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"Digital Distractions: Smartphone Intrusion and Productivity in IT Workspaces"

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Abstract

The ubiquitous use of smartphones for both personal and professional purposes has garnered significant attention due to its role in providing individuals with the flexibility to work remotely. While technology adoption in the workplace offers numerous advantages, the escalating prevalence of smartphone usage has introduced challenges, notably in the form of Personal Life to Work Life Smartphone Intrusion and Work Life to Personal Life Smartphone Intrusion.

This study investigates the influence of organizational attitudes towards Digital Distractions-Smartphone Intrusion on employee productivity. A sample of 576 IT professionals in Chennai participated in the survey, employing Smart PLS for hypothesis testing and model analysis. The findings reveal that both personal intrusions affecting work and work intrusions disrupting personal lives significantly influence employee output. This suggests that organizations have a crucial role to play in shaping digital habits and minimizing smartphone-related distractions, ultimately boosting employee productivity and well-being.

Keywords - Smartphone, Organisational Attitude,Work-Life, Smartphone Intrusion, Job Performance, Productivity

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1. Introduction

> *On June 29, 2007, the first SmartPhone was released. It's only been a decade, but today it's hard to imagine the world that existed before smartphones. Every facet of life has changed, including the workplace. The question is whether the change, on balance, has been good or bad.* (*Forbes*, June 22, 2017)

As per the Nielsen, (2015), the average Indian spends around two hours and 45 minutes per day on their Smartphone. Smartphones have transformed into a basic human necessity. This multipurpose gadget has become an extended version of us (India Times, December 2013). The telecom super consumer typically is a tech-savvy, urban Smartphone user and they utilize three times more data than regular consumers. The use of technology at work becomes more and more popular everyday "In fact, some mobile phone users consider their handsets as extensions of their physical selves" (Campbell & Russo, 2003). Use of job-provided or personally owned Smartphone at work and at home, has created a "new open-door policy," portending many changes for employees and organizations Haejung Yun et al, 2012. However, some researchers (Nancy A. Cheever et al,2014; Chesley, 2005; Haejung Yun et al,2012; Chesley& Johnson, 2010; Currie & Eveline, 2011) have examined whether this technology is having a negative impact on employees' ability to balance work and life. For most people, the servant has become the master. Not long ago, only doctors were on call all the time; now everybody is. Bosses think nothing of invading their employees' free time. Work invades the home far more than domestic chores invade the office. Otherwise-sane people check their smartphones obsessively, even during pre-dinner drinks and send emails first thing in the morning and last thing at night (*The Economist*, 2012, "Slaves to the smartphone – The horrors of hyper connectivity – and how to restore a degree of freedom"). Recent research further strengthens these concerns. A University of California, Irvine study found that excessive smartphone use among remote workers leads to decreased job satisfaction and increased burnout (Koo, 2023). Similarly, another study revealed a negative correlation between smartphone addiction and work-life balance among employees (Whelan, 2024).

2. Literature Review

Many people today regard their computers, tablets, and smartphones as indispensable, both professionally and personally. But they can also be dangerous: Research shows that spending too much time on e-mail and social media reduces your productivity and engagement at home and at work. (Rosen, 2015). The use of smartphones has been linked to a fundamental shift in how the boundaries between work and home are constructed (Golden and Geisler, 2007; Shumate and Fulk, 2004;Wajcman, 2008) increasing organizational expectations with respect to employee productivity, availability, and response time; and making it more difficult for employees to psychologically let go of work. These challenges are exacerbated by the fact that mobile technologies hold the potential to interrupt or distract an individual at any time andat any place. As per Jean-Nicolas Reyt, Batia M. Wiesenfeld, (2015), Work roles and organizational life are transforming in ways that are both costly and beneficial.This process is facilitated by mobile technologies that are pervasive and evolving rapidly. Role integration behaviors shape mental mindsets—and knowledge workers' construal level in particular—with important implications for the learning activities they engage

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in.

