

CYBERLOAFING PHENOMENON IN ORGANIZATIONS: DETERMINANTS AND IMPACTS

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—Abstract —

Cyberloafing which means voluntary acts of employees using their companies' Internet access and IT equipments for non-work-related purposes during working time, emerges as an increasingly important issue which needs to be managed in organizations. Although there are some growing body of literature which tries to provide understanding regarding this subject and discuss negative impacts of cyberloafing phenomenon in organizations; this is a quite a new subject for Turkish literature. Nevertheless, considering the impacts of cyberslacking on organizations, it is clear that there is a need for new studies which would be quite useful in terms of organizations. This study examines first the cyberloafing phenomenon and then tries to explain the determinants of cyberloafing in organizations and analyzes its positive and negative impacts for organizations as well as the controlling measures.

Keywords: Cyberslacking, cyberloafing, non-work related computing, antecedents of cyberloafing, organizational outcomes

Jel Classification: M19

1. INTRODUCTION

In the last couple of decades, there occurred great technological advances which also stimulated other big changes throughout the world. Development of Information Technologies and the Internet is the most significant change which paves the way to informations age. In this information age, Internet Technologies has become inevitable part of both personal and business lives of people and brought enormous benefits. Organizations, in particular, have been quick to identify and harness the potential

offered by the internet as a platform for conducting business in nontraditional ways, and as a tool for enhancing employee performance (Lim, 2002:675-676). Most businesses utilize the opportunity of instant access to information they need and ability as well as integrating all their office locations or making more information more readily available locally. This has opened up many new horizons for most businesses, and in doing so is creating a global integration of the world's information economy (Greenfield and Davis, 2002:351). The Internet has brought about many benefits to organizations; however despite the benefits of the Internet, its negative effects have also been discussed (Lim and Teo, 2005:1082). Vulnerability to security weaknesses, violation of privacy, employee Internet abuse, and Internet addiction are a few of the challenges facing businesses of all sizes as they venture into cyberspace (Jonhson and Chalmers, 2007:1). As access to the Internet has become more common for employees, so has their propensity to use the Internet for entertainment and other non-work purposes on the job (Blanchard and Henle, 2008:1068). Our study aims at consolidating the existing literature and providing clarity to the non-work-related computing as we coin as cyberloafing, antecedents and consequences of this behavior as well as the controlling measures. For this purpose, we will first try to clarify existing concepts in the literature. Then we will summarize existing typologies of cyberloafing. Then we will mention about antecedents and consequences of cyberloafing as well as the factors which influence cyberloafing behavior. Finally, we will mention about the controlling measures as a management tool for cyberloafing.

2. DEFINITIONS

There are variety of approaches and definitions for non-work-related Internet use in organizations. Differences in approach have resulted in a broad and inconsistent use of terminology, definitions, and labels (Weatherbee, 20010:36). Various concepts and terms have been used to describe the phenomenon, including non-work related computing, cyberloafing, cyberslacking, cyberbludging, on-line loafing, internet deviance, problematic internet use, personel web usage at work, internet dependency, internet abuse, internet addiction and internet addiction disorder (Kim and Bryne, 2011:2271). These terms differ in their nuances according to the reasons and outcomes of engagement in cyberloafing as well as the degree of interactivity. Nevertheless, among the scholars, there is also no agreement in determining the characteristics of these nuances. The common thread between these terms is that they all describe unproductive use of the Internet in the workplace (Ugrin et al, 2008:77).

Most popular terms used in the litareture are cyberloafing, cyberslacking and non-work-related computing. The term cyberslacking or cyberloafing has been used to describe voluntary acts of employees using their companies' Internet access for non-work-related purposes during working hours (Lim 2002). Cyber-slacking can be defined as spending unproductive time on the Internet. It has been also labeled cyber-slouching (Urbaczewski and Jessup, 2002), junk computing (Guthrie and Gray, 1996), cyber-loafing (Lim, 2002) and non-work related computing (Lee et.al, 2005). In short, any time that employees waste on the Internet can be coined as cyber-slacking or cyberloafing (Ugrin et al.,

