number of hours clocked in.

If the environment is a good fit for the employee and the work-life balance is well managed, the employee will likely also have a positive attitude towards the use of technological tools at home, as the level of usage will fit to their preference of segmentation and integration.

5.4 Changing your attitude

Throughout the analysis, we identified several different aspects of using technological tools outside of official work hours, which could have an impact on the individual's well-being and their attitude towards these tools.

Individuals could be caught in the *bubble* of the organisational culture to a point where they have trouble seeing any negative norms or behaviours it might include (Middleton & Cukier, 2006). However, our study shows that individuals, who are pushed to the edges of the *bubble* through stress or addictive behaviour or who are otherwise made aware of the negative behaviour, can still have a positive attitude towards using technological tools.

Besides the organisational culture, the individual could also be influenced by the general culture of the world. We have seen a steady shift towards more personal technology through social media and personal smartphones to facilitate constant access. Most will attest to checking social media and messages in general several times a day. If this is the norm, it could be hard to see any wrongdoings by adding work-related mails or messages to the routine. Furthermore, if this norm is acceptable to the individual, it will be easier to push them to fit an organisational norm, than if they had no previous norm on the area. Conversely, it would make it easier for the individual to adapt to the new norm, as they do not have to change their behaviour as much since they are already exhibiting similar behaviour in their private life.

The paradoxical nature of communication and technological tools implemented to aid in the process of it could impact the individual's attitude towards the use of technological tools. Optimising communication may decrease delays for one individual, but it will cause an increase in interruptions for the individual on the receiving end of the enquiries (Rennecker & Godwin, 2005). Naturally, being on the receiving end of an endless flow of messages would become annoying and tiring, which in turn could affect the attitude towards the technological tools. Looking to our study, however, we see no impact on the respondents' attitudes, regardless of whether they are on the receiving end, sending end or hold both roles in the communication process.

Using technological tools outside official work hours can have an impact on the individual's ability to recuperate during evenings, weekends and holidays (Derks et al., 2014). This could impact the work-life balance and social life of the individual, which in turn could influence the individual's attitude towards the products that causes the interference. Smartphone usage can reach levels similar to addiction where individuals will have issues simply putting it away (Derks et al., 2014).

In our data, we see respondents expressing these issues of addictive behaviour or having issues putting their work related technological tools away. On the contrary, we also found a large group of respondents who thrived with the heightened level of flexibility the tools offer. Looking at the environment as an influential aspect of the attitude of the individual, finding the perfect fit between the preference of the individual and the resources available from the organisation could enhance the well-being of the individual (Kreiner, 2006). The same environment might be heaven for one individual, but hell for another. Whether the individual has a preference for segmentation, integration or somewhere in between, they will need to find their perfect fit, or as close as they can get, in the resources available from organisations to keep their work-life balance in check and thrive in their job and also be able to have a fulfilling private life. The same can be said for the level of restrictions needed for the individual to use the technological tools to their full potential without them taking over their work-life balance. If the individual is thriving in their job, they are likely to have positive attitudes towards the tools they use during their job, even if said tools can also have negative implications. As an example, we have respondents who express annoyance with the interruptions stemming from the technological tools, yet they are positive in their comments concerning the implications for their free time, as the flexibility offered through these tools is of great benefit to them (Appendix 1). The attitude may therefore influence the weight attributed to

each of the consequences and benefits of the technological tools. This seems to be the basis agreement from many of our respondents.

It could also be related to the fact that individuals who are very high-frequency user of technology will generally find that technology increases their effectiveness at work but it is likely that they will not only find that to be the only increase, since it is often accompanied by a sense of a greater workload as well as an accelerated pace of life (Chesley, 2010). It is not possible to disconnect the one aspect that is overwhelmingly positive from the other aspects, both of which have a high likelihood of being able to have a negative impact on the individual. Technology might make it possible for you to get your work done quicker but as a result it will also contribute to finding yourself moving through tasks faster and thus more work might come your way. All of the aspects are interlinked, as can be seen again and again in our theories. You cannot only get the benefits. Accelerated pace of life in particular has even more risk of becoming a heavy influence as that feeling is described to not only be caused by technology used at work but also private devices (Chesley, 2010). Similarly, the benefits of a FWD will not only grant an employee more autonomy, effective communication and a better possibility to manage the work-life balance, it will also invite interruptions as an inherent effect of how easily it is to be contacted through various technological tools (ter Hoeven & van Zoonen, 2015). Many of our respondents were overwhelmingly positive about the flexible work arrangements that technology provided them.

Separately, these aspects may seem minor but together they impact the attitude of an individual in many ways and they can accumulate and add together to something very impactful. The aspects are interrelated, so if the individual is in the wrong environment in terms of integration and segmentation and they have no regulations from the organisation, or themselves, they will likely have a hard time putting the phone down or relaxing when they are off the clock and should not be working. The restrictions may hinder the flexibility that can be granted, but it might be necessary to regulate technology use outside work hours sometimes, as to not exhaust the individual, and leave them time to recuperate.

6.0 Conclusion

Throughout this thesis, we have outlined and examined aspects that we deemed important in the individual's search to find a way to manage the constant connectivity, which is inherently tied to current technological tools. We have paid particular close attention to the paradoxical nature of technology, as it can be a great source for productivity, efficiency and autonomy, but it can also cause heightened pace of life, delays and interruptions.

Most of our theories either directly or indirectly touch on the importance of finding a balance between extreme ends of the spectrum. We have brought forward many multifaceted aspects of technology and the ways they have impacted the way we communicate with each other, both in terms of medium, frequency, boundaries and the way we engage. Upon reaching the conclusion of this thesis, we can confidently say that technology affects the work-life balance of individuals and that they do so specifically in the following aspects.

Firstly, our respondents expressed and the theory supported that there was a paradoxical nature created by how technology was used in their workplace. They recognised that it granted them job resources such as flexibility to be able to finish up work at home, so they would not need to be tied down to their office. This had a positive impact on the work-life balance as they could leave early if they needed to or have personal appointments within regular work hours. On the other hand, it meant that it might be difficult for them to stop working while at home and they might feel compelled to put in more work because they had the constant connection to work. One way our respondents seemed to combat this blurring of the lines between work and home, was to institute boundaries for themselves. Evidently, they recognised that technology had more than just positive first-order effects and started to engage in strategies to help them switch off to avoid falling victim to negative second-order effects. However, some respondents still seemed oblivious about how benefits, such as immediacy, also left them constantly connected and open for interruptions or that being able to stay in contact with everyone through your phone could mean that you do not pay attention to the people physically around you.

 Another way to help get a better work-life balance would be to minimise the work-home interference that could easily be created if the employee was working in an environment and a way which was not their preferred amount of segmentation or integration. When this was coupled with how smartphones were shown to have a negative impact on recovery activities, and how high-

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frequency users of technological tools expressed that it caused an accelerated pace in life, it became clear just how important it is to establish boundaries.

While technology has been part of the workforce for some time, it is still relatively new and with how rapidly it is evolving and enabling new activities it can be difficult to completely understand the kind of impact it can have on the people who frequently use it. A huge majority of 83.3% rated technology as *essential* in their work (Q. 2.1, Appendix 2). It is inarguably a very important work tool, but its usefulness should not blind one to the complex impact it can have on the humans who interact and depend on it, since it is evident that it can affect their ability to balance life both as an employee and a person.

Through our analysis, we have discovered one significant area with room for improvement moving forward. A whopping 74% of our respondents have no regulations or guidelines in place from their organisation to regulate the use of technological tools (Q. 3.1, Appendix 2). While 46% of our respondents have created their own boundaries, this still leaves 28% of our respondents without any regulations whatsoever. Considering what we have learned about the importance of boundaries through this thesis, we were more than a little astonished that roughly ¾ of all the workplaces where our respondents were employed did not regulate boundaries concerning technology at all.

This is of great concern, as the majority of our respondents are high-frequency users of technology, meaning they use devices every workday and that they spent many hours a day working with it. A high-frequency user combined with no regulations could quickly become a dangerous mixture, especially when you realise that the lack of guidelines and regulations probably indicates that the organisation does not set any expectations or at the very least promote them very poorly. As such the individual are left to their own devices, both figuratively and literally. Without guidelines, how can they know if it is expected that employees work from home during the weekend or if the weekend is a time to relax and recuperate? They might be able to pick up somewhat of a consensus from their colleagues, by just being surrounded by the organisational culture, but every employee might interpret the lack of rules in their own way.

The management needs to stipulate clear regulations and expectations to ensure that employees are not creating their own, which could easily cause more confusion and stress to the employees, if expectations are out of sync. This is important as employee-enforced rules may not follow the culture of the organisation and could influence other employees negatively. This could make

employees feel that they need to be constantly available and connected, even when it might not be needed or wanted by the organisation. Constant connectivity can, as we highlighted throughout, have serious repercussions, such as stress. In other words, we have moved through the honeymoon-phase of the positive first-order effects of the implementation of technology and removed the rose-coloured glasses, only to realise the unexpected, negative second-order effects. We now stand on the verge of the third-order effects, where the organisation needs to create interruption management strategies to help their employees stay afloat.

This should be a wake-up call for organisations to clearly stipulate regulations in order to help employees before they suffer consequences, such as developing stress. We do see a growing interest in creating healthy online habits, especially from trade unions. However, while the interest might still be in its beginning stages, the employees will not simply wait for the organisations to make regulations. They will either start creating their own or they will begin to burn out due to failing to manage a healthy work-life balance.

