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THE INFLUENCE OF PERCEIVED ORGANIZATIONAL INJUSTICE TOWARDS WORKPLACE PERSONAL WEB USAGE AND WORK PRODUCTIVITY IN INDONESIA

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Abstract

Workplace personal web usage (WPWU) is an employee's activity in using internet for non-related task during working hours. It is considered a counterproductive behavior when done excessively because it can interrupt employee's productivity, but it can increase creativity and eliminate boredom when used in a rational amount. The objective of this study was to prove whether perceived organizational injustice had influence on WPWU which affected work productivity. A total of 222 respondents working in various industries were gathered through web-survey. By using multinomial logistic regression analysis, this study found that high level use of internet for unrelated jobs between 2 to 4 hours a day was influenced by respondents' perception of not getting fair treatment and incentive for being good performer, which then caused them to perform very low completion of tasks. There were two contrasting views regarding this result; organizations considered it as deviant behavior because it reduced employees' performance whereas employees regarded it as just short breaks to get rid of stress. Hence, this finding suggested that companies should redesign its internet policies to accommodate "Work-Life Blend"; blending work and personal lives, as a consequence of cultural shift in the era of globalization and new technologies.



Keywords: Organizational Justice, Workplace Personal Web Usage, Work Productivity, Work-Life Blend.

The development in information and communication technologies caused the world become borderless. Nowadays the internet has become part of everyone's daily life. A person can easily access important information about what is going on in the other part of the world in seconds

through computer, laptop, or smart-phone which have internet connection (Malita, 2011). That is why the number of internet users has increased each year. As of 2012, the world internet users were 2.41 billion from the total population of 7.02 billion (Internet World Stats, 2012).

With the increase number of internet users everywhere in the world, companies have realized the internet's potential as a new form which leads business through different ways and also as a tool to accelerate business performances (Lim, 2002). This is because internet has played important roles in reducing costs, shortening production cycles, and promoting their goods and services in more effective way (Anandarajan, Simmers, & Igarria, 2000).

However, with easier access and plentiful of information available in the internet, it was found that employees spent at least one hour a week or less to perform activities that were not related to the job during working hours (39%), followed by 2 hours a week (29%), 5 hours a week (21%), and 10 hours or more (3%) (Gouveia, 2012). This activity was considered working violation by the organizations because employees were using internet and mobile technology during working hours for personal purpose (Lim, 2002; Mastrangelo, Everton, & Jolton, 2006). The term used for this activity was workplace personal web usage (WPWU) (Anandarajan, Simmers, & Igarria, 2000), or some other various terms that frequently used in different studies were cyberslacking, cyberloafing, cyber deviance, and internet abuse (Kim & Bryne, 2011).

Previous studies found that WPWU had both positive and negative effects on business performance. Aside from improving employees' performances, Coker (2011) cited that some positive effects for allowing employees with rational amount of WPWU were escalating job satisfaction or creativity

(Reinecke, 2009) and overall employees become happier (Eastin, Glynn, & Griffiths, 2007).

Nevertheless, many studies considered that WPWU as a negative behavior (Lim, 2002) and could interrupt employees' performances because taking up time that should be used to accomplish the job (Coker, 2011). This was in line with the studies conducted by Malachowski (2005) which showed that WPWU had an effect on decreasing company performance. Coker (2011) also found that an employee who committed excessive WPWU (more than 12% of total working hours) would have a decline in work productivity, while Hilts (2008) stated that WPWU have a negative influence towards work productivity.

A number of studies found that one of the factors driving employees in committing WPWU was related to the perception on how superiors gave appreciation and fair treatment in the workplace (Lim & Teo, 2005) or also called inappropriate perceived organizational justice. Studies conducted by Blau, Yang, and Ward-Cook (2006) also found that employees who were unfairly treated in the organization tended to commit WPWU which was supported by the finding of de Lara (2006) on the negative influence of WPWU towards interactional justice, a dimension of organizational justice.

Indonesian internet users in 2012 had increased to 61.1 million from 42.2 million in 2010 (MarkPlus Insight as cited by eMarketer, 2013a) in which the users not only consisted of young age (15 to 19 years) but also older age group (30 to 50 years) (Lukman,

2012), the age group of productive people. Based on the 2012 Yahoo! Net Index Study, Indonesian internet users access via office was 20% in 2012 from 19% in 2010, while via mobile phone was 62% in 2012 from only 22% in 2009 (eMarketer, 2013b).