2008:77). Online shopping, surfing, engaging in social media, job searching, sending and receiving personal email, downloading some non-work related material are some examples of the cyberloafing behaviors. These are minor forms of ICT misuse, ostensibly forms of production-deviance, which are found to be quite prevalent in the workplace (Weatherbee, 2010:36). Scholars generally conceptualised cyberloafing or cyberslacking as a form of workplace production deviance (e.g. Lim 2002, Lim and Teo 2005). This is because these cyber activities (browsing and emailing) which are conducted at the workplace during work time constitute an unproductive use of time and detract employees from completing their work demands (Lim and Chen 2012:343). There are also some other terms being used for non-work-related computing in literature. For example “voluntary on-line web behaviors during working time using any of the organization’s resources for activities outside current customary job/work requirements.” is also been called as personal web use (PWU) (Anandarajan et.al, 2005:786). Internet abuse in the work place, which is another term, refers to conduct non-work-related activities or public communications online on company time (Young, 1996). Another concept which is a very broad one that covers internet addiction, internet addiction disorder and pathological internet use is problematic internet use (PIU) (Kim and Bryne, 2011:2273). Internet addictions, such as online gaming and online gambling, are becoming a big problem associating with the cost of cyberloafing because they are diagnosable clinical disorders just like any other addictions. Many researchers labeled the inordinate use of internet as the internet addiction disorder (IAD).

3. TYPOLOGIES and TAXONOMIES of CYBERLOAFING ACTIVITIES AND BEHAVIOURS

The scope of cyberloafing in organizational settings is quite broad, as are the associated outcomes. Besides, as the technology evolves even new types of cyberloafing emerge and the range of cyberloafing activities extends (Weatherbee, 2010:36-42). The concept of cyberloafing has many facets; therefore we see more than one basis for classification of cyberloafing behavior in the literature. One of the first cyberloafing taxonomies was proposed by Lim in 2002. Lim’s taxonomy states that cyberloafing consists of two factors: web browsing and e-mailing. Lim’s taxonomy was supported by a confirmatory factor analysis in a later study by Lim and Teo (2005) (Askew, 2009:12). Blau et al (2004) later added to these factors the third one: interactive. Mahatanankon et al. (2004) named these factors: e-commerce, information research and personal communication in another multi-dimensional classification (Mahatanankon et al, 2004:101).

Later on many researchers used Robinson and Bennett's (1995) deviancy typology as a potential starting point for categorizing the related concepts. In their typology, they argue that deviant workplace behaviors can be divided into minor or major (serious) on one dimension and interpersonally or organizationally focused on the other. As a form of production deviance, cyberloafing is an organizationally focused deviant behavior that can range from minor (e.g., checking one’s personal email, visiting mainstream news) to serious (e.g., downloading music illegally, online gambling) (Blanchard and Henle, 2008:

1070). Another taxonomy was provided by Mastrangelo et al (2006) as nonproductive computer use and counterproductive computer use. Nonproductive computer use occurs when an employee uses the computer during work hours for activities that are unproductive, but are not potentially destructive to the organization such as shopping, chatting, or gaming. Counterproductive computer use occurs when an employee engages in behavior that could conflict with the company's goals such as transmitting or downloading pornography, creating computer viruses, or even traffic drugs (Askew, 2009:15).

Li and Chung (2006) described four different functions in which people can use the Internet. These functions are: social function (e.g. using the Internet to communicate with friends), informational function (e.g. using the Internet to gain information), leisure function (e.g. Internet for entertainment) and virtual emotional function (e.g. remaining Internet activities like gambling or dating). In a recent study, as a new summary of the existing concepts in the literature, non-work-related Internet deviant behaviors have been explicated in reference to four dimensions: definitions, causes, outcomes and exchangeable terms (Kim and Bryne, 2011:2272).

4. CONSEQUENCES OF CYBERLOAFING

Cyberloafing may be constructive when it helps employees and the organization. However, it can be destructive when it prevents employees from being productive. Many researchers argue that cyberloafing is wasteful and opens the organization up for lawsuits. Other researchers, however, do not believe that cyberloafing is necessarily bad or even inappropriate. They argue that the Internet provides a much needed diversion at work which can lead to creativity, flexibility and foster a learning environment (Blanchard and Henle, 2008:1069).

