



Technostress and the Entitled Employee: Impacts on Work and Family

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Abstract

Purpose: The purpose of this study is to understand the impact of techno-overload and techno-invasion on work and family. Specifically, we focus on intention to turnover in the work domain, work-family conflict in the work-family domain, and family burnout in the family domain. Further, our study examines the moderating role of entitlement, a personality variable, in this process.

Design/methodology: Using a sample of 253 people who were using technology to complete their work over two time periods, the relationships were examined using hierarchical moderated regression analysis.

Findings: The results revealed that both techno-overload and techno-invasion were significantly related to greater turnover intentions, higher work-family conflict, and greater family burnout. In addition, entitlement played a moderating role such that those who were higher in entitlement had stronger techno-overload-outcome and technostress invasion-outcome relationships.

Practical implications: These findings may provide managers key insights to help manage employees, especially those with an inflated sense of entitlement, to mitigate the serious negative outcomes associated with techno-overload and techno-invasion. In particular, both techno-overload and techno-invasion had minimal impact on negative outcomes when employee entitlement was lower. However, when employee entitlement was higher, techno-overload and techno-invasion had considerable negative effects.

Originality/value: Due to the ubiquitous nature of information-communication technology (ICT) in organizations today, individuals often experience techno-overload and techno-invasion. This research utilized conservation of resources theory to examine these relationships. This

Technostress and Entitlement 2

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3 study established the relationships of both techno-overload and techno-invasion with key
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5 organizational and family outcomes and points to the critical role of the personality variable,
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7 entitlement, in this process. The results provide theoretical and practical advancement in the role
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9 of technology with people in organizations today.
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17 *Keywords:* technostress, entitlement, overload, invasion, work-family conflict, turnover, burnout,
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Technostress and the Entitled Employee: Impacts on Work and Family

“Was I really supposed to respond to that email on my vacation?”

“How many times was I interrupted by my technology during my child’s sporting event?”

“Am I going to have to learn more new technologies just to complete my job?”

“I feel like new technologies just result in more work in the same time.”

These are all common questions that are asked in today’s work environment. Information and communication technology (ICT), such as email, messaging, social media, and file sharing, is commonplace and vital to completing many of today’s jobs. In fact, some reports indicate that 95% of today’s organizations believe that digitizing the workplace is vital for business success, 87% of CIOs believe that digitally empowering employees can drive at least 5% of additional revenue growth over a three-year period, and employees with appropriate access to business apps report a 16% increase in collaboration and 16% faster decision-making (Leedy, 2020). Even several years ago, 61% of online workers reported that email is “very important” to doing their job, 54% reported that the internet is similarly important, and 24% agreed that their cell phone or smartphone is very important in their work (Purcell & Rainie, 2014). We suspect that those percentages will be even higher as digitalization increases across the globe.

Despite the widespread optimism about the adoption of ICT in the workplace, it is perhaps not surprising that not all systems make users more effective or satisfied (Srinivasan, 1985; Thong & Yap, 1996). ICT users have been found to experience stress associated with their usage, which has recently been termed technostress (Ayyagari, Grover, & Purvis, 2011; Butts, Becker, & Boswell, 2015; Fuglseth & Sorebo, 2014; Ragu-Nathan, Tarafdar, Ragu-Nathan, & Tu, 2008; Weil & Rosen, 1997). Technostress has been defined as the mental stress that employees experience from using ICT on the job (Weil & Rosen, 1997), and is thought to be “caused by an inability to cope with the demands of organizational computer usage” (Tarafdar, Tu, & Ragu-Nathan, 2010, pg. 304). As suggested by numerous researchers, technostress is often

Technostress and Entitlement 4

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3 conceptualized as a “dark side” of technology (Salanova, Llorens, & Cifre, 2013; Tarafdar,
4 Cooper, & Stich, 2017; Tarafdar, D-Arcy, Turel, & Gupta, 2015; Tarafdar, Gupta, & Turel,
5 2013; Tarafdar, Gupta, & Turel, 2015). The “dark side” refers to the fact that technology and
6 ICT usage has many positives, but there are also negatives (i.e., the dark side) which should not
7 be overlooked.
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15 Prior research has established negative outcomes in the domains of job performance and
16 behavioral and stress outcomes. For example, evidence that technostress negatively impacts job
17 performance has been established by several scholars (e.g., Tarafdar, Tu, Ragu-Nathan, & Ragu-
18 Nathan, 2007; Tarafdar, Pullins, & Ragu-Nathan, 2014; Tarafdar, Pullins, & Ragu-Nathan, 2015;
19 Yan, Guo, Lee, & Vogal, 2013). Additional research indicates that it is also linked to several
20 performance and stress-related outcomes, including increased job burnout (Tu, Wang, & Shu,
21 2005), lower end-user satisfaction (Tarafdar et al., 2010), and lower overall satisfaction with ICT
22 (Fuglseth & Sorebo, 2014). Other behavioral and stress-related outcomes may also include
23 decreased organizational commitment, increased turnover intentions, and increased role
24 overload, role conflict, job-related anxiety, emotional exhaustion, burnout, and depression (e.g.,
25 Barley, Meyerson, & Grodal, 2011; Chen, Westman, & Eden, 2009; Day, Paquet, Scott, &
26 Hambley, 2012).
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42 Taken together, these findings suggest that technostress negatively impacts employee
43 affect and productivity in both the job domain and the family domain. However, there is no
44 explicit, empirical link in the literature demonstrating these relationships. This research is
45 intended to fill this research gap. Based on conservation of resources theory (COR), Hobfoll,
46 2001), we posit that two of the five components of technostress may have a particularly
47 important negative impact on both work and family outcomes. The first, *techno-overload*,
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3 measures the extent to which ICT forces the user to do more (Reinke & Chamorro-Premuzic,
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5 2014). We argue that this dimension is conceptually similar to role overload, which occurs when
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7 work demands exceed the resources available to perform them. In essence, techno-overload
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9 refers to the tipping point where ICT creates expectations that users accomplish more than is
10
11 possible. The second, *techno-invasion*, indicates the extent to which the user feels that non-work
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13 time is invaded by work demands (Tarafdar et al., 2007). We argue that this dimension of
14
15 technostress is the conceptual equivalent of work-family conflict, which occurs when work
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17 demands infringe upon resources needed to accomplish demands in the family domain. Role
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19 overload and work-family conflict are often understood in the context of COR theory, and as
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21 such, we are interested in exploring their dual impacts on work and family outcomes. Therefore,
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23 one of the two central questions of our research concerns the impact that techno-overload and
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25 techno-invasion have on work and family outcomes.
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31 COR theory (Hobfoll, 2001) provides a strong theoretical backbone for the theoretical
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33 and practical contributions of our research. First, we expand the nomological network related to
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35 techno-overload and techno-invasion by investigating outcomes from the work domain (turnover
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37 intentions), the work-family interface (work-family conflict), and the family domain (family
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39 burnout). We seek to investigate the time-lagged effects that technostress may exert on
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41 employee attitudes and the boundary conditions which may impact these relationships.
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45 The second contribution is both theoretical and practical: the introduction of
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47 psychological entitlement (Campbell, Bonacci, Shelton, Exline, & Bushman, 2004) as a new
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49 moderating variable in the technostress – outcomes relationship. Psychological entitlement is a
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51 personality variable that refers to a global and stable tendency toward favorable self-perceptions,
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53 beliefs, and reward expectations, even when there is minimal justification for these beliefs
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Technostress and Entitlement 6

(Campbell, et al., 2004). Theoretically, this variable has the potential to illuminate individual differences in stress responses due to ICT use. Entitlement is important to consider in this research because it answers an on-going call from several other researchers (Ayyagari et al., 2011; Marchiori, Mainardes, & Rodrigues, 2019; Srivastava, Chandra, & Shirish, 2015; Tarafdar et al., 2015) to investigate how employees respond to technostress more generally. Practically speaking, as more millennials enter the workforce, issues relating to entitlement are garnering more attention from scholars (Fishman, 2016; Jordan, Ramsay, & Westerlaken, 2017), as well as the popular press (Stewart, 2017). In academic research, entitlement has been found to be positively related to negative workplace behaviors and linked to higher costs for individuals, teams, and organizations (Jordan et al., 2017). Popular press outlets have labeled entitled employees as a “pandemic” (Wall Street Journal, Zaslow, 2007), a “crisis of unmet expectations” (Time, Stein, 2013), and stated we are in the “age of entitlement” and this is a management crisis (Time, Franklin, 2014). As such, the second of our two central questions concerns the impact that entitlement has on the relationships between techno-overload and techno-invasion have on work and family outcomes.

