Cyberdeviance in Jordan. Transformational leadership Style as Predictor

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Abstract: The aim of this paper is to shed the light on a problem concerning the employee's use of the internet during working hours for none work related purposes. This phenomena has been labelled in this paper as cyberdeviance which it is form of negative performance. Specifically this paper suing social exchange theory to explain the possible direct relationship between Transformational leadership style cyberdeviance.

This paper seeks to argue that cyberdeviance phenomena is one of the challenges that organizations are facing today. We intend to discuss this phenomenon with specific reference to Jordan. As one of the only two countries in the Middle East that has fully liberalized the telecommunications sector, the growing Internet penetration in the country is not without risks. Internet misuse is one likely consequence of the liberalization policy. In this paper, we seek to explain what Internet misuse is, how it is problematic to organizations and how it can be addressed. Though the problem of Internet misuse is not unique to Jordan, we argue that effective measures to tackle the issue are likely to appropriate to some extent.

Keywords: Cyberdeviance, internet misuse, transformational leadership, job satisfaction, social exchange theory, Jordan, Middle East.

I. INTRODUCTION

The introductory of the internet to organizations has significantly changed the way that work is done. The so called "double-edged" sword has impacted the organization positively and negatively. On the positive side the Internet has enabled better communication both within an organization and with other organizations

due the availability and accessibility of information. It has allowed employees to work faster, smarter, which leads to increased productivity due to enhanced accessibility to information (Chen, Chen, & Yang, 2008; Henle & Blanchard, 2008). While the negative impact was observed amongst employees by using the internet for personal purposes. Internet technology offers an opportunity for employees to engage in new forms of deviant behavior during work hours such as surfing non-work related sites (Roman, 1996; Tapia, 2006), playing games, performing personal banking online, updating personal blogs/websites, or wasting organizational time by using email (Weatherbee, 2010). Other forms of the bad side of internet usage at organization takes other forms such as sending harassing and abusive emails (Drolet, 2000). These behaviors are in tandem with the enabling technologies which are changing at a fairly rapid pace such as SMS, twitter, and blogs, to name a few (Weatherbee, 2010).

Cyberdeviance is a form of employee misbehaviour, because it is reflect the fact that employees wasting company time for none work related activities while they supposed to be working (Ackroyd & Thompson, 1999). Different terminologies was given for internet-related misbehaviour including cyberloafing (Krishnan, Lim, & Teo, 2010), cyber-slacking (Garrett & Danziger, 2008), personal web usage (Anandarajan & Simmers, 2005), to name a few. All these terms are consider harmful and dysfunctional to the organizational effectiveness.

Statistics shows significant losses that organization face due to cyberdeviance behaviour. For instance, survey conducted on more than 3200 individuals in the USA between February and March 2012 found that 64% of those surveyed indicated that they visit non-work related websites every day during work hours (Salary.com). Another survey by the Internet Data Corp in 2008 in the USA reported that up 40% of workplace Internet use was not business related and 60% of all online purchases were made during regular work hours (StaffMonitoring.com, 2013). These misuses also cause damage to the organization's assets. Therefore, behaviors like these need to be curbed and managed effectively.

II. JORDAN IN BRIEF

Jordan is an Arab country in the Middle East. It is surrounded by Syria to the North, Iraq to the Northeast, Saudi Arabia to the Southeast and Israel and West Bank to the West. The capital of the Hashemite Kingdom of Jordan is Amman. According to the World Population Review (2016), currently Jordan population stands at 9.456 million. Islam is the official religion of the country and approximately 97.2% of the people who live in Jordan are Muslims (CIA World Fact Book, 2015). While Arabic is the national language, English is widely spoken and used in commerce, government, medicine, universities, and education. Both languages are mandatory as medium of instruction in both private and public schools and universities.

