MOTIVATION OF CYBERLOAFERS IN THE WORKPLACE ACROSS GENERATIONS IN INDONESIA

Yanki Hartijasti

Universitas Indonesia

Jl. Salemba Raya No. 4, Jakarta 10430, Indonesia

yanki.hartijasti@ui.ac.id

Nur Fathonah

Universitas Indonesia

Kampus Baru UI Depok, Jawa Barat 16424, Indonesia

nur.fathonah@ui.ac.id

ABSTRACT

In the era of constant connectivity, using the internet for personal purposes during working hours may become counterproductive. However, surfing for a few minutes could be stress reliever for employees. Therefore, the objective of this study is to analyze motivation of cyberloafers among Indonesian employees across generations. Data gathered from 313 respondents was analyzed using descriptive and chi-square analysis. Major findings of this study were that the three generations cyberloafed during office hours, but in different amounts of time and different motivation. Gen Y had a tendency to blend internet for task-personal purposes at work; whereas Gen X and Baby Boomers merely used the internet for task completion. Cyberloafing is not only the result of the employees being counterproductive, but also management failure in implementing internet policy and giving sanctions consistently. Hence, it is recommended that organizations should promote a culture of hard work by giving challenging targets with attractive incentives.

Keywords: Internet Policies, Motivation of Cyberloafers, Indonesian Multi-Generation in the Workplace, Work-Life Blend Generation

INTRODUCTION

The Internet has served as an important solution to provide a gateway of information connecting the vast geographical Indonesian territory, which has a population of more than 240 million people. As of 2012, 63 million people in Indonesia were internet users, and that number might reach over 100 million people by 2015 (APJII, 2013). The growth of smartphones apparently had triggered the way people access the internet and it has become people's indispensable communication need to support their daily activities.

Furthermore, the survey illustrated that in 2012 Indonesian internet users were mostly employees (63.4%) who belonged to Gen Y (37.6%), Gen X (30.1%), and Baby Boomers (11.6%), and they used at least three devices (52%) (APJII, 2013). The top five online activities were those of social networks, search engines, news portals, video upload/download, and e-mail. Moreover, the most frequently-accessed sites were Facebook (21.8%), Yahoo! (21.4%), and Google (18.7%). This data showed that the internet users in Indonesia have not fully utilized the technologies, as they simply used the internet for socializing, browsing, and updated in the virtual world.

Although the growing rate of internet users in Indonesia is dominated for personal purposes by employees from Gen Y and X, this paper argues that the three generations in Indonesian workplaces have shifted the use of technology to blend their work and social lives because sometimes they need a short break after hectic work schedules. If they commit excessive cyberloafing for personal purposes it is because strict control and sanctions are not implemented consistently by the management and there is a lack of job challenge in the workplace.

However, previous studies have different findings on which generation is the most cyberloafing. For example, it was argued that younger workers were cyberloafing for personal purposes compared to older workers (Hills and Argyle, 2003; Phillips and Reddie, 2007); while Hartijasti and Fathonah (2014) found older workers had the highest cyberloafing rates, but for task completion. Moreover, in Indonesia the study of Hardjito in 2001 found internet users had similar frequency in using the internet based on age (Andarwati and Sankarto, 2005).

Furthermore, cyberloafing for personal purposes is claimed to have negative consequences for company's and employees' productivity (Griffiths, 2010); however, cyberloafing within a moderate amount can give considerable advantage (Coker, 2011). Hence, the objective of this study is to analyze whether Gen Y, X, and Baby Boomers have the same motivation for cyberloafing in the workplace.

RESEARCH HYPOTHESIS

Cyberloafing is defined as "misuse of using internet access during office hours to surf non-job related web sites for personal purposes and to check personal email" (Lim, 2002). For example, in Indonesia employees are likely to chat with family or groups of friends via social media applications, such as Whatsapp, Line, Telegram, and Facebook; visit shopping-related websites; or write personal opinions on Twitter or other media online.

Internet users at the workplace have different motivation among generations. For example, Baby Boomers prefer a balance between work and family (Hessenius, 2009); thus, they prefer to disconnect their smartphones completely from work when they are not in the office. On the other hand, Gen X demands equal time for family and friends outside of and apart from work (Hessenius, 2009); therefore, they are willing to switch between professional and personal mode as they are the first computer generation. Furthermore, Gen Y insists on scheduling flexibility and believes work should be fun and mean something (Hessenius, 2009); hence, they are often in both professional and personal modes concurrently. Moreover, most of Gen Y integrated task completion with personal purposes during working hours (Hartijasti and Fathonah, 2014) to stay connected to colleagues; whereas, Baby Boomers were doing task completion during working hours (Hartijasti and Fathonah, 2014).

In Indonesia, the majority of employees have more than one device which is affordable with easy access to the internet and applications. This condition has slightly changed the way employees in the workplace perceive technology, especially generation Baby Boomers who have started integrating their work and private lives. Therefore this study posits that there is no difference in the motivation of cyberloafers among the three generations in the workplace.

