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What Do Human Resources Managers Think About the Employee's Internet Usage ?

İnsan Kaynakları Yöneticileri Çalışanların İnternet Kullanımı ile İlgili Ne Düşünüyor?

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Abstract

Despite the many advantages of internet usage in organizations, in recent years misuse of internet in work place has been seen as a potentially serious problem. This topic is also interesting for Turkey, which is a developing Eurasian Country in e-revolution. Thus, the aim of this study was to investigate the current state of internet usage in firms from the perspective of human resource managers and to try to find out their perceptions about non-work related internet usage, their internet usage policies, methods and applications The data included in this study were obtained from 130 company which were ranked in Bursa Chamber of Commerce and Industry's, " 250 Top Companies in Bursa" Index. The results show that human resource managers perception's regarding the employees non-limiting internet usage is positive, on the other hand descriptive analysis show that 77.6 percentage of the firms are using monitoring software system in order to cope with non-work related internet usage. Detailed findings and contributions have been discussed.

Keywords: *Non-Work Related Internet, Cyberslacking, Cyberloafing, Social Media At Work, Internet Controlling*

Öz

Örgütlerde internetin pek çok avantajının yanısıra, son yıllarda iş yerlerinde kötüye kullanılması ciddi bir potansiyel problem olarak görülmeye başlanmıştır. Bu konu, gelişmekte olan ülkeler içinde yeralan ve bir e-dönüşüm sürecinin içinde bulunan Türkiye için de gün geçtikçe önemli bir konu haline gelmektedir. Bu noktadan hareketle, bu araştırmanın amacı İnsan Kaynakları Yöneticileri perspektifinden, şirketlerde İnternet Kullanımı ile ilgili mevcut durumu araştırmak, İnsan Kaynakları Yöneticilerinin iş dışı internet kullanımı ile ilgili algılarını ve internet kullanımı ile ilgili politika, metot ve uygulamalarını ortaya koymaktır. Araştırmanın örneklemini Bursa'da faaliyet gösteren Bursa Ticaret ve Sanayi Odası (BTSO) tarafından yayınlanan , Bursa'nın En Büyük 250 firması listesinde yer alan 130 işletme oluşturmaktadır.Elde edilen sonuçlara göre İnsan Kaynakları Yöneticileri, işletmelerde sınırsız internet kullanımını pozitif algılamaktadırlar, diğer yandan işletmelerin % 76,6 sı iş dışı internet kullanımını azaltmaya yönelik elektronik takip sistemleri kullanmaktadır.Detaylı bulgular araştırmada tartışılmaktadır.

Anahtar Kelimeler: *İş Dışı İnternet Kullanımı, Siber Haylazlık, Siber-Aylaklık, İş Yerinde Sosyal Medya Araçları, İnternet Kontrolü*

Introduction

The uncontrolled expansion of the Internet has generated many changes in social, cultural and behavioural life all over the world. The Internet has also been a revolution for corporations. The rules of common knowledge within an organisation and conventional procedures have changed and in this flexible environment most corporations have found their adaptive

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strategies to be simply trial and error. In this framework, internet usage boundaries, limitations, forms or internet policies for employees are new issues that corporations are now facing.

Despite the many advantages of internet usage in organizations, in recent years many employers have seen non-work related internet usage as a potentially serious problem for their organization. Indeed, some survey results have partially supported these concerns (Griffiths,2010). It was reported that the average UK employee spent 57 minutes a day surfing the Web while at work. According to Robbins (2001), approximately 30% to 40% of lost worker productivity was due to Web surfing, which costs U.S. employers $54 billion a year. The most common issues researched on non-work related internet use are productivity loss, (Bock and Ho, 2009; Klein, 2007; Lim, 2002) internet costs, drain on network resources (Clayburgh and Nazareth, 2009; Weatherbee, 2009; Pee et al., 2008), addiction problems (Hilts,2008),internet security and legal issues (Clemens, 2009; Simmers, 2002; Friedman, 2000). Besides those findings another group of researches assessed non-work related internet activities as a way to improve performance, and some studies determined that it was necessary for a work-life balance, it decreases stress and improves creativity, loyalty and job satisfaction (Cooker 2011; Anandarajan et al., 2006 ; Anandarajan and Simmers, 2003; Lim et al., 2002).

