UNIVERSITY OF ECONOMICS AND MANAGEMENT

Nárožní 2600/9a, 158 00 Praha 5

DIPLOMA THESIS

MASTER OF BUSINESS ADMINISTRATION

Using Meditation to Combat Cyberloafing in High-Stress
Work Environments

UNIVERSITY OF ECONOMICS AND MANAGEMENT

Nárožní 2600/9a, 158 00 Praha 5

TITLE OF DIPLOMA THESIS
Using Meditation to Combat Cyberloafing in High-Stress Work Environments

DATE OF GRADUATION AND DIPLOMA THESIS DEFENCE (MONTH/YEAR)
January 2019

NAME AND SURNAME OF THE STUDENT/STUDY GROUP
Melissa Yadira Cafagna

NAME OF THE SUPERVISOR
Ing. Pavla Kubová, Ph.D.

University of Economics and Management
www.vsem.cz

UNIVERSITY OF ECONOMICS AND MANAGEMENT

Nárožní 2600/9a, 158 00 Praha 5

SUMMARY
1. Main objective: Determine the effects of meditation on stress levels at work and therefore cyberloafing.
2. Research methods: Survey from 12 participants who work in high-stress environments in California.
3. Result of research: Meditation does improve stress levels and cyberloafing. The most favoured result was two meditaions a day both lasting five minutes.
4. Conclusions and recommendation: Recommend further research in this field with a larger pool of participants. Also there should be more training on proper methods of meditation to ensure accurate results. Also different forms of meditation should be tested to determine the best way to meditate to combat stress and cyberloafing.

KEYWORDS
Cyberloafing, Cyberslacking, Non-work related computing, Meditation, Mindfulness

JEL CLASSIFICATION
- M19 Other   - J24 Human Capital – Skills – Occupational Choice – Labor Productivity

UNIVERSITY OF ECONOMICS AND MANAGEMENT

Nárožní 2600/9a, 158 00 Praha 5, Czech Republic

DIPLOMA THESIS ASSIGNMENT

Name and surname:	Melissa Cafagna
Study program:	Master of Business Administration (MBA)
Study group:	MBA EN04
Title of the thesis:	Work Productivity Impact in the Era of Digitalization

Content of the thesis:	1. Introduction
	2. Theoretical-methodological part
	   2.1 Basic Knowledge and Contextual Information
	   2.2 Similar Research and Process Declaration
	   2.3 Literature Review
	   2.4 Methods
	3. Analytical part
	   3.1 Analytical Findings
	   3.2 Analytical Discussions and Interpretation
	4. Conclusions

References: (at least 4 sources)	• Kim, S., Christensen, A. L. The Dark and Bright Sides of Personal Use of Technology at Work: A Job Demands–Resources Model. *Human Resource Development Review*, *16*(4), 425-447, 2017. • Paulsen, R. Non-work at work: Resistance or what?. *Organization*, *22*(3), 351-367, 2015. • Stratton, M. T. Uncovering a new guilty pleasure: A qualitative study of the emotions of personal web usage at work. *Journal of Leadership & Organizational Studies*, *17*(4), 392-410, 2010. • Zoghbi-Manrique-de-Lara, P., Viera-Armas, M. Corporate Culture as a Mediator in the Relationship Between Ethical Leadership and Personal Internet Use. *Journal of Leadership & Organizational Studies*, *24*(3), 357-371, 2017.
Schedule	• Aim and methods till: 01. 08. 2018 • Theoretical part till: 01. 09. 2018 • Results till: 01. 10. 2018 • Final version till: 01. 12. 2018
Supervisor:	Ing. Pavla Kubová, Ph.D.

prof. Ing. Milan Žák, CSc.
rector

In Prague 1. 7. 2018

UNIVERSITY OF ECONOMICS AND MANAGEMENT
Nárožní 2600/9a, 158 00 Praha 5

Table of Contents

1 Introduction

The western world has accelerated into accomplishing unthinkable technological advancements in the last few decades due to the recent breakthroughs in digital technology. The personal computer, internet, cellular phone, tablet; these are among the few novice inventions that now have a co-dependent relationship with society and workplaces. Workplaces specifically simply cannot function or operate at maximum profitability without these recent technological breakthroughs. Among these innovations the internet has brought the most significant change. The benefits the internet has brought companies specifically, simply connot be monetized, the changes are that vast. Companies can now communicate and send documents in new and quick ways via email. They can allow employees to work remotely in order to save time and costs to its employees. Most importantly many of the pre-digital business processes have become automated with the introduction of the internet. This means major time and profit savings to employees and companies.

Unfortunately, just as every benefit in life, the internet is a double-edged sword that comes with its own drawbacks. Among them are cybersecurity weaknesses, legal liabilities, privacy violations, and internet abuse. Internet abuse is a vague term that has many layers. The focus of this study will be among one of those layers: cyberloafing. Cyberloafing was a term coined by New York Daily News journalist Tony Cummins in 1995 to more simply describe what is known as using the internet for nonwork-related purposes during work hours. The most common types of cyberloafing include: general internet browsing, online shopping, social media, personal emailing and messaging, e-reading articles and blogs, job searching, and games and entertainment. Although the internet has proven benefits to maximize a company's bottom line, a study performed by University of Nevada shows that cyberloafing costs 85 billion dollars in lost productivity in the United States annually (Zakrzewski, 2016). It's no wonder several studies have been performed in order to figure out how to curb or limit such distracting behaviors. Others argue that cyberloafing is actually considered positive since it allows employees to destress when undergoing high-stress times in their work environment (Kim & Chen, 2009). Several studies have confirmed that this activity specifically effects employees that are easily stressed. However, few of these studies have attempted to find low-cost solutions to those who are overly stressed. Several studies simply look at aspects of the human condition such as gender, age, personality type, personal ethics etc, that precede cyberloafing behavior.

One low-cost solution that can be implemented quickly and efficiently would be meditation, more generally known as mindfulness. Several medical studies have gone to show how just a few to several minutes of meditation daily can provide benefits to individuals who deal with stress and distractions in their personal life (National Center for Complementary and Integrative Health, 2016). Why couldn't the same meditation practices be implemented to those seeking focus and stress relief in their professional lives as well? This study will attempt to prove if there are any positive or negative relationships between cyberloafing and meditation. Survey questions will be asked among individuals who cyberloaf often within high stress work environments before and after implementing meditation practices. This study assumes that meditation will improve stress levels and therefore cyberloafing behavior. Individuals who meditate should cyberloaf less while working in high stress environments. This study will also test the cyberloafing antecedents that are common among employees such as: gender, internet proficiency, job commitment, internet blockage, and job attitudes. The results of this study will go on to benefit the existing literature among cyberloafing. Additionally, it will be a great resource

to management employees within companies dealing with financial losses due to employees who cyberloaf often. It will also provide benefits to Human Resource managers looking to provide stress coping solutions to its employees.

This paper will begin with the theoretical-methodological part which will include a closer look at how the relevant data and sources that were used and selected. The most important sources and pieces of literature will be briefly introduced and described. The literature review will discuss the overall studies performed on cyberloafing as a whole in the last 10 years. Generally, the literature is divided into two sub categories, cyberloafing related to individuals and cyberloafing related to organizational factors. Then, it will take a detailed look at previous literature related to cyberloafing and stress. Lastly, the literature review will observe studies related to meditation in general and meditation used in work environments. Following the literature review the methods and approaches used in this thesis will be thoroughly described and justified. The analytical portion will follow the theoretical-methodological portion. This will provide new data and depth to the cyberloafing phenomenon. The analytical portion will analyze the impact meditation has on individuals who cyberloaf in high stress work environments. The thesis will conclude with the most important outcomes and recommendations for management personnel who work in companies with heavy cyberloafing activity. With this research they can make an informed decision about how to approach solutions to cyberloafing.

2 Theoretical-Methodological Part

2.1 Basic Knowledge and Definitions

2.1.1 Cyberloafing

Cyberloafing, also referred to as cyberslacking, is defined as "the use of internet and mobile technology during work hours for personal use" (Vitak, 2011).

Counterproductive work behavior (CWB) is defined as "behavior which detracts from an employee's level of performance at work" (Blanchard & Henle, 2009).

Nonproductive cyberloafing and counterproductive cyberloafing are two types of cyberloafing that are defined based on behaviors that are considered either damaging or not damaging to the company. Nonproductive cyberloafing is characterized with light use of non-work related computing, while counterproductive is heavier use that can actually compromise company data or security (Mastrangelo et al, 2006).

Deviant Workplace Behavior is behavior that violated organization norms and threatens the well-being of the organization. Deviant workplace behaviors can be categorized into minor or serious. Cyberloafing is a form of deviant behavior that can span from minor, for example checking a personal email, to serious, for example downloading illegal files. (Henle & Blanchard, 2008)

Self-regulatory strategies and imposed strategies related to controlling cyberloafing behavior are important definitions when it comes to understanding cyberloafing. These are the two major approaches most organizations take when limiting or prohibiting cyberslacking. Generally, "the self-regulated model focuses on an individual's inherent desires to follow the rules…while the imposed model emphasizes the use of sanctions to deter illicit behavior" (Ugrin, Odom, Pearson, 2008).

2.1.2 Workplace Stress

Role ambiguity related stress is defined as the "uncertainty regarding job duties and expectations, lack of guidelines for appropriate work behavior, and unpredictability of behavioral outcomes" (RuningSawitri, 2012).

Role overload related stress is "due to be asked to do the work in excess of expectations within a specific time period (RuningSawitri, 2012)

Role conflict related stress refers to "incompatible demands in the workplace, such as conflicts between the demands of work and one's personal values, different requests of work group or supervisor, and organizational policies and work duties" (RuningSawitri, 2012).

Work Stressors refers to a work-related environmental demand that causes stress. (Henle & Blanchard, 2008)

Work Strain refers to the resulting consequences of stressors that are not properly managed and coped with resulting in negative consequences to well-being. (Henle & Blanchard, 2008)

Stress Coping refers to cognitive and behavioral attempts to manage stressors that are appraised as threatening to an individual's well-being. There are two major methods of coping problem-focused and emotion-focused. The problem focused method includes managing stress by gathering information, forming a plan, or drawing on past experience. Meanwhile, the emotion-focused method tries to simply reduce distressful emotions by ignoring stressors, and sleeping, praying (Henle & Blanchard, 2008). The focus of this paper is to attempt to notice

relationships between cyberloafing and meditation which is considered an emotion-focused form of coping.

Escape-avoidance coping strategy refers to a "method that emphasizes avoiding or escaping from stressors through behavioral techniques such as sleeping, eating, drinking, and smoking, or using controlled substances" (Henle & Blanchard 2008).

Border Theory states that people are border-crossers. They try to satisfy both work and non-work needs at the same time by constantly transitioning from one to the other. An example of this can be an employee organizing a soccer match via email among his friends while at work. Inversely, this same employee can transition from a non-work activity to a work activity by choosing to answer emails during this same soccer match. This behavior typically enables cyberloafing in the workplace (Koay et al., 2017).

2.1.3 Meditation and Mindfulness

Meditation according to the online Merriam-Webster dictionary is the act of engaging "in mental exercise (such as concentration on one's breathing or repetition of a mantra) for the purpose of reaching a heightened level of spiritual awareness.

Mindfulness is "to focus on the ability to be present and fully engaged both with the external and internal world simultaneously. Another definition of mindfulness is the ability to be present, unbiased, and fully accepting of "what is" (Stoddart, 2016).

2.2 Similar Research and Process Declaration

The process for obtaining sources used for this study are as follows. To gain a general knowledge about cyberloafing a search was performed on Google Scholar using the term "cyberloafing." Articles were then selected based on relevance within the title. Titles that were too specific were skipped while articles with more generic studies were selected. Once a general understanding of the information was attained from cyberloafing more proper and formal searches commenced. Databases such as: Google Scholar, SAGE Business Case Studies, Google Books, ProQuest and ResearchGate were used to search for related articles and information. Keywords used included: "cyberslacking, non-work related computing, online loafing, cyber bludging, internet deviance, and personal web usage." Within these searches several studies were then observed that looked at the positive and negative relationships between cyberloafing and several different human characteristics such as: gender, age, internet expertise, and personality type.

Other articles were selected to be read that observed a relationship between cyberloafing and stress levels within working environments. It was observed that there were not many studies that attempted to find solutions to stress-related cyberloafing. Based on general knowledge possessed within myself about meditation, it was decided to see if any previous research had begun to study the effects of meditation on cyberloafing. When putting these keywords into a Google Scholar there were few relevant results. As such it was concluded that there is very superficial knowledge about the relationships that exist between cyberloafing and meditation. With this conclusion further research and reading had to be conducted about meditation in the work place and its potential benefits to employees in the work place. Therefore, the keywords "meditation" and "workplace" were added to Google Scholar search and provided various relevant results. Once again, to gain a general knowledge about meditation practices within working environments several titles were selected based on their generic nature.

