



To restrict or not to restrict personal internet usage on the job

Personal
internet usage

Leila Canaan Messarra and Silva Karkouljian
Lebanese American University, Beirut, Lebanon, and

Richard McCarthy
Quinnipiac University, Hamden, Connecticut, USA

253

Abstract

Purpose – The subject of cyber-slacking has prompted many organizations to respond by enforcing or implementing policies that restrict internet access. The purpose of this paper is to empirically examine the impact of four internet monitoring policies on cyber-slacking and work satisfaction.

Design/methodology/approach – Employees working in medium-size organizations in Lebanon were surveyed. Chi-square tests, correlation, ANOVA, and regression analysis were used to test the hypothesis.

Findings – Results indicated that having a free internet access had a positive relation with cyber-slacking, leading to an increase in work satisfaction. The survey also indicated relationship with demographic factors.

Research limitations/implications – Although the research provides useful insight on cyber-slacking and monitoring policies, it is nevertheless restricted to Lebanese companies.

Originality/value – This paper adds to the literature on cyber-slacking by empirically testing the effect of different monitoring policies.

Keywords Lebanon, Employees behaviour, Internet, Job satisfaction, Cyber-loafing, Cyber-slacking

Paper type Research paper

Introduction

The creation of the world wide web has forever changed the way business is conducted. Individuals with different interests rely now on the internet to conduct business, search for information, make social networks, and seek entertainment. The internet has connected businesses and consumers across the globe. However, such technological bliss brings with it “new liabilities and other concerns for employers” (Wulffson, 1999, p. 1).

With computer-aided communications such as electronic mail and internet access, organizational boundaries become less relevant contributing to unusual troubles such as cyber-loafing. “Cyber-loafing,” “cyber-slacking,” or “cyber-bludging” are expressions used to explain the actions of “employees using organization’s Internet access during formal work hours to surf non-job-related websites and to send or read personal e-mails” (Robbins and Judge, 2007, p. 317). Most frequent cyber-loafing activities include: game playing and gambling, job hunting, live shows and streaming media, online stock trading, personal e-mails, perusing pornography and cyber-sex, recreational surfing, and shopping.

The subject of cyber-slacking has prompted many organizations to respond by enforcing or implementing policies that restrict internet access (McCusker and Carnevale, 1995). Managers hope that by doing so they will reduce wasted time and increase productivity or at the very least limit the reduction of lost productivity. However, restricting internet access can have an adverse effect. According to Mulder *et al.* (2006) motivation to cooperate is reduced (particularly in individuals with high



propensity to trust) since trust in others who are internally motivated is reduced. Will such policies backfire? Will these policies adversely affect workers' moral leading to a reduction in job satisfaction? Judge *et al.* (2001) and other have found a positive correlation between job satisfaction and moral.

Urbaczewski and Jessup (2002) studied the effect of internet monitoring on behavior and satisfaction with monitoring and found that electronic monitoring did affect behavior, and that highly motivated and performing individuals are more accepting of the monitoring than less motivated individuals. Douthitt and Aiello (2001) concluded that performance perception and fairness, and task satisfaction are affected by different types of control. Chalykoff and Kochan (1989) studied the effect of electronic monitoring on job satisfaction and turnover intentions and found an indirect relation between job satisfaction and monitoring, and satisfaction with monitoring and turnover intentions. While these studies were conducted in controlled settings (classroom and/or lab), this study will empirically test the effect of applying monitoring policies on cyber-slacking, and its subsequent effect on job satisfaction in medium size organizations in Lebanon.

We report upon the results of a survey of ten firms in Lebanon. The remainder of this paper is organized as follows. First, we present a review of the literature in the area of cyber-slacking and job satisfaction. Second, our methodology is presented; followed by a discussion of results and conclusions.

Review of literature

The negative side of cyber-slacking

Cyber-slacking negatively affects small businesses and corporations. The excessive use of company resources such as the waste of bandwidth and exposure to viruses slows a company's network and may delay other important tasks (Mills *et al.*, 2001). Network crashes can result when excessive bandwidth is consumed.

When employees send their coworkers personal e-mails, jokes, etc. the time spent reading these e-mails decreases productivity time and fills up the server capacity with non-productive material. A perfect example is when a Lockheed employee sent an e-mail to 60,000 coworkers about a certain prayer which caused the server to crash inflicting upon his company more than \$100,000 in losses (Naughton, 1999). Also, pornographic material and music downloads may damage the company's reputation and forces the purchase of software to deal with the problem thus incurring additional expense. This increased use of the internet beyond what is essential for the business requires the purchase of additional bandwidth and expenditure of unnecessary resources. Saratoga Institute of Human Resources estimated the cost for one hour a day of cyber-slacking by 1,000 internet users in the USA is approximately \$35 million each year.

In addition to wasting unnecessary company financial resources, time spent cyber-slacking may cause missed deadlines, slowed computer time, loss of goodwill, and generation of poor customer service (Young, 2006). According to Young (2005), employees' time spent cyber-slacking could be time spent generating profits for their companies which is part of their duty while at work. The loss of productivity is compounded when workers start to develop techniques to hide their cyber-slacking activities.

