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SYSTEMATIC LITERATURE REVIEW: WORK CONNECTIVITY AFTER HOURS, THE ANTECEDENTS AND EFFECTS TOWARDS INDIVIDUAL EMPLOYEE AND ORGANIZATION

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ABSTRACT

Mobile technology usage has changed way people work and becoming primary source of communication in the organization. There are few issues and challenges arise in the pursuit of work and personal life balance. Hence, it is important to highlight the antecedents and its effects on individual employee and organization in order to increase the organization efficacy and performance. The research aims to uncover the antecedents and effects of work connectivity after hours towards individual employee and organization as well as examining the underlying theory behind it. The method used by conducting Systematic Literature Review (SLR) in searching the keywords categorized under journals articles and magazines. The results shown in total of 120 related journal articles and magazines were mined based on the criteria that have been set. Only 16 articles were selected for the study after inclusion and exclusion decisions of the articles. Total numbers of five (5) databases were used in the searching process. In conclusion, work connectivity after hours issues have been intensively discussed based on previous existing literature. The highlighted issues can determine the organizational efficacy and effectiveness only if it is well managed and taken into consideration. Nevertheless, there are still rooms for improvement and opened for further discussion yet to obtain the utmost benefits out of it.

Keywords: Work connectivity after hours, issues on work connectivity after hours, work connectivity after hour's challenges, antecedents of work connectivity after hours,

INTRODUCTION

Nowadays, mobile technology usage has becoming a primary source of communication in the organization. The mobile technologies enhance the employee's connection with workplace even after working hours. Work connectivity behavior as defined by Richardson and Benbunan-Fich (2011), is the use of mobile devices such as smartphone, tablet, iPad and laptop by individual employee to engage in work related activity during non-working hours. Mobile technology devices also support variety of applications that are available in real time manner for instance, WhatsApp and live streaming voice or voice call for free.

Due to the technological advances, this wireless communication devices enable communication to become exasperated. Hence, the distinction between work and personal life is distracted (Richardson and Thompson, 2012). It is undeniable that mobile technology enables the employees to increase work productivity, reduce response time and enhance customer service (Bott et al., 2010). However, constant connectivity with workplace even after working hours might cause individual employee to have conflict between work and personal life (Khan and Agha, 2013). As highlighted by Sarker et al. (2012), the employees that are in the situation of not having clear boundaries between personal life and work often feel hopeless. Hence, constant connectivity with workplace can resulted in higher absenteeism, burnout, dissatisfaction and inability to detach oneself with workplace (Kanwar et al., 2009). Meanwhile from an organizational point of view, it leads to decrease in productivity and performance. Therefore, this study intended to uncover the antecedents and effects of work connectivity after hours towards individual employee and organization as well as determining the theory that is related in examining work connectivity after hours.

The arrangement of this article is as follows. The next section discuss on the related work done by previous researchers on mobile technology usage after working hours. Subsequently, this article presented a Systematic Literature Review (SLR) research design. Later, the findings are discussed in the overview studies, the antecedents of work connectivity after hours, effect of work connectivity after hours towards individual employee and on the organizational effectiveness. The article concludes the discussion with the underlying theory that related to work connectivity after hours.

RELATED WORKS

The mobile technology usage has changed the way people work and introduce challenges in the pursuit of work and personal life balance. It is no doubt that the use of mobile technology increases organizational productivity and enable employees to communicate and discuss with one another within different time zone (Sarker et al., 2012). Unfortunately, the mobile technology usage also brings harm rather than good. As for example, to work beyond working hours and boundaries will make individual employee prone to face with stress and burnout (Khan and Agha, 2013). There are researches that examine the relationship between mobile technology usage after hours and its effect on various variables (Lal and Dwived, 2010; Richardson and Benbunan-Fich, 2011 and Richardson and Thompson, 2012). Research done by Richardson and Benbunan-Fich (2011), examined the work connectivity after hours using theoretical model of

human agency theory. According to aforementioned researcher, from the technological point of view, human agency theory suggested that there are unexpected consequences individuals need to face using variety of technology devices. The result of the study shows that the organization that distributed mobile devices to individual employees, signals the availability of communication and maintain the connectivity with the organization (Richardson and Benbunan-Fich, 2011). Similarly, Boswell and Olson-Buchanan (2007) identified the use of mobile technology after hours and its effect on employees. According to the researcher, the use of mobile technology such as smartphone and Personal Digital Assistant (PDA) permit greater integration within workplace and caused the line between domains to be blurred. Therefore, this article will further investigate the antecedents and effects it caused towards individual employee as well as the organization and the underlying theory reply behind it by answering the posted research questions in the following subtopics.