Jordan is a market oriented economy with a GDP of $35.83 billion in 2014. Unlike many Arab countries in the Middle East that are rich in oil and gas resources, Jordan does not possess such resources. Instead, its economy is much diverse in nature though much of it is service oriented. Overall, the service sector contributes 67.6% of the total GDPA in 2013 (Embassy of the Hashemite Kingdom of Jordan, n.d.). According to Bank Audi (2015), the government services contribute 19.5% to the country's GDP, followed by finance, real estate, and business services (18.1%), manufacturing (16.6%), transport and communications (12.2%), trade, restaurants, and hotels (10.2%), construction (4.5%), mining and quarrying (2.3%), agriculture (2.7%), and others (14.0%). Despite the diversity of its economic activities, Jordan is not able to sustain itself without relying heavily on foreign aid. According to the Ministry of Planning and

International Cooperation, the overall amount of foreign assistance, grants and soft loans committed to Jordan by international donors reached $1.74 billion (JD1.2 billion) by the end of November 2014 (Obeidat, 2014). Some of the international donors were the US through USAID, who is the biggest donor, the European Union, the World Bank, and the Saudi Development Fund. In the early 2015, the US announced plans to increase its annual aid to Jordan to $1 billion from $660 million in 2015 until 2017 to help address Jordan's short-term, extraordinary needs, including those related to regional instability and rising energy costs ("U.S. plans to boost aid," 2015).

Since 1999, when King Abdullah took the throne, the economic policies have focused on economic stabilization, market liberalization, and reducing the size of government. Consequently, the reforms has resulted in dramatically growing trade, foreign direct investment as well as increased rates of growth (Jordan Enterprise Development Corporation [JEDCO], 2009). In particular, an eightfold GDP increase between 1990 and 2014 and growth averaged 7% a year from 2000 to 2008 was reported by the central bank (Awadallah, 2015). Despite these economic reforms, Jordan faces many daunting challenges, both domestically and internationally in all sides, economically, politically, and socially. The regional instability, high dependency on grants and remittances from Gulf economies, unstable energy supplies, and high unemployment, which continue to pressure its economy (Awadallah, 2015).

One of the sectors that benefit from the economic liberalization policy is the telecommunications sector. Jordan has been making great strides especially with respect to providing Internet access and services to its people (Jordan Economy, n.d.), as shown later. Being one of the first countries in the Arab world to introduce information technology (IT) to the industry and economy, Jordan has initiated many reforms in the ICT by deregulating the industry and lowering Internet usage costs especially in the government sector through e-education and e-government (Ministry of Information & Communication Technology [MoICT], 2013). Now, Jordan is one of the only two states in the region that liberalizes fully the telecom sector (Gelvanovska, Rogy, & Rossotto, 2014). By not limiting the number of licensed operators, the Kingdom has seen increased competition among the existing providers, resulting in higher broadband penetration and low prices (Ghazal, 2014b).

According to the Internet World Stats (2015), as of December 2014, there were 5.7 million Internet users in Jordan (or 86.1% of the total population). Table 1 shows the Internet growth and population statistics.

Table 1
Internet usage statistics (2000—2015)

Year	*Users*	*Population*	*% Pop.*
2000	127,300	5,282,558	2.4%
2002	457,000	5,282,558	8.7%
2005	600,000	5,282,558	11.4%
2007	796,900	5,375,307	14.8%
2008	1,126,700	6,198,677	18.2%
2009	1,595,200	6,269,285	25.4%
2010	1,741,900	6,407,085	27.2%
2012	2,481,940	6,508,887	38.1%
2015	5,700,000	6,623,279	86.1%

Source: The Internet World Stats (2015)

In Jordan, the Survey reported that 67% of the Internet users are between the age of 18 and 29, while the 57% of the same age group is social networking users. Among those aged 18-29 years old, 95% hold cell phones in Jordan, compared to 92% in Egypt and 90% in Lebanon. Ghazal (2014) reported that the smartphone ownership grows due to the declining price of smartphones and the strong competition between network providers.

