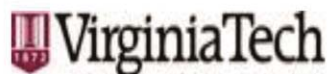




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6th International Conference on Services Management

June 23rd – 25th, 2013, Cyprus

Hosted by
Oxford Brookes University (UK)

Organised by
Oxford School of Hospitality Management (UK)
Institute for International Management & Technology (IIIMT), India
Virginia Tech University (USA) and Institute for Tourism Studies (Macau, China)

Theme: Managing Services Across Continents

Logos: Virginia Tech, IIIMT, Oxford Brookes University, JSR Journal of Services Research

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Psychological Contract Violation and Cyberloafing

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Abstract

Cyberloafing, personal use of Internet during work hours, is an important concern for organizations due to its potential in lost revenue. The purpose of this study is to investigate the effects of psychological contract violation on cyberloafing behaviours in hospitality industry. The present study tests the relationship between cyberloafing behaviours and psychological contract violation predictors. Data analysis of 211 valid responses depicted that positive psychological contract violation construct predicts minor and serious cyberloafing constructs. However, negative psychological contract violation construct does not predict minor and serious cyberloafing constructs.

Keywords: Cyberloafing, Psychological Contract Violation, Hospitality Industry

Introduction

Firms need to utilize both human resources and technology effectively in order to reach organizational goals. In the present global competition system, effective use of technology can reduce costs. However, to utilize computers and Internet other than its intended use in work environment (cyberloafing) can lead to reductions in productivity and an inefficient use of network resources, resulting in an uncompetitive organization (Vitak et al., 2011).

Aim of this research is to investigate the effects of psychological contract violation on cyberloafing behaviours in hospitality industry. A theoretical model was proposed based on literature review. During the literature review it was realized that there were no researches investigating the effects of psychological contract violation on cyberloafing. This research aimed to fill in this gap.

Literature review

Cyberloafing is the use of Internet and mobile technology during work hours for personal purposes (Bock & Ho, 2009; Johnson & Indvik, 2004; Lim, 2002; Mastrangelo et al., 2006). Online shopping, blogging, gaming,

and instant messaging are popular non-work-related activities performed during work hours, online gambling, personal investing, and online auctions (Mills et al., 2001; Cooper et al., 2006; Pee et al., 2008). A psychological contract can be described as an informal exchange relationship between the employee and the employer that is made up of perceived obligations (Robinson, Kraatz & Rousseau, 1994). Rousseau (1995) asserts that psychological contracts are formed solely in the minds of individuals. It is an implicit and unwritten agreement that begins when undertaking terms of employment (Tever, 2006). Psychological contract violations occur when one party perceives that the other failed to fulfil one or more of its obligations (Rousseau, 1995). If cyberloafing is the result of psychological contract violation, it may result in high costs to employers and negative consequences for employees. Therefore it is important to understand the factors that contribute to this behaviour (Lieberman et al., 2011).

The main research question of the study: Does psychological contract violation has effects on cyberloafing? Based on the literature review of relevant studies and constructs, the following hypotheses were proposed:

H₁: There is a positive direct relation between positive psychological contract violation and minor cyberloafing.

H₂: There is a positive direct relation between negative psychological contract violation and minor cyberloafing.

H₃: There is a positive direct relation between positive psychological contract violation and serious cyberloafing.

H₄: There is a positive direct relation between negative psychological contract violation and serious cyberloafing.

Methodology

Measures

The theoretical model chosen for this paper consists of two main constructs: psychological contract violation and cyberloafing. Each construct is based on the previous research and adapted according to the current theoretical model and the research question.

Perceived contract violation construct measure is adopted from the scale developed by Robinson and Morrison (2000) and Rousseau's (1995). The scale consisted of 13 items on a 5-point scale (1= almost not at all, 5= almost always) with a Cronbach's Alpha of .89.6. The scale questioned how frequently the respondents feel violated by their organization. Statements were such as; I feel great anger toward my organization.

The cyberloafing measure contained 15 items. Eight of the items are from Lim's (2002) cyberloafing scale while the others are from Blanchard and Henle (2008). Respondents used a 5-point scale to specify the frequency over the past month that they engaged in cyberloafing (ranging from 1 = never to 5 = a great deal) with a Cronbach's Alpha of .94.5.

A questionnaire was developed to collect primary data, and so to test hypotheses proposed on the theoretical model. Survey was conducted to the employees of business entities operating in hospitality

industry. Data was analysed based on 211 valid responses (out of 250 cases). Data was analysed with descriptive statistics, explanatory factor analysis (EFA) and multiple regression modelling technique.

Data Analysis and Findings

EFA analysis suggested to group items of the psychological contract violation construct in two sub constructs: Positive and negative psychological contract violations. EFA analysis also suggested to group items of the cyberloafing in two sub constructs: Minor and serious cyberloafing contract violations. Further analysis was conducted with these composite variables.

Multiple regression analysis was used to test if the psychological contract violation significantly predicted cyberloafing. The results of the regression indicated the two predictors explained 43.70% of the variance ($R^2=.191$, $F(22,435)=13.56$, $p<.01$) for the serious cyberloafing and 33% for the minor cyberloafing ($R^2=.109$, $F(11,569)=9.85$, $p<.01$). It was found that negative psychological contract violation significantly predicted serious cyberloafing ($\beta = .436$, $p<.001$), however positive psychological contract violation was not significant ($\beta = -.015$, $p>.05$). Similarly, negative psychological contract violation significantly predicted minor cyberloafing ($\beta = .328$, $p<.001$), and positive psychological contract violation was not significant ($\beta = -.028$, $p>.05$).

Conclusion and Implications

Research findings suggested that when employees have negative attitudes towards the firm, they have high intention for cyberloafing. Practitioners should be aware of this issue and pay great attention to eliminate the reasons of psychological contract violations.

This research was limited to the hospitality industry. Since hospitality industry is a service oriented industry, similar researches can be conducted in other industries to see the differences.

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