Conference Program

Exploring Leadership from a Human Resource Development Perspective

The 13th International Conference of The Asia Chapter of AHRD

November 12-14, 2014

Seoul, Korea
Hotel Prima

KJAHRD
The Korean Joint Association of Human Resource Development

AHRD
Academy of Human Resource Development
Leading Human Resource Development Through Research

"Exploring Leadership from a Human Resource Development Perspective"

The 13th International Conference of the Asia Chapter of Academy of Human Resource Development

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Organized by:

The Korean Joint Association of Human Resource Development

Preface

The Korean Joint Association of Human Resource Development (KJAHRD) is pleased to host the 13th International Conference of the Asia Chapter of Academy of Human Resource Development to be held in Seoul, Korea during November 12-14, 2014.

The conference aims to present the latest research findings, best practices, and theoretical developments in HRD. KJAHRD warmly invites academics and professionals working in the field of HRD to contribute to the conference by presenting papers and participating in discussions.

Renowned scholars or experts are invited to present keynote speeches on the current state and future trends of human resource development and social networking in a globalizing workplace. In addition to the keynote speeches, there will be parallel presentation sessions of latest research on various sub themes of this conference. We wish to provide a platform for delegates from universities, industries, governments, and research institutes to gain insights to the developments in the important topic of "Exploring Leadership from a Human Resource Development Perspective".

This proceeding consists of articles that focus on the following sub-themes

- Leadership and Talent Development
- Career Development and Ethical Issues in HRD
- Organizational Change
- Job related Outcomes in HRD
- Global, Comparative and Cross Cultural HRD
- Training and Development
- Global HRD and Career Development
- Organizational Development
- Strategic HRD

- Leadership Development
- Career Development and Global HRD in the context of the culture and organization
- Organizational Development
- Leadership and Training and Development
- Employee Engagement in the context of the culture and organization
- Training and Development
- Cooperate Social responsibility and HRD
- Strategic HRD
- Ethic and HRD

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Kiung Ryu
Mesut Akdere

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Managing and Developing Global Teams
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Herry Koh, Jeonghun Kim, and Heesu Lee

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Talent Identification for Contemporary Human Resource Development in Medium Sized Companies
Xiaoxian Zhu

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PAPER PRESENTATION SESSION D

13 November, 2014

13:00 ~ 14:45

SKY A Hall

Exploring the Theoretical Link Between Characteristics in a Job and Cyber loafing Using Job Demands−Resource Theory

Ahmad Said Ibrahim Al−Shuaibi (Universiti Utara Malaysia)

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Abstract

Scholarly interest in cyber loafing, defined as using the Internet during working hours for non−work related purposes, has been gaining momentum over the years. In this paper, we seek to propose how the characteristics in a job may influence cyber loafing at work. Using job demands and resources theory to underpin our proposal, we suggest that job demands increase the tendency of employees to engage in cyber loafing due to the stress experienced at work. On the other hand, job resources tend to enhance employees' work engagement and hence reduce their likelihood to cyber loafing.

Keywords: cyber loafing, job demands, job resources, work engagement, job stress

Exploring the theoretical link between characteristics in a job and cyberloafing using

job demands-resources theory

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Abstract

Scholarly interest in cyberloafing, defined as using the Internet during working hours for non-work related purposes, has been gaining momentum over the years. In this paper, we seek to propose how the characteristics in a job may influence cyberloafing at work. Using job demands and resources theory to underpin our proposal, we suggest that job demands increase the tendency of employees to engage in cyberloafing due to the stress experienced at work. On the other hand, job resources tend to enhance employees' work engagement and hence reduce their likelihood to cyberloaf.

Keywords: cyberloafing, job demands, job resources, work engagement, job stress

Exploring the theoretical link between characteristics in a job and cyberloafing using job demands-resources theory

The Internet has undoubtedly transformed the way people work. The advent of Internet at work has generated much attention from researchers and practitioners alike because of the ramifications it brings to the workplace. Despite the immense advantages it offers, it has also negative side effects. One of the adverse consequences of the Internet at work is that it allows people to use it for non-work-related purposes during work hours. Online chatting, blogging, watching online movie, downloading materials such as songs, and online gambling, etc. are some of the online activities employees engage in while at work using a company's resources. Such phenomenon is referred to as cyberloafing (e.g., Henle & Blanchard, 2008).

