



**IUL SCHOOL OF SOCIAL SCIENCES**

Department of Social and Organizational Psychology

Striving for the Best of Both Worlds: The Moderating Role of Gender  
and Organizational Citizenship Behavior on Non-Work Related  
Activities

Liliana Alexandra dos Santos Reis

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Supervisor:

Ph.D. Aristides Isidoro Ferreira, Assistant Professor

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*“Põe quanto és no mínimo que fazes”*

(Fernando Pessoa)

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## Resumo

O presente estudo teve como objetivo estudar as atividades não produtivas em contexto de trabalho, analisando as suas flutuações diárias, assim como a sua relação com o conflito trabalho-família (CTF). Esta é uma área de investigação recente que visa investigar a realização de atividades de cariz pessoal por parte dos colaboradores, durante o seu horário de trabalho. Procurou-se, igualmente, testar os efeitos de moderação do género e dos comportamentos de cidadania organizacional (OCBs) nessa relação. Assim, utilizou-se uma metodologia longitudinal – *daily diary study*. 56 Colaboradores de três diferentes empresas portuguesas participaram nesta investigação. Foram recolhidos dados diários durante quatro semanas consecutivas de trabalho, os quais foram analisados através do modelo hierárquico linear. Constatou-se que os CCOs e o CTF estão negativamente associados às atividades não produtivas. Verificou-se, igualmente, que o género modera a relação existente entre CCOs e atividades não produtivas, bem como, em conjunto com os CCOs, modera a relação entre CTF e estas atividades. Por último, são discutidas as implicações teóricas e práticas deste estudo. São aconselhados novos estudos nesta área no sentido de averiguar a existência de uma relação entre atividades não produtivas e desempenho.

Palavras-Chave: Atividades não produtivas, conflito trabalho-família, comportamentos de cidadania organizacional, género.

*Abstract*

The aim of this research was to study non-work related activities (NWRA) performed during working hours (directly on a work context) and its daily fluctuations, as well as its relationship with work-to-family conflict (WFC). This is a recent study field that pretends to investigate the performing of personal activities at work. We also sought to test the moderating effects of gender and organizational citizenship behaviors (OCBs). Thus, we used a longitudinal methodology – daily diary study. 56 employees from three different Portuguese companies participated in this study. Data was collected during twenty consecutive working days, and analyzed through Hierarchical Linear Modelling. We found that OCBs and WFC are negatively associated with NWRA. We also observed that gender moderates the relationship between OCBs and NWRA and, with OCBs, moderates the relationship between NWRA and WFC. Finally, we discuss theoretical and practical implications of this study. Future research should consider deeply the study of this issue, investigating its relationship with employees' performance.

Key Words: Non-work related activities, work-to-family conflict, organizational citizenship behavior, gender.

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## Introduction

In the last few decades, Presenteeism has become one of the major concerns in the organizational field, occupying a large space in researchers' agenda. However, in spite of the majority of research in this area, it is centered on illness-related Presenteeism (Aronson, Gustafsson, & Dalner, 2000; D'Abate & Eddy, 2007; Hemp, 2004). Nevertheless, recently, a great interest in employees' personal activities performed during working hours emerged (e.g. surfing on the Internet, sending or receiving personal e-mails, using personal phone, extending the lunch hour, among others), specially by managers, who want to understand why this phenomenon occurs (Epstein & Kalleberg, 2004; Sexton, 2005).

Literature (e.g. D'Abate, 2005; Eddy et al., 2010) refers that, sometimes, it is difficult for employees to manage the different spheres of their lives; personal and professional. In fact, various authors affirm that work and personal life can't be separated, nor can exist without each other (Clark, 2000; Lewis, Rapoport, & Gambles, 2003). So, the boundaries between personal and professional spheres are extremely delicate and often cross each other (D'Abate, 2005). In order to achieve balance, some individuals seek to manage their different life realms. Accordingly, the Work/Family Border Theory of Clark (2000) aims to reduce their conflicting roles. A poor integration of these different spheres in a subject's life could be a result of time pressure, concern about their private life during working hours, and emotional strain (Greenhaus & Beutell, 1985). Hence, in an attempt to manage this situation of conflict, employees see personal activities on company time as a way of dealing with events that they can't solve at home (Valcour & Hunter, 2005) (e.g. pay bills, schedule a doctor's appointment, send an email to a friend, call home to know about their children or a sick family member, etc.), which we can consider an employee's coping strategy to deal with the conflict and meet all his obligations (Spector et al., 2006).

Nonetheless, the practice of personal activities during work time entails high costs for companies, specially at financial (Johnsons & Rawlins, 2008), legal (Eyres, 2002) and performance (Johnsons & Rawlins, 2008) levels. Non-work related activities are, therefore, an important topic on a human resources managers' agenda (D'Abate & Eddy, 2007), being the focus of attention by scholars and human resources' professionals, who try to find variables in which to help us understand how to reduce the costs and the time spent by employees performing personal activities on company time (Ferreira & Esteves, in press), as to attenuate the negative impact that these actions have on Organizations.

Thus, the present study aims to understand if (contrary to family-to-work conflict) the work-to-family conflict reduces the time spent by employees in personal activities on company



time. Once the work constitutes a source of conflict for the family, and because the individuals devote much of their time to it (Eddy et al., 2010), they may show signs of neglect towards their families or personal lives (Brett & Stroh, 2003; Perlow, 1999; Schor, 1991). In the same way, we can affirm that the familiar sphere is stimulated through personal activities developed by the individuals while they are on the job. These activities help them to reduce the work-to-family Conflict (Spector et al., 2006; Valcour & Hunter, 2005) and balance their lives' realms (D'Abate, 2005). Likewise, if the engagement in personal activities on company time helps to extenuate the work-to-family conflict, we propose that, in turn, the work-to-family conflict will reduce employees' involvement in personal activities during their work time, because it is the proof that individual's investment is centered on work and not in family, which means that there is a situation of imbalance between these two spheres of subject's life.

Similarly, we will seek to find specific variables that moderate this relationship, in order to decrease the possible impact of work-to-family conflict on non-work related activities. Therefore, we will study some personal factors (Gender and Organizational Citizenship Behavior) as moderator variables. We chose these variables, due to their explanatory potential and contribution that they may have for the understanding of the relationship between personal activities performed during working hours and work-to-family conflict and on the state of the art advancement in non-work related activities in general.

In this sense, gender is an important factor to take into account, given the differences between men and women regarding their family demands. Females experience increased range of responsibilities due to their maternal role. Actually, despite the changes in the traditional female model, their increasing presence in the labor market (Stam et al., 2014), taking on management positions, they are still far from feeling equal to men in what concerns the balance between work and family duties. Results corroborate this idea, showing that, females in general are less satisfied with this aspect than males, expressing it throughout their entire career, as compared to men who tend to feel this problem in the middle of their careers (Eurofound Project, 2010). Evidence suggests that women spend more time focused on home-related concerns during working hours than men (Ferreira & Esteves, in press). So, we suspect that gender may influence the relationship between non-work related activities and the work/ family conflict, as women tend to get more involved in personal and family related affairs (Clark, 2000). In turn, organizational citizenship behavior may also help to understand the relationship between non-work related activities and work to family conflict, insofar as it seems to be negatively linked to non-work related activities (Baker, 2005; Dalal, 2005). Employees who have more citizenship behaviors appear to avoid actions which may

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compromise organizational performance (Bukhari, 2008) and their own. Thus, we predict that even in the presence of high family demands, employees who have more citizenship behaviors will be less inclined to engage in personal activities on company time - on one hand, the fact that work-to-family conflict is the proof that the individual's investment is centered on work and not in family; on the other hand, seeing that OCBs are related to an extra devotion to work. So, we believe that OCBs reinforce the negative relationship that is expected between non-work related activities and work-to-family conflict.

Furthermore, within this study, we also intend to fill some existing gaps. Firstly, we hope to contribute to the understanding of non-work related activities, since this is a relatively recent area of interest, still relying on little research (D'Abate, 2005; Ferreira & Esteves, in press). In addition, we will measure the duration of personal activities in the work environment, as well as to identify exactly in which personal activities employees engage, once the literature presents a need to investigate this phenomenon accordingly to a behavioral focus (D'Abate, 2005), measuring and quantifying it (D'Abate & Eddy, 2007). As we mentioned previously, we will study the relationship among several variables and non-work related activities. In this area very little was done (D'Abate, 2005), therefore our intent is provide some knowledge about possible associations between non-work related activities and personal factors, with the work-to-family conflict (a contextual factor) as an independent variable. Literature also argues that there is a to have new studies investigating gender differences regarding the engagement in personal activities at work (D'Abate & Eddy, 2007), as well as if gender has, in fact, a strong relationship with this type of behavior (Weatherbee, 2010). Consequently, we included these variables in our study and we will seek to answer the questions that still exist around them.

To serve our intent, we chose a longitudinal methodology, more specifically the technique of daily diary study, in order to better understand the non-work related activities phenomenon in the work context and the individual fluctuations (Iida, Schrouf, Laurenceau, & Bolger, 2012). At the end, we will discuss theoretical and practical implications of the results for human resources management and shed some light about possible directions that future research could follow.

## I. The Concept of Non-work Related Activities

Several authors (e.g. D'Abate & Eddy, 2007) noted that employees frequently spend a portion of the time reserved for work with personal activities (e.g. surfing the Internet, call a friend, shop online, etc.). Indeed, this issue has sparked the interest of managers who seek to find the reasons behind this phenomenon (Epstein & Kalleberg, 2004; Sexton, 2005), also referred in literature as “non-work related activities”, “workplace deviance”, “presenteeism” (Eddy et al., 2010) or yet “time wasters” (Haynes, 2004) or “banana time” (Roy, 1959). In our study, we will prefer the first designation.