An organization's attitude towards smartphone use can also have an impact onwork-life balance when managers push employees to get better results and higher performance. However, this can have a negative impact and cause performance to decrease (Roper, 2010). Not only can managers directly cause employees to work too hard and becomes stressed, but managers can also indirectly influence employees' working habits.Carmeli, Sternberg, and Elizur (2008) found that the ways managers use technology can influence how much their employees end up using technology. For instance, if a manager sends emails late at night or on the weekend employees will likely do the same. Therefore, the behavior of an employee can be influenced by the perceived norms, values, and attitudes of the organization. (Carmeli, Sternberg, & Elizur, 2008).Day, Paquet, Scott, and Hambely (2012) showed how organizational culture andother factors can affect the extent that employees experience stress or strain. Conflict between the demands of personal and work life can lead to strained relationships (at home or work) and potential burnout, resulting in reduced productivity (Rethinam& Ismail, 2008).

In addition, by blurring the boundaries between life and work realms, social networking site use by organizational members might cause home and leisure issues to interfere with job responsibilities, thereby resulting in diminished job performance (Allen et al., 2000; Kossekand Ozeki, 1998). Social networking site use by employees can be seenas a tool for enhancing work-life balance. Extant literature indicates that work-life balance practices positively influence organizational member productivity. For instance, research found that allowing employees to take care of personal business at workwas a significant factor behind their outstanding performance (Ioan et al., 2010).Organizations have utilized work-life balance practices as a strategic human resource management practice that resulted not only in improved individual performance, but also reduced absenteeism, job stress, and turnover rate (Ioan et al., 2010). This, inturn, eventually results in enhanced job performance. Since organizational members may resort to social networking site use as a means for reaching work-life balance (DiMicco et al., 2008), Digital overload may be the defining problem of today's workplace. All day and night, on desktops, laptops, tablets, and smartphones, we're bombarded with so many messages and alerts that even when we want to focus, it's nearly impossible (Rosen, 2025). The work from home policies mandated throughout the Covid-19 pandemic have further blurred the boundaries between work and non-work life, with many employees now expecting to use their smartphone to manage personal issues when they return to the workplace (Qualtrics,2021).

2.1 Organisational Attitude towards Smartphone usage

Today, with even greater advances in consumer technology, mobile applications and the affordability of smart and powerful mobile devices, organizations are more challenged than ever to incorporate them into the enterprise IT architecture(Cognizant, 2012).

The combination of a culture that expects employees to always be available and technology that allows them to be available Tricia R. Harris, (2014), could also be a factor that affects the extent that technology use impacts work-life balance. If an organization believes that employees should not work while they are at home, then employees likely will not experience as much of a deficit in work-life balance. However, if there is an expectation to respond quickly to text messages, emails, or phone calls,

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then employees are likely to see more deficits in work-life balance because they are constantly expected to work. The attitudes that an organization has are usually reflected in its culture.Boswell and Olson-Buchanan (2007).

2.2 Smartphone Intrusion

Work-life balance can be defined as "the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role" (Greenhause, et al, 2003). The opposite of this is work-life conflict, which is when the areas of work and life are incompatible, and doing something for work interferes with family life, and vice versa. (Harris et al, 2011).One of the main factors that could influence the extent that technology disrupts work-life balance, and causes things like stress and decreased life satisfaction, is how intrusive someone feels their smartphone is. A factor that could contribute to the level of intrusiveness is simply how much time someone spends using his or her smartphone for work, Tricia R. Harris, (2014)

The average amount of time spent on email outside of work is 30 minutes a day. Although, this might not seem long, over a week it adds up to an extra three and a half hours per week, Waller, and Ragsdell (2012). As per Thurston (2012) smartphones, have allowed people to do just about everything while not at their physical office. It has grown to the point that, "essentially there is not a place left to hide from work - not even the restroom". Technology is supposed to allow work to be more efficient so that we can accomplish things in a faster manner. However, this increased flexibility that technology has allowed to exist is starting to change into an "always available culture", Currie & Eveline (2011).

Intrusiveness of smartphones will be examined on two levels: personal life to work life smartphone intrusion and work life to personal life smartphone intrusion.

2.3 Personal Life to Work Life Intrusion

Personal Life to Work Life Smartphone Intrusion is examining smartphone use for personal use during work time. Tricia R. Harris, (2014). As per (Boyd et al., 2012) one's preferences and centrality tend to have an influence over the degree to which one uses smartphone technology to integrate work and family roles. Personal Life to Work LifeSmartphone Intrusion is examining Smartphone use for personal use during work time. Tricia R. Harris, (2014).