In another survey conducted by Northwestern University in Qatar among more than 10,000 in 2013 people from Lebanon, Tunisia, Egypt, Saudi Arabia, Bahrain, Qatar, Jordan and United Arab Emirates, it was found that 91% of Internet users in Jordan watch news videos compared to 88% of Internet users in Lebanon and 87 per cent in the UAE. The survey also found that in Jordan, 94% use social media sites, mainly Facebook, 39% use Internet daily for instant messaging, 19% use it daily to check their e-mails, 14% use it every day to make or receive phone calls, and 20% use it daily to post photos. As far as Internet usage is concerned, the survey observed that Jordanian men spend about 15.2 hours per week using the Internet, while women spend about 4.4 hours per week (Media Use in the Middle East, 2013).

III. LITERATURE REVIEW

While the Internet has undoubtedly benefitted many sectors in the country, its use is without challenges. New technologies such as the Internet have drastically transformed the place of work as we could perform our work more conveniently and effectively but they also ironically give rise to a number of wrongful behaviors at work (Tapia, 2006). Indeed, researchers sense a growing threat of Internet misuse and abuse at the workplace that can endanger and harm the well-being of the organization (Rogers, Smoak, & Liu, 2006; Tapia, 2006). According to Joinson (2005), the Internet provides new opportunities for deviance like the creation and development of virus ware, cyber terrorism, computer hacking, online harassment and self-harm behaviors. Joinson further remarked that owing to the convenience and ease of use of the Internet, and the easy access to various kinds of information, it has led to the facilitation of crimes i.e. fraud, identity theft, and money laundering. He noted succinctly that "people have always lied, cheated, and stolen, but the Internet enables some of them to do it more easily, quickly, and cheaply" (p. 5).

Internet misuse is a topic that has garnered much interest. As the world becomes more connected, thanks to the advent of the Internet, Internet abuse will likely remain as one of the contentious issues to many people. At the workplace, Internet abuse is a growing phenomenon. Internet abuse occurs when employees use the Internet not for work related purposes, but for personal purposes during working hours using the facilities provided by the organization (Blanchard & Henle, 2008; Lim, 2002). Non-work related or personal purposes include activities such as shopping online, sending private emails, watching online videos, downloading illegal materials, gambling, chatting, blogging, etc. Because these activities tend to limit employees' work effort (Hoffman, 2009), Internet abuse/misuse is a form of workplace deviance, defined as any voluntary behavior that violates significant organizational norms, goals, policies or rules and threatens the well-being of the organization, its members, or both (Robinson & Bennett, 1995). According to Robinson and Bennett, while there are many types of workplace deviance, Internet abuse/misuse can be regarded as a form of production deviance (Lim, 2002, 2005; Weatherbee, 2010) because when employees engage in such activities, they use the company's property and time (Lim, 2002, 2005).

IV. CYBERDEVIANCE

Various terminologies definitions have been used to describe online activities exhibited at work using the Internet for non-work related purposes. For example Lim, (2002) define Cyberdeviance as An employee's voluntary act regarding the use of the companies' Internet access while on the clock, to surf non-work related websites to satisfy personal needs, while Henle and Blanchard, (2008) refer to the term Cyberloafing as employees' non-work related use of company provided email and the Internet while working. Cyberslacking is another term describing the usage of e-mail and Internet opportunity unrelated to job in office hours for the aims that is supplied to workers (Phillips & Reddie, 2007). Researchers like Mahatanankoon, Anandarajan, and Igbaria, (2004) studied Personal web use (PWU) – An online web behavior of an employee during work hours, utilizing any of the organization's resources to carry out activities that are not included in his current customary job/work requirements.

However, regardless of how one defines Internet misuse and what terminology is used, there seems to be consensus in the above definitions that when an employee engages in online activities that bring harm to the organization and its members, more so when the activities are committed using the company's property (whether or not during or outside working hours), such activities are deemed to be against the organizational norms and not to be sanctioned.