In order to better understand the concept of non-work related activities, we should study its evolution, revisiting the classic definition of presenteeism, according to which it occurs when an individual goes to work when ill (Aronson, Gustafsson, & Dalner, 2000), compromising his productivity (Hemp, 2004), due to physical or psychological problems (Middaugh, 2007). However, Simpson (1998) showed another form of Presenteeism that consists of being present but not performing their tasks effectively at work for several reasons, one of which could be lack of concentration. Thus, the individual was physically present but psychologically absent (Middaugh, 2007). In turn, Graham (2002) explained Presenteeism as the lost productivity arising from the fact of employees going to work despite being ill or when they are absorbed with personal business or other non-job related issues. Therefore, affecting negatively their performance. Based on this perspective, D'Abate and Eddy (2007) called the phenomenon *non-work-related Presenteeism*, affirming that it occurs when employees go to work but spend a part of the time reserved to work, outside their normal lunch hour or break time, engaging in personal activities at work, such as: using personal phone, sending or receiving e-mails with personal purposes, having social conversations, surfing on the Internet, making appointments (e.g. doctor, hairstylist, etc.), leisure reading, planning personal life (e.g. vacations), betting pools, daydreaming or receiving visits from family or friends (D'Abate, 2005). In truth, approximately thirty years ago, the ABA Banking Journal (1983) identified some of those actions (e.g. using the phone to talk to friends or colleagues, extending the lunch hour) as non-working behaviors. This would be one of the first times a study mentioned non-work-related activities. Recently, Wan and colleagues (2014) reinforced the D'Abate and Eddy's approach, admitting a new form of Presenteeism which consists of being busy with personal activities at work, rather than work-related issues.

Haynes (2004) distinguished two types of time wasters – self generated time wasters and environmental contextual time wasters. The first ones are related to behaviors perpetrated

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by the subject himself (e.g. disorganization, procrastination, inability to say “no”); others are dependent from the environment and the context in which the employee is involved (e.g. family visits, phone calls, e-mails, waiting times and meetings). Similarly, Eddy and colleagues (2010) proposed the division of non-work related activities into two categories. The first includes home--related activities (e.g. family activities, house maintenance, taking care of children and/or spouses and making doctor appointments), whereas the second category considers the activities related with the self (e.g. entertainment, hobbies, personal interests, social life or relaxation).

Throughout the last decade, D’Abate (2005) found that non-work related activities in which employees were more engaged were: using the telephone (23%), sending or receiving e-mails (20%), keeping social conversations (20%) and surfing on the Internet (18%). As the results show, employees engage on an amount of personal activities which involve the Internet use, also known as cyberloafing (see Lim, 2002), during their work time. In fact, a study revealed that 90% of employees admitted surfing on the Internet while working (Naughton, Raymond & Schulman, 1999), referring that the majority of websites accessed were not work-related (La Plante, 1997). This reality has unveiled some ethical issues, once employees are using company resources for personal purposes (Ferreira & Esteves, in press), instead of applying them to organizational benefit.

Certainly, non-work related activities are, undoubtedly, a part of employees’ day, who spend a considerable time taking care of personal issues while on the job. Actually, D’Abate and Eddy (2007) found that the individuals waste, on average, one hour and twenty minutes on those activities, on a daily basis. Evidence also demonstrated that employees spend almost two hours per day on personal activities related to the Internet use (Salary.com, 2007; cited in Liberman et al., 2011).

The outcomes of non-work related activities are a controversial issue in literature. If, on one hand, several authors believe that engaging in personal activities at work brings benefits to employees, helping them on decision making processes (Spier et al., 1999), restoring their attentional resources (Zijlastra et al., 1999; Warm et al., 2008), improving their well-being and creativity (Csikszentmihalyi, 1975) or as a mean of dealing with stressful workplace events (Uleman & Bargh, 1989); on the other hand, several researchers defend that this behavior results in serious problems for both, the individuals and organizations, describing it as a counterproductive work behavior (CWB) (Lefkowitz, 2006) which should be controlled.

Recent research shows that employees’ productivity could fall approximately from 30% to 40% when the individuals engage in non-work related behaviors involving Internet use

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(Verton, 2000). Evidence also postulated that taking a coffee break does not increase employees' productivity (Fritz, 2012), as well as microbreaks during work to make a call or check Facebook were not associated to giving more energy to employees (Ferreira & Esteves, in press). Therefore, we assume that the practice of non-work related activities, as intentional actions and non-work invasions at work time (Vardi & Wiener, 1996), may be harmful either for employees or organizations, once it entails high costs for companies specially financially (Johnsons & Rawlins, 2008), legally (Eyres, 2002) and it also affects employees' performance levels (Johnsons & Rawlins, 2008).

Accordingly, D'Abate and Eddy (2007) found that engaging in personal activities at work results on variations in work quality and quantity, such as working at a slower pace, leaving tasks unfinished and changes in concentration levels (Wang et al., 2003). Engaging in personal activities on company time also means a loss of time and opportunity for companies to train their employees, which leads to lower skills development, compromising organizations' competitiveness and efficacy (D'Abate & Eddy, 2007), and consequently, the individuals' performance. Quoting popular wisdom "time is money", meaning that the time wasted by employees has a significant economical impact on the organization. Based on this fact, D'Abate and Eddy (2007) estimated that non-work related activities are costing an average of 8,875 dollars per year per employee in lost productivity, whereas Johnson and Rawlins (2008) found that engaging in personal activities related to the Internet use during work time costs an average of thirty five millions of dollars per year to organizations. However, besides the previously mentioned consequences, non-work related activities may also bring a negative effect in terms of law application. That issue becomes more evident when employees engage in personal activities that involve the use of Internet in workplace. In that case, breaches of confidentiality might occur (Eyres, 2002), leaks of sensitive information and dissemination of pornography (Johnsons & Rawlins, 2008), which constitutes a crime and may result in severe penalties either to the individuals or to the Organizations they work for.

Nevertheless, despite the growing interest in non-work related activities issue, this is a relatively recent study field, still relying on few research (D'Abate, 2005; Ferreira & Esteves, in press). Likewise, we can find some gaps in literature about this topic. In short, there is a need to investigate this phenomenon with a behavioral focus (D'Abate, 2005), verifying the type of personal activities employees really engage in, measuring and quantifying them (D'Abate & Eddy, 2007). There is also a lack of evidence regarding the relationship among non-work related activities and other variables (D'Abate, 2005), whereby the empirical contribution in this area is scarce (Ferreira & Esteves, in press).

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In addition, regardless the existent gap in literature in what concerns the factors behind this phenomenon, D'Abate (2005) analyzed non-work related activities and concluded that they have their origin on the employees' need to balance work and private life. The author also refers time constraints, boredom and convenience as reasons to justify employees engagement in personal activities while working. Still associated to the first reason enunciated by D'Abate (2005), the need to balance private and professional life, Byron (2004) indicated several demographic (marital status and number of children) and work-related (job stress and schedule flexibility) antecedents of non-work related activities. Researchers also investigated the antecedents of personal activities performed during working hours, concerning the use of Internet. In this way, they found that employee's attitudes (e.g. job dissatisfaction, computer playfulness, Internet addiction and perceived inequity), the level of workplace privacy, work monitoring, productivity measurement and the subjective norms could predict employees' engagement in non-work related activities involving Internet usage (Lee & Lee, 2002; Stanton, 2002). Other proof suggested that several demographic variables like gender (Lim & Chen, 2012; Restubog et al., 2010), age (Ugrin et al., 2007; Weatherbee, 2010) and education level (Chak & Leung, 2004) could also explain why the employees use the Internet for personal purposes during working hours.

The study of this issue is of great importance, because there are many questions to answer. Not only organizational intervenients want to understand why employees engage in personal activities on the job, but also to determinate how much time they spent with them (Epstein & Kalleberg, 2004; Sexton, 2005). To realize how employees conciliate work and their private life (Hall & Richter, 1988), is fundamental to design and apply policies in order to help build more productive companies.

## II. The Role of Gender

Gender is an important factor to take into account, given the differences that exist in men and women, regarding their family demands and, on the other hand, concerning their motivations to engage in non-work related activities at work. As a matter of fact, the increasing presence of women in the labor market (Stam et al., 2014) brought different challenges in their lives, because they have to comply with their professional and familiar duties, intensified by their maternal role (Cox & Harquail, 1991; Hoschild, 1989). Moreover, an European study revealed that females are generally less satisfied with the balance between work and family domains than males, expressing it throughout their entire career, as compared to men who tend to feel this problem in the middle of their careers (Eurofound Project, 2010). In addition, evidence suggest that females spend more time focused on home-related concerns during working hours than male (Ferreira & Esteves, in press). On the opposite side, male tend to look for sources of entertainment and relaxation while at work (Coker, 2013; Cunningham et al., 2012), spending more time in leisure-related tasks (Clark, 2000).

In this way, the literature shows that there are differences among men and women referring to non-work related activities performed at work. In fact, it appears that male engage in more personal activities at work, mostly those which requires the Internet use (Garrett & Danziger, 2008; Lim & Chen, 2012). Actually, men seem to be more confident with Internet usage when compared with women (Jackson et al., 2001; Hargittai & Schafer, 2006), who perceive it on a more negatively way (Broos, 2005; Hargittai & Schafer, 2006), because they consider that such practice infers with work (Lim & Chen, 2012).

