

# Behavioral Effects of Performance in Distinguishing Between Work Connectivity Behavior After-hours: Recognition Role to Compensation Payments of Workers Fairly

<sup>1</sup>Chao He and <sup>2</sup>Paojui Sun

International College, Krirk University, Thailand

Email: hechaoa369@gmail.com, Paul093883@hotmail.com

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## Abstract

This article aimed to study (1) the direct impact of work connectivity behavior after-hours on work alienation and (2) the mediating effect of pay equity and its dimensions on the relationship between work connectivity behavior after-hours and work alienation. The subjects of the study were ordinary employees of the new generation enterprises in Henan Province, China, aged between 21–41 years old. They collected data using online questionnaires, using the convenience sampling method to obtain 1235 samples, and used SPSS software for data analysis. Through descriptive and inferential statistical analysis, it was found that work connectivity behavior after hours has a positive impact on employees' sense of work alienation. Pay fairness perceptions, procedural fairness, and interaction fairness can all effectively reduce the negative correlation between work connectivity behavior after-hours and work alienation.

The conclusions of this study help to prompt organizations and individuals on how to use work connectivity behavior after-hours and provide useful inspiration for their specific operation of work connectivity behavior after-hours.

**Keywords:** Performance behavioral; Work Connectivity Behavior After-hours; Pay Fairness Perceptions; recognition role; compensation payments; workers fairly

## Introduction

The current society has entered a new era of ‘connectivity’ through information and communication technologies (Belkin, Becker & Conroy, 2020). After employees get off work, they still frequently rely on mobile phones, laptops, and other devices to communicate at work on their own time. When dealing with work content, this behavior is referred to as “work connectivity behavior after-hours” (Yue, 2022). Especially in the last few years, major Internet jobs have been constantly introducing new and developing mobile office software, which also means that current employees do not keep in touch and communicate at any time during non-working hours, which may affect the progress of work projects and increase the number of employees. Probability of being negatively motivated and fired.

At present, the overall impact of work connectivity behavior after-hours is still inconclusive in the academic community, and the nature of the influence effect caused by work connectivity behavior after-hours has not yet reached a consensus in the academic community. Its positive impact on the work field (Aljabr, Chamakiotis, Petrakaki & Newell, 2022), and its negative impact on the family field (Park, Liu, & Headrick, 2020) have attracted the attention of earlier scholars. Although studies have found that these technological advancements can increase employees’ control and flexibility over work (Lee, Zhou, Xie, & Guo, 2021), the continued availability of ‘connectivity’ with work can blur the boundaries between work and life. In recent years, as the negative consequences of organizational abuse of this behavior in the field of work have gradually emerged, more scholars have turned their attention to the negative impact of work connectivity behavior after-hours on the work field, especially its impact on individuals’ negative work-related affective attitudes. For example, increased job stress and decreased job satisfaction (Cheung, Lun, & Wang, 2022). Work-related contact or demands after work can easily arouse employees’ dissatisfaction. Therefore, how to better use mobile communication tools during non-working hours to improve efficiency and avoid negative impacts on employees has become a problem that contemporary managers need to solve.

DeCenzo and Robbins (2010) believe that salary management aims to attract and retain talents and establish a salary structure in line with the cost-benefit principle. However, the salary level established must be recognized by employees fairly, and fairness means the established salary. According to the theory of resource conservation (COR) (Hobfoll, 1989), Based on the COR theory, this study regards the work connectivity behavior after-hours as a work requirement, which will lead to employees being unable to detach from work, thus unable to recover resources,

resulting in a sense of work alienation. While the sense of salary fairness is the perception of acquiring new resources. When the sense of salary fairness is high, employees get satisfactory remuneration, increasing work engagement and reducing work alienation.

## Research Objectives

To explore the “New Harmonious Labor Relations” that China actively advocates and proposes, this paper intends to explore the relationship between work connectivity behavior after-hours, pay fairness, and work alienation.

1. To explore the relationship between work connectivity behavior after-hours and work alienation.

2. To explore the moderating effect of the three pay fairness perceptions on the relationship between work connectivity behavior after-hours and work alienation.

