Work Life Overlap in The Millennial Generation: The Role of Ubiquitous Technology

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Millennials now represent the majority generation and the majority workforce in the U.S. Unlike older generations, millennials claim to desire a more seamless overlap between work and personal lives. This study acknowledges a change in context from work-family balance to work-life overlap, provides evidence that the established relationship between core self-evaluation and job satisfaction holds for millennial workers, and contributes two new constructs and scales to measure technology enabled work-to-life and life-to-work overlap for millennial workers. Results show that technology enabled work-to-life overlap is positively related to job satisfaction and strengthens the CSE-job satisfaction relationship.

INTRODUCTION

By 2015, millennials were predicted to overtake baby boomers as the majority generation in the workforce (Elance-oDesk & Millennial Branding, 2014). These new entrants to today's workforce are seen to be highly technology-savvy and possess high self-esteem (Holt, Marques, & Way, 2012). Although ambitious and career-oriented, millennials do not intend to sacrifice their personal lives for work. They want job decisions and job satisfaction to depend on work place flexibility rather than on compensation (Abril-Sánchez, Levin, & Del Riego, 2012). A particularly important aspect that has contributed to increased work place flexibility is the extensive presence and usage of technology. Technology ubiquity has "removed doors" so that people can complete job and personal tasks anywhere and at any time (Yun, Kettinger, & Lee, 2012), thereby creating an 'overlap' between work and personal lives. The recent economic, technological, and demographic forces motivate a renewed interest in studying the work-life dichotomy, how it is influenced by the pervasiveness of technology, and ultimately its impact on overall job satisfaction.

Unlike their predecessors, millennials desire more transparency between work and life. With the generational shift in today's workforce, employers are challenged to understand how to motivate and

retain millennials. It is becoming important for organizations to communicate company values regarding work-life balance and flexible work environments. A PwC study (2014) showed that HR departments may have to revisit their strategies to manage this techno-generation: it's not just the way they use technology, their personality traits are different too.

From a research standpoint, personality traits have been used, both conceptually and empirically, to understand aspects such as job performance and job satisfaction (Barrick and Mount, 1991; Judge, Heller, & Mount, 2002). A broad set of personality traits that has emerged as a significant predictor of job satisfaction in recent years is core self-evaluation (Judge, Locke, & Durham, 1997). Past studies have shown that job satisfaction can also be effected by factors outside one's workplace such as family, life satisfaction, and more recently, by technology interference (Tait, Padgett, and Baldwin, 1989). Although several streams of research have focused on the overlap of work and life facilitated by technology use as beneficial (Desrochers, Hilton, & Larwood, 2005; Pedersen & Lewis, 2012; Rose, 2013), there appears to be a gap in understanding the effect of this overlap on the job satisfaction of millennials. A new perspective appears to develop- one where the interference of work and life was seen as negative by past generations (van Hooff, Geurts, Kompier, & Taris, 2006; Boswell & Olson-Buchanan, 2007)- is now being replaced with a perspective of 'give and take' between millennial employees and employers.

We aim to further explore this newly developing notion. Could there be a generational paradox where millennials view the overlap of work and personal life as harmonious while previous generations viewed it as discordant? In this study, we attempt to answer two questions: (1) *Does the well-established relationship between core self-evaluation (CSE) and job satisfaction hold for millennial workers?* and (2) *Is it possible that the ubiquity of technology enables the overlap between work and personal life, eliminating the conflict and resulting in more of a 'give and take' situation between employers and millennial employees as measured by job satisfaction?* Through the introduction of two new constructs and scales, this study measures technology enabled work-life overlap and its influence on millennial job satisfaction.

The outline of the paper is as follows. The following section provides a literature review of the concepts and constructs of this study. The next section includes the development of two new constructs introduced by this study. Then, the hypothesis development and methodology sections follow. Finally, the results are presented followed by a discussion and conclusion.

LITERATURE REVIEW

Work/Family Border Theory

Work/family border theory is the reference theory for the study. Introduced in 2000, the theoretical framework builds on general border and boundary theory- a cognitive theory of social classification- distinguishing between two separate domains, work and family (Clark, 2000; Zerubavel, 1996). The theory has four characteristic properties including, (1) physical and psychological *permeability,* describing working people as "daily border-crossers between these domains" (Clark, 2000: 748). Borders have the characteristics of (2) *flexibility* - the ability to expand and contract in response to changing needs, (3) *blending* - a mixed area, no longer distinguishable as the work or family domain, and (4) *border strength* - the degree to which the border is flexible, permeable, and allows blending.

Much of the literature in the area of work/family focuses on negative tension created by the impact of work encroaching on personal life from the employee's perspective (Butts, Becker, & Boswell, 2015; Byron, 2005; Chesley, 2005; Derks & Bakker, 2012; Glavin, Schieman, & Reid, 2011; Schieman & Glavin, 2008; Voydanoff, 2005). A separate collection of literature, motivated by the prevalence of technology, studies the opposite relationship - that of the employee using company time and sometimes technology for personal benefit (Lim, Teo & Loo, 2002; Stanko & Beckman, 2014; Wajcman, Bittman & Brown, 2008). However, few studies represent the millennial generation (now the majority workforce) and limited research is available that study the simultaneous blend or permeability of work to life and life to work borders.

Work Encroaching on Personal Life

The prevalence of communication technologies has made it easier for employees to bring work into their homes (Butts et al., 2015; Chesley, 2005; Derks & Baker, 2014; Voydanoff, 2005).