Although cyberloafing may not necessarily be a negative phenomenon because it enables employees to re-energize themselves (Block, 2001), prolonged use of the Internet during work hours for personal purposes has been argued to be dysfunctional and destructive to organizations, in particular when illegal or harmful activities are involved such as downloading illegal materials (Weatherbee, 2010). Furthermore, such use has cost implications and can reduce productivity (Block, 2001; Chen, Chen, & Yang, 2008; Weatherbee, 2010). These negative implications were reported by a number of surveys conducted mostly in the West. For instance, a survey of 224 companies in the US found that over 60% had disciplined and over 30% had fired workers for Internet misuse (Greenfield & Davis, 2002).

Because of the adverse effects cyberloafing has on organizations, scholars and practitioners have attempted to understand why employees engage in such behavior. To do so, researchers have considered a number of antecedents. In this context, organization-wide features such as leadership and human resource management practices (e.g., Alshuaibi,

Shamsudin, & Subramaniam, 2013), and organizational control (e.g., Ugrin & Pearson, 2008), and individual dispositions such as personality (e.g., Buckner, Castille, & Sheets, 2012; Chen, Chen, & Yang, 2008), and habit (e.g., Bock, Park, Zhang, 2010) have been looked at. However, a review of the literatures indicates limited attention has been given to the role of job dimensions in influencing cyberloafing. Such neglect is unfortunate since job factor, like individual and organizational factors, is purported to have a significant bearing on people's attitude and behavior (e.g., Bakker & Demerouti, 2007). Indeed, studies have generally found the effects of job dimensions on positive work outcomes such as job satisfaction and organizational commitment (e.g., Bhuian & Menguct, 2002; Ozturk, Hancer, & Im, 2014), and on negative work outcomes such as absenteeism (e.g., Pousette & Hanse, 2002).

One particular theory that is potentially useful in helping us understand how aspects or dimensions in a job contribute to cyberloafing is job demands-resources theory (JD-R). Even though this theory is one of the leading job stress models (Schaufeli & Taris, 2014) and is generally used to explain burnout, its applicability is much broader. As noted by Schaufeli and Taris (2014), this theory has also been used as an overall conceptual framework in studies on employee innovativeness and creativity (Huhtala & Parzefall, 2007) and workplace safety behavior (Nahrgang, Morgeson, & Hofmann, 2011). Furthermore, the JD-R is applicable to a much wider variety of work settings because it considers any demand and any resources to be relevant. Because of its flexibility and wider applicability, we propose that such model may also be useful in helping us understand cyberloafing at work. This is because, in general, the theory asserts that factors or characteristics in the work environment (both job demands and job resources) determine employee performance at work. Indeed, employee performance is not necessarily positive and functional to the organization but it can also be dysfunctional. One example of a dysfunctional form of performance is cyberloafing.

In their attempt to explain burnout, Bakker and his associates categorized its antecedents into two: job demands and job resources (Bakker & Demerouti, 2007; Demerouti et al., 2001). Job demands are defined as those physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs. On the other hand, job resources are defined as those physical, social, or organizational aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands and the associated physiological and psychological costs; (c) stimulate personal growth and development.

Even though the JD-R considers *any* job demands and job resources to affect performance, we focus only demands and resources at the task level. According to Bakker and Demerouti (2007), the level of the task includes such dimensions as skill variety, task identity, task significance, autonomy, and performance feedback. Specifically speaking, we only consider specific features or characteristics in a task (or job) in our attempt to understand how they affect cyberloafing, as one of the potential work outcomes. In their review of antecedents of cyberloafing, Fichtner and Strader (2014) recommended that more research works need to be carried out in the future on the effects of job dimensions on non-work-related computing (NWRC) due to the limited number of existing studies and due to mixed findings reported by those studies (e.g., Eastin, Glynn, & Griffiths, 2007; Vitak, Crouse, & LaRose, 2011).