4.1. Positive Consequences

While cyberloafing is typically portrayed as a negative behavior leading to losses in productivity and revenue, engaging in brief periods of time on tasks not related to work may have positive effects, including relief from boredom, fatigue, or stress, greater job satisfaction or creativity, increases in well-being, recreation and recovery, and overall happier employees (Vitak et al, 2011:1752). Stanton found that frequent Internet users reported higher levels of job satisfaction than less frequent users (Stanton, 2002). Garrett and Danziger (2008) found a positive relationship between the expected productivity benefits of the Internet and cyberloafing activity (Vitak et al, 2011:1752). Few studies have recognized the opportunity of providing recreational use of the Internet at work, allowing individuals to use time not consumed by workplace demands in ways that equip them to face future tasks with greater energy and expanded perspectives (Oravec, 2002: 61). When the intent of the employee is to escape routine practices and discharge anxiety, then cyberloafing becomes a form of constructive behavior (Beugre and Kim, 2006: 835). Cyberloafing may function as an 'office toy' to decrease work stress and inspire creativity (Anandarajan and Simmers, 2005:777). It is found that taking time off work to browse

websites for personal purposes may help to increase productivity. Thus, it is imperative for scholars to examine how and when cyberloafing can have a positive effect on work so that its potential benefits can be harnessed (Lim and Chen, 2012: 843).

4.2. Negative Consequences

Organizations are experiencing an increase in cyberloafing behavior (Garrett and Danziger, 2008: 938). There is substantial evidence to conclude that this behaviour results in significant costs to organizations, in both human and financial terms. Some of the negative impacts experienced by organizations include: disciplinary actions, termination or loss of employees, breaches of corporate confidentiality and reputation loss, or personal privacy, personal and organizational liability and the associated legal costs, as well as billions of dollars in lost productivity (Weatherbee, 2010:35-36). Cyberloafing can lead to reductions in productivity and an inefficient use of network resources, resulting in an uncompetitive organization (Lieberman et al, 2011:2192). In addition, cyberloafing can cause problems in the information system's security and general proper functioning, such as bandwidth clogging, spyware infection, and task postponement (Lara and Mesa, 2010:1039). Cyberloafing is destructive and constitutes a form of employee deviance (Lim, 2002) in so far as it represents a voluntary behavior that violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both (Beugre and Kim, 2006:834). Similarly, processing distracting information at work through cyberloafing depletes cognitive resources necessary to perform tasks at work (Rajah and Lim, 2011). Cyberloafing also increases the accessibility to the company's network, which causes security problems and the exposure of viruses and hackers (Kay et al, 2009).

5. ANTECEDENTS of CYBERLOAFING

Since cyberloafing can lead to negative consequences for the organizations, it is important for organizations to understand why employees engage in cyberloafing in the workplace and understand the factors that contribute to this behavior so that organizations can effectively manage employee's Internet usage at work (Lieberman et al, 2011:2193). The reasons of engaging in non-work-related internet activities vary across the overarching concepts, ranging from convenient access to coping with depression (Kim and Bryne, 2011:2272). It is argued that both conscious and non-conscious processes contribute to Internet consumption (Vitak et al, 2011:1758). In our study, we group the causes which pave the way to cyberloafing under three categories: individual, organizational and situational factors.

5.1. INDIVIDUAL FACTORS

Studies that have tried to identify which employees may be more likely to engage in cyberloafing than others have been inconclusive (Vitak et al, 2011:1752). Nevertheless, perception and attitudes towards cyberloafing and internet use in general, personal traits, habits and Internet addiction, demographic factors, Intention to engage at cyberloafing,

social norms and personal ethical codes about internet use and cyberloafing are mentioned among the antecedents of cyberloafing behavior.

5.1.1. Perception and Attitudes

It is found that individuals who reported more positive computer attitudes were more likely to use work computers for personal reasons and there is a positive relationship between favorable attitudes towards cyberloafing and cyberloafing (Lieberman et al, 2011: 2194). Researches shows that employees who engage in minor cyberloafing do not believe that they are engaging in inappropriate or deviant behavior whereas employees who engage in serious cyberloafing realize it is deviant and not likely to be condoned at work. (Blanchard and Henle, 2008:1070-1071). People who perceived their Internet use as beneficial to their overall job performance were more likely to engage in cyberloafing than others (Vitak et al, 2011:1752).

