

Beneficial and Detrimental Effects of Cyberloafing in the Workplace¹

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Abstract

Employees may exhibit a variety of attitudes and behaviors in organizations. Some of them may be positive and beneficial for improving organizational climate and productivity, while others may be negative and detrimental to relationships and performance of employees. Positive attitudes and behaviors are usually prosocial and may be reflected in the form of commitment, identification, embeddedness, involvement, vitality, belongingness, friendship, innovativeness, creativity and the like. Negative attitudes and behaviors are generally counterproductive and may take the form of theft, sabotage, withdrawal, absenteeism, incivility, exclusion, selfishness, cynicism, dishonesty, bullying, aggression, violence, mobbing, revenge, sexual harassment and so forth. Along with these relatively conventional behaviors, one of the most recent type of behaviors observed with an increasing rate in the workplace is cyberloafing. This concept can be defined as employees' intentional and continuous use of Internet for personal purposes during the work hours. Some indicators of cyberloafing are sending and receiving personal messages, reading daily news, following sports, playing virtual games, online shopping, monitoring stock markets, completing bank transactions, attending forums, blogging, online gambling, accessing adult sites, downloading music, watching popular videos, attending virtual communities, communicating with friends in social networking sites, producing and sharing non-work-related contents etc. Literature generally suggests that the line between personal Internet use and cyberloafing in the workplace is not very clear. Furthermore, there are both organizational and personal reasons of cyberloafing. Consequently, cyberloafing may have both beneficial and detrimental effects in the workplace. This paper first describes the distinguishing characteristics of cyberloafing, then explains the common causes of it, and finally discusses the conditions under which cyberloafing may have beneficial and detrimental effects.

Keywords: cyberloafing, cyberslacking, cyberdeviance

İşyerinde Siber Aylaklığın Yararlı ve Zararlı Etkileri

Özet

Örgütlerdeki çalışanlar çok değişik tutumlar ve davranışlar sergileyebilirler. Bunların bazıları örgüt iklimi ve verimliliğini artırmak için olumlu ve yararlı olabilirken, bazıları da çalışanların ilişkileri ve performansları açısından olumsuz ve zararlı olabilir. Olumlu tutum ve davranışlar çoğunlukla toplumsal açıdan onaylanmıştır ve kendini adama, özdeşleşme, gömülme, katılım, canlılık, bağlılık, arkadaşlık, yenilikçilik, yaratıcılık vb. şekillerde yansıyabilir. Buna karşılık, olumsuz tutum ve davranışlar genellikle verimsizdir ve hırsızlık, baltalama, çekilme, kaçma, nezaketsizlik, dışlama, bencillik, önemsememe, sahtekârlık, zorbalık, saldırganlık, şiddet, yıldırma, intikam, cinsel taciz vb. biçimlerde ortaya çıkabilir. Bu görece geleneksel olan davranışların yanı sıra, işyerlerinde gittikçe artan bir şekilde gözlemlenen güncel davranış türlerinden biri de siber aylaklıktır. Bu kavram, Internet'in çalışma saatleri içinde kasıtlı ve sürekli olarak kişisel amaçlar için kullanması olarak tanımlanabilir. Siber aylaklığın bazı göstergeleri bulunmaktadır. Bunlar arasında kişisel iletiler gönderme ve alma, günlük gazeteleri okuma, spor programlarını izleme, sanal oyunlar oynama, çevrimiçi alışveriş, borsayı takip etme, bankacılık işlemleri yapma, forumlara katılma, blog yazma, çevrimiçi kumar, yetişkin sitelerine grime, müzik indirme, popüler videoları izleme, sanal topluluklara katılma, sosyal ağlarda arkadaşlarla iletişimde bulunma, işle ilgili olmayan içerik üretme ve paylaşma sayılabilir. Alanyazın genellikle Internet'in kişisel amaçlarla kullanımı ile işyerinde siber aylaklık arasındaki çizginin çok belirgin olmadığını göstermektedir. Dahası, siber aylaklığın hem bireysel kurumsal nedenleri vardır. Sonuç olarak da, siber aylaklığın işyerinde hem yararlı hem zararlı etkileri olabilmektedir. Bu makele, önce siber aylaklığın ayırt edici özelliklerini betimlemekte, ardından yaygın nedenleri açıklamakta ve son olarak işyerlerinde hangi koşullar altında siber aylaklığın yararlı ve zararlı etkilerinin ortaya çıktığını tartışmaktadır.