In a review of literature of cyberdeviancy, Weatherbee (2010) indicated that due to the relative novelty of the study on cyberdeviance, much work seems to focus on individual Internet misuse is a topic that has garnered much interest. As the world becomes more connected, thanks to the advent of the Internet, Internet abuse will likely remain as one of the contentious issues to many people. At the workplace, Internet abuse is a growing phenomenon. Internet abuse occurs when employees use the Internet not for work related purposes, but for personal purposes during working hours using the facilities provided by the organization (Blanchard & Henle, 2008; Lim, 2002). Non-work related or personal purposes include activities such as shopping online, sending private emails, watching online videos, downloading illegal materials, gambling, chatting, blogging, etc. Because these activities tend to limit employees' work effort (Hoffman, 2009), Internet abuse/misuse is a form of workplace deviance, defined as any voluntary behavior that violates significant organizational norms, goals, policies or rules and threatens the well-being of the organization, its members, or both (Robinson & Bennett, 1995). According to Robinson and Bennett, while there are many types of workplace deviance, Internet abuse/misuse can be regarded as a form of production deviance (Lim, 2002, 2005; Weatherbee, 2010) because when employees engage in such activities, they use the company's property and time (Lim, 2002, 2005) misuse, behaviours, prevalence rates, predictors, and outcomes.

In attempting to study Cyberdeviance researchers firstly develop profile of who likely to cyber deviant at work by identifying the types of cyberdeviant activities engaged by employees. Lavoie and Pychyl (2001) fined that 50.7% of the respondents reported frequent Internet procrastination, and 47% of online time was spent procrastinating. Ugrin, Pearson, & Odom (2007) conducted study among 255 individuals from United States and Asia. The authors categorized typical Internet abuses like online gaming, online shopping, personal investment managing, personal emailing, chatting, media watching and viewing pornography. They revealed that executives and younger individuals were inclined to be super slackers but gender, culture, years of service, and pay status had no significant influence on respondent's degree of cyber-slacking. Stanton (2002) also found no significant differences in Internet use between gender and age groups. In a

more recent study by Lim and Chen (2012) to investigate gender differences in employees' perception towards cyberloafing in Singapore, they found that respondents felt some form of cyberloafing at work was acceptable. They also observed that men were more likely to report that cyberloafing has a positive impact on work compared to women. Their findings also suggested that browsing activities had a positive impact on employees' emotion while emailing activities had a negative impact.

The gender was also one factor that been examined. Previous studies shows that male are more likely to cyberdeviance more that female (Henle & Blanchard, 2008). According to Weatherbee (2010), gender may also play a role in interpersonal aggression in email but these effects may be due to the occupational status men and women hold in organizations, as equity of gender in management levels has generally not been achieved. Morris and Venkatesh (2000) study the factor of age and their study revealed that older employees were found to be more likely to use the Internet according to the organizational norms, Zhang (2005) observed that younger workers tended to violate it while at work. In a more recent study, Vitak, Crouse, and La Rose (2011) found that being younger, male, and a racial minority positively predicted cyberslacking variety and frequency, as did routinized Internet use at work and higher perceived Internet utility.

Other group of researchers on this area study the causes of cyberdeviance by identifying three categories: personal, work/organisational related.

One of the personal factors that have been considered is self-control, which was found to influence counterproductive use of Internet access at work (Higgins, Wolfe, & Marcum, 2008). Internet addiction as a significant predictor of Internet abuse at work was revealed by Galetta and Polak (2003) in their survey of 571 Internet users in the USA by using theory of perceived behavioural control. In a survey of 167 employees in China and Singapore with the application of theory of perceived behavioural control, Bock, Park, and Zhang (2010) found that non-work related computing, defined as any voluntary use by employees of their companies' Internet access during office hours for non-work purposes, was an habitual behaviour that was significant in influencing employees to engage in such dysfunctional activity at work. In sum, whilst these studies have merit on their own, they provide little insight as to what triggers them to engage in cyberdeviancy at work because individuals often react to the stimulus surrounding them (Homans, 1961).

