

The Impact of Non-Work Related Computing Behavior on Job Performance and the Effects of Task Characteristics and Organizational Culture on its Control Mechanisms

Gee-Woo Bock, Liu Ping, Sun Hua, and Swee Ling Ho

*^a Department of Information Systems,
School of Computing
National University of Singapore
3 Science Drive 2, Singapore 117543
Email: {bockgw, liuping, u0200879, janeho}@comp.nus.edu.sg*

Abstract

The Internet is becoming a commodity in organizations, and this exposes employees to greater temptations of using the ubiquitous technology to do non-work related activities such as conduct personal online transactions or chat with friends online. However, the effect of the use of Internet for non-work purposes is inconclusive. Several studies pointed out the negative impacts of non-work related computing (NWRC) such as the lost in employee's productivity and risks of damaging lawsuits etc while some other researchers proposed that NWRC can actually have positive impacts. For instance, frequent internet users might actually be happy and productive workers. Despite these two conflicting views, no research has been done to look deeper into how NWRC affects job performance. Accordingly, first of all, this study examines the impact of NWRC on employees' job performance and tries to provide empirical evidence for this debate.

Assuming the negative impact of NWRC, many companies scramble to get policies and guidelines in place. However, NWRC still persists in a workplace and even gets worse. Thus, secondly, this study tries to find ways leading to more effective NWRC management. In order to achieve this goal, this second part of the study examines (1) task-NWRC control amount fit and (2) the impact of match between organizational culture-disciplinary approach on employees' satisfaction and NWRC behavior.

Based on three individual studies through survey, this research found (1) the negative impact of NWRC behavior on job performance, (2) the significant impact of non-routineness on NWRC control mechanisms' deterrent effect on NWRC behavior and (3) the effect of organizational culture-disciplinary approach fit on employees' satisfaction. Academically, this study adds some implications to organizational control-employees' performance literature by providing the empirical evidence in the NWRC context. As for managerial implications, this paper sheds light on how engagement in NWRC may affect job performance and how managers can better control NWRC behavior in an organization.

Keywords: Non-work Related Behavior (NWRC), Job performance, Task characteristics, Organizational culture, Fit.