## Literature Review

### Work Connectivity Behavior After-hours

Work Connectivity Behavior After-hours (WCBA) is defined as the behavior of employees using a portable communication device to participate in work or communicate with colleagues during non-work hours (including before work, after getting off work, weekends or holidays). The specific performance is that employees can use mobile phones, the Internet, E-mail, QQ, or WeChat to keep in touch with work-related people anytime, anywhere. Cheng, Cao, Guo, and Xia (2021) believe that employees use portable communication tools during non-working hours to contact work-related personnel to deal with work as an emerging work behavior.

Belkin et al. (2020) defined ‘individuals use mobile communication technology to deal with work affairs during non-working hours’, and further clarified the definition of work connectivity behavior after-hours. First, WCBA must be conducted during non-working hours. For example, lunch breaks, after getting off work, days off and holidays, etc. Second, work behavior that occurs in the regular workplace does not belong to WCBA, that is, WCBA occurs in a non-workplace. For example, at home, leisure play places, etc. Third, if the individual provides electronic communication equipment to contact work-related personnel for non-work purposes, it is not a WCBA, that is, the issue dealt with by the WCBA must be a work matter. Fourth, WCBA must be connected through mobile communication technology. Finally, the act of being able to get specific

monthly and equivalent remuneration from work does not belong to WCBA, indicating that WCBA has an additional voluntary work nature and cannot obtain ‘overtime pay’ from the organization.

### **Work alienation**

Alienation refers to the state of an individual’s subjective psychological existence. It is the isolation and alienation relationship derived from the inconsistency of expectations and values for people, things, and things in the social environment, resulting in individuals losing their sense of identity and belonging, as well as the accompanying loneliness, Negative attitudes, and feelings such as anxiety and discomfort (Usman, Ali, Yousaf, Anwar, Waqas, & Khan, 2020). Work alienation refers to the psychological state of employees' perception of work alienation, mainly due to the perception that the work itself cannot meet the individual’s outstanding needs or expectations. Therefore, work alienation can be defined as an individual’s psychological degree of identification with a particular job (Durrah, 2020). Yu, Yang, Wang, Sun, and Hu (2021) considered alienation to mean that work has intrinsic meaning to employees, not just a means of survival. Vinokurov and Kozhina (2020) believed that if the work cannot provide the expression of individual ability, potential, or personality, the work will lead to the self-alienation of employees. At this time, the sense of alienation is a state of ‘Self-Estrangement’ at work. Under the state, work is only a means to meet external needs, not a method to develop one’s potential. Kanungo (1982) defined that when employees work involuntarily, and the work is mainly to meet their basic physiological needs, rather than higher-level needs, it hinders the development of employees’ potential. From a motivational point of view, it refers to the state of alienation that occurs when an employee finds that his work environment lacks opportunities to express his potential.

The generation of alienation refers to an unbalanced state caused by the contradiction and conflict between the worker’s inner expectation and the work situation and forced to give up the self. The economic recession after the financial tsunami, the downturn in the general environment, the low-wage job market, the economic pressure of high prices, and so on are quite trivial and complicated real-life and work situation pressures, resulting in inner conflict and anxiety, this situation also feeling alienated from work.

### **Pay fairness perceptions**

Shaw and Gupta (2001) define remuneration as remuneration given by members for labor or services provided by an organization, including basic salary, allowances, bonuses, and bonuses. Rouziou, Dugan, Rouziès, and Iacobucci (2018) believe that salary is the income earned by workers due to work, which includes basic salary, allowances, and bonuses; the definitions of

salary by the above scholars are limited to the financial level. However, DeCenzo and Robbins (2010) divide the organization's compensation system into two parts, one is internal compensation, which is satisfied by the work itself, such as a sense of accomplishment, job enrichment, participation in decision-making, and giving more responsibility, etc. It belongs to the psychological level; the first is external remuneration, and the source of remuneration is resources other than work, such as money, welfare, and a good working environment, which belong to the entity given (Kim, Wang, Chen, Zhu, & Sun, 2019). For this study, compensation is defined at the financial level, which includes base salary, allowances, bonuses, and bonuses.