Moreover, regardless of whether Indonesian internet users were using smartphone or desktop, they would use internet for social networking and entertainment as their primarily activities, aside from for searching information and email (eMarketer, 2013b). Furthermore, the number of people using smartphones in Indonesia had also increased to 26.3 million in 2012 from 11.7 million in 2011 (eMarketer, 2013c). It is predicted that by the end of 2013, there would be 41.6 million smartphone users in Indonesia.

These conditions had increased employers' concern because WPWU has affected office activities. Workers preferred to use internet for non-related works instead of doing their job responsibilities which affected job performance (Abi, 2010). Therefore, the objective of this paper is to examine whether perceived unfair organizational treatment could cause excessive amount of WPWU which affect their work productivity.

LITERATURE REVIEW

Workplace personal web usage (WPWU) is defined as all voluntary activities in using organizations' internet access during working hours to open the sites that are not related to work and to check personal e-mail by the employees (Lim, 2002). Examples of WPWU activities are online shopping, playing online games, writing

or reading blog sites, sending short messages (instant messages), reading adult-oriented sites, private investment sites, and online auction sites (Kim & Bryne, 2011). As explained by Lim (2002), WPWU is seen as an activity that interferes with work and does not provide benefits to the company because of its effect on income reduction through decreasing productivity (Malachowski, 2005).

In this study, work productivity is described as individuals' effort which can be measured and contributes to output produced by organizations (Huang, 2008). Work productivity associated with internet usage requires clarity which activities are productive and are considered to be unproductive (Welebir & Kleiner, 2005). Many controversies have arisen whether internet usage enhanced or inhibited productivity. Powell (2010) revealed that employees could be inspired when online and ultimately became more productive; on the other hand, Lim (2002) found that employees became unproductive by using the internet.

Organizational justice is generally defined as personal evaluation about how fair managerial conduct based on the results, procedures, and interactions within the organization (Colquitt, Greenberg, & Zapata-Phelan, 2005). There are three factors of organizational justice. First, distributive justice is concerned with an individual's perception on the amount of his/her input to the organization relative the amount of output he/she receives from the organization (Ensey, 2012).

Second, procedural justice refers to employees' perception of fairness to

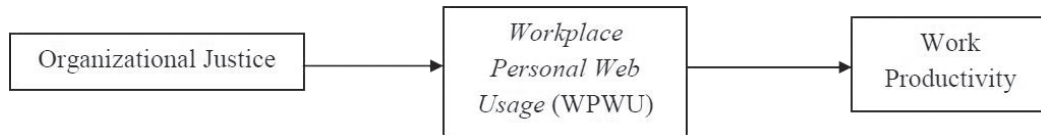


Figure 1. Research Model

the processes by which rewards are distributed or decisions are made in the workplace (Berry, Ones, & Sacket, 2007). Procedural justice establishes certain principles specifying and governing the roles of participants within the decision-making processes such as free of bias, accuracy, consistency, correctness, and representative groups (Cropanzano, Bowen, & Gilliland, 2007). For example, an employee may feel procedural injustice if they perceive that their supervisor provides bonuses to those employees he or she likes rather than on the basis of productivity or merit (Ensey, 2012).

The last factor is interactional justice which is perceived individuals' justice about interpersonal communication within organization (Thorn, 2010) that depends on honesty, justification, respect, and courtesy. Interactional justice emerged as an important component of organizational justice due to its emphasis on the 'human' element in the organizational context (Devonish & Greenidge, 2010).

This study did not analyze organizational justice based on the three dimensions because employees perceived organizational treatment fairness as a combination of results, procedures, and interactions justice when influencing the level of WPWU and hence affect their work productivity. The research model can be seen in Figure 1.

RESEARCH METHOD

The research was conducted within a period of February to March 2013 (cross-sectional design) by using survey approach. Web-based questionnaire was utilized to collect quantitative data via *Google Spreadsheet* application. This study used purposive sampling method in which respondent should be an employee who work in the organization and have internet access in the workplace.

