

A Work project, presented as part of the requirements for the Award of a  
Masters Degree in Management from the Faculdade de Economia da  
Universidade Nova de Lisboa

# **What do people do at work when they are not working?**

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23.6.09

## **Abstract**

### **What do people do at work when they are not working?**

The objective of this work is to understand what kind of activities people develop at the workplace when they are not working and which are their work-related effects.

The study of this subject was conducted through twenty interviews with people from different areas - tourism, banking, consulting, telecommunications, informatics, ambient, pharmaceutical, psychological, financial, and advocacy – that were not occupying leading positions inside their companies.

The observed outcomes of these research show that people engage in a lot of different non-work related practices everyday that have diverse causes and consequences in their work life.

The results reveal that in most of the cases, interruptions and breaks have a very positive impact on the work process and progress, increasing productivity and efficiency, improving the work rhythm and the most important thing – contributing for the solutions for work-related problems and issues that cannot be resolved without a pause in the work.

This means that the solution for some problems related to working issues, comes from the break that was done, this is, the revenue obtained is higher when there has been a pause than when there was not any interruption, as it is going to be explained further in this work.

**Keywords:** break, non-work related activities, internet

## **Project's Purpose**

Concerning people that already work for a long period or those who recently entered in the professional environment, it is known that although people are at work to meet their deadlines and to perform their work activities, everyone knows that it is impossible to concentrate at work the whole time and everybody engages in non-work related activities during the normal working hours. And the more time someone has of work experience the more these activities become obvious like a daily routine at work.

Non-related activities occur anytime, anywhere and everyone performs them, although some can try to deny it.

This is why this subject has a lot of interest to develop and although it seems to be not an easy area to develop a work project in, I really appreciated to study and always try to understand more of the human practices and attitudes and their consequences in the society, within the organisational studies area.

When developing this work I will be able to understand how much time is spent in non-work related activities, which kind of activities are these and which are the motivations that lead to these activities, this is, which causes/challenges stand behind them. The effects that these activities can have on the work itself are also relevant to analyse.

The purpose of this project is therefore to better understand what activities people perform at work, taking special emphasis on what they do when they are at their working hours but when they are not actually working (non-work related activities) and the impact these activities have on the employee's work.

Through twenty interviews I am going to develop the subject of my research “*What do people do at work when they are not working?*” by trying to understand my interviewees’ daily routine by asking them to describe a normal day of work ( normally their last day of work), and specially focusing at the moments they stop working to perform in other non-work activities.

## **Brief Literature Review**

Although there is not much research on this topic, there are some surveys and articles that analyse the activities related to non-work issues and how much time is spent with these activities during the work hours.

One article has found out through two surveys which are the top ten time-wasting activities ( surfing in the internet accounts for 44,7 % ) at work and the top five time-wasting excuses, concluding that these non-work related activities last for more than three hours per day, almost half of an average eight-hour workday [7].

One of the preferred activities to engage in at work by the employees is as it was explained before, using the internet, which has been the subject of several studies and researches in the last years. Lim et al (2002) wrote an article especially focused on the use of the internet at work, where 90% of the employees admitted to surf the internet during work hours more than one time per day. The most curious issue of this article is the fact that the employees will to cyberloaf because they perceive companies overwork and underpay them [2].

Another analysis is done by David Kirsh on a draft about the interruptions in the workplace, in which these interruptions are looked in a psychological perspective based on a switch of context and its effects at work [6].

One of the questions that rise within this subject is the timing when the interruptions occur and it is important to understand which are the best moments for interruptions and analyse the effects of the interruptions that are made in different moments of the work day [3].

In addition to this subject, most of the user's mental workload changes during task execution, and helps systems to identify more appropriate moments for interruption [4].

Finally, one of the most difficult things to deal with and to manage is time, and this one of the crucial issues when studying the theme "What do people do at work when they are not working?". Time and what to do with it and the increase of the productivity within the organization are the key basis for one more survey that aimed to understand the implication of achieving time savings for the future among the knowledge workers, that was conducted by the USA air force one [5].