DeCenzo and Robbins (2010) believe that salary management aims to attract and retain talents and establish a salary structure in line with the cost-benefit principle. However, the salary level established must be recognized by employees fairly, and fairness means the established salary. Mahoney explained that compensation management scholars attach great importance to the issue of fairness, but most of them only emphasize external fairness, internal fairness, and individual fairness, but they do not pay attention to the level of procedural fairness. It was not until Wallace and Fay (1988) that procedural fairness was introduced into payroll management.

This study will adopt the viewpoint of Wallace and Fay (1988), in which external fairness, internal fairness, and individual fairness are the fair perceptions of remuneration, which should be distributive fairness; the following is the meaning and theory of distributive fairness and procedural fairness be discussed.

## **Conceptual Framework**

Based on the theory of affective events, this study combines the key variables in this study to explore the relationship between variables, that is, the mechanism between work connectivity behavior after-hours (work events) and work alienation (affective attitudes) during non-working hours.

In addition, this study considers the sense of pay fairness perceptions as a personal perception factor and regards work connectivity behavior after-hours as a job demand, which will cause employees to be unable to detach from work, thus unable to recover resources, resulting in job burnout, a sense of alienation makes employees feel alienated from work, and eventually leads to employee sabotage at work; and a sense of pay fairness perceptions can be regarded as a work resource, which can alleviate the resource consumption of individuals to a certain extent.

According to Activation Theory (Gardner & Cummings, 1988), employees perform best under moderate stress, and work performance decreases under high or low time pressure.

Because activation theory assumes a linear relationship between time pressure and perceived activation, the more time pressure an employee experiences, the more activated he feels (Kocher & Sutter, 2006). When time pressure and activation are moderate, employees are defined as being in a ‘stimulated’ state (Gardner & Cummings, 1988). Therefore, this paper believes that when employees’ perceived pay fairness perceptions are higher, employees’ time pressure (work connectivity behavior after-hours) and work alienation will also be reduced, and they will devote themselves to their work.

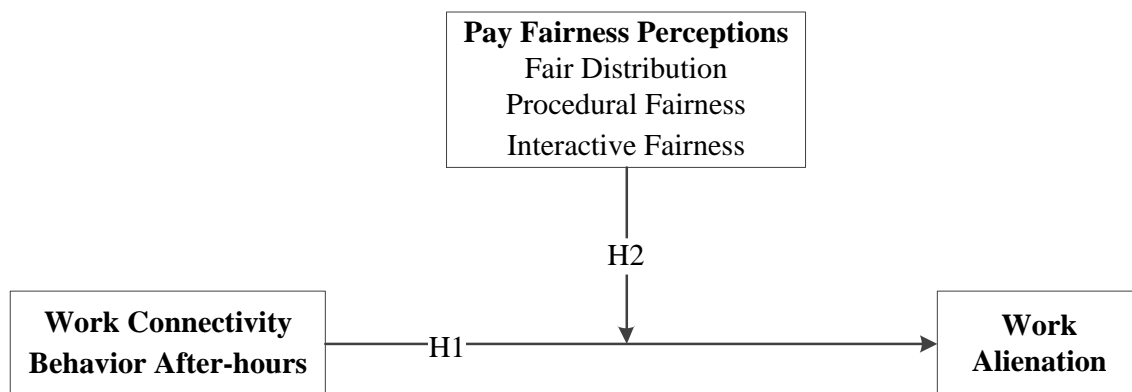


Fig.1 Conceptual Framework

## Research hypothesis

The relationship between work connectivity behavior after-hours and work alienation. A large number of previous studies on work connectivity behavior after-hours mainly focus on its negative impact on employees’ personal and family aspects. An individual’s field of work occupies the resources of his or her home field. Because the work connectivity behavior after-hours will force the employee to enter the working state during the non-working time, it is the spread of the work required to the outside of the work. This spread will erode the family resources of the individual, causing him to be unable to perform his work normally due to a lack of resources. Responsibilities in the family sphere, which in turn lead to work-family conflict caused by unequal distribution of resources. Few studies have focused on the impact of work connectivity behavior after-hours on changes in employees’ emotional attitudes toward work. For example, Chen and Casterella (2018) based on affective event theory, found that work connectivity behavior after-hours will force individuals who are in non-working hours and engaged in non-work events to