Furthermore, male and female seek to achieve different purposes when performing personal activities at the same time they work. So, men usually use the Internet to play online games (Chak & Leung, 2004) and as a source of entertainment and relaxation (Jackson et al., 2001; Hargittai & Schafer, 2006). While women use technological resources (e.g. e-mail account, telephone, etc.) in order to balance personal and professional spheres and cope with their familiar chores, which is aligned with what we have mentioned above. In this sense, findings suggest that male spend more of their time with hobbies and pursuing their personal interests than female (Hochschild, 1989), who feel the pressure to show a better work commitment than men (Garrett & Danziger, 2008), because they are traditionally less rewarded than them. Thus, we hypothesize that:

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*H1: Gender is associated with non-work related activities, so that male will engage in more personal activities during their work time when compared to female.*



### III. The Role of Organizational Citizenship Behavior

Organ (1988) described organizational citizenship behaviors (OCBs) as voluntary and discretionary behaviors that are not part of the job description and are not directly considered by formal reward system. Those behaviors constitute a personal choice, in an extent that they are not forced by organizations nor are included on role demands (Rego & Cunha, 2008). Concisely, employees do more than what is concretely required by their functions (Organ, 1988), going beyond what it is expected (Joireman et al., 2006), contributing to the positive development of the organizations in which they work (Organ, 1988). Help coworkers, defend the organization against external criticism (De Lara, 2007), volunteer to perform tasks which are not part of the job, respect and obey organizational rules and procedures even when it is personally inconvenient and pursue the organizational goals (Rego, 2002) are examples of this type of behavior. Another term to refer OCBs is “contextual performance” (Borman & Motowildo, 1993).

OCB is a multidimensional construct (Rego & Cunha, 2008a), whereby comprises five dimensions: altruism, consciousness, civism, courtesy and sportsmanship. Altruism includes helping behaviors whether internal or external to the organization; conscientiousness considers the behaviors which exceed what is required by employees’ function; civism is related to an active posture by workers who are deeply concerned and interested in the organization’s life; courtesy refers to behaviors that aim at prevention of work related conflicts; finally, sportsmanship is characterized by employee’s tolerance, those who work without complaints in circumstances which are not the ideal ones (Organ, Podsakoff, & McKenzie, 2006).

Evidence suggests that citizenship behaviors are related to varied positive organizational outcomes. One of them is employee retention (Dash & Pradhan, 2014). In fact, altruism and sportsmanship, two of the five dimensions of OCB, appear to improve the organizational image, which contributes to attract the best professionals (Borman, 2004; Meyer, Ristow, & Lie, 2007). Likewise, a more positive public image may be very helpful during organizational crisis. Similarly, OCBs seem to be related with job satisfaction (Chughtai & Zafar, 2006; Khalid & Ali, 2005) and employee involvement. Furthermore, this type of behavior fosters social capital (Bolino & Turnley, 2006), as well as a better employees’ performance. Therefore, OCBs are associated to a higher efficiency, quality improvement and customer satisfaction (Walz & Neihoff, 1996), converging into a higher level of organizational efficacy (Rego & Cunha, 2008a). Moreover, the literature also noted that OCBs are negatively correlated with

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absenteeism (Meyer et al., 1997), which might result on an improvement of the financial performance in the organizations (Organ et al., 2006).

Several authors defend that an organization becomes more successful as more of its employees engage in OCBs (Neihoff & Yen, 2004). In addition, the literature shows that employees who engage in more OCBs are less likely to exhibit behaviors that may compromise organizational performance or their own (Bukhari, 2008). As a matter of fact, it appears to be a negative relationship between OCBs and CWB (Baker, 2005; Dalal, 2005), in which non-work related activities may be included (Griffin & O'Leary-Kelly, 2004). Actually, although the studies about the relationship between OCBs and non-work related activities are insufficient, researchers discovered that the individuals who practice more OCBs are less likely to engage in personal activities which involve the Internet use during their work time (Kim et al., in press).

So, considering that non-work related activities imply high costs to companies (Johnsons & Rawlins, 2008), specially with regard to organizational efficacy and competitiveness, we predict that employees who practice more OCBs, will be less likely to engage in personal activities during their work time, because they avoid behaviors that could be harmful for the organization as a result of their strong sense of citizenship before the company.

*H2: OCBs will be negatively associated with non-work related activities, so that employees who practice more OCBs will engage in less personal activities during their work time, when compared to employees who show less OCBs.*

#### IV. The Role of Work-to-Family Conflict

Pertaining to work-to-family conflict (WFC), it was defined as an inter-role conflict in which the role pressures derived from both domains – work and family – are not mutually compatible (Greenhaus & Beutell, 1985). Therefore, when this situation of conflict occurs, individual's work role constrains the fulfillment of his family role (Netemeyer, Boles, & McMurrian, 1996). In this sense, the performing of family-related tasks by the subject becomes difficult, due to the interference of job demands, as well as the time the individual devotes to work and the strain that arises from this fact (Netemeyer, et al., 1996).

There is an agreement in the literature about the impossibility of separating work from private life (e.g. Clark, 2000). Indeed, researchers considered that family and work are two important focal points of adult life (Netemeyer, et al., 1996). In the same way, the importance given by the individuals to work and family roles depends on their level of psychological involvement with those domains, so that an employee who is more involved in family or job issues, would feel more psychologically concerned with his/her role in the sphere where he/she is more involved in (Frone, 2003).

Moreover, many researchers (Greenhaus & Beutell, 1985; Bruck & Allen, 2003) distinguished three different dimensions of WFC: time-based conflict, which refers to the time that the individual devote to one role (i.e. work) makes it difficult to comply with his responsibilities from another role (i.e. family); behavior-based conflict, which results from the incompatibility between patterns of behavior in both roles (i.e. work and family); strain-based conflicts, which arise from pressures and tension associated to one role, compromising, as an effect, the individual's performance in the other role.

WFC appears to be linked to several undesirable events, namely productivity lost (Johns, 2011), job dissatisfaction and its consequent organizational withdrawal (Mesmer-Magnus & Viswesvaron, 2005), turnover intentions and absenteeism (Anderson, Coffey, & Byerly, 2002). In addition, when an individual experiences a condition of WFC, he is exposed to innumerable stress factors, which may culminate in fatigue and preoccupation with the neglected domain of his life. This situation will restrict employee's ability to fulfill the required functions by another role (Greenhaus et al., 1985).

Several authors (e.g. D'Abate, 2005; Eddy et al., 2010) noted that, sometimes, the individuals, in general, face some difficulty in managing the different spheres of their lives; personal and professional. Actually, an extensive research points out the impossibility to separate work and private life (e.g. Clark, 2000). Furthermore, as Netemeyer and colleagues

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(1996) demonstrated, family and work seem to be two important domains of adult life, through which the boundaries between those spheres may be extremely tenuous, eventually crossing each other (D'Abate, 2005). So, concerning the conflict that exists between family and work responsibilities, and in accordance with the literature about family-to-work conflict, employees see non-work related activities as a way of dealing with events that they can't solve at home (Valcour & Hunter, 2005). This fact constitutes an attempt to manage a situation of conflict between these two life realms.

In turn, as mentioned before, WFC happens when the work role constrains the fulfillment of family role. (Netemeyer, et al., 1996). In this manner, work constitutes a source of conflict for the family, once the individuals dedicate most of their time to it (Eddy et al., 2010). Consequently, they might show signs of neglect towards their families (Brett & Stroh, 2003). Subsequently, in order to stimulate their familiar sphere, employees engage in personal activities during their work time, something that also helps to reduce the WFC (Spector et al., 2006; Valcour & Hunter, 2005). In this way, assuming that the engagement in non-work related activities contributes to extenuate the WFC, we predict that, in contrast, the WFC will reduce employees' involvement in personal activities while on the job, because it is the proof that individual's investment is centered on work and not in family. On the other hand, as Frone (2003) preconized, the importance given by the individuals to work and family roles is dependent of their level of psychological involvement on a certain domain. Therefore, in a situation of WFC, in which the subject is naturally more focused on work, we are able to state that he is more involved in work tasks, being less predisposed to engage in non-work related activities. In sum, employees have no resources to get involved in personal activities during their work time, because their efforts are concentrated on work, the field that is absorbing their energy, attention and time, which leads to an imbalance between work and family. Literature corroborates this approach, given the contribution of Greenhaus and Beutell (1985) who postulated that when an individual experiences a situation of conflict, the pressures associated to one role compromise his ability to comply with what is required by the other role. In other words, we can affirm that all pressure and strain arising from work limits their performance in family domain, meaning that employees have no time to engage in non-work related activities, since they have to complete tasks and cooperate with duties associated to work, a sphere which is requiring more from them, in the moment of conflict.

In this sense, we propose that, contrary to family-to-work conflict, the WFC is negatively related to non-work related activities.

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*H3: WFC will be negatively associated with non-work related activities, so that employees who experience a higher level of WFC will engage in less personal activities during their work time, when compared to employees who do not.*

## V. Moderation's Role on the Relationship between NWRA and WFC

### 5.1 The Relationship between NWRA and WFC

As we mentioned before, the goal of our study is to understand if (contrary to family-to-work-conflict) the work-to-family conflict (WFC) reduces the time spent by employees in non-work related activities performed during work time. We hypothesized that, based on available theories about this issue. Once the WFC arises from a situation in which the work role limits the fulfillment of the family role (Netmeyer et al., 1996), we consider that individual's investment will be centered on work and not in family. So, employees will be more focused on work, being more psychologically involved in that domain of their lives (Frone, 2003). Therefore, we assumed that, in this case, employees have no emotional resources and time to get involved in personal activities during working hours, since all their efforts are concentrated on work, the sphere of their lives that is absorbing their energy, attention and time, with the objective of completing their work-related tasks that require a lot from them.

Aspiring to decrease the possible impact of WFC on non-work related activities and with the intent to fill some gaps in the literature about this topic (see D'Abate, 2005), we will test if OCBs and gender variables moderate, in fact, the relationship between non-work related activities and WFC.

### 5.2 The Moderating Role of OCB and Gender on NWRA

We consider that gender might moderate the relationship between non-work related activities and OCBs. To be able to understand how it occurs, we should take into account the existent literature about these variables.