2.3 Literature Review

2.3.1 Cyberloafing

Cyberloafing as we know it today is different today than it was ten years ago, despite the internet being a heavily used resource then as it is now. The introduction of social media, for example, has changed the way people cyberloaf. Applications such as Facebook, Instagram, and Twitter tout to having billions of users, many who presumably are fully employed persons. The introduction of the smart phone, essentially a pocket-sized computer, has also allowed users to not have to utilize company internet and equipment to engage. Cyberloafing adapts and changes just as technology does. As technology grows cyberloafing will grow with it. As observed in this literature review one will note that many studies have been aimed at trying to understand why people cyberloaf? According to Terrance G. Weatherbee "the research that has been conducted is almost solely focused on individual behaviors" (Weathebee, 2009).

Very few studies have offered simple solutions based on previous studies. This literature review will briefly discuss the many studies that have been discussed within the realm of cyberloafing, but it will take a closer look at stress-related studies connected to cyberloafing. Since cyberloafing is a recent phenomenon initial studies done in the 1990's focused on its classification and the degree to which it was actually harmful to a company. In short, these studies categorized the different ways in which studies can be classified, for example emailing or web browsing (Lim, 2002). Of course, these classifications have since grown with the introduction of new technology as stated earlier. Other studies simply aimed to test the severity of the loafing by classifying it as either "major" or "minor" and "productive" and "counterproductive" (Mastrangelo et al., 2006). Lastly, the most recent study observing typology reviewed the different functions of cyberloafing. These four functions are: social, informational, leisure, and virtual emotional. These four functions are explained best through practical examples. The social function for example is best characterized by emailing or instant messaging with friends. The informational function is best characterized by reading blogs and articles. The leisure function is best characterized as using the internet for entertainment such as videos and games. Lastly, the virtual emotional function is best characterized by online dating applications (Li, S & Chung, 2006).

Once cyberloafing was understood through typology and categorization studies evolved into understanding why people engage in these behaviors. Researchers began to look at several different characteristics; gender, personality type, age, attitudes, etc. Understanding these reasons and behaviors would help companies manage personal web usage productively and efficiently. Studies also have examined the antecedents related to the actions of the organizations, as opposed to the aforementioned individual behavior. Therefore, the general cyberloafing literature review will be closely examined in two parts: individual and organizational.

Part 1 – Individual

Personality is defined as "individual differences in characteristic patterns of thinking, feeling and behaving (American Psychological Association). Examples of personality traits associated to an increased/decreased level of cyberloafing are: self-esteem, isolation, self-control, and loneliness. A study conducted in 2008 observed how an individual's level of self-control determined the amount of time spent cyber-loafing on the job. The study concluded that

that the lower the individual's self-control the more likely they would engage in general deviant behavior, such as cyberslacking. This is due to individuals, with low self-control, placing, "a greater value on the immediate benefits and a lower value on delayed costs as compared to an individual that rates high in self-control" (Ugrin, Pearson, Odom, 2008). Another study related to self-esteem and workplace internet addiction had a positive relationship. According to this study, "employees with LSE (low self-esteem) often resort to the internet for their psychological and pathological needs. As a result, these employees are more likely to spend more money, or more time on the internet than those employees with HSE (high self-esteem) (Chen, Chen, Yang, 2008).

The most widely referenced study related to personality and cyberloafing was done in 2013. This journal comparably examined cyberloafing and personality using the Big Five Traits, "the most agreed upon personality framework in literature" (Jia, Jia, Karau, 2013). The Big Five model is divided into 5 distinct categories: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. This model has been used across different subjects, not only business, to determine wat traits make an individual more susceptible to participating in certain activities. The results of the study were as follows, "after controlling for gender and age, extroversion was found to be positively related to cyberloafing, whereas conscientiousness, emotional stability, and openness were all negatively related. However, agreeableness was found to be nonsignificant" (Jia, Jia, Karau, 2013). This study is considered especially useful to companies who distribute personality tests as a condition before hiring. It can help management better understand which employees, based on personality type, would most likely engage (or disengage from) cyberloafing. A study conducted in 2014 by Fiona Woods specifically observed the relationship of cyberloafing of only one trait, procrastination. (Woods, 2014) Although, a majority of her hypothesis were unsupported it is important to note that recent studies have been observing traits outside of the generic and widely used Big Five model. Perhaps looking at behavior singularly provides a deeper and more sound study.

Habit, according to the Merriam-Webster dictionary is, "a behavior pattern acquired by frequent repetition or physiologic exposure that shows itself in regularity or increased facility or performance." A study with an aim to further understand cyberslacking observed habits as antecedents to personal internet use at work. According to this article, once habits are created they are easily and subconsciously triggered as a response to internal and external impulses. An example of this is an employee who habitually engages in social media use upon the feeling of loneliness. The employee may not even be aware that this behavior is a habit and is therefore not conscious to their own cyberslacking. The study concluded that cyberloafing due to habitual internet use is self-correcting. "In other words, the maintenance and restoration of self-control over cyberslacking is possible" (Vitak, Crouse, LaRose, 2011).

The general attitudes and perceptions individuals have towards the internet and cyberloafing do have a relationship with the propensity to engage in cyberloafing. A study conducted by Columbia University professor Benjamin Liberman observed how employee job attitudes towards cyberloafing and organizational characteristics affect cyberloafing behavior. Of the 6 hypotheses tested, the one specifically related to attitudes toward cyberloafing assumed, "there will be a positive relationship between favorable attitudes towards cyberloafing and cyberloafing" (Liberman et al., 2011). In other words, if an employee perceived cyberloafing to be an acceptable behavior at work, they were more likely to engage in such behavior at work. The study found this hypothesis to be true in conclusion (Liberman et al., 2011). An additional study done in Malaysia observed employee attitudes towards

Cyberloafing in Malaysia. The study specifically found that a majority of the 393 Malaysian employees viewed cyberloafing as morally wrong (Ahmad & Jamaluddin, 2009). Personal morals as an antecedent to cyberloafing has been studied in a previously mentioned journal. The study that observed self-control additionally reviewed the implications of morality on the behavior towards cyberslacking. Typically, people who believe that cyberslacking is "morally wrong" are more likely to not engage in it (Vitak, Crouse, LaRose, 2011).

Demographics are defined as the statistical characteristics of human populations (such as age or income) used especially to identify markets (Merriam-Webster). Literature related to demographics make up a major part of the overall literature related to antecedents to cyberloafing. Researchers are interested in the demographics related to age, gender, education level, income level and occupation status. Several studies have been conducted to observe how age is a determinant to cyberloaf. Although it is important to note that most of these studies did not test demographics singularly but instead tested a few to several per one study. A study previously mentioned observed four important demographics: age, race, gender, and education level. This study also tested which activities were specifically included within cyberloafing, as noted earlier in the introduction, there are many. The study concluded with the following results. As age increased cyberloafing activity decreased, specifically activities related to IMing and texting. Men were more likely to cyberloaf than women at work especially when it came to reading blogs and watching videos. Men of color were more likely to cyberloaf using IMs and texts more than white men. The higher the educational level the more likely employees would cyberloaf specifically only using personal emails and shopping. (Vitak, Crouse, LaRose, 2011).

Another study that observed certain demographics coupled with some of the big five traits found similar results to the study previously mentioned. The study similarly concluded that as age increased cyberloafing decreased. Male employees were also more likely to cyberloaf than female employees. (Jia, Jia, Karau, 2013). Another study performed by Lim and Chen, scholars who have provided extensive literature related to cyberloafing, closely looked at gender. This study is important as it provided considerable detail related to gender specific cyberloafing. It concluded that just as previously mentioned studies confirm, men cyberloaf more than women. The study noted that men cyberloaf a little more than an hour a day while women cyberloaf close to 45 minutes a day. When asked if it was appropriate to cyberloaf during work hours the results showed that "about 97% of men and 85% of women reported that it was acceptable for employees to cyberloaf at the workplace" (Lim & Chen, 2009). A recent study from 2017 once again that concluded that men were more likely to cyberloaf more than female employees but contrasted the previous groups by noting that the results related to age were insignificant (Ahmad, 2017). Another study performed went a step further in this contrast and found that older workers had cyberloafed more than younger workers Restubog et al., 2011).

A study that looked closer at gender intertwined with educational level and occupation status found that personal internet use at work increased as educational level and occupation status increased. Most assume that cyberslacking is an activity only taken part by lower level employees. This study confirmed that more often than not men who are highly educated and are in a high status in fields such as management, finance, business were more likely to cyberloaf than their lower level counterparts (Danzinger & Garrett, 2008). According to a study performed that reviewed cyberloafing in Turkey related to income there was no direct relationship between income level and cyberloafing. The results were considered insignificant

(Akman and Mishra, 2010). Although, it is important to note that studies have observed that employees that feel "overworked and underpaid" were more likely to cyberloaf than employees who may be overworked but perhaps make a higher income (Jamaluddin et al., 2015). Due to these results it's than important to discuss how antecedents related to the organization affect company-wide cyberslacking. Just as there is an abundant amount of research related to individual factors, there is also an extensive amount of literature related to organizational factors that affect cyberloafing in the workplace. It is therefore important to mention this next.

Part 2 – Organizational

In order to combat cyberloafing organizations have developed their own internal solutions to minimize cyberloafing. We will observe the different studies that have tested these workplace methods and their overall effectiveness. Typically, there are two different ways can prevent cyberloafing behavior: self-regulatory strategies and external coercive (imposed) strategies. One quick and simple solution to combating cyberloafing, that is self-regulatory, is to set rules or company code that prohibits or limits cyberloafing. It is important this is also coupled with penalties for those who do not follow these rules. One previously mentioned study confirmed that the tougher the penalties for cyberloafing the more likely employees will not cyberloaf. However, it is important to note that tough penalties on employees have created backlash to employers amongst employees who increase their cyberloafing simply due to the fact that they consider the penalties unjust (Vitak, Crouse, LaRose, 2011).

Employers who are serious about cyberloafing have taken it a step further than rules and have actually implemented barriers such as webpage blocks and firewalls in order to guarantee employees are not cyberloafing on work equipment. Of course, employees can still engage in in cyberloafing on their personal mobile phones, which the organizations cannot block with these same methods. Regardless, studies have confirmed that this method has been effective on employees who engage in cyberloafing (Ugrin, Odom, Pearson, 2008).

Another organizational factor that effects employee cyberloafing is managerial support for the use of internet at work. This especially effects managers who realize the importance of internet and computer technology in the work place. The problem arises when management is not clear whether the computer can be used for business or personal reasons. Typically, employees misconstrue the acceptability of internet from management as an endorsement that all internet, even cyberloafing, is considered acceptable (Liberman et al., 2011). A study observed just how effective managerial support was to overall cyberloafing. It hypothesized that, "there will be a positive relationship between managerial support for internet usage and cyberloafing." The results of the study indicated that such positive relationship exists. (Liberman et al., 2011)

In the same study another important factor was observed, coworker norms to cyberloafing amongst an organization. Typically, if employees see their fellow coworkers cyberloafing, they will deem this acceptable and also engage in such behaviors. In a previous study, "found that 88% of participants reported that they engaged in cyberloafing because they perceived others in their workplace to be cyberloafing as well, suggesting that cyberloafing is an everyday, common behavior. This was measured by asking the participants, "On average, how many minutes per day do you estimate that your coworkers ''play'' online at work?" The results confirmed that there was certainly a positive relationship between the perceived cyberloafing of fellow coworkers and cyberloafing in an organization (Liberman et al., 2011).

The next organizational factor that effects cyberloafing is an employee's attitude towards their job. Employees tend to engage in cyberloafing when they have unfavorable job attitudes. It is a form of retaliation that helps an employee regain control of their job. Employees who feel there in no organization justice are especially vulnerable to engaging in deviant workplace behavior, which includes cyberloafing. Overall studies have concluded that job attitudes still have only a limited role in cyberslacking at work. (Liberman et al., 2011).

Related to employee job attitudes are three important factors: job commitment, job satisfaction, and job release. Job commitment is expressed an employee who has strong emotional attachments to their work and organization. Typically, employees who show high levels of job commitment find that cyberloafing is not a part of their job description and therefore are not as likely to engage in it. To put it simply any behavior not related to work, including cyberloafing, is considered inappropriate as it decreases work productivity. (Garrett & Danziger, 2008).

Job satisfaction too has a relationship to cyberloafing. Several studies have observed this relationship closely. Employees who are satisfied with their jobs typically do not cyberloaf, while those who are unsatisfied find ways to disengage with distractions, such as cyberloafing. Although most studies have found the results of this relationship as inconclusive (Vitak, Crouse, LaRose, 2011). The relationship between job satisfaction and cyberloafing has been a popular topic among mass media and academia. Although, similar to employee job attitudes, job satisfaction plays an overall limited role in cyberloafing antecedents (Garrett & Danziger, 2008).

Job release is way employees disengage from work by performing tasks outside of their job description. Among these tasks, cyberloafing has been a popular way employee disengage from their job responsibilities to relieve themselves from stress, boredom, or fatigue. Many studies have shown this kind of activity has actually been positive and is not considered a form work place deviance that should cause an alarm to organizations. In fact, results show that it makes employees happier and makes them feel they are "better workers" (Vitak, Crouse, LaRose, 2011).