Literature provides evidence of negative consequences associated with these invasions of work into "after work hours". Heavy after-hours-work related smart phone use was found to be positively related to state burnout operationalized as "exhaustion and cynicism" (Derks & Bakker, 2012: 416). One study specifically focuses on the stress that emails create for employees and the negative spillover into personal life (Barley, Meyerson & Grodal, 2011). Again, much of the research regarding work-family balance and technology does not represent the millennial worker.

Life Encroaching on Work Time

A separate body of literature illustrates that employers across the globe share a concern that employees use company time and technology for personal interests. A 2008 Australian study found that with the pervasive availability of personal communication tools, nearly 74% of calls and 88% of text messages exchanged during work hours were with workers' family and friends and not business related (Wajcman et al., 2008). One study found excessive personal usage of the company internet during work hours (Abril-Sánchez et al., 2012). Negative productivity generated by employee use of company time and technology for personal reasons has also been studied (Lim et al., 2002). Another study found significant personal internet use at work leading to the lack of attention to important work tasks (Stanko & Beckman, 2014).

Blurring the Boundaries: Overlap in Literature

The advancement of technology and specifically the ubiquity of smart technology is a significant enabler of the blurring of work and personal boundaries. However, findings are contradictory on whether the consequences are negative or positive. One set of studies focuses on telecommuting and the blurring of work/home boundaries with negative consequences related to this home-based work (Hill, Miller, Weiner, & Colihan, 1998; Gajendran & Harrison, 2007; Murphy & Sauter, 2003). In contradictory studies, work flexibility- facilitated by technology- has been found to reduce stress and help employees balance work and personal demands (Hill, Hawkins, Ferris & Weitzman, 2001). And more recent studies suggest that the interference between work and life does not necessarily lead to conflict (Pedersen & Lewis, 2012; Rose, 2013).

A Different Approach for Millennials

Most of the research on the impact of technology on work-life balance does not represent millennial workers. Millennials appear to differ from previous generations in several ways. Sheltered by over-protective parents they have been found to have strong relationships with parents and teachers which is expected to extend to employers (Strauss & Howe, 2006). The result is that millennials are trusting of authority and expect the workplace to provide an "equitable system and two-way loyalty" (Hershatter & Epstein, 2010: 215). They are ambitious in the career goals - 91% aspire to leadership positions at work – however, they don't intend to sacrifice their personal lives for work. Millennials are asking for a more seamless overlap of work and personal life- something the other generations of workers have claimed to increase work-life conflict (Abril-Sánchez et al., 2012). Only 19% agreed with the statement that work life is completely separate from personal life and what you do in one should not affect the other (WorkplaceTrends, 2015). Millennials are clear in their desire for work-life balance but they define it as flexibility in their ability to choose when and where they work. They are comfortable sharing online social networks with their work supervisors and expect to be able to service personal email and text messages while at work. They also share a collective set of personality characteristics including narcissism, adaptability, and creativity (Elance-oDesk & Millennial Branding, 2014), traits that appear synergistic with those of high core self-evaluation. The reviewed literature suggests that the two powerful and opposing forces of work and life, especially when enabled by technology, are breaking down

boundaries and creating a growing overlap. No study yet has looked at both the work to life and life to work impact of technology and the impact when the worker is a millennial.

Core Self-Evaluation

Core self-evaluation is defined as "fundamental premises that individuals hold about themselves and their functioning in the world" or more simply, positive self-concept (Judge, Erez, & Bono, 1998: 168). The core self-evaluation construct is further described as "a broad, latent, higher-order trait indicated by four well established traits in the personality literature" (Judge, Erez, Bono & Thoreson, 2003: 304): self-esteem, generalized self-efficacy, emotional stability, and locus of control. "Self-esteem" refers to a person's estimate of their own self-worth (Harter, 1990). "Generalized self-efficacy" is the assessment of a person's ability to perform or execute (Locke, McClear, & Knight, 1996). "Emotional stability", or low neuroticism, refers to a person's level of confidence and security (Chen, 2012; Judge & Bono, 2001). "Locus of control" refers to the belief that people have about their control over events that occur in their lives (Rotter, 1966).

Each of these four personality traits have been well documented individually and can also be measured as a holistic construct sharing a "common core" (Judge et al., 2003). The integrated CSE framework is parsimonious and predictable (Ferris et al., 2012).

Job Satisfaction

Job satisfaction is one of a handful of factors impacting overall happiness and life satisfaction. According to a Gallup (2013) employee engagement survey, nearly 70% of U.S. workers reported being "not engaged" or "actively disengaged". Given the importance of job satisfaction in literature, it is surprising that no agreement exists amongst management and psychology scholars on a decisive definition and measure. For this study, we adopt the Locke definition, the concept of job satisfaction reflecting a person's overall attitude concerning their work, "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1969: 317).

CONSTRUCT DEVELOPMENT: TECHNOLOGY ENABLED OVERLAP

To address our research questions, we introduce and contribute two new constructs- technology enabled work-to-life overlap and technology enabled life-to-work overlap. The importance of technology and the overlap it enables motivated our interest in formulating a new term - "technology enabled overlap". Before we provide a formal definition of the new constructs incorporating technology enabled overlap, let us review the definitions of the words that make up the term. First, we call the blurring of work and life boundaries an 'overlap'. The Oxford Dictionary defines overlap as- "Extend over so as to cover partly" (Oxford Dictionaries, 2016). This definition does not indicate whether this 'extension' is good or bad. Our intent in this study is to view work and life boundary blurring, enabled by technology, as a neutral term which is neither beneficial nor harmful. Second, we limit our study to overlap that occurs due to the usage of technology. Overlap activities that are not technology enabled are excluded, such as bringing a child to work because of a childcare failure or leaving the office for a doctor's appointment.