Invitations to participate in the survey were sent to more than 500 potential respondents by means of e-mail, *Facebook*, and *Twitter*. Using web-based questionnaire can be used as a filter to check whether the respondent has access to internet aside from shortening the period of data collection. However, there might be several possible limitations such as the same respondents could submit more than one response because of bad internet connection, respondent could falsify data entry, and also other than the target respondents could also submit responses.

Data were analyzed using descriptive and multinomial logistic regression analysis. Descriptive analysis was used to illustrate the means of perceived organizational justice, level of workplace personal web usage (WPWU), and work productivity. Multinomial logistic regression analysis was performed because work pro-

Table 1. Workplace Personal Web Usage Activities

No.	Type of Workplace Personal Web Usage Activities
1	Reading online news websites.
2	Checking online sport results.
3	Reading/checking social network websites (including <i>Twitter</i> and <i>Facebook</i>).
4	Writing personal blogs (including <i>Twitter</i> and <i>Facebook</i>).
5	Reading/writing newsgroup/discussion forum messages.
6	Online shopping (browsing with the intention to purchase products and services).
7	Browsing online shopping catalogues.
8	Browsing or participating in online auction websites.
9	Organizing personal financial affairs (e.g. online banking, stock trading).
10	Watching video online (e.g. <i>YouTube</i>).
11	Playing online games.
12	Checking/writing personal emails from a non-work related email account.
13	Searching for information about hobbies.
14	Browsing websites for products or services of interest (no goal of specific purchase).
15	Booking personal trip tickets.
16	Looking for job.
17	Using chatting room or instant messaging to spend time (e.g. <i>gtalk</i> , <i>Yahoo!Messenger</i> , <i>mIRC</i>).
18	Downloading movies.
19	Downloading songs.
20	Viewing adult websites.

Source: Coker (2011)

ductivity and WPWU have more than one category.

Instruments

This study used three instruments, namely work productivity, workplace personal web usage, and organizational justice. Prior to data collection, the instruments were translated from English to Bahasa Indonesia and back translated to English. Validity and reliability tests were also conducted.

Work productivity

Work productivity was measured by Endicott Work Productivity Scale (EWPS) developed by Endicott and Nee (1997) to assess the behavior and attitudes that could affect performance ($\alpha=.92$). EWPS is a patented measurement tool so its usage requires permission. For the purpose of this study, permission to use questionnaire was asked and obtained from Endicott and Nee via personal email.

EWPS consisted of 4 dimensions, namely attendance, work quality, performance capacity, and social/emotional factors. There were 37 activities which represented work productivity. In addition, EWPS used a 5-point Likert scale in which 0 was never, 1 was seldom, 2 was sometimes, 3 was often, and 4 was always, therefore it had score range between 0 (lowest score) to 148 (highest score).

To classify respondents' level of work productivity, the score was divided into four categories: high (0-10), moderate (10.01 to 37), low (37.01 to 74), and very low work productivity (74.01 to 148).

Workplace personal web usage

Workplace personal web usage (WPWU) was based on the questionnaire developed by Coker (2011). It consisted of frequency and duration on each of the 20 types of WPWU activities that had been adapted to the context of this study (see Table 1).

The amount of time WPWU was done by respondents was the duration of each WPWU activity in minutes multiplied by the frequency of each WPWU activity undertaken by respondents within a week. Then, multiplication result was divided by 60 minutes to obtain the amount of WPWU time in hours (1). The amount of WPWU time in hours (1) was divided by respondents' total working hours in a week and multiplied by 100% to obtain the percentage of respondents' WPWU score (2).

To identify the level of internet usage for personal purpose, WPWU scores were divided into four categories: low WPWU (0-10%), moderate WPWU (10.01 to 25%), high WPWU (25.01 to 50%), and very high WPWU (> 50% of working hours in a week using internet for personal reasons).

$$WPWU_h = \frac{\sum_i^{20} (WPWU\ duration_n \times WPWU\ frequency_n)}{60\ minutes} \quad 1)$$

$$\% WPWU = \left(\frac{WPWU_h}{WORK_h} \right) 100\% \quad 2)$$

Organizational Justice

Indicators developed by Moorman (1991) were used to assess employees' perception on organizational justice. These indicators had three dimensions, namely distributive justice ($\alpha=.92$), procedural justice ($\alpha=.94$), and interactional justice ($\alpha=.90$) which consisted of 18 questions (see Table 2). This questionnaire used a 5-point Likert scale in which 1 was strongly disagree, 2 was disagree, 3 was neutral, 4 was agree, and 5 was strongly agree.