From work/organizational-related, factors was looked into (e.g. work stress, organizational sanctions and control, organizational justice) (Henle & Blanchard, 2008; Lim, 2005; Ugrin and Pearson, 2008). Study conducted among 194 employed MBA students at a south-eastern university in the USA found that employees were more likely to cyberloaf when they perceived more role ambiguity but were less likely to do so when they experienced role overload (Henle & Blanchard, 2008). Ugrin and Pearson (2008) investigated the role of deterrence mechanisms at work in reducing Internet abuse. They observed that (AUP's) that defines acceptable Internet use, imposes potential sanctions, and implements monitoring mechanisms was an important deterrent of Internet abuse.

Organizational justice as well was presented in the literature as factor impact cyberdeviance. Previous researcher (Lim, 2005; De Lara, 2007, 2009) studied employees' motivation to cyber-loaf with the help of theoretical frameworks provided by social exchange theory, organisational justice and neutralization. Lim finding was based on a survey carried out through an Internet-based questionnaire and small

discussion groups among 188 Singaporean working adults. De Lara findings found that unfavourable procedural justice creates normative conflict in employees that prompted them to engage in Internet abuse at work.

Apart from the negative impact of cyberdeviance, it worth to mention that group of researcher investigate the positive side of this phenomenon (Gouveia, 2012; Vitak *et al.,* 2011). Studies concluded that use of the Internet for a short period of time gives the employees to re-charge themselves to increase their creativity and hence better job performance and productivity (Anandarajan & Simmers, 2005; Vitak *et al.,* 2011).

Many employers are said to be increasingly concerned about computer misuse at the workplace (Lim, Teo, & Loo, 2002) as it can cost the organization. Sharma and Gupta (2003/2004) also asserted that Internet abuse at the workplace can have negative impact on productivity. They argued that due to high demanding jobs, many employees do their personal/home activities at work such as paying bills, shopping online, banking online etc. As a result, employees may focus less in their work. Ince and Gull (2011) also found empirical evidence that cyberslacking reduced work inefficiency for the sample of academicians in one university in Turkey. Blanchard and Henle (2008) reported the adverse ramifications of cyberloafing on various work outcomes as indicated by various scholars. These include lost wages through decreased productivity, bandwidth clogging and degradation of system performance, putting the organization at risk due to illegal online activities such as downloading music or other unauthorized materials, amongst others. Employees who access pornographic websites while at work, gamble and shop online are also likely to be terminated (Case & Young, 2002).

In sum, as can be seen from the limited literatures that there is no general consensus as what the consequences of cyberdeviance are. While some perceive that cyberdeviance at work could benefit employees in terms of enhancing their productivity and creativity as the Internet allows them to re-charge themselves from boredom and routine tasks, other view it as dysfunctional to the organization as a whole especially in the long term. Regardless of the perceptions that people have of the ramifications of cyberdeviance at work, the present study presumes that cyberdeviance is harmful if gone unchecked, and hence the term "cyberdeviance" used in the present study reflects such negativity.

V. TRANSFORMATIONAL LEADERSHIP

The topic of leadership has always attracted interests by both academic scholars and practitioners alike. As employees are also becoming more educated and as the world is becoming more borderless with the advent of Internet and other information communication technologies, they demand that leaders change the way they lead and manage the human resources in organizations. While using a carrot-and-stick approach may still work, but a different approach to managing people in which they are respected as human beings and simply as a tool to achieve organizational goals is imperative.

In their paper that charts the trajectory of leadership theories, Van Seters and Field (1990) noted that transformational leadership theory is one that is most promising phase in the evolutionary development of leadership theories due to its "radical" assumption about how leaders should portray themselves to achieve the desired results. Rather than relying on the extrinsic motivation to produce commitment and compliance from employees, leaders are proposed to tap into their intrinsic motivation.