Finally, given the timely nature of the topics examined here, this work can make very practical contributions. Technostress and entitlement are both issues that are gaining traction in the organizational sciences and are pressing issues in today’s organizations. As the use of ICT increases across all industry sectors in response to global and public health pressures, understanding the full reach of its effects is paramount. These implications are discussed throughout the manuscript.

Our theoretical model is shown in Figure 1.

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Insert Figure 1 About Here

Theoretical Background

Technostress and COR Theory

Conservation of Resources (COR) theory (Hobfoll, 2001) provides a theoretical underpinning for our research model. COR theory is a stress theory that suggests individuals act in a way to obtain, retain and protect resources they deem as valuable (Hobfoll, 2001), and that when those resources are depleted, negative outcomes result. In the work-family literature, role overload and role conflict are two established stressors that have been found to deplete individual resources and lead to negative outcomes in the work and family domains (Carlson, Thompson, & Kacmar, 2019; Frone, Russell, & Cooper, 1992; Örtqvist, & Wincent, 2006). Therefore, we argue that the technological equivalents of techno-overload and techno-invasion may have similar results. However, this general argument may be more nuanced, as previous work in this area suggests that individual differences impact how employees view and respond to technostressors, subsequently affecting the magnitude of the threat-response effect (Brown, Duck, & Jimmerson, 2014).

Technostress, which is a facet of work-related stress (Tarafdar, Tu, Ragu-Nathan, & Ragu-Nathan, 2011), has been defined as the mental stress that employees experience from using ICT on the job (Weil & Rosen, 1997), and is thought to be “caused by an inability to cope with the demands of organizational computer usage” (Tarafdar, et al., 2010, pg. 304).

Technostressors, according to Tarafdar, Cooper, and Stich (2017), include demands that lead to five potential stressors: overload, invasion, uncertainty, insecurity, and complexity. Our research builds on these prior findings by focusing on two dimensions of technostress that we argue are

Technostress and Entitlement 8

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2
3 closely related to the work-family interface: techno-overload and techno-invasion. Specifically,
4 each of these dimensions captures the role demands that individuals experience from technology,
5 and the focus of this research is how individuals manage those roles in terms of staying in a work
6 role, balancing work and family, and being burned out in the family role. *Techno-overload*
7 occurs using when ICT forces the user to do more, and this could be in terms of extra time and
8 effort, and *techno-invasion* is where the user feels that ICT-based work demands invade their
9 non-work time.

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12 As the use of ICT's in the workplace has become more ubiquitous and complex,
13 employees have experienced challenges with coping and adapting to these demands (Tarafdar et
14 al., 2010; Yin, Ou, Davidson, & Wu, 2018; Yu, Cao, Liu, & Wang, 2018). Therefore, research
15 on technostress primarily investigates how and why the use of ICT's in the workplace leads to
16 strain reactions.

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19 For example, previous research on technostress more generally has found that it is
20 associated with a number of negative individual performance-related outcomes, including
21 decreased job performance, decreased organizational commitment, increased role overload and
22 role conflict, decreased satisfaction with ICT, and increased turnover intentions (e.g., Fuglseth &
23 Sorebo, 2014; Ragu-Nathan, Tarafdar, Ragu-nathan, & Tu, 2008; Tarafdar, et al., 2010). In
24 addition, a host of negative affective outcomes have been discovered, including increased levels
25 of job-related anxiety, emotional exhaustion, burnout, and depression (e.g., ; Barber & Santuzzi,
26 2015;; Lee, Chang, & Cheng, 2014; Maier, Laumer, Weinert, & Weitzel, 2015; Sprigg &
27 Jackson, 2006).

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30 To better understand the adverse effects of the specific dimensions of techno-overload
31 and techno-invasion on both work and family outcomes, we call on Conservation of Resources

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3 (COR) theory (Hobfoll, 2001). COR theory suggests that individuals act in ways to obtain,
4 retain, and protect resources they deem as valuable (Hobfoll, 2001). When these resources are
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6 depleted, the resulting stress leads to a host of adverse attitudinal and psychological outcomes.
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8 Based on this theory and prior empirical results, we argue that as techno-overload and techno-
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10 invasion increase, employees will experience negative outcomes in both the work and home
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12 domains.
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17 Focusing first on the work domain, we consider the impact of techno-overload and
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19 techno-invasion on turnover intentions. COR theory (Hobfoll, 2001) would suggest that as
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21 techno-overload and techno-invasion increase, employees must deploy scarce energy and
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23 emotional resources towards managing their technological stressors. As their resource stores get
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25 depleted, the demands of managing the overload and invasion may exceed their coping
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27 resources. When that happens, employees may think about exiting the organization to escape
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29 this stress by finding employment that provides a more favorable situation for building, rather
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31 than depleting resources.
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36 This theoretical argument is supported by prior empirical findings that technostress in
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38 general has a negative impact upon continuance commitment (Ragu-nathan et al., 2008).
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40 Similarly, previous research has demonstrated that using a mobile device for work leads to
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42 greater stress and contributes to turnover intentions (Ferguson, Carlson, Boswell, Whitten, Butts,
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44 & Kacmar, 2016). More generally, role stress by individuals in IT jobs contributes to turnover
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46 intentions (Hassan, 2014; Naidoo, 2018). We suspect that these findings can be largely
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48 attributed to the time and energy (critical resources) it takes to learn and use new technologies
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50 (techno-overload), as well as the intrusion of being constantly tethered to work (techno-
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3 invasion). Thus, theory and prior empirical findings lead us to anticipate that both techno-
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5 overload and techno-invasion are positively related to employee turnover intentions.
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8 We also consider the effects of techno-overload and techno-invasion on factors outside of
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10 the work environment, shifting our focus to the interface between the work and family domains.
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12 COR theory suggests that the negative effects of techno-overload and techno-invasion in the
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14 work domain are also likely to spill over into the family domain (Hobfoll, 2001; Butts et al.,
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16 2015). We argue that this spillover effect from work to family may manifest in terms of
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18 increasing work-family conflict. Work-family conflict exists when the demands of work are
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20 incompatible with the demands of family, and both roles become more difficult as a result
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22 (Greenhaus, & Beutell, 1985). As employees devote time and energy to learning and managing
23
24 new technologies at work, the resultant techno-overload may deplete them, leaving them too
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26 tired and overwhelmed to fully participate in their family life and making it difficult to
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28 successfully meet expectations of their family members. Similarly, as technology blurs the
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30 boundary between the work and home domains, employees may find it difficult to “disconnect”
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32 from work. This techno-invasion may tear them away from time and attention that would
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34 otherwise be dedicated to their family, again making it difficult to perform their family roles
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42 Our theoretical argument is supported by previous research. Findings show that stressful
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44 technology characteristics contributed to work-family conflict (Ayyagari, et al., 2011; Butts et
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46 al., 2015). For example, receiving communications “after business hours,” which is becoming
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48 typical with workplace ICT use, contributes to the experience of work interfering with family
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50 (Ferguson, et al., 2016). Furthermore, technology related pressures, techno-overload, and
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52 technology-assisted supplemental work all contribute to the experience of work-family conflict
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3 (Harris, Marett, & Harris, 2011; Harris, Harris, Carlson, & Carlson, 2015; Fenner & Renn,
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5 2010). In other words, as employees deploy time and energy resources to manage the stress
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7 associated with ICT technology, they will have fewer time and energy resources left to devote to
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9 family. The extent to which employees are unable to allocate resources to meet the competing
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11 demands of both work and family life effectively predicts the experience of work-family conflict.
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13 Thus, consistent with COR theory (Hobfoll, 2001) as individuals experience techno-overload and
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15 techno-invasion, they are likely to also experience work interfering with the family domain in
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17 terms of work-family conflict.
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22 Furthermore, an employee who is experiencing the resource depletion associated with
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24 high levels of techno-overload and techno-invasion may come home from work feeling
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26 exhausted, spent, or frustrated. Empirical research has demonstrated the impact of information
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28 technology stress on burnout and in technology jobs (Hetland, Sandal, & Johnsen, 2007; Jung,
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30 2013). COR theory (Hobfoll, 2001) suggests that this depletion may negatively impact the time
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32 or energy available to devote to meeting demands, which may also apply to family, resulting in
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34 family burnout (Freedy & Hobfoll, 2017). Burnout occurs due to an individual's inability to
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36 meet the emotional demands of a job over time (Maslach, 1976). Previous research has
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38 demonstrated that daily work stressors have a cumulative and long-term effect on family
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40 dynamics (Repetti, Wang, & Saxbe, 2009) and also impact the spouse's work domain (Carlson,
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42 Thompson, Crawford, Boswell, & Whitten, 2018). As a result, we believe technostress will be
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44 positively associated with family burnout.
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49 Based on these arguments, we offer the following hypothesis:

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51 *Hypothesis 1:* Techno-overload will be positively related to (a) turnover intentions, (b)
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53 work-family conflict, and (c) family burnout.
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3 *Hypothesis 2:* Techno-invasion will be positively related to (a) turnover intentions, (b)
4 work-family conflict, and (c) family burnout.
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7 **Psychological Entitlement as a Moderator**

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10 The effect of a situation on outcomes depends on individuals' personalities and vice versa
11 (Buss, 1977). Psychological entitlement is a personality variable that refers to a global and
12 stable tendency toward favorable self-perceptions, beliefs, and reward expectations, even when
13 there is minimal justification for these beliefs (Campbell, Bonacci, Shelton, Exline, & Bushman,
14 2004). Entitlement is believed to be prevalent in the workforce, making it a critical factor to
15 consider (Alton, 2017; Stewart, Oliver, Cravens, & Oishi, 2017). Highly entitled employees
16 believe that their work lives should result in favorable outcomes, regardless of their own efforts
17 or inputs. The unfavorable impacts of techno-overload and techno-invasion are a direct
18 contradiction to the belief system of an entitled employee, and therefore, may exacerbate the
19 impact they have on work and family outcomes such as turnover intentions, work-family
20 conflict, and family burnout.
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35 Although situational factors such as technostress have been shown to be strong predictors
36 of workplace outcomes, they are not perfect predictors. To this point, a number of technostress
37 researchers have stated the vital importance of investigating (moderating) variables that may
38 impact how employees respond to technostress (Ayyagari, et al., 2011; Srivastava, et al., 2015;
39 Tarafdar, et al., 2015). One potential moderating variable is an employee's personality. Prior
40 research has suggested that one reason that situation-outcome relationships do not explain as
41 much variance as might be expected is that they fail to factor in the role that personality plays in
42 situation-outcome associations (Funder, 2010). In particular, the interactionist perspective
43 highlights the interactive impact that situations and personalities have on each other (Buss,
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3 1977), and supports the case that they should be examined together. Supporting this theoretical
4 argument, previous empirical studies on technostress and outcomes have shown personality and
5 demographic variables to be important moderating variables. More specifically, studies by
6 Krishnan (2017) and Srivastava, Chandra, and Shirish (2015) examined Big 5 personality
7 variables as moderators of technostress-consequence associations and found certain personality
8 variables to play a substantial role.
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17 The personality variable at the center of this study is psychological entitlement. As
18 previously stated, psychological entitlement refers to a global and stable tendency toward
19 favorable self-perceptions, beliefs, and reward expectations, even when there is minimal
20 justification for these beliefs (Campbell et al., 2004). Psychological entitlement refers to the idea
21 that when individuals do not get what they feel they are entitled to or deserve, they consider the
22 situation unjust or unfair, and may get upset or angry and seek redress.
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31 It is important to understand that psychological entitlement is an unwarranted belief. It is
32 different from an employee who credibly thinks highly of their work and abilities, expecting
33 rewards that are deserved. At its essence, psychological entitlement reflects an employee's
34 viewpoint that he or she should receive a desired outcome, which is generally an expectation
35 without legitimacy (Fisk, 2010). To this point, psychological entitlement has been
36 conceptualized as a general, overall belief that important events in an individual's life should
37 turn out favorably, regardless of being deserved or not (Harvey & Harris, 2010). Issues relating
38 to entitlement are – rightly or wrongly – garnering more attention from scholars (Fishman, 2016;
39 Jordan, et al., 2017), as well as from the popular press (Alton, 2017; Stewart, 2017).
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51 Based on COR theory, we argue that several characteristics of psychological entitlement
52 may change how employees respond to techno-overload and techno-invasion. Whereas some
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Technostress and Entitlement 14

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3 employees may respond positively to new systems or challenges related to ICT, we expect that
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5 highly entitled employees will respond less positively (Grubbs & Exline, 2016). Our argument is
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7 informed by the very nature of entitlement, combined with COR theory (Hobfoll, 2001). Entitled
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9 employees tend to question the competency and motives of those around them (Naumann,
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11 Minsky, & Sturman, 2002). Based on their overly inflated self-perceptions, more highly entitled
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13 individuals are likely to think they are correct, and others are wrong. Similarly, they are more
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15 likely to feel that others waste their time. Entitled employees think that their logic is immutable
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17 and that co-workers and managers should come up with their own conclusions more quickly or
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19 come to similar conclusions as they have (Jordan et al., 2017). Thus, the entitled employee is
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21 often frustrated, fed up, and annoyed by co-workers and managers (Grubbs & Exline, 2016;
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23 Reidy, Zeichner, Foster, & Martinez, 2008). All of these negative reactions may deplete
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25 resources, leaving the entitled employee tired, exasperated, and lacking patience, thereby
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27 heightening the effects predicted by COR theory (Hobfoll, 2001). As a result, some of the
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29 elements of techno-overload and techno-invasion (the situation) that relate to managing work
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31 emails and text, ICT-related interruptions, and other technology-mediated communications at
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33 work, are likely to more negatively impact those who are higher in entitlement than those who
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35 are lower in entitlement.
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42 Adding to the resource depletion that entitled employees may experience simply as a
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44 function of communicating with “incompetent” people at work, is the spillover effect that occurs
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46 when ICT use bleeds into non-work time. An entitled employee who responds to emails after
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48 hours, is pre-occupied thinking about work during family time, or spends time at home worrying
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50 about techno-overload issues, such as not being able to keep up with continuing advances, has
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52 less time and energy resources to devote to the family domain. Whereas those individuals who
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3 are lower in entitlement might think of these spillover experiences as a normal part of
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5 organizational life and an expectation of the modern job, highly entitled employees are likely to
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7 react more negatively as they assume that they deserve favorable experiences at work and at
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9 home. Anything that gets in the way of that pleasurable life outcome is apt to be particularly
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11 irksome to the entitled employee, who is more likely to resent the intrusion of work into their
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13 “free” family time, thus exacerbating the effects of techno-overload and techno-invasion.
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17 Therefore, we predict:

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19 *Hypothesis 3:* Psychological entitlement will moderate the positive relationships between techno-
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21 overload and (a) turnover intentions, (b) work-family conflict, and (c) family burnout, such that
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23 the relationships will be stronger when psychological entitlement is higher.
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27 *Hypothesis 4:* Psychological entitlement will moderate the positive relationships between techno-
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29 invasion and (a) turnover intentions, (b) work-family conflict, and (c) family burnout, such that
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31 the relationships will be stronger when psychological entitlement is higher.
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33 **Method**

34 **Sample and Procedure**

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36 We engaged 322 students from a University in the Western region of the United States to
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38 use a chain-referral sampling methodology of up to three individuals. Those student recruiters
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40 were informed about the objectives and purpose of the study, were explained what ICT means,
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42 and were asked to recruit individuals who were using ICT to complete their work, were over the
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44 age of 18, and working at least 30 hours a week (i.e., full-time working employees). Extra credit
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46 was given to the students for recruiting qualified participants who completed both rounds (time 1
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48 and time 2) of this study. This recruiting methodology has been encouraged by scholars to obtain
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50 a broad sample of the workforce (Hochwarter, 2014), and has been found to result in similar
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3 results to non-student recruiting samples (Wheeler, Shanine, Leon, & Whitman, 2013). A link to
4 an online survey was provided to the students to share with potential participants in round 1
5 (time 1 survey). In the round 1 survey, participants had to provide their email addresses to be
6 contacted approximately 6 weeks later for the second round of the survey (time 2). Participants
7 had to complete both rounds (time 1 and time 2) of the survey for the student to receive extra
8 credit. We chose to separate the data collections across two points in time as time lags in studies
9 help to reduce issues related to common method variance (Podsakoff, MacKenzie, Lee, &
10 Podsakoff, 2003). In line with previous research (Demerouti, Bakker, & Butlers, 2004), we
11 utilized a 6-week time lag to provide temporal separation between our study's variables
12 (Podsakoff, MacKenzie, & Podsakoff, 2012).
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26 Of the potential 966 surveys, we received completed surveys from 416 (43.06%) at time
27 one and 288 (29.81%) at time two. The final sample was 253 (26.19%), as 35 were removed for
28 failing to pass attention checks (e.g., mark this item as “Strongly Disagree”), completing too
29 quickly, or failing to complete the survey. Full sample demographic information is available in
30 Table 1. As can be seen in Table 1, the final sample was 38% male with an average age of 34.
31 The participants reported 14.6 years of work experience with an average organizational tenure of
32 6.5 years. A majority of the sample was Caucasian (55%), married or in a committed relationship
33 (89%), and reported their spouse or committed significant other worked (53%).
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47 Insert Table 1 about here
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51 **Measures**