## **Discussion of the Topic**

### **Methodology**

In order to develop my research on this subject, I carried out twenty interviews with people who work in many different areas – such as tourism, banking, consulting, telecommunications, informatics, ambient, pharmaceutical, psychological, financial and advocacy – and who did not have leading positions inside their companies. I tried to collect a young number of people who were not working for a long period of time.

Interviewees knew that their identities as well as the companies they work for would remain unknown, so that it would be easier to answer the questions with no fear of saying something about their non-related activities at work.

To conduct these interviews I developed a general guideline ( **Appendix I** ) in the very beginning with broad questions which I would be able to develop mentally during the interviews, depending also on the answers I was getting from the interviewees.

This guideline was written to understand how the daily routine of each person was processed, beginning with a description of their last day of work and then focusing on the time they would spend with non-related activities and personal issues.

After had completed the twenty interviews required to do this work, the goal was to build up a table with the main practices, processes, consequences and causes/challenges. Each activity described by the interviewees is considered a practice; each practice has its own process and its own consequence that is shown by the resulting impact on the work itself. Finally there are the causes of these practices to be understood and analysed, which can at the same time be challenges for doing something.

## **Results**

The next pages will sum up the most important findings that were taken from the interviews about what people do at work when they are not working, this is, the non-work related activities.

Gathering the activities people perform in at work when they are not working, we have the table shown in **Appendix II**.

The practices correspond to what people do on their interruptions and for each practice there is a process and a consequence associated. The process corresponds to the way the activity is performed and the consequence reveals the effect of these activities in the interviewees.

On the other side we have the causes or challenges people face when deciding to engage in some non-work related activities, which correspond to the needs and feelings that people have to meet despite not being in their work place.

### **Causes/Challenges - Processes & Practices**

Causes or challenges are needs and feelings that people have that conduct them to perform in those activities and practices that were previously described. These needs are not the same for everyone, this is, what one person feels does not mean that the other might feel it too. For example, one cause can be applicable to one activity or process and not to all of them. The correspondence between the practices, processes, consequences and the causes and challenges can be seen on the table in **Appendix II**.

The twenty interviews revealed that there are five main challenges that people face at work and that are responsible for the five main non-work related activities that people engage in at work.

Each challenge corresponds to a process that belongs to one of these activities.

#### **Need for adaptation period**

This challenge was very clear in the conducted interviews: people have an extreme need of getting back to the work environment and routine after they went home on the day before or after a weekend for example, it seems to be like a restarting point.

Dave says: *“Every time I get back to work I need to realize that I am in a different context”*.

This challenge is present when the transition to work is accomplished, when employees perform the transition from non-work activities to work related activities. Four main processes were referred as usual to conduct this practice.

One of them was referred by the interviewees as going for breakfast/coffee within the office.

Danny states: *“Usually I only have one interruption during the morning to have breakfast, then until the lunch break I do not make any more pauses in my work”*.

Roger explains: *“I have a break after I arrive in the morning, in which I go to have a coffee”*.

Other interviewees referred taking a look at online newspapers as one possible process too. Mary says: *“I visit the Record website, the Bola website, I usually visit websites from foreign newspapers”*. John does the following: *“When I am at the office, if I need to visit the internet to read the newspaper Jornal de Notícias or the newspaper Record, I can do it whenever I want”*. Jose does it too: *“When I arrive at work what I do is to open the sites from several newspapers: Diário Económico, Jornal de Negócios, Financial Times...”*.

Peter admits: *“When I arrive at work, I take fifteen minutes to check some newspapers sites, some sites about news related to our industry or not and I also receive some newsletters and some articles and I usually spend some time reading them”*.

Mike agrees: *“While I am drinking my coffee, after I switched the computer on, what I do is to check the sites of the sport newspapers to see the first lies of the day”*.