People that believe their smartphone is allowing their personal life to interrupt their work life tend to have less work-life balance. In addition, the negative relationship between personal life to work life balance and job stress was also strengthened by an organization's attitude towards smartphone use (Tricia R. Harris, 2014).

2.4 Work Life to Personal Life Intrusion

Work Life to Personal Life Smartphone Intrusion is examining smartphone use for work use during personal time. Tricia R. Harris, (2014). Individuals often report using smartphones at home for work purposes, allowing the home boundary to be permeated by work responsibilities (Boyd et al, 2012). Work Life to Personal Life Smartphone Intrusion is examining Smartphone use for work use during personal time. Tricia R. Harris, (2014).

Smartphones can have a detrimental impact on work-life balance. It seems that people who feel that their smartphone is intrusive on their personal life tend to have less work-life balance, more job stress,and less job satisfaction. Processing work communications during non-work hours restricts personal and family time, leading to higher Work Life Conflict (Cho et al.,2020). This could cause employees to feel continuously burnt out

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because it seems like they are never really leaving work. This in turn could cause a decrease in performance and possibly increase turnover (Tricia R. Harris, 2014)
Smartphone Intrusion is the amount of time an employee spends on Smartphone at work. The intrusion of Smartphone will be examined undertwo levels: Personal Life to Work Life Smartphone Intrusion and Work Life to Personal Life Smartphone Intrusion.

2.5 Productivity

"Productivity is an individual's effectiveness with which he or she applies talents and skillsand uses resources to perform work within a specific timeframe"Neufeld and Fang (2005).In terms of job productivity, Research in Motion (RIM), a manufacturer of smartphones, reports that "you can work 250 hours more per year thanks to Blackberry sinceyou can deal with simple tasks while commuting or working outside productivity and organizational flexibility.
According to Martin Brodin (2016), Organizational success largely depends on employees who are considered as one of the most important assets of any organization because they are capable can create value and enable organizations have a sustainable competitive advantage. Success of any organizations depends on the productivity of employees. As per Haejung Yun, William J. Kettinger, and Choong C. Lee (2012), Smartphones unlike mobile phones of the past, have increasing connectivity and computing power. Hence, they are well poised to support productivity tasks beyond the basic capabilities of voice calls and text messages. For instance, the actions of reviewing and even editing documents have become more common with the help of smartphones.Even given the potential widespread organizational impact of Smartphone use, however, few companies have formulated policies for organizational support or incentives that encourage positive attitudes andbehaviors concerning Smartphone use. Haejung Yun, (2012).
These findings highlight the need for individual and organizational strategies to manage smartphone use and promote healthy boundaries. This could involve setting clear expectations for communication outside work hours, designating "tech-free" times, and encouraging employees to prioritize personal well-being. (Whelan, 2024)

3. Research Problem

With the increased usage of Smart Phones at Workplace, Does Organisational Attitudetowards Personal Life/Work Life Smartphone Intrusion impact the Job Performance and Productivity of an employee.

4. Methodology

The research problem clearly states thatthe aim of the study is to explore the influence of perceived organisational attitude towards smartphone intrusion and productivity of IT professionals. This becomes important because the popularity of Smartphones is relatively new, and employees engaging in Smartphones during office work hours are growing while scholarly research in this area is presently lacking. Hence this is exploratory research. Both Indian and international studies were taken into consideration. From the previous studies the independent and dependant variables were listed. The questions were referred from previous work of researchers and were revised for easy understanding of the employees. The questions on Smartphone usage were rated on a five point Likert scale, having 1 = very low, 2 = low, 3 = neither high nor low, 4 = high, 5 = very high and the other questions were rated on a five point Likert

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scale, having 1=Strongly Disagree, 2= Disagree, 3= neither Agree nor Disagree, 4= Agree, 5 = Strongly Agree.To examine the hypothesized relationships and to check the model fit Smart PLS was used.