Literature also indicates that the limited studies on the effects of job dimensions on cyberloafing only took into account selective features or dimensions *in* a job. For instance, Henle and Blanchard (2008) were interested in examining the effects of role ambiguity, role conflict, and role overload on cyberloafing, while other studies were concerned with job autonomy (e.g., D'Arcy & Devaraj, 2012; Garrett & Danziger, 2008a, 2008b). We argue that the dimensions in a job can be positive (rewarding/motivating) or negative (distressing),

consistent with job demand-resources (JD-R) theory. By considering both dimensions in a job (the negative and positive aspects), we will have a less fragmented understanding of how different dimensions in a job affect cyberloafing, and hence enrich the existing literature on cyberloafing.

Based on the above gaps, we propose the use of JD-R theory in explaining cyberloafing at work. Toward this end, we organize this paper as follows. First, cyberloafing will be conceptualized. Then, we seek to argue and propose how job resources and job demands influence the tendency of employees to engage in cyberloafing at work. Finally, a conceptual framework that illustrates the relationship between the job dimensions and cyberloafing, consistent with JD-R theory, is presented followed by some concluding remarks.

Review of Literature

Conceptualizing cyberloafing

It is claimed that the Internet has opened up various avenues for employees to engage in negative behaviors at work despite the purported advantages it offers (Joinson, 2005; Tapia, 2006). Tapia (2006) succinctly put that the same tools that the employer provides the employee to carry out their work related tasks may be negatively utilized for the purpose of deviant, non-work activities. Tapia reiterated that technology is not what causes deviant behavior but ICT facilitates it and provides for new avenues of deviant behavior that could prove fatal to the organization. Similar view is also shared by a number of growing researchers who sense a growing threat of Internet misuse and abuse at the workplace that can endanger and harm the well-being of the organization (Gabel & Mansfield, 2003; Griffiths, 2003; Rogers, Smoak, & Liu, 2006; Taillon, 2004).

While researchers generally agree that the Internet has paradoxical utility – it can be both functional and dysfunctional depending on how it is used – little consensus is reached as

how to conceptualize the dysfunctionality of work behavior associated with the Internet. As a result, one can be easily overwhelmed by the variety of terminologies that exist in the literature that speak of a similar phenomenon. The following are some of the terminologies used and the definitions offered to conceptualize the disparate terminologies used:

a. Cyberloafing – Employees' non-work related use of company provided email and the Internet while working (Henle & Blanchard, 2008).

b. Cyberdeviance – An employee's voluntary act regarding the use of the companies' Internet access while on the clock, to surf non-work related websites to satisfy personal needs (Lim, 2002).

c. Cyberslacking - The usage of e-mail and Internet opportunity unrelated to job in office hours for the aims that is supplied to workers (Phillips & Reddie, 2007).

d. Cyberslouching – Unproductive Internet surfing (Urbaczewski & Jessup, 2002).

e. Personal web use (PWU) - An online web behavior of an employee during work hours, utilizing any of the organization's resources to carry out activities that are not included in his current customary job/work requirements (Mahatanankoon, Anandarajan, & Igbaria, 2004).

Ozler and Polat (2012) mentioned other terminologies that carry the same concept in their review which include on-line loafing, Internet deviance, problematic Internet use, Internet misuse, and Internet abuse. Despite the variety of terminologies that exist, scholars tend to agree that they all describe unproductive use of the Internet at work (Ugrin, Pearson, & Odom, 2007) that wastes time (Martin et al., 2010), and that makes employees procrastinated (Lavoie & Phychyl, 2001). According to Martin et al. (2010), when employees waste time at work by not being productive, they are said to engage in time banditry. As the Internet makes it possible for the employees to disguise themselves as being actually working, for this reason, sometimes this phenomenon is also called "goldbricking" (James,

2010). Examples of activities carried out during work hours that are not-work related include accessing of sports information, news, email, gambling or banking websites, and downloading of videos and music (Malachowski, 2005).

