

&RQFHSWXDO YLHZ RI &\EHUORDILQ 'RPDLQ

Patrick & K-Hoi Soh Klan-Yeik . R D\ DKKWai & KHZ

0XOWLPHGLD 8QLYHUVLW\ &\EHUMD\D 0DOD\VL D

\$EVWUDFWDQ DWWHPSWH WIRIXORGHUVRUDQPSWR\HHV↑ SHU
,QWHUQHW XVH DW ZRUN NQRZQ DWDF\GHZORDILQJ W
SHUVSHFWLYH WR ORRNQ D\VV WKKIHSEKQIRPHU EHWZHH
SUHYLRXVO\ VHSUDUDWH ZRUN DQG KRPH GRPDLQV U
LQFUHDVLRQJO\ LQWHJUDWLQJ WKSKEHQZRFUHQLRQ DQG SUL
KDV UHVXOWHG LQ\KHPSLO\SHUHWKQDIDOWLPHGH WFDU\ZRUN UH
WKURXJK WHFKQRORJ\ LQ WKH SULYDFLQRI WKHLU KR
&RQYHUVHO\ HPSOR\HHV FRXOG EHWFDQHWQJRXW GRQ
GXULQJ RIILFH KRXBV WR LHV\SDPSUR\WKRQ SZRUWLELQW\
GRPDLQ DV D IDFWRU IRU HPSOR\HHMHQVDF\EHUORDI
FRQFHSWXDO PRGHO EDVHG RQ ERU\GDOWKHRU\ DQG
EHKDYLRXU 7KH UHVXOWDQW DXJFDQWLHQ WKRHRU\ RII
KRZ QRQ ZRUN GRPDLQ DIIHFWV HPSORQHVV↑ GHFLVLR
F\EHUORDILQJ

,QWURGXFWRQ

,Q D ERRN QDPHG :RUN /LIH &ROOLVGRHQFZULIEWW HDE FEX V
FROOLVLRQ EHWZHHQ ZRUN DQG OKIH VZLWLRK W W VI DVPLEML
LQGLYLGXDOV LQ \$XVWUDOLD ,W FZODQR E VHLQY K B XW K B W
ZLWK ULVLQJ QXPEHU RI VLQJOHKRRGX DQ L Q QFR PSH UHQ
KRXVHKROGV PRUH SDUWLFLSDWLRQR URIMZEP\HQ QIQ ZOHDI
UHGLVWULEXWLRQ RI ZRUNLQJ KRXU V LDHQ GE DD DQJPHD WH
SKHQRPHQD DUH HYHQ PRUH FRQVSLGF XVRXV L B DW R GDA V
WKH ERRN ZDV ZULWWHQ &RPELQHGFE ZQV B RW K HV KUDS L B
FRPPXQLFDWLRQV ZLWKRXW JHRJUD SPKLCFLDQ] H B QW W W DELD
EHWZHHQ WKH WUDGLWLRQDO ERXQB V DW \WRU HZRGUN KDDQGH
HPSOR\HHV WR LQWHJUDWH WKHLU QR UN PDSOR \HDPV L Q QG
6WDWHV ZRUN DW K R @ H \$ S ZLFFM IDJ E P W W K DW H FXV Q ROLR J L Q W
ZRUN UHODWHG WHFNLQ J V R FIK F B V H P K W O Q W H F H V V D Q H V L
FXVWRPHUV RU FROOHDJXHV DQG EHUL Q J L Q F L D R O I Z R H U X R O
KDV EHQ D FRPPRQ SUDFWLFH ,Q HWY B G B V Q W J B R E D R P S
KDYLQJ EXVLQHVVHV DURXQG WKHP S B B R O G H V 7 R L P X O W G O V