We operationalize technology enabled overlap through the introduction of two new constructs: "technology enabled work-to-life overlap" and "technology enabled life-to-work overlap". These new constructs were chosen for two reasons: (1) to allow the measurement of and to study the increasing overlap between work and non-work parts of life for the millennial workforce and (2) to specifically examine the overlap that is enabled by the pervasiveness of technology. We felt the need to create a new measure, with new scales, because no existing scales in the work-family literature capture spillover occurring purely due to technology. Additionally, existing measures either capture the positive side or negative side of said spillover. As discussed previously, our approach is to view the overlap from a neutral perspective to learn if it is possible that technology enables more of a 'give and take' relationship between the millennial employee and employer. First, our newly developed scales include various

dimensions of technology through which an overlap might occur (such as emails, phone calls, voicemails, and text messages). Second, the scales measure overlap towards 'life' in general (work to life and life to work). We found that existing scales measure work to 'family' and 'family' to work overlap/interference (Grywacz, 2000; Sumer & Knight, 2001). Because this study is specifically for the millennial generation- 64% of whom were single and never married in 2014 (Gallup, 2015)- it is justified to have a measure that includes aspects of 'life' (beyond family and children) for millennials. And third, existing scales are clearly labeled as "positive spillover" (Kirchmeyer, 1993; Grywacz & Marks, 2000) or "negative spillover" (Grywacz & Marks, 2000; Dilwork, 2004). Therefore in an attempt to measure 'neutral spillover', we again felt the need to develop new scales.

Technology Enabled Work-to-Life Overlap

We define technology enabled work-to-life overlap as *when an employee uses technology to do work during non-work hours*. As previously discussed, millions of people today use electronic devices to perform their jobs (Hill et al., 2001). Portable electronic devices such as smartphones, tablets, and laptops allow employees to be connected to their work through emails, phone calls, and text/instant messages even when they are not at their workplaces (Boswell & Olson-Buchanan, 2007). This technology enabled overlap of work into non-work hours, or technology enabled work-to-life overlap, is what we intend to measure with the new construct. Examples of technology enabled work-to-life overlap are checking work email after work hours and engaging in a business phone call during leisure time.

Technology Enabled Life-to-Work Overlap

We define technology enabled life-to-work overlap as *when an employee uses technology for personal matters during work hours*. Many of the concerns of employers relate to employee use of company technology and employees bringing their own technology to work. More than 90% of American adults own a cell phone and have the phone with them at all times (Rainie & Zickuhr, 2015). Studies point out that a majority of email and text messages during work hours were with family and friends and not business related (Wajcman et al., 2008). This technology enabled overlap of non-work and personal activity into work hours, or technology enabled life-to-work overlap, is what we intend to measure with the new construct. Some examples of technology enabled life-to-work overlap include answering a personal phone call during work hours and using the internet to make a personal purchase on a company computer during work hours.

HYPOTHESIS DEVELOPMENT

Core Self-Evaluation (CSE) and Millennial Job Satisfaction

Judge et al. first hypothesized that "core self-evaluation relates to job satisfaction through direct and indirect means" (Judge, Erez, & Bono, 1998). CSE was developed specifically as a composite predictor of job satisfaction (Judge, Erez, Bono, & Thoreson, 2003). People who have positive self-worth have a positive outlook on life and positive job satisfaction; those with lower self-worth have a pessimistic outlook on life and a lower level of job satisfaction.

Existing literature as previously discussed underrepresents millennial workers and illustrates a generally negative relationship between work-life overlap (conflict) and job satisfaction (Posen, 2013; Smith, 2010). However, people with high self-esteem and a positive outlook on life have been shown to have higher levels of job satisfaction and a greater ability to manage work-life conflict (Amstad et al., 2011). Likewise, the work/family border theory explains that the characteristics of an employee's personality can improve their well-being and ability to manage work-family borders and transitions (Desrochers & Sargent, 2004).

This well studied relationship between core self-evaluation is chosen both for its efficacy and because the characteristics of high core self-evaluation appear to be uniquely consistent with millennial personality traits. For instance, millennials were found to be pressured into taking responsibility for their future (Strauss & Howe, 2006) which implies strong internal locus of control- one of the dimensions of

the CSR construct. Building on these arguments, we expect that the established relationship between core self-evaluation and job satisfaction will hold for our new audience, the millennial workers.

Hypothesis 1: Core self-evaluation is positively related to millennial job satisfaction.