5.1.2. Personal Traits

Behavior of Internet users reflects a variety of psychological motives (Johnson and Culpa, 2007:774). Personal traits like shyness, loneliness, isolation, self control, self-esteem, locus of control may affect the patterns of internet usage. Results of an exploratory study indicated that the shyer the person is, the less faith the person has, the firmer belief the person holds in the irresistible power of others, and the higher trust the person places on chance in determining his or her own course of life causes the higher the tendency of one being addicted to the Internet (Chak and Leung, 2004:559). Research results indicate that self-control has a direct positive impact on individual's intention to partake in several types of illicit behavior, which we expect will be the same when it comes to cyberloafing. Individuals that are low in self-control seem to have a greater history of cyber-loafing (Ugrin et al, 2008:77). Individuals who are low in self-control have been found to have greater propensity to engage in workplace deviance (Restubog et al., 2011:248). It is also found that employees with a high external locus of control (i.e., they believe their fate is in other people's hands) and those with low self-esteem reported diminished self-control of Internet use which in turn affected their level of Internet abuse at work (Vitak et al, 2011:1752). Externally-oriented people or people who believe that powerful others or chance have control over their lives were found to be less successful in controlling their Internet use (Chak and Leung, 2004:567). Given the availability of ICTs in the workplace this suggests that minor forms of cyberdeviancy may be related to behavioural control and impulsivity (Weatherbee, 2010:37).

5.1.3. Habbits and Internet Addiction

Habit refers to situation-behavior sequences that are or have become automatic and occurs without selfinstruction, cognition and deliberation in response to specific cues in the environment (Woon and Pee, 2004:81). It has been estimated that over half of all media behaviors are habitual (LaRose, 2010:195). The relationship between media habits and cyberloafing appears to be playing a significant role in predicting these behaviors

(Vitak et al, 2011:1757). A high degree of internet addiction may lead to internet abuse behaviors (Chen et al, 2008:90).

5.1.4. Demographic Factors

Garrett and Danziger (2008) found that occupational status, perceived autonomy within the workplace; income level, education, and gender were significant predictors of cyberloafing. Research showed that people who are well educated frequently engage themselves in the online search for information while people who have received a lower education frequently participate in online games (Chak and Leung, 2004:568). It is concluded that personal Internet use at work is an activity that is more frequently performed by men who are well-educated and work in a high-status field such as management, finance, or business. Ugrin et al (2007) found that executives are more likely to cyberloaf compared to other types of workers, while Stanton (2002) found that differences in demographics did not result in a greater likelihood to cyberloaf (Garret and Danziger, 2008:951).

Gender may affect the frequency and duration of cyberloafing as well as the types of cyberloafing engaged and perceptions of cyberloafing. Some research suggested that men cyberloafed more frequently and for longer duration than women as consistent with results of prior studies (Lim and Chen, 2012: 345, Restubog et al, 2011: 248, Weatherbee, 2010: 37). Stanton (2002) and Ugrin et al. (2008) found that men and women are equally likely to abuse the Internet (Ugrin et al, 2008: 77). Being younger and male significantly predicted both quantity and frequency of cyberloafing (Vitak et al, 2011: 1757). Gender differences also exist in the Internet activities they frequently take part in, with males being drawn to online games and females being attracted to online communication (Chak and Leung, 2004: 568). However, as of yet we have not generated sufficient empirical evidence to determine if gender is strongly related to cyberloafing behaviours or not (Weatherbee, 2010: 37).

Just like the gender, about the age being determinant of cyberloafing there are also some contradictory findings (Chak and Leung, 2004: 568). Studies show that as younger individuals tend to accept technology more and use the Internet more, they tend to build a habit that will lead into the workplace and result in more frequent Internet use and abuse (Ugrin et al, 2007:77). In some studies age has been found to be negatively related to information technology misuse at work (Restubog, 2011:248). In a study conducted in Turkey, the results indicated that age did not show any significant difference in cyberloafing (Ozkalp et al, 2012:27). In another study, findings show that the range and type of technologies preferred by younger workers is greater than that of older workers but that older workers are more likely to perceive the technology as instrumental for work tasks rather than for personal use. However, studies linking age as a determinate of cyberdeviant behaviour still show weak or mixed results (Weatherbee, 2010:37).