Our recommendations for organisations is to put this at the very top of their agenda and take control of technology. Be proactive, not reactive, and catch the issues before they turn destructive. Create clear regulations and get happier, healthier employees.

7.0 Further research and limitations

In terms of areas where we could have done something differently, changed our scope or dove deeper, we should start off with evaluating the type of study we conducted. We decided on a questionnaire form, as we would be able to gain a lot of information from a lot of respondents in a short amount of time, yet the data tends to be somewhat superficial. If we had chosen a diary form or interviews, we would be able to get a deeper insight into the individual's behaviours and opinions. While the information could be more in-depth, we would still have the issue of self-evaluation, which could lead to incorrect answers and discrepancies in the results. Unfortunately, unless we had the ability to observe the actions and thoughts of the individuals without any interference to them, our data will by coloured by the individual's perception of themselves, their behaviour and the technological tools. However, this is impossible with any type of academic data collection as just the knowledge that they are being studied could impact their behaviours.

In our thesis, we were limited both by time and space and a deadline that we needed to meet. Further, we have restrictions on the number of pages we are allowed to write, which naturally meant we had to pick the areas we found most intriguing, as examining every aspect of this subject otherwise would make the thesis way longer than our page restrictions allow.

We were also limited by the amount of data that we managed to collect, as we had significantly more female respondents than male, 73% against 27% (Q. 1.1, Appendix 1). The men were sorely outnumbered despite trying to seek out more male respondents the moment we noticed that the respondents were mostly female. This could potentially have affected our data, which of course would not have been positive.

Naturally, we could also have chosen to use a different array of theories to help analyse the data. We could also have looked further into areas that our data or theories could not quite reach in this thesis. There are many areas we would deem worthy of deeper examination, some of which we will mention below.

One such aspect could be emotional attachment and exhaustion of the individual. While we did examine emotional attachment to the job in our analysis, we could easily dive deeper into this area, if we gathered additional data on the individuals' emotional state of mind and if the use of technology outside of work can exhaust them emotionally. This could also be of interest for organisations, as the impact on the employees' well-being from the jobs demands and technological

tools available could cost them a great deal long term. If it was possible to identify triggers of emotional exhaustion, it could be a stepping-stone to find ways to decrease the occurrence of it.

Specifically if we had been looking more at the concept of emotional attachment to the job, we would need a theory to examine a possible connection between the level of emotional attachment the individual has in their job and evaluate it against issues such as having difficulties letting go of the job at the end of the day. It could be specific consequences such as sleeplessness, which we briefly considered in the questionnaire. For example, it could be interesting to look at nurses or doctors on a children's cancer ward in comparison with the marketing section of a supermarket to see, if the emotional aspect of a job makes a difference in how well they detach.

In this thesis, we decided to examine the impact of connectivity and technological tools on the individual, however, it could also have been interesting to look at these aspects from the perspective of the organisation and possibly even comparing the two perspectives to see if both parties find it equally fruitful or if management holds an advantage over the employees as some of our respondents indicated.

We could also have looked deeper into the question of age as a possible influence on the ease with which the individual utilises the technology surrounding them. Here we would examine if the concept of being a *digital native* is a realistic principle or technological proficiency is based on culture more than age (Moran, 2016).

Another area of interest could be the influence of the social culture of Denmark contra a country such as Japan or the USA, both of which are vastly different from the Danish welfare state. It could be interesting to study any similarities or differences in the impact and perception of technological tools outside of official work hours based on national culture.

Furthermore, the arrival of smartphones and social media's influence on a possible new norms and culture for socio-technological behaviour could also be something to dive deeper into. It could be interesting to compare the data collected before the arrival of smartphones and social media with data after they became highly integrated, which would enable us to discover areas that might have changed significantly as technology developed.

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Front page image:

- https://dailytimes.com.pk/assets/uploads/2018/10/09/Blog-6-Work-Life-Balance-page-001-1024x550.jpg

Appendix 1

Due to the amount of data collected, an excel sheet was the best way to search through and neatly keep. The file has been added as an additional appendix on Digital Exam and a USB stick has been taped to the back of the physical copied handed in.
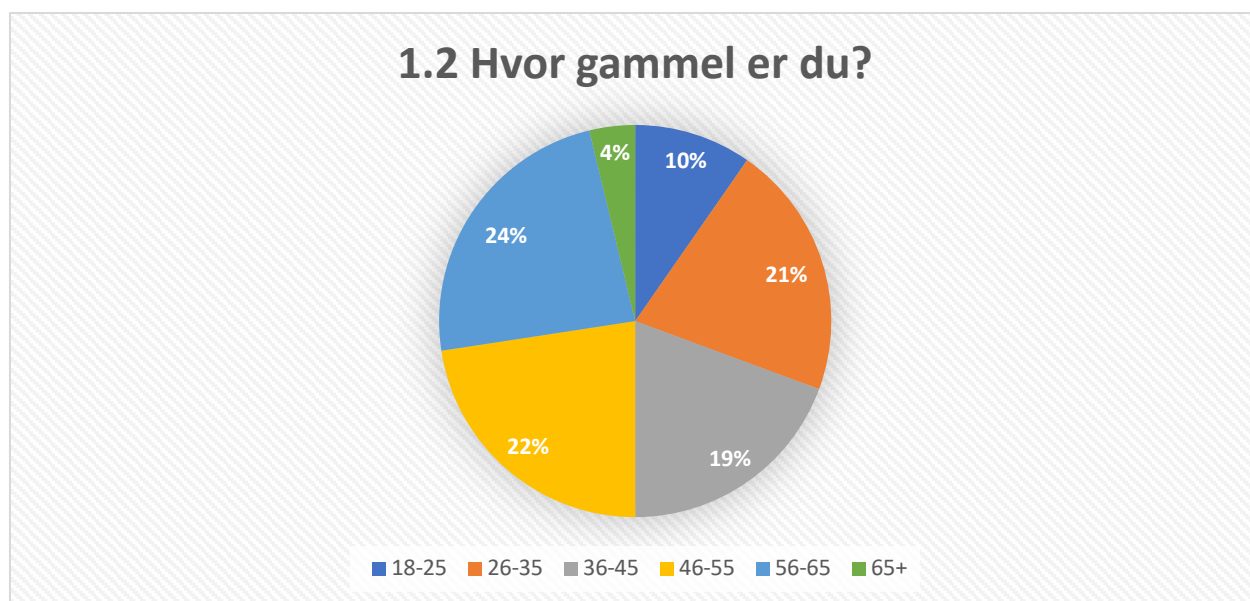
Appendix 2

These visual were created based on the data that offered multiple choice or multiple answer question, since the visuals made by Google Forms was corrupt due to additional responses. As such, questions 1.3, 1.4, 4.5 and 4.6, where respondents could write personal answers can be found in Appendix 1.

1.1 Hvad er dit køn?

Mand	50
Kvinde	136

1.2 Hvor gammel er du?

18-25	18
26-35	39
36-45	36
46-55	42
56-65	44
65+	7

2.1 Hvor essentielt er teknologiske redskaber for dit arbejde?
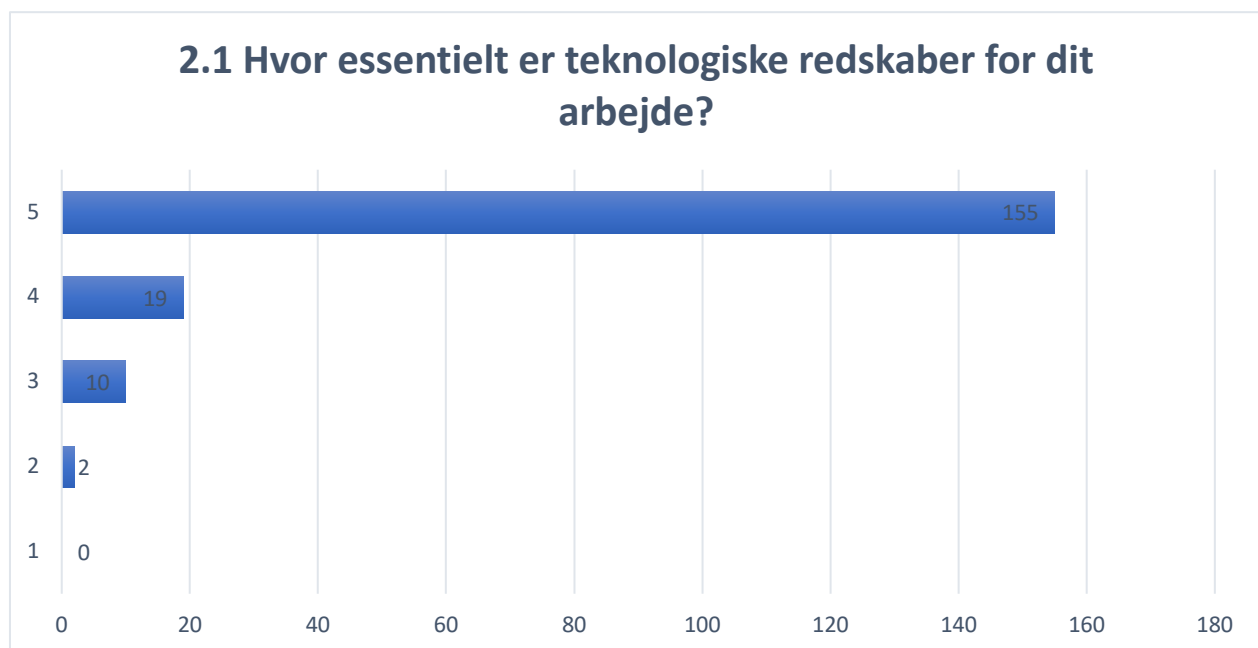
5	155
4	19
3	10
2	2
1	0