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3 A Likert scale was used for all of the survey items, with the scale anchors being 1
4 (“strongly disagree”) to 5 (“strongly agree”). Further, the instructions given to the participants
5
6 were aimed at reducing common method variance concerns (Podsakoff et al., 2003)
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10 **Time 1 Scales**

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12 *Techno-overload.* Techno-overload was measured with the 4-item scale ($\alpha=.89$) from the
13 Ragu-Nathan et al. (2008) scale. A sample item was “I am forced by ICTs to do more work than
14
15 I can handle.”
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19 *Techno-invasion.* Techno-invasion was measured with the 3-item scale ($\alpha=.87$) from the
20 Ragu-Nathan et al. (2008) scale. A sample item was “I feel my personal life is being invaded by
21
22 ICTs.”
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26 *Psychological Entitlement.* Psychological entitlement was captured with Campbell et al.’s
27 (2004) 9-item scale ($\alpha=.85$). A full listing of the items in this scale is provided in Appendix 1.
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31 **Time 2 Scales**

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33 *Turnover Intentions.* Turnover intentions were measured with Seashore, Lawler, Mirvis,
34 & Cammann (1982) 3-item scale ($\alpha=.90$). A sample item was “I will probably look for a new job
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36 in the next year.”
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40 *Work-Family Conflict.* We measured work-family conflict with the 3-item short form
41 ($\alpha=.75$) of Carlson, Kacmar, & Williams’s (2000) work-family conflict scale developed by
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43 Matthews, Kath, and Barnes-Farrell (2010). A sample item was “I have to miss family activities
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45 due to the amount of time I must spend on work responsibilities.”
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50 *Family Burnout.* We captured family burnout with the 3-item ($\alpha=.94$) adapted from the
51 job burnout scale from Maslach, Jackson, Leiter, Schaufeli, & Schwab (1986) by replacing job
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53 with family. An example item is “I feel burned out from the demands of my family.”
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3 *Control Variables.* Based on previous research (Byron, 2005; Michel, Kotrba,
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5 Mitchelson, Clark, & Baltes, 2011) and to minimize the potential for spurious relationships with
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7 our outcome variables, we controlled for the variables of gender and relationship status (i.e.,
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9 either married or in a committed relationship).
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11 **Data Analysis**

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13 We used SPSS 25 to run hierarchical moderated regression analyses to test the study's
14
15 hypotheses. Six separate analyses, one for each of our three outcome variables (turnover
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17 intentions, work-family conflict, and family burnout), were conducted for both of our
18
19 technostress dimensions, with each analysis including four steps. In the first step, we entered the
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21 control variables of gender and relationship status. The centered (Aiken, West & Reno, 1991)
22
23 techno-overload or techno-invasion variable was entered in step 2, and it was in this step that we
24
25 tested Hypotheses 1a, 1b, and 1c for techno-overload and Hypotheses 2a, 2b, and 2c for techno-
26
27 invasion. In step 3, we entered the centered entitlement variable. Finally, in step 4, we entered
28
29 the centered interaction term formed between the techno-overload or techno-invasion variable
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31 and entitlement terms, and it was in this final step that we tested Hypotheses 3a, 3b, and 3c (for
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33 techno-overload) and Hypotheses 4a, 4b, and 4c (for techno-invasion).
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40 **Results**

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42 Table 2 shows the means, standard deviations, construct reliabilities, intercorrelations
43
44 between the study variables, and discriminant validity values between the constructs examined in
45
46 our study. As can be seen, our correlations were moderate, with the highest correlation being
47
48 0.54 between techno-overload and techno-invasion. In line with our research expectations, the
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50 zero-order correlations between the two technostress dimensions and the outcome variables of
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52 turnover intentions, work-family conflict, and family burnout were all significant and in the
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3 expected direction. Discriminant validity calculations using the heterotrait-monotrait (HTMT)
4 ratio of correlations method revealed that all values were well below 0.85 (the highest we
5 reported was 0.62), which is the commonly established cutoff for showing discriminant validity
6 (Campbell & Fiske, 1959; Voorhees, Brady, Calantone, & Ramirez, 2016).
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11
12 To reduce common method variance, we separated our predictor and outcome variables
13 by administering the two surveys about six weeks apart (Podsakoff, et al. 2003). Procedurally, in
14 order to decrease socially desirable responses and increase respondent candidness, we presented
15 detailed information about the precautions taken to ensure the confidentiality of our respondents.
16 To decrease evaluation apprehension, we assured our respondents that there were not any right or
17 wrong answers to the items in the survey. Further, we used existing scales that did not include
18 vague or unfamiliar terms and were concise (Chang, Witteloostuijn, & Eden, 2010; Podsakoff et
19 al., 2003). Finally, we conducted a post hoc statistical Harman one factor test in which an
20 unrotated factor analysis extracted six factors with the first factor extracting 34.78% of the
21 variance compared to 73.04% of the variance extracted by all of the factors, suggesting it played
22 a small-moderate role.
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45 Tables 3 and 4 provide the results of our hierarchical moderated regression analyses. The
46 analyses presented in these tables with the “a” steps (i.e., steps 1a, 2a, 3a, and 4a) involving
47 turnover intentions as the outcome, the “b” steps with WFC as the outcome, and the “c” steps
48 with family burnout as the outcome. In Table 3, steps 2a, 2b, and 2c show that after controlling
49 for the control variables, techno-overload was positively related to turnover intentions, WFC,
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3 and family burnout. These results provide support for Hypotheses 1a, 1b, and 1c. In Table 4,
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5 steps 2a, 2b, and 2c reveal that techno-invasion was positively related to turnover intentions,
6
7 WFC, and family burnout. These results provide support for Hypotheses 2a, 2b, and 2c.
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12 Insert Tables 3 and 4 about here
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17 In Table 3, steps 3a, 3b, and 3c show that after the control variables and techno-overload,
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19 entitlement was significantly related to WFC and family burnout, but not turnover intentions. In
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21 the final steps of our analyses (steps 4a, 4b, and 4c), the interaction term formed between techno-
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23 overload and entitlement was significantly related to turnover intentions, WFC, and family
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25 burnout. However, before we could determine support for our hypotheses, we examined the
26
27 interaction graphs which were formed with levels one standard deviation above and one standard
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29 deviation below the mean (Stone & Hollenbeck, 1989).
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33 Figure 2 shows the interaction predicting turnover intentions and shows that the positive
34
35 relationship between techno-overload and turnover intentions was strongest when entitlement
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37 was highest, thus providing support for Hypothesis 3a. Figure 3 illustrates the interaction
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39 between techno-overload and entitlement with WFC as the outcome. Figure 3 shows that the
40
41 positive association between techno-overload and WFC was strongest when entitlement was
42
43 highest. These results provide support for Hypothesis 3b. Figure 4 illustrates the interaction
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45 between techno-overload and entitlement on family burnout. As can be seen, this figure shows
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47 that the positive relationship between techno-overload and family burnout was strongest when
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49 entitlement was highest. Thus, Hypothesis 3c is supported.
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Insert Figures 2-4 about here

Table 4 provides the results with techno-invasion. Steps 3a, 3b, and 3c show that after the control variables and techno-invasion, entitlement was significantly related to all three of our outcomes. In the final steps of our analyses (steps 4a, 4b, and 4c), the interaction term formed between techno-invasion and entitlement was significantly related to turnover intentions and WFC, but not family burnout. Thus, Hypothesis 4c was not supported. In terms of Hypotheses 4a and 4b, before we could determine support for these significant interactions, we examined the graphical figures.

Figure 5 shows the interaction predicting turnover intentions and shows that the positive relationship between techno-invasion and turnover intentions was strongest when entitlement was highest. This result provides support for Hypothesis 4a. Figure 6 illustrates the interaction between techno-invasion and entitlement with WFC as the outcome. Figure 6 shows that the positive association between techno-invasion and WFC was strongest when entitlement was highest. Thus, Hypothesis 4b is supported.