To discover the perception of organizational justice, its mean scores were

divided into 3 categories: low perception (1.00-2.33), moderate perception (2.34-2.67), and high perception (2.68-5.00) that respondents were being treated fairly.

RESULT AND DISCUSSION

Three filter questions were used to elicit the target respondents, whether respondents were (1) working in an organization, (2) not an entrepreneur, and (3) using computer and internet facilities in the workplace. From 297 respondents who were willing to participate, only 222 respondents which could be further analyzed. Out of the 75 invalid data, 28 persons did not have job (9.4%), 18 persons worked as entrepreneur (6.1%), 18 persons had incomplete answers (6.1%), and 11 persons had no access to use internet facilities at the workplace (3.7%).

Majority of the respondents were male (53.6%) with the age of 21-25 years old (41.90%) followed by 26-30 years old (23%), and 31-35 years old (16.7%). They had bachelor degree (51.4%) and master degree (37.8%). Most of them worked as staff (57.7%) with permanent status (70.7%).

Respondents worked in educational institution (14.9%), followed by financial service (12.2%), banking (10.8%), public sector (9.9%), and oil & gas (9.9%). Ownership of the organization was mostly private-owned (41%), state-owned (27.9%), and foreign-owned (23.4%). The total numbers of employees in the organization were more than 1,000 employees (31.1%) and 51-100 employees (11.7%).

Table 3 showed that majority of respondents (74.3%) performed low

Table 2. Organizational Justice Indicators

No.	Dimension	Indicators
1	Distributive Justice	Fairness in rewarding for the amount of effort put in. Fairness in rewarding for the job responsibilities. Fairness in rewarding for the work that have been done well. Fairness in rewarding for the stress and strains of the job. Fairness in rewarding for the amount of education and training received by the employees in order to do the job.
2	Procedural Justice	Procedural fairness to provide useful feedback regarding a company's decision and its implementation. Procedural fairness to hear the concerns of everyone affected by a company's decision. Procedural fairness to allow for clarifications or additional information about a company's decision. Procedural fairness to have all parties affected by a decision included in the decision-making process. Procedural fairness to help employee collect accurate information for decision-making. Procedural fairness to generate standards so that decisions can be made with consistency. Procedural fairness to provide opportunities to appeal against or challenge a company's decision.
3	Interactional Justice	Concern of supervisor for employee's rights. Supervisor's treatment with kindness and consideration. Willingness of supervisor to take step in dealing with employee in a truthful manner. Ability of supervisor to suppress personal bias. Willingness of supervisor to considers employee's viewpoint. Timely feedback from supervisor about decisions and their implications.

Source: Moorman (1991)

Table 3. Descriptive Analysis of Workplace Personal Web Usage (WPWU)

Category	Number	Percentage
Low WPWU (0-4 hours a week)	165	74.30%
Moderate WPWU (>4-10 hours a week)	43	19.40%
High WPWU (>10-20 hours a week)	10	4.50%
Very high WPWU (>20 hours a week)	4	1.80%
Total	222	100.00%

Table 4. Descriptive Analysis of Work Productivity

Category	Number	Percentage
High work productivity	45	20.30%
Moderate work productivity	111	50.00%
Low work productivity	63	28.40%
Very low work productivity	3	1.40%
Total	222	100.00%

level of WPWU ranging from 0-10 percent of their working hours or a maximum of 4 hours out of 40 working-hours a week. But there were 14 respondents (6.3%) who had high and very high level of WPWU (used internet for personal purposes between more than 10 to 20 hours a week and more than 20 hours a week).

Half of the respondents had a moderate level of work productivity (see

Table 4). Although 20.3% of respondents had high work productivity, it was outnumbered by the respondents with low to very low work productivity (29.8%).