2.1 Hvor essentielt er teknologiske redskaber for dit arbejde?

1	0
2	2
3	10
4	19
5	155

2.2 Hvor mange timer bruger du teknologiske arbejdsredskaber på en almindelig arbejdsdag?
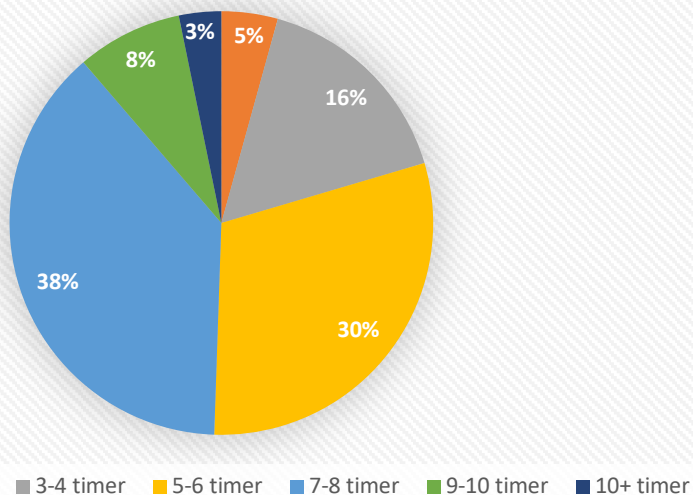
2.2 Hvor mange timer bruger du teknologiske arbejdsredskaber på en almindelig arbejdsdag?

0 timer	0
1-2 timer	8
3-4 timer	30
5-6 timer	56
7-8 timer	71
9-10 timer	15
10+ timer	6

2.3 Føler du de teknologiske arbejdsredskaber fremmer eller hæmmer din produktivitet?
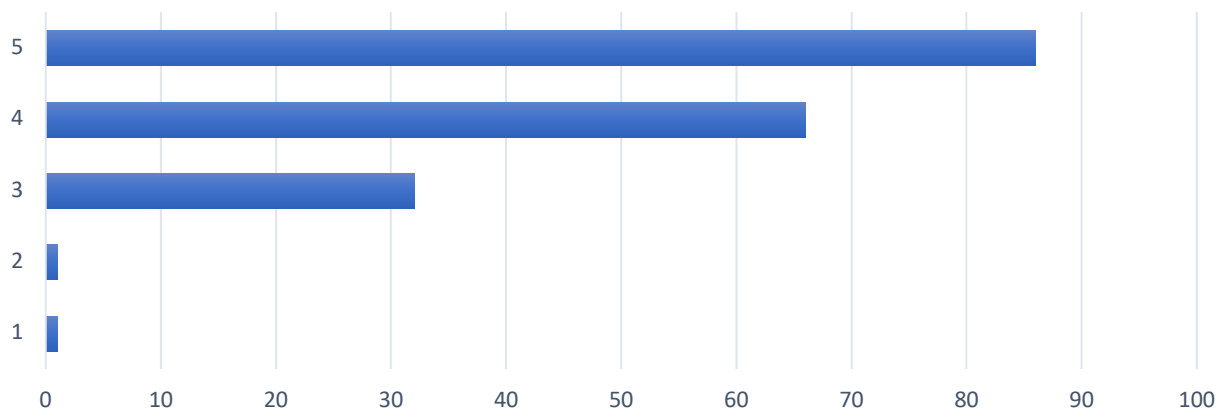
2.3 Føler du de teknologiske arbejdsredskaber fremmer eller hæmmer din produktivitet?

1	1
2	1
3	32
4	66
5	86

2.4 Hvad er din holdning til konstant adgang til kolleger?

Det er forstyrrende at blive afbrud af henvendelser	18
Det er dejligt altid at kunne komme i kontakt med verden	51
Det afhænger af dagen og arbejdsbyrden/arbejdsopgaverne	110
Det er gavnligt for mit arbejde men drænende i længden	38
Det gør at jeg føler mig nødsaget til hele tiden at være "på"	22
Det er godt for samarbejdet	54

3.1 Sætter du eller din arbejdsplads rammer for hvor meget du er "på" udenfor arbejdstiden?
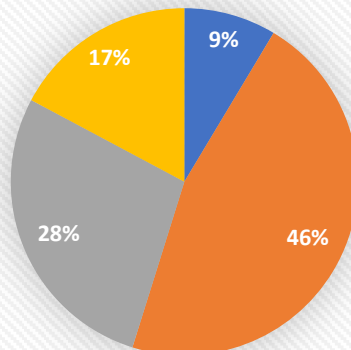
3.1 Sætter du eller din arbejdsplads rammer for hvor meget du er "på" udenfor arbejdstiden?

Ja, min arbejdsplads har retningslinjer på området	16
Min arbejdsplads sætter ikke retningslinjer, men det gør jeg selv	86
Hverken min arbejdsplads eller jeg sætter rammer på området	52
Min arbejdsplads sætter nogle retningslinjer og jeg sætter også nogle selv	32

3.2 Forventes det, at du altid er kontaktbar?
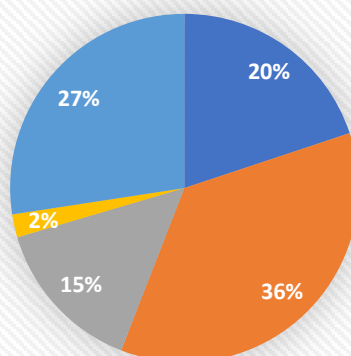
3.2 Forventes det, at du altid er kontaktbar?

Ja, det er en del af mit arbejde	37
Nej, når jeg har fri, har jeg fri	67
Officielt nej, men det er jeg nødt til at være	27
Officielt ja, men det er jeg ikke	4
Officielt nej, men det vælger jeg at være	51

## 3.3 Hvor ofte tjekker du om der er nye arbejdsrelaterede e-mails, beskeder, etc. mens du officielt har fri?
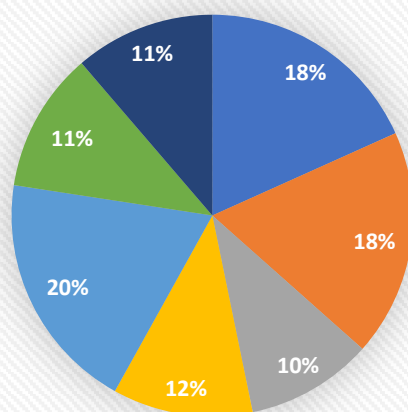
3.3 Hvor ofte tjekker du om der er nye arbejdsrelaterede e-mails, beskeder, etc. mens du officielt har fri?

Flere gange om dagen	34
Hver eneste dag	34
Hver hverdag	19
2-4 gange om ugen	21
En gang imellem	36
Sjældent	21
Aldrig	21

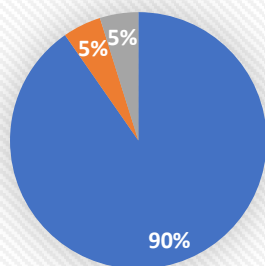## 3.4 Hvor hurtigt forventer din chef, kolleger og/eller samarbejdspartnere normalt respons fra dig?
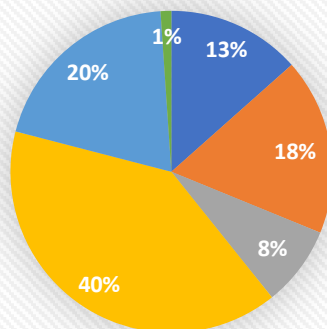
3.4 Hvor hurtigt forventer din chef, kolleger og/eller samarbejdspartnere normalt respons fra dig?

Inden for 1 time	25
Inden for 6 timer	33
Inden for 12 timer	15
Inden for et døgn	74
Inden for et par dage	37
Inden for en uge	2
Inden for en måned	0

3.5 Lever du op til de retningslinjer og forventninger, der stilles for dig i forhold til teknologiske arbejdsredskaber?
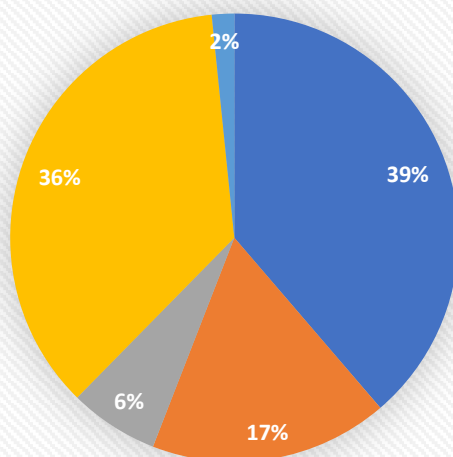
3.5 Lever du op til de retningslinjer og forventninger, der stilles for dig i forhold til teknologiske

arbejdsredskaber?