Lastly, when it comes to organization factors a recent study observed if there was a difference in cyberloafing in private or public companies. The study observed nearly 200 employees from a public and private airline and asked survey questions related to cyberloafing. "The participants had to complete a survey about their demographics, habit in using internet at work, perception of social factors, perceived consequences, affect, intention, and facilitating condition about internet use at the workplace. (Hussain et al., 2017). The results show significant relationships different than the ones assumed, therefore the results were considered insignificant to cyberloafing. Instead the study served its purpose as reinforcing previously researched hypothesis' (Hussain et al., 2017).

2.3.2 Cyberloafing Relationship with Stress

An important part of the literature review more relevant to the hypothesis of this paper follows. There are a few studies that will be fleshed out below regarding the negative and positive relationship stress has on cyberloafing. The first and most impactful study related to stress and cyberloafing occurred in 2008 by Christine Henle and Anita Blanchard. This study initially examines the positive and negative effects digital technology and cyberloafing have

had at the turn of the 21st century. The positives including the enhanced information access and rapid and diversified communication, the negatives including the threats cyberloafing has on the privacy of a company. The study goes on to describe the relationship stress has with cyberloafing. The study poignantly observes an individual will reach a level of strain if they do not find effective coping strategies in their environments to deal with work stressors. It is believed that cyberloafing is therefore a method in which employees cope with stressors they have at work (Henle & Blanchard, 2008).

The study goes on to describe the role theory related to stress. Typically, the work-related stress can be attributed to the following three problems: role conflict, role overload, and role ambiguity. The two most extensive researched types of roles are role conflict and role ambiguity because they have been identified as the prevalent stressors across most companies. They have been linked as being the most detrimental to employee's overall work well being. Naturally, employees begin using coping mechanisms to deal with these role related work stressors. An individual will choose to cope using either a problem-focused or emotion-focused coping method. Cyberloafing is considered to be a form of emotion focused coping that is more specifically known as an escape-avoidance strategy coping. Cyberloafing has been studied to cope for stress related to role ambiguity and role conflict, not role overload. This is due to the uncertainty that is created from role ambiguity and role conflict, leading to behaviors of cyberloafing because of lack of guidance and perceived exceptions. Role overload on the other hand is assumed to not have a certain relation to cyberloafing since employees who have too much work simply do not have time for any deviant workplace behavior. The study therefore hypothesized that both role ambiguity and role conflict would have a positive relationship with cyberloafing while role overload would have a negative relationship to cyberloafing (Henle & Blanchard, 2008).

The participants of this study were 164 employed MBA students who had access to internet at work. The participants completed a survey with questions related to: demographics, cyberloafing habits, role stressors, and organization sanctions. The results of the study found that role ambiguity was positive related to cyberloafing, while role overload was negative related to cyberloafing, as hypothesized. However, role conflict was not significantly related to cyberloafing as previously assumed. The study concludes with recommendations to reducing cyberloafing by implementing stress management programs in order to reduce work stressors, as the complete removal is simply not possible. It is also recommended that organizations provide clarity to employees who deal with stressors related to role conflict and role ambiguity. Individual recommendations include prioritizing work duties to focus energy and time on more demanding responsibilities. Lastly, the study recommends organizations not add more work on the plate of their employees in order to reduce deviant workplace behaviors like cyberloafing. Although there is a proven negative relationship between role overload and cyberloafing this will only provide more stress to employees. Also note that too little work will increase cyberloafing, so it is important to distribute work in a balanced way (Henle & Blanchard, 2008).

A similar study performed in Indonesia by Hunik Sri RuningSawitri had the same hypothesis as the above 2008 Henle & Blanchard study in America. This study differed slightly because it also observed the role of internet experience among individuals who dealt with the role stressors: role conflict, role ambiguity and role overload. It was assumed that among these stressed individual's internet experience had a positive relationship with cyberloafing. The survey participants were 199 employees of the Surakarta local government. The survey consisted of questions related to: demographics, role stressors, internet experience, and

cyberloafing. The results of the above study were interestingly different from Henle & Blanchard's study. It instead found that role conflict, not role ambiguity, had a positive relationship to cyberloafing. The results of role ambiguity and role conflict were considered insignificant. However, when internet experience is factored into the role stressors the results change concluding that role conflict, role overload, and role ambiguity being considered significant to cyberloafing. Therefore, it can be concluded that employees who are stressed will turn to cyberloafing as a form of escapism depending on their level of internet experience. This is an important distinction that Henle and Blanchard were not able to conclude. It is also important to note that employees who were originally perceived to not cyberloaf because of role overload because they do not have time, will make time to cyberloaf if they are more of an expert on internet (RuningSawitri, 2012).

A recent study performed in Malaysia in 2017 observed the mediating effect job stress has on private demands and cyberloafing. Private demands are generally non-work related tasks that fulfill social and familial needs. An example of this can be an employee ordering flowers for his significant other during work hours. Border Theory makes it possible for employees to transition from completing work and non-work related tasks during working hours. Cyberloafing is a gateway for employees with a high-level of private demands to fulfill both of these different activities. Typically, employees will justify such cyberloafing behaviors to the fact that they will work later hours or extra hours on the weekend. Especially for employees who find it easy to transition. Therefore, this study assumed that employees with a higher set of demands are more likely to engage in cyberloafing behavior (Koay et al., 2017).

It is also assumed that more private demands lead to a higher amount of job stress. This is due to the fact that employees try to juggle the demands of their private life and work like at the same time. This is problematic because a person has a limited supply of mental resources to cope with such tasks. Stress emerges due to this lack of capacity therefore creating adding strains to employees who complete private demands while at work. The stress brought on by a higher level of demands therefore makes job stress a mediator between private demands and cyberloafing. This is especially due to the fact that employees engage in cyberslacking alleviate the negative emotions brought on by stress. This study lastly assumes that higher levels of stress at work well then lead to more cyberloafing (Koay et al., 2017).

This study had 301 participants complete surveys with questions relating to private demands, stress, and cyberloafing. The results of this study showed that all assumptions were supported. Therefore, it is important note the personal demands an employee may already have when it comes to cyberloafing at work. These private demands will change the employees stress level and therefore their level of engagement when it comes to cyberloafing. These results show the importance of setting up barriers or borders so that employees do not cross from domain to another. This means they should limit their private tasks at work and also, they should limit their work-related tasks while at home or among social environments (Koay et al., 2017).

In relation to stress it important to note both the positives and negatives of cyberloafing. Not all studies performed cyberloafing to simply be deviant workplace behavior. In a study performed in 2009, titled "Cyberloafing at the workplace: gain or drain on work?", Vivien Lim and Don Chen observe the positive and negative effects of cyberloafing on an employee' emotions and production. This study additionally tested gender difference in cyberloafing and time taken to switch from cyberloafing to work, but this is out of the scope of this section. In short certain activities performed, under the umbrella of cyberloafing, are more harmful than

others. It has been theoretically observed that sending personal emails in negative energy draining. This is important since one of the major cyberloafing activities is checking personal email. On the other hand, a cyberloafing activity that is considered positive is surfing the web. This is due to fact that it is a coping strategy that allows employees to "zone out." Therefore, this study tested these theoretical assumptions by stating that, "Emailing is a positively related to a negative effect" (Kim & Chen, 2009). And "Browsing is positively related to a positive effect." This hypothesis was tested via survey to 191 participants. The results of the study were as assumed. "Browsing activities were found to have a positive impact on employees' emotion, while emailing activities have a negative impact" (Kim & Chen, 2009).

2.3.3 Meditation and Mindfulness

The roles of meditation and mindfulness are very important in this study as it will be observed whether this technique can help alleviate work related stress and therefore cyberloafing. As seen above in the literature review there is a strong link between stress and cyberloafing. In order to refine the literature review pertaining to meditation and mindfulness, only certain areas of meditation and mindfulness will be observed. Generally, any studies on its general practice and effectiveness in the past 10 years will be observed as relevant. Meditation and meditation have a long history spanning to ancient times and therefore the history of meditation and mindfulness is considered to be outside the scope of this study. As mentioned earlier meditation and mindfulness have a long history that dates back to ancient times. It has been used globally for many mental, spiritual and physical health benefits. In fact, there has been significant growth of meditation and mindfulness practices in the West. According to a "2017 National Health Interview Survey (NHIS) found that U.S. adults' use of meditation in the past 12 months tripled between 2012 and 2017 (from 4.1 percent to 14.2 percent). The use of meditation by U.S. children (aged 4 to 17 years) also increased significantly (from 0.6 percent in 2012 to 5.4 percent in 2017)" (National Center for Complementary and Integrative Health, 2016).

It is important to clarify there is a brief difference between meditation and mindfulness, especially since it is often used interchangeably in literature. The difference is that meditation generally is when a person focuses on a sound, object or breath with the overall purpose of simply being present at a certain point of time, while mindfulness is the ability to always be present throughout our mind and environments throughout the day. It is important to note that meditation is a precursor to mindfulness since it helps the mind remain present throughout the day (Stoddart, 2016). There are many different methods and ways of performing meditation. However, most meditation is comprised of 4 elements. The combination of these 4 elements, if done correctly, will ensure an optimal meditation experience. The first element is environment. It is important to meditate in a quiet location with little distraction. The second element is posture. It is important to have posture that allows your body to relax and remain comfortable such as sitting or lying down. The third element is a focus of attention. It is important to think of a chant, a word, an object, or sensation that will help you regain focus when distracting thoughts arise. The fourth element is an open attitude. It is important to let your mind easily let go of distracting thoughts without passing judgement on yourself. (National Center for Complementary and Integrative Health 2016).

There has been recent proof that meditation has had positive benefits to the health and well-beings of employees. This is especially seen in the implementation of mindfulness/meditation practices within organizations like Google. Companies implement

yoga and meditation courses and workshops. The purpose of these courses is to help combat the many stressors that come with being an employed professional (Stoddart, 2016). Several studies have gone on to show the positive impacts that meditation and mindfulness have to overall health. There have been benefits related to a reduction in stress, anxiety, and depression (Manocha et al., 2011). Even studies that go on to have job specific benefits such as: job satisfaction, lower turnover, and more work productivity (Stoddart, 2016). Of course, some of the studies are also more scientific and can prove the positive benefits meditation and mindfulness have on cognitive brain function (Singh, MD et al., 2012; Singh, MD et al., 2015). Overall there have been a myriad of benefits that range from professional, physical, emotional and mental. The following will focus on the studies performed that observed how meditation and mindfulness improved an individual's stress.

2.3.4 Meditation/Mindfulness and Relationship with Stress

A study performed in Australia attempted to test meditation's effectiveness on work stress, and anxiety on full-time employees. This study was conducted over an 8-week period and used a style of mental silence-oriented meditation called sahaja yoga. Participants had to be full-time employees who could commit to the meditation twice daily. The results of the study show that this specific form of yoga was effective in combatting work-related stress and feelings of depression. (Manocha et al., 2011). Another study tested the effectiveness of meditation on stress and forgiveness among college students in a California university. This study was also conducted on an 8-week period and used two meditation programs: mindfulness-based stress reduction (MBSR) and Easwaran's eight-point program (EPP). Participants were mostly first-year, female college students. The results showed no significant difference between the two chosen meditation techniques and found that stress and forgiveness were improved as a result of meditation, as hypothesized. Another study performed on nursing students in Iran showed similar results. This study was conducted over a 4-week period and focused on stress management practices such as: yoga, meditation, muscle relaxation, muscle imagery, and breathing exercises. Participants were nursing students who had to meet twice a week in order to be trained on the stress management programs. The results of the study concluded with an overall improvement in the overall mental health of the student.

2.4 Methods

2.4.1 Survey

The only method used for this study is a survey. The questions for survey covered the following themes: cyberloafing, demographics, stress, role stressors, and meditation. The survey was created and responded to using Google Forms. They were distributed and shared to fellow peers and colleagues who could commit to not only performing surveys but also meditating and then performing a survey at the end of the work day. This is the reason for the low participation as not all interested participants were able to commit to the meditation portion of the study. The surveys targeted American employees in the metropolitan areas of Los Angeles, CA and San Francisco, CA who were considered to be in high-stress jobs and industries. These employees additionally had access to the internet through their work computers and or personal cellphones. Choosing to have respondents within high stress environments paints a more accurate picture of how stress specifically affect cyberloafing habits within an organization. The interview questions were compiled based on relevant research

performed coupled with preliminary interviews with an American employee who frequently cyberloafed while at work. In order to ensure that the participants can properly meditate a conversation with each one of them regarding meditation was necessary. Additionally, forms were sent out to all the participants that were a step-by-step guide on how to properly meditate. This study lacks the necessary resources to hold workshops in order to train participants the proper way to breathe and practice correct mindfulness and meditation.