Chatting and surfing on the internet was also referred by some interviewees as a possible process. Paul says: *“I normally surf on the internet to see newspapers or to search for something personal, for my own, more on a playful sense; I check the CNN, the New York Times, and I go to the sporting forum online and I also check formula one sites, and then after this I start doing my work”*.

David explains: *“I have access to the internet and I usually visit the google site, the news sites, and my e-mail account and also one thing that is very personal, very*

*specific, I visit everyday a forum about the aviation industry, they speak about everything that has to do with this industry and I am always online in the messenger”.*

Finally chatting with colleagues was also an example given for a process when trying to fulfil this need. Michael, a consulting manager says: *“During the work it happens that I sometimes talk with my colleagues and always appears someone to ask you something”.* Selly says the following: *“Sometimes you can talk with your colleagues about what you are doing and receive a good input from them”.*

Sandra who is working on a bank has this opinion: *“During the working day there are always those breaks where we talk wit each other among colleagues or we go downstairs to relax a little bit”.*

This challenge can also be noticed when people feel they need to recharge batteries.

One process was referred for this: going for coffee within the office.

Oliver says: *“During my workday we have two moments when we stop to have some coffee breaks”.*

### **Need to take a break from work**

May be one of the most important causes for people to engage on non-work related practices, as they start to be tired of work and they feel they need to have a break and to stop doing what they are doing for a while.

Susan explains: *“The objective of the interruptions are to slow down and to relax, because sometimes you are not inspired and if you stop for a while, after the break you are on a better mood to work”.*

Sharing the same opinion stands Victoria: *“You are not a machine so you need to distract yourself and sometimes laugh with your colleagues and relieve your head from work, basically release yourself”.*

To fulfil this need people referred nine different possible ways.

Regarding the practice of recharging batteries, where people need to relieve stress and get fit again for work, five main ways were referred by the interviewees. Going for coffee within the office was one of them.

Alison says: *“During the afternoon I use to take a few minutes and go for a coffee in the office”*.

Eating at the office can be another possible process, as Jack explains: *“Usually I eat and have coffee inside the office”*.

Another possibility referred was listening to music / radio while working.

Kevin says the following: *“Sometimes when I am here alone I listen to music here on the computer, but this works more like a distraction, just to go along with me, and not like a real break”* and Janet, a colleague agrees: *“We usually have the radio on here in the office the whole day”*.

One employee referred going out to buy something to eat for this, as Mark explains: *“Even at the lunch break I use to have very quick meals, I go out to buy a soup and a sandwich or some fruit, so my lunch breaks last for half an hour, fifteen minutes, and sometimes I do not even have lunch, it happens very often”*.

Finally, going for jogging also can be a way to perform this practice at work.

Sarah, who has a quite curious occupation, exhorts: *“Actually I use my lunch hour to go jogging, three times a week”*.

Concerning the point when improvement of concentration at work is beginning to be necessary again, employees referred four ways of achieving it.

One of them was to leave the building to go outside and smoke, like Charles says: *“Normally I go outside once in the morning and once in the afternoon to have some fresh air and to smoke”*.

George corroborates: *“Once in the morning and twice in the afternoon I go out for a cigarette”*.

Another possible way was referred: leaving the building just for a walk outside.

Richard says: *“It feels good to go out for a walk and have some fresh air, because after so many hours inside the office you are not concentrated anymore”*.

Brian has the same opinion: *“Here happens the same thing, you are working concentrated and when you see that you are not thinking well, is better you stand up and go for a walk”*.

Alex corroborates: *“I have the habit of going for a walk in the garden outside”*.

A further process is to eat at the office. Nicholas says: *“Usually I eat and have coffee inside the office”*.