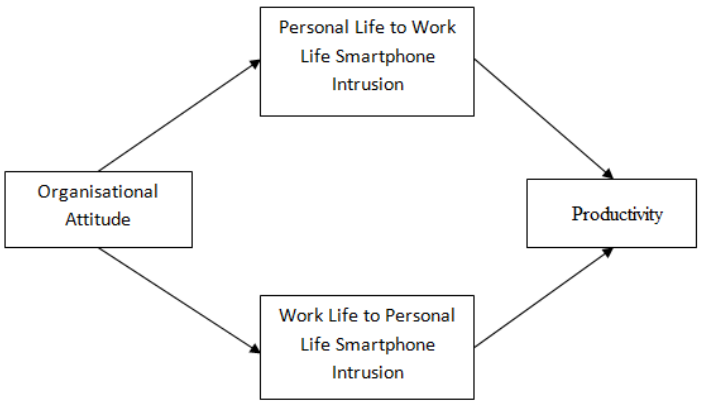
4.1 Population of the Study

The study aims at determining the smartphone intrusion at workplace in IT industry. The relevant population for this research is therefore all the IT employees in the country. However, this is a study of an individual researcher on a part-time basis, and it has limitations in terms of resources, especially time. To manage this constraint without compromising on quality of the analysis, the IT hub of Tamil Nadu, Chennai city is taken as the universe for the study. Chennai is the second largest exporter of Software in India next to Bangalore. It has the largest operations for India's top software company TCS, Infosys (has world's largest development centre with 25,000 employees in Mahindra world city, and many centers in IT corridor), and many other CMMI-level 5 companies have their head-offices, regional-offices, and development centres in Chennai.

4.2 Sampling Design

The South Indian city of Chennai is fast emerging as a destination for information technology outsourcing and has seen a growing number of IT parks being built here. Most of the upcoming complexes are being built along the IT Corridor and the northern suburb of Ambattur. The National Association of Software and Services Companies (NASSCOM) – trade association of Indian Information Technology(IT) and Business Process Outsourcing(BPO) industry has 2300+ member companies across India, and around 180 members in Chennai, out of which 22 major IT Companies in Chennai was selected by convenient sampling method. An acceptable sample size is 10:1 for the number of observations per variable (Hair et al, 2006; Kline, 2015). Questionnaires were distributed to 800 employees by simple random sampling within each IT company, and 605 were returned out of which 576 completed questionnaires were received. This research has 576 samples which is good enough considering ten constructs in this study.

Fig 4.1 Conceptual Model -Organisational Attitude, Personal Life to Work Life Smartphone Intrusion, Work Life to Personal Life Smartphone Intrusion and its Impact on Productivity.



An organisation's attitude towards smartphone use can also have an impact onwork–life balance when managers push employees to get better results and higher performance (Roper, 2010).The combination of the culture that expects employees to always be

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available and the technology that allows them to be available (Harris,2014) could also be the factors that affect the extent that technology use impacts work–life balance. This led to the formulation of the following hypotheses:

H_{a1}: *The Organisational Attitude towards Smartphone Usage will be positively related to Personal Life to Work Life Smartphone Intrusion of an employee.*

H_{a2}: *The Organisational Attitude towards Smartphone Usage will be positively related to Work Life to Personal Life Smartphone Intrusion of an employee.*

Sustained lack of work/life balance (WLB) or work/life conflict arising from "temporal servitude" (being on call all the time) can, over time, affect workers' health, psychological well-being, commitment, and productivity (Sarker et al, 2012). Thus, the following hypothesis was developed:

H_{a3}: *Personal Life to Work Life Smartphone Intrusion will be negatively related to the Productivity of an employee.*

Frost and Sullivan's (2017) report to Samsung, smartphones make employees more productive and efficient at work, and deliver a better work–life balance to those who use them. Hence Smartphone Intrusion was examined by proposing the following hypothesis:

H_{a4}: *Work Life to Personal Life Smartphone Intrusion will be positively related to the Productivity of an employee.*