Risks associated with cyber-loafing are also very serious and can incur legal liabilities for the employer. Technically, the employer owns the network and computer service on which the material is published (Mills *et al.*, 2001). Therefore, when employees engage in illegal online activities from work, such as the cases involving market manipulation

schemes of stock prices, posting false statements, copyright and trademark infringement, computer viruses introduced from work stations, and internet gambling, it can result in legal liabilities for employers (Ishman, 2000).

Corporations could also face liabilities from wrongful terminations, sexual harassment, negligent hiring, and defamation generated from workers' abuse of the firm's network (Mills *et al.*, 2001). As an example, Microsoft and Chevron had to pay a \$2.2 million fine because of an e-mail that was shared and distributed by their employees containing sexual-harassment material (Johnson and Indvik, 2003). Also, IBM is being sued for \$5 million by an employee who was fired for accessing chat rooms containing sexual contents while on the job. The employee claims that he became addicted to chat rooms and that the company should have not fired him but instead offered him counseling (McDougall, 2006). The transmittal of pornographic material is a violation of sexual harassment laws in most states in the USA.

The positive side of cyber-slacking

Although the words "loafing" or "slacking" suggest negative work-related activities and progress, nevertheless, "cyber-slacking" has some positive impact on employees. According to Professor Ronald Rust from the University of Maryland, when workers use the internet for personal purposes at work, the organization benefits. Thus, banning their access to the internet and e-mail will lower their workplace morale. A real dilemma is developing. On one hand, managers/owners feel that the workers are wasting time cyber-slacking; on the other hand, employees do not like the idea that they are being spied on. As a result, employees may feel they are no longer trusted, become stressed, and begin wondering if they cannot be trusted with the net why should they be trusted with anything else.

A study by Lim and Chen (2009) in Singapore found that employees believe "cyber-slacking" helps them do better at work. Their survey findings indicated that surveyed employees believed that "cyber-slacking" made their work more interesting and made them more interesting workers. Their results also indicated that cyber-slacking helped employees deal with problems they encountered and with practical and personal issues at work. Surmacz (2002, p. 61) argues that internet users are "less likely to leave the office to run errands, talk less on the phone, and read fewer books, magazines, and newspapers during work".

Cyber-slacking and job satisfaction

Robbins and Judge (2007, p. 30) define job satisfaction as "a positive feeling about one's job resulting from an evaluation of its characteristics". Similarly, Locke (1976, p. 1300) defines it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". It is thus an attitude rather than a behavior; an emotional reaction to how well outcomes meet or exceed expectations. Derived intrinsically such as from the job itself, or extrinsically, for example from supervision or company policies (Walker *et al.*, 1977), this indicates that the work environment can significantly affect job satisfaction. According to Robbins and Judge (2007), workers who are dissatisfied with their work environment "get even" in different ways, for example, cyber-slack more.

Very limited research has been carried out on the effect of deviant internet use or cyber-slacking on work satisfaction. A study by Mahatanankoon (2002) concluded that employees who are dissatisfied with their jobs, are more often likely to engage in surfing non-job-related activities which negatively affects the overall job performance; however,

this may vary with the individual's personality, culture, and norms. Some employees may be very efficient and can find time to surf personal web sites without reducing the quality of their performance or feel dissatisfaction. Others may be dissatisfied from their job but instead of engaging in cyber-slacking, they tend to express their feelings to their supervisors. According to Valli (2004), other factors such as limited web access outside of work, longer working hours, level of education, job title, gender, and age do also affect employees' attitude towards web abuse and job satisfaction.

Corporate response to cyber-slacking

The corporate response to cyber-slacking varied from corporate policies prohibiting access to the internet for personal use signed by employees, monitoring software, restricting web site access, and restricting hours of access, to no action. Nevertheless, organizations are finding difficulty updating these policies to keep up with the rapid change in technology making some of these policies invalid or inapplicable. As a result, some companies have resorted to creative ways to deal with cyber-slacking in order to support productivity and the personal needs of workers. Some of these methods include: training employees on the effective use of the internet and educating them about internet addiction and early signs, access only to chosen internet sites, providing free time for internet access away from individual work stations, paying employees' monthly home internet bills to reduce surfing time at work, and internet filtering software (Foster, 2001).

Since corporations' response to cyber-slacking varies, this research empirically tests the effect of the following internet monitoring policies on cyber-slacking and work satisfaction:

- *Policy 1.* Prohibiting the internet for personal use.
- *Policy 2.* Monitoring web site access.
- *Policy 3.* Restricting hours of access.
- *Policy 4.* Free internet access.

Based on the above literature, the researchers predict the following hypothesis:

- H1.* Cyber-slacking (prohibiting internet for personal use) and policy 1 are negatively related (internet access would still be available).
- H2.* Cyber-slacking (monitoring web site access) and policy 2 are negatively related.
- H3.* Cyber-slacking (restricting hours of access) and policy 3 are negatively related.
- H4.* Cyber-slacking (free internet access) and policy 4 are positively related.
- H5.* Work satisfaction (prohibiting internet for personal use) and policy 1 are negatively related.
- H6.* Work satisfaction (monitoring web site access) and policy 2 are negatively related.
- H7.* Work satisfaction (restricting hours of access) and policy 3 are negatively related.
- H8.* Work satisfaction (free internet access) and policy 4 are positively related.
- H9.* Cyber-slacking and work satisfaction are positively related.