Anahtar sözcükler: Siber aylaklık, Siber kaytarma, Siber sapkınlık

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Introduction

A great number of people work in professional organizations, although there are some people working independently. Some organizations are government institutions, some are in the form of civil societies, and some are private establishments. Regardless of their types, all organizations provide an environment which employees take into consideration while exhibiting job-related, personal or culture-bound behaviors. However, all are contemplated as organizational behaviors.

An organizational behavior often has a bright and a dark side. Bright side usually represents positive aspects and contribute to both organizational and individual performance. Dark side, on the other hand, represents negative aspects and hinder the performance. Therefore, organizations develop certain policies and practices to encourage positive behaviors and avoid negative ones.

Developments in communication technologies have either formed or affected individuals, groups, organizations, and societies as well as relationships among them throughout the history. The inventions of printing machine, telephone, radio, television, and computers have all played important roles in shaping or influencing individual behaviors, social structures and cultural products. One of the most recent effects has come about as a result of Internet technologies. The use of Internet has become an obligation for all kinds of organizations around the world. The number of global Internet users was only 16 million in 1995, it reached to 2.937 billion in 2014, and this number is about 4.021 billion as of March 2018. In addition, there are currently 3.196 billion social media users and 5.135 billion mobile phone users in the world. Bearing in mind that the total world population is 7.593 billion, the penetration rate is about 53% for Internet users (<https://wearesocial.com>, 2018). Considering that the global number of Internet users has increased more than 250 times in the last 25 years, we can say that the Internet use has been widened to all venues of life.

Garrett and Danzinger (2008) reported that 82% of employees used Internet for personal purposes during work hours. The amount of time employees spend cyberloafing is estimated to range from minimum of 3 hours a week to approximately 3 hours per day (Kerwin, 2015). A survey disclosed that an American employee spent about 24% of his/her work hours on

cyberloafing activities, leading to 201 million hours per week. Anecdotal evidence showed that employees in the United Kingdom spent about 40% of their time cyberloafing and this costs UK businesses £154 million a year (cited in Lim & Chen, 2012). Widespread uses of Internet and related technologies have generated a variety of behaviors for members of all generations. Although some behaviors change from one generation to another, there are also certain types of behaviors which are common for all generations. Cyberloafing is one of these shared behaviors. Therefore, the focus of this paper is both positive and negative effects of cyberloafing in the workplaces of public, civil, and private organizations.

What is Cyberloafing?

Definition and Scope

Cyber loafing is the intended and voluntary use of Internet by employees for personal purposes during work hours paid by employers. This type of organizational behavior has been the result of rapid advancements and widespread uses of digital communication technologies. In this kind of behavior, the new communication technologies -particularly Internet and web technologies- undertake the dominant role.

A number of alternative words have been suggested and used for cyber loafing. Some of them are cyberdeviance, internet abuse, personal web usage at work, internet addiction disorder, junk computing, workplace internet leisure browsing, cyberslacking, problematic internet use, cyberbludging, online loafing, non-work related computing and the like. The common core of all these concepts implies that whatever you call it the behavior in question is about using Internet-based applications for personal purposes rather than work related tasks during scheduled work hours. Stated differently, employees spend their paid time on Internet for personal activities when in fact they need to focus on their jobs. Sometimes they try to give the impression that they are busy with their job but the reality is that they spend valuable office time for personal activities which are not related to their job at all.

Although deviant behaviors are not totally new, developments in Internet technologies have caused certain changes in loafing behaviors of employees. In the past employees used to talk on the phone for a long time, go outside frequently for smoking, take coffee breaks and extend them as much as they could, visit colleagues in other rooms for chatting and so on. Of

course, some of these behaviors still continue. However, cyberloafing has replaced most of them. The difference between cyberloafing and other undesirable behaviors is that an employee appears to work on his/her desk when in fact he/she spends time for non-work-related activities. The computer, tablet or mobile phone that an employee uses for cyberloafing may either belong to the company or the person may bring his/her own device to the workplace (Henle & Kedharnath, 2012).