Technology Enabled Work-to-Life Overlap, CSE, and Job Satisfaction

As pointed out by Kreiner, Hollensbe, and Sheep (2009), leveraging technology is a behavioral tactic that can help manage work-home boundaries. A majority of millennials desire a seamless overlap without a strict separation of work and personal lives (Abril-Sánchez et al., 2012). Millennials are trusting of authority, expect the workplace to provide two-way loyalty (Hershatter & Epstein, 2010: 215), and assume that supervisors will be their friends. They treat the workplace to be a family-like environment (Tapscott, 2008). They feel they can manage their response to work-related correspondence so as not to negatively impact their personal life. On the other hand, most studies provide evidence that technology increases the access to the employee after hours, adding stress and negatively impacting job satisfaction (Glavin, Schieman, & Reid, 2011; Glavin & Schieman, 2011). We hope to reconcile this contradiction as a potential generation paradox. We posit that for millennial workers the technology enabled overlap will be viewed as positive. As a generation that is comfortable with handling personal matters at work, millennials may be more willing to attend to work after hours. This give and take situation is viewed as workplace flexibility which millennials have noted as a primary determinant of job choice and job satisfaction. For the same reasons that we expect technology enabled work-to-life overlap to positively relate to job satisfaction, we also expect to find that it strengthens the relationship between core self-evaluation and millennial job satisfaction.

Hypothesis 2: Technology enabled work-to-life overlap is positively related to millennial job satisfaction.

Hypothesis 3: Technology enabled work-to-life overlap positively moderates relationship between core self-evaluation and millennial job satisfaction.

Technology Enabled Life-to-Work Overlap, CSE, and Job Satisfaction

It can be argued that an employee passionate about and satisfied with their job may not be willing to have personal distractions affect their work because it may hamper performance. In such a case, a technology enabled life-to-work overlap could decrease job satisfaction. However, Rose (2013) and Desrochers, Hilton, & Larwood (2005) provide evidence that the collapse of the borders between work and life can be beneficial to the employee. When employees were connected to family and friends during the day, they were able to focus better at work, be relieved of stress, and increase productivity knowing their loved ones could reach them for anything critical (Rose, 2013). Many employees found ways to manage communications to minimize work distraction. Additionally, when supervisors showed the flexibility to allow employees to manage their personal communications at work, the employees' perceptions of management improved along with their overall job satisfaction and performance (Rose, 2013).

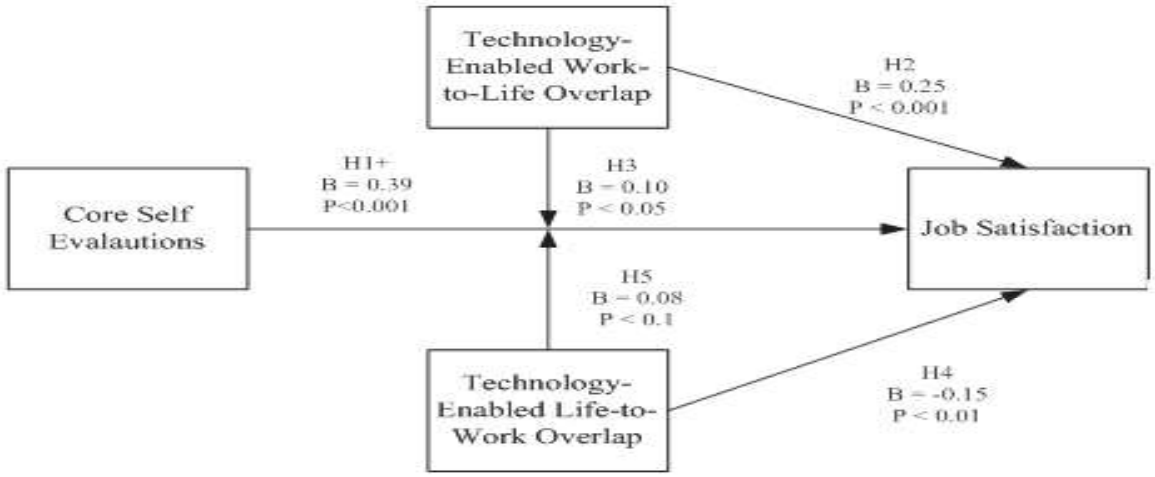
Millennials have high expectations concerning work place flexibility. They expect to be able to answer personal emails, send and receive texts, and take and make personal phone calls during work hours. They believe that this flexibility will impact their employment decision and ultimate job satisfaction (Abril-Sánchez et al., 2012). Hence when technology enables life-to-work overlap, we expect job satisfaction to improve. Additionally, technology enabled life-to-work overlap moderates the relationship between core self-evaluation and millennial job satisfaction.

Hypothesis 4: Technology enabled life-to-work overlap is positively related to millennial job satisfaction.

Hypothesis 5: Technology enabled life-to-work overlap positively moderates relationship between core self-evaluation and millennial job satisfaction.

Figure 1 displays the proposed model.

FIGURE 1
PROPOSED MODEL FOR CORE SELF-EVALUATION, JOB SATISFACTION, TECHNOLOGY ENABLED WORK-TO-LIFE OVERLAP, AND TECHNOLOGY ENABLED LIFE-TO-WORK OVERLAP



METHOD

Data Collection

The study is focused on millennial workers. The start of the millennial generation ranges from 1980-1982 in literature and public press. For this study, we define millennials as those 34 years old and younger (born 1981-1996) based on a 2015 PEW research center publication (Fry, 2015). Undergraduate and graduate students at a large southwestern public university were recruited to participate in an online survey. A student sample was chosen for several reasons. First and foremost, we wish to focus on young workers who represent the workforce of the future. As the demographic of the U.S workforce is quickly changing, it is important to include younger millennials to understand the effects of technology related overlap. Second, youth employment has become a norm in the United States. More than 80% of high school students work over 20 hours per week and this tradition continues as they enter universities (Runyan & Zackos, 2000). Hence, including college students will help us understand the influences of early work experiences on millennial work attitudes and job satisfaction. And finally, using a student sample to study work and life overlap is consistent with previous literature on millennials in the workplace (Loughlin & Barling, 2001; Rawlins, Indvik, & Johnson, 2008; Myers & Sadaghiani, 2010).