Insert Figures 5 and 6 about here

Discussion

The goal of our research was to investigate the impact of two different types of technostress on the work domain (turnover intentions), the family domain (family burnout), and the work-family interface (work-family conflict). Further, we sought to shed light on the moderating effect of entitlement, as this personality trait is a common workplace factor that is

growing with the millennial population entering the workforce. Based on conservation of resources theory (Hobfoll, 2001), we predicted that the dimensions of techno-overload and techno-invasion would contribute to the experience of work and family outcomes. The results indicated that, after controlling for gender and marital status, both techno-overload and techno-invasion were positively related to turnover intentions, WFC, and family burnout. As predicted, technostress has a well-earned reputation as a “dark side phenomenon” (Tarafdar, et al., 2017: 12). The stress associated with ICT use in organizations is generally perceived as a threat, and subsequent strain reactions lead to adverse outcomes in the work domain and elsewhere. This research was the first to test the relationships between the predictors of techno-overload and techno-invasion, and the outcomes of turnover intentions, WFC, and family burnout, thereby building on other technostress research and extending the understanding of these ICT factors in the workplace (Ragu-Nathan et al., 2008).

As has been demonstrated with other research on the effects of stress in the workplace, the dimensions of techno-overload and techno-invasion have the potential to spill over into the non-work domain (Grzywacz, Almeida, & McDonald, 2002). Technostress, and particularly that stemming from techno-overload and techno-invasion, seems unlikely to be contained within the work domain. Just as other issues and problems from work follow one home, techno-overload and techno-invasion tag along for the ride. The result may be increased work-family conflict whose etiology is the stress associated with an individuals’ inability to cope with the demands of organizational ICT usage (Butts et al., 2015). Couple this with the increasingly “always on” nature of work-related ICT modalities, and you have a recipe for burnout and subsequent turnover (Ferguson et al. 2016). Interestingly, although we found that both techno-overload and techno-invasion were related to all three of the study’s outcomes, the technostress dimensions

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3 were most strongly related to work-family conflict and least strongly related to family burnout.
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5 Thus, it could be that techno-overload and techno-invasion are most salient and impactful for
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7 work spilling over into family.
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10 Next, we used COR theory to shed light on the role that a personality variable –
11 entitlement – would play in this relationship. We found that entitlement significantly moderated
12 all three of the overload-outcome relationships, and two of the invasion-outcome relationships.
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14 When entitlement was high, the positive relationships between the two technostress dimensions
15 and the outcomes of turnover intentions, WFC, and family burnout were stronger. Our research
16 builds on previous empirical examinations that considered the Big 5 personality factors
17 (Srivastava et al., 2015; Krishnan, 2017) and proactive personality (Hung, Chen & Lin 2015) as
18 moderators in the technostress literature. We expanded our understanding of personality to
19 consider psychological entitlement, which has not previously been considered and demonstrated
20 that employees who feel a strong sense of entitlement are more likely to experience higher levels
21 of intentions to leave the organization, work-family conflict, and family burnout. Thus, we
22 extended this research theoretically by applying COR theory to understand the role of
23 entitlement and extend the research empirically by examining the role of entitlement in this
24 technostress process.
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42 Finally, the nature and degree of stress response is contingent on individual differences –
43 individuals respond differently to workplace stressors (Srivastava et al., 2015). In this
44 investigation, we looked at the moderating effect of entitlement. There has been considerable
45 popular and academic speculation that the incidence of entitlement, and narcissism more
46 generally, is on the rise (Anderson, Baur, Griffeth, & Buckley, 2017; Gray, 2014; Harvey,
47 Harris, Gillis, & Martinko, 2014; Konrath, O'Brien, & Hsing, 2011; Twenge & Foster, 2010),
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3 particularly among younger generations. As evidence suggests that society as a whole, and more
4 specifically, organizations will be managing these characteristics to a growing extent in the near
5 future, the need to understand them is clear. This study provides some movement in addressing
6 that need. Granted, millennials and Gen-X'ers take the brunt of the criticism with regard to
7 entitlement, generalizations to entire cohorts are neither fair nor always useful. However, cohorts
8 aside, individuals who demonstrate the potential to feel entitled are at greater risk of negative
9 outcomes due to techno-overload and techno-invasion, and managers should be cognizant of this
10 propensity.
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21 **Limitations and Implications for Research and Practice**

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24 As with any investigation of this nature, some limitations are worth mentioning. First,
25 due to the self-report nature of the data in our investigation, causality must be inferred from the
26 data. Even though the variance in outcomes explained was small, such variance can have
27 significant practical consequences (Abelson, 1985; Fichman, 1999). Another potential limitation
28 of our study is that the means for our outcome variables were all rather low. This might be a
29 function of our sample demographics (e.g., with an average age of 34) or other unique sample
30 characteristics (e.g., mostly recruited from the Western part of the United States), but we
31 encourage replication with other types of samples. While our study investigated the impact of
32 one moderator of contemporary interest, other personality and situational variables such as
33 emotional intelligence, political skill, narcissism, computer self-efficacy, and addictive
34 personalities (Turel & Serenko, 2010; Turel, Serenko, & Bontis, 2011; Zivnuska et al., 2019)
35 might play roles in explaining differential reactions to techno-overload and techno-invasion in
36 the workplace (Srivastava et al., 2015). Another question related to our investigation of
37 entitlement as a moderator. Although psychological entitlement is a general construct referring to
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3 favorable self-beliefs, it might be interesting to know the exact nature of these beliefs as it relates
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5 to technology. Is it a function of techno-overload and techno-invasion which is perceived to be
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7 unfair? Is it that those who are higher in entitlement expect greater rewards when faced with
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9 techno-overload and techno-invasion? There are other possibilities, and we encourage future
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11 research to more fully investigate our findings.
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15 Similarly, another avenue for future research would be to examine the other three
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17 dimensions of technostress. In this study, we were particularly interested in techno-overload and
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19 techno-invasion, due to their congruence with work-family constructs. Our study is the first to
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21 examine work, family, and work-family outcomes of techno-overload and techno-invasion and
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23 entitlement. Future research may benefit from examining the other dimensions of technostress
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25 (techno-uncertainty, techno-complexity, and techno-insecurity) with regard to consequences such
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27 as performance and burnout.
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31 A question that arises from our research is the impact of other aspects of the non-work
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33 situation as predictors, moderators, or control variables in the relationships we examined. Some
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35 examples include not just relationship status, but how many children and their ages, are the
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37 participants in dual-career situations, and the types of industries participants worked in (as not all
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39 ICT work is created equally). In addition to what industries subjects worked in, it would be
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41 interesting to investigate the exact types of technology work participants complete. Relatedly, we
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43 primarily focused on the negative impacts of technostress. However, it also would be insightful
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45 to examine techno-eustress (the extent to which technostress can actually be beneficial to the
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47 employee) (Tarafdar, Cooper, & Stich, 2019) as well. Future research in these areas will answer
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49 further questions that come from our findings. Finally, given that the negative relationships
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51 between technostress (and the examined technostress dimensions of overload and invasion) and
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3 outcomes have proven to be robust, we think that the nomological network surrounding
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5 technostress antecedents, moderators, and consequences can be meaningfully expanded. More
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7 specifically, understanding how technostress at work spills from the work domain to the family
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9 domain, and further, how it might even crossover to other family members or work colleagues
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11 (Westman, 2001) could provide useful information.
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15 The implications for the practical application of these findings suggest a number of
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17 avenues for managerial intervention. First, managers must understand how ICT use in the
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19 organization has the potential to spill over into the non-work domain. Managers must be on the
20
21 lookout for work-non-work spillover and indications that workplace ICT stressors are affecting
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23 employees' families and contributing to work-family conflict as these factors have been shown
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25 to have a crossback effect on the job incumbent's work domain (Carlson, et al., 2019). Managers
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27 in organizations can implement sensible guidance on outside-of-work ICT use and take steps to
28
29 limit such work-related interruptions. Backing this up, managers can take proactive steps to
30
31 prevent techno-overload and techno-invasion (and their negative impacts) (Brivio, Gaudioso,
32
33 Vergine, Mirizzi, Reina, Stellari, & Galimberti, 2018). When managers are staffing jobs and
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35 planning work, managers should do their best to balance employees' technology abilities with
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37 the technology involved in tasks and the amount that technology invades non-work life, as these
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39 actions can help to minimize technostress (Brivio et al., 2018).
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45 Managers must also be on the lookout for signs that chronic techno-overload and techno-
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47 invasion are leading to individual and family burnout. Managers should be attuned to indications
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49 that employees are suffering from techno-overload and techno-invasion; indications include
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51 evidence of decreased job performance, decreased organizational commitment, role overload and
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53 role conflict, challenges or frustrations with non-work life, and decreased satisfaction with ICT
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3 and with the job in general. Changes in mood and performance are symptoms of underlying
4 issues. To the extent that managers have a deep understanding of the impacts of technology use
5 in the workplace, both positive and negative, they can more effectively employ technology as
6 well as team and organizational structures, to embed systems in place that help employees
7 (Brivio et al., 2018), and to facilitate organization environments that mitigate harm.
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12 Realizing that it is relatively impossible to eliminate all aspects of techno-overload and
13 techno-invasion, managers need to be aware that higher levels of employee entitlement
14 exacerbate the negative impacts of techno-overload and techno-invasion. Thus, managers should
15 take note when hiring entitled employees, make efforts to assess (either formally or informally)
16 the entitlement levels of current employees, and be especially aware when these employees are
17 experiencing higher levels of techno-overload and techno-invasion. Finally, while this research
18 investigated turnover intentions (Allen, Weeks, and Moffitt, 2005), actual turnover is the
19 outcome that we should take pains to avoid if possible. It may be that techno-overload and
20 techno-invasion at the current workplace are so great, and so chronic, that the only available
21 option to employees is to seek employment elsewhere. Managers must ensure to avoid this type
22 of dysfunctional turnover, otherwise the associated costs will be high.
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40 In conclusion, the use of ICT in organizations today lends the job incumbent to the
41 experience of technostress. This research demonstrated that techno-overload and techno-invasion
42 not only contributed to intentions to turnover but also played a role in the experience of work
43 interference with family and spilled over to the family domain in the experience of family
44 burnout. Further, the personality trait of entitlement played a moderating role in these
45 relationships such that they were exacerbated when entitlement was high.
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Appendix 1