Therefore, there is no concensus between researchers and managers on non-work related internet usage policies. Answers are being sought as to whether non-work-related internet usage is a potential or real problem for organizations and what are the real results for organizations if they do not limit internet usage at work, are the declared disadvantages real or prejudice, how can internet control mechanisms be configured and what would employee reaction be to this control mechanism and therefore, what is the best strategy for this problem.

These and many other questions remain unanswered and most of the existing reserach on the misuse of internet has been carried out in Europe or USA. The misuse of the internet in the workplace is also a very interesting topic for Turkey, which has struggled with the e-revolution project since 2003, as a developing Eurasian country. Due to Turkey's information society strategy, significant actions and improvements have been made in different areas such as education, and the public and private sector. According to the Turkey Information Society statistics 2011 (http://www.bilgitoplumu.gov.tr),the number of internet users has grown dramatically from 13.3% (2004) to 37.6% (2010) and approximately half of these users (35.7% of males and 24.8% of females) access the internet from their workplace. Statistical information about the user profile and internet usage purpose shows that 73.9% of the internet users connected to the internet for communication (e-mail) ,65% for social media sites and chatrooms, 58.8% for online newspapers and magazines, 57.7% to obtain information about goods and services and 51.1% to play or download games, films and music. These percentages indicate that one of every two users tends to surf social network and entertaintment sites, which is referred to in literature as cyberslacking or non-work related internet activitity in the workplace. From this point, the aim of this study was to investigate the current state of internet usage in firms from the perspective of human resource managers and to try to find out their perceptions about non-work related internet usage, their internet usage policies, methods and applications. To the best of our knowledge this topic has not yet been assessed from the HR manager perspective, therefore it is believed that this study will help to enrich the related literature by providing a different country application.

Literature Review

Many terms are used to describe the misuse of computer resources in the workplace. Cyberloafing, cyberslacking, junk computing, or non-work related computing (NWRC) are some of these terms (Strader et al., 2011). The commonality between these terms is that they involve the use of organizational resources for personal or non-work purposes. However, cyberloafing or cyberslacking are specific to the use of the Internet, while junk computing, or non-work related computing refers to employee use of any kind of organizational IT resources for personal purposes (Cheng and Kalleberg, 1996). Cyberloafing is defined as "any voluntary act of employees using their companies' Internet access during office hours to surf non-work related websites for non-work purposes" (Lim, 2002). In this study "Non-work related internet usage" term is used synonymously with "cyberloafing" or "cyberslac-

king" to include personal communication (e.g., instant messaging with MSN), Internet browsing (e.g., reading news on the Internet), and downloading files for personal purposes (e.g., movies and music).

Internet misuse literature has generally focused on three main topics. One group of research has focused on identifying term of non-work internet use and typologies of internet abuse(Chen et al 2011;Blanchard and Hanle 2008; Blau et al., 2006; Griffiths 2004). Another group of research has tried to ascertain the process of non-wok related internet use or micro understanding of abuse and tried to find out "Why it occurs" and "what are the antecedents and consequences of these behaviors" (Vitak,et.al.,2011; Fabsits,2011; Ross and Yeng, 2011; ; Pee,Woon and Kankanhalli,2008; Lee, Lee and Kim, 2007; Lee,Lim and Wong,2005; WoonandPee,2004; Chen, Galletta and Polak, 2003) and "what is the ethical aspect of internet abuse" (Strader et al.,2011). In addition to these areas of research, internet controlling mechanisms in organizations, Internet access policies and effectiveness of controlling methods is another research area in literature that has been discussed for practioners (Clemens, 2009; Hilts, 2008; Welebir and Kleiner, 2005; Joung and Case,2003).