stop their legitimate rights and interests in non-work roles and turn to work roles. To fulfill additional job demands, this behavior may trigger the employee to experience negative work-related affective attitudes. Affective event theory holds that the most likely cause of a person's corresponding emotions and attitudes is work-related events. Binnewies and Wörnlein (2011) also proposed that when an individual's resources in one field (life field) are occupied by events in another field (work field), which affects the individual's emotional attitude, emotion can be used. Event theory as a research framework.

Moreover, if the work connectivity behavior after-hours is issued by the supervisor and the employee is the recipient, the employee is more likely to experience the coercion implicit in the behavior, further forcing the employee to devote to the work during off-hours when the work has been completed. The supervisor's work expectations, in turn, make employees feel a stronger sense of being in control of their work and ultimately lead to an increased sense of work alienation perceived by employees. In addition, Khalid, Weng, Luqman, Rasheed, and Hina (2021) found that while employees were willing to take on greater responsibilities, challenging tasks, and additional work tasks when organizations failed to meet their growing expectations, they also showed alienation from work. The nature of work connectivity behavior after-hours is often additional or supplementary work, and it is rare to receive explicit compensation from the organizer for that work. For employees, work connectivity behavior after-hours allows them to take on greater job responsibilities, engage in additional work tasks, and accept more and greater job challenges, but they fail to meet the greater work responsibilities, more work assignments, and greater job challenges, while achieving expectations and rewards that match a better, stronger version of yourself, may also aggravate the level of work alienation that employees experience. Therefore, this article proposes the following assumptions:

H1: Work connectivity behavior after-hours positively affects work alienation

The moderating effect of pay fairness perceptions

A sense of fairness affects people's behavior by changing their perception of organizational support. Equity is the main reason for a sense of organizational support. Fair treatment of employees means that the organization respects the rights of employees and recognizes their value, which is of great significance to the maintenance of employees' interests.

Valentine, Greller, and Richtermeyer (2006) pointed out that among the three important factors affecting employees' sense of organizational support (fairness, supervisor support, organizational compensation, and working conditions), fairness has the strongest relationship with

organizational support, followed by supervisor support, Organizational remuneration, and working conditions. Kurtessis, Eisenberger, Ford, Buffardi, Stewart, and Adis (2017) believe that employees have an evaluation of procedural justice through their awareness of policies such as wage increases in the organization, and employees naturally have a perception of organizational support through their constant feelings of procedural justice. He believes that organizational justice has a strong positive correlation with perceived organizational support.

The research results of Krishnan, Ahmad, Farihah, and Haron (2018) show that distributive fairness, procedural fairness, and interaction fairness have direct predictive effects on employees' task performance and relational performance. Wenzel, Krause, and Vogel (2019) found that there is a significant positive correlation between employees' sense of pay fairness perceptions and performance, but among the various dimensions of pay fairness perceptions, only leadership evaluation equity has a significant predictive effect on employees' work performance.

Till and Karren (2011) found that the different senses of distributional fairness and procedural fairness felt by R&D personnel will affect their attitudes toward work and interfere with employees' sense of work alienation; Kao, Jager, Koenig, Moller, Tutty, Williams, and Wright (2018) pointed out that employees' sense of pay fairness perceptions it will not directly affect the sense of alienation of employees, but it can effectively improve the positive work behavior of employees. Setiawati and Ariani (2020) believe that communicative fairness will not interfere with the relationship between organizational commitment and employees' work alienation, while distributive fairness, procedural fairness, and information fairness will interfere with the relationship between organizational commitment and employees' work alienation.