Items from the Entitlement Scale

I honestly feel I'm more deserving than others.

Great things should come to me.

If I were on a sinking ship, I would deserve to be on the first lifeboat.

I demand the best because I'm worth it.

I do not necessarily deserve special treatment.

I deserve more things in my life.

People like me deserve an extra break now and then.

Things should go my way.

I feel entitled to more of everything.

Table 1
Sample Demographics

Sample Size = 253
Male = 38%, Female = 62%
Average Age = 34
Work Experience = 14.6 years
Organizational Tenure (at the current job) = 6.5 years
Caucasian = 55%
Married or Committed Relationship = 89%
Spouse or Committed Significant Other Working = 52.5%

Table 2
Means, Standard Deviations, and Correlations among the Study Variables

	Means	SD	1	2	3	4	5	6	7	8
1. Turnover Intentions	2.27	1.11	(.90)	.62	.35	.27	.20	.16		
2. Work-to-Family	2.29	0.84	.51**	(.75)	.55	.43	.36	.23		
3. Family Burnout	1.97	0.98	.32**	.46**	(.94)	.17	.15	.33		
4. Techno-Overload	2.46	0.96	.24**	.35**	.16*	(.89)	.61	.10		
5. Techno-Invasion	2.34	1.02	.17**	.29**	.14*	.54**	(.87)	.00		
6. Entitlement	2.66	0.69	.14*	.19**	.30**	.09	.00	(.85)		
7. Gender	1.62	0.49	-.08	-.15*	-.04	-.03	-.05	-.03	-	
8. Married or Committed Relationship	1.89	1.00	-.14*	-.06	-.14*	-.03	-.01	-.06	-.03	-

N = 253. * p< .05. **p<.01. Construct reliabilities are provided on the diagonal in parentheses. Correlations between constructs are provided below the diagonal. Discriminant validity values are provided above the diagonal in *italics*.

Table 3
Hierarchical Moderated Regression Results with Techno-Overload as the Predictor

	Outcome = Turnover Intentions				Outcome = Work-Family Conflict				Outcome = Family Burnout			
	Step 1a	Step 2a	Step 3a	Step 4a	Step 1b	Step 2b	Step 3b	Step 4b	Step 1c	Step 2c	Step 3c	Step 4c
Control Variables												
Gender	-.19	-.18	-.17	-.17	-.27*	-.25*	-.24*	-.24*	-.09	-.08	-.07	-.07
Relationship Status	-.15*	-.15*	-.14*	-.13	-.06	-.05	-.04	-.04	-.14*	-.13*	-.12*	-.11
Predictor Variable Techno-Overload		.28**	.26**	.23**		.31**	.29**	.28**		.16*	.14*	.12 ⁺
Moderating Variable Entitlement			.18	.19*			.18*	.19**			.39**	.40**
Interactions Techno-Overload X Entitlement				.31**				.14*				.16 ⁺
Δ in Adjusted R-squared	.02*	.05**	.01	.04**	.02*	.12**	.02*	.01*	.01	.02*	.08**	.01 ⁺

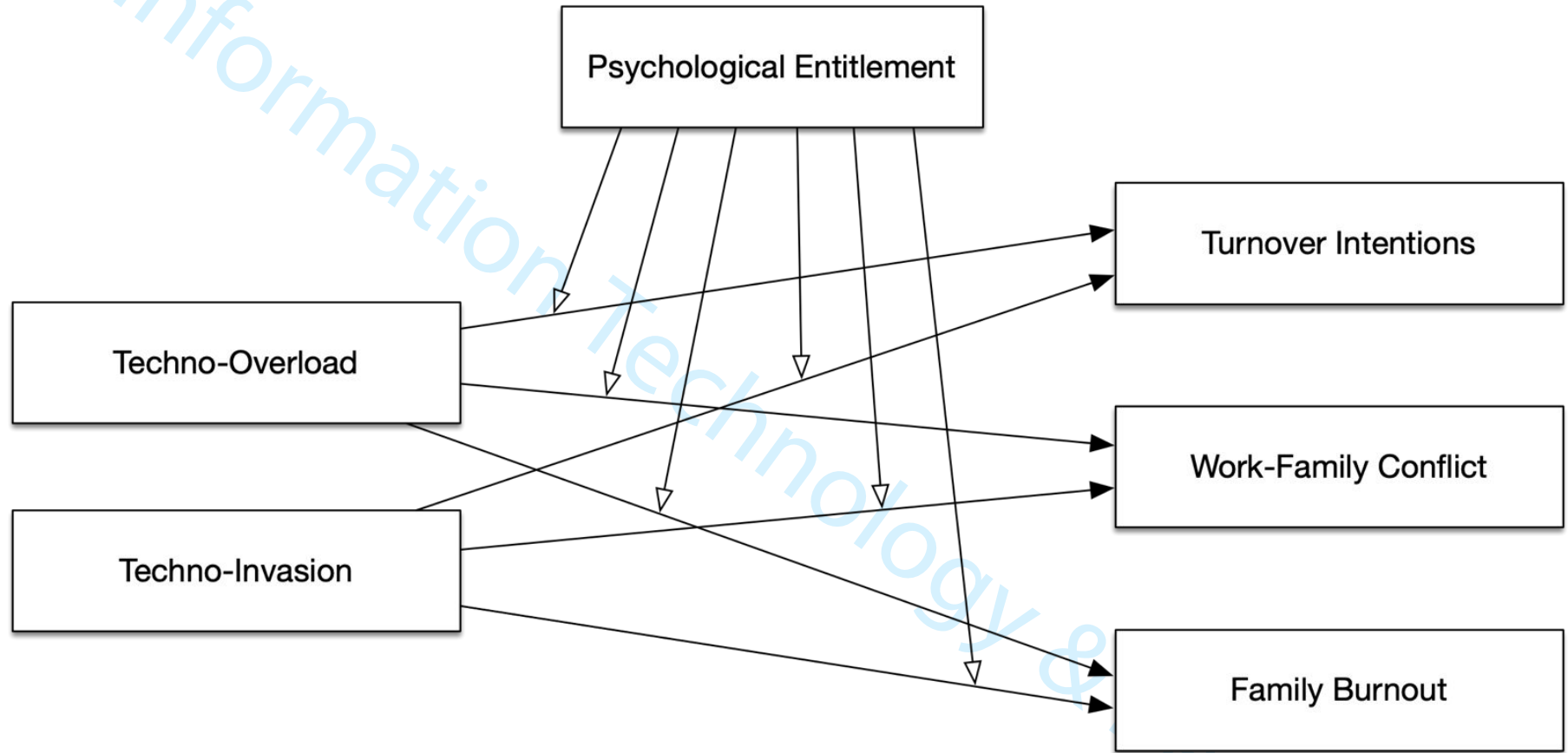
N = 253. ⁺ $p < .10$. * $p < .05$. ** $p < .01$.