Ja	168
Nej	9
Øvrige svar	9

4.1 Hvor nemt er det for dig at lægge arbejdsrelateret telefon og/eller computer væk, når du har fri?

2%
39%
36%
17%
6%

- Jeg finder det helt naturligt at lægge arbejdet fra mig, når jeg kommer hjem
- Jeg finder det en smule svært at slippe arbejdsopgaverne
- Jeg finder det ekstremt svært at stoppe helt med at arbejde, selv uden for officiel arbejdstid
- Det varierer i forhold til travlheden på arbejdet
- Øvrige svar

4.1 Hvor nemt er det for dig at lægge arbejdsrelateret telefon og/eller computer væk, når du har fri?

Jeg finder det helt naturligt at lægge arbejdet fra mig, når jeg kommer hjem	72
Jeg finder det en smule svært at slippe arbejdsopgaverne	32
Jeg finder det ekstremt svært at stoppe helt med at arbejde, selv uden for officiel arbejdstid	12
Det varierer i forhold til travlheden på arbejdet	67
Øvrige svar	3

4.2 Har du oplevet, at det var svært at falde i søvn eller slappe af, hvis du har siddet med arbejdet til sent ud på aftenen?
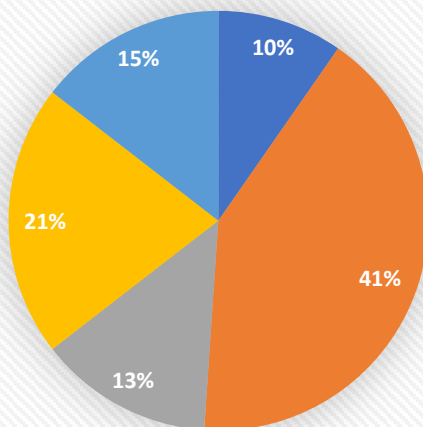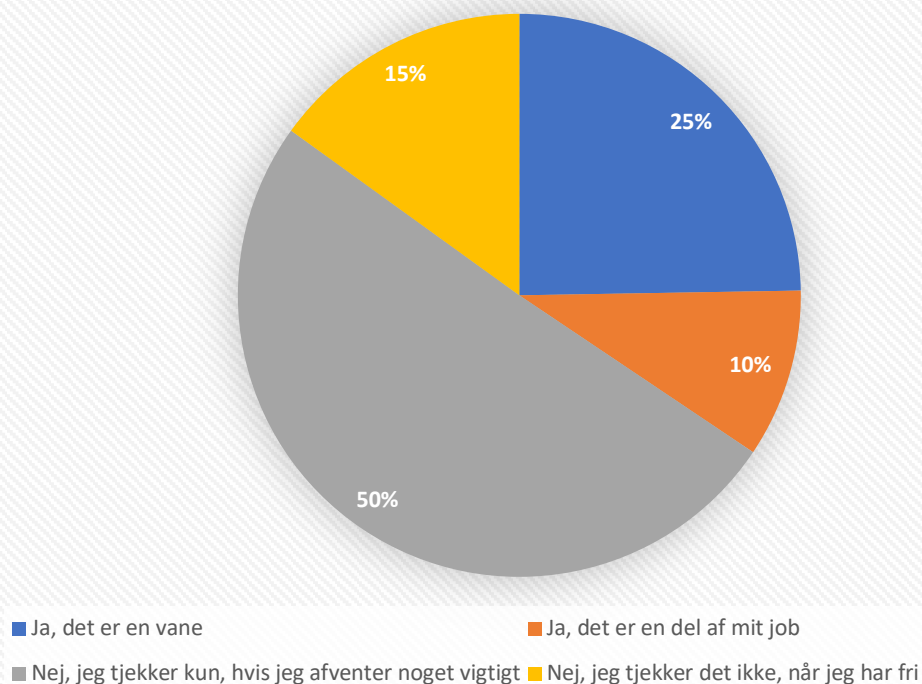

4.2 Har du oplevet, at det var svært at falde i søvn eller slappe af, hvis du har siddet med arbejdet til sent ud på aftenen?

|	
Ja, det sker ofte	18
Enkelte gange	77
Ja, men det var ikke arbejdet, der ødelagde min søvn/afslapning	25
Nej, jeg sover som en sten/kan sagtens slappe af	39
Det mindes jeg ikke	27

4.3 Føler du dig nødsaget til at tjekke din arbejdsmail, mobil, etc. som det første og sidste du gør hver dag?

Ja, det er en vane	46
Ja, det er en del af mit job	18
Nej, jeg tjekker kun, hvis jeg afventer noget vigtig	94
Nej, jeg tjekker det ikke, når jeg har fri	28

4.4 Hvad er din holdning til brugen af teknologiske arbejdsredskaber på din arbejdsplads?
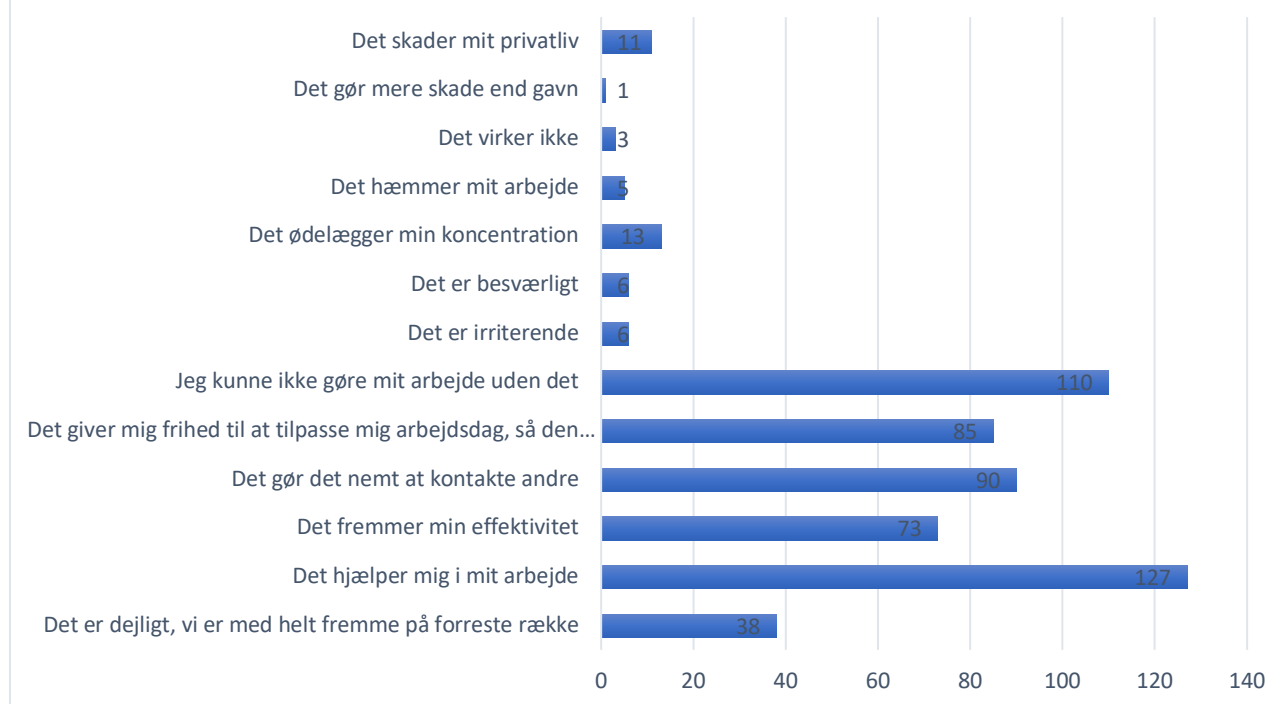
4.4 Hvad er din holdning til brugen af teknologiske arbejdsredskaber på din arbejdsplads?

|	
Det er dejligt, vi er med helt fremme på forreste række	38
Det hjælper mig i mit arbejde	127
Det fremmer min effektivitet	73
Det gør det nemt at kontakte andre	90
Det giver mig frihed til at tilpasse mig arbejdsdag, så den passer mig	85
Jeg kunne ikke gøre mit arbejde uden det	110
Det er irriterende	6
Det er besværligt	6
Det ødelægger min koncentration	13
Det hæmmer mit arbejde	5
Det virker ikke	3
Det gør mere skade end gavn	1
Det skader mit privatliv	11

Appendix 3

Elektronik i arbejdslivet
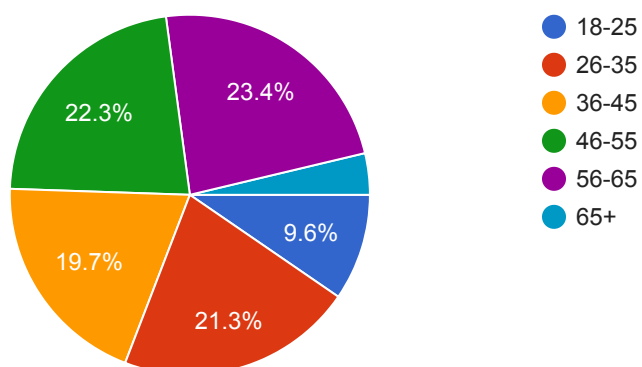
188 responses

1.1 Hvad er dit køn?

188 responses
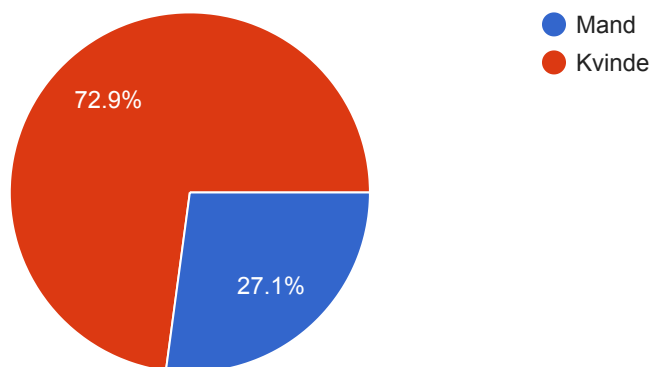
1.2 Hvor gammel er du?