Regardless of the terminologies used, it appears that scholars seem to agree that cyberloafing and its variants such as cyberdeviance connote negativity. Indeed, "loafing" reflects the idea of idling one's time away or laziness, suggesting a counter-productive behavior. It is worthy of note to indicate here that cyberloafing may not necessarily be bad because they also allow employees to refresh and hence boost their productivity (Vitak et al., 2011) and learn new things that may be of value to the organization (Anandarajan, 2002). According to Blanchard and Henle (2008), some forms of cyberloafing such as sending and receiving personal emails or checking news headlines are rather innocuous, especially if limited in duration. Blanchard and Henle (2008) further noted that sending and receiving personal emails while at work "is similar to taking personal phone calls at work and may be considered a perk" (p. 1069), suggesting that these activities are rather normal things people do at work. While the arguments have some truth to it, we maintain that if these activities are done in a prolonged period of time and in an excessive and frequent manner, they may become dysfunctional and counterproductive. This is because these activities are carried out at the expense of the organization's time and property (Lim, 2002), are time consuming and hence reduce productivity (e.g., online shopping), are inappropriate behavior at work (e.g., online gambling), or because they expose the organization to legal liabilities (e.g., downloading music) (Blanchard & Henle, 2008). In other words, cyberloafing can either threaten or harm an organization, its members, or stakeholders in the long term (Weatherbee, 2010; Weatherbee & Kelloway, 2006). Indeed, Askew (2012) found that cyberloafing might not have a strong influence on task performance, except when done frequently and in long durations. Because of the serious consequences on the job and organizational performance

overtime, many organizations begin to institute some kind of monitoring policies (Greenfield & Davis, 2002; Ugrin & Pearson, 2008).

In sum, because the different terminologies connote the same idea that some degree of computer misuse and abuse during work hours is involved where employees spend unproductive time and energy on non-work related matters, we use cyberloafing interchangeably with other terms such as cyberslacking, cyberbludging, and cyberdeviance.

Job resources and cyberloafing

To recap, job resources are defined as those physical, social, or organizational aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands and the associated physiological and psychological costs; (c) stimulate personal growth and development (Demerouti et al., 2001). An approach to handling job resources is Hackman and Oldham's (1976) job characteristics theory that considers five dimensions of a job that function as work resources. These dimensions are job significance, job identity, skill variety, job autonomy, and job feedback. Hackman and Oldham further proposed that these resources will lead to positive work outcomes such as high productivity. In general, studies have found positive associations between the five dimensions of a job with a number of work-related outcomes such as organizational commitment and job satisfaction (e.g., Bhuian & Menguct, 2002; Ozturk et al., 2014; Pousette & Hanse, 2002). But, despite the empirical support found, to what extent the model is useful in explaining negative work outcomes at work or dysfunctional behavior such as cyberloafing is yet to be extensively confirmed and validated.

To date, studies that have looked at the influence of task characteristics on cyberloafing are scant. One relevant study was conducted by Anandarajan, Simmers, and Igbaria (2000). Even then they did not consider all five dimensions of a job; rather they defined task characteristics as the amount of structure and variety in the job itself. They

conducted the survey among part time MBA students in north-east United States and found that structured task characteristics were negatively correlated with accessing personal webpages. In their study, Jia, Jia, and Karau (2013) were interested in looking at the effect of perceived work meaningfulness. They hypothesized that to the extent that an employee identifies with the task, views the task as significant and impactful, and has the opportunity to use one's skill set on the job, the less likely the employee will cyberloaf. Using survey data collected from 147 working adults in the USA, they found that work meaningfulness decreased cyberloafing, after controlling for gender, age, the Big Five personality, and the presence of Internet policy.

In a survey of 11,018 employees to examine the predictors of cyberloafing in Norway, Andreassen, Torsheim, and Pallesen (2014) found that positive challenge at work was negatively related to cyberloafing. Although they did not define explicitly positive work challenge, they suggested that "having something interesting and challenging to do at work can counteract cyberloafing" (p. 917). In an earlier study, Eastin et al. (2007) theorized that little variety in a job would motivate employees to engage in cyberloafing because such a job induces work boredom. They found support for the hypothesis that work boredom led to habitual misuse of the Internet for personal reasons. However, Vitak et al. (2011) contradicted Eastin et al.'s (2007) finding because they did find any significant association between job repetitiveness and cyberloafing but observed that job creativity increased cyberloafing.