As we seen before, employees who exhibit more OCBs show a lower tendency to engage in non-work related activities performed during working hours, once they generally avoid behaviors that could compromise the organizational performance (Bukhari, 2008). Maintaining this line of thought, literature states that female seem to be more concerned about ethical behaviors at work, since they appear to be more likely to behave more ethically than male (Beu et al., 2003). Although, women are more prone to understand that certain behaviors are unethical in workplace (Beu et al., 2003), envisioning them as an interference with their work, like what happens with cyberloafing (Lim & Chen, 2012), men have the tendency to perceive their engagement in personal activities at work (specially those involving the use of Internet)

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as a coping strategy that aims to make their work easier (Ferreira & Esteves, in press). In addition, men seem to look for sources of entertainment and relaxation while at work (Coker, 2013; Cunningham et al., 2012), spending more time in leisure-related tasks (Clark, 2000). Therefore, when employees exhibit a higher level of OCBs, we propose that male will engage in more non-work related activities.

However, on the opposite side, when employees practice less OCBs, we predict that female will be more disposed to get involved in personal activities during working time. This occurs owing to their motivation to engage in those activities. As a matter of fact, analyzed documents suggest that women spend more time focused on home-related issues during working hours than male (Ferreira & Esteves, in press), being their main motive to do it. The presence of OCBs plays a mitigating role, not only because it avoids counterproductive behaviors (Baker, 2005; Dalal, 2005), but also because female tend to show more cooperation than male and also attributed more value to their jobs than men (Ariani, 2013). Still, we hypothesize that:

*H4: Gender will moderate the relationship between non-work related activities and OCBs, so that, when employees exhibit less OCBs women are more likely to engage in personal activities during working hours; when employees exhibit a higher level of OCBs men will be more prone to get involved in non-work related activities.*

### 5.3 The Moderating Role of OCB and Gender on the relationship between NWRA and WFC

We believe that OCB and gender possibly moderate the relationship between non-work related activities and WFC together. In order to understand how it occurs, we should analyzed the existent literature about these variables.

As previously mentioned, the individuals who exhibit more OCBs seem to be less likely to engage in activities which may compromise the organizational performance or their own (Bukhari, 2008), preventing, hence, behaviors that could be harmful for the organization. In this way, we may state that those employees are strongly involved with their role at work domain (Frone, 2003), whereby they will less likely to engage in personal activities while on the job, even in a situation of WFC.

However, the fact of being a man or a woman may changes this reality, since females generally have to comply with more familiar responsibilities than male, due to their maternal role (Cox & Harquail, 1991; Hoschild, 1989). In truth, the increasing presence of women in the

labor market (Stam et al., 2014) brought bigger challenges into their lives, because they have to cope with their professional and familiar duties, exacerbated by their maternal role (Cox & Harquail, 1991; Hoschild, 1989). As evidence suggests, females spend more time focused on home-related concerns during working hours than male (Ferreira & Esteves, in press), and women tend to get more involved in personal and familiar related affairs (Clark, 2000). In contrast, men seem to forget their families when they are at work more easily than women. In this sense, though negative, the relationship between non-work related activities and WFC may vary according to employees' gender.

For that reason, in a situation of low WFC, for a lower level of OCB, we predict that men will be more likely to engage in personal activities while on the job. Similarly, in a situation of low WFC, for a higher level of OCB, we also assume that male will engage in more non-work related activities than female. Such fact is observed when men show a greater propensity to look for sources of amusement and relaxation while at work (Coker, 2013; Cunningham et al., 2012), spending more time in leisure-related tasks (Clark, 2000). In addition, women have the tendency to behave more ethically than men (Beu et al., 2003), perceiving personal activities (specially those which involve the Internet usage) as an interference in work (Lim & Chen, 2012). So, even though evidence suggest that female naturally spend more time focused on home-related preoccupations during working hours than male, on the absence of WFC, this does not happen, because they eventually don't feel an imbalance between their professional and personal life realms.

On the other hand, in a situation of high WFC, we predict that women will be more likely to engage in personal activities during company time, no matter the level of OCB. In this case, when females experience this type of conflict, they tend to respond to their familiar duties, emphasizing their role within their family (Guttek et al., 1991). Even when they practice more OCBs, they feel the need to perform non-work related activities as a way of dealing with domestic and cultural pressures towards their woman's role. Opposing to females, males who exhibit a higher level of OCB, in situations of greater contribution to the company, tend to focus on work, spending less time with personal purposes. So, we propose the following hypothesis:

*H5: There will be a three-way interaction of OCB, gender and WFC in non-work related activities, so that in a situation of high WFC and for a lower OCB level, females will spend more time in non-work related activities performed during working hours; in a situation of low WFC and for a higher OCB level, males will spend more time in non-work related activities performed during working hours; in a situation of low WFC and for a lower OCB level, females*



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*will spend more time in non-work related activities performed during working hours; in a situation of high WFC and for a higher OCB level, females will spend more time in non-work related activities performed during working hours.*

## VI. Method

### Methodology

We decided for a longitudinal methodology, more specifically the technique of daily diary study, because it allows us to understand the phenomenon of non-work related activities within the work context and its individual fluctuations (Iida, Schrouf, Laurenceau, & Bolger, 2012). Daily diary studies consist of the repeated application of a questionnaire during a certain period of time (e.g. one week, one month, one year), with the aim of comprehend events, moods, thoughts, feelings, behaviors and interactions, followed by the time in which they occurred (Iida et al., 2012). Data may be collected daily, as we did, once or several times per day, from the same individual but in different moments of time (Ohly, Sonnentag, Niessen, & Zapf, 2010). This approach has the advantage to enable collecting data in a natural context (Bolger et al., 2003), closer to reality (as compared to the data collected in a laboratory) (Ebner-Priemer & Kubiak, 2007).

In addition, we have the opportunity to consider the situational context whilst we study behaviors (Reis & Gable, 2000) and daily fluctuations which may happen at work (Ohly et al., 2010). Furthermore, daily diary studies are useful to capture the short-term dynamics within and between individuals on a work context (Ohly et al., 2010). All these reasons influenced the methodology's choice. Data was analyzed through hierarchical linear modeling (Heck, Thomas, & Tabata, 2010).

### Sample

Participants were chosen according to specific criteria, such as: having a job while the study was being done and being of legal age ( $\geq 18$  years). To access the participants, we contacted several companies, near Lisbon, to get them to participate in the study. Only three attended our request. One of them belongs to a well-known fast food restaurant chain and its culture is essentially based on stability and control. It had around 70 employees at the time of this study, 25 of which participated in our research. The second one dedicates itself to retail sales and integrates one of the largest Portuguese groups in this area. It is a company strongly faced towards the market with approximately 300 employees, being that, 10% integrated our sample. The other one is a small company active in business consultancy and accountancy services. It is a familiar business, in a beginning stage, with the aim to innovate, with 15 employees, 70% of them accepted to participate in our study.

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Initially, we had 65 participants. However, during this investigation, four of them were fired and five quit the study, whereby the sample had the total of 56 individuals. As we analysed different employees on a daily basis through hierarchical linear modelling, our dataset analysis consisted of 56 participants X 20 days = 1120 observations. The majority of the employees was female (66.1%) and the mean age was 30.5 years ( $SD = 10.2$ ; Minimum = 20; Maximum = 53). More than half of the sample possessed an undergraduate degree (60.7%), but only a few occupied a leadership position (14.3%), being the average seniority 5.4 years ( $SD = 7.85$ ). 50% of the individuals had permanent contracts and were working in medium companies. Regarding to their marital status, 66.1% of the employees were single and 23.2% were married. In what concerns to their family structure, most of the sample referred not having children (57.1%), whereas 26.8% affirmed to be parents of two. Daily working hours range between three and twelve and employees worked, on average, seven hours per day ( $SD = 1.6$ ). Participants belonged to different professional categories, namely: catering industry (26.8%), business consulting (10.7%), education (9%), sales (9%), human resources (7.2%), accountancy (5.4%), call centre (5.4%), social service (5.4%), management (5.4%), health (5.4%), sports (1.8%), IT Engineering (1.8%) and cleaning services (1.8%).

## Procedure

This study intends to investigate the relationship between non-work related activities performed during work time and WFC, as well as to identify possible variables which moderate that relationship. To provide the needed information, employees completed a diary questionnaire, during twenty days. On the first day, they answered several questions related to their personal data (e.g. gender, age, marital status, number of children, education's level, profession, seniority, number of daily working hours, type of contract and organization's size), they also indicated their perception about their own practice of OCBs and the presence of WFC in their lives. On the remaining days, the individuals filled a questionnaire in which they should indicate how much time (perceived) they spent (in minutes) with several non-work activities performed while on the job.

Before the beginning of the study, all the participants received an email containing a brief presentation of the research, being clarified about its purpose. It was also explained how they should fill in the questionnaire, as well as the time they would spend on it. Anonymity and confidentiality were also guaranteed. Then, the individuals signed an informed consent that

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showed their agreement with these terms. The questionnaire consisted in two versions – paper and pencil and digital – the participants chose according to their preference.

### Measures

As we mentioned before, the questionnaire was divided into two different parts. The first one, filled in on the first day, aimed to collect individuals' personal data (e.g. gender, age, marital status, number of children, education's level, profession, seniority, number of daily working hours, type of contract and organization's size) and measure their perceived level of OCB and WFC. All the items were selected from validated and reliable scales. Personal information was assessed through multiple choice questions.

OCB was rated with three-item scale (Van Dyne et al., 1994), a five-point scale ranging from 1 (strongly disagree) to 5 (totally agree). "I am generally receptive to attend requests to ensure tasks which are not required by my duties" is an example from this scale.

WFC was measured through the five work-family conflict items from Family-Work and Work-Family Conflict Scales (Netemeyer et al., 1996), counting with a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The third item was reversed score. "Work demands interfere with my family life" is an example of work-family conflict items.