Context Of Non-Work Related Internet Usage

In the first group of research which tried to determine the typology of internet abuse action or behavior, Blau et al. (2006) grouped non-work related internet activities into three distinct categories (browsing related, non-work-related e-mail, and interactive cyberloafing) based on data collected from 415 medical technologists. Griffiths (2004) adapted Young's (1999) internet addiction typology and used six main headings. Chen et al (2011) offered an internet abuse typolgy according to employees needs, interests or goals such as participating in a virtual community (Facebook, MySpace, and Second Life), and entertaintment (watching videos, listening to music, playing video games and shopping). Blanchard and Henle (2008) argued that employees engage in two main types of non-work related internet activity, which can be minor as in checking personal e-mails, visiting news and weather sites, doing personal banking activities and major such as online gambling, downloading music, and viewing adult oriented sites.

Non-Work Related Internet Usage Process

Another stream of research has focused on micro understanding of internet abuse process and has investigated its antecedents and consequences. According to some research, using the Internet for personal purposes is related to personal factors such as Internet addiction (LaRose, 2011;Charney and Greenberg, 2002; Chou and Hsiao, 2000), personal habits (Lee.et.al 2005), personal moral norms(Strader et al., 2011; Tanejo 2006;) , an individual's external locus of control, education level (Chan et al., 2011) or gender differences as in younger men being more likely than females to engage in internet abuse in the workplace (Vitak et al., 2011; Garrett and Danziger, 2008; Henle and Blanchard, 2008). On the other hand some research has mentioned that situational and organizational factors orient individuals to internet abuse such as perceived information system accessibility (Vitak et al., 2011; Lee et al., 2005), friends and peers (Pee et al., 2008), supervisors norms and behaviors (Blanchard and Henle 2008), social acceptance and social influences (Taneja 2006), longer working hours (Griffiths, 2010) and employees' perceptions about organizatioanl justice(Lim 2002; Lim and Teo 2005).

In the relevant literature, there are two different perspective among researchers about the consequences of non-work related internet use on work variables. One group of researchers have claimed that non-work related internet usage could make employees happier and more productive. The line between work and non-work is less fixed (Henle et al., 2009) and many employees take their work home or work during their lunch break so it is seen as acceptable that employees deal with their personal matters (online shopping, banking activities, etc.) in work time. Non-work related internet usage may help employees to achieve a balance between work and personal life, with the added benefits of better time management, reduced stress and a method of informal learning (Lim et al., 2007; Anandarajan and Simmers, 2003; Uleman and Bargh, 1989). It may also have a positive effect on worker productivity (Bock and Ho, 2009), task performance (Zijlstra et al., 1999), job satisfaction (Baard et al., 2006), loyalty (Deci et al., 1989) , quality of work performance (Breaugh, 1985), making effective decisions (Speier et al., 1999), awakening creativity(Oravec, 2002) and provide a fiduciary relationship between employer and employees (Fabsit ,2011).

However, in contrast to those findings, many employers have seen non-work related internet usage as a potentially serious problem for their organizations and believe it will negatively affect productivity and job performance by eating into time that would otherwise be used to complete organisation set tasks (Coker, 2011). Researchers have mostly shared these assumptions and related non-work related inter-

net use with productivity loss (Bock and Ho, 2009; Klein, 2007; Lim, 2002), internet costs, a drain on network resources (Clayburgh and Nazareth, 2009; Weatherbee, 2009; Pee et al 2008), addiction problems (Hilts,2008), internet security and legal issues (Clemens, 2009; Simmers, 2002; Friedman, 2000). Moreover, non-work related internet usage has been related with reputation loss for quality and service, problems in responding to customer needs and meeting deadlines and a negative brand image finally affects the organization's competetiveness (Selvarajan, 2006). It may also have a negative effect on an organization's financial resources (Robbins, 2001).

