

## **THE RELATION BETWEEN STAFF CYBERLOAFING AND ORGANIZATIONAL COMMITMENT IN ORGANIZATION OF ENVIRONMENTAL PROTECTION**

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### **Abstract**

This study examines the relationship between cyberloafing and organizational commitment of their staff in department of environment. This research is a descriptive research method is correlation. For data collection was used a questionnaire .The questionnaire consisted of 40 questions with Likert 5-encoding option. Its reliability using Cronbach's alpha level of 896/0 was calculated. The population in this study consists of experts specialized agencies, including 233 employees of department of environment. To analyze the data and Chi square test research hypotheses, Spearman and Friedman have been used. Research hypothesis test results indicated that the cyberloafing employees and each of the dimensions of organizational commitment are related. And because this value is negative, it can be concluded that the relationship between organizational commitment and cyberloafing is an inverse relationship.

**Key words:** Cyber loafing, Organizational commitment, Environment department

### **Introduction**

Computer and internet are known as tools for faster growth and development in modern world. Many people are using internet advantages which have caused faster and easier access to communication facilities. It is obvious that these capabilities and attractions in virtual world lead to more growth of internet among other communicative media. However, along with developments and increasing growth of these applications, threats of their misuse are also increased. One the most prevalent cases, is cyber loafing of staff in organizations. Most of the staff not only waste their time by cyber loafing also cause many problems in their company or organization. One of these problems can be reduction of organizational commitment. This research is aimed to study relation between cyber loafing and organizational commitment in a state organization.

## **Problem Statement**

Today, due to expansion of local networks and internet global network, computer cannot be eliminated from table of any staff in developed countries. Advantages of these computer systems and local networks are proved to all successful managers and this is usual in most of the developed countries. This issue is expanding in developing and underdeveloped countries and anywhere a manager looks for progress of his organization, the first required thing is utilization of IT and computer. Although in recent years internet has served organizations well and improved and reinforced organizations' productions and services, an inappropriate behavior is observed at workplace which is cyber loafing at working hours.

So, in organizations where internet is misused by staff, not only predicted goals aren't achieved and so much money is wasted for broadband internet, also it wastes staff's time, reduces productivity and will be effective on "organizational commitment".

In this research, at first reasons of cyber loafing are recognized and then its consequences in organizations and enterprises are studied. In this case, damages caused by cyber loafing can be mentioned: prevalence of unethical issues, wasting organization resources, security problems and so on. However, an important issue in this research is understanding relation between cyber loafing and staff organizational commitment.

One of the important organizational issues is staff commitment. Qualified managers always attempt to raise commitment of their staff because know it necessary for organization development and growth (Porter et al). So, existence of organizational commitment among staff can have useful results for organization because this variable reinforces positive attitude of staff to organization (Linkln, 1991). In order to study effect of this phenomenon on organizational commitment of a state organization, "Department of Environment" is selected. Department of Environment is a state organization in which 800 experts are working and it has an office in all provinces. Despite internet advantages for the organization, it is possible some staff use internet for other purposes. This wastes their time and energy and prevents them from fulfilling their duties. As organization has important duty, managers should find a solution if in this research it was concluded that cyber loafing reduces staff organizational commitment.

## **Research Importance**

Misbehavior at workplace in a new phenomenon and in recent years is noticed. These days this problem is called deviation at workplace which has some reasons and also consequences (Gross, 2006).

Increase of cyber loafing time at workplace wastes resources and reduces productivity. In some cases, some organizations have to limit or block internet bandwidth in order to prevent from cyber loafing which reduces or destroys system performance. It should be mentioned that in some organizations cyber loafing leads to staff firing (Manrik et al, 2006, p: 450).

Cyber loafing damages to organizations are expanded. Except for wasting staff's time and reducing their efficiency, other damages are: damages of legal penalties, claims for treating damages by sudden access to secret documents, expansion of computer viruses, and observation of immoral and unethical behaviors in the organization.