Course instructors provided extra credit to students who completed the survey. Approximately 1,100 students were invited to take the survey and 799 students completed the survey (73% response rate). From those who responded, a total of 446 responses were eliminated - 33 responses were eliminated because the respondents were not millennials (over 34 of age), 230 responses were eliminated because the respondents were not working, and 183 responses were eliminated because they were completed too quickly (in under 5 minutes) to be considered reliable. The final sample size was 353 millennial working students.

Participant gender skewed female (52% versus 48% male) which is relatively representative of the U.S. workforce (Burns, Barton & Kerby, 2012). The sample mean age was 23 years and the range was 18-34 years. 92% student workers were juniors, seniors, and graduate students- representative of millennial workforce who will soon be part of the full-time workforce. The ethnic breakdown was generally representative of the national workplace (Caucasian - 55%, African American – 16%, Hispanic – 20%, Asian – 5%, Others – 4%). The living situation of the participants consisted of 75% who lived with someone (without children), 15% who lived alone, and 9.6% who lived with someone (and children). 64% participants held part-time jobs and 64% help a full-time job. Lastly, 58% students were entry-level workers, 65% earned less than $20,000 per year, and 40% worked in the retail and restaurant industry with little workplace flexibility.

Measures

The survey instrument included a total of 57 questions, of which 40 questions were included in one of the scales used in the study and the remaining 17 questions were control or demographic questions. Four scales were used, each based on a 5-point Likert scale ranging from *strongly disagree* (1) to *strongly agree* (5) with *neither agree nor disagree* (3) as a midpoint. When answering survey items, participants were asked to consider their current job. In expectation that some students might be working at more than one job, they were asked to consider the job where they worked the most hours.

Core Self-Evaluation

To measure this construct, an established scale was used for the CSE personality framework encompassing the four personality traits: self-esteem, self-efficacy, neuroticism, locus of control (Judge et al., 2003). The 12 item Likert scale included questions like, "I am confident I get the success I deserve in life" and "I am capable of coping with most of my problems". The Cronbach's alpha for the scale was 0.85. This reliability measure compared favorably to the original scale developer's reliability measure of 0.81 (Judge et al. 2003). Confirmatory Factor Analysis (CFA) was conducted. All of the items, except two, loaded above 0.50 (Hair, Black, Babin, Anderson, 2010) and there were no issues with cross-loadings. We decided to retain them as their removal did not impact the reliability coefficient.

Job Satisfaction

We chose to use the Brayfield and Rothe (1951) job satisfaction measurement scale because it is most commonly used in studies of the established relationship between core self-evaluation and job satisfaction (Judge et al. 2003). We were unable to identify the original five items used by Judge et al. (2003) in their original research and hence used the full 18 item Brayfield & Rothe (1951) job satisfaction scale. A sample item includes "I enjoy my work more than my leisure times". The Cronbach's alpha for this scale was 0.92 which compares favorably with both the five-item reliability measure (0.83) (Judge et al., 2003) and the full eighteen item reliability measure (0.88-0.91) reported in a meta-analysis (Iaffaldano & Muchinsky, 1985). Although, three items did not load above 0.50 (Hair et al., 2010) we decided to retain them as coefficient alpha did not improve beyond 0.92 by deleing them.

Technology Enabled Work-to-Life Overlap and Life-to-Work Overlap

Two new 5-item, 5-point Likert scales were developed and used to measure the two new constructs. It is important to note that to our knowledge this is the first measurement of both overlaps for the same person at the same time. A list of all ten items used in the scales is included in Table 1. Questions in the scale were designed based on current technology use recognized in literature and pre-tested with Business doctoral students. Questions focused primarily on cellular communications such as emails, text messages, and phone calls. Questions were matched in both scales. For example a question in the work-to-life scale, "I check, send or respond to work email after work hours" was matched in the life-to-work scale, "I check, send or respond to personal email during work hours". Each scale also included a general question that acts as a catch all for any technology enabled. The scales were pilot tested with 22 graduate students in the Business doctoral program at the same southwestern public university.

The first scale measures *technology enabled work-to-life overlap* and was developed to measure when an employee uses technology to do work related things outside of work hours. An example of one of the five questions in the scale is, "I check, send or respond to work email after work hours". The Cronbach's alpha for the new scale was 0.91, providing evidence of the scale's reliability. A Confirmatory Factor Analysis for the new scale was conducted. All items loaded above 0.50 (Hair et al., 2010) and there were no issues with cross-loadings. See Table 1 for a complete list of the scale items, CFA outputs, and Cronbach's Alphas. The second scale was developed to measure *technology enabled life-to-work overlap*, when an employee uses technology to do personal things during work hours. A sample question is "I answer or make personal phone calls during work hours". The Cronbach's alpha for this scale was 0.89, providing support for the scale's reliability. A Confirmatory Factor Analysis for the new scale was conducted. All of the items loaded above 0.50 and there were no issues with cross-loadings. The strong reliability measures support the applicability of the new scales. See Table 1 (See Appendix) for a complete list of the scale items, CFA outputs, and Cronbach's Alphas.