Methodology

To test our hypotheses, a survey was distributed across ten medium-sized companies in Lebanon (number of employees > 100 but < 500) whose employees have internet access at work. The response rate was 84.66 percent or 254 individuals. The researchers encouraged participants to answer all questions by assuring them absolute anonymity.

For this study the researchers designed a four-part questionnaire. The first part collected demographic data and asked about gender, age, position (managerial/non-managerial), marital status, and education. The second part asked about the organization's internet access policy, i.e. policy prohibiting internet for personal use, monitoring web site access, restricting hours of access, or free internet access.

Part three included six questions that measures cyber-slacking activities adopted from Lim (2002) and Bennett and Robinson (2000) with modification. The questions were measured on a scale ranging from 1 – very extensive to 3 – moderate and 5 – none.

The fourth part measured job satisfaction adopted from a 20-item instrument by Hackman and Oldham (1975) and Koh and Boo (2001). The instrument measured overall job satisfaction with pay, promotion, co-workers, supervision, and work. However, for this research, the researchers used the five items that measure work satisfaction on a scale ranging from 1 – strongly agree to 3 – neutral and 5 – strongly disagree.

Results

The major demographic results are as follows: from among 254 respondents, 52 percent (132) were female and 48 percent (122) males (Figure 1). About 70.1 percent between the ages of 21 and 29 and 19.7 percent between 30 and 39 (Figure 2), 73.2 percent single and 25.2 percent married (Figure 3). In addition, 61.4 percent held a Master's degree, and the