188 responses

1.3 Hvilket fag arbejder du inden for (fx journalistik)?

188 responses

Fagforening

Administration

Kommunikatiøn

Jura

HR

Fagforening

Kontor

IT

Undervisning

Økonomi

Pædagogik

Socialrådgivning

Socialt arbejde

Marketing

Journalistik

Kommunikation

Sagsbehandling

It

Fagbevægelsen

Transport

kommunikation

Regnskab

Marketing bureau

Service

Konsulent

Bogholder

HR

Reklame

kunst

Kunst

Bygningsingeniør

Kundeservice

Linguistik

Hospitalsvæsenet

Grafik

Bioteknologi

Undervisning ledelse

Ansættelsesret

Oversættelse

Marketing, kommunikation

Marketing og medier

Uddannelse

fagforening

Billetsalg

Ledelse

Fagligt arbejde

Psykologi

Almene boliger

Rejsebranchen

Digitalisering

Faglig organisation

Rådgivning og undervisning

HR og jura

Bogholderi

Organisationsudvikling

Museumsformidling

Detail

Fagbevægelse

Laborant

Faglig organisation administrativ

Pædagogisk arbejde

Forskning

Socialt arbejde

Juridiske

Rådgivning

Business Administration

salg

Kommunikation og ledelse

Faglig konsulentvirksomhed

Organisationsarbejde

Vejledning

Socialrådgiver

Lager

Faglig sagsbehandling

Økonom

Servicebranchen

Hr

Jura

Projektadministration

Salg

Advokatfirma

Fagforeninger

Analyse

Kommunikation og marketing

Organisering

Marketing og kommunikation

Turisme

byggebranchen

Rådgivning intern kommunikation

Telebranchen

Kommunikation/organizing

Laboratorie

Fagligt arbejde - adm og jura

Social rådgivning i faglig organisation

A-kasse

Forhandling

Organisation

Farmaceutisk industri

Interessevaretagelse

InteresseOrganisation

OTHER (20)

1.4 Hvad er din jobtitel?

185 responses

Konsulent

Socialrådgiver

Faglig konsulent

Sekretær

Konsulent

Studentermedhjælper

Formand

Faglig konsulent

Sagsbehandler

Sygeplejerske

Laborant

Faglig sagsbehandler

Specialkonsulent

Assistent

Faglig sekretær

Chefkonsulent

Senior Country Marketing Manager

Advokatfuldmægtig

Direktionskonsulent

Presserådgiver

Vejleder

HR Chef

Digital Designer

kunstner

Grafisk designer

Institutleder

Journalist

Kommunikationsmedarbejder

Konstruktionsingeniør

Omstillingsmedarbejder

Translatør og kommunikationsspecialist

Grafiker

Kommunikationsansvarlig

Skoleleder

faglig konsulent

Oversætter

Sagsbehandler

Projects and Communications Coordinator

Junior Consulent

It-konsulent

Politiker

Økonomielev - I virkeligheden blæksprutte/alt det de andre ikke kan finde ud af alt løse

Intern IT Administrator

Faglig uddannelseskonsulent

HR-juniorkonsulent

Afdelingsformand

Communication Consultant & Executive assistant to BOD

System konsulent

Afdelingschef

Organiserings- og udviklingskonsulent

Psykolog

Faglig Sekretær

Vicedirektør

Project manager

Chefkonsulent

Faglig chef

Ingeniør

kommunikationschef

kreditorbogholder

Dagplejepædagog

Advokat

Pædagog

Organiser

Undervisningsassistent

Butik ansvarlig

Koordinator

Bogholder

Ledelses Supporter

Laboratorie tekniker

Økonomichef

Projektleder

Kontorassistent

Direktør

Lærer

Dagplejer

Cheftræner, overtjener, tillidsrepræsentant

Laborant

Juridisk direktør

Socialrådgiver

Revisor

Kontorfuldmægtig

Head of Public

Management Trainee

Driftsleder

konsulent

Kommunikationschef

Karrierevejleder

Rehabiliterings konsulent

Selvstændig

Teamchef

Receptionist

Informationsarkitekt

Personalejuridisk konsulent

Indkøber

Advokatfuldmægtig

Økonomiassistent

Fællesmødekoordinator

Faglig sekretær

Analysechef

HR business partner

OTHER (36)

Arbejdstid

2.1 Hvor essentielt er teknologiske redskaber for dit arbejde?

188 responses
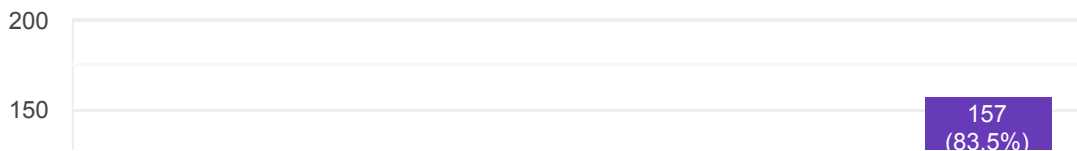
2.2 Hvor mange timer bruger du teknologiske arbejdsredskaber (arbejdstelefon/computer, arbejdsmail, intranet, etc.) på en almindelig arbejdsdag?

188 responses

- 0 timer
- 1-2 timer
- 3-4 timer
- 5-6 timer
- 7-8 timer
- 9-10 timer
- 10+ timer

2.3 Føler du de teknologiske arbejdsredskaber fremmer eller hæmmer din produktivitet?

188 responses

2.4 Hvad er din holdning til konstant adgang til kolleger gennem intranet, e-mails, etc.?
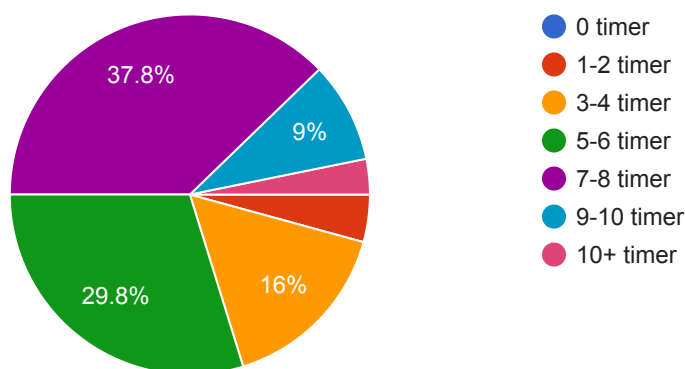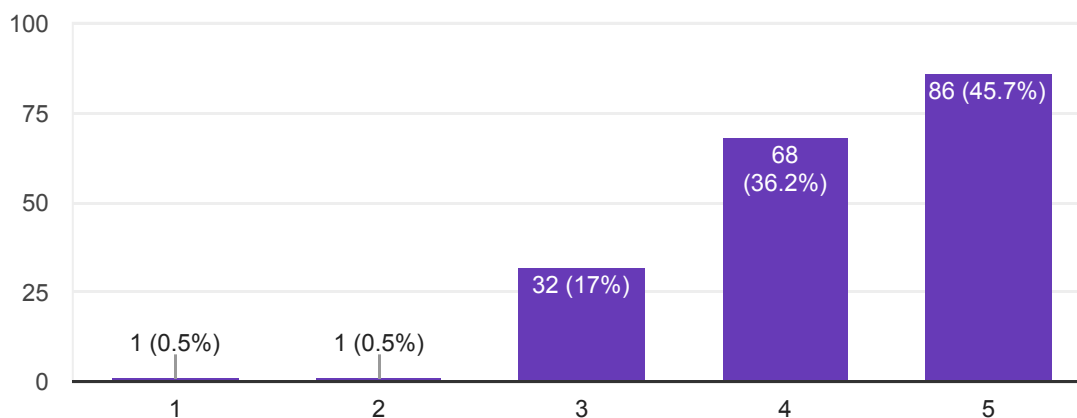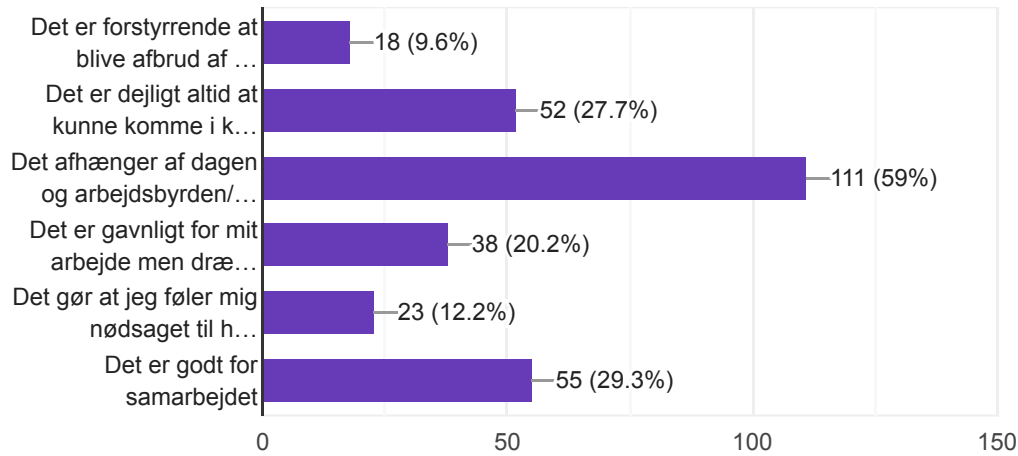
188 responses