Some indicators of cyberloafing are the following: Sending and receiving messages, chatting, reading news, following sportive events, online gambling, completing financial transactions, visiting investment sites, following stock exchanges, online shopping, entering adult sites, writing comments on products and services, participating discussion forums, joining virtual communities, searching jobs, following fan pages, visiting personal websites, downloading music, watching films, blogging, posting announcements, sharing photos, viewing popular videos, reviewing commercial materials, communicating friends in social networking sites etc.

From the administrative perspective, cyberloafing is a negative, wrong, undesirable, and problematic Internet use. On the other hand, not all kinds of personal Internet use is harmful; therefore, many employees consider personal Internet use a break or temporary rest. Then, the critical question is: Under what circumstances personal Internet use is perceived as cyberloafing?

Classification and Levels of Cyberloafing

The borderline between personal Internet use and cyberloafing is not very clear. Thus, these two terms are used interchangeably by some researchers. One needs to consider a few factors such as organizational policies in practice, amount of time spent on Internet, type of contents reviewed, and purpose of use to decide whether a particular behavior is a reflection of cyberloafing or personal Internet use.

Organizational Policies. Internet-related policies in the workplace change based upon organizational structure, the number of employees, type of work, and the nature of the organization. Some organization never limits Internet use, while other organizations may consider it a waste of time, money, and labor. It is important that organizations develop their

policies regarding personal Internet use during work hours and share these policies clearly with all employees. Henle, Kohut and Booth (2009) conducted an empirical study and reported that when electronic control mechanisms were implemented within the context of zero tolerance, gradually increasing discipline and consistent monitoring process, the control procedures improved the perception of fairness. Hassan, Reza, and Farkhad (2015) supported that the existence of a professional and deterrent monitoring system reduced cyberloafing behaviors.

Type of Contents. Some Internet contents and forms of use may be tolerated more than others. Blanchard and Henle (2008) classified cybeloafing behaviors as serious loafing and minor loafing. According to this classification, minor loafing behaviors involve behaviors that last shortly and are treated as normal by other employees as well as administrators. An example to this may be sending and receiving e-mails. Serious loafing may involve behaviors such as gambling and adultery. Serious loafing may harm the organization and necessitate legal actions. Group norms play a vital role to decide whether a cyberloafing behavior is serious or minor. Employees usually don't see minor loafing behaviors as a problem. They think that this kind of behaviors don't produce detrimental consequences. According to this view, if an employee is caught when displaying minor behaviors, it is not that the behavior is bad but the person is unlucky.

Amount of Time Spent on Internet. Personal Internet use in the past used to be considered the time more than 30 minutes on Internet. However, human resources experts indicate that employees use Internet for personal purposes more than one hour per day (Lim & Chen, 2012). Furthermore, employees indicate that they use Internet for personal purposes more than two hours a day (Rajah & Lim, 2011). It appears that time spent on Internet, regardless of purpose, has increased over the years. Considering that daily work hours are set as 8 hours a day in many countries, the relative percentage of time spent on Internet per day has increased significantly. This means that today employers pay for at least 25% of the day for non-work-related Internet use.

Purpose of Use. Anandrajan, Devine and Simmers (2004) evaluate personal Internet use based on four dimensions. These are disruptive, recreational, personal learning, and ambiguous actions. Disruptive Internet use includes negative or abusive behaviors such as pornography, gambling, virtual games etc. Recreational Internet use is related to leisure time activities and it

includes behaviors such as browsing, online search, resting, stress reduction and the like. Internet use for personal learning consists of behaviors that are related to obtaining information, searching training opportunities, and following new developments about the job to increase self-awareness. Ambiguous Internet use is often unclear but nevertheless it involves behaviors such as participating in discussion forums for the good of the organization, collecting information about rival organizations, and accessing to web sites of government units.

Anandrajan, Simmers, and D'Ovidio (2011) have also suggested another purpose-based classification which indicates that personal Internet use may be related to work-family matters, hedonism, personal development, and organizational citizenship. Work-family aspect refers to an employee's behaviors to deal with his/her family affairs during work hours such as following his/her child's problems at school, paying household bills, doing bank transactions etc. Hedonic Internet use may be about using Internet to maximize personal joy and pleasure such as playing games, following photography clubs, browsing websites of sports automobiles etc. Personal development may be related to individual learning and development such as reading news, following public discussions, listening to talks of experts etc. Organizational citizenship refers to an employee's behaviors in terms of observing the socio-economic environment to protect interests of the organization, following job-related developments, and developing creative ideas although these are not expected from him/her officially.