Descriptive analysis was also performed on each dimension of organizational justice. Using 5-point Likert scale, distributive and procedural justice had the same mean score (3.33); while interactional justice had mean

Table 5. Descriptive Analysis of Organizational Justice

Dimension	Number	Mean
Distributive justice	222	3.33
Procedural justice	222	3.33
Interactional justice	222	3.54
Organizational justice	222	3.40

Using 5-point Likert scale ranged from 1 = strongly disagree to 5 = strongly agree

Table 6. Influence of Workplace Personal Web Usage (WPWU) on Work Productivity

Dependent Variable	Independent Variable	b	Sig.
1 Very low work productivity	WPWU	-1.75	0.00 (*)
2 Low work productivity	WPWU	-0.60	0.07
3 Moderate work productivity	WPWU	-0.03	0.93

Reference category: high work productivity

(*) significant at p value < 0.05

Table 7. Influence of Organizational Justice on Workplace Personal Web Usage (WPWU)

Dependent Variable	Independent Variable	β	Sig.
1 Very high WPWU	Organizational Justice	-0.65	0.13
2 High WPWU	Organizational Justice	-0.70	0.01 (*)
3 Moderate WPWU	Organizational Justice	-0.21	0.23

Reference category: low WPWU

(*) significant at p value < 0.05

score of 3.54 (see Table 5). With a mean score of 3.40, organizational justice was considered moderate; meaning most of the respondents perceived their organizations treated them fairly enough.

To analyze the objective of this study, multinomial logistic regression was performed. Table 6 showed that WPWU had significantly negative influence (-1.75) towards very low work productivity category. This result meant that the longer employees used internet for personal purposes, the lower would be the employees' work productivity. In this study, there were 3 respondents (1.4%) who had very low work productivity.

From Table 7, it was found that organizational justice had significantly negative influence (-0.70) on high workplace personal web usage (WPWU). Meaning, the lower employees perceived they were treated fairly, the

longer employees would use internet for personal purposes.

There were 10 respondents who belonged to high level of WPWU (4.5%). These respondents used internet for personal usage between 10 to 20 working-hours in a week or 2 to 4 hours a day.

Majority of the respondents worked in education institutions (14.90%) and financial services (12.20%). More specifically, they worked in three job divisions, namely Accounting & Finance (15.8%), Human Resources (14.4%), and Sales & Marketing (14%). The jobs required them to interact with clients, vendors, customers, and employees in other working units. Consequently, their tasks required internet to communicate with internal and external stakeholders. For example, Accounting & Finance division corresponded with vendors for settling payments, Human Resources division

dealt with employees or training providers, and Sales & Marketing division needed to contact customers and other related divisions. This was confirmed by 71.60% of respondents who had to interact with clients, vendors, and consumers. In addition, respondents who worked in education institutions needed to interact with students and academic staff as well as seeking additional teaching readings.

This study revealed that the actual working hours of respondents within a week varied among different industries. Respondents from financial service, banking, education, and mining industries worked for 41-54 hours (40.5%) within a week, while those in the government sectors worked for 36-40 hours (24.8%). Furthermore, respondents on this study were mostly staff (50.9%) who usually worked overtime. Referring to working hour regulation under the law of Ministry of Labor, majority of the organizations had applied a maximum of 40 hours per week and 14 hours overtime per week.

However, 70.2% of them wished to work 36-40 hours in a week. Only 11.7% of respondents wished to work between 41-54 hours a week. Employees' willingness to work lesser than the normal working hours was similar to survey finding which stated that 34% claimed working hours were too long, aside from 35% felt they were not challenged enough, 32% said no incentive to work harder, 30% felt unsatisfied, and 23% were bored (Gouveia, 2012).

Furthermore, 80.2% of respondents admitted that internet usage gave ease for their daily works to communicate

and access information. Some tasks that were accomplished by using internet were sending emails, inputting online data, downloading data, having teleconference, clarifying clients' data or customers' needs, and searching for information regarding vendors' background. That is why some of them used computer for more than 8 hours in a day (39.2%).

This study indicated that workplace personal web usage (WPWU) had significantly negative influence on a very low level of work productivity. This finding supported the previous studies conducted by Coker (2011) and Hiltz (2008). Study of Coker (2011) showed that excessive WPWU could reduce work productivity, while Hiltz (2008) found that WPWU was used as a way to escape from the work they supposed to do.

The 3 respondents with very low productivity worked in organizations with no restrictions on internet usage. Thus, they frequently took this opportunity to watch or download movies. Moreover, half of the respondents had moderate work productivity and 28.4% had low work productivity which was measured through their level of attendance, work quality, performance capacity, and social emotional factors.