RESEARCH APPROACH

The article is based on the SLR guideline provided by Kitchenham (2009). The aim of this article is to uncover the antecedents of work connectivity after hours, how it affects individual employee and organizational effectiveness and the establishments of theory in examining work connectivity after hours. There are four main phases in the SLR research approach which are research questions, research strategy, study selection and data synthesis (Achimugu et al., 2014). The following subtopics will further discuss the research approach.

Research Questions

There are three research questions arise in this study and it is as follows:

RQ1: What are the antecedents of work connectivity after hours?

RQ2: What are the effects of work connectivity after hours towards individual employee and organization?

RQ3: What is the underlying theory in examining work connectivity after hours?

Search Strategy

The searching strategy for each of the posted research questions in this study consists of searching terms and searching resources (Achimugu et al., 2014). The steps of searching terms are as follows: 1) Entering keywords of the research questions; 3) Identify the synonyms of keywords; 4) Identify keywords in targeted resources; 5) Use Boolean operators 'OR' to change the synonyms word; and 6) Use Boolean 'AND' to connect main keywords. The results of searching terms used in this study are as follows: "Work Connectivity After Hours" AND ("Work Connectivity After Hours Challenges" OR "Work Connectivity After Hours Issues" OR "Work Connectivity After Hours Theory" OR "Antecedents of Work Connectivity After Hours).

There are five (5) electronic databases referred all the way through the searching process. The aforementioned databases are ScienceDirect, ProQuest Dissertations and Theses Global, JStor, SpringerLink and Wiley Online Library. The advance searching is based on the title and abstract review of the journal articles and journal magazines in the databases.

Study Selection

Generally, in study selection the irrelevant articles will be eliminated using scrutiny process. In total of 10,522 articles were found in general searching, based on title searching and out of it 120 journal articles, magazines, conference and book chapter is identified. To be focused, based on the abstract reviews only 51 articles are related to the selected topic. Finally, after performing a full text reading only 16 articles were found relevant to the SLR. The scrutiny process or known as data extraction process is important as it will only left the most relevant studies. The firstly data extraction process is based on the research title of this SLR. The other factor that needs to be considered is the usage of English Language in the selection of articles. On top of that, the article that did not provide answer to the research questions will be excluded. Finally, the articles in the searching process are from year 2007 until year 2017.

FINDINGS

The results of the finding based on research questions will be further discussed in the following sub section. The overview of the study on the publication year and type of publication as are listed below.

Overview studies

In the overview studies shows the numbers of articles are based on the publication year started from year 2007 until 2017. The results shows one (1) relevant article found in year 2007, three (3) relevant articles in 2009, two (2) relevant articles found in year 2010, three (3) relevant articles found in year 2011, four (4) relevant articles found in year 2012, two (2) relevant articles found in year 2013 and one (1) relevant article in 2016. In total of 16 articles found from ten (10) journals, four (4) magazines / articles and two (2) from conferences / workshops.

The Antecedents of Work Connectivity after Hours (*RQ1*)

The antecedents of work connectivity behavior after hours can be categorized into organizational antecedents and individual antecedents. The organization will convey their expectations associated with the use of mobile technology to their employees. In order to ensure the connection is still available after hours, organization will provide wireless communication devices to have direct signal with their employees. In contrast, the employees who purchase their own devices will feel less responsible to connect with their devices with their workplace (Richardson Banbunan-Fich, 2011). According to the abovementioned researcher, changes of behavior are likely to occur whenever in presence of strong organizational signals. The researcher also added, the new practice emerge when employees are given devices to stay connected after working hours (Iqbal et al., 2012). Moreover, the norm at workplace plays an

important role in becoming an antecedent on work connectivity after hours (Richardson Banbunan-Fich, 2011). Due to the evaluation of performance as the subject norms at workplace, thus, employees will feel obligated to follow the norms even after working hours.

The second factor is the individual antecedents. There are certain work role that acquires individuals to stay connected at any time such as teleworkers and police officers (Davis, 2016). Those kinds of jobs are reported to be flexible and stay connected. Other than that, individual who exhibit a set of characteristic that into new technologies are likely to stay connected at any time (Soylu and Campbell, 2012). In this situation, it is considered as willingness of an individual to use those technologies.