Classification of cyberloafing behaviors is related to the evolution of this phenomenon. Internet technologies started to be used as a part of work at the beginning and employees were given access to Internet to complete certain tasks through this technology. Later on, employees discovered that they could also use Internet for personal matters. Organizations, on the other hand, perceived this as a misuse and tried to prohibit or limit personal use. In recent years, however, many jobs or tasks have been designed to be completed only through Internet. Therefore, today employees spend a great deal of their time on Internet and this encourages cyberloafing. The wide spectrum and increasing rate of cyberloafing behaviors raise issues regarding its causes.

Causes of Cyberloafing

According to Blanchard and Henle (2008), there are different antecedents for each kind of cyberloafing. They may be grouped as personal, organizational and situational reasons. Perceptions and attitudes related to cyberloafing, general use of Internet, personal traits, Internet habits, demographic characteristics, tendency of cyberslacking, social norms about Internet use, and ethical values regarding the use of Internet-based technologies may affect cyberloafing behaviors. However, there is no a universal agreement regarding the roles and effects of these factors on cyberloafing. Keeping this in mind, we will here discuss common causes of cyberloafing within personal and organizational contexts.

Personal Causes

There are a number of personal causes or reasons of cyberloafing. The roles of some variables are more visible, while the others have less observable influences on cyberloafing behaviors. The most highlighted causes consist of Internet skills, age, gender, status, and personal traits.

Internet Skills. Nowadays basic Internet skills such as accessing to websites, sending electronic messages, and sharing various types of Internet contents are discussed under digital literacy. Traditional concept of media literacy was related to using television, radio, and newspaper as a submissive receiver of the contents. However, the concept of digital literacy has become more popular as a result of participatory uses of social networking sites such as Facebook, Twitter, Youtube, Instagram, LinkedIn and the like. Designing, sharing, cooperating, creating, blogging, discussing, commenting, integrating and similar skills are much more important in today's communication networks (Simsek & Simsek, 2014). It is assumed that the more capable users of Internet technologies show more cyberloafing behaviors because they see more opportunities in web.

Age. It is a common observation that as the age increases it gets more difficult to benefit from developments in information and communication technologies including Internet. Children are always ahead of their parents when it comes to Internet use. For example, the elderly as digital immigrants may need special training for using Internet or smart phones, whereas children as digital natives may use these technologies much more effectively as a

consequence of their early experiences. In other words, the younger generations feel more comfortable when it comes to the use of new media; thus, digital natives tend to exhibit more cyberloafing behaviors because of their fluency in Internet use (Ugrin, Pearson, & Odom, 2007).

Gender. It is often indicated that male users exhibit more cyberloafing behaviors compared to their female counterparts (Garrett & Danzinger, 2008). In general, men are tolerated more for their deviant behaviors in the workplace. They usually get higher salaries, more power, and better visibility, while women try more to obtain similar levels of recognition, salaries and administrative power so that they try to avoid undesirable behaviors such as cyberloafing or cyberslacking.

Status. Employees who have high status in the workplace tend to show more cyberloafing behaviors. Those who are in administrative positions involve more cyberloafing because they have higher autonomy, wider opportunities, more flexibility in time management and less inspection to face. On other hand, low-status employees usually face more inspection, less autonomy, and have less time to cyberloaf (Garrett & Danzinger, 2008; Ugrin, Pearson, & Odom, 2007).

Personal Traits. One of the personality traits is locus of control. In general, locus of control refers to personal beliefs about what determines happenings in life. Those who have external locus of control believe that what happens in their life are consequences of luck, opportunity, destiny, and other external factors. Those who have internal locus of control, on the other hand, believe that responsibilities for success and failures in life belong to themselves. Employees who have external locus of control exhibit more cyberloafing behaviors (Blanchard & Henle, 2008). In addition, those who have lower self-esteem tend to show more cyberloafing due to its comforting, reducing uncertainty, and escaping effects (Chen, Chen, & Yang, 2008). Similarly, individuals with lower self-control capabilities exhibit more cyberloafing (Restubog et al., 2011).