Descriptive analysis of WPWU showed that majority of respondents (74.3%) had low level of WPWU or only less than 10% of their total working hours. It meant they spent a maximum of 4 hours using internet for non-related work in a week. This low level of WPWU was most likely because majority of the respondents accessed internet during working hours

(72.50%) in relation to task completion (42.8%). The organization ownership of respondents was local private-owned (41%) and state-owned (27.9%), which usually had strict regulations on the internet usage. Most of the organizations (68.5%) had blocked several sites during working hours, such as pornographic, social networking (e.g. *Facebook, Twitter*), online games, and general e-mail (e.g. *Yahoo, MSN, Gmail*). This regulation was supported by the comments of two respondents: “*fair, just close websites that is really not related to work*” (Respondent 65) and “*it is quite wise to restrict on certain sites during working hours*” (Respondent 146).

The reasons why many organizations applied limitation to internet access could be caused by several studies claiming that workers spent most of their working hours for personal internet usage. For example, primarily activities of Indonesian internet users were social networking and entertainment, aside from searching information and email (eMarketer, 2013b). Furthermore, according to Gouveia (2012) around 64% of workers being surveyed visited non-work related websites every day during working hours.

Nevertheless, this blocking regulation was complained by some divisions such as Sales, Marketing Communication, Distribution, and General Affairs. The regulation had hampered Sales & Marketing Division to monitor market share positions, marketing strategies of competitors, and seek creative ideas. Moreover, General Affairs Division had difficult time browsing different vendors’ price lists, while Dis-

tribution Division found it hard to get detailed information about customers’ addresses and other related data.

Those complaints were reflected on respondents’ comments which stated that there was lack of socialization on internet policies especially on the purpose, consequences or penalties of internet violation. Some comments were: “*Internet policies were not clearly socialized yet*” (respondent 159, assistant manager in Accounting & Finance Division) and “*there were internet policies in the organization, but it was not socialized well*” (respondent 219, sales & marketing staff). While an HR staff from local private manufacturing company complained that “*Basically these policies existed but many employees did not understand about the purpose of blocking certain websites and the risk of opening those blocked sites*” (respondent 181).

Organizations which blocked several websites should be prepared that this policy might be ineffective since employees would simply use their own smartphones, tablets, and laptops to access personal websites during working hours (Gouveia, 2012). This ineffective policy was stated more clearly in KPMG International report, “by restricting or blocking internet access, many employees tend to move their activity to their own personal devices which are often less secure and completely unmonitored” (Gouveia, 2012). In this study, most of the respondents used office laptop/desktop (42.8%), followed by personal laptop (15.8%), smartphone and office laptop/desktop (14.4%), and smartphone, personal laptop and office laptop/desktop (13.1%) when accessing

internet. Although majority used office laptop/desktop (42.8%), but there were 43.3% of them who could easily move their activities to smartphone or personal laptop if strict internet policy was enforced in the organization. This situation happened in most organizations in this study because 52.8% of the respondents used internet for task completion and personal purposes. Thus, organizations would not know if their employees used internet for non-related works.

Another results of this study showed that perceived organizational justice had significantly negative influence on high level of workplace personal web usage (WPWU). If a respondent perceived unfair treatment existed in the organization, he/she would have high level of internet usage for personal purpose. This finding was similar to the studies done by Lim (2002) and Blau, Yang, & Ward-Cook (2006). Lim (2002) explained that when an employee was unfairly treated (such as being asked to do more work, poor treatment from bosses, or working overtime because there is no adequate equipment), he/she was likely to commit WPWU in the workplace. Doing WPWU was considered as a form of justification for employees to conduct WPWU in the workplace (Lim, 2002). This was also confirmed by the study of Lim, Teo, and Loo (2002) which found that employees would tend to do cyber loafing if they did not feel getting the appropriate compensation.

In this study, the level of perceived organizational justice was classified as moderate (3.40), because there were some respondents who felt fair treatment and some who did not. Respond-

ents who had lower satisfaction with supervisors' treatment at workplace were likely to spend more time using internet for non-related works. High WPWU was performed by ten respondents (4.5%) who spent between 10 to 20 working hours in a week for personal internet usage. Meaning, they used internet for unrelated jobs for 2 to 4 hours a day because they felt they had too much workload compared to their co-workers, their compensation was not comparable with the job responsibilities they did, they received unfair treatment during interaction with boss, and there was no incentive for being good performers.