The conceptual framework Fig 4.1 enables us to infer whether Organisational Attitude towards Smartphone Usage for work impacts on the Smartphone Intrusion. It also analyses whether the use of smartphones at workplace for personal use or the use of smartphones during personal time for work purposes improves the Productivity of an employee. The model was tested for goodness of fit by applying Partial Least Squares – Path Modeling (PLS Path Modeling) using the software SmartPLS.Partial Least Squares is a family of alternating least squares algorithms, or "prescriptions," which extend principal component and canonical correlation analyses. The method was designed by Wold (1974, 1982, 1985) for the analysis of high dimensional data in a low-structure environment and has undergone various extensions and modifications. Partial Least Squares – Path Modeling (PLS Path Modeling) is a statistical approach for modelling complex multivariable relationships among observed and latent variables. Structural Equation Models include a few statistical methodologies, allowing the estimation of a causal theoretical network of relationships linking latent complex concepts, each measured by means of a few observed indicators (Vinzi et al., 2010). The most important motivations are exploration and prediction, as PLS Path Modeling is recommended in an early stage of theoretical development to test and validate exploratory models. Thus, the methodology assists researchers who focus on the explanation of endogenous constructs. The competencies of PLS-SEM are such that it can handle small sample sizes, no assumptions of the scale and the normality of the data distribution (Fornell et al., 1982; Hair et al, 2012); also, it is well known that PLS can handle all data types and scales (Fornell et al., 1985; Latan and Ghozali, 2013).

The PLS-SEM method estimates the standardized outer loadings, outer weights, and structural model path coefficients. For the structural model, the standardized

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coefficients of the relationships between the constructs are provided as well as the R^2 values for the endogenous constructs. After reliability and validity are established, the primary evaluation criteria for PLS-SEM results are the coefficients of determination (R^2 values) as well as the level and significance of the path coefficients (Hair et al., 2014).

Table 4.1: Convergent validity of Model on Organisational Attitude, Personal Life to Work Life Smartphone Intrusion, Work Life to Personal Life Smartphone Intrusion and its Impact on Productivity

Constructs	Outer Loadings
OA_1 <- Organisational Attitude	0.765
OA_10 <- Organisational Attitude	0.846
OA_2 <- Organisational Attitude	0.806
OA_3 <- Organisational Attitude	0.868
OA_4 <- Organisational Attitude	0.801
OA_5 <- Organisational Attitude	0.710
OA_6 <- Organisational Attitude	0.864
OA_7 <- Organisational Attitude	0.878
OA_8 <- Organisational Attitude	0.792
OA_9 <- Organisational Attitude	0.829
PLWLSI_10 <- Personal Life to Work Life Smartphone Intrusion	0.876
PLWLSI_11 <- Personal Life to Work Life Smartphone Intrusion	0.650
PLWLSI_12 <- Personal Life to Work Life Smartphone Intrusion	0.775
PLWLSI_13 <- Personal Life to Work Life Smartphone Intrusion	0.709
PLWLSI_14 <- Personal Life to Work Life Smartphone Intrusion	0.802
PLWLSI_6 <- Personal Life to Work Life Smartphone Intrusion	0.712
PLWLSI_8 <- Personal Life to Work Life Smartphone Intrusion	0.924
P_1 <- Productivity	0.884
P_2 <- Productivity	0.952
P_3 <- Productivity	0.953
P_4 <- Productivity	0.950
WLPLSI_11 <- Work Life to Personal Life Smartphone Intrusion	0.688
WLPLSI_12 <- Work Life to Personal Life Smartphone Intrusion	0.549
WLPLSI_2 <- Work Life to Personal Life Smartphone Intrusion	0.540
WLPLSI_3 <- Work Life to Personal Life Smartphone Intrusion	0.600
WLPLSI_4 <- Work Life to Personal Life Smartphone Intrusion	0.773
WLPLSI_5 <- Work Life to Personal Life Smartphone Intrusion	0.596
WLPLSI_6 <- Work Life to Personal Life Smartphone Intrusion	0.862

Indicator reliability: the indicator's outer loadings should be higher than 0.708. The cut-off for the outer loading be ≥ 0.6 for research data that are exploratory and ≥ 0.7 for the research data that are confirmatory. Nevertheless, assessment shows the range of 0.5-

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06 is acceptable for construct development as well as for the scaling construct (Chin, 1998b; Hair et al., 2011; Hulland, 1999; Latan&Ghozali, 2012a). Indicators with outer loadings between 0.40 and 0.70 should be considered for removal only if the deletion leads to an increase in composite reliability and AVE above the suggested threshold value. A common measure to establish convergent validity on the construct level is the average variance extracted (AVE). Convergent validity: the AVE should be higher than 0.50 (Hair et al., 2014). Hence indicators with an outer loading of less than 0.40 were removed from the scale but indicators with outer loadings between 0.40 and 0.70 were retained, Table 4.1.