Organizational Causes

Cyberloafing also has organizational antecedents. Of course, the causes that are rooted in organizations factors may vary according to the nature and characteristics of organizations. Much of the literature in this area underlines social pressure, social facilitation, security needs,

and job characteristics as major organizational causes of cyberloafing (Anandarajan, Simmers, & Igbaria, 2000).

Social Pressure. It refers to existence of others in the environment. Social pressure interacts with job characteristics and then becomes a determinant of cyberloafing. The concept of social pressure is rooted in Bandura's Social Learning Theory. An individual learns acceptable and non-acceptable behaviors by observing and modelling others in the social environment. If organizational norms make negative attributions to the use of Internet for personal purposes, cyberloafing behaviors will occur less in that environment. When it is tolerated or approved, however, it will be widespread and everybody will reinforce each other's cyberloafing behaviors.

Social Facilitation. The presence of others in the environment stimulates an individual when he/she carries out an action and this inclination increases the chances for intended behaviors. In other words, the presence of tolerating and/or attending others provides a promising atmosphere for the envisioned behavior. This is called social facilitation. According to this concept, an individual's knowledge regarding the existence of others in frequently-repeated activities contributes to an employee's doing the same thing fast and well. As a general principle, when an individual believes that those who are important to him/her think that he/she should perform the behavior in question, this comforting attitude will serve as a subjective norm (Simsek, 2018).

Job Structure. When a job or task is highly structured, it obstructs an employee against cyberloafing (Anandarajan, Simmers, & Igbaria, 2000). Similarly, workload of employees is an important factor in cyberloafing. It is easier for those who have low workload to show cyberloafing behaviors. More importantly, if an employee has direct access to a computer which is connected to Internet, he/she may tend to demonstrate cyberloafing behaviors just because the use of Internet for personal purposes turns out to be an ordinary activity so that it becomes difficult for colleagues or managers to realize that he/she is cyberloafing instead of performing a job-related task. Boring jobs is another reason for cyberloafing. When an employee cannot meet social and psychological needs through the job, he/she will seek alternatives to fill the gap. When the job is demanding, however, this will lead to feelings of importance and this positive perception will avoid off-task practices.

Administrators' Perspective. Administration's constructive approaches make a number of practices meaningful in the workplace (Anandarajan & Simmers, 2004). Administrators' perspectives serve as socially approved guidelines to motivate or lead individual behaviors. If administrators don't see cyberloafing as a negative behavior, then the likelihood of such behaviors will increase among subordinates. Khansa, Barki, Ray, and Davis (2017) reported that after an organizational policy on cyberloafing has been introduced, the sense of (un)fairness that employees ultimately felt influenced their future cyberloafing intentions and loyalty. Based on this result, they suggested that when management introduces a cyberloafing policy, appropriate care should be exercised including but not limited to organizational training and communication in order to manage factors such as negative emotions and interactional justice that affect perceived fairness.

Precision of Rules. Through the precise rules, employees learn to what extent they can use Internet for non-work-related tasks. Such rules also give an idea about the consequences of cyberloafing during work hours. When the rules are not clear and precise, an employee will seek information; he/she will either ask questions to colleagues or observe their behaviors informally to get an idea about the norms. If that is the case, the norms and perspectives of others may misdirect an employee. If an organization wants to control cyberloafing, it should identify clear policies and implement them in a just manner.

Ethical Understanding. Although it is claimed to be important, there is no clear consensus in terms of the role of *ethical understanding* on cyberloafing. Some researchers indicate that an individual's ethical understanding has an impact on cyberloafing (Anandarajan & Simmers, 2004). According this viewpoint, it is crucial that there should be a congruence between an employee's duration, frequency, and purpose of Internet use and that of the organizations in which that person works. Ethical norms of an organization have an impact on individual's behaviors. For example, personal use of Internet may be seen positively. Duration of use less than 30 minutes may be tolerated. The organization may not limit an employee's Internet use during breaks or free times. On other hand, when employees spend much of their time on Internet for personal purposes, then it means that cyberloafing has negative effects on job performance and organizational productivity. There is another viewpoint that ethical obligations have no impact on duration and frequency of personal Internet use during work

hours. According to this perspective, employees don't think about whether personal Internet use in the workplace is ethical or not because they believe that it is not a harmful behavior. They assume that it is just a normal behavior and their colleagues see no problem with such behaviors. This alone demonstrates that personal beliefs is a more powerful indicator of cyberloafing than ethical values imposed by the organization (Lee, Lee, & Kim, 2004).