There is a wide difference in the way researchers conceptualize transformational leadership. For instance, Bennis's (1959) notion of the transformational leader is someone who possesses the ability to touch the souls of their followers. This notion has been modified according to the interpretation of researchers. It has been modified by authors such as Burns (1978), who was the pioneer to propose that transformational leadership represents the transcendence of self-interest by the leader and followers. According to Burns, transformational leaders guarantee that their followers recognize the importance of sharing organisational goals and values and they search for ways to encourage their followers to learn how to achieve the goals. He stated that transformational leaders encourage their followers to work to the best of their ability and to put the organisation's interests over their personal ones and at the same time, they exert effort on behalf of the organisation to satisfy the followers' higher order needs.

On the other hand, Yukl (1989) described transformational leadership as a process of bringing about crucial changes in the members' attitudes and assumptions and obtaining their commitment for the purpose of fulfilling the organisation's mission and objectives. In light of the type of contract, Ismail *et al.* (2009) stated that transformational leadership concept is based on a relational contract rather than an economic one, where it takes the form of social exchange (subordinates are obliged to their leaders and are willing to contribute beyond the requirements of formal employment contracts). Generally speaking, the main reason for choosing transformation leadership style is that this is the contemporary theory of leadership that argues on the importance of visionary leadership in organization and how it may be a factor in shaping how employees respond to it. Indeed, many studies have confirmed empirically the association between transformational leadership style and organizational effectiveness (Ozaralli, 2003; Tipu, Ryan, & Fantazy, 2012).

Research studies have repeatedly shown that transformational leadership is positively connected to organizational effectiveness (Dumdum, Lowe, & Avolio, 2002; Judge & Piccolo, 2004; Lowe, Kroeck, & Sivasubramaniam, 1996; Walumbwa, Wang, Lawler, & Shi, 2004). The relationship between transformational leadership and personal outcomes such as job satisfaction, commitment and performance is well established (Bushra, Usman, & Naveed, 2011; Yang & Islam, 2012; Zahari & Shugari, 2012). Barling, Weber, and Kelloway (1996) reported a significant impact of transformational leadership on followers' commitment and unit-level financial performance. In addition, Dvir, Eden, Avolio, and Shamir (2002) showed that transformational leaders had a direct impact on followers' empowerment, morality, and motivation. Using multilevel structural equations modelling, Hoffman, Bynum, Piccolo, & Sutton (2011) found that transformational leadership influenced significantly work group effectiveness.

In sum, generally, transformational leadership is found to be associated with desired organisational outcomes such as the willingness of followers to expend extra effort (Bass, Waldman, Avolio, & Bebb, 1987; Yammarino & Bass, 1990). A willingness to expend extra effort indicates some degree of commitment. Contingent reward behaviours that represent transactional leadership have been found to be reasonably associated with performance and work attitudes of followers although at a lower level than transformational leadership behaviours (Bass, 1990; Bass & Avolio, 1995).

VI. THE LINK BETWEEN TRANSFORMATIONAL LEADERSHIP STYLE AND CYBERDEVIANCE

Leadership in organizations is purported to shape employee responses at work behaviour (e.g., Babcock-Roberson & Strickland, 2010; Lian & Tui, 2012). Empirical evidence abounds provide support for theoretical

proposition that transformational leadership style has an important bearing on positive employee work outcomes such as job performance, job satisfaction, organisational commitment, and organizational citizenship behaviour (e.g., Abdulla, Ramdane, & Kamel, 2011; Al-Ababneh & Lockwood, 2010; Lian & Tui, 2012; Randeree & Chaudry, 2012). But as one will notice later, to date, studies that examined the impact of leadership style, in particular transformational/transactional leadership style, on cyberdeviance are very scares (Shamsudin, Subramaniam & Alshuaibi, 2012). Earlier scholar attempted to proposed the link between relevant variables, for example De Lara and his colleagues (2006), found a negative effect of physical leadership proximity on cyberloafing.