Contrary to theoretical expectation, Garrett and Danzinger (2008a, 2008b) found that employees who had a higher of autonomy in their job tended to cyberloaf more than those who had less work autonomy in a nationwide survey that examined workplace status and cyberloafing. Similar result was also reported by Ugrin et al. (2007). In their study that examined the impact of demographic and work-related factors on cyberloafing among

individuals from the United States, Asia, and India, they revealed that employees with a great deal of autonomy tended to spend more time cyberloaf than other workers.

Despite the inconsistent findings, we contend that job resources will reduce employees' tendency to cyberloaf at work because they facilitate the accomplishment of work performance (Hackman & Oldham, 1976). Since good work performance may culminate in the achievement of work-related goals such as promotion or pay raise, it is less likely for employees to engage in behaviors that are counterproductive. Hence, we propose the following:

Proposition 1: Job resources will reduce employees' propensity to engage in cyberloafing at work.

JD-R theory proposes that job resources will lead to the accomplishment of job performance by invoking motivation in individuals. One motivational process proposed by Schaufeli and Taris (2014) is work engagement. Work engagement is viewed fundamentally as a motivational construct (Rich, LePine, & Crawford, 2010) because employees bring in their personal resources (physical, cognitive, and emotional aspects [Christian, Garza, & Slaughter, 2011]) toward the accomplishment of job performance (Kahn, 1990). Drawing from the work of Kahn (1990), Christian et al. (2011) defined work engagement as "a relatively enduring state of mind referring to the simultaneous investment of personal energies in the experience or performance of work" (p. 95).

According to Kahn (1990), when a person has a sense of self-investment, energy, and passion, he or she will display higher levels of in-role and extra-role performance. But some researchers (e.g., Rotundo & Sackett, 2002) proposed that counterproductive behavior is also another type of job performance, albeit a negative one. In this context, cyberloafing is a form of counterproductive behavior. To date, studies on work engagement and cyberloafing are

non-existent. But, we speculate that work engagement will reduce employees' propensity to engage in cyberloafing at work because empirical evidence shows that work engagement has been found to correlate negatively with counterproductive behavior (e.g., Ariani, 2013; Sulea et al., 2012). Using Hackman and Oldham's (1976) model, Kahn (1990) suggested job characteristics as one of the antecedents of work engagement. In their study, Christian et al. (2011) hypothesized that job characteristics such as autonomy, task significance, task variety, and feedback affect job performance through work engagement. They found partial mediating effect of work engagement and argued that "because engaged employees experience a high level of connectivity with their work tasks, they strive toward task-related goals that are intertwined with their in-role definitions and scripts, leading to high levels of task performance" (p. 120). Conversely, because cyberloafing is likely to jeopardize the employees from accomplishing task-related goals such as getting promotion, pay raise, career advancement etc., they will not bring in energy, passion, and enthusiasm to cyberloaf. Indeed, it has been reported that some organizations have terminated their employees who misused the Internet while to gamble and shop online (Case & Young, 2002; Greenfield & Davis, 2002). Hence, the following proposition is offered:

Proposition 2: Job resources will make employees more engaged at work, which subsequently reduce their propensity to engage in cyberloafing at work.