From the above description, it can be seen that the conclusion that the sense of pay fairness perceptions modulates the correlation between employees' negative work attitude and behavior has been agreed upon, but the current conclusion on the relationship between the various dimensions of the sense of pay fairness perceptions and employees' sense of alienation from work, the current conclusion It can be seen that the results are quite controversial, so the relationship between the three dimensions of pay fairness perceptions in the moderating role of work connectivity behavior after-hours and work alienation has not yet been conclusive, and further research is needed. To this end, this article proposes the following assumptions:



H2: The pay fairness perceptions have a negative moderating effect on the relationship between off-hours work connectivity and work alienation

H2a: Fair Distribution has a negatively moderating effect on the relationship between work connectivity behavior after-hours and work alienation

H2b: Procedural fairness has a negative moderating effect between work connectivity behavior after-hours and work alienation

H2c: Interaction fairness has a negative moderating effect between work connectivity behavior after-hours and work alienation

## Research Methodology

### Research tools

1. Work connectivity behavior after-hours draws on the research results of Park et al. (2020) and Yue (2022) to compile a work connectivity behavior after-hours scale, including a total of 5 items. This study uses a five-point Likert scale; the higher the score, the higher the degree of employees' work connectivity behavior after-hours. Cronbach's  $\alpha$  was 0.884,  $\chi^2/df=1.499$ , CFI=0.934, GFI=0.915, the scale has reliability and validity.

2. Work alienation questionnaire uses the work alienation single-dimensional scale developed by Vinokurov and Kozhina (2020), including 8 items. This study uses a five-point Likert scale; the higher the score, the higher the degree of employee work alienation. Cronbach's  $\alpha$  was 0.911,  $\chi^2/df=2.284$ , CFI=0.979, GFI=0.943, the scale has reliability and validity.

3. Pay fairness perceptions: After reviewing the literature, it is found that the structural dimension of pay fairness perceptions is still controversial, so there must be various ways to measure pay fairness perceptions. Most scholars choose the corresponding dimension according to their own research needs and the structural models recognized themselves. Therefore, a relatively authoritative measurement scale has not yet been formed. Combining the actual situation of Chinese enterprises, this study adopts a three-dimensional structural model according to the needs of the article, and synthesizes the previous research results (Shaw & Gupta, 2001; Scarpello & Carragher, 2008; Kao, Jager, Koenig, Moller, Tutty, Williams, & Wright, 2018), and develops corresponding scales to measure the distribution fairness, procedural fairness, and interaction fairness of pay fairness perceptions respectively. The Likert five-point scoring method is used; the higher the score, the higher the employee's perceived sense of pay fairness

perceptions. Among the three dimensions of pay fairness perceptions, Cronbach's  $\alpha$  coefficient of distribution fairness is 0.899, procedural fairness is 0.934, interaction fairness is 0.929, and Cronbach's alpha coefficient of total pay fairness perceptions is 0.752.  $\chi^2/df=2.272$ , CFI=0.939, GFI=0.903, the scale has reliability and validity.

### Research object and sampling method

The research objects of this study are mainly from the new generation of enterprise employees in Henan Province. According to the existing literature, this study defines the new generation of employees as those who were born between 1980 and 2000 and have entered the workplace, not only corporate employees between the ages of 21 and 41, but also the main age group in the current society.

The sample selection of this questionnaire is based on the principle of convenient sampling to ensure that the study has a large enough sample size to meet the needs of model modeling. The subjects of this questionnaire survey are mainly employees of enterprises in Henan Province. According to the suggestion of researchers Wu and Tu (2005), the average sampling size of regional research samples is about 500 to 1000 people. This questionnaire survey distributed at least 500 questionnaires through various channels.

This paper uses reliability analysis, validity analysis (confirmative factor analysis), correlation analysis, multiple linear regression, and other data analysis methods.

## Research Results

### Sample

A total of 1,288 questionnaires were collected this time. After deducting 53 invalid questionnaires with all the same options and inconsistencies, there were 1,235 valid questionnaires, with an effective rate of 95.89%.