The survey questions specifically ask questions related to demographics and antecedents related to cyberloafing. This includes, demographics (gender and age), job attitudes, internet blocking, internet proficiency, and job commitment. The following part of the survey has questions related to frequency of cyberloafing, stress, and roles stressors. These questions are asked by the participants on a linear scale from one to five. The participants were then sent surveys to be completed on three different days. The first survey required the participant to meditate once in the morning before work for 5 minutes. At the end of the day they were then required to fill out a survey with questions regarding their level of cyberloafing and stress levels. They were then asked whether they felt there was in improvement to their overall cyberloafing because of the meditation. The second survey required the participant to meditate twice, once in the morning before work for 5 minutes and once after lunch for 5 minutes. At the end of the day they were again required to fill out a survey with questions regarding their level of cyberloafing and stress levels. They were then asked whether they felt there was in improvement to their overall cyberloafing because of the meditation. Additionally, they were asked whether a second meditation was more helpful to their cyberloafing compared to one. The third survey required the participant to meditate three times, once in the morning before work for 5 minutes, once after lunch for 5 minutes, and once two hours after lunch. At the end of the day they were again required to fill out a survey with questions regarding their level of cyberloafing and stress levels. They were then asked whether they felt there was in improvement to their overall cyberloafing because of the meditation. Additionally, they were again asked whether a third meditation was more helpful to their cyberloafing compared to one or two.

3 Analytical part

3.1 Analytical Findings

The following information will present the findings of the three major forms of data allocation obtained through a survey. The survey included 12 participants who were between the ages of 25-30 and worked in the San Francisco, CA and Los Angeles, CA metropolitan areas. Most of the surveys were completed in a time spam of 3 days (minimum) to 5 days (maximum). The participants were encouraged to complete the surveys in a short time period to improve the overall benefits of meditation.

Table 1

Average Age of Participants		27.17	
Female	41.7%	Male	58.3%
Industry: Accounting, Architecture, Business, Entertainment, Legal, Medical, Retail, Tech			
Roles: Accounting, Administrative, Human Resources, Legal, Management, Sales, Tech			

Source: Melissa Cafagna

As noted in Table 1 (above) these were the general demographics of the participants who joined the study. The average age was 27 and most participants were women. Since the age of participants showed no significant difference it was no longer suitable to test age as an antecedent to cyberloafing. As noted above there were also many high stressed industries and roles that participated in this study.

Cyberloafing Criterion

Table 2

N/A	Never (0-5 minutes a day spent cyberloafing)
N/A	Hardly/Rarely (5-15 minutes a day spent cyberloafing)
	Seldom/Occasionally (15-30 minutes a day spent cyberloafing)
	Often (30-60 minutes a day spent cyberloafing)
	Usually (1-2 hours a day spent cyberloafing)
	Always (2 hours or more a day spent cyberloafing)

Source: Melissa Cafagna

The above table (Table 2) is important as this was the range that was used to determine how long employees cyberloafed generally (on a day to day basis) and before and after meditation. The question asked, "How often do you perform cyberloafing at work?" As noted above "Never" and "Hardly/Rarely" are "Not Applicable (N/A) to this study as none of the employees ever selected these criteria when making their survey selections. Therefore, it is not relevant to the results of this study. The table is color coded from green to red. The green in this study is considered a favorable (good) result when it comes to the timing of cyberloafing, whereas the red is considered a very deviant form of cyberloafing in which would be considered harmful to a company. These colors were also selected to apparently show the results of this study in the below charts and graphs. The colors provide overall simplicity and clarity when it

comes to the pie chart results pertaining to antecedents of cyberloafing and the meditation tables.

Role Stressors Results

Table 3

| Stressor	Percentage
Role Overload	25.00%
Role Conflict	75.00%
Role Ambiguity	66.67%

Source: Melissa Cafagna

The above results in table 3 show the results of the question asked, "Which of the following work stressors cause you the most stress while at work?" Participants could select all that apply, as many employees often suffer from one or more work stressors. This explains why the results do not equate to an even 100%. As noted above many of the participants primarily dealt with "Role Conflict" related stress (75%), followed by "Role Ambiguity" related stress (66.67%) and "Role Overload" related stress (25%). It should also be noted that the 25% of users who dealt with a "Role Overload" stressor cyberloafed the least and were more likely among the range of cyberloafing anywhere from Seldom/Occasionally (15-30 minutes a day spent cyberloafing) to Often (30-60 minutes a day spent cyberloafing). "Role Conflict" and "Role Ambiguity" had results of cyberloafing in all ranges (Always, Usually, Often, Seldom/Occasionally) showing no significant differences.

3.1.1 Antecedents to Cyberloafing

Antecedents to Cyberloafing Results: Gender
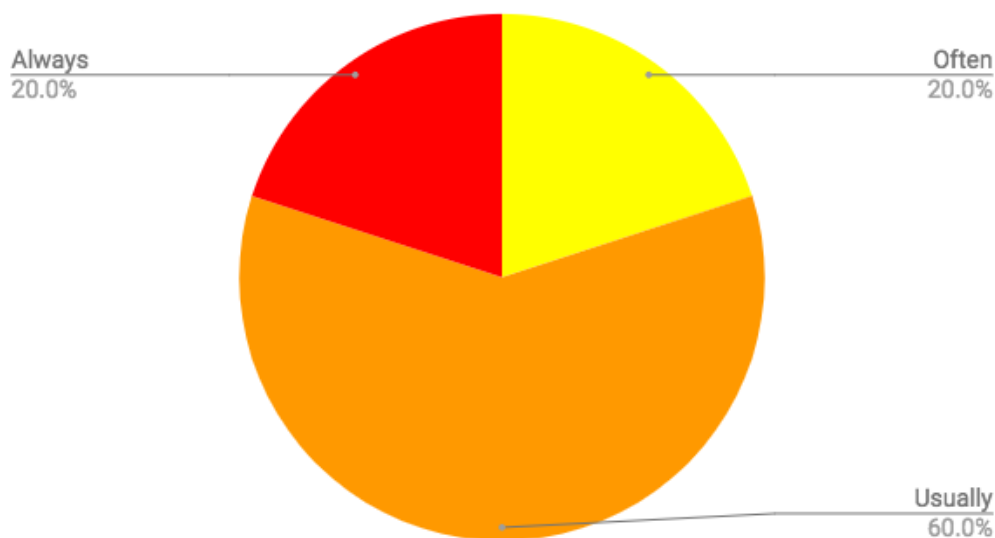
Chart 1
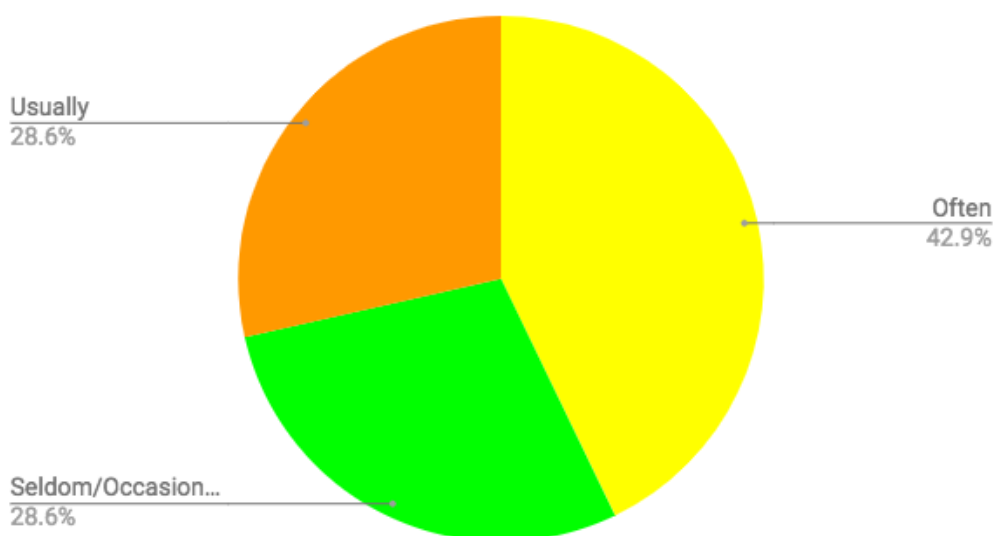
Source: Melissa Cafagna

The above results in Chart 1 show the results of how female participants answered the question, "How often do you perform cyberloafing at work." As noted above the majority (42.9%) of female participants cyberloafed often (30-60 minutes a day spent cyberloafing), while the rest of the female participants were both tied with results at 28.6% for cyberloafing seldom/occasionally (15-30 minutes a day spent cyberloafing) and usually (1-2 hours a day spent cyberloafing).

Chart 2

Cyberloafing by Males

Always
20.0%

Often
20.0%

Usually
60.0%

Source: Melissa Cafagna

The above results in Chart 2 show the results of how male participants answered the question, "How often do you perform cyberloafing at work." As noted above the majority (60%) of male participants cyberloafed usually (1-2 hours a day spent cyberloafing), while the rest of the male participants were both tied with results at 20% for cyberloafing often (30-60 minutes a day spent cyberloafing) and always (2 or more hours a day spent cyberloafing).
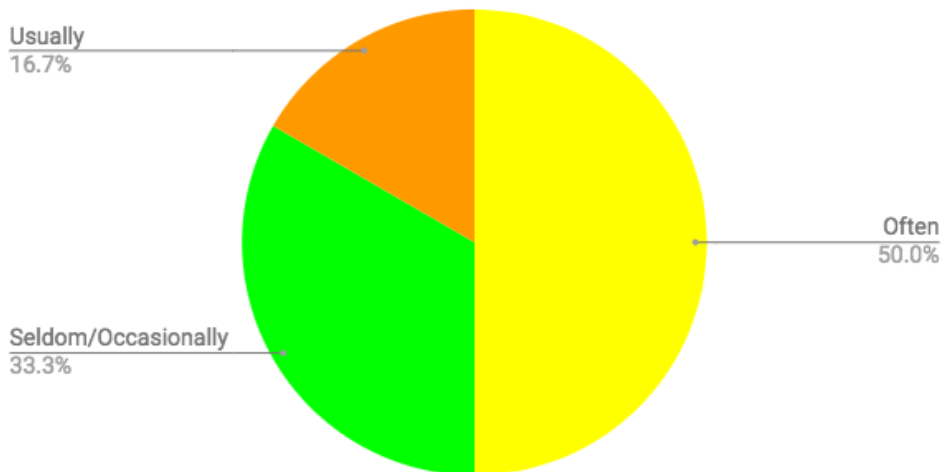
Antecedents to Cyberloafing Results: Internet Proficiency

The below results in Chart 3 and 4 show the cyberloafing results of how participants answered the question, "How would you rate your overall internet/computer proficiency on a scale from 1-5 with 1 being not proficient at all and 5 being very proficient in computer and internet skills? It is important to note all participants answered that their internet/computer proficiency was rated at a 4 or 5. Therefore, Chart 3 shows participants who answered with a 4, also known as a "moderate" level of proficiency while Dhart 4 shows the participants who answered 5, also known as the "highest" level of proficiency. As noted below in Chart 3 the majority (50%) of moderately proficient participants cyberloafed often (30-60 minutes a day spent cyberloafing), while the following group of participants cyberloafed seldomly/occasionally (15-30 minutes a day spent cyberloafing) and usually (1-2 hours a day spent cyberloafing). Regarding the results in Chart 4 a majority (66.7%) of high level proficient

participants cyberloafed usually (1-2 hours a day spent cyberloafing), while the following groups of participants cyberloafed often (30-60 minutes a day spent cyberloafing) and always (2 or more hours a day spent cyberloafing).
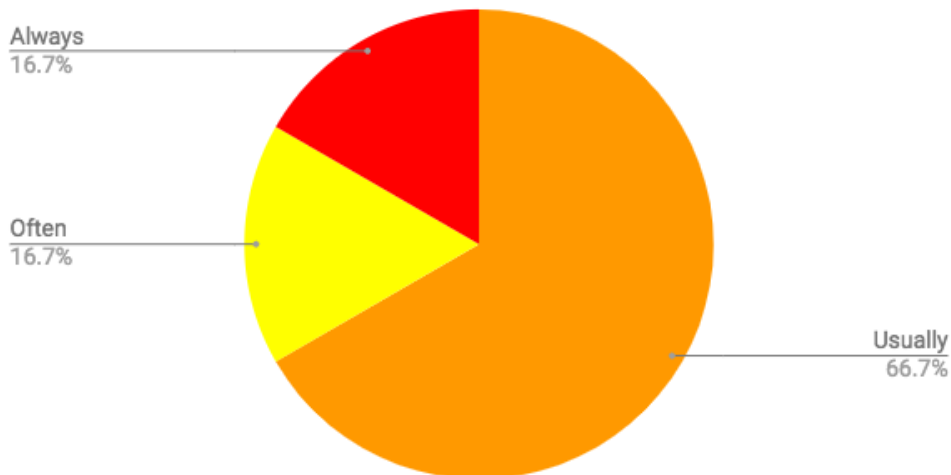
Chart 3