Efficiency and development of each organization depends mostly on correct application of human force. Problems of this huge force increase by enlargement of enterprises and organizations (Makan, 1995). One of the issues that is affected by cyber loafing is organizational commitment. Managers attempt to control their staff in various cases. Probably they suppose that staff are their subordinates and should accept their orders in order to increase efficiency of organization but staff's interest to work and workplace make them feel value and this motivation spontaneously raises their and finally organizational efficiency. Staff commitment is a variable which can play important role in achieving organization's goals. Qualified managers always try to increase staff commitment because they consider it necessary for development and growth of organization.

In recent years, professional life is transformed by changes in staff work processes and methods in Department of Environment and addition of computer, network and internet to requirements of work. Amongst these, it seems that inappropriate utilization of internet and cyber loafing problem have had undesirable effect on organizational commitment. So, studying the relation between cyber loafing and organizational commitment is important for process improvement and increase of efficiency in Department of Environment.

## **Research Objectives**

### **Main Objective**

In this research the main goal is providing appropriate situation for optimum utilization of staff's time with cyber loafing management in Department of Environment.

### **Special Objectives**

Special goals of this research are:

- Determination of relationship between cyber loafing and organizational emotional commitment
- Determination of relationship between cyber loafing and organizational normative commitment
- Determination of relationship between cyber loafing and organizational continuance commitment

## **Research Questions**

1. What is the relation between cyber loafing and emotional commitment of staff?
2. What is the relation between cyber loafing and normative commitment of staff?
3. What is the relation between cyber loafing and obligatory commitment of staff?

## Research Hypotheses

### Main hypothesis

- Cyber loafing of staff in organizations reduces organizational commitment.

### Subsidiary hypothesis

- Cyber loafing of staff in organizations reduces emotional commitment.
- Cyber loafing of staff in organizations reduces normative commitment.
- Cyber loafing of staff in organizations reduces continuance commitment.

## Research Background

In this section, previous researches are reviewed. Although, there aren't many researches about cyber loafing in country, but organizational commitment is studied by many Iranian researchers. It should be mentioned that studying professional commitment in Iran was initiated early 1990s and professional commitments and conscious weren't discussed notably and scientifically before that (Rabbani, 2002-2003). There are widespread researches about cyber loafing and organizational commitment among researches in other countries. Table below indicates researches in Iran and other countries about these fields:

| Researcher       | Year | Title of research   | Results   |
|------------------|------|---|---|
| Mills et al      | 2001 | Cyber slacking! A Liability issue for wired workplaces  | Cyber slacking has caused three fundamental problems for organizations: 1) reduction in productivity and financial ruin. 2) Utilization of organization resources. 3) legal commitments |
| Lim              | 2002 | The Moderating Effects of Neutralization Technique on organizational justice and Cyber loafing  | Technology emergence has transformed business. Consequently, misbehavior of staff was observed in organizations.  |
| D'Abate          | 2005 | Working hard or hardly working : A study of individuals engaging in personal business on the job  | Organization staff should balance work and rest time.   |
| Lim & Teo        | 2005 | Prevalence , perceived seriousness , justification and in regulation of cyber loafing Singapore an exploratory study  | Internet has significant effect on work and personal life of people around the world.   |
| Goette & Young   | 2005 | Workplace surveillance and employee privacy: Implementing an effective computer use policy.   | This article studies implementation of special policies of the organization for fighting against internet misuse.   |
| Manrique & et al | 2006 | Do current anti-cyber loafing disciplinary practices have a replica in research findings? A study of the effects of coercive strategies on workplace Internet misuse. | Cyber loafing has become of the most expensive and prevalent problems in organizations  |
| Blau et al.      | 2006 | Testing a measure of cyber loafing  | Some of the experts believe that cyber loafing at lunch-time reduces  |