It has also been emphasized that costs related to non-work related internet use include additional bandwidth, internet security software required to protect systems and monitoring costs (Fabsits, 2011). Internet abuse has been viewed as a kind of systems risk (Mirchandani and Motwani; 2003). Misuse of e-mail and web browsing facilities cause potential threats of virus attacks (Woon and Pee, 2004). Pee, Woon and Kankanhalli, (2008) found out that costs from non-business usage and productivity losses are more significant than the organization's average estimation and the security or bandwith costs and an employee's inappropriate use may negatively affect other employees' speed of access(app.3 second longer) or storage space available for work products.

In addition, the accessing of inappropriate sites including Internet gambling sites, virtual casinos, gaming sites, adult oriented sites and illegal downloading of copyrighted books, music, or videos may cause legal liabilities for the organization. Greengard (2000), highlighted organizations having trouble because of legal issues arising from employees' non-work related activities. For example Chevron and Microsoft found themselves settling sexual-harassment lawsuits for $2.2 million apiece as a result of internally circulated e-mails and Xerox, the New York Times, Edward Jones Investments, First Union Bank, and Dow Chemical fired employees or took disciplinary measures because of inappropriate internet usage.

Non-Work Related Internet Discipline Systems

Despite the benefits of internet usage in the workplace, the excessive usage of internet for personal purposes, poses a threat and forces organizations to control its use. Many studies have been conducted to clarify how to determine, design and implement effective control mechanisms and discipline systems. It has been reported that 45% of all firms and 17% of Fortune 100 companies use one of these control mechanisms (Bock et al., 2010).

According to Greengard (2002), the issue is not whether or not to provide Internet access and let employees conduct personal business online, but rather how to manage the environment effectively. Control mechanisims which are in congruence with the needs, culture, and values of the organization can keep both workers and management happy and productive.

The policies, rules, and practices of an organization such as a supervisor's warning against non-work related internet use, blocking and filtering, and suspension and dismissal of employees who frequently engage in non-work related internet, are defined as the frequently used control or disipline methods. (Lee and Lee, 2002). Clinical and educational programs to overcome Internet addiction in the workplace are assessed as one of these control methods against misuse of the internet (Young, 2002).

According to Clemens, (2009), the most common techniques that organizations use are internet blocking and filtering and it is better to filter internet activity than to monitor it, because filtering is more appropriate for employees' rights and issues of trust. On the other hand, some researchers have argued that monitoring has a direct and significant influence on the overall job satisfaction of employees (Valli, 2004) . Young and Case (2003), investigated the use and implementation of the three control methods of policies, monitoring, and training and their level of perceived effectiveness, and how organizational size impacted outcomes. The results indicated that using corporate policies was the most widely utilized (50%) and most effective (40%) method.. Although training was found to be equally effective (40%) as policies, it was found to be the least utilized method. In respect of firm size, it was found that while small firms mostly prefer training to deal with employees internet abuse, monitoring is used more widely by medium sized firms compared to policies and training.

In addition to blocking, filtering and monitoring to prevent misuse, many researchers have agreed upon the importance of determining good internet usage policies in companies (Wen and Lin, 1998; Siau, Nah and Teng, 2002; Welebir andKleiner, 2005; Hilts, 2008; Allen, 2010; Fabsits, 2011) as a means of providing safe, useful and sustainable Internet to the employee's desktop with company intentions. Some studies have

mentioned that in order to achieve successful internet use policies and guidelines, managers should clearly communicate all rules in detail in writing and should use appropriate policies and parameters that conform with the organization and its culture(Wen and Lin,1998; Barker, Karcher, and Meade, 1995; Welebir and Kleiner, 2005; Henle and Blanchard, 2008; Bock et al., 2010; Alen, 2010) It has also been recommended that employers should regularly alert employees that their online activities may be monitored and that inappropriate usage may result in disciplinary action. (Young and Case, 2003).