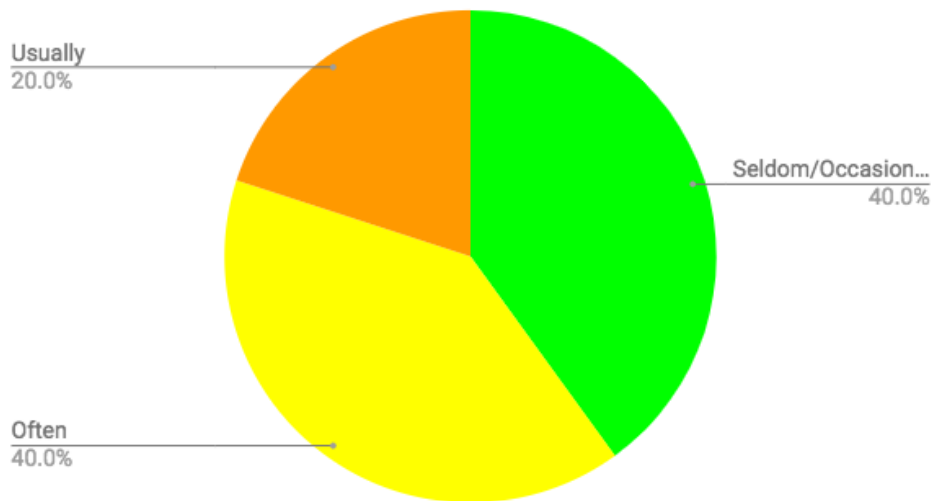Source: Melissa Cafagna

Chart 4

Source: Melissa Cafagna

Antecedents to Cyberloafing Results: Blocking Technology

The below results in Chart 5 and 6 show the cyberloafing results of how participants answered the question, "Are there any formal blocks or firewalls that prevent you from cyberloafing? It is important to note that out of all participants 58.3% answered with "Yes" and

41.7% answered with "No." Therefore Chart 5, shows participants who answered with a "Yes", while chart 6 shows the participants who answered a "No." As noted below in Chart 5 the majority (40%) of participants with blocking technology were tied. Half of participants cyberloafed often (30-60 minutes a day spent cyberloafing), while the other half of participants cyberloafed seldomly/occasionally (15-30 minutes a day spent cyberloafing) Lastly, 20% of participants cyberloafed usually (1-2 hours a day spent cyberloafing). Regarding the results in Chart 6 a majority (57.1%) of participants without blocking technology cyberloafed usually (1-2 hours a day spent cyberloafing), while the following groups of participants cyberloafed often (30-60 minutes a day spent cyberloafing) and always (2 or more hours a day spent cyberloafing).
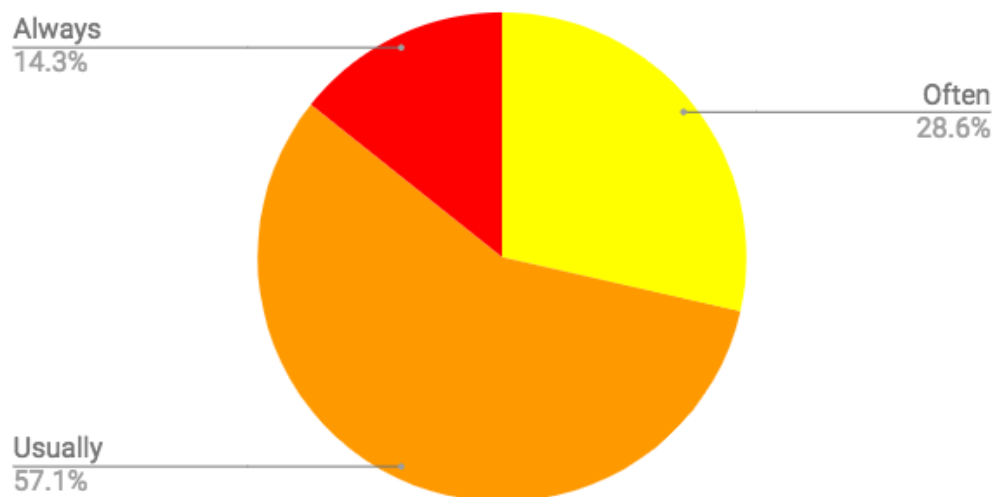
Chart 5

Cyberloafing for Users with Cyberloafing Blocking Technology

Usually 20.0%

Seldom/Occasion... 40.0%

Often 40.0%

Source: Melissa Cafagna

Chart 6

Cyberloafing for Users without Cyberloafing Blocking Technology
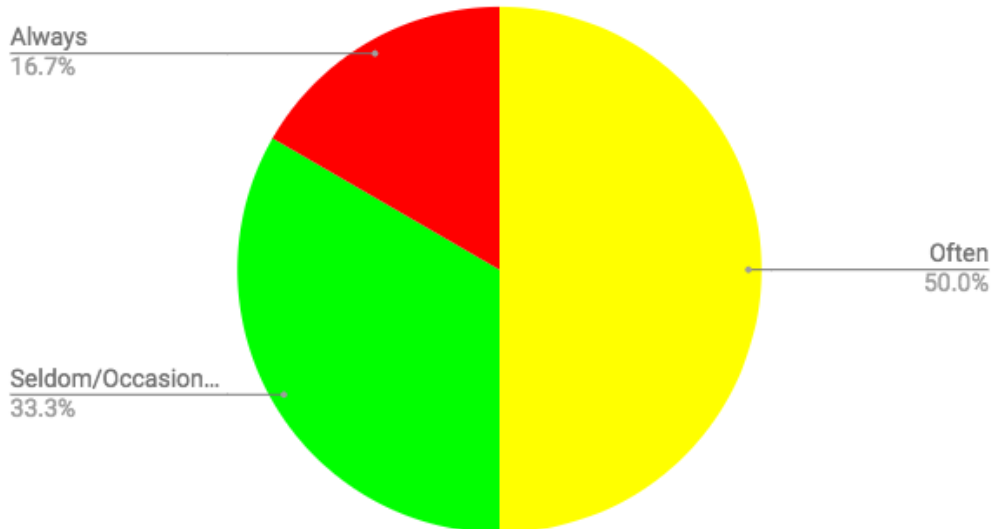
Always 14.3%

Often 28.6%

Usually 57.1%

Sources: Melissa Cafagna
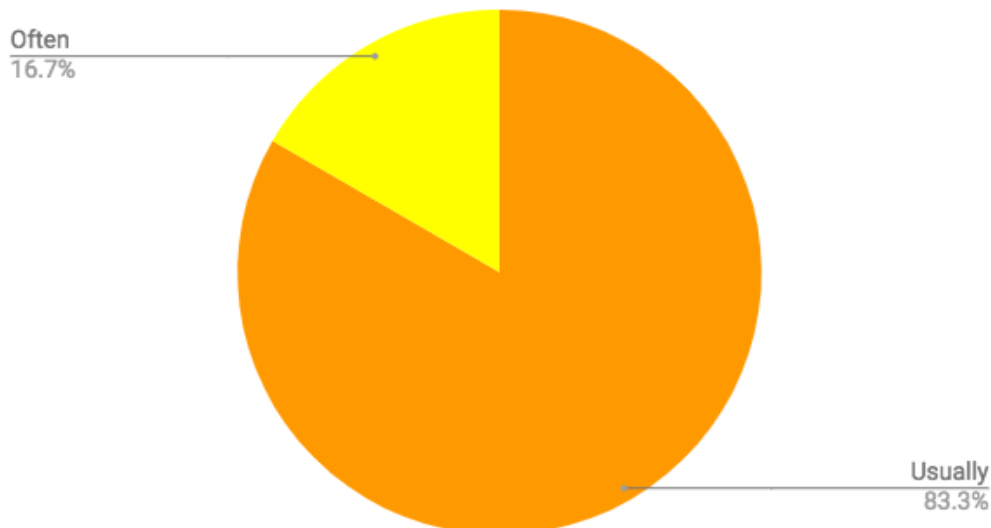**Antecedents to Cyberloafing Results: Job Commitment**

Chart 7

Cyberloafing for Participants Very Committed to Job

Source: Melissa Cafagna

Chart 8

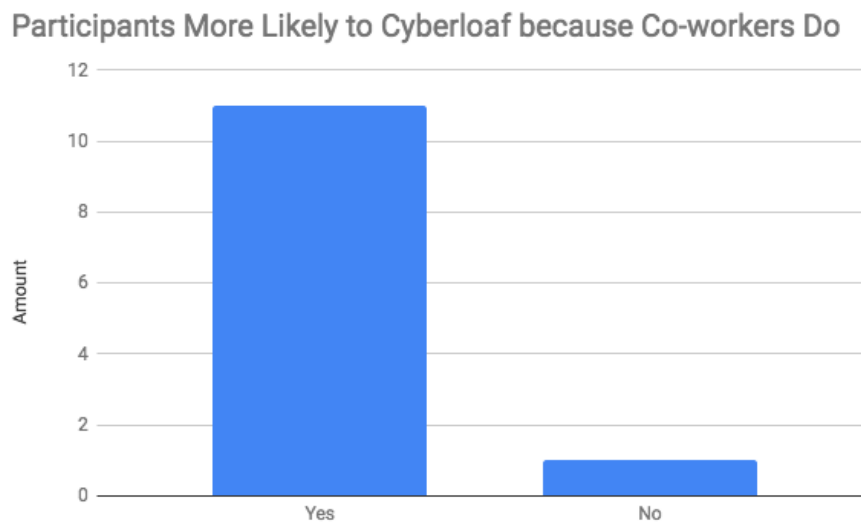Cyberloafing for Participants not Committed to Job

Source: Melissa Cafagna

The above results in Chart 7 and 8 show the cyberloafing results of how participants answered the question, "Do you feel you are committed and loyal to your job and therefore the responsibilities that come with it? It is important to note that out of all participants 50% answered with "Yes" and the other 50% answered with "No." Therefore Chart 7, shows participants who answered with a "Yes", while chart 8 shows the participants who answered a

"No." As noted above in Chart 7 the majority (50%) of participants cyberloafed often (30-60 minutes a day). The next group cyberloafed seldomly/occasionally (15-30 minutes a day spent cyberloafing), while a small minority (16.7%) of participants cyberloafed always (2 or more hours a day spent cyberloafing) Lastly, 20% of participants cyberloafed usually (1-2 hours a day spent cyberloafing). Regarding the results in Chart 8 a majority (83.3%) of participants not committed to their job cyberloafed usually (1-2 hours a day spent cyberloafing), while the following group of participants cyberloafed often (30-60 minutes a day spent cyberloafing).

Antecedents to Cyberloafing Results: Co-worker Norms
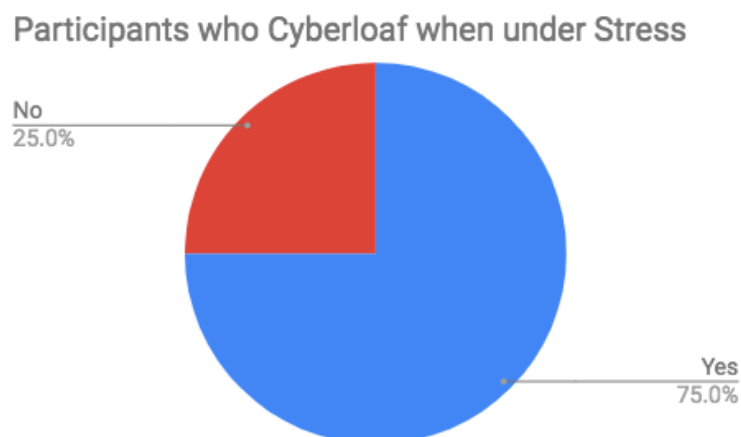
Chart 9

Source: Melissa Cafagna

The above results in Chart 9 show the cyberloafing results of how participants answered the question, "Does seeing your coworkers engage in cyberloafing make you feel it is more acceptable to do?" An overwhelming majority (11/12) of participants said "Yes."

## 3.1.2 Stress and Meditation

Chart 10

Source: Melissa Cafagna

The above results in Chart 10 show the cyberloafing results of how participants answered the question, "Does your cyberloafing activity increase when your stress levels increase?" Out of all participants 75% answered with "Yes" and the other 25% answered with "No."

Chart 11: Meditation 1 Time per Day

How effective was today's level of meditation on your stress levels on a scale from 1-5 with 1 being not very effective and 5 being extremely effective?
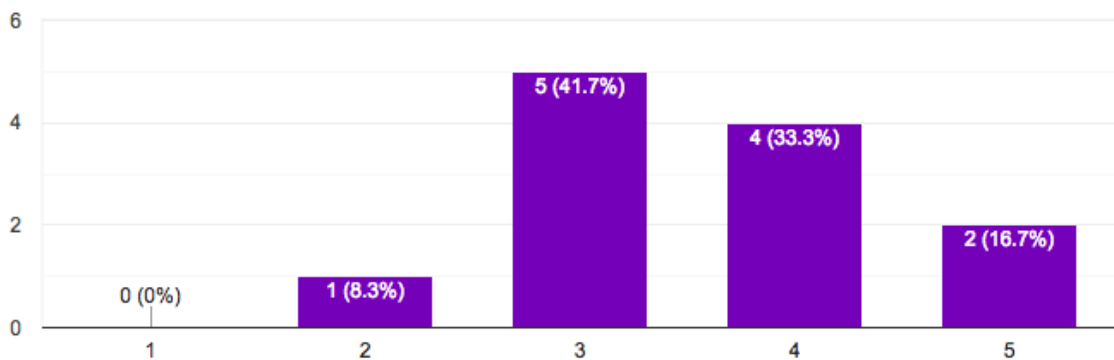
12 responses

Source: Melissa Cafagna

Chart 12: Meditation 1 Time per Day

How effective was today's level of meditation in combating your cyberloafing activity on a scale from 1-5 with 1 being not very effective and 5 being extremely effective?