Organizational Unfairness. Types of cyberloafing change according to types of unfairness perceived (Lim, 2002). If the policies and practices within an organization is perceived to be unfair, then those who are negatively affected by the situation may reveal cyberloafing behaviors to equalize the situation. Furthermore, if an employee feels that organizational policies and practices put him/her in a weak position, then he/she may protest the unfairness and try to create a neutralizing impact within his/her power. Cyberloafing is certainly one of the potential behaviors that such individuals may resort. Studies have explored reasons why employees cyberloaf, but in general, they indicate that it is a response to mistreatment in the workplace. For example, most of the employees who attend cyberloafing in the workplace indicate that cyberloafing is justified when they put in extra effort to attain the resources they need to perform their jobs, work overtime without proper compensation, are asked to do excessive amounts of work, or are exposed to conflicting demands (Lim, Teo, & Loo, 2002).

Effects of Cyberloafing

There is no consensus in the literature regarding the effects of cyberloafing. There are studies indicating harmful effects of cyberloafing as well studies suggesting beneficial effects both for the individual and for the organization. The classification of cyberloafing behaviors (disruptive, recreational, learning, ambiguous) as suggested by Anandarajan, Devine and Simmers (2004) is alone an indicator of contrasting views and evidence. The following is a summary of the results reported by empirical studies on the issue.

Beneficial Effects

Although the word "loafing" conjures up negative thoughts, a number of positive and beneficial effects of cyberloafing have been reported in the literature. Because Internet-based technologies provide ample opportunities for learning and development as well as communication, particular kinds of cyberloafing may support efforts toward learning, creativity,

collaboration, flexibility, and loyalty. In this sense, cyberloafing behaviors make beneficial contributions to both employees and organizations.

It is interesting that browsing or navigation in Internet interacts with *positive feeling*, while e-mail activities interact with negative feelings. Of course, some mails can create positive feelings too. The reason behind this result may be that navigation represents a relatively high-level Internet activity than the primitive or simple nature of e-mails. Interestingly, there seems to be a gender effect on perception of cyberloafing by others. It was found that cyberloafing of males has positive impact on becoming a good employee and helping others, compared to cyberloafing of females (Lim & Chen, 2012). Personality plays a similar role. Those who are extraverted and open to communication with others show more cyberloafing behaviors, whereas those who are intrinsically responsible and sensually balanced demonstrate less cyberloafing. In this sense, cyberloafing is more beneficial for extraverted and more socializing individuals (Blanchard & Henle, 2008; Jia, Jia, & Karau, 2013).

Individuals who use Internet applications more frequently have higher *job satisfaction*. When cyberloafing is exercised for tracking children's school performance and completing financial transactions, for example, it helps the establishment of an organizational-personal balance. Personal uses of Internet in the workplace that makes the personal or family life easier contribute to reducing stress and workload of an employee while increasing his/her motivation.

Cyberloafing has a positive interaction with *organizational citizenship*. Employees who spend paid time for cyberloafing compensate it by demonstrating positive organizational behaviors. Eastin, Glynn and Griffiths (2007) indicate that when employees use Internet during free time or for a short while, they get overcome boredom and monotony of tasks by reducing personal stress, renovating themselves, and have better psychological mood (Eastin, Glynn, & Griffiths, 2007).

Detrimental Effects

Negative or harmful effects of cyberloafing become more visible when employees are anxious about performance, productivity, financial matters, prestige, and security (Henle, Kohut, & Booth, 2009). Those who show cyberloafing behaviors such as visiting gambling and adult sites may instigate waste of time, shaking the perception of organizational justice,

damaging organizational culture, disclosing security defects, and making organizational secrets known by everyone. They may create a number of ethical, financial, administrative, and legal problems for the organization. In this context, cyberloafing is evaluated as a non-productive, negative or deviant behavior.