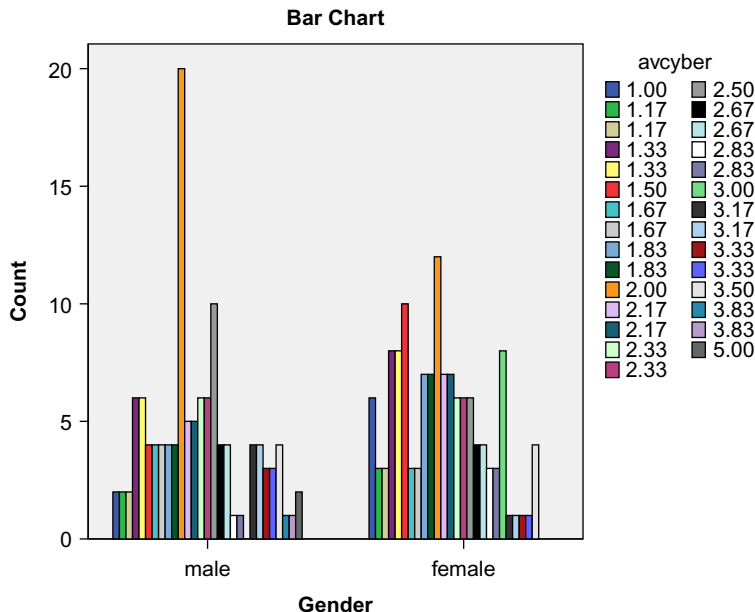


Figure 1.
Demographic results
and cyberslacking

Note: Based on the above chart, males slack more than females

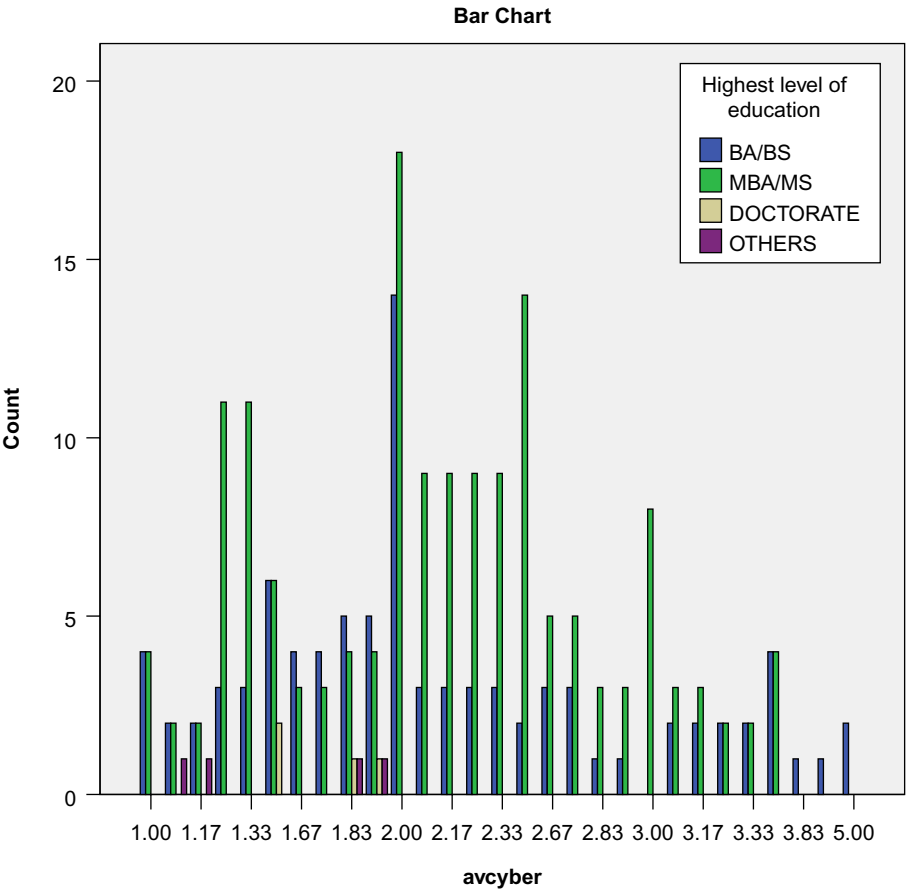


Figure 2.
Demographic results
and cyberslacking

Note: Based on the above results, BA/BS students slack the most

remaining 35.4 percent a Bachelor degree (Figure 4); 43.3 percent (110) with managerial positions and 56.7 percent (144) non-management.

Hypothesis testing

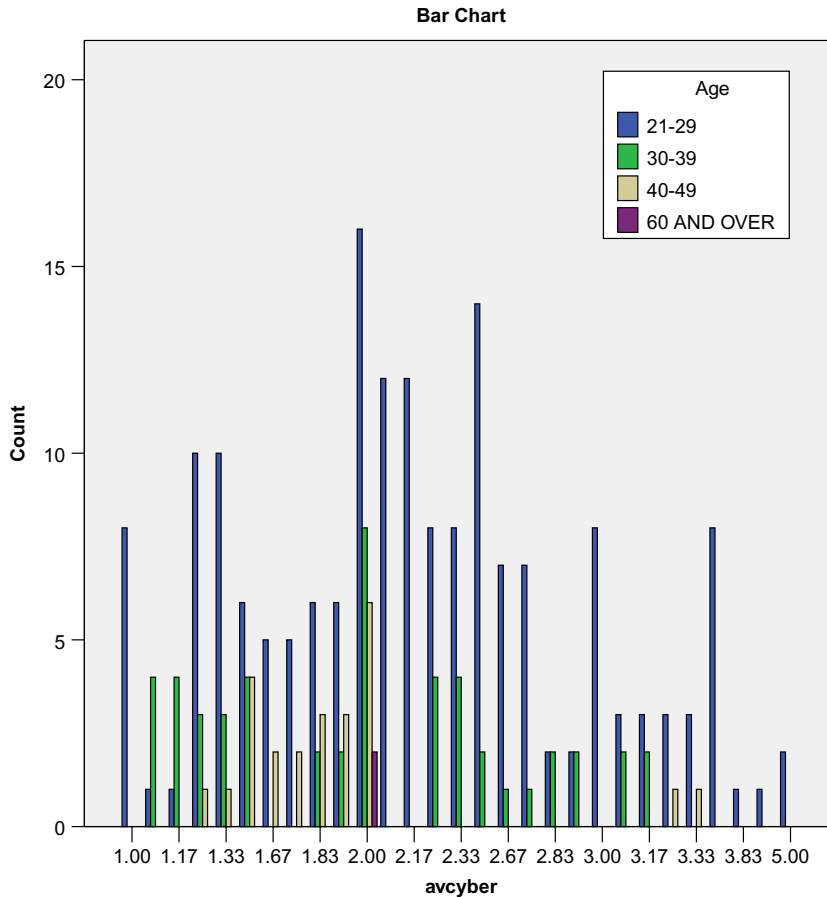
The χ^2 test was used to examine the association between cyber-slacking (based on the policies adopted in organizations), and work satisfaction according to the null hypotheses stated below:

H10. Cyber-slacking (prohibiting internet for personal use) and policy 1 are independent.

H20. Cyber-slacking (monitoring web site access) and policy 2 are independent.

H30. Cyber-slacking (restricting hours of access) and policy 3 are independent.

H40. Cyber-slacking (free internet access) and policy 4 are independent.



Note: Based on the above results, people between the ages of 21-29 year slack the most

Figure 3.
Demographic results
and cyberslacking

H50. Work satisfaction (prohibiting internet for personal use) and policy 1 are independent.

H60. Work satisfaction (monitoring web site access) and policy 2 are independent.

H70. Work satisfaction (restricting hours of access) and policy 3 are independent.

H80. Work satisfaction (free internet access) and policy 4 are independent.

H90. Cyber-slacking and work satisfaction are independent.

χ^2 tests, correlation, ANOVAs and regression equations. The results of the *H10* are presented in Table I.

The results of the *H40* are presented in Table II.

The results of *H90* are presented in the Table III.