12 responses

Source: Melissa Cafagna

The above bar graphs, Chart 11 and 12, were the results based on asking participants to perform a 5 minute meditation in the morning. Participants were then asked about how the meditation effected both their stress and cyberloafing activity. The above charts show that about

a quarter found the meditation effective to their stress and cyberloafing activity. Although a majority did not find the meditation very effective in combatting cyberloafing and stress. Please see below Table 4 for results.

Table 4 (Based on Chart 12)

Meditation 1 Time per Day (How frequent participants cyberloafed after meditation)						
		Cyberloafing Range Criterion				
		Seldom/Occasion.	Often	Usually	Always	
Effectiveness	1					
	2			1	1	
	3		2	3		
	4	1	2	2		
	5					

Source: Melissa Cafagna

Chart 13: Meditation 2 Times per Day

How effective was today's level of meditation on your stress levels on a scale from 1-5 with 1 being not very effective and 5 being extremely effective?
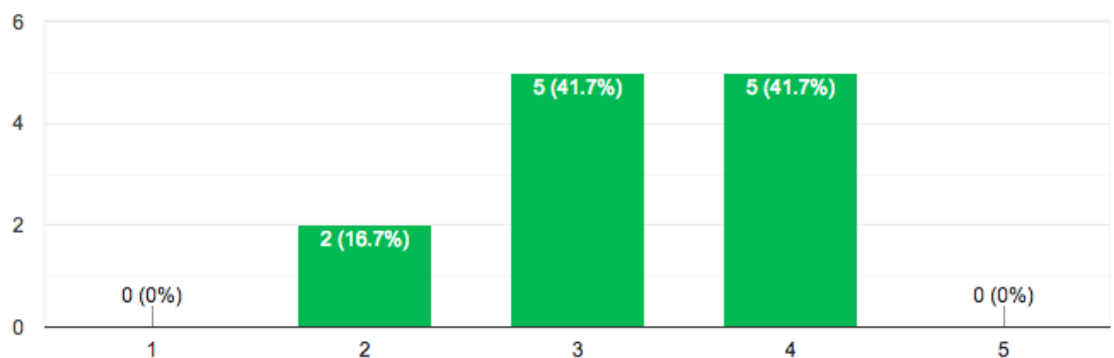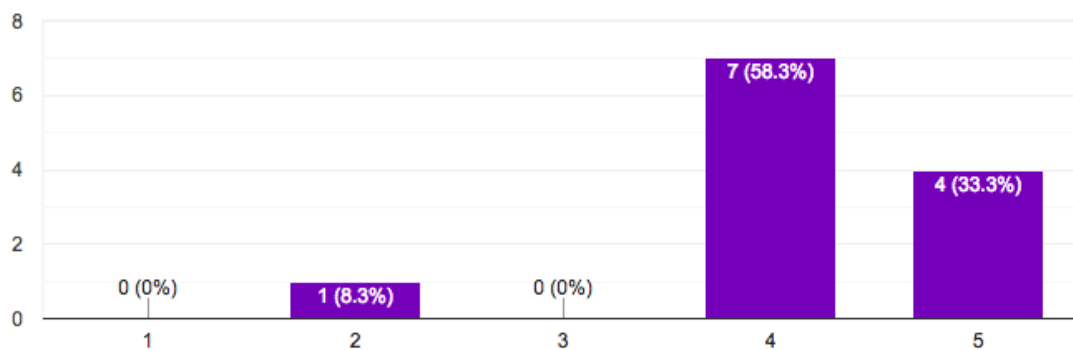
12 responses

Source: Melissa Cafagna

The above/below bar graphs, Chart 13 and 14, were the results based on asking participants to perform a 5 minute meditation twice a day, once in the morning and another after lunch. Participants were then asked about how the meditation effected both their stress and cyberloafing activity. The above charts show that about a majority (80-85%) of participants found the meditation effective to their stress and cyberloafing activity. Only a small minority did not find the meditation very effective in combatting cyberloafing and stress. It should be noted that participants were also additionally asked, "Was there a significant improvement in your cyberloafing activity as a result of adding a second meditation compared to only one?" In which case 83.3% of participants answered, "Yes" and 16.7% answered, "No." Please additionally see Table 5 below for complete results.

Chart 14: Meditation 2 Times per Day

How effective was today's level of meditation in combating your cyberloafing activity on a scale from 1-5 with 1 being not very effective and 5 being extremely effective?

12 responses
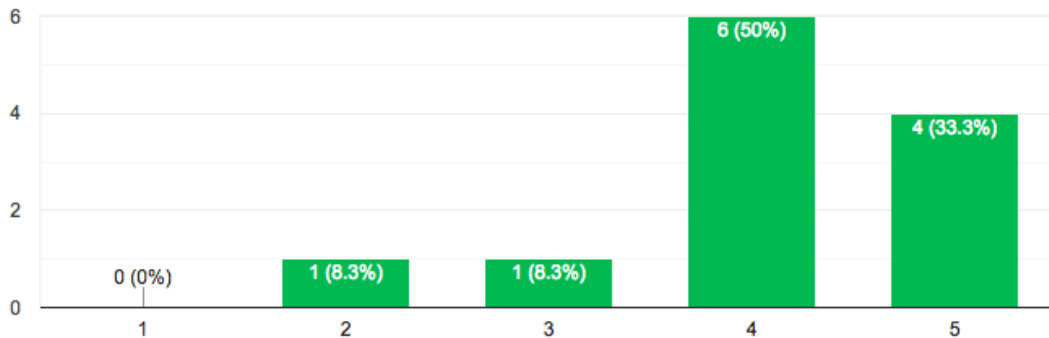
Source: Melissa Cafagna

Table 5 (Based on Chart 14)

Meditation 2 Times per Day (How frequent participants cyberloafed after meditation)						
		Cyberloafing Range Criterion				
		Seldom/Occasion.	Often	Usually	Always	
Effectiveness	1					
	2				1	
	3			1		
	4	2	4			
	5	2	2			

Source: Melissa Cafagna

Chart 15: Meditation 3 Times per Day

How effective was today's level of meditation on your stress levels on a scale from 1-5 with 1 being not very effective and 5 being extremely effective?

12 responses

Source: Melissa Cafagna

Chart 16: Meditation 3 Times per Day

How effective was today's level of meditation in combating your cyberloafing activity on a scale from 1-5 with 1 being not very effective and 5 being extremely effective?
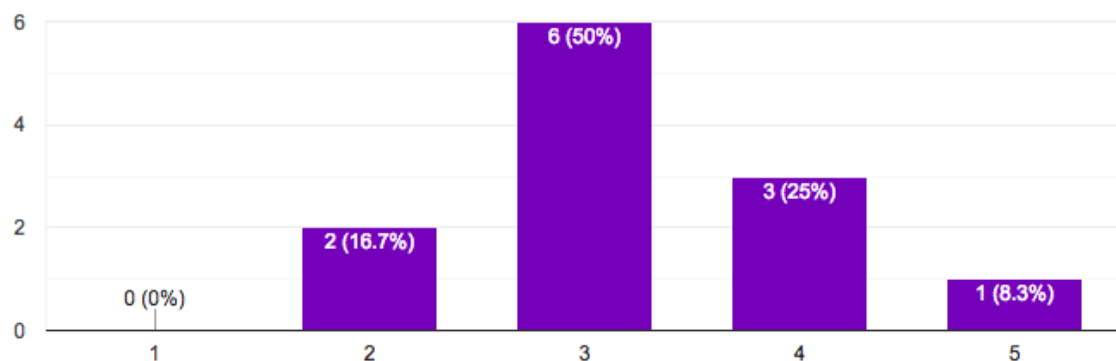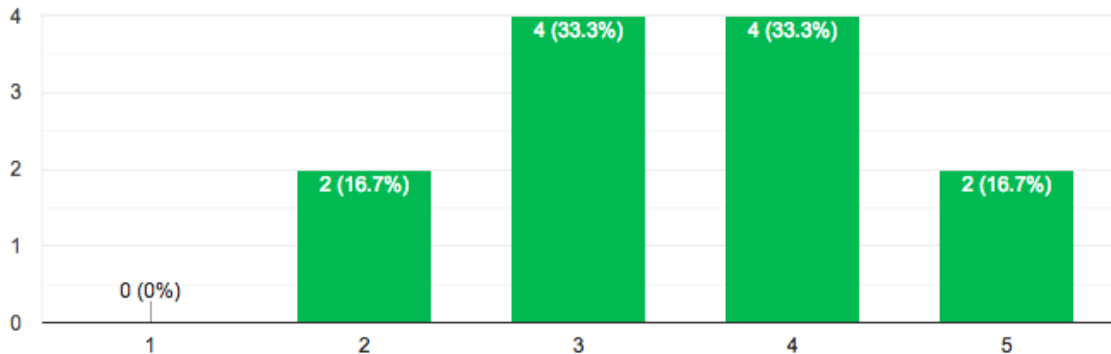
12 responses

Source: Melissa Cafagna

The above bar graphs, Chart 15 and 16, were the results based on asking participants to perform a 5 minute meditation three times a day, once in the morning, one after lunch, and another two hours after lunch. Participants were then asked about how the meditation effected both their stress and cyberloafing activity. The above charts show a decrease in impact to stress and cyberloafing. Only about a 30-50% of participants found the meditation effective to their stress and cyberloafing activity. Similarly, 30-50% did not find the meditation very effective in combatting cyberloafing and stress. It should be noted that participants were also additionally asked, "Was there a significant improvement in your cyberloafing activity as a result of adding a third meditation compared to only one or two?" In which case 83.3% of participants answered, "No" and 16.7% answered, "Yes." Please see Table 6 below which shows the complete results of how often the participants cyberloafed who meditation 3 times per day.

Table 6 (Based on Chart 16)

Meditation 3 Times per Day (How frequent participants cyberloafed after meditation)					
		Cyberloafing Range Criterion			
		Seldom/Occasion.	Often	Usually	Always
Effectiveness	1				
	2		1	1	
	3		1	2	1
	4	1	2	1	
	5	1	1		

Source: Melissa Cafagna

3.2 Analytical Discussion and Interpretation

The following discussion will break down the results of the survey by referencing past studies and journals related to cyberloafing antecedents and meditation. The overall goal will be to state opinions and interpretations of the results and further answering the questions asked in the introduction. The results will further be connected to previous literature or perhaps explain why there may be contradictions, if any. The conclusion will further state any suggestions for future research.

3.2.1 Antecedents to Cyberloafing

Antecedents to Cyberloafing Results: Gender

When both female and male participants were asked how long they cyberloafed, the results of this study show that men, more than women, selected the ranges "always" and "usually." In fact, the ranges of "always" and "usually" were equal to 80% of males while 28.6% of women only selected these same ranges. This certainly supports the preexisting literature that shows males cyberloaf more than females. Several studies mentioned above show that men cyberloafed more than women. However, it should be noted that typically the margin in these studies were typically much smaller. For example, the study done in 2009 by Lim and Chen showed that men cyberloaf a little more than an hour a day while women cyberloaf close to 45 minutes a day (Lim & Chen, 2009). This study specifically states 60% of men "usually" cyberloaf which is a range from 1-2 hours, while 42.9% of women cyberloafed often which is a range from 30-60 minutes. These results are somewhat similar to existing literature, especially for men, however, this study shows that women cyberloafed less than the norms laid out by other journals. Studies show differences between the cyberloafing of each gender, but these are much wider than the norm. This could be due to the fact that the participant size is rather small and uneven. A larger study with a more even gender-based audience could provide more accurate results.

Antecedents to Cyberloafing Results: Internet Proficiency

When both highly proficient and moderately proficient participants were asked how long they cyberloafed, the results of this study show that highly proficient participants, more than moderately proficient participants, selected the ranges "always" and "usually." The chart shows the ranges of "always" and "usually" were equal to 83.4% for highly proficient participants while 16.7% of moderately proficient participants only selected these same ranges. This definitely supports the preexisting literature that shows users who are expert users of the computer and internet cyberloaf more than those who don't. Not too many journals and studies have covered this antecedent as much as the others but the study that observed the relationship of role stressors showed that internet proficiency was in important factor that plays a role in cyberloafing. So much so that users burdened with "role overload" who theoretically don't have time to cyberloaf, are still able to do so depending on their level of expertise with the internet (RuningSawitri, 2012). Users who use the internet with a high level of expertise can cyberloaf in different ways in which others who lack the expertise simply can't. They have knowledge on further ways to cyberloaf and have the ability to perhaps penetrate company firewalls and blocks. These results are therefore consistent with existing literature.