Following on from these theoretical and empirical findings, this study aimed to investigate the perceptions of Human Resource Managers of non-work related internet usage and how non-work related internet activities are regulated by organizations in Turkey in the region of Bursa.The research specifically focused on Human Resources Managers perception because it is thought that HR's transformation from an administrative support function to a strategic business partner (i.e., a metaphor for HR helping to ensure the success of business strategies) has accelerated in recent years and Human Resources Managers become one of the the most powerful decison makers about the rules and applications towards to employees in order to track their rights, motivation and performance (Payne, 2010). Like employee absenteeism, cyberslacking may be one of the most important parameter that HR managers concerns in the future. Fabsits, (2011) argued that managers find it difficult to monitor and restrict employees' non-work related internet use and establish new practices. The results of these study may also provide some idea to HR managers about non-work related internet usage in work places and how to monitore it.

Method

Participants

This study was based around the Bursa Chamber of Commerce and Industry's (2010), 250 Top Companies in Bursa Index. This Index, which is updated every three years, lists 250 firms in various fields of industry, which are ranked according to their company revenue and also gives detailed information about the companies from export rates to the number of workers. All 250 firms were contacted by telephone and 130 firms agreed to participate in the research. Thus the study sample consists of 130 firms' human resource managers.

The initial descriptive analysis of our target sample determined that 33 % of the firms were in the automotive sector, 27% textiles, 23 % agriculture and animal husbandry and 15% heavy engineering. The study demographics also provide a profile of the respondent organizations. An examine of company size indicates that 25 % of the firms are small-size organizations (number of employees < 100) 46% of the firms are medium-size (100-500), and 29 % of the firms are large with more than 500 employees.

Measures

After an extensive review of related articles, a question form was developed to assess the perceptions of the human resources managers of "cyberslacking" and their company policies to deal with this behavior. A semi-structured telephone interview technique was used to implement the study. The telephone based interview question form consists of 2 sections. In the first section, the first 5 questions examine the manager's general perceptions of cyberslacking activities and the consequences on employees such as the effects on individual performance levels, organizational performance, job motivation and the effectiveness of internal communication in organizations. In this section items were collected on a two-point answers; 1= disagree ,2 =agree. In section 2, 8 questions focus on current organizational practices and policies which are used to cope with employees internet usage for personal reasons during work hours.

Results

Section 1. HR Managers Perceptions About Employees Internet Misuse For Personal Reasons During Work Hours

In this section we try to measure human resource managers perceptions' about unlimited internet usage in the workplace and its potential consequences (which have been mentioned in literature review stage) on individual and organizational level outcomes. The results to the Section 1 questions are given in Table 1

Table 1. HR Managers Perceptions About Employees Internet Misuse

Questions	Agree (%)	Disagree (%)
1.Do you think that your employees misuse the internet for non-work related purposes.	60	29
2.Do you think that non-work related internet usage in the workplace affects employee performance positively	69	20
3.Do you think that non-work related internet usage in the workplace affects organizational performance positively	64	25
4.Do you think that non-work related internet usage in the workplace affects internal communication positively	66	23
5.Do you think that non-work related internet usage in the workplace affects employee motivation positively	60	28

As can be seen in Table 1, 60 % of managers thought that unlimited internet usage in the workplace will be misused by employees. On the other hand more than half of the managers' perceptions about non-work related internet usage in the work places are positive. They mentioned that unlimited internet usage has a positive influence on employees' individual and general organizational level performance, individual's work motivation and 60 % of managers stated that internet used for personal reasons during work hours in the workplace provides internal communication among organizations members.