Controls

The measures used as controls were age, gender, income, job level, and work schedule. Age was controlled for as research has suggested that is generally difficult to completely separate the effects of age and generation (Twenge & Campbell, 2008). Gender was included because male and female attitudes differ with respect to working conditions and work-home overlap (Becton, Walker, Jones-Farmer, 2014). Income and job level were found to be associated with work-family spillover (Grzywacz & Marks, 2000). Finally, work schedule flexibility is also known to have an influence on work life interference (Hill, et al. 2001).

Data Analysis

An overall confirmatory factor analysis (CFA) was conducted for the omnibus measurement model. The CFA model is displayed in Table 1. CFA results suggested that each of the scale items were a strong fit for the data as all items across the four scales exceeded the minimum levels of 0.50 suggested by Hair et al. (2010). Results of CFA (shown in Table 1) were explained in some detail in the previous section when discussing each construct. The cumulative variance explained by the four factors was 46.68%. The variables were centered to minimize the effects of any multicollinearity. The variance inflation factor (VIF) values were less than 10, thereby eliminating any issues with multicollinearity that could hinder the interpretation of results. (Belsley, 1991).

To test the hypotheses, we ran a hierarchical linear regression analysis, identifying job satisfaction as the dependent variable. The model included five control variables, three predictors, and two interaction variables (moderators). Job satisfaction was the dependent variable in the model. CSE, technology enabled work-to-life overlap, and technology enabled life-to-work overlap were predictors of job satisfaction. The two interaction variables technology enabled work-to-life overlap and technology enabled life-to-work overlap were included in the model to test the moderating influence of the two new construct measures on the relationship between CSE and job satisfaction.

RESULTS

Table 2 provides the descriptive statistics and correlations. To get a score for each construct, we averaged the item scores. Core self-evaluation ($r = 0.37$, $p < 0.01$) and Technology Enabled Work-to-Life Overlap ($r = 0.24$, $p < 0.01$) were both positively correlated to job satisfaction. Technology Enabled Life-to-Work Overlap was not significant.

TABLE 2
DESCRIPTIVE STATISTICS AND CORRELATIONS[a]

Variable	Min	Max	Mean	s.d.	1	2	3	4	5	6	7	8
1. Job Satisfaction	1.00	5.00	3.37	0.6	0.03	-0.06	0.12*	0.16**	-0.12*	-		
2. Core Self-Evaluation	1.00	5.00	3.62	0.6	0.17**	0.18**	0.24**	0.14*	-0.19**	0.37**	-	
3. Technology Enabled Work-To-Life Overlap	1.00	5.00	2.75	1.1	-0.05	0.09	0.09	-0.20**	-0.14**	0.24**	0.01	-
4. Technology Enabled Life-To-Work Overlap	1.00	5.00	2.65	1.0	0.04	0.07	0.13*	-0.14**	-0.14**	-0.08	0.00	0.26**

[a]n=353, Mean and standard deviations for Job Satisfaction, Core Self-Evaluation, Technology Enabled Work-To-Life Overlap, and Technology Enabled Life-To-Work Overlap are based on raw data, *$p < 0.05$, **$p < 0.01$

The results of the regression analysis are summarized in Table 3. Overall, the model was found to be significant with $R^2 = 0.26$, $p < 0.05$. Hypothesis 1, *millennial core self-evaluation is positively related to job satisfaction,* was supported. We found core self-evaluation to be significantly related to millennial job satisfaction ($\beta = 0.39$, $p < .001$). Hypothesis 2, *technology enabled work-to-life overlap is positively related to job satisfaction* was also supported ($\beta = 0.25$, $p < .001$). Hypothesis 3 was supported. *Technology enabled work-to-life overlap* as a moderator was found to *strengthen the positive relationship between core self-evaluation and job satisfaction* ($\beta = 0.10$, $p < .05$). Neither Hypothesis 4 nor 5 were supported. Hypothesis 4, *technology enabled life-to-work overlap* was found to be negatively related to job satisfaction which is the opposite of what we expected to find. The coefficient was negative but was found to be significant ($\beta = -0.15$, $p < .001$). For Hypothesis 5, technology enabled life-to-work overlap was not found to influence the positive relationship between core self-evaluation and job satisfaction. When the construct was tested in a moderating role, the coefficient was not found to be significant.