&RUUHVSRQGHU: FIKQJR D K P P K R H G X P \

PHHWLQJ WKHLU FRXQWHUSDUWV ZKIRJHCVMD\WD P UR J/RQ H
 WHOHFRQIHUHQFHYYHIDWLQDVKIDLHXBNDHWRQJMLQJV IRU
 7R FRPSHQVDWH WKH VDFULILFHV BKLSRWRHRQDOPSDR
 PD\ IHHO OHVV JXLOW\ LQ DQG UHFLSURFDWH E\ HQQJ
 GXULQJ ZRUNLQJ KRXUV HRHU SPRVWVRIQ
 RUJDQLJDWLRQV DEKRU HPSOR\HHWILYRHP UFD E HILG B DWILLQQ
 FORJLQJ XS QHWZRUNV EDQGZLGWK@ GSXWVGGQJRUVWVQ
 DW ULVN IRU OHJDO OLDELOLWLHPXVLF RHPSDWFKHRID
 YLGHRV > @ DQG UHGXFLLQJ MREWSVIRI@VFRQMLSHUFB
 \$PHULFDQ HPSOR\HHV HQQDJH LQ QFQZNRLLQJ UKHXDWHHQQ
 VL[SHUFHQW RI WKHLU WLPH RQHGLQFWLQ@MDSHARXVRLQJ
 WR RI FRPSDQLHV KDYH WHUPLQDWHMGYHWSOR\@HNHAR
 SRUQRJUDSKLF VLWHV RQOLQH JDPYHLOJWIDQV RQDWR
 FRPSUHKHQVLYH IUDPHZRUN WKDW LQ@ZRGHNVGRPHDLSR
 H[SODLQLQJ HPSOR\HHV† F\EHUORDHUQJVXWHKD WKLXU FIRC
 SDSHU VHHNV WR

([WHQGV WKH WKHRU\ RI LQWHUSHUVRQDO FEHSDYLF
 GHPDQGV DQG LPSRUWDQFH RI QRQ ZRUV\@SHRPOBQILQ
 EHKDYLRXU

7KH UHVXOWDQW DXJPHQWHG WKHFEHSHURRYDGLQV DQWLHFC
 EHKDYLRU

7KRUHWLFDQ EDFNJURXQG

7KLV VHFWRQ H[SODLQV &ODUN†V ZRUN IDPLO\ WKH
 ,QWHUSHUVRQDO EHKDYLRU > @ 6XEVHTXHQWO\ ZH
 WKHRULHV LQ RUGHU WR KDYH D EHWWHU XQGHUVWD
 HPSOR\HHV† GHFLVLRQ PDNLQJ SURFHVV RQ F\EHUORDI
 %RUGHU WKHRU\ DSURDFWVWKDQ SHRSHRHHEDDQVQEA DRIG
 UROH FRQIOLFWV E\ FRQVWDQWO\ FQVQRQJZWKH LQRURG
 VDWLVI\ ERWK QHHGV > @ &KDQLQV LQKRRXVHRKROXDSD
 DQG VLQJOH SDUHQW KRXVHKROGVHKURVHHFDDQV@BMSIS
 ERWK DW KRPH DQG DW ZRUN \$V DVKHHXQVWXHLQ@BQGDV
 GRPDLQ SHRSOH RIWHQ FURVVLQJR WKKH FRRPUGXQL FDIWLRU
 RWKHU DFWLRQV)ROORZLQJ WKH GRJLFWIDQGUUSBVBQ
 VXJJHVVV WKDW SULYDWH GHPDQGVHPSORREHHDV WRRXUXVH
 ,QWHUQHW IRU QRQ ZRUN UHODWHG B@DLQHWDFMDPYLQW
 GHPDQGV RXWVLGH RI WKH ZRUN GRPDLQ (PSOR\HHV P
 EUHDGZLQQUHU IRU WKH IDPLO\ RULDWISDQV FVHQLVPHH(QJLQW
 REOLJDWLRQV DQG UHVSQRVLELOLVHVVZLVQK VPRHUHVFSUL
 GHPDQGV DUH PRUH OLNHO\ WR IXGILQVHUKRIVH DQVHZGR
 H[DPSON HPSOR\HHV PLJKW XVH WKHSDU KRPHHUELHOVWRB
 WUDQVSRUWDWLRQ WR SLFN XS WKHLQJ RYHOQMLP@ IOR
 FRQFHUQ LQ WRGD\†V PRGHUQ VRJLWV\VZKSHURHUWRWKKHSI
 VXFK FRPPXQLFDWLRQ DQG FRRUGLQDWLHRTXHECHWQZHBG
 WKURXJK GXULQJ RIILFH KRXUV
 \$ WKHRU\ GHYHORSHG E\ 7ULDQGLV QV BHK[DSYDLRLLQ QYDR
 WKHRU\ RI LQWHUSHUVRQDO EHKDFRQVW[7V%RIFDZHEHJHRC
 SURYHQ WR KDYH D VWURQJ H[SORHVDVRRXV\ HSRZLHULFRQQF
 > @ 7KH WKHRU\ SRVWXODVDFWVVKDHWVDSLQV ERQ@V