To examine these general results in greater depth, a Z test based on ratios was applied because of the qualitative measurement technique of this study, in order to determine whether there were significant differences between company size and human resource managers perceptions about unlimited internet use in the workplace and its consequences. Firm size was defined as small at fewer than 100 employees, medium as -100-500 employees and large as more than 500 employees.

As shown in Table 2, for question 1, the null hypothesis which indicates that there is no difference between large and medium sized companies' human resource managers' perceptions about employees internet misuse during workhours, can be rejected at 0.05 significance level. Also for the first question, the null hypothesis which indicates that there is no difference between large and small sized firms' managers' perceptions can be rejected at 0.01 significance level. Thus, it can be said that managers perceptions about employees internet misuse during workhours is differentiated by firm size. However, the test results indicate that the null hypothesis of questions 2, 4 and 5 cannot be rejected at any size of firm at any significance level. For question 2, only large and medium sized firms' manager perceptions differ from each other. Thus, it can be said that that managers' perceptions about non-work related internet usage consequences on individual level performance, job motivation and internal communication did not differ from each other based on company size. The null hypothesis of question 2 shows that only the large and middle sized firms managers' perceptions about non-work related internet usage having a positive influence on general organizational level performance, differ from each other. (Table3)

Table 2. Linkages Between Firm Size and Manager Perceptions

Misuse		
Firm size	Agree (%)	Disagree (%)
Large (1)	47.06	52.94
Medium size (2)	71.7	28.3
Small size (3)	82.76	17.24
Z TEST RESULTS		
H 0 P(1)-P(2) =0	*Z =2.33*	*The Null hypothesis reject*
H 1 P(1)-P(2) ≠0	*P value =0.02*	
H 0 P(1)-P(3) =0	*Z =3.23*	*The Null hypothesis reject*
H 1 P(1)-P(3) ≠0	*P value =0.001*	
H 0 P(2)-P(3) =0	*Z=1.18*	*The Null hypothesis cannot be*
H 1 P(2)-P(3) ≠0	*P value =0.23*	*rejected*
Individual performance		
Firm size	Agree (%)	Disagree (%)
Large (1)	70.59	29.41
medium size (2)	84.91	15.09
Small size (3)	72.41	27.59
Z TEST RESULTS		
H 0 P(1)-P(2) =0	*Z =1.55*	*The Null hypothesis cannot be*
H 1 P(1)-P(2) ≠0	*P value =0.12*	*rejected*
H 0 P(1)-P(3) =0	*Z =0.16*	*The Null hypothesis cannot be*
H 1 P(1)-P(3) ≠0	*P value =0.87*	*reject*ed
H 0 P(2)-P(3) =0	*Z=1.29*	*The Null hypothesis cannot be*
H 1 P(2)-P(3) ≠0	*P value =0.19*	*reject*ed
Organizational performance		
Firm size	Agree (%)	Disagree (%)
Large (1)	55.88	44.12
medium size (2)	81.13	18.87
Small size (3)	72.41	27.59
Z TEST RESULTS		
H 0 P(1)-P(2) =0	Z =2.51	*The Null hypothesis reject*
H 1 P(1)-P(2) ≠0	P value =0.01	
H 0 P(1)-P(3) =0	Z =1.39	*The Null hypothesis cannot be*
H 1 P(1)-P(3) ≠0	P value =0.16	*rejected*
H 0 P(2)-P(3) =0	Z=0.88	*The Null hypothesis cannot be*
H 1 P(2)-P(3) ≠0	P value =0.19	*rejected*
Employee motivation		
Firm size	Agree (%)	Disagree (%)
Large (1)	76.47	23.53
medium size (2)	73.58	26.42
Small size (3)	68.97	31.03
Z TEST RESULTS		
H 0 P(1)-P(2) =0	*Z =0.30*	*The Null hypothesis cannot be*
H 1 P(1)-P(2) ≠0	*P value =0.76*	*rejected*
H 0 P(1)-P(3) =0	*Z =0.67*	*The Null hypothesis cannot be*
H 1 P(1)-P(3) ≠0	*P value =0.5*	*rejected*
H 0 P(2)-P(3) =0	*Z=0.44*	*The Null hypothesis cannot be*
H 1 P(2)-P(3) ≠0	*P value =0.66*	*rejected*
Internal communication		
Firm size	Agree (%)	Disagree (%)
Large (1)	61.76	38.24
medium size (2)	76.92	23.08
Small size (3)	65.52	34.48
Z TEST RESULTS		
H 0 P(1)-P(2) =0	*Z =1.49*	*The Null hypothesis cannot be*
H 1 P(1)-P(2) ≠0	*P value =0.14*	*rejected*
H 0 P(1)-P(3) =0	*Z =0.31*	*The Null hypothesis cannot be*
H 1 P(1)-P(3) ≠0	*P value =0.75*	*rejected*
H 0 P(2)-P(3) =0	*Z=1.5*	*The Null hypothesis cannot be*
H 1 P(2)-P(3) ≠0	*P value =0.13*	*rejected*