Listening to music while working was considered by some interviewees as one possible process too. Anthony who is a hard worker says something curious: *“The radio of the company is always on for everybody to hear it, but I confess that sometimes I do not even notice it!”*

### **Need to keep contact with the outside world and to keep updated with news**

I decided to join these two needs together because they occur in the same situations, which are quite common for people who work many hours consecutively at the office for example, and they do not have access to the phone or to the internet, they just feel in documents or work with computer programs all the time.

Jane also agrees: *“When I am at the office for such a long period of time I go for a walk outside, I go to the coffee to meet some people...”*.

Jim has another attitude to meet this challenge: *“When I have some free time I just go to the eating room and read some magazines we have there”*.

Dealing with the practice to recharge batteries during the work day, these two challenges can be performed by three different ways, as referred by the interviewees.

One of them is to take a look at online newspapers.

Karen who works in advocacy says: *“Sometimes in the afternoon I just make a break and check in the internet some news to see what is going on in the world”*.

Another one is to chat and surf on the internet, like Chris admits: *“When I need to distract myself a little bit from work, I just talk with my colleagues on the msn and visit some sites online”*.

Finally, chatting with colleagues was another way to fulfil this challenge.

Carol has the following opinion about this: *“Sometimes I just want to talk with one or two of my colleagues to ask them trivial things or to know which is their opinion about some current news, besides the work staff itself”*.

### **Need to reconcile personal and professional lives**

As people spend everyday so much time in their work, it is a challenge to reconcile personal and professional lives. It becomes clear that some personal issues will have to be carried out during working hours and so people have the need to solve personal issues at work instead of being concentrated in the work itself.

The fact of having to deal with personal issues at work is one of the most frequent causes that conduct people to develop non-work related activities, it is awesome the time people use taking care of personal businesses.

Helen affirms: *“I have always my personal e-mail account open and I am always looking forward for new e-mails to come”*.

This challenge is related with the practice of having to solve personal issues, which can be performed through five different ways.

One of these ways is related to take care of personal issues ( bank, appointment ).

Anderson says the following: *“I normally use the internet for personal reasons when I make some payments online”* and Anna, a colleague agrees: *“Personal reasons can be for example to have a look on my bank account”*.

Another process referred was to make personal phone calls.

Louis admits: *“Sometimes I make personal phone calls from the office”*.

Andrea expresses: *“During the work day I use to phone to see how my son is going”*.

Some interviewees referred checking personal e-mails as another possible process within this practice.

Charlotte says: *“I use the first fifteen, twenty minutes of my workday to check my personal e-mails”*.

Deborah that works hard says: *“The interruptions I have are to check my personal e-mails”*.

Simon, that works as a business manager says: *“I use the internet to check my hotmail account and my gmail account”* and *“I have always my gmail account open to see if I receive any e-mail”*.

Elizabeth has a good opinion for a better understanding of this need: *“During the work day I check my faculty e-mail account several times”*.

Using the office devices/equipments for personal purpose was a different way referred by other interviewees, as Julie admits: *“Sometimes I use the printer to print my cv and the fax to send it to someone”*.

Finally, chatting with colleagues was also a reference from the interviewees for a possible way.

Pamela says the following: *“Sometimes I need to distract and I talk to my colleagues about something personal, for example, how much money I am spending in shopping per month...”*.

### **Need for social interaction**

With so many hours spent in the same place, five days a week, during months or even years it is normal that each one of us has developed the need to interact with the others that leads to engage in social non-work related activities. The human being has a great need of social interaction, and at work this can bring future career benefits or important contacts and connections.

Ruth has this feeling: *“There are a few days per month where I just feel I need to meet new people and in these days I go to have lunch outside of the office, to see different people”*.

Alan has a very concrete impression when referring to this need: *“The pauses are very important to create links inside the company and to build professional relations that will suit you in the future and maybe also in the present, the human factor is very important in the business environment”*.

Within the practice to build personal relations at work, people have some processes that they accomplish, (through engaging in different non-work related activities), there are mainly six that were referred in the interviews.