Det er forstyrrende at blive afbrud af … — 18 (9.6%)
Det er dejligt altid at kunne komme i k… — 52 (27.7%)
Det afhænger af dagen og arbejdsbyrden/… — 111 (59%)
Det er gavnligt for mit arbejde men dræ… — 38 (20.2%)
Det gør at jeg føler mig nødsaget til h… — 23 (12.2%)
Det er godt for samarbejdet — 55 (29.3%)

Flydende arbejdstider og rammer

3.1 Sætter du eller din arbejdsplads rammer for hvor meget du er "på" udenfor arbejdstiden?

188 responses

- Ja, min arbejdsplads har retningslinjer på området
- Min arbejdsplads sætter ikke retningslinjer, men det gør jeg selv
- Hverken min arbejdsplads eller jeg sætter rammer på området
- Min arbejdsplads sætter nogle retningslinjer og jeg s…

27.7%
17%
8.5%
46.8%
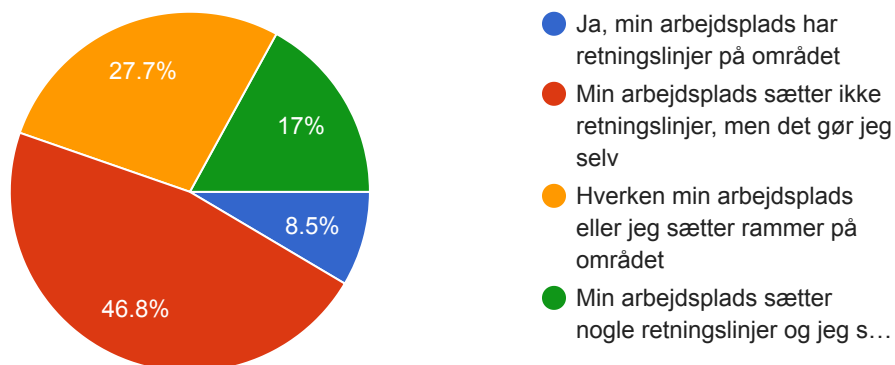
3.2 Forventes det, at du altid er kontaktbar?

188 responses
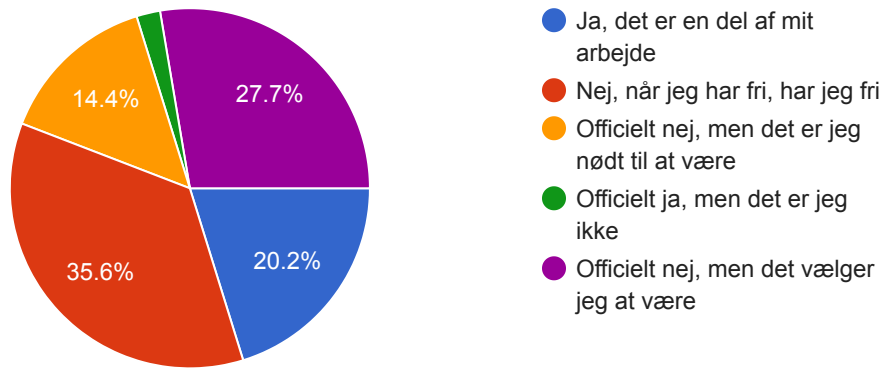
Legend:
- Ja, det er en del af mit arbejde
- Nej, når jeg har fri, har jeg fri
- Officielt nej, men det er jeg nødt til at være
- Officielt ja, men det er jeg ikke
- Officielt nej, men det vælger jeg at være

3.3 Hvor ofte tjekker du om der er nye arbejdsrelaterede e-mails, beskeder, etc. mens du officielt har fri?

188 responses
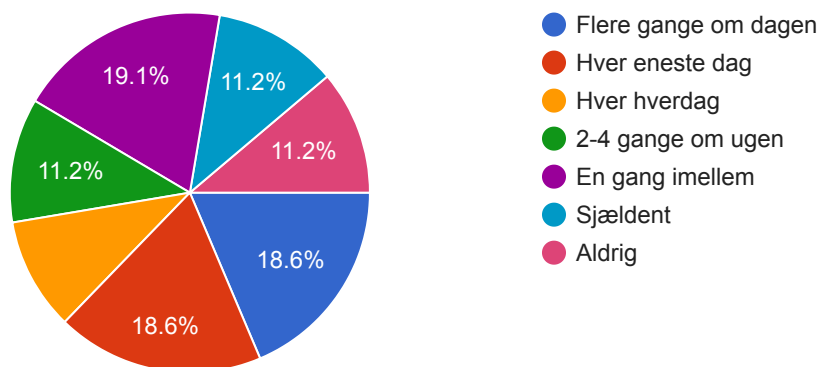
Legend:
- Flere gange om dagen
- Hver eneste dag
- Hver hverdag
- 2-4 gange om ugen
- En gang imellem
- Sjældent
- Aldrig

3.4 Hvor hurtigt forventer din chef, kolleger og/eller samarbejdspartnere normalt respons fra dig?
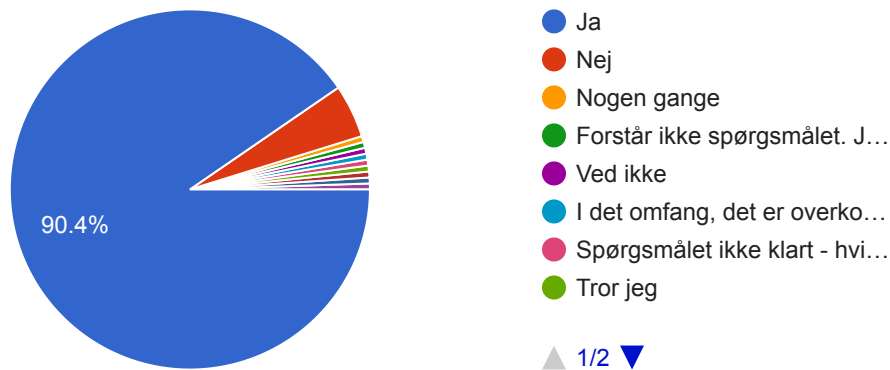
188 responses

3.5 Lever du op til de retningslinjer og forventninger, der stilles for dig i forhold til teknologiske arbejdsredskaber?

188 responses

- ● Ja
- ● Nej
- ● Nogen gange
- ● Forstår ikke spørgsmålet. J…
- ● Ved ikke
- ● I det omfang, det er overko…
- ● Spørgsmålet ikke klart - hvi…
- ● Tror jeg

▲ 1/2 ▼

Fritid

4.1 Hvor nemt er det for dig at lægge arbejdsrelateret telefon og/eller computer væk, når du har fri?

188 responses
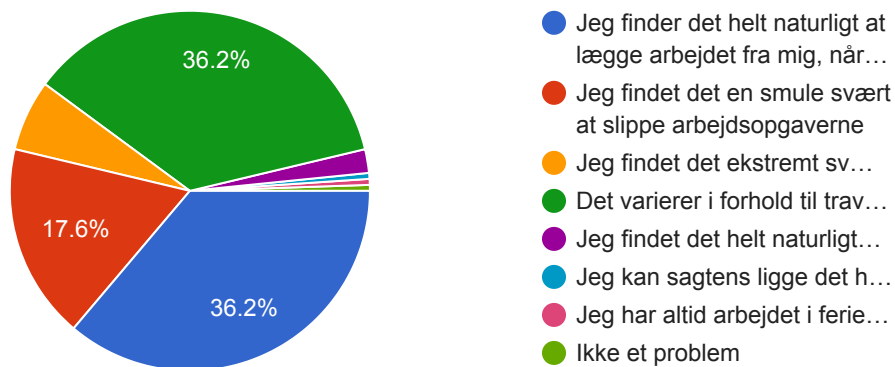
- ● Jeg finder det helt naturligt at lægge arbejdet fra mig, når…
- ● Jeg findet det en smule svært at slippe arbejdsopgaverne
- ● Jeg findet det ekstremt sv…
- ● Det varierer i forhold til trav…
- ● Jeg findet det helt naturligt…
- ● Jeg kan sagtens ligge det h…
- ● Jeg har altid arbejdet i ferie…
- ● Ikke et problem

4.2 Har du oplevet, at det var svært at falde i søvn eller slappe af, hvis du har siddet med arbejdet til sent ud på aftenen?