VII. INTERNET MISUSE IN JORDAN

Internet abuse is not only occurs in the Europe countries or West such as the USA or East such as China; it is now acknowledged as a growing problem across the world. While the data on Internet addiction in Jordan is very scares, perhaps because there is lack of awareness on the topic, it is assumed that this beahvior can cause some negative results to both organizations and goverment. Ghazal (2012a) reported how some Internet freedom activists slammed the Ministry of Information and Communications Technology's (MoICT) call to block porn sites. Those who agree with the ministry's decision cited that such move will make the Internet safer from children. While visiting pornographic websites may not be likely to be carried out at work because it may not be socially acceptable, but it is still likely to happen if the work station is rather isolated from the public eyes.

The cyberdeviance phenomenon In Jordan has not reached the attention it deserves because. However, indications that the Internet is being misused at the workplace start to emerge. An increasing number or research is being done on the habit and behaviour especially when social networking sites are concerned. Ghazal (2011) reported findings of a survey conducted by Bayt.com and YouGov covering 8,981 respondents from Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Oman, Pakistan, Qatar, KSA, Syria, Tunisia and the UAE.

The survey was found that 34% of 698 Jordan-based respondents claimed to connect with friends via e-mail every day, while 36% said they connect with friends through social networking sites. The survey further revealed that the majority of Jordanians spend between 30 minutes to 3 hours a day on Facebook, with another 12 per cent claiming to be signed into their account most times of the day. Twitter, on the other hand, has 38 per cent of users who log in for less than 30 minutes a day, and 24 per cent who log in for between 30 minutes and three hours. In Ghazal, (2012b) conducted another study, it was reported that there were 2.3 million Facebook users in the Kingdom which represented 36.5% of the total population that stood at 6.32 million. As Jordanian people were found to use the social networking sites more for social purposes such as for connecting with friends, it is likely that such activity will be spilled over to the workplace, as sites such as Facebook, get to be accessed more frequently and longer (Ghazal, 2011). Indeed, there have been reports on Internet addiction in the Kingdom.

Systematic studies that investigated Internet misuse at work also began to emerge, albeit very slowly. Mashhour, Al-Saad, and Saleh (2011) examined a sample Internet log file from a private company in Jordan to identify Internet abuse at the workplace. They found that employees misused the Internet to browse online shopping, games, and personal blogs, to name a few. These activities has the potential to cause lost in time and productivity. Another recent study on cyberdeviance (i.e. Internet misuse) conducted in the

Jordanian context was by Al-Shuaibi (2013). He surveyed 273 administrative employees in four universities in Amman, Jordan, who were randomly selected using a cluster technique. Using established measure of cyberdeviance, Al-Shuaibi found seven deviant activities carried out by the sample namely (see the Table 3), on the scale of 1-5, the mean value of cyberdeviance was 3.15, which suggests that the sampled administrative employees engaged in cyberdeviant activities a few times a week. Breaking down each activity in percentages, Al-Shuaibi further observed that 22.7% of the participants wasted their time on the Internet on a constant basis receiving non-work related email, which was closely followed by 17.9% of them checking non-work related email. While the percentage of participants who wasted their time on the Internet on cyberdeviant activities on a constant basis was less than 30%, it nonetheless shows that organizations should be wary that these activities are taking place and could harm the well-being of the organization in the long run.