To be able to investigate the validity of OCB and WFC scale constructs, we performed PCA and Varimax rotation. We also calculated Kaiser-Meyer-Olkin indicator ( $KMO=0.72$ ), which showed that there are no problems as regards to data identity and that the correlations between the items were adequate. Through the interpretation of the factor structure we obtained two components, which explain 75.6% the results 'variance. The first component is composed by the five items from work-family conflict from Family-Work and Work-Family Conflict Scales (Netemeyer et al., 1996) and has an explained variance of 45.13%; the second component corresponds to the three items of OCB from Van Dyne and colleagues (1994) and explains 30.5% of the results 'variance. Cronbach's coefficient alpha was 0.91 for WFC and 0.87 for OCB.

The other part, the daily diary, sought to understand the individuals' engagement in non-work related activities while on the job and was filled in during twenty continuous working days, including the first day of the study. This measure reveals the level of persons' engagement in personal activities on the specific moments tested.

In order to measure the level of employees' involvement in non-work related activities during work time, we created a list of possible personal activities in which they may eventually

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engage at work, such as: using company's phone for personal purposes, using personal phone, smoking, going to the bathroom, take a break for coffee, extending the lunch hour, sending or receiving personal e-mails, surfing on the Internet, making appointments, planning personal life, receiving visits from family and friends, keeping social conversations, daydreaming, leisure reading and paying personal bills. Participants should mark the ones they did (daily), indicating the time (in minutes) that they spent with those behaviors. This list was adapted to Portuguese reality from another that Caroline D'Abate (2005) conceived for her study *Working hard or hardly working: a study of individuals engaging in personal business on the job*. Further we didn't include certain items on our list, but we also added other activities that D'Abate (2005) didn't refer, like going to the bathroom and smoking.

## Control Variables

We included education level (basic education; high education) and marital status (single; married/with a partner) as control variables. We considered these variables, due to their potential effect in the relationship between non-work related activities and WFC.

Regarding education level, literature postulates that it appears to be differences between employees with a lower or a higher education level in what concerns to their engagement in non-work related activities performed during working hours, so that the individuals with a higher education level revealed a major tendency to get involved in personal activities at work (Chak & Leung, 2004; Garret & Danziger, 2008b). This occurs, because those employees generally have jobs which involve management positions or which require significant psychological resources and a stronger work commitment (Carnicer, Sánchez, & Pérez, 2004), leaving no time to engage in personal activities at work. In addition, education level also may influence the relationship between non-work related activities and WFC, because, in that situation, those employees seem to have more tasks to complete, as well as more work demands to attend, engaging in less personal activities performed during working hours.

In turn, we also considered marital status as a control variable, since it brings serious implications to WFC (Cinamon & Rich, 2005). In truth, evidence suggests that married people, specially women, need more time to spend on housekeeping chores and to attend family commitments, when compared with the single ones. In this sense, marital status could influence with the negative relationship expected between non-work related activities and WFC, once married employees could be more likely to engage in those activities, with the objective to achieve a balance between work and family.

## VII. Results

### Non-work Related Activities

We asked employees to indicate in which personal activities they engaged during their work time and how much time (in minutes) they spent on them. To this effect, we created a list of possible non-work related activities. Table 1 shows how often the individuals engage in personal activities at work, as well as the time they spend doing them, on average, in a week. For this purpose, we assumed that a working week corresponds to five days.

Through the observation of table 1, we can conclude that non-work related activities in which employees more assumed to engage were: going to the bathroom (54.7%), keeping social conversations (43.7%), using personal phone (43.3%) and daydreaming (22%). Personal activities involving the use of Internet, as surfing on the Internet (17.3%), and take a break for coffee (17.9%) were also significantly reported. Making appointments (1.6%) and paying personal bills (1.8%) were the least practiced by participants. As regards to the time spent by employees with personal activities performed while on the job, we found that, daily, they wasted an average of 26 minutes (131 minutes per week) with this type of activities, a low value if compared with prior research and that will be discussed in the next chapter. However, the mean scores increase when we analyze the activities in a separate way. Though, the non-work related activities the individuals dedicated more time were: keeping social conversations (29.5 min.), going to the bathroom (20 min.), using personal phone (17.5 min.) and daydreaming (16.6 min.).

Table 1 – Non-work Related Activities Performed at Work

<b>Activity</b>	<b>Frequency of Responses (%)</b>	<b>Time Spent in minutes (Weekly)</b>
Using Company's phone for personal purposes	7.2%	5.37
Using personal phone	43.3%	17.5
Smoking	7.6%	2.85
Going to the bathroom	54.7%	20
Break for coffee	17.9%	4.25
Extending the lunch hour	4.6%	1.85
Sending or receiving personal e-mails	15.3%	6.05
Surfing on the Internet	17.3%	9.1
Making Appointments	1.6%	0.55
Planning personal life	5.5%	2.05
Receiving family or friends visits	9.7%	10.2
Keeping social conversations	43.7%	29.5
Daydreaming	22%	16.6
Leisure Reading	2.5%	3.8
Paying personal bills	1.8%	1.25

## Data Aggregation

The dataset of analysis consisted of 56 participants who were observed during twenty continuous working days (1120 observations). Literature postulated that the temporal interval used to test the theory should be chosen in accordance with the phenomenon which we aim to observe (Zaheer, Albert, & Zaheer, 1990). In this way, owing to the fact that the individuals experience different situations on a daily basis, we considered adequate to measure changes which occur on engagement in non-work related activities on a daily level. Data was analyzed with the Hierarchical Linear Modelling (HLM) (Heck, Thomas, & Tabata, 2010), through SPSS 20.0.

With the intent to test the hypothesized interaction effects, variables were entered in four steps. Firstly, the intercept-only model (null model) was estimated; then, we introduced control variables – education level and marital status (Model 1); after, gender and OCB (personal variables) were added to the model (Model 2); next, WFC (contextual variable) was entered (Model 3); and, lastly, we introduced the interaction terms – OCB\*gender (2-way); OCB\*age\*WFC (3-way) (Model 4). We introduced all the interaction terms in the same step, because the involved variables are at the same level. The improvement of each model over the previous one was measured through the difference between likelihood ratios. That difference follows a chi-square distribution, by which the degree of freedom is equal to the number of new parameters added to the model.

Furthermore, the intercept-only model revealed to be significant ( $p < .001$ ) for the dependent variable, which shows the existence of daily fluctuations in the individuals' level responses, supporting, hence, the application of multilevel analysis. In addition, we found that 43% of the total variation in non-work related activities was due to inter-individual differences.

## Scales Validity

In order to test validity of independent variables (OCBs and WFC), we performed a confirmatory factor analysis (CFA), through AMOS software. Results showed an adjustment in the independence of the two factors (OCBs and WFC), as we can conclude [ $\chi^2_{(14)} = 18.263$ ,  $p = .195$ , CFI = .986, RMSEA = .074]. The covariance of associate errors of the two factors was estimated with similar means, a procedure which derives from a post-test of modification indices (O'Brien, 1994). According to the Harman's single factor (Podsakoff, MacKenzie, Lee,

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& Podsakoff, 2003), findings suggest a possible absence of common method variance, essentially due to independence of the studied self-reported measures.

### Mean Scores, Standard Deviations and Intercorrelations

Table 2 displays mean scores, standard deviations and intercorrelations of variables. To calculate the correlation between day-level and person-level variables, day-level ones were averaged across the twenty day. As we can see, non-work related activities (dependent variable) appears to be significantly correlated with all the other variables considered in this study. Likewise, the remaining variables' intercorrelations also show that they are correlated to each other.

Table 2 - Means, Standard Deviations and Correlations among variables considered at level 1 and level 2

	M	SD	1	2	3	4	5	6
<b>Level 1 Variable – Day Level (N= 1120)</b>								
<b>1</b> NWRA	1.88	2.23						
<b>Level 2 Variables – Person Level (N= 56)</b>								
<b>2</b> Education Level	1.61	.49	.21**					
<b>3</b> Marital Status	1.27	.44	.04	-.09**				
<b>4</b> Gender	1.66	.47	.12**	.19**	-1.63**			
<b>5</b> OCB	3.63	.95	-.18**	-.19**	.08**	-.06	<b>(.875)</b>	
<b>6</b> WFC	2.75	.56	-.16**	.22**	.22**	.26**	-.06*	<b>(.912)</b>

Notes: \*  $p < .05$  \*\* $p < .01$ ; The Internal Consistency Reliability (Cronbach's Alphas) are in bold italic and on the diagonal parentheses. Education Level: Basic Education 1; High Education 2; Marital Status: single 1; engaged 2; Gender: Male 1; Female 2; OCB – Organizational Citizenship Behaviors; WFC – Work-to-family conflict

### Test of Hypotheses

Hypothesis 1 stated that gender is associated with non-work related activities, so that males engage in more personal activities performed during working hours. Hypothesis 2 stated that OCBs are negatively associated with non-work related activities. Hypothesis 3 stated that WFC is negatively associated with non-work related activities. Hypothesis 4 stated that gender



moderate the relationship between OCB and non-work related activities. Hypothesis 5 stated that OCB and gender moderate the relationship between non-work related activities and WFC.