Table 4.2: Composite Reliability of Model on Organisational Attitude, Personal Life to Work Life Smartphone Intrusion, Work Life to Personal Life Smartphone Intrusion and its Impact on Productivity

S.No	Constructs	AVE	Composite Reliability	R^2	Cronbachs Alpha
1	Organisational Attitude	0.668	0.953	0.000	0.944
2	Personal Life to Work Life Smartphone Intrusion	0.614	0.916	0.098	0.905
3	Productivity	0.875	0.965	0.488	0.952
4	Work Life to Personal Life Smartphone Intrusion	0.446	0.846	0.535	0.790

The first criterion to be evaluated in a PLS-SEM method is typically internal consistency reliability. It is generally interpreted in the same way as Cronbach's alpha. Specifically, composite reliability values of 0.60 to 0.70 are acceptable in exploratory research, while in more advanced stages of research, values between 0.70 and 0.90 can be regarded as satisfactory (Nunally& Bernstein, 1994). From the Table 4.2 it can be observed all the constructs have a Cronbach's alpha of more than 0.70 which is acceptable.

The most used measure to evaluate the structural model is the coefficient of determination (R^2 value). The R^2 value ranges from 0 to 1 with higher levels indicating higher levels of predictive accuracy (Hair et al., 2014). R^2 values of 0.75, 0.50, or 0.25 for endogenous latent variables can, as a rough rule of thumb, be respectively described as substantial, moderate, or weak (Hair et al., 2011; Henseler et al., 2009). The value of R^2 show that only 9% of variation in Personal Life to Work Life Smartphone Intrusion is explained by the independent constructs. Though R-squared value is low, it still indicates a real relationship between the significant predictors and the response variable. Moreover, the value of R^2in Table 4.2, show that 54% of variation in Work Life to Personal Life Smartphone Intrusion and 49% of variation in Productivity is explained by the independent constructs. Thereby showing that the independent variables are good enough in predicting the Productivityand that the model is fit.

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Table 4.3: Fitness of Model on Organisational Attitude, Personal Life to Work Life Smartphone Intrusion, Work Life to Personal Life Smartphone Intrusion and its Impact on Productivity

S.No	Model Path	Path Coefficien	Mean	SD	T Statistic
1	Organisational Attitude -> Personal Life to Work Life Smartphone	0.31	0.318	0.028	11.17
2	Organisational Attitude ->	0.52	0.515	0.02	18.64
3	Organisational Attitude -> Work Life to Personal Life Smartphone	0.73	0.732	0.021	34.36
4	Personal Life to Work Life Smartphone Intrusion ->	-0.22	-0.218	0.03	6.68
5	Work Life to Personal Life Smartphone Intrusion ->	0.80	0.79	0.02	37.14

After running the PLS-SEM algorithm, estimates are obtained for the structural model relationships (i.e., the path coefficients), which represent the hypothesized relationships among the constructs. The path coefficients have standardized values between -1 and +1(Hair et al., 2014). When the empirical t value is larger than the critical value, we say that the coefficient is significant at a certain error probability (i.e., significance level). Commonly used critical values for two tailed tests are 1 .65 (significance level= 10%), 1.96 (significance level = 5%), and 2.57 (significance level = 1%). Tests of significance for all paths were conducted using bootstrap procedure. The test of each link is mapped to each path in the model. The estimated path coefficient along with their t-statistic is shown in the model Fig 4.2 and in Table 4.3. The constructs Work Life to Personal Life Smartphone Intrusion → Productivity (path coefficient 0.798 and *t*-statistics = 37.144) has a strong positive relationship and significance followed by Organisational Attitude → Work Life to Personal Life Smartphone Intrusion (path coefficient 0.731 and *t*-statistics = 34.359), Organisational Attitude → Productivity (*t*-statistics = 18.642), Organisational Attitude → Personal Life to Work Life Smartphone Intrusion (path coefficient 0.312 and *t*-statistics = 11.173). However Personal Life to Work Life Smartphone Intrusion → Productivity (path coefficient -0.220 and *t*-statistics = 6.682) has a negative influence on the productivity of an employee. It can be observed from the model that the *t*-values of all the pathway between the construct is well above 2.57 making the model fit.