Section 2. Organizational Level Practices/Policies About Non-Work Related Internet Usage

In this section we examined how firms have implemented and configured their policies and activities in order to cope with internet usage for personal reasons during work hours. With this aim we adressed 8 questions to managers based on research of control or determination of internet usage system (Wen and Lin, 1998; Siau, Nah and Teng, 2002; Welebir and Kleiner, 2005; Hilts, 2008; Allen, 2010; Fabsits, 2011; Young and Case;2003). The questions' content and managers' answers are given below. All firms that we have interviewed have provided internet access to their employees. However, our survey captured information pertaining to how long respondents have been using the internet (span of use) how long respondents have been limiting internet usage. The results are given in Table 3.

Table 3 . Firms Internet Usage and Limitation

Span of use	**5-10 years**	**11-15 years**	**15 year and overs**
	42 %	33 %	15 %
Limiting	**3-5 year**	**6-8 year**	**9-12 year**
	44%	14%	9%

The following 5 descriptive questions were asked to managers in order to examine organizational policies and their implementation about non-work related internet usage in their companies. The responses to these questions are given in Table 4. The results showed that 78% of firms used monitoring software systems to control employees' internet actions and although the majority (75%) give information about this control mechanism, more than half of the managers stated that they took no disciplinary action against employees who abused internet usage regulations. This internet usage control system was accepted by employees with no reaction according to 68% of managers. In response to the question, "What is the main reason of your internet restriction" 45% of respondents stated that they impose the limitations because of employee misuse such as lengthy periods spent on the internet and gaming etc, and their perceptions about lack of productivity. None of the firms measure productivity results in relation with non-work activities on the internet. Only 7% of firms mentioned having to deal with intra-net security problems.

Table 4. Organizational Policies and Implementation About Non-Work Related Internet Usage

Questions	**Yes(%)**	**No (%)**
Do you use monitoring software to control non-work related internet usage in your workplace	77.6	10.76
Are your employees informed about monitoring systems	75.38	7.69
Does your company have an internet usage policy	36.86	33
Is Internet usage outside the rules assessed as a serious crime and punished in your organization.	42.2	54.61
Do your employees show reaction to internet restrictions.	20	68

We also investigated which company department sets the internet usage rules and policies. Limitation policies were mostly set by top managers in 41% of firms, by human resource managers in 21.5% and by the IT department in 7.7 %. It was also asked how the limiting structure was determined and what kind of non-work related activities(web-pages) were accepted or tolerated by the administration. The responses related to those questions are given in Table 5

Table 5. Organization's Limiting Structures

How the firm determines the limiting structure	Types of job	Based on hierarchical position	Filtering (Based on web page)	Time spent	Free on lunch break
	54.6 %	35.4 %	63.8%	16.2%	69.2%
What kind of non-work related activities(web-pages) are accepted by administration	News and weather forecast pages	Online shopping	Banking operations	Personal e-mail	Social media(facebook , twitter..etc)
	90.8%	83.8%	70%	46.2%	16.2 *%

*In non- filtering organizations

Conclusion

This research sought to understand how non-work related internet activities are regulated by organizations in Turkey in the region of Bursa and evaluated human resource managers' perceptions about non-work related internet usage and its effects on workplace outcomes.