In terms of gender, there are 665 males, accounting for 53.8%. In terms of age, there are 590 subjects under the age of 25, accounting for 47.8%, followed by subjects aged 25–30, with 375 subjects, accounting for 30.4%. The number of married subjects was more, with 647 people, accounting for 52.4%. There are 466 subjects with a college degree, accounting for 37.7%, and 398 subjects with a high school degree or below, accounting for 32.2%; followed by subjects with a bachelor's degree, accounting for 294, accounting for 23.8%, while the number of subjects with a master's degree or above is the least, only 77 people, accounting for 6.2%, which is in line with the current Chinese population education, most of them are college educated and

below, and a small part is undergraduate degree structure matches. Among the industries in which the subjects are located, the service industry, manufacturing industry, and IT industry have the largest number of people, with 245, 236, and 213 people, respectively accounting for 19.8%, 19.1%, and 17.2%; these three categories are also at present, China is a relatively popular industry with a large number of employees. Private enterprises have the largest number of subjects, with 593 subjects, accounting for 48.0%, followed by foreign-funded enterprises with 329 subjects, accounting for 26.6%, and state-owned enterprises with 175 subjects, accounting for 14.2%, there are 105 subjects from government agencies and institutions, accounting for 8.5%, and 33 subjects from other units, accounting for 21.5%, which is in line with the current structure of China's largest private enterprises and the least foreign investment. The positions are mainly grassroots employees, with 626 people, accounting for 50.7%, followed by grassroots management personnel, with 350 people, accounting for 28.3%, in order, followed by middle management personnel, and finally senior management personnel. The structure is consistent. Any enterprise structure is in the shape of a pyramid, with the fewest people at the top and the most at the bottom. According to Chinese labor law, 8 hours a day, 5 days a week, 40 hours a week is the normal working time. The results of this survey show that 26.1% of the subjects work 40 hours or less per week, and 73.9% of the subjects work more than 40 hours per week, of which 41–40 hours per week. 589 subjects worked 50 hours, accounting for 47.7%, and 324 subjects who worked 51–60 hours per week, accounting for 26.2%. The sample structure of this survey is in line with the actual situation, so this survey is representative.

### **Common method bias**

Questionnaire surveys in social sciences, especially self-rating scales, will have the problem of homologous variance. To test whether there is a serious homologous variance phenomenon in the scale, it is necessary to analyze the data. In the unrotated exploratory factor analysis, observe that the sum of squares of the extraction loading of the first factor is less than 40%, which means that the problem of homologous variance is not serious. Indicates that the scale does not have serious homologous variance problems.

### **Correlation analysis**

The correlation analysis is to test the linear relationship between the two variables. As shown in Table 1, there is a significant positive correlation between work connectivity behavior during non-working hours and work alienation ( $r=0.373$ ,  $p<0.05$ ). There was a significant negative correlation between connectivity behavior and the sense of pay fairness perceptions

( $r=-0.453$ ,  $p<0.05$ ), and the sense of work alienation was significantly negatively related to the sense of pay fairness perceptions ( $r=-0.369$ ,  $p<0.05$ ). Preliminary verification research Suppose.

**Table 1** Correlation analysis

Variables	M	SD	WCBA	WA	PF
WCBA	3.568	0.947	–		
WA	3.658	0.851	0.373**	–	
PF	2.946	0.535	-0.453**	-0.369**	–

Note: \* $p<0.05$ ; \*\* $p<0.01$ ; \*\*\* $p<0.001$ ; WCBA= Work Connectivity Behavior After-hours; WA=Work Alienation; PF= Pay Fairness Perceptions

### Hypothesis test

Part of this section seeks to examine the interference effect of pay fairness perceptions on work connectivity behavior after-hours and work alienation. Therefore, hierarchical regression analysis is used to verify the hypothesis proposed in this study. If the interaction between the independent variable and the moderating variable has a significant impact on the dependent variable, it proves that there is a moderating effect. To avoid collinearity caused by a high correlation between independent variables and interacting variables (product of independent variables and products of adjusted variables), the data were decentralized in this study. The results are shown in Table 2.