188 responses
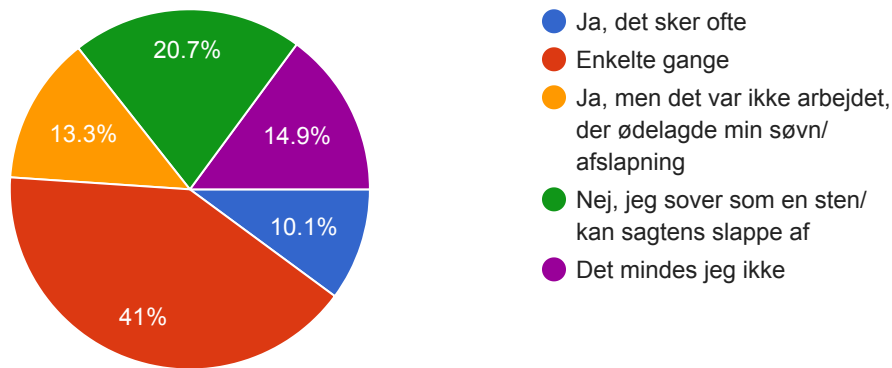
- Ja, det sker ofte
- Enkelte gange
- Ja, men det var ikke arbejdet, der ødelagde min søvn/ afslapning
- Nej, jeg sover som en sten/ kan sagtens slappe af
- Det mindes jeg ikke

4.3 Føler du dig nødsaget til at tjekke din arbejdsmail, mobil, etc. som det første og sidste du gør hver dag?
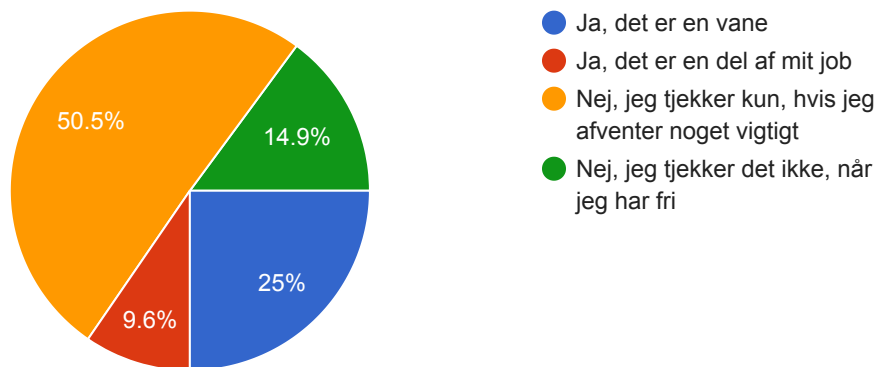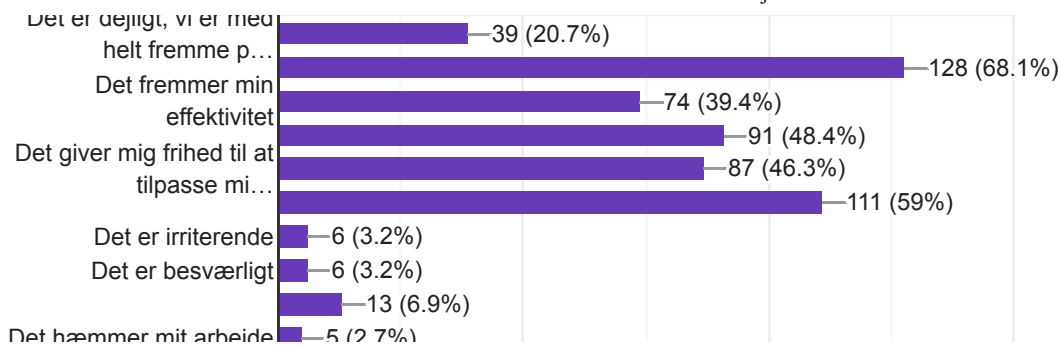
188 responses

- Ja, det er en vane
- Ja, det er en del af mit job
- Nej, jeg tjekker kun, hvis jeg afventer noget vigtigt
- Nej, jeg tjekker det ikke, når jeg har fri

4.4 Hvad er din holdning til brugen af teknologiske arbejdsredskaber på din arbejdsplads?

188 responses

4.5 Hvordan har du det med den fleksibilitet og frihed teknologiske arbejdsredskaber kan give?

188 responses

Fint

Godt

Ok

Godt

Nogenlunde

Dejligt.

Fint

Lidt både og. Jeg synes generelt at vi er for stressede og har hovedet for meget i telefonen eller et andet sted

Super

De gør arbejdet nemmere, når de virker

Det er rigtig godt med mulighederne, men det kan give usunde digitale vaner.

Er glad for at have muligheden for at arbejde hjemme fra. Men det gør det også svære dage hvor jeg ligger syg, da der alligevel stadig forventes at jeg laver noget

det gør de ikke

Det giver andre muligheder at der er fleksibilitet

En del af mit arbejde går hurtigere ved brug af teknologi. Ofte behøver jeg heller ikke være på kontoret for at arbejde og lige så vel som at jeg tager arbejdet med hjem, tager jeg også mit privatliv med på arbejdet. Hvis jeg skal ordne noget eller drikke kaffe med venner gør jeg det når det passer og det samme med arbejdet. Jeg kan nå mange forskellige ting, men det skader dog koncentrationen at bevæge sig fra et fokus til et andet.

Jeg synes, at det er en kæmpe fordel, at jeg kan bruge computer og telefon til at arbejde hjemmefra. Det gør det muligt at indrette hverdagen bedre som børnefamilie.

Alle vores opgaver bliver lavet i computerprogrammer, så det er uunsværligt

Det hjælper meget i forhold til kontakten i en global virksomhed, at man bare kan ringe op, hvis tidsforskellen tillader det.

Vi bruger for meget tid på dokumentation, tiden går fra den tid vi skulle være hos patienterne. Ved dog ikke hvordan det skulle gøres anderledes og teknologien er som sådan fin at have, så man kan komme i kontakt med kollegaer. Somme tider kan det dog forstyrre, hvis man er midt i noget og bliver ringet op.

Pas

fint

Jeg er helt med på, at det kan gøre livet mere fleksibelt, men jeg synes ikke, at der bør være forventning om, at man er tilgængelig 24/7.

Kan godt lide at kunne tilrettelægge mit arbejde så det ikke kun kan gøres fra jobbet

Det giver mig mulighed for selv at planlægge min dag, så jeg kan lave "private" ting midt i arbejdstiden. Men det medfører også at jeg stadig er på arbejde selvom jeg er "privat". Både i løbet af dagen, men også om aftenen.

Det ses også hos min kæreste der er CEO i et mindre marketing bureau. Det er ikke unormalt i den branche at man arbejder til kl ** om natten, og kolleger kan sagtens ringe kl 23 om aftenen.

Det giver mig mulighed for at arbejde hjemmefra, når jeg ønsker det, og dermed bedre få hverdagen til at hænge sammen

Både en gave og en forbandelse

Man skal passe på sig selv og sin work-life balance

Det er dejligt

Det gør min arbejdsplads fleksibel rundt om i landet

Det er super fedt

Det gør at man hurtigere kan færdiggøre ens arbejdsopgaver, fremfor ex. at skulle nedskrive alt i hånden

Super dejligt

Det gør ofte planlægningen af min uge nemmere

Det er spændende og gavnligt men kan også være svært hvis ikke man kan sætte grænser.

Det er på den ene side godt, så længe det kan styres, men det kan også være dræbende hvis det er svært at slippe.

Super godt

Godt når man husker at fjerne sig fra det, når man holder pauser/fri.

Fint, det giver mulighed for at arbejde fra alle steder i verden

Helt fint

Jeg kan svare når det passer ind i det øvrige arbejde eller når det i øvrigt passer ind i hvad jeg nu skal

Godt, fordi der er italesat rammer og forventninger.

Jeg forstår ikke spørgsmålet

Rigtig fint

Kan ikke leve/arbejde ude

helt fint

Jeg kan godt lide at råde selv.

Det er kun godt

Den giver muligheden for at komme i kontakt med langt flere mennesker hurtigt og gør det nemmere at samle information, hvilket er vigtigt for mit arbejde.

Jeg elsker at jeg er i en tid hvor vi har alt det teknologi.

Ingen svar

Det er både godt og ondt at kunne arbejde altid.

Helt fint

Godt, nyder også at være fri/ analog

Det giver frihed og så alligevel ikke

Godt. Hvis man husker at lægge mobilen, giver teknologien mange muligheder for et bedre familieliv.

At jeg kan tilrette min arbejdsdag, som det passer mig

Kan sagtens forstå, at det kan være svært at styre

Det skaber flere og nye arbejdsopgaver, muligheder og forventninger. Noget er spændende og godt, men det skaber også større arbejdspres og vanskeligheder med at prioritere kræfter og opgaver.

Det hjælper med det kedelige arbejde og gir plads til det der er sjovt. Jeg har lidt svært ved at administrere den nemme adgang til arbejjdsmail i fritiden.

Både og Vi bruger langt mere tid på at tjekke op på det nyeste og hinanden end hvad godt er! Kunne bruge tiden på at tale med hinanden i stedet!

Det er uundværligt i mit job, og ville ønske at det offentlige prioriterede bedre teknologiske arbejdsredskaber, så man mere effektivt kunne læse sit job!

Jeg har det fint

.

Nødvendigt onde

-

Kan bedre tilrettelægge min dag

godt

Rigtig godt at kunne arbejd fleksibelt i tid og rum, men man skal sætte sine egne grænser.

Jeg er glad for de muligheder det giver mig

Fint men det skal styres

Det er helt nødvendigt for at kunne levere det som forventes - men mulighederne øger også kravene til hvor hurtigt/fleksibelt ting kan leveres.

Jeg tror, at folk har nemmere ved at tage deres arbejde med hjem og derfor ikke holde fri. På den anden side er det nok rart at kunne arbejde hjemmefra, hvis der er brug for det.

Det er super

Overordnet fint

Det er rigtig godt at jeg selv kan tilrettelægge mit arbejde og redskaberne støtter mig i processen.

Fleksibilitet er en stor fordel men jeg skal ta' mig selv i, ikke at være for meget på

Det er absolut nødvendigt både i den tid, vi arbejder i og den måde, vi arbejder på.

Dejligt

Det er positivt, når blot det ikke misbruges af arbejdsgiveren

Altså, det er umuligt at arbejde uden pc som analysechef - ved ikke helt, hvad I mener med frihed

Sålænge jeg selv sætter reglerne for, hvormeget jeg skal være på udenfor officiel arbejdstid, fungerer det godt for mig. Hvis der kom retningslinjer, ville det nok gøre mig mindre interesseret i at lade arbejdet flyde ind og ud mellem arbejds- og fritid.

To-sidet. På den ene side er det en fordel at jeg ikke skal være på kontoret, men på den anden side kan de frie rammer være stressende.