5.1.5. Intention to Engage, Social Norms and Personal Ethical Codes

Intention is considered to be an accurate predictor of actual behavior in many studies. However, research also showed that intentions do not always lead to successful enactment of the behavior and suggested that the relationship between intention and behavior may be more complex. Being a normatively-controlled behavior, Internet abuse is expected to have weaker intention-behavior correlation as it is initiated and pursued because of pressures external to self (Woon and Pee, 2004:82-83). It is found that the perceived importance of the ethical prohibitions on cyberloafing were negatively related to the acceptability of the behavior, which was, in turn, positively related to one's intention to engage in misuse. In addition, individuals' personal normative beliefs (i.e., that cyberloafing is morally wrong) reduced intentions to engage in cyberloafing. (Vitak et al, 2011:1758). Previous studies on Internet abuse had assessed and found the link between social norms and intention to be significant. Besides the advent of the Internet has created a postmodern ethical dilemma; cyberloafing, that may not have well established norms associated with it to drive individual behavior (Ugrin et al, 2008:76).

5.2. ORGANIZATIONAL FACTORS

There are certain organizational factors that may influence propensity of employees to cyberloaf. The perceived cyberloafing of one's coworkers and cyberloafing, managerial support for internet usage and cyberloafing, social norms, restrictions on internet use, expected positive and negative consequences and job attitudes affect cyberloafing behavior.

5.2.1. Restrictions on Internet Use

By limiting employees' use of work computers, whether through policy, technological deterrents, or both, employers reduce the benefits of using the Internet for nonwork purposes while promoting employee self-regulation. (Garrett and Danziger, 2008:942-950). Conversely, employees who would face stronger penalties for engaging in deviant behaviors were less likely to cyberloaf (Vitak et al, 2011:1752).

5.2.3. Anticipated Outcomes

It is suggested that the decision to go online during work for nonwork purposes will be shaped by expectations that such behavior can successfully serve the individual's needs in comparison to resistance or negative consequences (Garrett and Danziger, 2008:949). Research found that employees are less likely to engage in cyberloafing activities that they perceive to have serious negative consequences for their organisation and hurt their personal interest (e.g. Lim and Teo 2005, Blanchard and Henle 2008; Lim and Chen, 2012: 346; Vitak et al, 2011: 1758; Woon and Pee, 2004:81).

5.2.4. Managerial Support

General managerial support for Internet usage at work without specifying how to use the Internet is likely to increase forms of Internet use among employees for both business and

personal reasons. This support may be misinterpreted by employees as an endorsement of all types of Internet use, including cyberloafing (Garrett and Danziger, 2008; Vitak et al., 2011; Liberman et al, 2011). It is expected that as Internet usage becomes increasingly routinized for employees, employees will be likely to cyberloaf, particularly since research has shown that beliefs about technology use can be influenced by managerial commitment to new technology (Liberman et al, 2011:2194).

5.2.5. Perceived Coworker Cyberloafing Norms

Research showed that coworker and supervisor norms supporting cyberloafing are positively related to cyberloafing. This is an evidence cyberloafing is likely to be under normative control (Woon and Pee, 2004: 83). Blau et al. (2006) suggested that employees look to other coworkers as potential role models in the organization and that cyberloafing is learned through copying the behaviors that they see by individuals in their organizational environment (Lieberman et al, 2011:2197). Lim and Teo (2005) found that individuals used the normative climate as justification for engaging in behaviours enacted by their colleagues. Individuals, who were aware that their co-workers also engaged in these behaviours, were more likely to engage in those behaviours themselves (Weatherbee, 2010:37).

5.2.6. Employee Job Attitudes

Acts of workplace deviance like cyberloafing have been shown to be an emotional response to frustrating job experiences, therefore it is accepted that job attitudes might influence cyberloafing (Lieberman et al, 2011:2197). Previous research has found empirical evidence which suggests that employees are more likely to engage in misconduct when they hold unfavorable job attitudes (Garrett and Danziger, 2008). About the relationship between workplace perception and job attitudes and personal use of Internet, different results were obtained in different research. Although workplace disaffection, as reflected in higher levels of job dissatisfaction, greater job stress, and a sense of being treated unfairly, might be associated with important aspects of an employee's behavior, but these conditions are not systematically related to higher levels of personal use of the Internet during work. In light of this evidence, some posit that negative affect toward the workplace has only a limited role in accounting for more extensive personal Internet use during work (Garrett and Danziger, 2008:940-949).