SUHGLFWHG E\ KLV RU KHU SHUFHLOY HIGF FVROUWH T2XH QWKHVR
WKH VHW RI SUHFXUVRUV WKDW BYLVRHUU BUUGHKD QELMQ GLQV
IDFLOLWDWLQJ FRQGLWLRQV
3HUFHLYHG FRQVHD \$HQFHM IHQV WKR WKR WKR FGEHUBRDW
EHKDYLRU LV YDOXHG SRVLWLYHOW RV OIQDWV MHOPEHQ
VHW RI RXWFRPHV WKDW UHVXOW NUBPOXDWLQG WKBV,QQ
RIILFH KRXUV' > @ 7,% SRVLWV DWKDUV BQ\SRNK DYLRIURZ
RXWFRPHV ZKLFK ENWHFWYDQD W HGHXRLQ QWLYL SKIDGHELYV
RI EHQHILWV DQG SHQDOW\ \$IHSWV OENHU VH OR EH HQD Q
ZKHQ SHUIRUPLQJ BYEIRUORD@L QZJK E MWRP FEWLRQO QDQINQJYD
H[FLWLQJ KDSS\ GLVJXVWLQJ GXIOH LQJ KYLVGUXHG SHHS
F\EHUORDILQJ > @ :KHQ F\EHUOR WILYLQWL VE V HIR Q ORV HDH
PRUH OLNHO\ WKH ZLOO IRUP WKH FLOVH FQWLRFQI RV FIES
,Q WKLW SDSHU VRFLDO IDFWRU SHUFIHLYHG R VWRV K HDGHSU
LPSRUWDQW UHIHQW JURXS RQ WKH Q SXW SRW MUIQ
ZRUNSODFH > @)RU H[DPSOH UHHUHQD PJLORXS V LIHQ
ZRUNHU VXSHUYLVRU ,7 GHSDUW PHHQVH DQ GH VWRV VRFLD
RQ HPSOR\HHV F\EHUORDILQJ YHUS PUXW QJFHORH WVR Q SV
JURXS E\ HPSOR\HHV :KHQ F\EHUOR DISLOD ELOH SEHUFDHLY
RWKHUV VXFK DV FROOHDJXHV WBS XPDQ DUG Q HEQW PRW H
IRUP LQWHQWLRQ WR F\EHUORDILQJ WR EYU UWRFLD QZ Q
GLVDSSURYH RI F\EHUORDILQJ DFWZYD Q LHRW VE KHI R QVHG
)DFLOLWDWLQJ FDFQVLRQLR Q VWKHLQ UN QRL WQ GPYHQX DZQ
SHUFHLYHG WR IDFLOLWDWH RU LP SKDYL RMKH) DSH OILRV
FRQGLWLRQV FDQ EH FODVVLILHG PHHQWIRR Q ZRH GLUPH QRL R
IDFWRU FRQVLVWLQJ RI H[WHUQDO UFRHQG LQVLRQO G DQGP
UHIHUV WR LQWHUQDO VRSRU VHQVXV MHVKHH I, Q WDFLQ HW
)RU H[DPSOH RUJDQLJDWLRQV WKDW LQPSOVW H Q WD QG JI
VWULFWO\ WR WKH ,QWHUQH W XVDJH XSHR QV KH Q LKHHVIL
HPSOR\HHV IURP F\EHUORDILQJ > @R, Q DW KHWKDP HQVHL
F\EHUORDI ZLWKRWWHW, QW D BQH W QV B WH LQ WQR DFW W D
)XUWKHUPRUH WKH FDSDELQW\ DW R QW HL W RUX, QW Q UQV
DW OHDVW NQRZ KRZ WR WHFKQLFDOO\ XWLQJH WKH W

Fig1. 7KHRU\ RI ,QWHUSHUVRQDO %HKDYLRU

\$OWKRXJK WKRULHV DQG SUHYLXV R Q WKGILSRVQDYEIOH
RI QRQ ZRUN GRPDLQ LQ DIIHFWLQJ HPSOR\HHV F\EHU
WKRULHV RI F\EHUORDILQJ LQ FVQVUHQW LQVLRQO WKRULHV

7,% 7R GDWH WKHUH LV RQO\ D DWQSDHYDWKGGHERDQG
SRVLWLYH UHODWDRQQKLSRZLHWKUFJPHHDKDGLWPOWLKDW
GHPDQGV GULYHV F\EHUORDILQJ UHWDKLVVSQSNQRZGSRU
SUHSRVLWLRQV WR H[WHQG WKH H[LYLVLQJ JVWKWRDW R
UHVHDFKHUV FDQ WDNH LQWR FRQWLGHPDULQLRQ RPSYCK
GHFLVLRQ PDNRQJFSEHUFOR/DILQJ