|                   |      |   |   |
|-------------------|------|---|---|
|                   |      |   | stress of works and helps staff to manage time better.  |
| Khosrow pour      | 2006 | Cyber loafing : Vice or virtue  | It explains cyber loafing by its advantages and disadvantages concepts.   |
| Henle & Blanchard | 2008 | The interaction of work stressors and organizational sanctions on cyber loafing   | Internet makes organizations capable to reduce their costs and offer better products and services. But, modern phenomenon of cyber loafing is one of those cases that staff don't fulfill their   |
| Krishnan & Lim    | 2010 | Moderating effects of extroversion and neuroticism on sleep deprivation and cyber loafing   | This article studies cyber loafing role in sleep deprivation which causes loss of mental focus.   |
| Manrique & Mesa   | 2010 | Bringing cyber loafers back on the right track  | Despite organization' utilization of controlling systems, these systems cannot prevent from cyber loafing, alone.   |
| Eddy et al.       | 2010 | Explaining engagement in personal activities on company time  | Factors such as tiredness, easy access to internet, so much leisure time and impatience lead people to use cyber loafing.   |
| Ahmadi et al      | 2011 | Deviant work behavior : Explaining relationship between organizational justice and cyber loafing in a deviant work behavior   | Organizational justice is one of the effective factors on cyber loafing.  |
| Restubog et al.   | 2011 | Yielding to (cyber)-temptation: Exploring the buffering role of self-control in the relationship between organizational justice and cyber loafing behavior in the workplace | Negative relation between organizational justice and cyber loafing.   |
| Sohrabi           | 2004 | Effective factors on organizational commitment of staff working in Melli Bank   | There is a relationship between organizational commitment and personality, job, structural features and work experience of staff.   |
| Behboudi          | 2000 | Comparative study of organizational commitment in state and private enterprises and its explanation   | 1) At confidence level of 95% organizational commitment, continuance and obligatory commitment of staff in state enterprises are not less than private ones. However, emotional commitment of staff (positive and effective aspect of commitment) in state enterprises is less than private ones.<br>2) Gender and marital status of staff are related to continuance commitment. |
| Haji Ahmadi       | 2003 | Organizational commitment and its relationship with productivity in industrial enterprises of Qom   | 1) There is significant relationship between emotional commitment and productivity of managers and workers. But, this relationship is not   |

|                            |      |  |   |
|----------------------------|------|--|---|
|                            |      |  | significant in staff.<br>2) There is no significant relationship between continuance commitment and productivity in each three selected levels.   |
| Peter Lock & John Crawford | 2001 | Examining method used by managers for increasing organizational commitment of staff  | 1) If managers pay attention to cultural bases of organization, it will have desirable effects on increase of organization commitment of staff.<br>2) Organizational commitment of managers and staff don't have significant relationship with each other.<br>3) Democratic style increases organizational commitment, more than prejudice style. |
| Sutterland                 | 2004 | Examining staff commitment and identity due to exclusive participation of organization in public or social service activities of the company | Voluntary participation of staff has positive effect on organizational commitment and in addition, organizational commitment is result of strong organizations' identity.   |

Table 1- background of domestic and foreign researches

**Research Conceptual Model**

According to researches about cyber loafing and its effects on organization it can be concluded that cyber loafing is effective on organizational commitment aspects (Meyer and Allen, 1991).

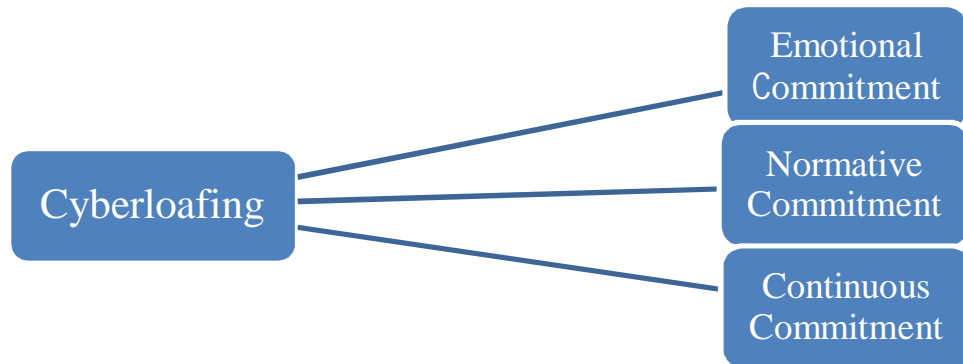


Diagram 1- Research conceptual model

In research conceptual model, cyber loafing is one of the effective variables on organizational commitment.