Eating at the office was one of them and another one was going for a coffee.

Barbara does both: *“Usually I eat and have coffee inside the office with my work colleagues”*.

Daniel says: *“Normally I have a break at four o’clock in the afternoon, I go out to drink a coffee and then I come up again and I go on with my work”*.

Some interviewees referred chatting with colleagues as one of the possible processes too.

Toby says the following: *“When the work load is small, I go to chat with my colleagues, it counts also, I can not only stay in front of the computer for hours...it relieves my head for ten or fifteen minutes and many times you learn ( and earn ) a lot more by interacting with your colleagues than by staying in front of the computer”*.

Edward thinks the same way: *“Besides the lunch break, usually I have another break in the middle of the afternoon, just to exit from work, to clear my ideas, you go downstairs to smoke or to chat with some colleagues and it is also good that you interact with your colleagues for ten, fifteen minutes”*.

Going out for lunch with work colleagues was another referred way by the interviewees.

Jennifer says: *“Almost everyday we go out and have lunch together, which is great to interact with everybody”*.

Chat and check personal e-mails on the internet was one more referred way.

Linda says: *“ To socialize at work I surf on the internet and chat with people who I do not know... ”*.

At last, checking personal e-mails was one of the references given by some interviewees.

Jason admits: *“At work I wonder for several times if I will receive an e-mail from someone, so I am always checking my e-mail account”*.

## **Impact at work**

According to the overview of the results from the interviews we can consider that the non-work related activities people engage in during the working hours, have a positive impact on their work itself.

In fact the result of this study is to understand which are the consequences of the interruptions at the work place at a personal level ( for the employee ) and at a working level ( for productivity itself ); the answer to these two issues is based on the testimonials I got from my interviewees.

Overall, the interruptions have a positive effect on the employees and on the work they perform, before anything else, they are good because they allow them to have a rest, a break, a time-out that everyone needs in every work.

An interviewee had a clear statement: *“Everyone needs a moment to stretch the legs and to relax the body”*.

This is a natural need and happens on a daily basis.

There are many different pauses that can be done during the working hours, but there are two principal types of interruptions: the ones people decide and the ones they do not decide.

The first type comprises those that are decided when people feel tired, when people feel exhausted, when people feel hungry or thirsty or when people simply want to stop working and make a break for a period of time.

The second type of interruptions embraces those that people have to do but that do not depend on them, for example when someone appears to interrupt their work to ask something.

Amy referred the following: *“There are two types of interruptions: those you decide and those you can not decide. If for example you decide to have a break because you want or because you need it, I think this has a benefit for you and later for the work you are performing; but if someone comes and interrupts you on what you are doing ( for example if you work on an open space area ), this is not good because it cuts your work rhythm at all”*.

There are different effects and different conclusions about these two types of interruptions at work.

Regarding the first type of breaks, when people decide to have a break on their own will and risk, normally these interruptions have a positive effect on the employees and a positive impact on their work itself.

Alice sees the interruptions at the work as follows: *“The interruptions are beneficial, undoubtedly, because apart from slowing down your tiredness they also bring you the benefit of having a different look on what you are doing”*.

Caroline thinks the same way: *“The objective of the interruptions are to slow down and to relax, because sometimes you are not inspired and if you stop for a while, after the break you are on a better mood to work”*.

This has to do with the fact that people know that the break was something that they decided to do or something that they needed at some specific moment, so the impact will be on their own risk, and normally it has a positive return because it depends on them, they can control it – if it goes well, they can profit from it, if it goes bad they will have to recover from it.

Tony is clear when talking about the effect of the breaks at work: *“I consider that the interruptions have a very positive effect, they do not slow down the work rhythm, but it also depends on the type of pause you make and on its duration.*

*If it is a long break and if you do not need it, it will not be a good decision to do it because it only will make you feel worst towards the work you have to do.*

*In the other hand if it is a necessary break for you to do, because you are really tired and you need to relax your head, and for that you go outside and smoke a cigarette or do something else, this will be a beneficial interruption because when you come back your brain reacts like you were starting the work day again from the beginning.*

*You return back to work with another completely different feeling, which is notorious”*.