3 3ULYDWH GHPDQGV KDYH D SRVLW&RYCHVHJHXODVFRVQ
&\EHUORDILQJ

:KHQ HPSOR\HHV XWLQJH WKHLU SPULYDRWHZRUJPHUHOV
UHDVRQV WKH\ODMIXVNLHIGWRRKUM WRHLVHRWIKIFHQWH
ZRUN UHODWHG UHDDRQHPSPOR\HHHDZSRVSHQGWKRLXQWVKI
GRLQJ ZRUN UHODWHG UHVHDFKRRXQSGSDRWDREOKIKDY
KRXUV LQ WKH RIILFH IRU RQOLQPHQWDLQV DULQPHQWKL
VRFLDO QHWZRUNHDPSSDHLW SGRWKBQKPSORSIDHGVKLV
LQVWDOOPHQW IRU KLV ORDQ YLD BQOQQHKSVD\PHQZVH
KH LV VR EXV\ WR ILQLVK KLV ZRUMHQRVLSDDKLVHQLDK
WKH QHHGV WR SD\ WKH ELOO PD\HERRQGHFRVQWHTXKQJF
F\EHUORDILQJ GXULQJ ZRUN KRXUVLQRYLJZDWHVSHQPSHQ

3 3ULYDWH 'HPDQGVHODWDRSRWLVSLZHWQRSIHQJIRU

7R WKH H[WHQW WKDW F\EHUORDILQJ FDQ EH XVHG W
ZDQW WR VHHN VDWLVIDFWLRQ LQ WKHLU ZRUN OLIH E
FRPPXQLFDWH ZLWK WKHLU ORYHG RQHV RQ ZKDW WLP
SHUKDSV DIWHU DQ DUJXPHQW ZLWKPWKJLRUVSRKVSHR
PDULWDO VWUHV

3 3ULYDWH 'HPDQGVHODWDRSRWLVSLZHWQRSIHQJIRU

,Q WKLW FXUUHQW WHFKQRORJLFDORQWDFWDPWHJXD
FRPPXQLFDWH ZLWMLPHFDQGVRIQLQWDRMKVEXUJLQDWB
7ZLWWHU HWFHWHUD ,W IROORZUWKHQQGVKDDQSHRROOH
OHVV GLVDSSURYLQJ DQG PLJKW,AWHWOQHWH[SHFSVLLQJR
GXULQJ ZRUNLQJ KRXUV

3 ,PSRUWDQFH RI QRQ ZRUN GRPDLQZPHRQJUDWDWHHWKH
DQG SHUFHLYHG FRQVHTXHQFHV IRU F\EHUORDILQJ

3 ,PSRUWDQFH RI QRQ ZRUN GRPDLQZPHRQJUDWDWHHWKH
DQG SHUFHLYHG FRQVHTXHQFHV IRU F\EHUORDILQJ

3 ,PSRUWDQFH RI QRQ ZRUN GRPDLQZPHRQJUDWDWHHWKH
DQG SHUFHLYHG FRQVHTXHQFHV IRU F\EHUORDILQJ

+RPH IDPLO\ IULHQGV FRPPXQLW\ DUGXWQHVFRQVZ
GRPDLQ 7KH SULRULQWWSHRSOZHRSNODHRLPHQRW WKHIVXD
ODUJHO\ GHSHQGV RQ FXOWXUDO F@QWHJMWFDLGHQWSHGU
PD\ EH GHGLFDWHG WR KLV RU KKHFMREEBQGRWKLXQJVGKH
LQIOXHGFH RI QRQ ZRUN GRPDLQ ZLQDREHLEQZVHLGDSHRS
ZRUN RULHQWHG SHRSOH F\EHUORDILQJ RQVQLRWFEBVS
FRQVHTXHQFHV VXFK DV PDLQWDLQHQQGVHRODWDWRQQKLV
SHUVRQDO FRPPLWPHQWV DQG JHQBUDMLQJOSRYLQMLR
)XUWKHUPRUH \RXQJ SHRSOH ZKRHWHWHPDJWKWKZDQWJWRQ
HPSKDVLV RQ WKHLU ZRUN UDWKHULWKKDQKLRPHFRUVRO