Job demands and cyberloafing

To recap, job demands refer those aspects of a job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs (Bakker & Demerouti, 2007). Job demands include role conflict, role overload, and role ambiguity, which tend to be viewed negatively (Judge, Erez, & Bono, 1998). Even though studies that attempted to link job demands with cyberloafing are scarce, suggesting that more

scholarly investigations into this issue are required to enhance the current body of literature, the limited evidence indicates that job demands will increase the propensity of employees to engage in cyberloafing. For instance, Lee, Lee, and Kim (2007) found that a heavy workload was a serious barrier to the intention to engage in non-work-related computing (NWRC). Andreassen et al. (2014) also found that quantitative demands, defined as the amount of work that exceeds what an individual can accomplish in a given period of time (Perrewe & Ganster, 1989), were negatively related to cyberloafing. But despite such finding, they did not recommend the use of work load as a strategy to combat cyberloafing because it can be stressful and might have negative consequences. In addition, Lim, Teo, and Loo (2002) observed that employees used excessive or inconsistent job expectations and conflicting job demands to justify cyberloafing at work. Using JD-R theory to predict counterproductive behavior, Sulea et al. (2012) observed that interpersonal conflict (job demands) related positively and directly with counterproductive behavior among 258 employees in three diverse organizations in Romania. Hence, we propose that:

Proposition 3: Job demands will increase employees' propensity to engage in cyberloafing at work.

JD-R theory postulates that job demands affect job performance negatively because they invoke stress. Empirical evidence shows the negative influence of stress on job performance (e.g., AbuAlrub, 2004; Chen, 2009; Lait & Wallace, 2002). In addition, in their meta-analytic study of 52 empirical studies, Muse, Harris, and Field (2003) found support for a negative linear relationship between job stress and job performance.

Within workplace deviance literature, job stress has been generally found to increase counterproductive behavior at work (e.g., Hershcovis et al., 2007; Meier & Spector, 2013; Penny & Spector, 2005; Salami, 2010). And since cyberloafing is a form of

counterproductive behavior, it follows that job stress will lead to increased cyberloafing. The limited number of studies apparently provides such empirical support (e.g., Lavoie & Pychyl, 2001; Ugrin et al., 2007). In particular, Ugrin et al. found that due to job pressure managers were likely to cyberloaf and the Internet was seen as an easy way to relieve the stress. As indicated by one of their respondents, "My job is so busy and stressful, I need periodic breaks and the Internet is easy and I don't have to leave my desk" (p. 86). According to Oravec (2002), personal use of Internet while at work should be viewed as a form of constructive recreation as "Ability to access such recreation and thus momentarily "escape" can provide a safety valve for those who face unyielding situations or put in long work hours, thus putting the porousness of today's Internet-supported workplaces to good use" (p. 61).

However, some other studies reported contradicting findings. In their attempt to examine the role of work stressors on cyberloafing, Henle and Blanchard (2008) found that role overload decreased cyberloafing while role uncertainty increased cyberloafing. They proposed that cyberloafing is reduced when employees have high workload because they simply do not have time to do so. On the other hand, role uncertainty opens the door for cyberloafing because "there is a lack of guidelines as to what constitutes appropriate behavior at work" (p. 386). Using survey data collected from more than 1,000 employees who worked with computers in the U.S., Garrett and Danzinger (2008a) found no significant relationship between job stress and cyberloafing. In a smaller scale study among 220 staff members of a non-profit organization in the US, Eastin et al. (2007) also did not find support for the effect of job stress on cyberloafing.

Although evidence is mixed on job stress and cyberloafing, we speculate that job stress is likely to increase cyberloafing at work. According to conversation resources theory (Hobfoll, 1989), individuals who experience job stress will find ways to reduce it because stress depletes their resources (i.e., time and energy). According to Lim and Chen (2012),

cyberloafing can serve as a palliative coping strategy against negative workplace experiences such as stress. Considering cyberloafing as a coping technique is also consistent with cognitive-relational approach (Folkman & Lazarus, 1980), which essentially argues that when individuals evaluation the situation as being stressful, they then evaluate potential ways of coping with the situation (Park & Folkman, 1997). Hence, the following proposition is formulated:

Proposition 4: Job demands will lead to stress in employees, which subsequently increase their propensity to engage in cyberloafing at work.