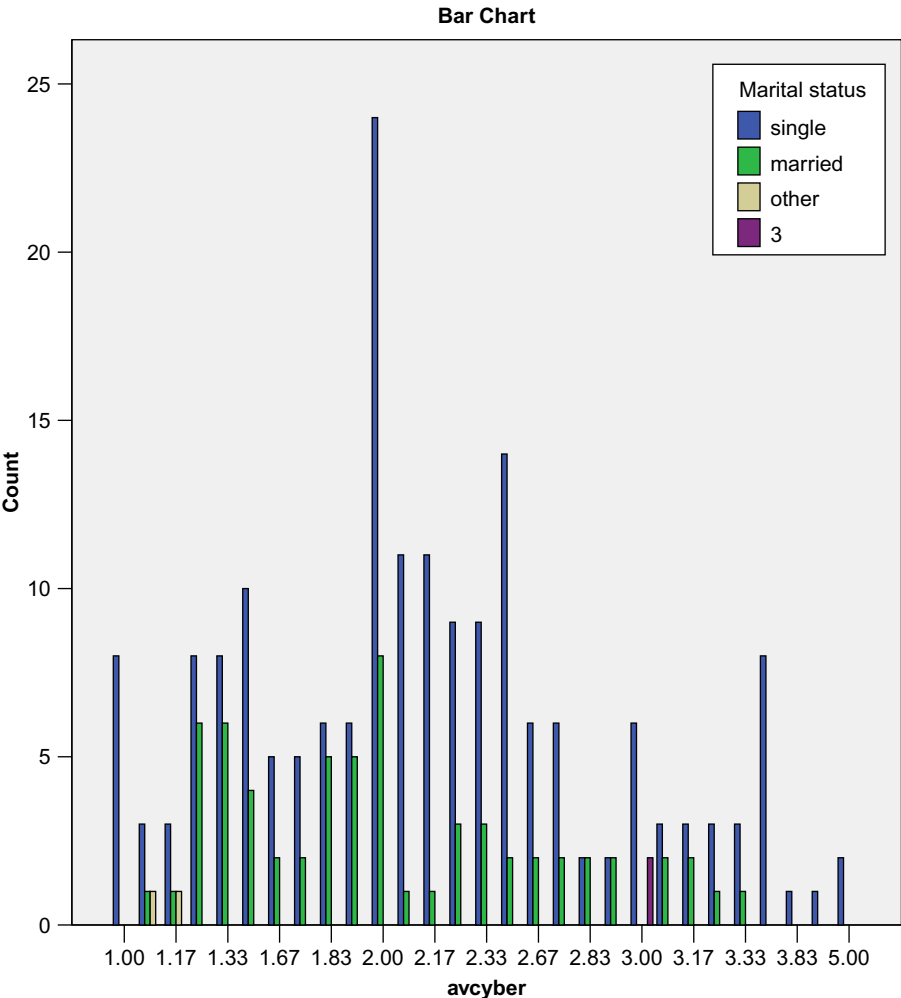


Figure 4.
Demographic results
and cyberslacking

Note: Based on the above results, single people slack the most

	Value	df	Asymp. sig. (two-sided)
Pearson χ^2	46.783 ^a	28	0.014
Likelihood ratio	60.738	28	0.000
Linear-by-linear association	12.579	1	0.000
No. of valid cases	254		

Table I.
 χ^2 tests

Notes: ^a39 cells (67.2 percent) have expected count less than 5; the Pearson χ^2 *p*-value = 46.783, sig. = 0.014 < α = 5 percent; therefore, the test is highly significant; thus, *H*₁₀ is rejected

No relationship was found between cyber-slacking and policies 2 and 3; work satisfaction and policies 1-4. Thus, $H20$, $H30$, and $H50-H80$ are accepted.

From the three tables, results indicate that the null hypothesis $H10$, $H40$ and $H90$ are rejected, thus further analysis of $H1$, $H4$ and $H9$ is required.

For further study, the researchers conducted a regression analysis for policy 1 and cyber-slacking, and policy 4 and cyber-slacking. Both policies were chosen as the dependent variables and cyber-slacking as the independent variable. Also, a regression analysis for work satisfaction and cyber-slacking were conducted. Work satisfaction was chosen as the independent variable and cyber-slacking the dependent variable.

Regression analysis

Regression results for cyber-slacking with policy 1 (prohibiting internet for personal use). The analysis of these findings generated the following linear regression equation (Figure 5; x -axis represents policy prohibiting internet for personal use, and y -axis represents cyber-slacking):

$$\text{Cyber-slacking} = -0.3578 * \text{Policy prohibiting internet for personal use} + 2.2463.$$

Sig. = 0.000

Analysis of variance of the regression model resulted in a p -value = 0.000. This indicates that the model is significant. Thus, the results support $H1$, i.e. cyber-slacking is negatively affected by policy 1 (prohibiting internet for personal use). The more organizations restrict internet access for personal use the less employees cyber-slack.