LPSDFW RI S ULYDWH GHPDQGV RQ SHVIFILYEGIDFFRQRUHY
F\EHUORDILQJ LV YHU\ P XFK GHWHUO P ZRHN GRW B HQZE L
HPSOR\HHV

Fig. 2. \$XJPHQWHG 7KHRU\ RI ,QWHUSHUVRQDO %HKDYLRU

&RQFOXVLRQ

7KLV FRQFHSWXDOHS\$S\$BUQDWWHHURVQVBRDSUG WDKWH PR G
UROH RI WKH LPSRUWDQFH RI QRQ ZRUNWGBRRLK BQ HF\N
RI WKH WKHRU\ RI LQWHUSHUVRQDEH WZKHBYLZRUN, ZQG\$
OLYHV LV EHFRLQJ PRUH LQWHUW ZLQHG DSGR\$OHY QWHH
2QH FKLHI PHDQV RDEGOSULFDWHZ BRRLJG XLQAEHRUQRH
)XWXUH VWXGLHV VKRXOG HPSLULFDDPHZWHUN WW R KHQS
ZKHWKHU HPSOR\HHV\ QRQ ZRUN GRPIDH QWSLQD\ V\DHVDE
EHKDYLRXU

5HIHUUHQFHV

- % 3 R F R T H A W o r k / l i f e C o l l i s i o n : W h a t W o r k i s D o i n g t o A u s t r a l i a n s a n d w h a t t o D o a b o u t i t 7 K H) H G H U D W L R Q 3 U H V V
- * D O O X S 1 H Z V 6 H U Y L F H * D O O X S 3 R D W O R C F L O O 6 R Q L E
- / 6 D D G (G V * D O O X S 1 H Z V 6 H U Y L F H
- & 6 L S L R U % S t r a t e g i c R e s p o n s e t o t h e B r o a d S p e c t r u m o f I n t e r n e t A b u s e , Q I R U P 6 \ V W , 0 D J D J H
- \$ (/ L F K n o w n p r o p r i e t a r y u s e o f e - m a i l a n d t h e I n t e r n e t i n t h e w o r k p l a c e : T h e a r b i t r a t i o n p i c t u r e ' L V S X W H 5 H V R O R W -
- (0 L O O V % + X 6 C y b e r s l a k i n g A l i a b i l i t y & S o l u t i o n s f o r W i r e d W o r k p l a c e s & R U Q H O O + R W H 4 0 5 H V W D X 5 \$ G P
- 5 5 3 D Q N R M o n i t o r i n g f o r p o r n o g r a p h y a n d s e x u a l h a r a s s m e n t & R P P X Q
- \$ & 0 4 5
- / 5 6 F K H X H U P D Q Q + P e r c e p t o n s o f I n t e r n e t a b u s e , l i a b i l i t y , a n d f a i r u s e 3 H U F H S O D Q 8 5 0 R W R U 6 N L O O
- , : H E V H Q V H : H E # : R U N (P S O R \ H H & R P S X W L Q J 7 U H Q G V

0\6DPP\ &\EHUORDILQJ ,QIRJUDSKLF NBHQVRJQJDS K,QFV

& - &DVH . Employee Internet Management Current Business Practices
and Outcomes &\EHU3V\FKRORJ5 %HKDYLRXU

6 & &ODUN :RUN IDPLO\ ERUGHU WVKHQUEBHQHFWK
Relat,53

+ & 7ULDQGLV 9DOXHV \$WWLWX,QHV DRZGH,QWHU3SH
(G Nebraska Symposium on Motivation, ± /LQFROQ 1(8QL
RI 1HEUDVND 3UHVV

* ' ORRG\ 0 6LSRQ Theory of Interpersonal Behaviour to Explain
Non-Work-Related Personal Use of the Internet at Work , QIRUP 50 DQDJH

/ * 3HH , :RRQ \$.DQNDQKDOODW\$G(FRPSLXQLQJQ
ZRUNSODFH \$FRBQDWLWYHQPRIGDQWS,QIRUP 0DQDJH
7 . %HWWV \$ - 6HWWHUUVWUE Explaining Cyberloafing V R Q
through a Theoretical Integration of Theory of Interpersonal Behaviour and Theory of
Organizational Justice - 2UJDQ (QG 826,HU &RPSXW

- & 8JULQ 0 The Effects of Sanctions and Stigmas on Cyberloafing X P
%HKDY ±

& - .|QLJ 0 (&DQHUE Exploring the Positive Side of Personal
Internet Use at Work: Does It Help in Managing the Border between Work and
1RQZRUN" &RPSXWHU30 XPDQ %HKDYLRU
(5 (GG\ & 3 ' \$EDWH , Explaining Engagement with personal
activities on company time 3 (56 5399 ±