The results suggested that in the Bursa region, managers of Bursa's Most Admired Companies postulated that unlimited internet usage in organizations will provide positive outcomes for individuals and organizations in areas such as individual,and organizational level performance, job motivation and increased internal communication. These findings that unlimited internet use is positive conform with the positive perspective which claims that "non-work related internet usage could make employees happier and more productive" (BockandHo,2009; Breaugh, 1985; Baard et al., 2006; Anandarajan and Simmers, 2003; UlemanandBargh, 1989; Zijlstra et al., 1999;Speier et al., 1999). However, more than half the sample (52%) thought that unlimited internet usage will be abused for non-work related activities by employees, thus the results showed that 117 firms limited internet usage in their firms. These results denote that managers' perceptions about unlimited internet usage in the workplace provide positive outcomes, while at the same time in pratical terms they limit internet access by filtering or monitoring their employees.

While reviewing the grounds for internet usage limitation in organization, it was found that 45% of respondents imposed limitations because of employees' misuse such as lengthy periods spent on the internet and gaming etc, and their perceptions about lack of productivity. On the other hand, none of those firms have measured or controlled non-work activities or the time spent in relation to productivity. 48% of the respondents stated that they impose limitations without any valid reason. Thus, it can be said that managers' negative assumptions about the relationship between non-work internet usage and productivity is a kind of managerial prejudice. In this study sample only 7% of firms limited internet usage because of intra-net security problems.

The descriptive analysis showed that 77.6% of the firms used a monitoring software system in order to cope with non-work internet use and they mostly configured this appliance based on web-pages, types of job, hierarchical position of employees and working time. On the other hand organizations are tolerant of checking news and weather forecast pages, personal e-mail, online shopping, and personal banking in work hours. The internet usage policies were arranged mostly by top managers (42%). The most remarkable finding of this field research is that social media(facebook, twitter..etc) pages are forbidden by 101 firms, with only 29 firms in this study sample

allowing employees to access these web pages. Thus it can be said that Bursa region managers see social media web pages as a threat to their organizations. These results also show that based on Blanchard and Henle (2008) non-work related internet activity typology, managers tolerated minor non-work related activities. On the other hand serious activities were not seen in those firms. A general evaluation of this research is that managers' perception about non-work internet usage and its consequenceses are positive. In addition most of them limit employees internet usage even when they have not experienced or measured any remarkable non-work related internet usage problems.

Our results indicated that Human Resources Managers tried to control non work related internet mostly by limiting it. But there is an another issue that firms faced to in recent years. The majority of employees at most businesses will have smartphones, some of them even issued by their firms.Thus employees can surf freely with their internet connections without need to firm's wifi connection. And it is known that firms still do not find a way to limit or monitor employees internet usage through their smartphones.These problem may supported the importance of internet usage policies and ethic rules determined by management rather than monitoring or filtering in order to cope with non work related internet usage in work places (Wen and Lin, 1998; Siau, Nah and Teng, 2002; Welebir andKleiner, 2005; Hilts, 2008; Allen, 2010; Fabsits, 2011).

There are some limitations to this study as it was conducted in a specific population and the sample size may be considered insufficient to present a Turkish context. However, the findings of this study may make a contribution to and extend the relevant literature by representing HR managers' perceptions about non-work internet usage among employees and give information about firms' policies which are located in Bursa to cope this issue.

However, more than half the sample (52%) thought that unlimited internet usage will be abused for non-work related activities by employees, thus the results showed that 117 firms limited internet usage in their firms.

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