Regression results for cyber-slacking and policy 4 (free internet access). The analysis of these findings generated the following linear regression equation (Figure 6; x -axis represents free internet axis policy, and y -axis represents cyber-slacking):

	Value	df	Asymp. sig. (two-sided)
Pearson χ^2	50.813 ^a	28	0.005
Likelihood ratio	60.850	28	0.000
Linear-by-linear association	12.743	1	0.000
No. of valid cases	254		

Notes: ^a36 cells (62.1 percent) have expected count less than 5; the minimum expected count is 0.49; the Pearson χ^2 p -value = 50.813, sig. = 0.005; α = 5 percent; therefore, the test is highly significant; thus, $H40$ is rejected

Table II.
 χ^2 tests

		Avcyber	Avjob
Avcyber	Pearson correlation	1	0.190**
	Sig. (two-tailed)		0.002
	n	254	254

Notes: Correlation is significant at the **0.01 level (two-tailed); the Pearson χ^2 p -value = 0.190**, sig. = 0.002 < α = 1 percent; therefore, the test is highly significant; thus, $H90$ is rejected

Table III.
Correlations

Figure 5.
Demographic results
and cyberslacking

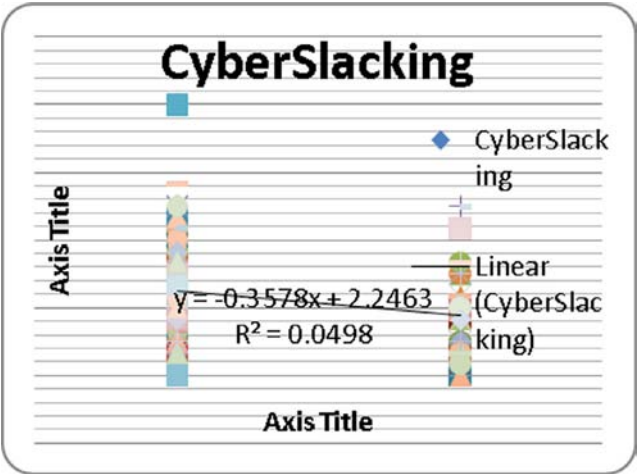
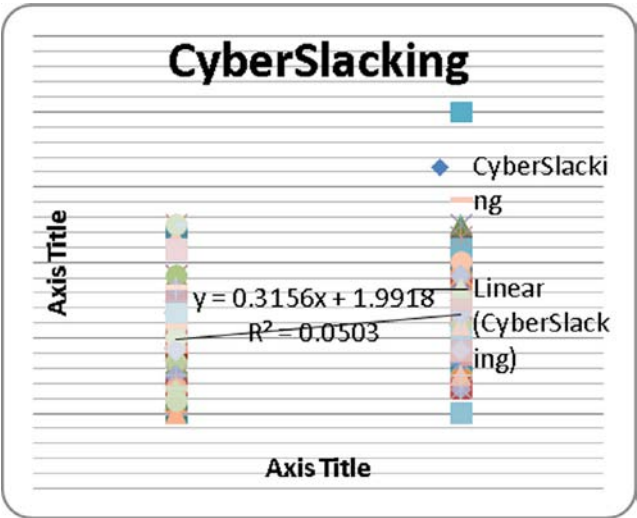


Figure 6.
Demographic results
and cyberslacking



Cyber-slacking = 0.3156 * Free Internet access policy 1.9918.
Sig = 0.000

Analysis of variance of the regression model resulted in a p -value = 0.000. This indicates that the model is significant (see above). Thus, the results support $H4$, i.e. cyber-slacking is positively affected by policy 4 (free internet access). As internet access increases, employees' cyber-slacking activities increase.

Regression results for cyber-slacking and work satisfaction). The analysis of the findings generated the following linear equation (Figure 7; x -axis represents cyber-slacking, and y -axis represents work satisfaction):



Figure 7.
Demographic results
and cyberslacking

$$\text{Work satisfaction} = 0.109 \text{ Cyber-slacking} + 2.332$$

$$\text{Sig.} = 0.002$$

Analysis of variance of the regression model resulted in a p -value = 0.002. This indicates that the model is significant (see above). Thus, the results support $H9$, i.e. cyber-slacking is positively affected by work satisfaction. The more employees cyber-slack, the more satisfied they are.

Summary and conclusion

Figure 8 shows the relationships between the four policies and work satisfaction, and the path between the variables.

Discussion and conclusion

This study examines the relationship between four internet monitoring policies on cyber-slacking and work satisfaction. This relationship was empirically tested among Lebanese employees working in medium size organizations.

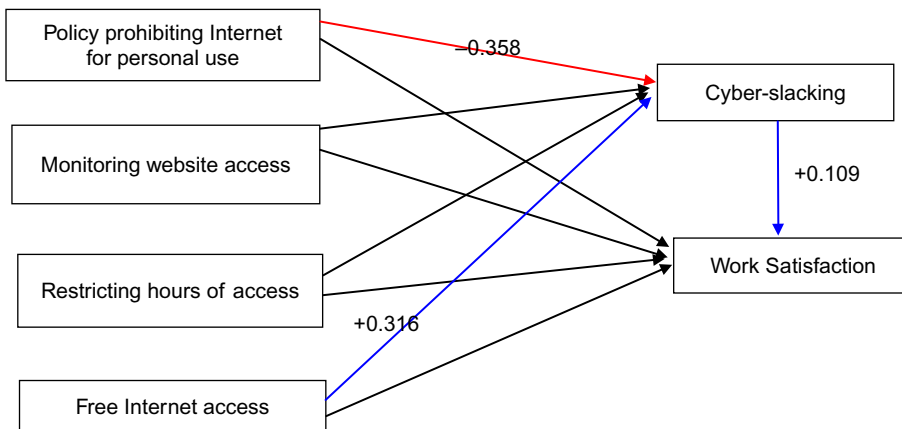


Figure 8.
Demographic results
and cyberslacking

Our results from the path analysis show that the actions “monitoring website access” and “restricting hours of access” had no correlation with either cyber-slacking or work satisfaction.