Table 3 displays model fit information (difference of  $-2 \times \text{Log}$ ) and estimates according to fixed and random parameters. Model 1, which includes the control variables (education level and marital status) was compared to the null model, which included only the intercept. Model 1 revealed significant improvement over the null Model ( $\Delta -2 \times \log = 3.73$ ;  $df = 2$ ;  $p < .001$ ). In Model 2, gender and OCB were entered, but it showed no significant improvement over Model 1 ( $\Delta -2 \times \log = -.39$ ;  $df = 2$ ;  $p < .001$ ). The findings show that gender isn't associated with non-work related activities, because this relationship isn't statistically significant, whereby we refused hypothesis 1. However, OCBs are negatively associated with non-work related activities, supporting the hypothesis 2. In Model 3, WFC was added and it showed further improvement over Model 2 ( $\Delta -2 \times \log = 1.10$ ;  $df = 1$ ;  $p < .001$ ). WFC is negatively associated with non-work related activities, so hypothesis 3 was confirmed. Finally, in Model 4 the interaction terms (OCB\*gender; OCB\*gender\*WFC) were added. Model 4 showed a little improvement over Model 3 ( $\Delta -2 \times \log = .37$ ;  $df = 2$ ;  $p < .001$ ). Through the observation of table 3, we can verify that the estimate of the interaction among OCB and gender and OCB, gender and WFC is significant. Thus, the hypotheses 4 and 5 were supported.

The interaction among OCB and gender is illustrated graphically in Figure 1, which is plotted at one standard deviation above and below the mean of OCB. As we can see in Figure 1, when the level of OCBs increases, the individuals of both genders spend less time performing personal activities during working hours. This effect is more observed on women, maybe because they tend to behave more ethically than men (Beu et al., 2003). Nevertheless, we should note that, when the level of OCB is lower, female are more involved in non-work related activities than male. So, we have conditions to affirm that women's behavior is more likely to be affected by OCBs.

The interaction among OCB, gender and WFC is illustrated graphically in Figure 2, which is plotted at one standard deviation above and below the mean of OCB and WFC. As Figure 2 shows, in a situation of low WFC male engage in more personal activities performed during work time as compared to female. As the level of WFC increases, women become those who engage in more non-work related activities while on the job. These results are valid for any level of OCB practices – low and high. However, when the level of OCB is high, men and women dedicate less time to non-work related activities, compared with a lower level of OCB. In brief, our results indicate a strong influence of OCBs, which are not only able to reduce the

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engagement in non-work related activities, but also to help to counteract gender influence. So, hypothesis 5 was supported.

Table 3 – Multilevel estimates for models predicting non-work related activities

Parameter	Null Model	Model 1	Model 2	Model 3	Model 4
<b>Fixed Effects</b>					
Intercept	1.89*** (.20)	-.31 (.82)	.94 (1.24)	2.89 (1.64)	-7.44** (3.09)
<b><u>Control Variables</u></b>					
Education Level		1.07** (.37)	.77 (.39)	1.16** (.39)	1.08*** (.32)
Marital Status		.37 (.49)	.36 (.44)	.64 (.44)	.54 (.34)
<b><u>Personal Variables</u></b>					
Gender			.34 (.39)	.03 (.43)	1.87* (.91)
Organizational Citizenship Behavior (OCB)			-.36* (.18)	-.29 (.20)	.37 (.39)
<b><u>Contextual Variables</u></b>					
Work-to-Family Conflict (WFC)				-.36** (.36)	1.87** (.76)
<b><u>Interactions</u></b>					
OCB*Gender					.85* (.39)
OCB*Gender*WFC					-.49*** (.14)
<b>Random Parameters</b>					
Level 2 Intercept	2.88*** (.13)	2.88*** (.13)	2.88*** (.13)	2.88*** (.13)	2.88*** (.13)
Level 1 Intercept	2.14*** (.44)	.59 (.33)	.03 (.04)	.16 (.14)	.14 (.03)
-2 X log likelihood	4478.69	4467.95	4466.35	4465.25	4465.15
Difference of -2 X log		3.73	-.39	1.10	.10
Number of Parameters		2	2	1	2

Note: Standard deviation errors are in parenthesis.

\* $p < .05$ ; \*\* $p < .01$ ; \*\*\* $p < .001$

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Figure 1. Moderating Effect of OCB and Gender

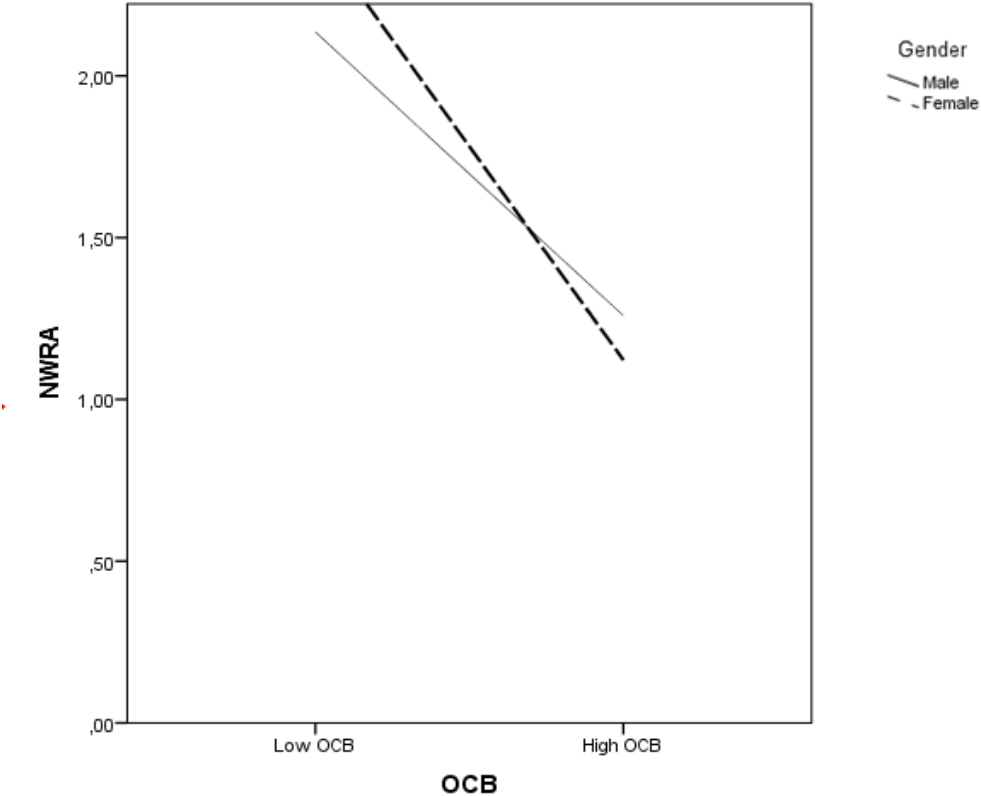
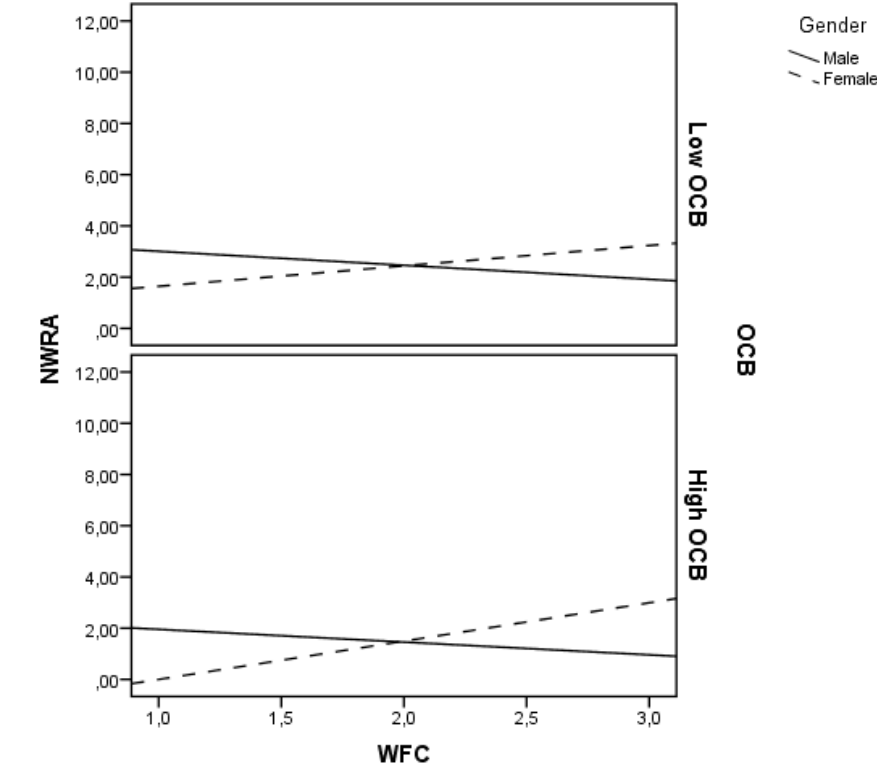


Figure 2. Moderating Effect of OCB, Gender and WFC



## VIII. Discussion

Our research aimed to contribute to the advance of the literature about non-work related activities. We conducted this study based on the assumption that, sometimes, the individuals see the performing of personal activities during working hours as a way of dealing with events that they can't solve at home (Valcour & Hunter, 2005), in an attempt to achieve a balance between the different spheres of their lives, personal and professional (D'Abate, 2005; Eddy et al., 2010), in order to reduce their conflicting roles (Clark, 2000). However, we started from the proposition that the practice of personal activities during working hours entails high costs to companies (Johnsons & Rawlins, 2008), specially in financial (Johnsons & Rawlins, 2008), legal (Eyres, 2002) and performance (Johnsons & Rawlins, 2008) levels. Wherefore, our purpose has become to understand if (contrary to family-to-work conflict) the WFC reduces the time spent by employees with non-work-related activities performed at work. In addition, we sought to find specific variables that moderate this relationship and eventually help us to explain the possible impact of WFC in non-work related activities.