Antecedents to Cyberloafing Results: Blocking Technology

When both participants with and without cyberloafing blocking technology were asked how long they cyberloafed, the results of this study show that participants without cyberloafing blocking technology, more than those without cyberloafing blocking technology, selected the ranges "always" and "usually." In fact, the ranges of "always" and "usually" were equal to 71.4% of participants without cyberloafing blocking technology while 20% of participants with cyberloafing blocking technology only selected these same ranges. This supports the preexisting literature that studies how effective blocking technology was in combatting cyberloafing. A pivotal study regarding cyberloafing blocking titles "Cyber-Slacking: Self-Control, Prior Behavior and The Impact of Deterrence Measures" found that this method was very effective in preventing employees from engaging in cyberloafing activity (Ugrin, Odom, Pearson, 2008). This result was unexpectedly consistent with previous literature. It was assumed that the introduction of the smartphone, essentially a handheld small computer, would change the effectiveness of cyberloafing blocking technology. This is due to the fact that personal smart phones are completely controlled by the employee and would therefore not have any blocking technology. Therefore, regardless of any employer firewalls or blocks employees could still cyberloaf a significant amount. Perhaps more studies should isolate the impact of personal cellphones on overall cyberloafing behavior at companies with blocking technology in place.

Antecedents to Cyberloafing Results: Job Commitment

When both participants committed to their jobs and not committed their jobs were asked how long they cyberloafed, the results of this study show that participants not committed to their jobs, more than those committed to their jobs, mostly selected the range "usually." In fact, the range of "usually" was equal to 83.3% for not committed participants while 50% of participants committed to their jobs cyberloafed "often" (much less). This supports the preexisting literature that shows those employees more committed to their jobs cyberloaf less than those who are not. Studies mentioned in literature review show employees with a high level of job commitment are emotionally attached to their work and responsibilities and therefore find that cyberloafing is not in their job description. They are emphatically loyal and view cyberloafing as more deviant work behavior and will therefore not engage in it (Garrett & Danziger, 2008). These results are consistent with previous literature and expectations for this study.

Antecedents to Cyberloafing Results: Co-worker Norms

Participants were asked "Does seeing your coworkers engage in cyberloafing make you feel it is more acceptable to do?" The result was 91.67% participants agreed and said "yes." Several studies have observed the effect of organizational cyberloafing norms on the employee cyberloafing habits. A study in 2011, "found that 88% of participants reported that they engaged in cyberloafing because they perceived others in their workplace to be cyberloafing as well, suggesting that cyberloafing is an everyday, common behavior (Liberman et al., 2011). This antecedent was by far the most consistent to previous literature. An overwhelming majority of employees agree that co-worker cyberloafing norms shape their one. Therefore, this is a big indicator to cyberloafing behavior in an organization. Theoretically the more an organization does to make cyberloafing less of a norm, the more it will be effective in reducing companywide cyberloafing.

3.2.2 Stress and Meditation

Role Stressors Results

Of the all the participants, 25% dealt with role overload related stress, 75% dealt with role conflict related stress, and 66.7% dealt with role ambiguity related stress. As the literature review notes, the two most extensive researched types of roles are role conflict and role ambiguity because they have been identified as the prevalent stressors across most companies. The way the participants answered this question is clearly consistent with existing literature. Of the four participants who generally cyberloafed the least and were in the ranges "seldom/occasionally', three of these participants had selected "role overload" as a work related stressor." Therefore, the remaining participants, who selected either "role conflict", "role ambiguity", or a combination of both mostly selected the ranges: "often, usually, and always." The study Henle and Blanchard out forth in 2008 hypothesized that both role ambiguity and role conflict would have a positive relationship with cyberloafing while role overload would have a negative relationship to cyberloafing (Henle & Blanchard, 2008). This study produced the same results and is therefore consistent with existing literature.

Meditation 1 Time Per Day

The charts 11 and 12 are very similar and show there is a clear relationship between the effects of meditation on stress and the effects of meditation on cyberloafing. There were 50.0% of participants who marked a 4 or 5 when asked about the effects of meditation on their stress levels. Similarly, 41.7% of participants marked a 4 or 5 when asked about the effects of meditation on their cyberloafing. The meditation occurring one time per day was the second most effective method in combating stress with meditation, yet it was third (last) most effective method in combatting cyberloafing. There were 41.7% of participants who thought this method of meditation was either effective or not effective when it came to both combatting stress and cyberloafing. Only 1 participant found this method of meditation ineffective to stress while 2 participants found it ineffective to combatting cyberloafing. Therefore, about half of participants found this method of meditation effective while the other half didn't.

Meditation 2 Times Per Day

The charts 13 and 14 also are very similar and show there is a clear relationship between the effects of meditation on stress and the effects of meditation on cyberloafing. There were 91.7% of participants who marked a 4 or 5 when asked about the effects of meditation on their stress levels. Similarly, 83.3% of participants marked 4 or 5 when asked about the effects of meditation on their cyberloafing. The meditation occurring two times per day was the most effective method in combatting stress with meditation and it was also the most effective method in combatting cyberloafing. There were no participants who thought this method of meditation was either effective or not effective when it came to both combatting stress with meditation, while only 1 participant found this method neither effective or ineffective when combatting cyberloafing. Only 1 participant found this method of meditation ineffective to stress and 1 other participant found it ineffective to combatting cyberloafing. Therefore, most participants found this method of meditation effective to both stress and cyberloafing.

Meditation 3 Times Per Day

The charts 15 and 16 are very similar (and different) when showing a relationship between the effects of meditation on stress and the effects of meditation on cyberloafing. There were only 33.3% of participants who marked a 4 or 5 when asked about the effects of meditation on their stress levels. Then an increase as 50% of participants marked 4 or 5 when asked about the effects of meditation on their cyberloafing. The meditation occurring three times per day was the least effective method in combatting stress with meditation and it was also the second most effective method in combatting cyberloafing. There were 50% of participants who thought this method of meditation was either effective or not effective when it came to both combatting stress with meditation, while 33.3% of participants found this method neither effective or ineffective when combatting cyberloafing. Only 2 participants found this method of meditation ineffective to stress and 2 other participants found it ineffective to combatting cyberloafing. Therefore, most participants found this method the least effective of meditation to stress but the second most effective to cyberloafing.

Overall Meditation Comparison

Table 4 shows how often all of the participants who meditated, cyberloafed. These results are similar to the effectiveness of the meditation on both stress and cyberloafing. Of all participants, 41.7% cyberloafed "seldomly/occasionally" and "often" compared to 58.3% who cyberloafed "usually" and "always." On Table 5 there is a large improvement to cyberloafing habits as evidenced by the bar graphs in charts 13 and 14. Of all participants, 83.3% cyberloafed "seldomly/occasionally" and "often" compared to 16.7% who cyberloafed "usually" and "always." It is important to note that there was a large improvement within the "seldomly/occasionally" range going from participant in Table 4 to 4 participants in Table 5. Table 6 shows an increase in cyberloafing activity compared to Table 5. Of all participants, 58.3% cyberloafed "seldomly/occasionally" and "often" compared to 41.7% who cyberloafed "usually" and "always."

Overall there is a clear relationship between mediation and stress and therefore cyberloafing. It is clear that finding ways to reduce stress levels will also benefit the cyberloafing habits of employees, among other untested benefits here, yet observed in other studies. Though the methods are very different between the meditation studies the results are similar in that there are proven results between meditation and stress. The study done in 2011 in Australia similarly had employees commit to a meditation twice daily. The results of the study show that their method of meditation (yoga) was effective in combatting work-related stress and feelings of depression (Manocha et al., 2011). It is interesting to note though that a third meditation did not improve stress or cyberloafing results compared to only two meditations. Even though three meditation was improvement compared to only one meditation. The results show that the third meditation, done 2 hours after lunch was essentially ineffective. Despite the results of the third meditation the hypothesis of whether meditation would improve stress and cyberloafing was answered. Meditation definitely improved stress and cyberloafing.

Limitations

The first limitation is the placement of the third meditation. Perhaps the third meditation could have been placed at another point of the day. Perhaps instead of focusing on having a few meditations a day it may have been more effective to instead only have two meditations a day but then increase the times of each meditation instead. For example, two meditations a day with the first day being 5 minutes each, the next day 7 minutes, and the last day being 10 minutes.

Therefore, I propose studies observe these results and continue to keep it at 2 meditations a day as this seems optimal and convenient for employees as well. Three during work may be considered too demanding. The main limitation of this study was the lack of participants. It was difficult to find willing participants who could commit to the study. Therefore, it is recommended that further studies be done with a larger sample of employees. The last limitation was the lack of training meditation. It was difficult to really assess whether employees were meditating correctly. This obviously effects the overall results. Therefore, future research should ensure that participants are actually meditating correctly by providing meditation workshops. They should also monitor, via survey whether the respondents feel they are performing the meditation in an effective or correct way.

4 Conclusion

As technology evolves and changes organizations will gain new and more efficient ways of conducting business. Technology changes quickly and often the laws, morals and ethics follow far behind it. Therefore, companies are in need of long term solutions that will be sustainable and adaptable regardless of the unpredictable consequences that come with the growth of technological advancements. Meditation and mindfulness will help with creating a happier and healthier employee, and therefore a happier and healthier company. As noted before, it is on the rise in the western world because its benefits are instantaneous and long term. Companies and organizations must seek solutions that can benefit employees and their bottom line. As discussed in the introduction cyberloafing costs companies billions of dollars annually, but when looking out for the well-being of its team, companies will help their bottom line organically.

Overall this study is a first step into looking at low cost solutions to cyberloafing that will also provide benefits that go beyond the reduction of cyberloafing. As other studies have observed meditation and mindfulness provide many physical and mental benefits to the human body. As seen in this study it also provides benefits to reduce stress, and therefore cyberloafing, since high stress is a proven antecedent to cyberloafing. This information is very useful to different parts of an organization. Firstly, cyberloafing has a number of antecedents, which mostly are out of the control of management. Also, cyberloafing blocking technology is becoming less and less effective with the introduction of the smartphone to the employee market. Organizations have no control over the personal items of an employee, especially because this activity can easily be done with discretion (Jamaluddin et al., 2015).Instead, solutions to cyberloafing should focus on the welfare of the employee's. For example, if it has been researched that role stressors such as role ambiguity and role conflict have a positive relationship to cyberloafing, management should attempt to reduce these stresses by clarifying the responsibilities to their colleagues. Similarly, stress is an unavoidable part of life both in the personal and professional world. Stress in the workplace produces many other negative consequences outside of cyberloafing. Therefore, management must similarly look for solutions that benefits employees in more ways than one. As mentioned before meditation is a relatively low cost solution in providing employees with overall stress and anxiety reduction. Employers can provide company wide solutions that help their people manage stress such as meditation workshops, yoga classes, and breathing lessons. They can also provide sponsorship to memberships to yoga studios and gyms that promote mindfulness and meditation. This information can also be a resource to Human Resource departments looking to provide further benefits to its employees. Benefits that will personally affect the employee, the company as a whole, and therefore their bottom line.

5 Bibliography

Ahmad, A., & Omar, Z. 2017, Age and Gender Differences in Employee Cyberloafing Behavior [online]. https://www.researchgate.net/profile/Aminah_Ahmad2/publication/313720412_Age_and_Gender_Differences_in_Employee_Cyberloafing_Behavior/links/58a4074fa6fdcc05f166a56f/Age-and-Gender-Differences-in-Employee-Cyberloafing-Behavior.pdf [October 05, 2018]

Ahmad, Z., & Jamaluddin, H., Employees' Attitude toward Cyberloafing in Malaysia. *In proceeding Creating Global Economies through Innovation and Knowledge Management: Theory & Practice*, 1(3), 409-418, 2009.

Akman, I., & Mishra, A., Gender, age and income differences in Internet usage among employees in organizations. *Computers in Human Behavior*, 26, 482-490, 2010.

Blanchard, Anita L. & Christine A. Henle, Correlates of Different Forms of Cyberloafing: The Role of Norms and External Locus of control. *Computers in Human Behavior*, Vol.24, pp.1067-1084, 2008.

Blanchard, Anita L. &Christine A. Henle, The interaction of work stressors and organizational sanctions on cyberloafing. *Journal of Managerial Issues*, 383-400, 2008.

Chen, Jengchung V. &Charlie C., Chen, Hsiao-Han Yang, An Empirical Evaluation of Key Factors Contributing to Internet Abuse in the Workplace. *Industrial Management and Data Systems*, Vol.108, No.1, pp. 87-106, 2008.

Garrett, R. Kelly & James N. , Danziger, Disaffection or Expected Outcomes: Understanding Personal Internet use During Work. *Journal of Computer-Mediated Communication*, Vol.13, pp. 937–958, 2008.

Garrett, R. K., & Danziger, J. N., On cyberslacking: workplace status and personal internet use at work. *CyberPsychology & Behavior*, 11(3), 287-292, 2008.

Jia, H., Jia, R., & Karau, S., Cyberloafing and personality: The impact of the big five traits and Workplace situational factors. *Journal of Leadership & Organizational Studies*, 20(3), 358-365, 2013.

Li, S., & Chung, T., Internet Function and Internet Addictive Behavior. *Computers in Human Behaviour*, Vol.22, pp.1067-1071, 2006.