According to Coker (2011), excessive internet usage from personal purpose which could reduce employees' productivity was more than 4 hours in a week. Thus in this study there were 25.7% of the respondents who were classified as excessive internet users because they used internet between more than 4 to 20 hours or above in a week. This condition was disclosed by one of the respondents who stated that "*some employees take more time in using internet for things that have nothing to do with their job*" (Respondent 219). Although only one-fourth of the total respondents were classified as excessive internet users, further analysis was done to identify the reasons they wasted a lot of time during working hours.

Majority of the age groups in this study were 21-25 years old (41.9%), 26-30 years old (23%), and 31-35 years old (16.7%). Based on Gouveia's report on the 2012 survey, these age groups were found to waste at least 5 hours a day on the internet. These workers

belonged to Generation Y or millennials, who were born between 1977 and 1997 (Meister & Dahlberg, 2012) and have been using computers, mobile phones, the internet, social media tools and other technologies since childhood (Friese & Jowett, 2013).

Gouveia (2012) stated that these workers refused to be called wasting time when using internet because they were just taking short breaks after having to go through activities which they claimed to be wasting their working hours. Those activities were: having to attend too many meetings (47%), dealing with office politics (43%), fixing other peoples' mistakes (37%), and coping with annoying coworkers (36%) (Gouveia, 2012). By checking their social networking or entertainment sites and personal emails, they believed they would actually be more productive than if restrictions are placed on them. This finding supported the studies cited by Coker (2011) that WPWU could decrease boredom or exhaustion (Oravec, 2002) and escalate job satisfaction or creativity (Reinecke, 2009).

Based on the above analysis there were two opposing point of views. On one side, organizations considered employees using internet for personal purposes as deviant behavior because it could reduce work productivity. On the other side, employees believed that their personal internet usage was just short breaks to boost their work productivity especially if unfair treatments existed in the organization. According to Karzan, the CEO of Kenexa, Salary.com's parent company (as cited by Gouveia, 2012), the best way for companies to deal with employee's in-

ternet habits is to accept that there has been a cultural shift. As a generation who use web to network every day, workers who belonged to Generation Y have mixed work and private lives throughout the day (Flinders, 2013) for greater efficiency and productivity. Some examples of how they blend work and personal lives: go to the office, attend meeting, get distracted by doing some online shopping or watching YouTube, back doing their jobs, talk with spouses, friends, or family members, go home, and still answering work emails via smartphone after office hour.

CONCLUSION

This study found that moderate perception of organizational justice caused high level of internet use for personal purpose which resulted in very low work productivity. High level use of internet for unrelated jobs between 2 to 4 hours a day was caused by respondents' perception of not getting fair treatment and incentive for being good performer, which then caused them to perform very low completion of tasks.

This finding had produced two contrasting views. Organization considered workplace personal web usage (WPWU) as a counterproductive behavior, while employees viewed WPWU as one way to eliminate boredom.

To overcome this condition, organization could implement internet policy to block several sites unrelated to completion of tasks. But top management—accompanied by IT and Human Resource departments—should socialize the objective of the policies,

consequences of opening prohibited websites to the company, penalties of violating the policies. Monitoring should be done on a regular basis as to protect data security.

Nevertheless in the current information and communication technology in the globalization era, in which most jobs require a computer or laptop with internet access, organizations should begin recognizing the value of a “Work-Life Blend”, blending work and personal lives every day. Rather than focusing on how WPWU could distract work productivity, organizations should start fostering productive working culture by giving challenging job with clear target and worthy incentive.

Suggestions for Further Studies

Although this study provides new insights, there are some limitations. In this study, majority of the respondents worked as staff. Therefore, future studies should gather data from respondents with diverse job positions in order to obtain more representative findings and better description about the actual workplace condition.

In addition, further studies should distinguish between internet-intensive companies and non-internet-intensive companies in order to provide more extensive and in-depth suggestion in addressing the use of the internet for personal activities and employees' productivity in accordance to the conditions of the company.

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