Table 4
Hierarchical Moderated Regression Results with Techno-Invasion as the Predictor

	Outcome = Turnover Intentions				Outcome = Work-Family Conflict				Outcome = Family Burnout			
	Step 1a	Step 2a	Step 3a	Step 4a	Step 1b	Step 2b	Step 3b	Step 4b	Step 1c	Step 2c	Step 3c	Step 4c
Control Variables												
Gender	-.19	-.17	-.16	-.16	-.27*	-.24*	-.23*	-.23*	-.09	-.08	-.06	-.06
Relationship Status	-.15*	-.15*	-.14*	-.12 ⁺	-.06	-.05	-.04	-.04	-.14*	-.13*	-.12*	-.11 ⁺
Predictor Variable Techno-Invasion		.18**	.18**	.17**		.23**	.23**	.22**		.13*	.13*	.12*
Moderating Variable Entitlement			.21*	.20*			.22**	.21**			.41**	.41**
Interactions Techno-Invasion X Entitlement				.20*				.11 ⁺				.08
Δ in Adjusted R-squared	.02*	.02**	.01*	.02*	.02*	.08**	.03**	.01 ⁺	.01*	.02*	.08**	.00

N = 253. ⁺ p < .10. * p < .05. ** p < .01.

Figure 1
Conceptual Model: The Work and Family Impacts of Techno-Overload and Techno-Invasion



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Figure 2

Interaction between Techno-Overload and Entitlement Predicting Turnover Intentions

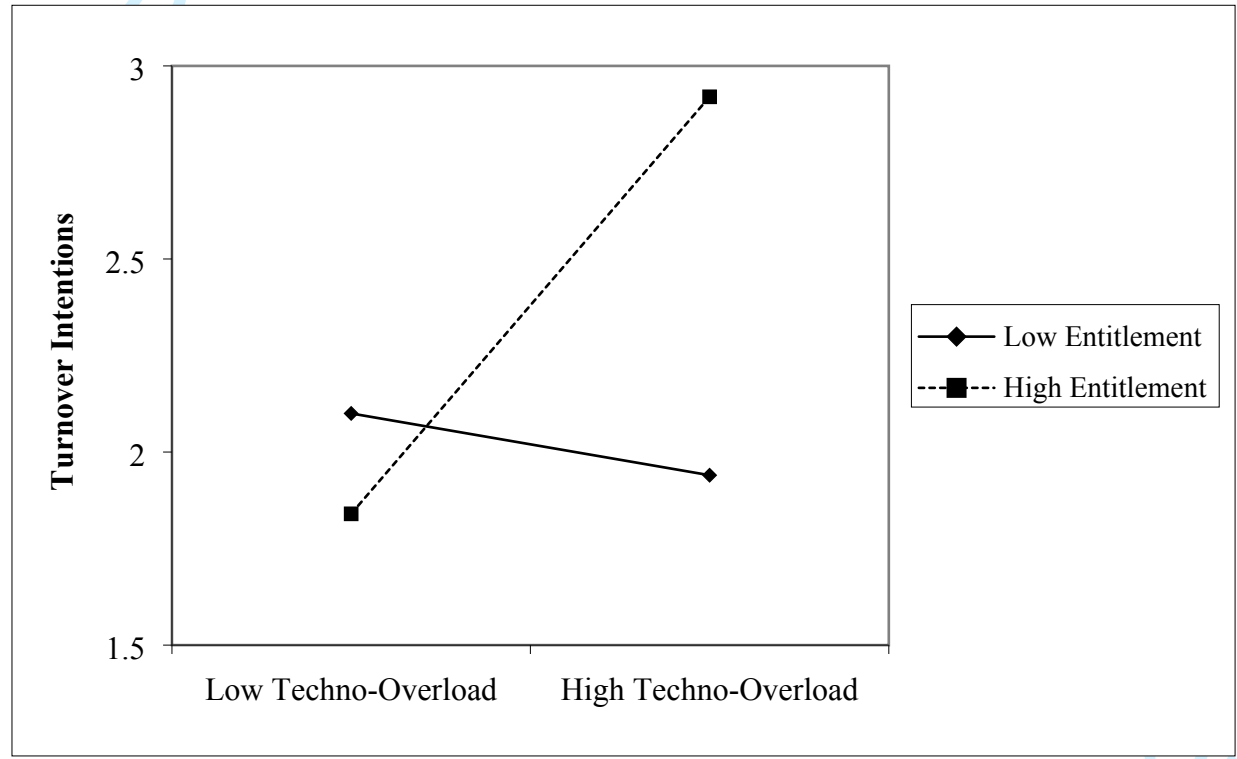


Figure 3

Interaction between Techno-Overload and Entitlement Predicting Work-Family Conflict

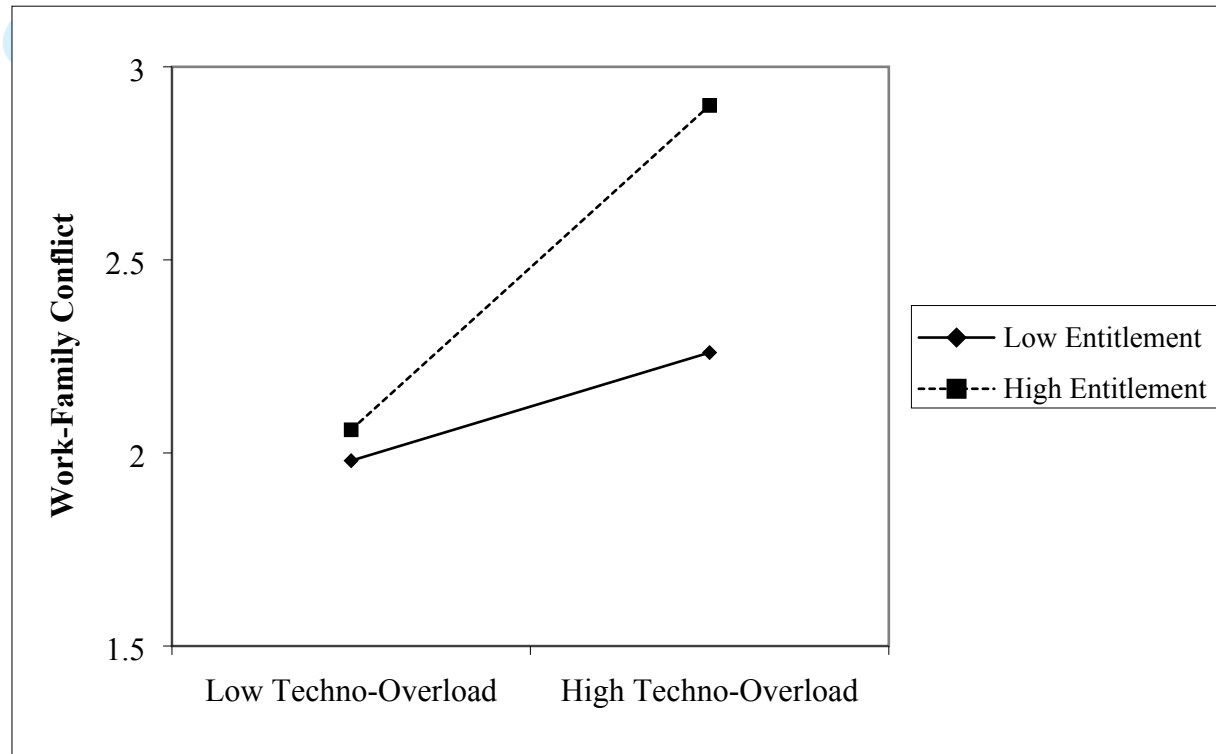
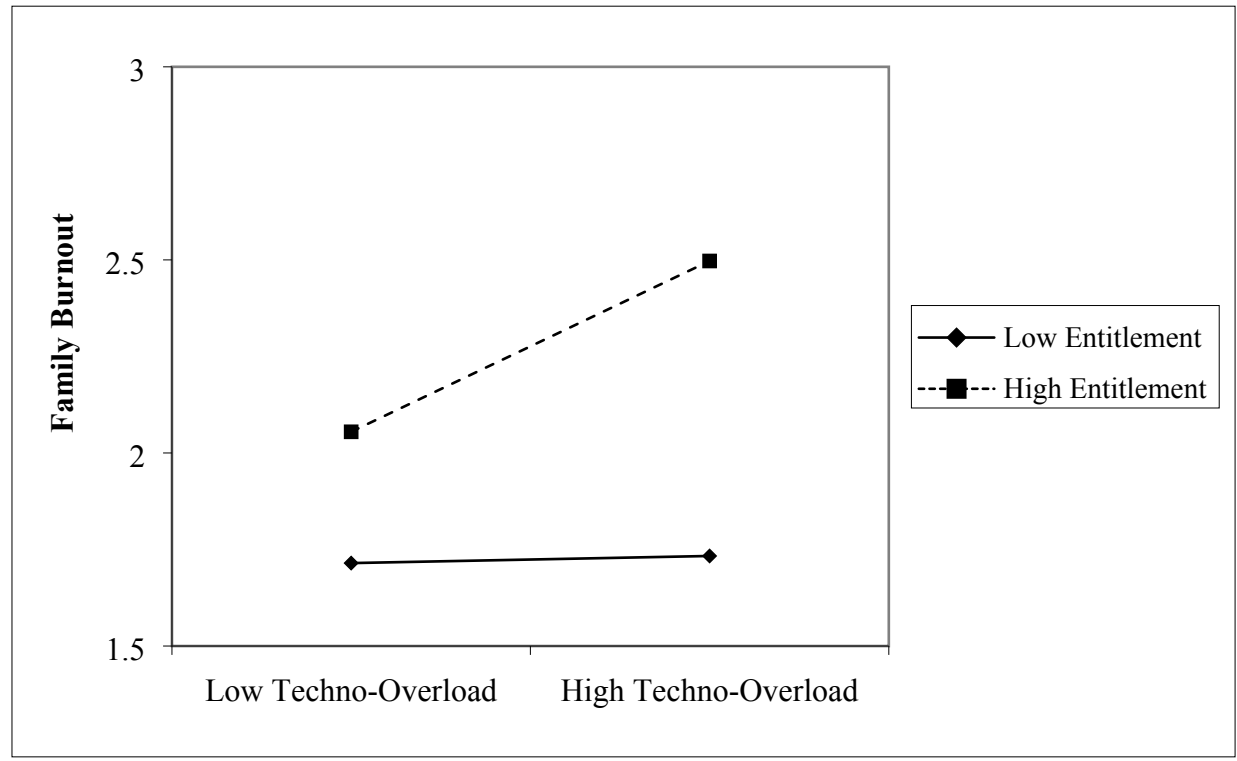