Conceptual Framework and Conclusion

Based on the above discussion, a conceptual framework that depicts the relationships among the pertinent concepts is illustrated in Figure 1 below.
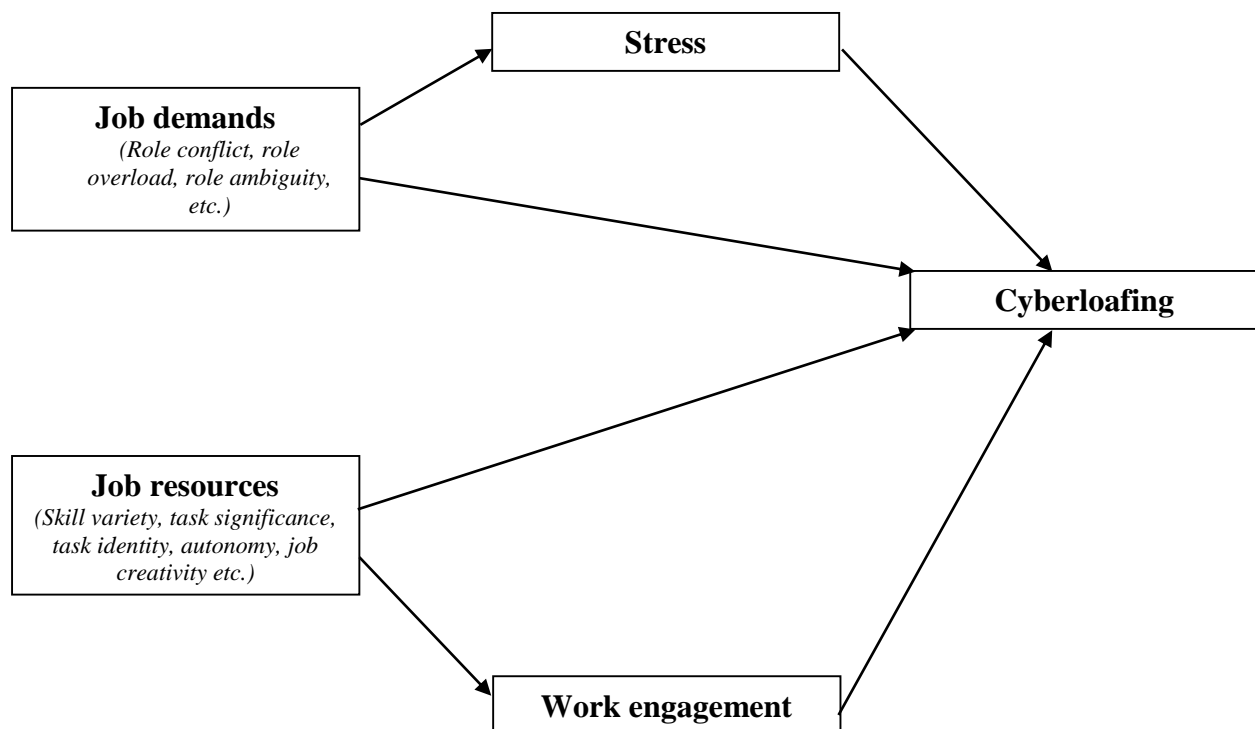

Figure 1

Conceptual framework of job characteristics and cyberloafing

The use of Internet at work is growing and its effects on people's job and the workplace is posing a greater challenge for management and organizations. As the Internet allows people to be easily connected to the outside world of work even during work hours, the challenge for managers is how to manage the use of it so that it does not become dysfunctional and counterproductive to the organization. To address this issue, managers have to understand why employees engage in cyberloafing in the first place, and we propose that something in the job may encourage or discourage them to do so while at work.

The preceding discussion has proposed characteristics in a job (both demands and resources) as potential antecedents of cyberloafing. Using JD-R theory, we postulate that job demands (e.g., role conflict, role ambiguity, and role overload) make the job stressful, which lead to cyberloafing by employees. On the other hand, job resources (e.g., skill variety, task identity, task significance, and creativity) invoke a sense of enthusiasm and vigor in employees to complete the task assignment, which reduces their propensity to cyberloaf. If indeed these propositions, developed based on the JD-R theory, are valid, the findings can have important implications toward expanding the current body of literature and toward practice in particular with regards to the importance of designing jobs well that can help reduce propensity of cyberloafing during working hours.

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