**Research Methodology**

This research is applicable by its goals because it studies utilization of internet in organizations and its strongpoint and foibles in organization management. As it studied relation between variables, it is correlative research.

Also, this study is descriptive by its data collection method and is correlative by relation between variables. In this research, relation between cyber loafing and organizational commitment of experts in Department of Environment is studied.

**Statistical Population:** Statistical population in this research includes all staff working in special offices of Department of Environment whom were 600 individuals.

Sample Size: Required sample was calculated by means of Cochran formula:

So, 270 questionnaires were distributed among staff. 253 questionnaires were collected that 232 of them could be used in statistical analyses.

Sampling Method: In this research, as statistical population is determined and there isn't any difference in selecting staff and all of them have similar chance at the time of sampling. So, simple random sampling is used.

Data Collection Methods: In order to acquire information about theoretical bases and experiences and to achieve data for analysis in this research, library resources, articles and textbooks and field method are used, respectively.

For this research a questionnaire with 40 questions is prepared. 16 questions are about cyber loafing and 24 of them are about organizational commitment of staff.

Cyber loafing questions are taken from cyber loafing questionnaire of Henle and Blanchard (2008) which is used in an article as "The interaction of work stressors and organizational sanctions on cyber loafing". Also, questions related to organizational commitment questionnaire were prepared by "Meyer" and "Allen" (1993) that were used in an article as "relation between three element of commitment and staff performance in China".

Validity and Reliability of Questionnaire: In questionnaire of this research, questions related to cyber loafing and organizational commitment were taken from questionnaires of famous people (Henle and Blanchard) and (Meyer and Allen), respectively; so, it can be said that questionnaire has required validity.

Reliability Test: In his research, software SPSS was utilized for measuring questionnaire reliability. Cronbach's alpha was 0.896 for all questions, 0.924 for cyber loafing, 0.966 for emotional commitment, 0.976 for normative commitment and 0.958 for continuance questions. As alpha for all questions and each part was greater than 0.7; so, it can be mentioned that this questionnaire is reliable and in other words, has required reliability.

| Questions                        | No. of Questions | Cronbach's alpha |
|----------------------------------|------------------|------------------|
| Cyber loafing questions          | 16               | 0.924            |
| Emotional commitment questions   | 8                | 0.966            |
| Normative commitment questions   | 8                | 0.976            |
| Continuance commitment questions | 8                | 0.958            |
| All questions                    | 40               | 0.896            |

Table 2- Cronbach's alpha for questionnaire questions

Statistical Methods: In this research, after collecting questionnaires, raw information was extracted and data was analyzed by relevant software (Excel 2013 and SPSS 18). Kolmogorov-Smirnov,  $\chi^2$  Correlation, Spearman correlation and Friedman tests were used for examining normalization, independence, correlation and ranking of research variables distribution, respectively.

## Data Analysis

### Descriptive Statistics

According to data analysis for distribution of respondents' frequency, 54% of them were men and 46% were women. According to data analysis for frequency of marital status of respondents, 52% of them were married and 48% were single. Also, data analysis indicated that approximately 10.3% of respondents had foundation degree, 66.8% had bachelor degree, 21.12% had master's degree and 1.7% had PhD degree.

### Normalization of Variables

For studying hypothesis of normalized variables Kolmogorov-Smirnov test was used. In this test hypotheses below are studies:

Null Hypothesis: ( $H_0$ ): distribution of studied population is normal.

Alternative Hypothesis ( $H_1$ ): distribution of studied population isn't normal.

If significance of test was lower than 0.05,  $H_0$  is rejected and with 95% confidence it can be said that data distribution isn't normal. Whether, significance of test was greater than 0.05, we accept  $H_0$  and conclude that data distribution is normal.

| Variable      | Statics z | Significance | Result  |
|---------------|-----------|--------------|---|
| Cyber loafing | 0.114     | 0.000        | (Sig<0.05), variable distribution isn't normal. |

|                        |       |       |   |
|------------------------|-------|-------|---|
| Emotional commitment   | 0.159 | 0.000 | (Sig<0.05), variable distribution isn't normal. |
| Normative commitment   | 0.133 | 0.000 | (Sig<0.05), variable distribution isn't normal. |
| Continuance commitment | 0.133 | 0.000 | (Sig<0.05), variable distribution isn't normal. |

Table 3- Results of Kolmogorov-Smirnov test about distribution of research variables

According to table 3, significance of normalization test for all variables was lower than 0.05. So, H<sub>0</sub> is rejected and with 95% confidence it can be said that variables distribution aren't normal.