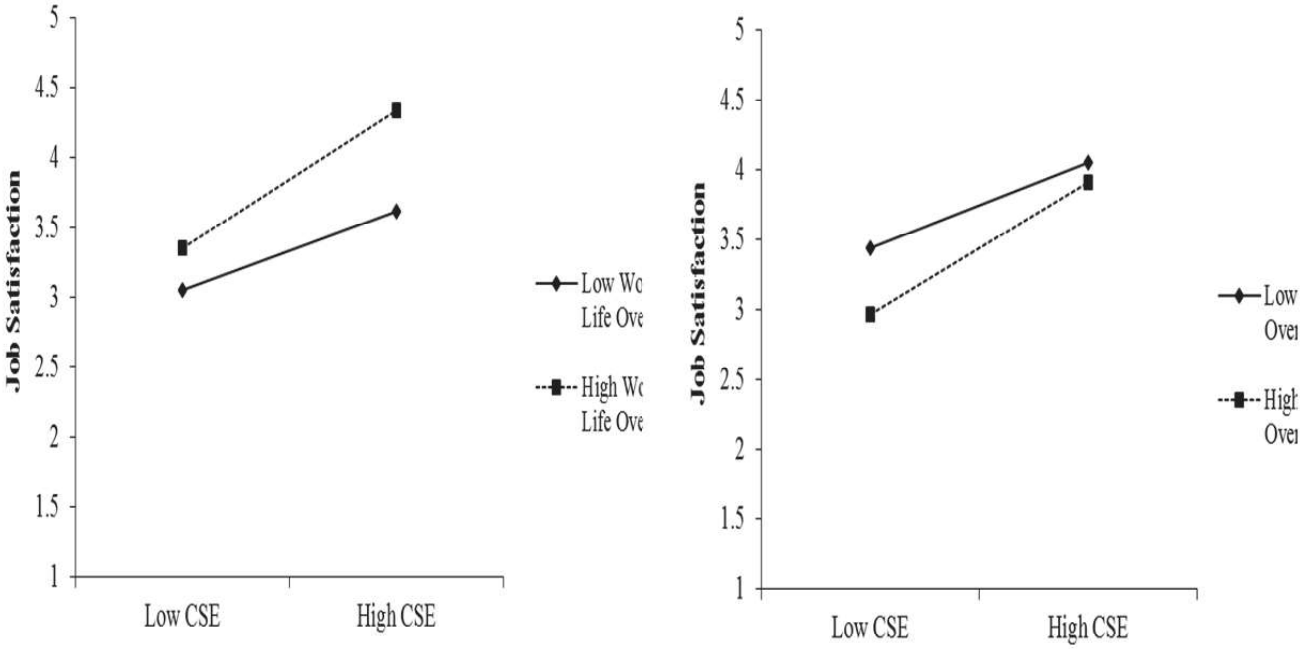
TABLE 3
REGRESSION ANALYSIS RESULTS FOR DIFFERENT MODELS

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Controls						
Income	0.07	0.00	0.00	0.00	-0.01	-0.01
Job Level	0.12*	0.11*	0.06	0.07	0.06	0.06
Work Schedule	-0.07	-0.06	-0.02	-0.03	-0.04	-0.04
Gender	-0.06	-0.12**	-0.15**	-0.14**	-0.14**	-0.15**
Age	-0.08	-0.08	-0.03	-0.03	-0.02	-0.02
Predictors						
Core Self Evaluation		0.37***	0.38***	0.37***	0.38***	0.38***
Work to Life Overlap			0.22***	0.26***	0.26***	0.25***
Life to Work Overlap				-0.15***	-0.16***	-0.15**
Interactions						
Work to Life Overlap x Core Self Evaluation					0.12**	0.10*
Life to Work Overlap x Core Self Evaluation						0.08
R Square	0.04	0.17	0.22	0.24	0.25	0.26
F change	2.88*	54.15***	20.43***	9.93**	6.47*	2.83

Standardized regression coefficients are shown. All coefficients except constants are standardized values.
*$p < 0.05$, **$p < 0.01$, ***$p < 0.001$

Figure 2a illustrates that technology enabled work-to-life overlap is high, CSE has a stronger positive relationship with job satisfaction than when technology enabled work-to-life overlap is low. However as shown in Figure 2b, when technology enabled life-to-work overlap is high the relationship between CSE and job satisfaction is weak.

FIGURES 2A & 2B
INTERACTION OF CORE SELF-EVALUATION, JOB SATISFACTION, TECHNOLOGY ENABLED WORK-TO-LIFE, AND LIFE –TO-WORK OVERLAP



DISCUSSION

The purpose of the study was to answer two research questions. Recall that the first question was "Does the well-established relationship between CSE and job satisfaction hold for millennial workers?" Millennials, as a generation, have been characterized by personality traits that appear to be synergistic to those measured in core self-evaluation. As expected, we found core self-evaluation to be positively related to millennial job satisfaction. Hence, we were able to positively answer the first research question.

With regards to the second research question, "Is it possible that the ubiquity of technology enables the overlap between work and personal life, eliminating the conflict and resulting in more of a 'give and take' situation between employers and employees as measured in job satisfaction?", we were unable to decisively answer the question. The study findings support the positive influence of technology enabled work-to-life overlap but unable to support a positive influence of technology enabled life-to-work overlap. The new scales created to measure technology enabled work-to-life overlap and technology enabled life-to-work overlap were both found to be significantly related to job satisfaction. We were successful in measuring technology enabled overlap- a new concept- with two new constructs and predicted both would be positively related to job satisfaction and that it would strengthen the relationship between core self-evaluation and job satisfaction. Based on millennial reliance on their technology and their desire for seamless overlap, we expected both constructs to be positively related to job satisfaction. As expected, we found that technology enabled work-to-life overlap strengthened the positive relationship between core self-evaluation and job satisfaction. In other words for millennial workers, technology facilitated overlap of work into non-work hours was associated with positive job satisfaction. Testing the new constructs in moderating relationships to core self-evaluation and job satisfaction relationship we found that one of the constructs- technology enabled work-to-life overlap- was a significant and strengthening moderator to the relationship.

Unexpectedly for millennial student workers in the study, technology enabled life-to-work overlap was found to be negatively related to job satisfaction. Further we found that this new construct was not a significant moderator of the relationship between core self-evaluation and millennial job satisfaction. It is our understanding that the student worker population we surveyed are employed in job types that make it very difficult to accept phone calls or answer text messages while working and doing so can be intrusive and deleterious to job performance and job satisfaction. Demographic information gathered in the survey and discussed previously provides some supporting evidence to this explanation. i.e., ~70% of student workers surveyed are in entry-level positions and made less than $10,000 a year. These student workers are employed in hourly jobs on campus, in retail or foodservice that allow these millennial workers little work flexibility.