5.2.6.1. Injustice

At the organizational level, organizational justice has been found to be an antecedent of cyberloafing by some researchers; lower organizational justice has a significant impact on cyberloafing (Lim, 2002, Lim and Teo, 2005). Lim and Teo (2005) tested the role of three justice-based variables in predicting cyberloafing and found that all three forms of justice (distributive, procedural and interactional) were negatively associated with cyberloafing. In a previous study, Lim (2002) found that when employees perceived some form of injustice within their job, one way to seek to restore balance is through

cyberloafing. However, Garrett and Danziger (2008) did not find any relationship between and interactional injustice and cyberloafing (Vitak et al, 2011:1753). In a study organizational justice negatively predicted cyberloafing behavior, though this relationship had ceased to be statistically significant after controlling for gender, age, and hours of internet use for work-related activities. In addition, self-control moderated this relationship (Restubog et al, 2011:247).

5.2.6.2. Job Commitment

Job commitment is another individual-level factor that might play a powerful role in shaping personal Internet use at work by influencing its expected benefits. It is argued that employees who are emotionally attached to their work organization will find personal Internet use to be less compatible with work routines than those who are not (Garrett and Danziger, 2008:942). For a committed individual, nonwork-related activity reduces productivity, is inconsistent with self-image, and might undermine workplace status. These disincentives are consistent with the outcome expectancies that pattern Internet use in other contexts (LaRose and Eastin, 2004). These considerations suggest that individuals more committed to their work should be less likely to engage in personal Internet activities during work (Garrett and Danziger, 2008:942).

5.2.6.3. Job Satisfaction

Job satisfaction is showed to be a significant factor affecting Internet abuse in relation to employee's detachment with aspects of their job and desire to disengage by substituting other activities. However, results showed that employees with high level of job satisfaction have more positive affect towards Internet abuse. In the follow-up study, some respondents revealed that they perceive the use of Internet for nonwork- related purpose as a form of fringe benefit that can help relieve work stres (Woon and Pee, 2004: 83). It has been found that job satisfaction was significant for two activities: texting and using SNSs. In this case, as satisfaction decreased, the odds of engaging in these activities increased (Vitak et al, 2011:1753). Stanton (2002) found that Internet abusers are more likely to be highly satisfied employees (Ugrin et al, 2008 77). In some studies, job satisfaction failed to produce any significant correlations with the PWU dimensions. Garrett and Danziger (2007) did not find any relationship between job satisfaction and cyberloafing. The result could imply that employees engaging in personal web usage are not necessarily the people who are less satisfied with their work (Mahatanankon et al 2004:99).

5.2.7. Job Characteristics

Smaller scale studies have found positive effects of cyberloafing, suggesting that spending brief periods of time on tasks not related to work may result in relief from boredom, fatigue, or stress, greater job satisfaction or creativity, increases in well-being, recreation and recovery, and overall happier employees. Therefore, it is feasible that specific job characteristics may lead to more cyberloafing to increase creativity or relieve

boredom. On the other hand, creative jobs are likely to have more varied demands and be less boring, and so are less likely to motivate communicative cyberslacking or habitual (Vitak et al, 2011:1753).

5.3. SITUATIONAL FACTORS

There may be consensus on the idea that personal Internet use on company time occurs, but the extent and effect thereof appear to be mostly conjecture (Johnson and Ugray, 2007:214). As cyberdeviant behaviour is usually engaged in when individuals have access to Internet resources at work this suggests situational triggers, or context effects which mediate or moderate behaviours and outcomes (Weatherbee, 2010:41). Facilitating conditions are important in that individuals with intention of accomplishing a certain act may be unable to do so because his/her environment prevents the act from being performed. It is found that there is a positive relationship between the extent to which facilitating conditions of cyberloafing exists and employee's cybeloafing behavior (Woon and Pee, 2004:81).