**Research Hypotheses**

According to Kolmogorov-Smirnov test and Spearman test, research hypotheses were studied.

1. First hypothesis: there is a significant relation between staff cyber loafing and their emotional commitment.

Null Hypothesis H<sub>0</sub>: there isn't any significant relation between staff cyber loafing and their emotional commitment.

Alternative Hypothesis H<sub>1</sub>: there is a significant relation between staff cyber loafing and their emotional commitment.

| Variable 1    | Variable 2           | Correlation coefficient | Significance | Result            |
|---------------|----------------------|-------------------------|--------------|-------------------|
| Cyber loafing | Emotional commitment | -0.70                   | 0.000        | Negative relation |

Table 4 -Relation between cyber loafing and emotional commitment of staff

For examination of relation between cyber loafing and emotional commitment of staff, Spearman correlation test was used. As it is observed in table 4, correlation value was 0.7 and significance was 0.000. So, H<sub>0</sub> is rejected and with 95% confidence it can be concluded that there is a significant relation between these variables. In other words, cyber loafing affects staff emotional commitment. Due to negative correlation coefficient relation between these variables is inverse, which means that cyber loafing reduces emotional commitment of staff.

2. Second hypothesis: there is a significant relation between staff cyber loafing and their normative commitment.

Null Hypothesis H<sub>0</sub>: there isn't any significant relation between staff cyber loafing and their normative commitment.

Alternative Hypothesis H<sub>1</sub>: there is a significant relation between staff cyber loafing and their normative commitment.

| Variable 1    | Variable 2           | Correlation coefficient | Significance | Result            |
|---------------|----------------------|-------------------------|--------------|-------------------|
| Cyber loafing | Normative commitment | -0.66                   | 0.000        | Negative relation |

Table 5- relation between cyber loafing and normative commitment of staff

As it is observed in table 5, correlation value was 0.66 and significance was 0.000. So,  $H_0$  is rejected and with 95% confidence it can be concluded that there is a significant relation between these variables. In other words, cyber loafing affects staff normative commitment. Due to negative correlation coefficient relation between these variables is inverse, which means that cyber loafing reduces normative commitment of staff.

3. Third hypothesis: there is a significant relation between staff cyber loafing and their continuance commitment.

Null Hypothesis  $H_0$ : there isn't any significant relation between staff cyber loafing and their continuance commitment.

Alternative Hypothesis  $H_1$ : there is a significant relation between staff cyber loafing and their continuance commitment.

| Variable 1    | Variable 2             | Correlation coefficient | Significance | Result            |
|---------------|------------------------|-------------------------|--------------|-------------------|
| Cyber loafing | Continuance commitment | -0.58                   | 0.000        | Negative relation |

Table 6- relation between cyber loafing and continuance commitment of staff

As it is observed in table 6, correlation value was 0.58 and significance was 0.000. So,  $H_0$  is rejected and with 95% confidence it can be concluded that there is a significant relation between these variables. In other words, cyber loafing affects staff continuance commitment. Due to negative correlation coefficient relation between these variables is inverse, which means that cyber loafing reduces continuance commitment of staff.

4. Fourth hypothesis: there is a significant relation between staff cyber loafing and their organizational commitment.

Organizational commitment has three aspects: emotional, normative and continuance commitment. According to Spearman test, all of them have significant relationship with each other. So, it can be said that there is a significant relationship between cyber loafing and organizational commitment of staff.

5. Ranking aspects of organizational commitment variable:

Null Hypothesis  $H_0$ : all aspects have similar superiority.