Furthermore, there is one other important point that concerns to the fact that many times people find the solution they were looking for, for some minutes already, if they have a break and distract from the work a little bit. This regenerates the brain automatically and the solution or the thing they were looking for will come straight away. It seems to be ironic that the solution for something about their work comes precisely when they stop working, when they stop trying to discover the solution.

In fact this happens to everyone of us, just think a little bit about this and you will remember.

Considering the interruptions that are caused by others, which will not depend on the person itself, these tend to have a more negative effect on the employee and on its work, because it is something that is going on against the will of the person, the person is being annoyed without wanting it to happen.

Another thing is that the interruptions can cut a lot of the work rhythm, but this is not what most people feel when they have breaks, at least those I interviewed for this work.

I got some examples from my interviews, as Lisa states: *“I consider that the interruptions are necessary and should occur when you really need them, and not because of other reasons that may influence you at work”*. Anne says the following: *“When you work in a open space with a lot of people sometimes it gets hard to concentrate on your work and you are forced by the others to stop what you are doing: to answer to someone for example or to give help when someone does not know what to do and asks you something”*.

Summing all the answers I obtained about this question on which effects the interruptions could have on the employer itself and at a work level, there were seventeen people that thought the interruptions were beneficial, two that said it would depend on the person and one that said that the breaks would cut a lot of the work rhythm.

So as a result of this work we can say that the majority of the people have a very good impression about the interruptions at the work place and about their effects on them and on their work.

## **Conclusion**

As a conclusion of this work I will try to sum up the most important aspects by focusing on these three questions, which go along with the development of this subject:

Why, when and how do people make interruptions during the work hours?

Which is the effect of these interruptions?

How does the internet in our days influence these breaks to happen?

The interruptions during the workday occur a few times per day since people are not able to keep on working for hours without having a break.

This is natural, there is the need to rest and to distract from work.

These interruptions occur when people feel tired and saturated from work and must fulfil several needs in order to feel better or also when they are hungry or thirsty.

These needs have to do with physical, social and personal reasons that people have on a daily basis and to which they must give an answer to.

The effects of the interruptions at work seem to be in most cases very positive for both the employee and its work, they have a positive impact in the person who feels much more relieved after a break and also in its work that becomes more productive and with better results after a break has occurred.

A further and new aspect is due to be added in this discussion as it has only some years of existence, but with a deep impact on our work already, as it figures the fastest and easiest way of strengthening and at the same time disturbing our work : the Internet.

Companies are still finding the most efficient way to deal with this vital tool of our today's society.

The thing is that it contains almost the same amount of advantages and drawbacks, so it is not easy to implement a efficient way of having the internet access at the work place.

Some companies restrict the internet access, some sites are forbidden, whereas others let the choice of which sites to visit to their employees, as they have the freedom to surf on the internet on their own responsibility.

Although these two sides of the balance seem to equilibrate each other, most of the people see and use the internet in a more positive way, and most of the companies too.

As a final aspect I would consider the internet much more as a benefit and not as a hazard, because its bad effects can be minimized if employees and company managers join together and find the best way to use it inside their company.

The last point I would like to stress is the fact that this subject and especially the field about the effects of the interruptions and the use of the internet at the work place require further research.

## **Limitations of the study**

This study has some limitations due to the specification of the subject, as it deals with what people do at their work place when they are not working instead of being working.

Moreover, some people do not like to talk about their work and what they do at work.

This limitations concern the fact that some people do not feel comfortable to answer to some questions for example about their personal affairs or regarding their opinion about their administration.

Another limitation could be linked with the aspect that I have interviewed a lot of young individuals who work for less than two years, and if this is good on one hand because they are not yet biased by the work conditions, on the other hand their answers could have been not that consistent.