The action “policy prohibiting internet for personal use” had no direct relation with work satisfaction. However, it had a negative relation with cyber-slacking which lead to a decrease in work satisfaction. Mahatanankoon (2002) found that perceived behavioral control and job satisfaction influenced the deviant internet usage of some employees.

Having “free internet access” had no direct relation with work satisfaction. However, it had a positive relation with cyber-slacking leading to an increase in work satisfaction. This is consistent with Urbaczewski and Jessup (2002) and Douthitt and Aiello (2001) who concluded that electronic monitoring could lead to a reduction in job satisfaction and depressed productivity.

Our demographic results show that individuals between the ages of 21 and 29 are more likely to cyber-slack than older groups, and education and cyber-slacking are negatively related. Also, the higher the degree earned the less the extent of cyber-slacking. It was shown that males tend to cyber-slack more than females. Past research on cyber-slacking and gender have produced inconsistent results. For example, Lim and Chen (2009) and Garrett and Danziger (2007) found that men are more likely to cyber-loaf than women; while, Mahatanankoon (2002) found no significant relation between females and males in “Internet procrastination, Internet stress relief, finding the Internet entertaining, perceiving the Internet as an interesting tool or spending more time online than anticipated”. His results were based on online responses of 308 individuals living in different parts of North America. This inconsistency could be the result of culture or the use of different instruments. This study provides empirical support for the relationship between gender and cyber-slacking thus extending the literature in this area.

Results also indicated that singles cyber-slack more than married individuals which could be the result of their using the internet for “leisure”-related purposes. Further research is needed to explore the reasons behind these findings. Results also indicated that non-managerial employees cyber-slack more than managerial employees. This is contrary to Garrett and Danziger (2008) who concluded from their study that higher status employees cyber-slacked more than lower status employees, thus creating a need for further investigation.

In conclusion, our research indicated that cyber-slacking may negatively affect business, but can also have a positive impact on employee satisfaction. The answer to our question as to whether or not the restriction on personal internet usage on the job is beneficial appears to be double edged. The overall result from the path analysis indicates that prohibiting internet for personal use on the job decreases cyber-slacking. Nevertheless, a tradeoff exists between cyber-slacking and work satisfaction, i.e. allowing free internet access is the only course that will lead to an increase in work satisfaction, which according to Judge *et al.* (2001) and Buckingham and Coffman (1999), job satisfaction has a positive relation with productivity. Therefore, we recommend building awareness about the responsible and ethical use of the internet in the workplace through employee training.

Limitations and recommendations

This study is narrowly focused to Lebanese companies. Nevertheless, the findings parallel those provided by other researchers and support the idea that companies should

provide some access to cyber-slacking, but that opportunities must be limited to those sites that are safe for the organization-prohibiting access to pornographic sites, for example, is prudent for a number of obvious reasons. It is the first research study in this area to focus exclusively on Lebanese companies.

This research has some limitations. First, it did not account for individual differences or environmental factors that could have contributed to the results. Second, it did not look into the overall effect of the policies on such factors as productivity and turnover. Future research could seek to examine such factors, look into the reasons why some groups tend to cyber-slack less, and build on that.

Although increasing server space in most businesses makes crashes like the one at Lockheed increasingly less likely, the issues at the heart of cyber-slacking remains. That is, when employees are surfing randomly, they are not working. The question, therefore, becomes to what degree is it beneficial to the company to support some cyber-slacking to relieve employee stress and to provide breaks?

