The Organisational Context of ICT Use for Work-Related Purposes during Non-Work Time

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“Switching on and Switching off”: Building e-Resilience for Work-Life Balance and Wellbeing

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Negative outcomes of constantly staying “switched on” for work during non-work time:

- Impaired recovery from work
  (e.g., Derks et al., 2014; Richardson & Thompson, 2012)
- Work-life conflict
  (e.g., Fenner & Renn, 2010; Richardson & Thompson, 2012)
- Impaired well-being
  (e.g., Arlinghaus & Nachreiner, 2013; Derks et al., 2014)

But why are employees doing it?
How can such ICT use be influenced?
Introduction

Expectations and organisational context

“I’m expected to be available 24/7.”

• Research objective 1:
  Examining more specific factors within the organisational context as predictors of work-related ICT use during non-work time
Introduction

Motivations underlying work-related ICT use

• **Self-determination theory** (Gagné & Deci, 2005):
  Autonomous motivation vs. controlled motivation

  ➢ Autonomous motivation related to more favourable outcomes (Gagné et al., 2015; Ohly & Latour, 2014; Trépanier et al., 2015)

• **Research objective 2:**
  Explore the underlying motivations of such ICT use in relation to ICT use and the proposed organisational factors
Introduction

The research model

- Expectations supervisor
- Expectations colleagues
- ICT use supervisor
- ICT use colleagues
- Provision of ICTs
- Segmentation norm
- Job insecurity
- Controlled motivation
- Autonomous motivation
- ICT use
Method

Design & demographics

Design:
• Cross-sectional questionnaire study
• Sample: Full-time office-based employees

Demographics:
• $N = 157$ (female: 63.7%)
• Age: $M = 37.92$ ($SD = 11.70$)
• Contractual workhours/week: $M = 37.70$ hours ($SD = 2.80$)
• Actual workhours/week: $M = 45.11$ hours ($SD = 8.11$)
Method

Operationalising ICT use

ICT use frequency:

• How often does a participant engage in ICT use:
  1 (‘Never’) to 5 (‘Very often/All the time’)
• On a typical workday outside of regular workhours:
  \[ M = 2.57 \ (SD = 1.02) \]
• At a typical weekend:
  \[ M = 2.86 \ (SD = 1.31) \]
Findings

Frequency of work-related ICT use on a workday (outside of workhours)

\[ R^2 = .32 \]

\[ \beta = .28^{**} \]

\[ \beta = -.18^{*} \]

Control variables (ns): Gender, Age, Presence of children, Managerial position, Negative affectivity
Findings

Frequency of work-related ICT use on a workday (outside of workhours); incl. motivations

\[ R^2 = .44 \]

- Expectations supervisor: \( \beta = .23^* \)
- ICT use colleagues: \( \beta = .22^* \)
- Segmentation norm: \( \beta = -.18^* \)
- Autonomous motivation: \( \beta = .32^{***} \)

Control variables (ns):
- Gender
- Age
- Presence of children
- Managerial position
- Negative affectivity
- Workload as motive
Findings

Frequency of work-related ICT use at the weekend

Expectations supervisor $\beta = .25^*$

ICT use colleagues $\beta = .30^{**}$

Segmentation norm $\beta = -.19^*$

ICT use frequency weekend $R^2 = .44$

Control variables (ns):
- Gender
- Age
- Presence of children
- Managerial position
- Negative affectivity
Findings

Frequency of work-related ICT use at the weekend incl. motivations

- Expectations supervisor: $\beta = .27^{**}$
- ICT use colleagues: $\beta = .22^*$
- Workload as motive: $\beta = .23^{**}$
- Autonomous motivation: $\beta = .18^*$

$R^2 = .47$

Control variables (ns): Gender, Age, Presence of children, Managerial position, Negative affectivity
Discussion

Summary

• ICT use frequency – main factors:
  – Colleagues‘ ICT use
  – Segmentation norm (-)
  – Supervisor‘s expectations regarding availability
  – Autonomous motivation

• Controlled motivation did not add further to the explained variance in ICT use
Discussion

Limitations and future research

• Cross-sectional sample
  – Bi-directional relationships likely

  ➢ Experimental designs in which context is manipulated

• Self-report of ICT use
  – How accurate are employees’ estimates?

  ➢ Objective measures (e.g., app usage tracking apps) and/or diary designs
Discussion

Implications

• Our social context at work influences our work-related ICT use during non-work time
  ➢ Starting points for organisational interventions

• However, autonomous motivation also important
  ➢ Are we fuelling the self-sustaining “cycle of responsiveness” ourselves? (Perlow, 2012)
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Eager to hear more about this?

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