Table 3
Percentages of participants engaging in cyberdeviant activities at work (n = 273)

Frequency	CD3	CD4	CD7	CD5	CDc2	CDc3	CDc1
Constantly	16.5	12.1	13.2	14.7	9.5	22.7	17.9
Once a day	22.0	17.8	19.8	19.4	26.7	21.2	20.1
A few times a week	15.0	23.1	12.8	23.4	22.7	16.9	26.0
A few times a month	17.2	20.9	16.1	20.1	24.9	23.4	24.9
Never	29.3	26.4	38.1	22.3	16.1	15.8	11.0

Note: CD3 = Browsing entertainment-related website; CD4 = Downloading non-work related information; CD7 = Looking for employment; CD5 = Browsing non-job related websites; CDc2= Sending non-work related email; CDc3 = Receiving non-work related email; CDc1 = Checking non-work related email.

If the finding reported by Mashhour, Al-Saad, and Saleh (2011) and Al-Shuaibi (2013) are reflective of what is happening in a wide range of organizations in Jordan, then management needs to consider ways to manage such phenomenon especially when the Jordanian government intends to achieve its national agenda of becoming the hub of telecommunication and education sectors in the Middle East (Al-Jaghoub & Westrup, 2008). These two service sectors in the economy have been earmarked as being the engine of economic growth in Jordan particularly when the service sector in general is the biggest employer of almost 67% of the population in 2013 (Global Finance, 2015).

VIII. IMPLICATIONS

We acknowledge that controlling curbing cyberdeviance behaviour is not as easy as it appears. There are many perspectives from different parties with regards to controlling the internet at workplace, as organizations have to consider individual rights for privacy when implementing control or preventative mechanisms at work.

Regardless of whether Internet misuse is minor or serious, it is still no doubt wasting of the oganization financial sources and time.

In Jordan, attempts to block any websites have been met with strong resistance from groups claiming that accessing any website on the Internet is their right (Ghazal, 2012a). In this situation, what can be done and how?

So what can be done by organizations to address this issue? In the light of deviance, scholars tend to argue on preventative mechanisms as a way to deter the act from getting more serious and problematic. Deterrence theory and control theory have been generally invoked by scholars in this regard.

We contend that while organizations may have little control over how their employees conduct themselves outside working hours, they certainly have control over them during working hours.

In Jordan, at the country level, the Ministry of Information and Communication Technology offers anti-pornographic software which the public can download for free for a safe Internet to address family concerns. Such move, according to the ministry, is to be fair to those who wish the pornographic sites blocked and those who wish for greater freedom of access to the Internet.

IX. CONCLUSION

In this paper we suggested based on the support from social exchange theory that When one party is perceived as contributing well to the relationship, the other party will reciprocate by doing the same. Similarly employer or an organization is perceived to be contributing to the employment relationship by providing good and conducive work environment in the form of supportive leadership (transformational). This kind gesture from the company will lead to favourable/ positive outcomes such as satisfaction, commitment, and citizenship behaviour to name a few. This will consequently urge the employee to reciprocate in kind by not demonstrating harmful/negative behaviour at work (e.g. cyberdeviant). And this is the premise that social exchange theory presenting which is in exchange for the good treatment the employee receives from the employer, he or she will return the good exchanges in kind by displaying the appropriate behaviour. An example of manifestation of appropriate behaviour is not wasting time at work by misusing the Internet i.e. engaging in cyberdeviance.

It is worth to mention that, It is not the technology itself that is at fault, it is how it being used. Whether it is used constructively or destructively depends much on the individual and the environment. The managers main roles here is to ensure that the Internet is not misused to harm the organization and its stakeholders by implementing reasonable yet legal policies at work. As the Internet is here to stay, managers have to walk on a thin line as to what is acceptable and what is not. Internet technology without doubt poses an interesting episode in the lives of human being. As much as it offers limitless opportunities and benefits for mankind, it also poses remarkable challenges especially in the world of employment. The biggest challenge for organizations is how to capitalize on the advantages of the Internet without becoming the prey of the "dark side" that it brings. From the theoretical point of view, the Internet will invite many researchers to embark on scholarly activities toward developing a better understanding of this phenomenon called "cyberdeviance."

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