In Model 1, work connectivity behavior after-hours positively affects work alienation ( $\beta = 0.376$ ,  $p < 0.001$ ), indicating that work connectivity behavior after-hours will improve employees' work alienation, assuming that H1 is supported. In Model 2, the interaction term (PF $\times$ WCBA) negatively affects work alienation ( $\beta = 0.432$ ,  $p < 0.001$ ), indicating that pay fairness perceptions perception is at work during non-working hours There is a disruptive effect between connectedness behavior and work alienation, assuming that H2 is supported. In Model 3, the interaction term (PD $\times$ WCBA) negatively affects work alienation ( $\beta = -0.026$ ,  $p > 0.05$ ), indicating that assignment fairness in work connectivity behavior after-hours, there was no interfering effect with work alienation, assuming that H2a was not supported. In Model 4, the interaction term (PF $\times$ WCBA) negatively affects work alienation ( $\beta = -0.126$ ,  $p < 0.05$ ), indicating that procedural fairness in work connectivity behavior after-hours interferes with work alienation, assuming H2b is supported. In Model 5, the interaction term (IF $\times$ WCBA) negatively affects the sense of work

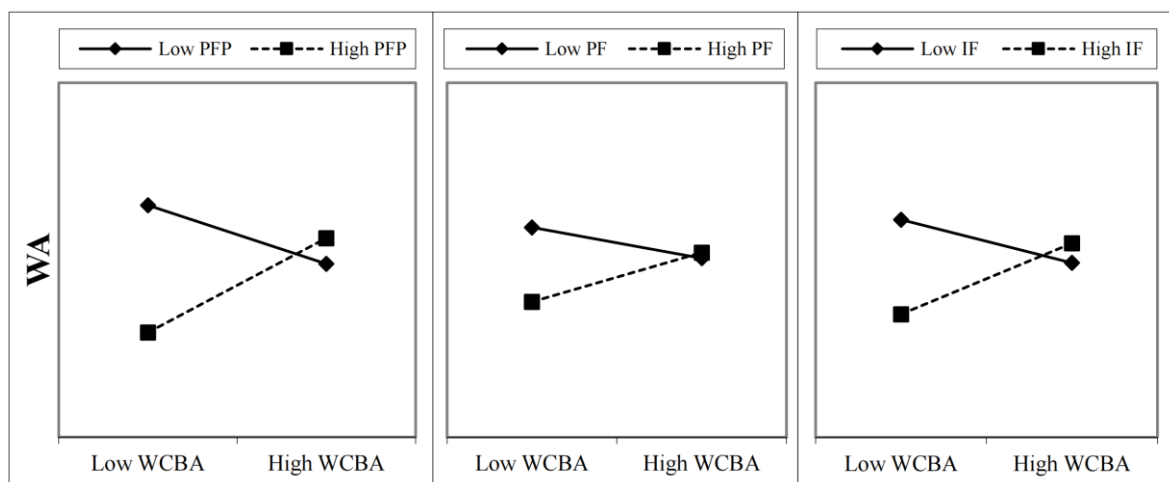
alienation ( $\beta = -0.322, p < 0.05$ ), indicating that interactive fairness in work connectivity behavior after-hours interferes with work alienation, assuming H2c is supported.

**Table 2** Regression Analysis Summary Table

	WA				
	M1	M2	M3	M4	M5
WCBA	.376***	0.101*	0.378***	0.052	0.078
PFP		-0.286***			
PD			-0.339***		
PF				-0.194**	
IF					-0.211***
PFP×WCBA		-0.432***			
PD×WCBA			-0.026		
PF×WCBA				-0.126**	
IF×WCBA					-0.322***
R2	0.319	0.334	0.248	0.342	0.352
Adj R2	0.281	0.315	0.228	0.318	0.321
F	16.331***	22.630***	11.114***	21.906***	19.715***
VIF	1.027	2.012	2.142	2.098	2.001
D-W	1.948	2.077	2.051	1.963	1.927

Note: \*p<0.05; \*\*p<0.01; \*\*\*p<0.001; WCBA= Work Connectivity Behavior After-hours; WA=Work Alienation; PFP= Pay Fairness Perceptions; FD=Fair Distribution; PF=Procedural Fairness; IF=Interactive Fairness

The slope and intercept graphs are further drawn from the regression results, and high pay fairness perceptions, procedural fairness, and interactive fairness will reduce the negative relationship between work connectivity behavior after-hours and work alienation, as shown in Figure 2.