Figure 4

Interaction between Techno-Overload and Entitlement Predicting Family Burnout



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Figure 5

Interaction between Techno-Invasion and Entitlement Predicting Turnover Intentions

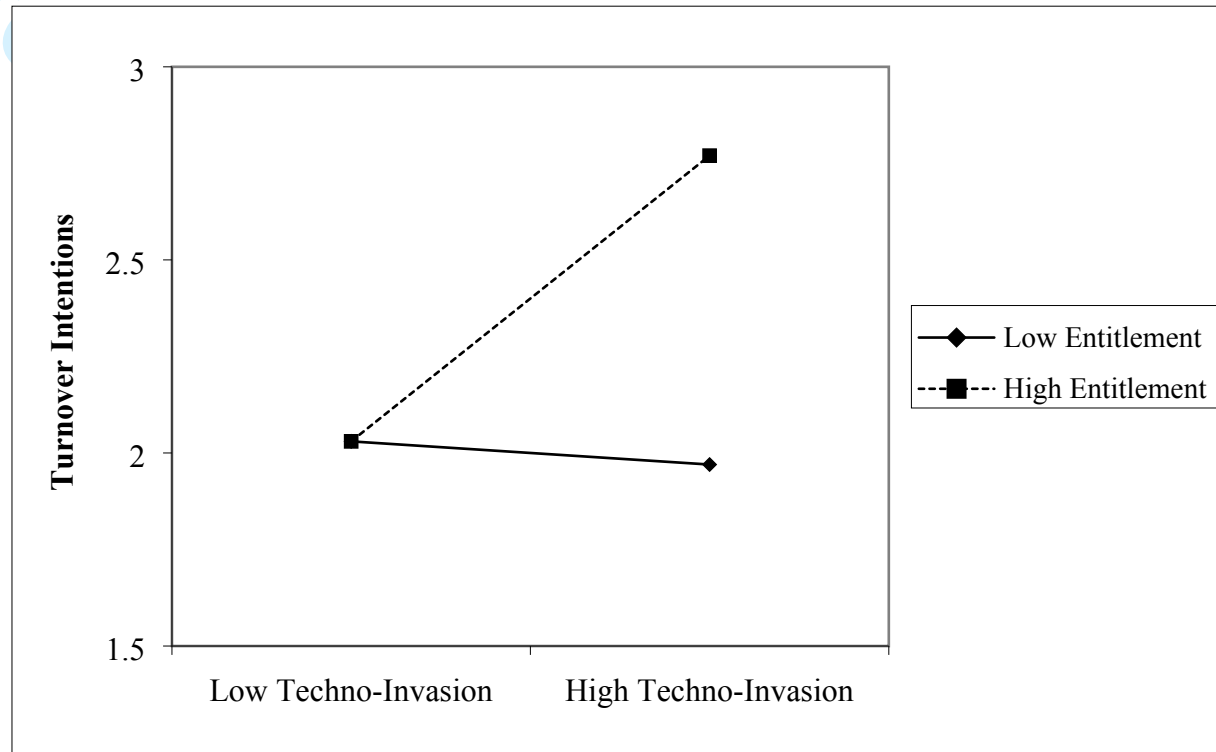
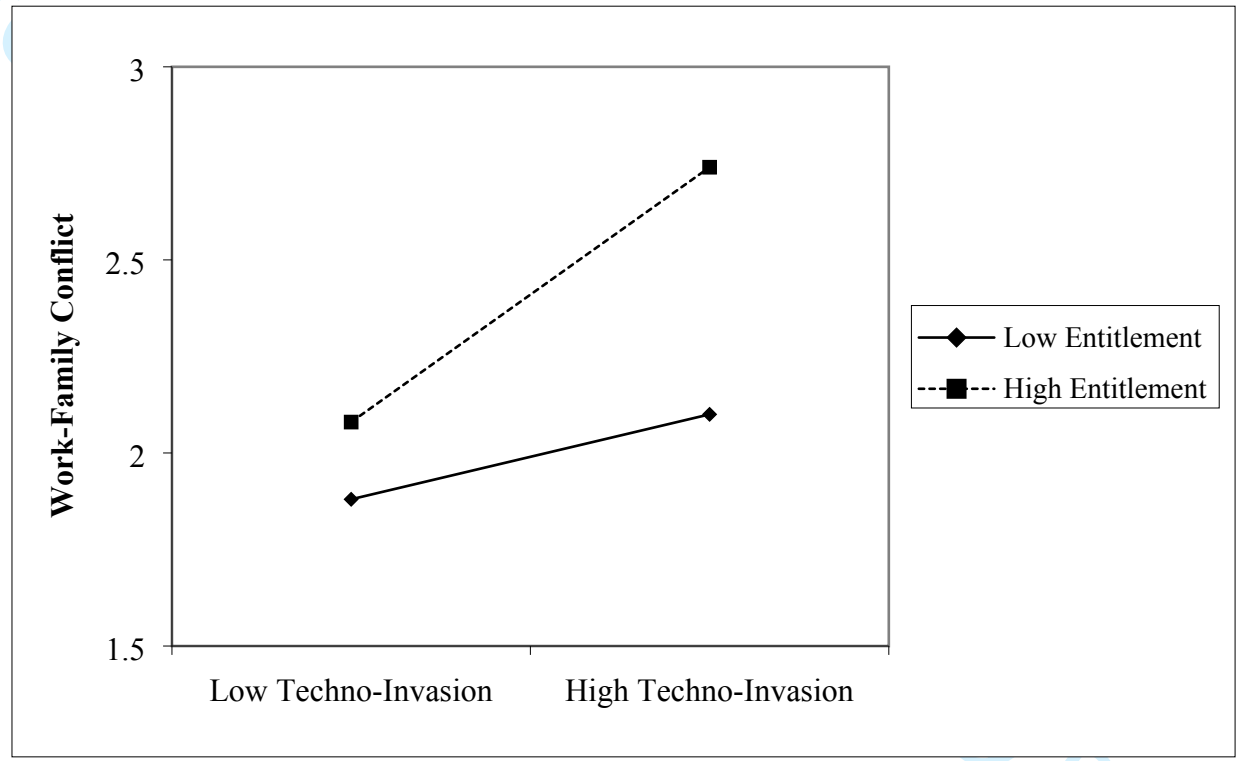


Figure 6

Interaction between Techno-Invasion and Entitlement Predicting Work Family Conflict



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