RESEARCH METHOD

Cyberloafing activities were modified from the questionnaire developed by Coker (2011). There were 20 types of cyberloafing activities that had been adapted to the context of this study, such as reading online news, reading/checking social network websites (including Twitter and Facebook), watching video online (e.g. YouTube), playing online games, booking personal trip tickets, or downloading movies or songs.

Cyberloafing was measured by the duration of each activity in minutes multiplied by the frequency of each activity undertaken by respondents within a working week. The multiplication result was divided by 60 minutes to get the amount of cyberloafing time in hours. Cyberloafing time in hours was then divided by respondents' total working hours in a week and multiplied by 100 to obtain percentage of cyberloafing.

This study classified cyberloafing into two categories, namely: 1) low cyberloafing (0-12.5% or equal or less than 4 hours) and 2) excessive cyberloafing (12.51% to > 50% or more than 4 hours) of working hours in a week. A web-based questionnaire was utilized to collect quantitative data via Google Spreadsheet application from the end of February 2013 and May 2014.

To answer the study objective, descriptive and chi-square analysis were utilized. Descriptive analysis was used to illustrate motivation of cyberloafers in using the internet during working hours. Chi-square analysis was performed because all variables have nominal (categorical) data based on generation (Baby Boomers, X, and Y).

RESULTS

From a total of 313 respondents, the respondents belonged to Gen Y (60.4%), Gen X (32.3%), and Baby Boomers (7.3%). Most of them were male (53.9%), had undergraduate (47.1%) and post-graduate degree (44.2%), and worked as staff (53.4%) and middle management (21.9%) such as manager, assistant manager, and supervisor.

Using the definition from Coker (2011) on low cyberloafing (equal to or less than four hours in a week), the level of cyberloafing among respondents was low (83.1%). It indicated the three generations cyberloafed for a maximum of 4 hours a week or 48 minutes a workday. Excessive cyberloafers who used the internet for more than 4 hours a week were found in 53 respondents (16.9%). It was mostly done by Gen Y (21.2%) as compared to Gen X (10.9%) and Baby Boomers (8.7%). This distribution of cyberloafing frequencies caused a significant difference of cyberloafing among generation (chi-square (2) = 6.136, $p = .047$; $\phi = .140$). Gen Y cyberloafed excessively as compared to Gen

X and Baby Boomers.

Motivation in internet use among generations was mostly a combination of task-personal purposes (52.1%), followed by task completion (42.1%), and personal purposes (5.8%). The significant difference (chi-square (4) = 12.948, $p = .012$; $\phi = .203$) was due to the different motivation of Gen Y and X, who used the internet for task-personal purposes (55% and 50.5% respectively) as compared to Baby Boomers who used internet for task completion (65.2%).

Moreover, there was no significant difference between motivation of cyberloafers (chi-square (2) = 3.802, $p = .149$, $\phi = .110$) because the percentages of each motivation among the cyberloafers were quite similar. However, the percentage of excessive cyberloafers who combined task-personal purposes while using internet were higher than low cyberloafers (62.3% and 50%).

As predicted, each generation has a similar percentage of motivation in using the internet in the workplace (see Table 1). Therefore, chi-square analysis showed no significant difference in motivation of cyberloafers among generations. Motivation of excessive Gen Y cyberloafers is for task-personal purposes; while Baby Boomer motivation was for task completion. Gen X motivation has low cyberloafing but for task-personal purposes.

Table 1 Motivation of Cyberloafers among Generations

		Task & Personal							
		Task	%	Personal	%		%	Total	%
Gen Y	Low	60	40.3	13	8.7	76	51.0	149	100
	Excessive	9	22.5	3	7.5	28	70.0	40	100
	Total	69	36.5	16	8.5	104	55.0	189	100
Gen X	Low	43	47.8	1	1.1	46	51.1	90	100
	Excessive	5	45.5	1	9.1	5	45.5	11	100
	Total	48	47.5	2	2.0	51	50.5	101	100
Baby Boomer	Low	13	61.9	-	-	8	38.1	21	100
	Excessive	2	100.0	-	-	-	-	2	100
	Total	15	65.2	-	-	8	34.8	23	100
TOTAL	Low	116	44.6	14	5.4	130	50.0	260	100
	Excessive	16	30.2	4	7.5	33	62.3	53	100
	Total	132	42.1	18	5.8	163	52.1	313	100

DISCUSSION

This study revealed that motivation in internet use was mostly for combination of task-personal purposes (52.1%) as compared to only for task completion (42.1%). Furthermore, majority of the respondents (83.1%) had low level of cyberloafing (maximum of 4 hours a work-week or 48 minutes a workday). Although using different hours of cyberloafing in a week, as cited by Griffiths (2010), this finding has a similarity with the study conducted in the U.S., which claimed 40 percent of employees were cyberloafing at work.

Moreover, this study found 16.9% excessive cyberloafing, in which the percentage of excessive cyberloafing for task-personal purposes was 62.3% because most of the respondents (55.9%) used their own laptop and smartphone, separate from their office desktop. This is in line with the previous study which showed that around 52% of Indonesian internet users had three devices (APJII, 2013) for online activities.