The impact of cyberloafing on *performance* depends on its frequency and duration. Short and seldom cyberloafing behaviors do not have detrimental effects on job performance (Askew, 2012). However, situations where a high level of irresponsible time use is the case which may have detrimental effects on performance depending upon the structure of the job. Interactive actions such as sending and receiving messages in social media, compared to non-social actions such as browsing in Internet, have more detrimental effects on job performance (Lim & Chen, 2009). There is also evidence that cyberloafing does not harm performance when the amount of job that an employee must complete is determined or fixed because he/she show cyberloafing behaviors after completing the assigned tasks (Blanchard & Henle, 2008).

Cyberloafing creates certain problems for *productivity* within an organization. Productivity of an employee who spends much of his/her time, attention, cognitive and emotional resources for Internet use decreases. The explanation of this situation is that such off-task activities consume the most valuable resources (potential energy) of the employee (Lieberman, Seidman, McKenne, & Buffardi, 2011). Administrators want employees who focus their full attention to job. When cyberloafing consumes a big portion of the energy of employees, very little is left for job-related activities.

The impact of cyberloafing on *employee satisfaction* differs whether it is done through a computer or a mobile phone. Cyberloafing on a computer does not correlate with employee satisfaction but cyberloafing on a mobile phone interacts with low employee satisfaction (Askew, 2012). In general, the person who have low employee satisfaction is occupied with the phone and seek entertaining opportunities that will make the person forget his/her negative feelings about the job. In other words, cyberloafing behaviors on mobile phones create dissatisfaction compared to cyberloafing on computers. Another reason for this may be that smart phones are much more attractive than desktop computers as far as their applications and services are concerned.

Detrimental effects of cyberloafing regarding *security* may create anxiety or fear. As a result of common use of Internet, individuals want more respect, security, and freedom about their private life. Similarly, organizations are anxious about cyber threats, viruses, spams, hacking, stealing of organizational secrets, cyberbullying among employees, financial thefts, cybercrimes, and loss of critical data. Improper sharing of data may have harmful effects on corporate reputation. There appears to be a conflict between employees' rights of free and private communication and organizations' concerns about security and productivity.

Cyberloafing may have inappropriate and detrimental *legal consequences* to organizations as well as employees. Employers may end the contracts of employees just because they cyberslack during work hours, although this issue is not even mentioned in the contract items. There are a number of serious court decisions about cyberloafing behaviors in various countries. In general, one can conclude from such legal cases that an employee may be fired or fined when they use Internet for personal purposes to an extent that his/her job performance is negatively affected, colleagues or customers are disturbed, unnecessary burden is created for employers, and organizational information is shared with irrelevant, unknown or contesting parties.

Conclusion

It appears that personal Internet use –even cyberloafing- has a dual function. Employees' can use Internet either due to negative feelings generated by the factors in the workplace or to get positive outcomes individually. Cyberloafing has both beneficial and detrimental effects. From the positive perspective, it may be considered a temporary relief from job demands. From the negative perspective, however, it is a counterproductive engagement during work hours.

It is a fact that new communication technologies have lifted the borders between work and personal life. It is true that individuals take care of their personal business during work hours. However, it is also true that the same employees complete their professional work during their personal time. This sophisticated situation is called "new normal." Thanks to mobile technologies (i.e. smart phones), a great number of administrators and professionals have flexible work hours; that is, they don't differentiate anymore what is personal and what is professional. They can check their work-related e-mails from home or have access to

organizational databases from anywhere, if ubiquitous access is allowed. Similarly, they can fully take care of home-related matters from the workplace. Deal (2013) completed a survey study on 500 executives, managers and professionals in USA and found interesting results: Three in four participants use their smart phones for flexible work hours; they use their phones approximately 14 hours per day during the weekdays and 5 hours per day during weekends. The weekly time spent on mobile phone is about 72 hours, which is on average more than 10 hours a day.

Cyberloafing in the workplace appears to be a redundant fact and it is not expected to go away soon. Therefore, organizations should develop and apply certain policies that are appropriate for their own conditions. Educating employees on good and bad uses of Internet is often an effective solution, at least communicating about it within the organization. Although it requires well-designed and complicated systems, monitoring web activities of all employees and filtering harmful sites may be another solution. Encouraging ethical and responsible Internet use in the workplace may still contribute to reducing potential risks for everyone. Identifying common needs and expectations of employees regarding personal Internet use in the workplace and accommodating such needs through proper applications may comfort both employees and organizations. Finally, effective legal measures regarding the harmful uses of Internet should be implemented as the final resort, after implementing all the constructive measures.

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