Liberman, Benjamín, Gwendolyn Seidman, Katelyn Y.A. McKenna, Laura E. Buffardi, Employee Job Attitudes and Organizational Characteristics as Predictors of Cyberloafing. *Computers in Human Behavior*, Vol.27, pp. 2192–2199, 2011.

Lim Vivien K.G. & Don J.Q., Chen, Cyberloafing at the Workplace: Gain or Drain on work?. *Behaviour and Information Technology*, Vol.31, No.4, pp.343-353, 2012.

Lim, V.,The IT way of loafing on the job: Cyberloafing, neutralizing and organizational justice. *Journal of Organizational Behavior*, 23, 675-694, 2002.

Manocha, R., Black, D., Sarris, J., & Stough, C., A randomized, controlled trial of meditation for work stress, anxiety and depressed mood in full-time workers. *Evidence- Based Complementary and Alternative Medicine*, 1-8, 2011.

Mastrangelo, P., Everton, W., & Jolton, J., Personal Use of Work Computers: Distraction versus Destruction. *Cyber Psychology and Behavior*, V ol.9, No.6, pp.730−741, 2006.

Mediation: In Depth [online]. National Center for Complementary and Integrative Health Available at: https://nccih.nih.gov/health/meditation/overview.htm#hed3 [October 04, 2018]

Merriam-Webster.com [online]. Available at: https://www.merriam-webster.com/dictionary/demographic [October 05, 2018]

Merriam-Webster.com [online]. Available at: https://www.merriam-webster.com/dictionary/habit [October 05, 2018]

Merriam-Webster.com [online]. Available at: https://www.merriam-webster.com/dictionary/meditate [October 05, 2018]

Mohan A, Sharma R, Bijlani RL. Effect of Meditation on Stress-Induced Changes inCognitive Functions. *J Altern Complement Medicine*, 17(3):207-12, 2011.

Personality [online]. American Psychological Association. Available at: https://www.apa.org/topics/personality/ [October 04, 2018]

Restubog, S. L. D., Garcia, P. R. J. M., Toledano, L. S., Amarnani, R. K., Tolentino, L. R., & Tang, R. L., Yielding to (cyber)-temptation: Exploring the buffering role of self- control in the relationship between organizational justice and cyberloafing behavior in the workplace. *Journal of Research in Personality*, 45(2), 247-251, 2011.

RuningSawitri, H.S., Role of internet experience in moderating influence of work stressor oncyberloafing. *Procedia –Social and Behavioral Sciences*, Vol. 57, pp. 320-324, 2012.

Singh, Y., Sharma, R., Talwar, A., Immediate and long-term effects of meditation on acute stress reactivity, cognitive functions, and intelligence. *Alternative Therapies*, 18(6), 2012.

Stoddart, Renee Sarah, 2016 The Impact of Cyberloafing And Mindfulness on Employee Burnout [online]. Wayne State University. Available at: https://digitalcommons.wayne.edu/cgi/viewcontent.cgi?article=2486&context=oa_dissertations [October 05, 2018]

Ugrin, Joseph C., J. Michael Pearson & Marcus D., Odom, Cyber-Slacking: Self-Control, Prior Behavior and The Impact of Deterrence Measures. *Review of Business Information Systems*, Vol.12, No.1, pp.75-87, 2008.

Vitak, Jessica, Julia Crouse & Robert LaRose, Personal Internet use at work: Understanding Cyberslacking. *Computers in Human Behavior*, Vol.27, pp.1751–1759, 2011.

Weatherbee, Terrance G., Counterproductive Use of Technology at Work: Information and Communications Technologies and Cyberdeviancy. *Human Resource Management Review*, Vol.20, pp. 35-44, 2010.

Woods, Fiona, 2014. A Study into the Relationship Between Cyberloafing, Procrastination and Conscientiousness in the Workplace [online]. Dublin Business School. Available at: https://esource.dbs.ie/bitstream/handle/10788/2074/hdip_woods_f_2014.pdf?sequence=1&is Allowed=y [October 05, 2018]

Zakrzewski, Cat, 2016. The Key to Getting Workers to Stop Wasting Time Online [online]. Wall Street Journal. Available at: https://www.wsj.com/articles/the-key-to-getting-workers-to-stop-wasting-time-online-1457921545 [October 04, 2018]

Zill-e- Huma, Saddam Hussain, Ramayah Thurasamy, Muhammad Imran Malik, Determinants of cyberloafing: a comparative study of a public and private sector organization. *Internet Research*, Vol. 27 Issue: 1, pp.97-117, 2017.

6 Attachments

Survey Questions

What is your age?

25, 26, 27, 28, 29, 30

What is your gender?

Male, Female, Prefer Not to Say

How would you rate your overall internet/computer proficiency on a scale from 1-5 with 1 being not proficient at all and 5 being very proficient in computer and internet skills?

What is your current job industry?

Accounting/Financial Services
Architecture
Business
Entertainment
Legal Services
Marketing
Retail
Tech/Start-Up
Other:

What is your current role?

Accounting/Finance
Administrative
Human Resources
Legal
Management
Marketing
Sales
Tech
Other:

Do you feel you are committed and loyal to your job and therefore the responsibilities that come with it?
Yes
No

How often do you perform cyberloafing at work? Cyberloafing is a "term used to describe the actions of employees who use their Internet access at work for personal use while pretending to do legitimate work." Examples of cyberloafing include: online shopping, social media, web surfing, job searching, online games and entertainment, text messaging, instant messaging, personal emailing, and e-reading articles, blogs, and books.

Never (0-5 minutes a day spent cyberloafing)
Hardly/Rarely (5-15 minutes a day spent cyberloafing)
Seldom/Occasionally (15-30 minutes a day spent cyberloafing)
Often (30-60 minutes a day spent cyberloafing)
Usually (1-2 hours a day spent cyberloafing)
Always (2 hours or more a day spent cyberloafing)

What is your current stress level (outside of your job stress) on a scale from 1-5 with 1 being not stressful at all and 5 being extremely stressful?

How tolerant are you of stress levels (outside of job stress) on a scale from 1-5 with 1 being intolerant and 5 being very tolerant?

What is your current job's stress level on a scale from 1-5 with 1 being not stressful at all and 5 being extremely stressful?

How tolerant are you of work stress levels on a scale from 1-5 with 1 being intolerant and 5 being very tolerant?

Which of the following work stressors cause the most stress to you while at work?
Role Overload (Defined as: stressor due to be asked to do the work in excess of expectations within a specific time period)
Role Ambiguity (Defined as: stressor due to uncertainty regarding job duties and expectations, lack of guidelines for appropriate work behavior, and unpredictability of behavioral outcomes)
Role Conflict (Defined as: stressor due to incompatible demands in the workplace, such as conflicts between the demands of work and one's personal values, different requests of work group or supervisor, and organizational policies and work duties)

Does your cyberloafing activity increase when your stress levels increase?

Do you use cyberloafing activity as a form of escapism due to stress?

Are there currently any rules/protocols at your current job that forbid you from engaging in cyberloafing?

Are there any formal blocks or firewalls that prevent you from cyberloafing?

Do you consider cyberloafing to be deviant behavior (something you know you should not be doing at work)?

Does seeing your coworkers engage in cyberloafing make you feel it is more acceptable to do?
Yes
No

Meditation Survey Questions

5 Minute Meditation 1 time a day (once in the morning before work)

How stressful was your day at work today on a scale from 1-5 with 1 being not stressful at all and 5 being extremely stressful?

How often did you engage in cyberloafing activities today?

Never (0-5 minutes a day spent cyberloafing)
Hardly/Rarely (5-15 minutes a day spent cyberloafing)
Seldom/Occasionally (15-30 minutes a day spent cyberloafing)
Often (30-60 minutes a day spent cyberloafing)
Usually (1-2 hours a day spent cyberloafing)
Always (2 hours or more a day spent cyberloafing)

How effective was today's level of meditation on your stress levels on a scale from 1-5 with 1 being not very effective and 5 being extremely effective?

How effective was today's level of meditation in combating your cyberloafing activity on a scale from 1-5 with 1 being not very effective and 5 being extremely effective?

Was there an overall improvement in your cyberloafing activity as a result of your meditation?

Yes
No

Additional comments:

5 Minute Meditation 2 times a day (once in the morning before work and once after lunch)

How stressful was your day at work today on a scale from 1-5 with 1 being not stressful at all and 5 being extremely stressful?

How often did you engage in cyberloafing activities today?

Never (0-5 minutes a day spent cyberloafing)
Hardly/Rarely (5-15 minutes a day spent cyberloafing)
Seldom/Occasionally (15-30 minutes a day spent cyberloafing)
Often (30-60 minutes a day spent cyberloafing)
Usually (1-2 hours a day spent cyberloafing)
Always (2 hours or more a day spent cyberloafing)

How effective was today's level of meditation on your stress levels on a scale from 1-5 with 1 being not very effective and 5 being extremely affective?

How effective was today's level of meditation in combating your cyberloafing activity on a scale from 1-5 with 1 being not very effective and 5 being extremely affective?

Was there an overall improvement in your cyberloafing activity as a result of your meditation?

Yes
No

Was there a significant improvement in your cyberloafing activity as a result of adding a second meditation compared to only one?

Yes
No

Additional comments:

5 Minute Meditation 3 times a day (once in the morning before work, once after lunch and once two hours after lunch)

How stressful was your day at work today on a scale from 1-5 with 1 being not stressful at all and 5 being extremely stressful?

How often did you engage in cyberloafing activities today?

Never (0-5 minutes a day spent cyberloafing)
Hardly/Rarely (5-15 minutes a day spent cyberloafing)
Seldom/Occasionally (15-30 minutes a day spent cyberloafing)
Often (30-60 minutes a day spent cyberloafing)
Usually (1-2 hours a day spent cyberloafing)
Always (2 hours or more a day spent cyberloafing)
How effective was today's level of meditation on your stress levels on a scale from 1-5 with 1 being not very effective and 5 being extremely affective?

How effective was today's level of meditation in combating your cyberloafing activity on a scale from 1-5 with 1 being not very effective and 5 being extremely affective?

Was there an overall improvement in your cyberloafing activity as a result of your meditation?

Was there a significant improvement in your cyberloafing activity as a result of adding a third meditation compared to only one/two?

Yes
No

Additional comments:

Meditation instructions sent to participants:

1) Find a comfortable cushion or chair to use for the meditation ritual. Find a quiet place to meditate in your home or workplace.
2) Set a timer to countdown so you are not distracted by the time. Also, it is helpful to meditate at the same time every day making it part of your routine.
3) Sit in an upright and erect way so as to have perfect posture. Put your hands in the same position every time you meditate either in your lap with the thumb tips lightly touching each other or gently on your knees. Take a few deep breaths to consciously relax shoulders and other tense areas. Gently close your eyes. Then create the determination to sit still for the period of the meditation.
4) Fix your attention on your breath without changing your breath; just notice it. This is the **anchor for the meditation**. Be aware of every breath you take during the meditation period. Every-time you notice yourself distracted by thinking gently guide your bare attention back to the breath and return to calmly watching the breath. When you get distracted return to the breath again and again without judgement. This is the practice of **mindfulness**.
5) Now your attention is anchored on the breath, allow the mind to release and **relax into just being**. For the duration of the meditation the only thing you are doing is watching the breath whilst simultaneously resting the mind. Give yourself time to settle. It's important to let things be just as they are, especially the breath and notice the openness of just being without effort.
6) As you watch your breath and rest in an open and relaxed way of being, thoughts will come rushing in, sights, sounds and sensations will occur, memories, plans will flood in. All these things are the display of what's happening in the moment and should be left alone, untouched by any effort to change them, control them, push them away or cling to them; allow everything to move freely within the vast expanse of your relaxed open awareness.
7) Let all these things just be, as they are, come back to the breath repeatedly, relax and let go of effort resting in your open awareness. For the duration of the meditation be as simple and open as possible:
   a. Simply sitting.
   b. Simply breathing.
   c. Simply being
8) Get up slowly at the end of the meditation and take the taste of naturally peaceful awareness with you throughout your day.

YouTube Videos:

https://www.youtube.com/watch?v=ayfe4XWCZdg

https://www.youtube.com/watch?v=mMMerxh_12U

https://www.youtube.com/watch?v=KQOAVZew5l8

7 Abstract

Cyberloafing behavior occurs when employees use the internet while at work for non-work related purposes. This study observes the positive benefits meditation has on cyberloafing behavior on stressed employees. Employees were asked to meditate at different intervals during the day to see if there was a positive benefit. Just as other studies have observed that meditation has physical and mental benefits, this study is no different. Meditation did have a positive impact on the stress levels of the employees and therefore, their cyberloafing behavior. This study also retested the results of other studies related to the antecedents of cyberloafing such as: gender, internet proficiency, job commitment, internet blockage, and job attitudes.

Keywords: Cyberloafing, Cyberslacking, Non-work related computing, Meditation, Mindfulness

JEL Classification Codes:
- M19 Other

- J24 Human Capital – Skills – Occupational Choice – Labor Productivity