The values well abide the prescribed limits thus ensuring that the structural model has a good fit. It can be observed from the model that the *t*-values of all the constructs ishigher than the theoretical *t*-value of 2.57 for a 1% probability of error. As a result, one can conclude that the relationship between all the constructs is significant at a level of 1%.

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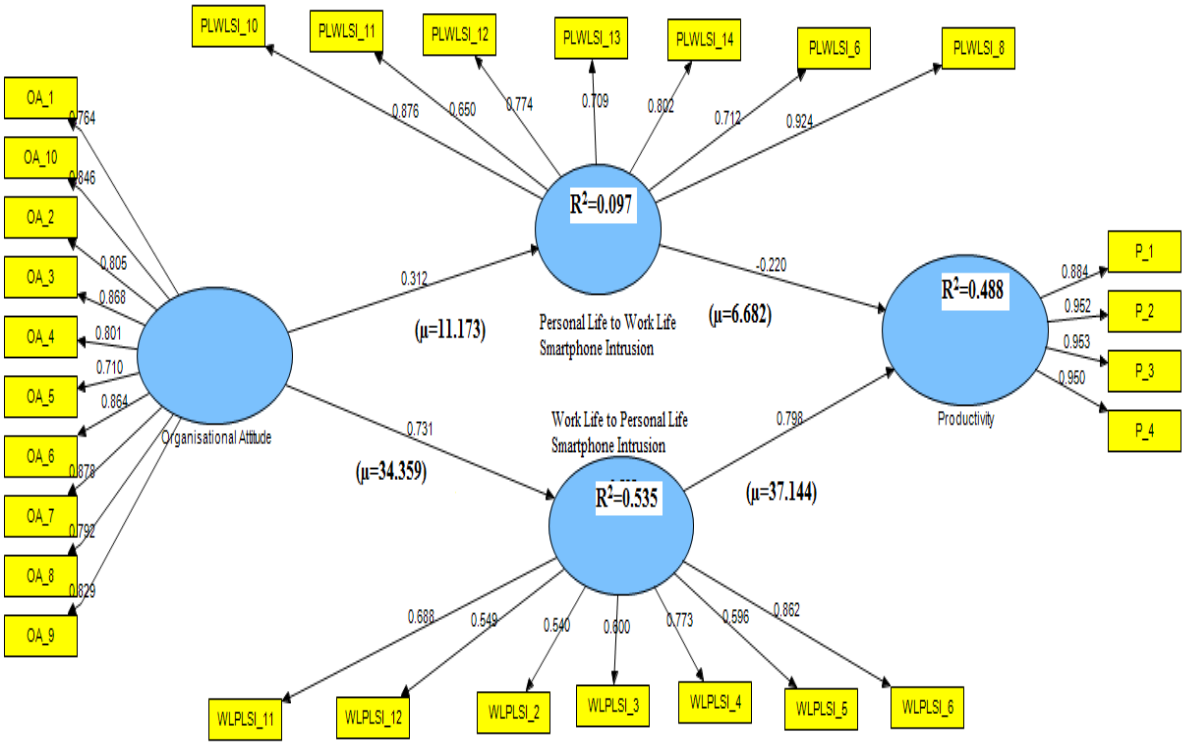
Fig 4.2: Fitness of Model on Organisational Attitude, Personal Life to Work Life Smartphone Intrusion, Work Life to Personal Life Smartphone Intrusion and its Impact on Productivity



Results

The results of the model show all the four hypotheses Ha1, Ha2, Ha3and Ha4 are accepted. The hypotheses Ha1and Ha2 Organisational Attitude towards Smartphone Usage is positively related to Personal Life to Work Life Smartphone Intrusion and Work Life to Personal Life Smartphone Intrusion of an employee are accepted. It can be inferred from the table 3that the pathway of Organisational Attitude towards Work Life to Personal Life Smartphone Intrusion (0.731) has more influence on the respondent than Organisational Attitude towards Personal Life to Work Life Smartphone Intrusion (0.312) Hence, we can conclude that Organisational Attitude towards Smartphone Usage increases the Work Life to Personal Life Smartphone Intrusion, which reveals that the organisations expects an employee to work outside office hours and it's also a part of the organisational culture to be accessible at any time/anywhere.