Furthermore, this study found that there is no significant difference among generation in the motivation of cyberloafing. However, excessive cyberloafing for a combination of task-personal purposes was mostly done by Gen Y. Gen X had started combining task-personal purposes aside from task completion, while Baby Boomers purely for task completion. This finding was similar to the study which reported that Gen Y employees had tendency to waste time online (Hills and Argyle, 2003; Phillips and Reddie, 2007) as compared to Baby Boomers (Hartijasti and Fathonah, 2014).

Gen X and Baby Boomers in this study use either their office desktop and smartphones or personal laptop and office desktop to support their tasks, because most of them belong to middle and top management, who mostly used the internet for task completion. Hence, the internet was used to obtain information to support their job and improve their work performance and quality; especially considering work is a central part of their lives.

Previous studies revealed that social networking, especially Facebook, is one of the top three online activities among Indonesian internet users (APJII, 2013). Their motivation to use Facebook was to keep in touch with their friends, as well as to seek updated information (Hartijasti, 2013). Most of the Gen Y was still in staff positions; consequently, aside from doing their tasks, they might use the internet to be in contact with their friends via Facebook, Twitter, Whatsapp, or Line, browsing new opportunities in another company, or simply wasting time. This is in line with the previous study, which found that the most cyberloafers were staff who had routine work involving the

use of computers and internet access because they used internet to communicate, lessen stress, release job pressure, and listen to music (Ishak and Ismail, 2006).

Although most of the companies where respondents worked were local private-owned and usually had strict regulations on internet usage, controlled by blocking several websites during working hours (Hartijasti and Fathonah, 2014), it seemed there was lack of strict control on internet usage in the workplace.

Implementing internet policies by blocking several websites during office hours seemed to be ineffective because there were around one-fourth (16.9%) of the respondents who were classified as excessive cyberloafing and came from the three generations. Prior studies indicated that monitoring internet policies and systems are not effective in altering individuals' internet behavior (Lee, Lee, and Yoo, 2004) without giving sanctions (Blanchard and Henle, 2008). They can still move their online activities to their smartphones or personal laptops, which are unmonitored.

Previous studies revealed that cyberloafing is caused by management's lack of clarity in describing what is covered by the internet usage policies in the workplace, which might be misinterpreted as management norms supporting cyberloafing (Liberman et al., 2011) and unchallenged job characteristics (Vitak, Crouse, and LaRose, 2011). Moreover, a high level of cyberloafing is also the result of employees lacking behavioural control in using internet for personal purposes (Weatherbee, 2010).

Nevertheless, it is understood that employees need something to do when they are bored in the workplace. Even the most loyal, hard-working employee can be tempted to occasionally communicate with family and friends, check local news or weather reports, do a little online shopping, play games, or watch videos (Edward, 2013) during office hours.

Coker (2011) found that cyberloafing can have a positive effect on worker productivity, provided the percentage of cyberloafing does not exceed more than around 12% of work time (or 57 minutes a work day). Cyberloafing in a decent amount helps employees deal with problems they encounter at work because it only takes about eight minutes to switch back to work after engaging in cyberloafing activities (Lim and Chen, 2009).

Therefore, accessing the internet for a short period should be allowed in the workplace as a replacement of having coffee break (Lim and Chen, 2011). As a consequence, top management should give clear goals and challenging targets with attractive rewards and punishments so employees will respond productively and lessen

their cyberloafing activities.

CONCLUSION

The availability of smartphones and tablets has changed the way Indonesian people access the Internet (APJII, 2013). Currently, internet has become part of everyone's daily life, in which the three generations have started blending task completion and personal purposes while using the internet at work on different levels. Therefore, motivation of cybeloafing is similar among the three generations.

Respondents from the three generations were cyberloafing but at different levels and for different motivations. The majority of the respondents had low cyberloafing, but around one-fourth of them were cyberloafing excessively. Baby Boomers were the generation with low cyberloafing by doing tasks during office hours, whilst Gen Y was the most excessive cyberloafer generation for combining task-personal purposes. Gen X has started blending the internet for task-personal purposes aside from task completion.

Cyberloafing is not just the result of employees being tempted to use the internet for personal purposes; the root cause is a lack of motivation on the part of employees and lack of monitoring by the managers. Hence, organizations should redesign job targets of the younger generation that integrates into pay-for-performance system. Furthermore, organizations should promote a culture of hard work by giving challenging goals with attractive incentives, and not spending too much time on revising internet policies to block unrelated-to-work websites.

Research implication of this study is that companies should not always perceive cyberloafing as counterproductive behavior because with the use of smartphones and tablets, the three generations are now combining task-personal purposes in their work activities. Indonesian companies should embrace the work-life blend in the workplace, in which it should be suitable to the nature of job.

Although not very updated with current technology, further studies should have more Baby Boomers generation for at least 15% of the total respondents to examine whether they have really started combining task-personal purposes in their daily life.

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