References

- Bennett, R.J. and Robinson, S.L. (2000), "Development of a measure of workplace deviance", *Journal of Applied Psychology*, Vol. 85 No. 3, pp. 349-60.
- Buckingham, M. and Coffman, C. (1999), *First, Break All the Rules: What the World's Greatest Managers do Differently*, Simon & Schuster, New York, NY.
- Chalykoff, J. and Kochan, T. (1989), "Computer-aided monitoring: its influence on employee job satisfaction and turnover", *Personnel Psychology*, No. 42, pp. 807-34.
- Douthitt, E.A. and Aiello, J.R. (2001), "The role of participation and control in the effects of computer monitoring on fairness perceptions, task satisfaction, and performance", *Journal of Applied Psychology*, No. 86, pp. 867-74.
- Foster, M. (2001), "Be alert to the signs of employee internet addiction", available at: www.Fosterinstitute.com
- Garrett, R.K. and Danziger, J.N. (2007), "Which telework? Defining and testing a taxonomy of technology-mediated work at a distance", *Social Science Computer Review*, Vol. 25, pp. 27-47.
- Garrett, R.K. and Danziger, J.N. (2008), "On cyber-slacking: workplace status and personal internet use at work", *CyberPsychology and Behavior*, Vol. 11 No. 3, pp. 287-92.
- Hackman, J.R. and Oldham, G.R. (1975), "Development of the job diagnostic survey", *Journal of the Applied Psychology*, No. 60, pp. 159-70.
- Ishman, M. (2000), "Computer crimes and the respondeat superior doctrine: employers beware", *Boston University Journal of Science and Technology Law*, available at: www.bu.edu/law/central/jd/organizations/journals/scitech/./ishman.pdf
- Johnson, P.R. and Indvik, J. (2003), "The organizational benefits of reducing cyberslacking in the workplace", available at: www.sbaer.uca.edu/Research/allied/2003/organization/new/13.pdf
- Judge, T.A., Thoresen, C.J., Bono, J.E. and Patton, G.R. (2001), "The job satisfaction-job performance relationship: a qualitative and quantitative review", *Psychological Bulletin*, Vol. 127, pp. 376-407.
- Koh, H.C. and Boo, E.H.Y. (2001), "The link between organizational ethics and job satisfaction: a study of managers in Singapore", *Journal of Business Ethics*, Vol. 29 No. 4, pp. 309-24.
- Lim, V.K.G. (2002), "The IT way of loafing on the job: cyberloafing, neutralizing and organizational justice", *Journal of Organizational Behavior*, Vol. 23, pp. 675-94.
- Lim, V.K.G. and Chen, D.J.Q. (2009), "Cyberloafing at the workplace: gain or drain on work?", *Behaviour and Information Technology*, 11 November, pp. 1362-3001.

- Locke, E.A. (1976), "The nature and case of job satisfaction", in Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago, IL.
- McCusker, C. and Carnevale, P.J. (1995), "Framing in resource dilemmas; loss aversion and the moderating effects of sanctions", *Organizational Behavior and Human Decision Processes*, Vol. 61, pp. 190-201.
- McDougall, P. (2006), "Chat room addicted IBM worker drops age discrimination claim", *InformationWeek: Global CIO*, available at: www.informationweek.com
- Mahatanankoon, P. (2002), "Explaining production deviant use of the internet technology in the workplace: an integrated model", Dissertation Abstract International 63, Dissertation Abstracts International, The Claremont Graduate University, Claremont, CA.
- Mills, J.E., Beldona, B. and Clay, J. (2001), "Cyber-slacking! A liability issue for wired workplaces", *Cornell Hotel & Restaurant Administration Quarterly*, Vol. 42, pp. 34-47.
- Mulder, L.B., Van Dijk, E., De Cremer, D. and Wilke, H.A.M. (2006), "Undermining trust and cooperation: the paradox of sanctioning systems in social dilemmas", *Journal of Experimental Social Psychology*, Vol. 42, pp. 147-62.
- Naughton, K. (1999), "Cyberslacking", *Newsweek*, Vol. 134 No. 22, pp. 62-5.
- Robbins, S. and Judge, T. (2007), *Organizational Behavior*, 12th ed., Prentice-Hall, Englewood Cliffs, NJ.
- Surmacz, J. (2002), "More and more workers are going online while on the job", available at: www.websense.com/company/news/features/02/100102.cfm
- Urbaczewski, A. and Jessup, L.M. (2002), "Does electronic monitoring of employee internet usage work?", *Communications of the ACM*, Vol. 45, pp. 80-3.
- Valli, C. (2004), "Non-business use of the WWW in three Western Australian organizations", *Internet Research: Electronic Networking Applications and Policy*, Vol. 14 No. 5, available at: www.emeraldinsight.com/Insight/ViewContentServlet?Filename=Published/EmeraldFullTextArticle/Articles/1720140503.html
- Walker, O.C., Churchill, G.A. and Ford, N.M. (1977), "Motivation and performance in industrial selling: present knowledge and needed research", *Journal of Marketing Research*, Vol. 14 No. 2, pp. 156-68.
- Wulffson, T. (1999), "Features – internet usage policies in the workplace", available at: www.llrx.com/features/wulffson1.htm
- Young, K.S. (2005), "Internet addiction prevention and education: preventive education training can reduce problematic internet use in the workplace and help employers create a work environment that encourages identification and treatment of addictive online behaviors", *The Journal of Employee Assistance*, Vol. 15 No. 3, pp. 15-19.
- Young, K.S. (2006), "The internet and workplace transformation", *Advances in Management Information Systems*, Vol. 7, pp. 193-204.

Further reading

- Anjum, Z. (2008), "Singapore study supports workplace 'cyberloafing'", available at: <http://mis-asia.com/news/articles/singapore-study-supports-workplace-cyberloafing>

Corresponding author

Leila Canaan Messarra can be contacted at: lmassara@lau.edu.lb

To purchase reprints of this article please e-mail: reprints@emeraldinsight.com
Or visit our web site for further details: www.emeraldinsight.com/reprints