Research showed that the physical proximity of supervisors impacts cyberloafing indirectly through perceptions of organizational control. Furthermore, the presence of formal organizational policies and sanctions for engaging in cyberloafing should reduce cyberloafing behaviors. Blanchard and Henle (2008) provide support for this as they showed that the perceived likelihood of their organization administering sanctions influenced cyberloafing (Lieberman et al, 2011:2197). Journal of Employment Counseling suggest the following eight factors that contribute to non-work related Internet use (Kay et al, 2009) opportunity and access, affordability, anonymity, convenience, escape, disinhibition, social acceptability, longer working hours in the workplace.

5.4. CONTROLLING MEASURES FOR CYBERLOAFING

Cyberloafing is a common phenomenon in today's organizations (Lim and Teo, 2005). Reports related to the cost of cyberloafing shows organizations the importance of controlling cyberloafing behavior. Adverse effects of cyberloafing on organizations can not be neglected as well as its positive effects on employees. Therefore, necessary measures should be taken in order to controll and manage cyberloafing in organizations. Organizational and psychological research literatures offer two main strategies for controlling employee misconduct such as cyberloafing intrinsically oriented self-regulatory strategies; and extrinsically oriented coercive strategies; where employees' behavior is enforced by external contingencies in their environment (Lara and Mesa, 2010:1040). The self-regulatory approach focuses on an individual's inherent desires to follow the rules (Ugrin et al, 2008b:77-78). Coercive strategies, on the other hand, are linked to extrinsic motivational models of employee behavior, in which employees act rationally by weighing the benefits and costs of a decision (Lara and Mesa, 2010:1040). Common methods used in order to control cyberloafing in organizations will be listed as follows: educating and informing employees, adapting computer use policies, establishing

monitoring systems, enforcement through punishment. In order to succeed in controlling efforts these methods should be used together.

-Educating and Informing: No methods can be effective unless they are adequately managed and translated into the improvement of awareness or perception of their values (Chen et al, 2008:100-101). Awareness of the negative consequences of the behavior diminishes habit strength. That is, some degree of self-control can be restored simply by making individuals aware of the extent of their involvement with a habitual activity and linking its performance to potential negative outcomes, such as missed deadlines and negative employee evaluations (Vitak et al, 2011:1759).

-Computer use policies: To reduce the negative effects of cyberloafing as well as maintaining the positive ones, managers should develop and implement clear policies related to the use of the Internet at work (Beugre and Kim, 2006:835). A clearly articulated Internet policy notifying employees about the potential consequences may reduce their intention to abuse Internet (Woon and Pee, 2004:83).

-Monitoring: Electronic monitoring systems may be used to combat cyberloafing behaviors of employees in the workplace (Chen et al., 2008:93). It is found that monitoring mechanisms that either track or deny access to sites along with monitoring emails reduced cyberloafing. These are even more effective on individuals who have a higher propensity to cyberloaf (Ugrin et al, 2008:77-84).

-Influencing Individual Ethical Perceptions: An open dialogue and increased employee training, presenting both the employee and employer side of the issues, will increase awareness and help employees personally define the legal and ethical line between use and abuse of the Internet. Establishing written policies and offering employee training on those policies will help to raise ethical awareness of employee and employer issues related to Internet acceptable use policies (Oswalt and Elliott-Howard, 2003:649).

-Punishment: Control systems are ineffective in deterring cyberloafing unless being followed up by punitive consequences (Lara and Mesa, 2010:1039). Blanchard and Henle (2008: 1080) noted that for efficient cyberloafing management to take place, “monitoring activities need to be followed up with disciplinary actions.” It is found that individuals that were aware of others receiving punishment for cyberloafing had a lower propensity to cyberloaf (Ugrin et al, 2008:77). However, punishment alone is not effective either. It becomes effective only when control systems detecting evidence of cyberloafing are highly present (Lara and Mesa, 2010:1045-1046).

Although all of these mechanisms impact cyberloafing, they do not come without costs. For example, monitoring systems have both monetary costs and costs of reduced employee morale and job satisfaction (Ugrin et al., 2008:79). Strategies that place more power in the control of the employees while providing them with feedback about their Internet use may be more readily adopted and may help employees develop healthier (and more productive) habits related to their use of the Internet while at work (Vitak et al,

2011:1759). Since deterrence mechanisms come with other consequences, it seems important to not only examine the importance of deterrence mechanisms alone, but also how different deterrence mechanisms work relative to one another as well as to understand the relative impact of deterrence mechanisms (Ugrin et al., 2008:79).

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