A final limitation can be related with the number of the interviewees; regarding a subject within the organizational studies area a broader perspective/view would be required, therefore a larger number of people would lead to ( more ) reliable results.

## **Possible ideas & discussion points for the future**

While doing this work there was always a question on my mind that followed me everyday I wrote anything on this subject.

How is work life going to be like in the future?

I can only answer to this question based on my personal impression of how work can evolve for the future.

I guess that more and more companies will decrease their costs by allowing its employees work from home, having a more flexible hourly schedule, and having no more the problem of controlling the internet access or not.

By doing so, the company will decrease its fixed costs (water, light and gas expenditures) and will have a connection with the employees through internet on a daily basis.

The internet is the future of all the activities and job issues, due to its speed of processing the work and due to its world wideness access.

In one minute it is possible to do whatever people will and to be wherever people want inside the network.

This is just an idea that can be used for further investigation, although some companies are already going in this direction.

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## **Appendices and Tables**

### **Appendix I : General Guideline**

In order to conduct the interviews there was a general guideline that was created and that was being developed while the interviews were evolving through time.

This general guideline had the objective of understanding which, when and how were the interruptions done during the working hours.

The guideline itself begins by pointing out which is the goal of the interview and in what kind of work it is inserted in and after that I asked the interviewees to describe their last day of work and then I focused on these main points:

- What do people do when they arrive at work
- Describe the morning period
- Describe the lunch break
- Describe the afternoon period
- Analyse their daily routine
- How do they see the effects of their interruptions in their work
- Which is their opinion about the interruptions (generally)
- If they use the office facilities to handle personal issues
- How do they use the internet at work ( for non-work related issues )
- Which opinion they have about the use of the internet and the messenger within the organizations in our days
- How do they see the manager's reaction to the interruptions
- How do people feel things will be in some years from now concerning this subject

**Appendix II : Table - findings of the research**

Practice	Process	Consequence	Causes / Challenges				
			Need for adaptation period	Need to take a break from work	Need to keep contact with the outside world and updated with news	Need to reconcile personal and professional lives	Need for social interaction
Transition to work	Go for breakfast/ coffee within the office	“Wake up” and start the day successfully	X				
	Take a look at online newspapers	Get prepared for another working day	X				
	Chat and surf on the internet	Get prepared for another working day	X				
	Chat with colleagues	Get prepared and ready to begin another working day	X				
Recharge batteries	Go for coffee within the office	Face the rest of the day		X			
	Eat at the office	Face the rest of the day		X			
	Listen to music/ radio while working	Relieve stress and calm down		X			
	Go out to buy something to eat	Relieve stress and calm down		X			
	Go for jogging	Relieve stress and feel cool and refreshed		X			
	Take a look at online newspapers	Relieve stress and distract			X		
	Chat and surf on the internet	Relieve stress and calm down			X		
	Chat with colleagues	Relieve stress and distract			X		
Improve Concentration	Leave the building to go outside and smoke	Face the rest of the day		X			
	Leave the building just for a walk	Look at a problem differently and solve it		X			
	Eat at the office	Keep level of productivity		X			
	Listen to music while working	Face the rest of the day		X			
Solve personal issues	Take care of personal issues ( bank, appointment)	Feeling that things are done and over with				X	
	Make personal phone calls	Relieve stress of still having to take care of personal issues / Keep contact with friends and family				X	
	Check personal e-mails	Keep contact with friends and family				X	
	Use office instruments for personal use	Relieve stress of still having to take care of personal issues				X	
Build personal relations	Eat at the office	Get to meet other colleagues and know more about the company					X
	Go for a coffee	Get to meet other colleagues					X
	Chat with colleagues	Create stronger connection with work colleagues					X
	Go out for lunch with work colleagues	Time to feel more relaxed and create a stronger connection with work colleagues					X