Det giver både mere og lindre fleksibilitet. Da krav og forventninger også stiger i takt med den teknologiske udvikling

Det er godt, da man ikke behøver sidde på arbejdet indtil man er helt færdig

Til tider ok

Jeg kan arbejde hjemme, det er dejligt.

Jeg har det fint, da jeg sagtens kan adskille arbejde og Fritid.

Fint. Vil gerne afprøve nye muligheder

Det kan være svært at styre

I nogle tilfælde er det en lettelse

Det passer mig fint

Både og. Nærvær er blevet svært

Den har jeg det godt med.

Der er fordele og ulemper

Jeg syntes der er en trend til at man skal være på 24/7 og det er ikke alle det passer til. Hører i mit job om folk der går ned på det.

Dejligt men også krævende

det er mit værktøj

Det passer mig godt. Men retningslinjer fra arbejdspladsen ville være befriende

Fint med forbehold for at alle er mere på udenfor normal arbejdstid

Det er godt

OTHER (37)

4.6 Har de teknologiske arbejdsredskaber en effekt på din fritid, og i så fald hvordan?

188 responses

Nej

Ja

Ved ikke

Nej

nej

Nej det syntes jeg ikke

Mere fleksibilitet. Jeg kan arbejde i øjeblikke fremfor i større træk.

Jeg prøver at vente til børnene sover, men jeg har aldrig to minutter alene

Jeg tjekker kun arbejdsmails en gang imellem og svarer sjældent på dem når jeg har fri

Kun så meget, jeg selv vælger. Som regel fungerer det fint

Hvis ikke jeg er opmærksom og bevidst vælger mobil fra, kan den stjæle mere tid end jeg egentlig har lyst til at den gør

Ja, hvis det er en almindelig arbejdsuge tjekker jeg f.eks. mails om aftenen, for at komme på forkant med arbejdet til næste dag

Jeg prøver at holde fri når jeg har fri, så ikke stor effekt

Jeg får læst færre bøger og der er mindre plads til fordybelse

Jeg tror, at den hyppige brug af især telefonen på arbejde har gjort, at jeg har fået et lidt afhængigt forhold til den. Det betyder, at jeg bruger telefonen ganske meget derhjemme - til tider til stor frustration for min kone.

Arbejdsrelateret arbejdsredskaber? I så fald, ikke på nuværende tidspunkt.

Det er sværere at lægge arbejdet fra sig.

Absolut ikke, for jeg har ingen arbejdstelefon og min computer ligger i sin dock, når jeg går hjem.

Ikke rigtig, kun det at jeg kan bliver ringet op og spurgt om jeg vil tage en ekstra vagt

Pas

Bruger samme redskaber (mac & telefon) arbejdsmæssigt og privat

Jeg har kun desktop og fastnettelefon på mit arbejde, så der er ingen forventninger om, at man skal kunne få fat i mig uden for arbejdstiden.

Kommer til at svare også i fritid ferie

Ikke umiddelbart

Fritid og arbejde blandes sammen.

Det spiser af min fritid og jeg arbejder gratis

Jeg har fjernet email fra min mobil, så bestemmer jeg selv hvornår jeg læser mail.

Nogen gange, hvis mine kollager ikke får checket op på om jeg har fri

Ofte har man som studentermedhjælper ikke adgang til arbejdsmail og -tlf hjemmefra, så på den måde griber det ikke ind i min fritid. Mit nuværende job kræver dog, at jeg aktivt bruger linked in ifbm. Rekruttering, og det er min private profil, hvorfor der nogle gange kommer svar fra folk i min fritid. Her forsøger jeg dog så vidt muligt at lade arbejdsrelateret indhold vente til jeg er på arbejde igen, og det virker umiddelbart til at virke, men jeg tænker at det hen ad vejen kunne gribe mere ind i fritiden.

Man kan hurtigt svare på hvis der er noget vigtigt

Selvfølgelig. Ved altid at være online og have en mobil i hånden, kan man følge med på sin arbejdsmail 24/7. Der skal derfor tages et aktivt valg om ikke at kigge på ens arbejdsmail, når man har fri.

Jeg kan jo arbejde når jeg vil og det passer min dag

Ikke i nogen nævneværdig grad

Neg

Det er sværere at koble fra

Ja, af og til forbander min familie min telefon og opfordre mig til at svare på mails senere.

Afhængig

Fleksibilitet i arbejdstid og sted

Dejligt jeg kan følge med og luse lidt ud i mails

Ja, tjekker op og svare ind imellem! Så man holder ikke altid helt fri!

At arbejde og fritid kan afpasses efter hinanden

Jeg bruger pc ipad mm også i min fritid

Nej, kun at jeg generelt kan have et fleksibelt arbejdsliv og komme og gå som det nu passer.

Jeg kan vælge at opdatere mig, men det forventes ikke.

Nej, det synes jeg ikke

Ja. Jeg er blevet mere obs på wifi når jeg er på ferie så jeg kan tjekke fx

Ja bruger det også i fritiden

De hjælper med at kunne tilpasse arbejdsdagen, så det kan være nemmere at rykke rundt på hvor og hvornår opgaverne kan løses (eks. Hjemmefra), så man kan starte eller slutte arbejdsdagen på en anden

måde, når man har andre private gøremål. Det kan både være en fordel og ulempe og det kræver sit at styre grænserne, men når man har lært det har det klart flest fordele, synes jeg.

Fritid og arbejdstid flyder sammen

gør det lettere at holde fri

intet

De er vel medvirkende til at gøre grænsen mellem fritid og arbejde mere flydende.

Ja, jeg kan arbejde uden at blive forstyrret hele tiden.

Jeg tjekker mails i min ferie, men besvarer kun hvis jeg finder det nødvendigt. Ved at være ajour (læser mails overfladisk) med indbakken, giver mig overskud, når jeg de første arbejdsdage efter ferien.

Frihed under ansvar

Egentlig ikke, andet end at de tillader mig at planlægge min fritid lettere.

%

Ingen svar

Jeg synes, at jeg - og min arbejdsplads - accepterer at der skal være forskel på arbejdstid og fritid

Ja, jeg benytter mig af forskellige app's mv og kommuniker også på div. netværk

Ja aldrig helt fri

Kan komme i hurtig kontakt med familie og venner. Ingen grund til store diskussioner kan google svar

Måske, men jeg er mig det ikke bevidst

Arbejdet stjæler i perioder meget af fritiden.

Kun når jeg selv tillader det

Jeg har lidt svært ved at administrere den nemme adgang til arbejjdsmail i fritiden.

Ja, men det er i rutinen hvor jeg også tjekker sociale medier

Fritid og arbejdstid er ikke så velafgrænset som for bare 5-10 år siden og det er både godt og ondt

Arbejdstid og fritiden glider henover hinanden

Jeg anvender fx indkøbsliste på telefonen og generelt mange praktiske ting - så positivt og ikke i min optik afhængighedsskabende og forstyrrende

Nej det synes jeg ikke

.

Kan altid komme i kontakt med hinanden

Altid på betyder aldrig helt fri

-

Ikke den store. Det gør det nemmere at tilpasse arbejde og fritid

Bruger det meget til internethandel af alt

fritiden bliver indimellem afbrudt

Ja, jeg kan kontaktes efter almindelig arbejdstid, til gengæld kan jeg til tider forlade arbejdet tidligt og senere på dagen løse evt uopsættelige opgaver.

Jeg er nysgerrig og engageret, så jeg checker . Det kunne jeg undlade, men jeg styrer det selv

De fylder

Ja, de kan være et forstyrrende element

Fleksibilitet

Ja. Jeg kan følge om der sker noget stort (hvis jeg holder fri i perioder hvor andre arbejder). Derfor har jeg mindre dårlig samvittighed over at være væk.

Jeg har ikke arbejdstelefon eller computer med hjem, så det påvirker kun, hvis en kollega ringer for at spørge ind til/få afklaret noget, jeg har foretaget mig tidligere på dagen på arbejder.

For meget arbejde

Nogle gange bliver jeg optaget af noget arbejdsmæssigt, som sagtens kunne vente, til jeg er "rigtigt" på arbejde igen

Ja, men finder det ikke negativt at kunne være på når jeg har fri. Og kan godt lægge det fra mig når jeg har behov for det.

Måske checker jeg mail om morgenen "fordi jeg kan", så er det rart at være på forkant med dagens opgaver.

Ja, jeg kan forholde mig til leverandører internationalt, som har andre arbejdstider.

Jeg prøver ikke at tænke for meget på arbejde når jeg har fri men med mails på telefonen, er det ofte 'for nemt' at checke hele tiden.

Skaber mere frihed og plads til fleksiblitet. Kan følge med, når det passer mig.

Bruger det også privat

Ja, holder aldrig helt fri

Jeg kan af og til blive forstyrret i fritiden af arbejdsrelaterede henvendelser

NA

Da de kan bruges på sociale medier påvirker de også min fritid. Og ja...jeg arbejder nok mere end hvis jeg ikke var online...men arbejdsmæssige udfordringer er blandt andet noget af det der giver mit liv indhold.

Både ja og nej. Mine arbejdstider er fleksible, og derfor flyder arbejde nemmere sammen med fritid.

Ja jeg er mere på.

Jeg har fået stress

 OTHER (50)

Tusind tak for din hjælp og deltagelse i vores spørgeskema

5.1 Hvis vi må kontakte dig med eventuelle spørgsmål, så skriv gerne email eller lign. i understående felt, tak.

48 responses

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