The study provides several contributions. First, we add to the body of knowledge on work/family conflict and balance to broaden the existing framework to a more neutral understanding of work-to-life and life-to-work reflecting the demographics of today's workforce. Second, we show that the well-established relationship between core self-evaluation and job satisfaction holds for millennial workers. Next, we introduce two new constructs and scales. To our knowledge, we are pioneering the measurement of both technology enabled work-to-life and life-to-work overlap individually and together for the same individual. The study shows that technology enabled work-to-life overlap is positively related to job satisfaction and strengthens the relationship between CSE and job satisfaction contradicting findings in previous literature. The contradiction is likely to continue existing, with millennials desiring more overlap and transparency between work and life and older generations finding more conflict when domain borders are crossed.

Implications for Practice

With the generational shift in today's workforce, employers are challenged to understand how to motivate and retain millennial workers. This study provides some evidence that millennial workers with high CSE have high job satisfaction when there is a give and take on technology use. As a consequence, employers should allow employees to attend to personal matters at work especially if they expect to access employees after work hours. This study supports the need for employers to provide workplace flexibility to millennial workers.

Limitations and Future Directions

This study has a few limitations. First, the generalizability of the study decreases because of limiting our sample to just students. A future avenue for research will be to conduct this study using full-time millennial workers. Second while a significant portion of the student population is employed, the type of student jobs is not representative of all the jobs held by millennials today. The students surveyed in this study were mostly employed in retail, campus, and restaurant jobs that limit work flexibility and impede the ability to take personal calls, check emails, or text messages during working hours. Finally, we did not attempt to study a sample of non-millennial student workers for comparison with the millennial worker results.

The findings inspire us to pursue a broader study which should move beyond millennial student workers to millennial workers that are no longer in school. Next, the study sample should include a representative number of non-millennial workers so that the new constructs can be tested among the workers included in previous literature to learn about the impact of the technology enabled overlap and provide a comparison to millennial workers. Another scale and construct (life satisfaction) has been well-tested with core self-evaluation and job satisfaction in previous studies and we intend to add this second dependent variable in a test of our new constructs.

CONCLUSION

The American workplace is changing dynamically. Economic, technological, and demographic forces are impacting the employer-employee relationship, specifically the employee's perception of work-life

overlap. More than ever before, there is now an increase in both employee use of technology at work and employer access to the employee after work. This study provides new constructs and scales to measure this overlap and contributes towards better understanding the paradox of work-to-life overlap among millennials and other generations.

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APPENDIX

TABLE 1
CONFIRMATORY FACTOR ANALYSIS AND CRONBACH'S ALPHA FOR CSE, JOB SATISFACTION, TECHNOLOGY ENABLED WORK-TO-LIFE OVERLAP, AND TECHNOLOGY ENABLED LIFE-TO-WORK OVERLAP

	Factor Loadings Using Confirmatory Factor Analysis	Cronbach's Alpha
Core Self Evaluation		
I am confident I get the success I deserve in life	0.45	
Sometimes I feel depressed	0.58	
When I try, I generally succeed	0.55	
I complete tasks successfully	0.54	
Sometimes when I fail I feel worthless	0.65	
Sometimes, I do not feel in control of my work	0.57	
Overall, I am satisfied with myself	0.60	0.85
I am filled with doubts about my competence	0.69	
I determine what will happen in my life	0.38	
I do not feel in control of my success in my career	0.59	
I am capable of coping with most of my problems	0.63	
There are times when things look pretty bleak and hopeless to me	0.63	
Job Satisfaction		
There are some conditions concerning my job that could be improved	0.57	
My job is like a hobby to me	0.76	
My job is usually interesting enough to keep me from getting bored	0.40	
It seems that my friends are more interested in their jobs	0.76	
I consider my job rather unpleasant	0.50	
I enjoy my work more than my leisure time	0.75	
I am often bored with my job	0.76	
I feel fairly well satisfied with my present job	0.61	
Most of the time I have to force myself to go to work	0.68	0.92
I am satisfied with my job for the time being	0.14	
I feel that my job is no more interesting than others I could get	0.77	
I definitely dislike my work	0.69	
I feel that I am happier in my work than most other people	0.75	
Most days I am enthusiastic about my work	0.52	
Each day of work seems like it will never end	0.72	

TABLE 1 (Contd.)

I like my job better than the average worker does	0.69	
My job is pretty uninteresting I find real enjoyment in my work	0.78	
I am disappointed that I ever took this job	0.53	
Technology Enabled Work-to-Life Overlap		
I check, send or respond to work email after work hours	0.83	
I answer or make work related phone calls after work hours	0.85	
I check work voice mail after work hours	0.81	0.91
I initiate, read and/or respond to work related text message after hours	0.80	
I use technology to do other work related things after work hours	0.80	
Technology Enabled Life-to-Work Overlap		
I check, send or respond to personal email during work hours	0.75	
I answer or make personal phone calls during work hours	0.90	
I check personal voice mail during work hours	0.77	0.89
I initiate, read and/or respond to personal text message during work hours	0.80	
I use technology to do other personal things at work	0.69	

Total variance explained by the four factor was 46.68%