One of our intents was to fill the existing gap in what concerns the measuring and quantification of non-work related activities (D'Abate & Eddy, 2007), and to identify exactly in which personal activities employees engage. Through descriptive statistics, we found out that the average time an employee devotes to personal activities while on the job was about 26 minutes per day and 131 minutes per week. Our findings are somewhat different as compared with similar studies. For example, D'Abate and Eddy (2007) showed that employees spent one hour and twenty minutes a day with non-work related activities; most recently, Ferreira and Esteves (in press) also demonstrated that the individuals spent, on average, 58 minutes per day on personal activities. Whilst our results have indicated that a significant amount of work time is wasted by employees, the time is considerable less than the one found in previous works. Nevertheless, we should consider that we used the technique that having a daily diary study survey, given to employees during twenty continuous working days. The fact we applied the same questionnaire every day, may have resulted in a socially desirable response (see Moorman & Podsakoff, 1992). Such fact could have contributed to reduce the average time spent with non-work related activities. Our research was based on self-report as well. Ferreira and Esteves (in press) measured the frequency and time spent by employees in personal activities through observation, which could have provided a more specific perspective about employees' habits, once, not rarely, they believe that spend less time in non-work related activities performed at work than they really did. In addition, the individuals who integrated D'Abate and Eddy's

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research (2007) had a fixed number of working hours (around eight hours), as well as the ones who participated in Ferreira and Esteves's study (in press). Our participants worked in different companies and had different working hours, part-time was included too. So, if employees work less hours, they obligatorily engage in personal activities for less time. We also concluded that the activities in which employees more assumed to engage were: going to the bathroom (54.7%), keeping social conversations (43.7%), using personal phone (43.3%), daydreaming (22%), taking coffee breaks (17.9%) and surfing on the Internet (17.3%). However, they seemed to spend more time keeping social interactions, going to the bathroom, using their personal phones and daydreaming. This evidence is consistent with the prior research, mainly with Ferreira and Esteves's study (in press), which, similarly to ours, also consider physiological needs (e.g. going to the bathroom, taking a coffee break or smoking).

Hypothesis 1 stated that gender is associated with non-work related activities, so that male engage in more personal activities during their work time when compared to female. It was not corroborated, since our results were not statistically significant. Whilst our hypothesis were based on consistent theory, we consider that results may have been biased by sample. In truth, female correspond to more than half of the sample (66.1%). Therefore, in our opinion, the lack of homogeneity in sample may be a factor to take into account. In fact, we can't forget that the existent research about this issue shows contradictory results (Weatherbee, 2010).

Hypothesis 2 stated that OCB is negatively associated with non-work related activities. Our findings supported this prediction. As we mentioned before, OCBs contribute on a positive way to the proper functioning of companies, being related to the improvement of the financial performance in organizations (Organ et al., 2006). As a matter of fact, several authors stated that the individuals who engage in more OCBs are less likely to exhibit behaviors which may compromise organizational performance or, even, their own (Bukhari, 2008). Likewise, literature reveals the existence of a negative relationship between OCBs and CWB (Baker, 2005; Dalal, 2005), in which non-work related activities may be included (Griffin & O'Leary-Kelly, 2004). Other evidence also showed that the individuals who practice more OCBs are less likely to engage in personal activities involving the Internet use during their work time (Kim et al., in press). Focusing on our results, it appears to be a negative relationship between non-work related activities and OCBs, easily explained by the fact that employees who engage in more OCBs are less prone to get involved in personal activities performed when at work, once OCBs are related to an extra devotion to work and because they avoid behaviors that could be harmful for the organization as a result of their strong sense of citizenship towards the company.

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Regarding hypothesis 3, we realized that, in fact, WFC is negatively associated with non-work related activities, as we predicted. Actually, WFC is the proof that individual's investment is centered in work and not in family. Indeed, WFC occurs when work requirements conflict with the fulfillment of family responsibilities, which denotes that employees are more focused on work and, therefore, more psychologically involved on that domain (Frone, 2003). Thus, the individuals are less likely to engage in non-work related activities as a way to comply with their family duties, because their effort is focused on work, the domain that is absorbing their energy, attention and time. This leads to an imbalance between work and family. Accordingly, Greenhaus and Beutell (1985) postulated that when an individual experiences a situation of conflict, the pressures associated to one role compromise his ability to cope with what is required by the other role. This means that all pressure and strain that arises from work limits employees' performance on their family domain. Following this line of thought, our findings may be explained by the fact that, when they are experiencing a situation of WFC, employees are more involved in work tasks, having no time to engage in non-work related activities, since they have to complete more tasks and comply with duties associated to work, a sphere which is requiring more from them at the moment.

Concerning hypothesis 4, we noticed that gender moderates the relationship between non-work related activities and OCBs, as we proposed. Thus, when employees exhibit higher levels of OCBs, female are less inclined to engage in non-work related activities. Though, if employees practice less OCBs, female will show a greater tendency to get involved in personal activities while on the job. Our findings are supported by evidence on this issue, which postulate that women tend to behave more ethically than men (Beu et al., 2003), perceiving certain unethical behaviors as an interference with their work. In contrast, male see non-work related activities (specially those where they use Internet) as a coping strategy that aims to facilitate their work (Ferreira & Esteves, in press), helping them to legitimize their practice. Nevertheless, while men seem to look for sources of entertainment and relaxation at work (Coker, 2013; Cunningham et al., 2012), spending more time in leisure-related tasks (Clark, 2000). Women spend more time focused on home-related concerns during their working hours than male (Ferreira & Esteves, in press). This is a fact that can't be ignored. The absence of OCBs contributes to increase women's engagement in non-work related activities.

The fifth hypotheses had the objective of understanding if gender and OCB moderate the relationship between non-work related activities and WFC and were corroborated. According to the results and as was expected, in a situation of low WFC, male engage in more personal activities performed during working hours no matter the level of OCB (low or high). These

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findings may be explained through the different behavior patterns that men and women assume. In short, male show a greater tendency to look for sources of entertainment and relaxation while at work (Coker, 2013; Cunningham et al., 2012), spending more time in leisure-related tasks (Clark, 2000). Female tend to behave more ethically than men (Beu et al., 2003), an aspect that OCB reinforces, perceiving personal activities (specially those which involve the Internet usage) as an interference at work (Lim & Chen, 2012). Likewise, women appear to possess guilty feelings and be more insecure when it comes to performing non-work related activities, specially those requiring Internet use (Broos, 2005; Hargittai & Schafer, 2006). On the opposite side, but as we predicted, in a situation of high WFC, female engage in more non-work related activities while on the job, when compared to men. In truth, evidence suggests that women spend more time focused on home-related events throughout working hours than men (Ferreira & Esteves, in press), as well as women tend to get more involved in personal and family related affairs (Clark, 2000). So, the presence of WFC reinforces this response. In the same way, when females experience this type of conflict, they have the tendency to respond to their family duties, emphasizing their role in the family (Gutek et al., 1991). Even when they practice more OCBs, they feel the need to perform non-work related activities in order to deal with family and cultural pressure towards their woman's role. Actually, recent findings postulated that women are less satisfied with the balance between work and family than men (Eurofound, 2010). On the other hand, men who exhibit a higher level of OCB, in situations of greater contribution to the company, tend to focus on work, spending less time with personal purposes, when compared with females.

## Theoretical Implications

This research provides significant contribution for the management literature. In this way, and as we aimed, it filled important gaps in literature. Firstly, the present study contributed to the advance of theory in non-work related activities' field, since this is a relatively recent area of interest for scholars, still relying on few research (D'Abate, 2005; Ferreira & Esteves, in press). Secondly, we focused on the relationship between personal activities performed during working hours and WFC. This was another important innovative aspect, given the fact that it has never been done. The existing studies about the balance between personal and professional life only cover the family-to-work conflict (see D'Abate, 2005; D'Abate & Eddy, 2007; Eddy et al., 2010) issue.

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In addition, we measure the duration of non-work related activities and identified those in which employees were more engaged, in order to attend the existing need to investigate this phenomenon accordingly to a behavioral focus, as D'Abate (2005) noted. At this point, our findings also extend to theoretical contribution, once we included several personal activities that hadn't been studied before. For example, and like Ferreira and Esteves (in press) did, we considered physiological needs (e.g. going to bathroom) and psychological additions (e.g. take a break for coffee and smoking). Previous studies about this matter didn't do it (e.g. D'Abate, 2005; Eddy et al., 2010).

Literature also indicated that there is a need to empirically examine the relationship between non-work related activities and other variables (D'Abate & Eddy, 2007). In this sense, we included several factors in our study – gender, OCB and WFC, due to those factors, we found insightful results. Aside from the innovative nature of the relationship between non-work related activities and WFC, our findings also showed a negative relationship between those activities and OCBs, which may open a new line of investigation about the influence of citizenship behaviors and motivation for work. On the other hand, we are able to prove that gender moderates the relationship between non-work related activities and WFC. Thus, we filled an important gap in the gender literature, because there was a need to investigate if gender differences really exist (D'Abate & Eddy, 2007) and how strong the relationship between gender and non-work related activities is (Weatherbee, 2010). So, as we expected females engage in more personal activities while on the job when they are experiencing a situation of WFC, no matter their level of OCBs (low or high), once they tend to get more involved in personal and family related affairs (Clark, 2000) and spend more time focused on home-related concerns during working hours than men (Ferreira & Esteves, in press), who are more leisure-related oriented (Coker, 2013; Cunningham et al., 2012; Clark, 2000). This was an important finding, since we demonstrated that the simple presence of OCBs may counteract the natural tendency that women have to engage in more non-work related activities, once the time they spent with them is lower than when they practice less OCBs. Yet about gender, we also discovered that it moderates the negative existing relationship between non-work related activities and OCBs.



## Practical Implications

The present study provides important practical implications. First of all, concerning to the time spent by employees engaging in non-work related activities, we can conclude that although our results indicate a lower part of time wasted by employees than it was found on previous works, we had to invest on actions in that area. So, it may be useful to employers to receive training on this issue. Thus, through training sessions, they are to learn more about what are the best practices to adopt according to their specific context (Ferreira & Esteves, in press). Secondly, the communication between managers and employees is very important, given the fact that it is a way to explain the implications that non-work related activities performed during working hours can bring to the organizations (Ferreira & Esteves, in press) and their own performance.