**Fig. 2** Adjustment interaction diagram

## Discussions

The study found that work connectivity behavior after-hours positively affects work alienation, similar to the findings of scholars Chen and Casterella (2018), Binnewies and Wörnlein (2011), Khalid et al. (2021). The higher the degree of work connectedness that employees feel work connectivity behavior after-hours, the higher their sense of work alienation will be.

The study found that the fair distribution, procedural fairness, and interactive fairness of the sense of pay fairness perceptions negatively moderate the relationship between work connectivity behavior after-hours and work alienation, and scholars Chen and Casterella (2018), Binnewies and Wörnlein (2011), Khalid et al. (2021). When the degree of fair distribution, procedural fairness, and interactive fairness is higher, the negative relationship between employees' work connectivity behavior after-hours and work alienation will also be reduced.

## Knowledge from Research

This study mainly explores the influence of work connectivity behavior after-hours on employees' sense of work alienation, the sense of pay equity and the moderating effect of its three dimensions.

First, the study on the effect of work connectivity behavior after-hours was extended. This study establishes a research framework based on affective event theory and resource conservation theory, explores the main effect of work connectivity behavior after-hours on employees' work alienation, and reveals how negative affective attitudes (work alienation) are affected by negative work events (the influence of non-working time work connectivity behavior) expands the research scope of the influence effect of work connectivity behavior after-hours, and provides a new direction and perspective for future research.

Second, it enriches the research content of work alienation. By verifying the joint effect of work connectivity behavior after-hours and role conflict on work alienation, we explored the internal mechanism between 'events and emotions' in affective event theory, and revealed the relationship between work connectivity behavior after-hours (work events) and work A 'black box' of relationships between alienation (emotional attitudes). It further improves the content and scope of theoretical research on emotional events, enriches the related research on work alienation, and expands the scope of research on the impact of work alienation.

Third, this study explores boundary effects at the organizational level (perception of pay equity) within the framework of affective event theory and resource conservation theory. By

verifying whether employees' sense of pay equity interferes with the moderating effect between work connectivity behavior after-hours and work alienation, it reveals how organizational-level equity can effectively alleviate employees' work connectivity behavior after-hours impact. This finding further verifies the moderating role of individual traits in the emotional event theory in the 'event-emotion' relationship, further emphasizes the important influence of the organizational level, and enriches the boundary condition theory research on influencing factors.

## Conclusion

Pay attention to the turnover rate and the degree of work alienation, to effectively accumulate enterprise information. The turnover rate of human resources is an important indicator of productivity. However, the feeling of work alienation is hidden within the enterprise organization, whether it reduces productivity, creativity, or customer satisfaction. There may be a long-term impact on the organization. Therefore, this study suggests that in addition to paying attention to the turnover rate, the degree of work alienation cannot be ignored.

Confirm the fairness of the compensation system. Regularly review job descriptions. Establish a reasonable salary system and moderate disclosure. Increase opportunities for employees to participate. Provide employee complaint channels.

## Suggestions

China is actively advocating the establishment of a 'new harmonious labor relationship'. The new generation of employees, as the main force in the workplace, generally have higher job burnout issues that deserve more attention. It is the general trend to reduce the sense of alienation of the new generation of employees. Therefore, the significance of this study is embodied in the following aspects.

(1) Taking the sense of pay fairness perceptions as a moderating variable, and incorporating it into the model of the impact of work connectivity behavior after-hours on the new generation of employees' sense of work alienation, a moderated model was constructed to deeply explore the impact of work connectivity behavior after-hours on work. Intrinsic mechanisms and boundary conditions of alienation.

(2) Through the method of empirical analysis, to verify the impact strength of the work connectivity behavior after-hours on the new generation of employees' sense of work alienation, so that the managers of the organization can understand the negative impact of the work

connectivity behavior after-hours, to better serve the managers. Make better use of communication technologies and means during non-working hours, and try to avoid too much impact on the work alienation of the new generation of employees.

(3) To expand related research on work connectivity behavior after-hours, and enrich domestic research on work connectivity behavior after-hours. At the same time, it further verifies the adaptability of the work connectivity behavior after-hours scale from the western cultural background in the Chinese context.

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