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The findings revealed that the hypothesis, H_{a4}Work Life to Personal Life Smartphone Intrusion positively affects the Productivity of an employee is accepted. From Table4.3, it can be observed that work during personal time (Work Life to Personal Life Smartphone Intrusion) has a strong positive influence on the Productivity (0.798) of the respondents. That is the use of smartphones for work-related activities like e-mail, text messages, calls and so on during personal time, which includes anytime that is not meant to be dedicated to work-related activity, improves the Productivity of an employee.

Moreover, the hypothesis H_{a3}Personal Life to Work Life Smartphone Intrusion negatively affects the Productivity of an employee is also accepted. It can be found that Personal Life to Work Life Smartphone Intrusion has a negative influence with the productivity (-0.220) of an employee which shows that when the use of smartphones for personal activities like social networking and calls during working hours decreases the productivity of an employee increases.

5. Scope for Further Studies

The awareness of how interruptive private smartphone use is during the workday and what potential consequences are in terms of exhaustion, might also be an eye-opener and a possibility to rethink one's own boundary management strategies (Derks, 2021). Future recommendations would be to perform this study with segmentation by industry, role, or gender. This is because employees in more visual or creative functions alluded frequently to functionality like the camera on smartphones or blogging, whereas operations-based workers focussed on e-mail and calendar functions. Since the theme of the smartphone and the potential personal life intrusion it may cause emerged quite strongly, it is suggested that this finding be further investigated, by way of large-scale surveys to either executives or focus groups on various companies, stratified by industry. This will help to establish the significance of this initial finding which this exploratory study helped to expose.

6. Limitations of the Study

Every study has its own limitations, similarly this study has its own limitations such as the selection of area and sample; also, this study is restricted to the geographical area of Chennai. There may be personal bias in getting the data where the respondents may be reluctant to provide some of their personal behavioural information that may affect them. This study limits its investigation based on Assistance to Work, Interference to Work, Personal Life to Work Life Intrusion, Work Life to Personal Life Intrusion and Job Performance.

7. Conclusion

From the literature review and test results, advancement in technology such as the introduction of the Smartphone at workplace introduces a multitude of challenges; however, organizations should treat Smartphone as an opportunity that can yield significant benefits.This research is important with reference to the new age digital revolution and organizational changes.The study highlights that using smartphones for work during personal time can significantly improve employee productivity (0.798 influence). This suggests that organizations can leverage smartphone accessibility to enable flexible work arrangements and remote access, potentially enhancing overall output.The findings emphasize the importance of organizational attitudes towards

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smartphone usage. By fostering positive policies and encouraging responsible technology integration, companies can create an environment that supports both productivity and employee well-being.

While smartphone usage can boost productivity, the study also acknowledges the potential for increased time-poverty (Towers et al., 2006) and encroachment on personal life (Duxbury et al, 2014). Organizations and employees must strive for a balance that optimizes work without compromising well-being. Both work-related and personal intrusions via smartphones can negatively impact productivity (-0.220 influence). Implementing clear communication guidelines and setting expectations for responsiveness can help minimize disruptions and maintain focus. Organizations should adopt flexible approaches and consider individual needs when developing policies and promoting responsible smartphone integration. The study also points to the need for employees to develop strategies for managing smartphone intrusion, particularly during personal time. Techniques like self-discipline, setting boundaries, and prioritizing family can help mitigate negative impacts on personal life and maintain a healthy work-life balance.

Overall, the study presents valuable insights for organizations and employees navigating the evolving landscape of technology in the workplace. By leveraging the positive potential of smartphones while addressing potential challenges, both parties can achieve enhanced productivity and maintain a healthy work-life balance, as Smartphones are revolutionary, magical and a necessary tool.

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