The Effects of Work Connectivity after Hours towards Individual Employee and Organization (RQ2)

The mobile technology usage is proven to have direct implications to individual employee such as burnout, absenteeism, personal life conflict as well as work-life balance (Brummelhuis et al., 2011; Culbertson, 2009; Iqbal et al., 2012; Kumar and Chalerabarty, 2013). The first effect of mobile technology usage after hours is burnout. As defined by Pryardarsini and Maran (2009), individual with the feeling of exhausted, being isolated or ineffective is considered as burnout. According to the abovementioned researcher, as for organization, exhaustion resulted unproductive and negative behavior which portray the attributes of stress, overworked and dissatisfaction. In consequences, from the organizational point of view, it causes decreased productivity and low performance meanwhile from the employee point of view causes family conflict and reduces the feeling of well-being (Brummelhuis et al., 2011). The second effect is absenteeism. As highlighted by Soylu and Campbell (2012), absenteeism can be very costly to the organization.

The increase of work pressure due to competitive global economy lead to adverse behavior as such absenteeism and employee turnover (Soylu and Campbell, 2012). Thus, the organization should pay attention to the factors that may cause individual employee to absent from work. One of the factors of absenteeism is because of the use of mobile devices even after working hours. It is expected that the employees managed to complete the task given at anywhere and anytime using technological devices (Culbertson, 2008). The use of mobile technology devices is expected to increase productivity, but unfortunately, it can be counterproductive as the cost of absenteeism will incur. The next effect is on personal life conflict. According to Iqbal et al. (2012), family conflict can be considered as personal life conflict and it is defined as the interference of one role with another role of domain. According to aforementioned researcher, individual has responsibilities towards the work or home and when one of the domains occur conflict, thus, it will affect the other domain. Mobile technology allows individual to work at anytime and anywhere to the extent it interfere family and personal time (Richardson and Thompson, 2012). Looking at the positive side, it enables the integration of various roles at flexible hours but at the same time it blurs the work domain set and personal life (Sarker et al., 2013). Finally, the effect is on work life balance. Work-life balance can be defined as obtaining balance life of work and outside work (Kumar and Chakraborty, 2013). It plays an important role in determining the organizational efficacy and effectiveness. The reality of work environment today is challenging and demanding which causes difficulties in balancing the work and personal

life. Hence, constant connectivity can lead to work-life balance issues. As for the prevention measurement, the organization should create a policy or procedure on work-life balance so that it will help to reduce work-life conflict.

Underlying Theory in Examining Work Connectivity After Hours (RQ3)

Currently, most researchers suggested conservation of resources (COR) theory as the theory that is related to work connectivity after hours (Wayne, 2016; Richardson and Thompson, 2012; Richardson Banbunan-Fich, 2011). According to this theory, persons endeavor to acquire resources that they valued, thus, when those resources lost, psychological stress will occur (Hobfoll, 1989). Consequently, it will affect the employee's personal life as well as the organizational performance. According to Wayne (2016), research indicates that high job demands can lead to stress, burnout and absenteeism which can threaten employee's resources and caused emotional exhaustion. Abovementioned researcher highlighted, depleted resources are difficult to replenish in the same environment. According to Richardson and Thompson (2012), resources are replenished when employees is not attached at work. The model constructed from the COR theory demonstrated, individuals strive various resources in order to achieve balance in their life and to avoid negative effects of it. Applying COR theory to work connectivity, individuals who stay engaged and connected at workplace is considered building their resources. Since mobile technology usage allows access at anytime and anywhere, thus, it interfere the personal life and family. The conflict has negative implication on the resources as the employees try to balance it both. Therefore, the fundamental goal that individuals need to strive is protection and self-enhancement (Davis, 2016).

CONCLUSIONS

There antecedence and the effects of work connectivity after hours is discussed and highlighted. On top of that, the related theory is suggested based on previous literature. This article is the first attempt in identifying and reporting the current issues on unlimited mobile technology usage in the academia point of view. On top of that, the searching strategy using searching term and literature resources focuses on five (5) main electronic databases. The result of the searching shows that the current body of knowledge is and in need of better understanding. This article provides a preliminary understanding of the detailed review on work connectivity after hours using mobile technologies, the antecedents and effects that arise and the related theory involved. Nevertheless, there are few limitations that we have encountered throughout the searching process as such, there are limited references on work connectivity after hours using mobile technologies since this issues only recently been introduced. Nevertheless, most of the article found cannot be accessed since there is payment involved in getting the paper. To sum it up, work connectivity after hours using mobile technologies issues have been significantly discussed in the existing literature. However, there is still need to be opened for further discussion yet to obtain the utmost benefits out of it.

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