Our findings about gender constitute another important practical implication. As we mentioned before, women are more affected by WFC effects. Therefore, they engage in more personal activities while on the job when they are experiencing a situation of WFC, in order to comply with their family obligations, intensified by their maternal role (Cox & Harquail, 1991; Hoschild, 1989), since they spend more time focused on home-related concerns during working hours than men (Ferreira & Esteves, in press). So, in order to deconstruct the stereotype that female are less productive than male and change their behavior, it is important to promote policies to help employees achieve the balance between work and family. In this way, companies can invest in telecommuting jobs (Ruitenbergh & De Beer, 2012), allowing employees to work from home, an important opportunity to work and be close to their family, at the same time. Managers should also seek to find alternatives to the traditional eight hour work time schedule (Ferreira & Esteves, in press). For example, if companies let women work in part-time during their children's first years, we consider that their performance could be better. Moreover, Marques (2006) already noted that several departments were taking their first steps in that field.

On the other hand, the existing negative relationship between non-work related activities and OCBs shows the great importance of this variable for the understanding of this issue. Thus, it would be positive to train employees in order to develop OCBs, as well as to hire those who present this characteristic, once OCB not only reduces the engagement in personal activities during working hours but also because it is related to innumerable positive outcomes.

Finally, in spite of the presence of WFC extenuates employees' involvement in non-work related activities, we should take into account its adverse effects. In truth, WFC leads to

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productivity loss (Johns, 2011), job dissatisfaction (Mesmer-Magnus & Viswesvaron, 2005), turnover intentions and absenteeism (Anderson, Coffey, & Byerly, 2002). Therefore, the WFC shouldn't be promoted.

## Limitations and Future Research

The current study gave a considerable contribute to fill some gaps in literature. Nonetheless, it isn't free of limitations. One of them is the fact that we have a convenient sample. Maybe due to this reason, we noticed a certain lack of homogeneity in the sample, which might have biased some results (e.g. hypothesis 1). Therefore, it would be interesting to test the relationship between non-work related activities and other variables with a more homogenous sample. It would allow us to extract important conclusions about the dynamic between non-work related activities and other demographic variables, for example. That scenario could also provide a basis to include our control variables (e.g. education level and marital status) in research.

The same questionnaire was applied every day during twenty continuous working days. This fact may have resulted in a socially desirable response. In other words, employees might have responded in accordance with what they considered that others would see as right or more ethical. Subsequently, study's duration may have caused fatigue on employees, who eventually began to answer the questions in the same way, after a few days. Moreover, the questionnaire constitutes a measure of self-report, which, as we know, depends on participant's perspective. So, he/she can say the truth or not, as well as he/she may also have a personal perspective slightly different from the reality, which could have altered the results.

On the other hand, an important limitation of our research is the lack of an objective instrument to measure non-work related activities. As we explained on previous chapters, we created a list of possible non-productive activities with the aim of getting the employees indicating the activities they engaged in the time they spent doing them. However, we can't prove what really happened, because we didn't see the individuals performing such behaviors. In brief, it would be important to improve this aspect. We can do it, for example, through observation as Ferreira and Esteves (in press) did. In their study, they observed employees' behavior during three months and measured the time spent with non-work related activities using a multitasking digital chronometer (*Launch Grinstone 2*).

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Nevertheless, despite the limitations, the current study helped to open the horizons about possible directions that future research could follow. Firstly, our findings showed a vast dimension left to explore in what concerns to non-work related activities. Besides, it would be interesting and even useful to reduce the list of personal activities that we used. In truth, our list counted with fifteen non-productive activities performed at work. As we can observe in the results section, some of them were rarely practiced. Therefore, we could study the ones which were more reported (e.g. using personal phone, social conversations, surfing on the Internet, go to the bathroom, etc.).

Secondly, we can't ignore the relationship between non-work related activities and WFC. Thus, it would make sense to include, or at least control, other demographics besides gender, such as age or number of children, once these variables may affect work-to-family-conflict. It is important to continue exploring the thematic of balance between professional and family life, investing in the policies that allow us to reduce the engagement in personal activities during working hours, but without sacrificing personal life through the WFC.

Furthermore, we found that gender plays an important role on employees' behavior patterns. As a result, it would be interesting to study the association between gender motivations and employees' involvement in non-work related activities, just like Ferreira and Esteves (in press) did. It would also be important to seek to understand what is behind this behavior, besides gender roles.

Given the importance that OCBs and WFC showed to understanding NWRA and its fluctuations, it would be interesting measuring those variables on a daily basis too, as we did with NWRA.

Finally, future research should consider the study of the relationship between non-work related activities and performance, since the existing results are inconclusive. Actually, only D'Abate and Eddy (2007) studied this issue and found no significant relationship between these variables.

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Annex A

## Striving for the best of both worlds

Esta investigação tem como objetivo estudar o modo como os comportamentos dos indivíduos variam ao longo de um dia de trabalho, no que toca à forma como gerem o seu tempo. O presente questionário é anónimo e a investigação dele resultante só será utilizada para fins académicos, sendo a sua eventual publicação realizada, apenas, em revistas da especialidade. Peço-lhe que seja sincero(a) nas suas respostas, pois o que importa é a sua opinião pessoal, não existindo, por isso, respostas certas ou erradas.

### Parte I (Dia 1)

1. Responda, por favor, às questões abaixo. Estas são acerca dos seus dados pessoais, que serão utilizados apenas para fins estatísticos.

**Sexo:**  <sup>1</sup>Masculino;  <sup>2</sup>Feminino

**Idade:** \_\_\_\_\_ anos

**Estado Civil:**

<sup>1</sup> Solteiro;  <sup>2</sup> Casado;  <sup>3</sup> Viúvo;  <sup>4</sup> Divorciado  <sup>5</sup> União de Facto  <sup>6</sup> Outro: \_\_\_\_\_

**Número de filhos:** \_\_\_\_\_

**Escolaridade:**

<sup>1</sup> Até à 4.ª classe;  <sup>2</sup> Entre o 5.º - 9.º ano;  <sup>3</sup> Entre o 10.º - 12.º ano;  <sup>4</sup> Ensino Superior ou equiparado

**Área/setor de atividade da organização em que trabalha:** \_\_\_\_\_

**Exerce um cargo de chefia?**  <sup>1</sup> Sim;  <sup>2</sup> Não

**Nº médio de horas de trabalho diárias:** \_\_\_\_\_ h

**Há quanto tempo trabalha nesta organização:** \_\_\_\_\_ anos

**Dimensão da organização face ao número de trabalhadores (aproximadamente):**

<sup>1</sup> Micro (até 9 trabalhadores);  <sup>2</sup> Pequena (10-50 trabalhadores);  <sup>3</sup> Média (51-250 trabalhadores);  <sup>4</sup> Grande (mais de 250 trabalhadores)

**Qual é a sua situação nesta organização:**

<sup>1</sup> É trabalhador efetivo;  <sup>2</sup> Tem contrato a termo certo;  <sup>3</sup> Recibos verdes;  <sup>4</sup> Outra: \_\_\_\_\_

Pense, agora, na relação que tem com a empresa na qual trabalha e responda às questões seguintes, utilizando a escala abaixo.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Discorda totalmente	Discorda	Não concorda nem discorda	Concorda	Concorda totalmente

1. Sou geralmente recetivo a pedidos para assegurar tarefas não exigidas pelas minhas funções	1	2	3	4	5
2. Ofereço-me frequentemente para fazer tarefas não exigidas pelas minhas funções	1	2	3	4	5

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3. Estou disposto a trabalhar mais do que tenho trabalhado para ajudar a organização a ter êxito	1	2	3	4	5
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Pense, agora, nas suas obrigações profissionais e no modo como estas condicionam a sua vida pessoal. Para cada uma das afirmações seguintes, coloque um círculo ou uma cruz para demonstrar o seu desacordo ou acordo face ao item que descreve as suas experiências de trabalho. Utilize a seguinte escala (1 a 5):

Discordo totalmente 1	Discordo 2	Não concordo nem discordo 3	Concordo 4	Concordo totalmente 5
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1. As exigências do meu trabalho interferem com a minha vida familiar	1	2	3	4	5
2. Devido à quantidade de tempo que dedico ao trabalho tenho dificuldade em cumprir com as minhas responsabilidades familiares	1	2	3	4	5
3. Devido às exigências do meu trabalho, não consigo fazer as coisas que quero fazer em casa	1	2	3	4	5
4. As pressões geradas pelo meu trabalho tornam difícil fazer mudanças nos meus planos de atividades familiares	1	2	3	4	5
5. Devido às minhas responsabilidades relacionadas com o trabalho tenho de fazer mudanças nos meus planos de atividades familiares	1	2	3	4	5

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Annex B

**Parte II (Dia 1 ao Dia 20)**

Hoje, durante o seu horário de trabalho, e **excluindo a pausa da refeição**, quanto tempo consumiu, aproximadamente, com as seguintes tarefas? Responda indicando um tempo aproximado em minutos.

Usar o telefone da empresa para fins pessoais.
Usar o telemóvel para efeitos pessoais.
Fumar.
Ir á casa de banho.
Beber café.
Chegar atrasado da hora de almoço.
Enviar e/ou receber <i>emails</i> pessoais.
Utilizar a internet para fins pessoais (e.g. pesquisa, chats, <i>Facebook</i> , etc.)
Marcar compromissos (e.g. médico, esteticista, etc.).
Planear a vida pessoal (e.g. listas de compras, plano de férias, etc.).
Receber a visita de familiares ou amigos.
Conversas sociais (que passam os limites do trabalho).
“Sonhar acordado” (estar desconcentrado).
Leitura recreativa
Compras e Pagamento de contas <i>online</i> .

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