Alternative Hypothesis  $H_1$ : all aspects don't have similar superiority.

| $\chi^2$ Statistics | Degree of Freedom | Significance |
|---------------------|-------------------|--------------|
| 36.83               | 2                 | 0.000        |

Table 7- Freidman test, statistical features and  $\chi^2$  statistics

| Indexes                | Ranking Average | Ranking |
|------------------------|-----------------|---------|
| Continuance Commitment | 2.30            | 1       |
| Emotional Commitment   | 1.88            | 2       |
| Normative Commitment   | 1.82            | 3       |

Table 8- Friedman test, ranking of organizational commitment aspects

Freidman test result is given in two tables in SPSS software. In first table (table 7), there are statistical features and  $\chi^2$  statistics and in second table (8), ranking average of each aspect.

According to table 6, it is observed that significance of test is 0.000. As, this is lower than 0.05,  $H_0$  is rejected and it can be said that aspects, have different superiorities. According to second Table (8), ranking of continuance commitment is more than others and normative commitment is less.

### **Research Findings**

Data analysis is given in descriptive and inferential types. Findings of these analyses are:

Findings of research descriptive analysis:

These findings are related to staff gender, marital status and education.

According to results of analysis it can be said that in studied organization:

- Men, do cyber loafing a little more than women. Also, men have more emotional, normative and especially continuance commitment average.
- Single staff does cyber loafing more than married ones and their emotional, normative and especially continuance commitment average is lower.
- Staff with foundation degree does cyber loafing less than others while staff with bachelor degree does this more. Also according to table 4-6 average of organizational commitment aspects in former staff is more than others and this case is observed among PhD staff less than others.

Findings of research inferential analysis:

As it is stated in chapter one, hypotheses of this research are:

First hypothesis: Cyber loafing of staff in organizations reduces emotional commitment.

According to  $\chi^2$  test, it is observed that cyber loafing and emotional commitment variables are not independent. Also, by means of Spearman test it can be said that there is a significant relation between staff cyber loafing and their emotional commitment and as correlation coefficient is negative, so their relation is inverse which means that cyber loafing reduces staff emotional commitment.

Second hypothesis: Cyber loafing of staff in organizations reduces normative commitment.

According to  $\chi^2$  test, it is observed that cyber loafing and normative commitment variables are not independent. Also, by means of Spearman test it can be said that there is a significant relation between staff cyber loafing and their normative commitment and as correlation coefficient is negative, so their relation is inverse which means that cyber loafing reduces staff normative commitment.

Third hypothesis: Cyber loafing of staff in organizations reduces continuance commitment.

According to  $\chi^2$  test, it is observed that cyber loafing and continuance commitment variables are not independent. Also, by means of Spearman test it can be said that there is a significant relation between staff cyber loafing and their continuance commitment and as correlation coefficient is negative, so their relation is inverse which means that cyber loafing reduces staff continuance commitment.

Also, according to Friedman test, it is concluded that among organizational commitment aspects, continuance commitment has higher ranking than others which means that staff cyber loafing has more effect on their continuance commitment.

## **Conclusion**

As it is stated in studies of Galprine and Burk (2006), staff with more commitment to work have less deviation at workplace and don't waste their time by internet because of their interest to their job. These researchers indicated that professional commitment has inverse relationship with cyber loafing. So, it can be said that results of this research are aligned with results of mentioned research.

Garret and Dansiger (2008) concluded that there is a negative relation between organizational commitment and personal utilization of internet during work so these results confirm this research.

In a research, Brack, Bukly and Kechen (2010) stated that staffs, who like their job, spend less time for irrelevant activities such as internet misuse.

On the other hand, it is said that when staff like their work, they are committed to their job (Rezayian, 2007; p: 25). So, this research is aligned with Martin et al study (2010).

## **Suggestions**

As internet limitation for reducing staff misuse causes other problems, according to results of chapter 4 about inverse relation of cyber loafing and organizational commitment aspects, organizations are suggested to increase staff organizational commitment by some solutions. In this way cyber loafing decreases and as a result, staff spend their time and energy for their duties.

Some staff surf the internet in order to acquire scientific information required for organization. However, users are unconsciously attracted to recreational websites because of their content and advertisements; so, they don't achieve their goals. It is suggested to share scientific information in local or special networks of state organizations. In this way, staff don't need internet surfing for this purpose.

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