

EFFECT OF CYBERLOAFING ON EMPLOYEE PERFORMANCE AMONG DEPOSIT MONEY BANKS IN KADUNA METROPOLIS

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Abstract

ICT and internet gadgets are known as tools for faster growth and development in modern world. Many people are using internet advantages which have caused faster and easier access to communication facilities. However, some users have become much addicted to the use of internet for personal activities during working hour and this has constituted employee work deviants and threatens their performance. Hence, the study examines the effect of cyberloafing on the performance of employees among deposit money banks in Kaduna metropolis. A survey research design was used and data were collected by using instruments adapted from past studies. The study population is 440 staff of deposit money banks in Kaduna metropolis and a sample size of 205 staff was taken using Krajcic and Morgan sample size table. In order to provide for non-responses, the researcher and assistants distributed 267 questionnaires by hand to participants sampled systematically. Only 248 were returned valid and usable. The study utilized partial least square structural equation modelling PLS-SEM through Smartpls 2 software. Three hypotheses were formulated for testing. The result confirmed that both informational and social loafing have significant negative effect on performance. Leisure loafing has no significant effect on performance. The study therefore recommended that the management should incorporate a cohesive policy tailored to control internet usage in the workplace. Managers may also benefit if they hire employees that are less prone to engage in cyberloafing behaviours since several human behavioural traits have been identified to contribute to cyberloafing behaviours.

Keywords: Cyberloafing, Performance, Deposit money banks

Introduction

Technological advancements have been revolutionizing the ways in which work is being carried out. The innovation and progression of information technologies had an enormous impact in the way organizations are managed and how businesses are conducted (Weatherbee, 2010). In today's business world, the use of computers as well as internet is becoming almost unavoidable, so it is essential to study cyberloafing since it is the most common deed of employees that cause substantial waste of time at work. Cyberloafing explains

a personal usage of internet in job environment. There are many studies on cyberloafing; some focus on eliminating or reducing it (Henle et al., 2009).

Li and Chung (2006) identified three typologies of cyberloafing to include informational, social and leisure loafing. The informational capacity is utilizing the Internet to pick up the data, social capacity involves utilizing the internet to speak with companions or colleagues, and leisure capacity includes Web for stimulation. Along this line, the current study described cyberloafing as a multi-dimensional construct. The dimensions considered in this study are the social, informational and leisure activities: while social activities consisted of expressing yourself or share information via blogs (such as twitter, Facebook); informational activity, involved searching information and news (for examples, google, BBC, CNN); leisure activities described activities related to playing games online or download music (e.g. YouTube).

In a survey carried out in America, Lim and Chen (2012) observed that American employees spent 24% of their working hours on cyberloafing activities every day. Liberman et'al (2011) contended that some companies showed that there were reports of Internet misuse in working hours for non-work-related purposes. While a survey done by Ramayah (2010) in one of the companies in Malaysia showed the employees in average spent 25% of the daily work time to access Internet materials for personal use. Studies also showed that cyberloafing could lower performance and productivity of a company (Al-shuaibi et al., 2014); and some employees cannot complete their task due to over cyberloafing and it decreases their work productivity (Lim & Chen, 2012); and lastly it is against work ethnics and harmful to organization (Al-shuaibi et al., 2014; Banerjee & Singh, 2015). Thus, some organization took action to ban the usage of cell phones in office during working hours

Henle et'al. (2009) reported that employee productivity decreases 30-40% due to cyber loafing in the U.S.A., which corresponds to \$ 750 million/year according to the researchers' estimation. This cost calculation forces organizations to take precautions against cyberloafing. These precautions might be soft ones like increasing the transparency of computer-mediated activities by facing hallways instead of walls. Besides these soft precautions some organizations have set up internet use policies and intense control mechanisms, or conducted management trainings (Cheng et al., 2014).

Although, the antecedents of cyberloafing have been studied frequently (See Akin & Arar, 2017; Hussain & Parida, 2017; Liberman, Seidman, McKenna, & Buffardi, 2011; Niaei, Peidaei, & Nasiripour, 2014), much less research has been conducted on the consequences of cyberloafing. This is surprising since the consequences of cyberloafing are an important reason to study cyberloafing.

An online survey conducted by the Pew Research Center (2016) shows that 46% of the respondents feel more productive because of the Internet, email and cell phone usage if compared to 7% of respondents who feel their productivity has dropped. This suggests that Internet has become a tool in improving task performance and productivity of employees. The construct of task performance is a particular concern here, since cyberloafing could potentially have very negative effects on productivity. Even though there has been a dearth of empirical research on how cyberloafing influences task performance, there has been much speculation in the literature, and this has led to four competing perspectives. Some users might use Internet wisely, and some might not. Activities such as spamming, hacking, pornography viewing are considered as cybercrime; while activities of using Internet with unwanted and intrusive behaviors such as bullying, harassing and intimidating victim are called cyber stalking (Kashyap, 2015). Personal use of the Internet by employees while working for non-work-related purposes is called "cyberloafing" (Jia & Jia, 2015; Kidwell, 2010; Liberman, Seidman, McKenna, & Buffardi, 2011).

In their exploratory study of employee attitude towards loafing in Ethiopia, (Hussain & Parida, 2017) noted that cyberloafing is a recent phenomenon and despite its rapid spread; it is hitherto an unexplored research terrain. They therefore recommended further researches to evaluate different impacts of cyberloafing behavior on employees' productivity and efficacy. Although most of these studies focus on the negative outcomes of cyberloafing, there are also studies claiming that cyberloafing is a positive behavior to reduce the employee stress, recharge their energy and increase their work performance (Baturay & Toker, 2015)

The basic objective of the study is to examine the effect of cyberloafing on employee performance among deposit money banks in Kaduna metropolis of Nigeria. Specifically, the study intends to achieve the following objectives.

- i. To examine the effect of Informational loafing on employee performance among deposit money banks in Kaduna Metropolis
- ii. To examine the effect of Leisure loafing on employee performance among deposit money banks in Kaduna Metropolis

- iii. To examine the effect of Social loafing on employee performance among deposit money banks in Kaduna Metropolis

Statement of Hypothesis

All hypotheses were stated in null form and they include:

H₁: Informational loafing has no significant effect on employee performance among deposit money banks in Kaduna Metropolis

H₂: Leisure loafing has no significant effect on employee performance among deposit money banks in Kaduna Metropolis

H₃: Social loafing has no significant effect on employee performance among deposit money banks in Kaduna Metropolis

The study has five sections, the next section reviewed related empirical studies including the underpinning theory and theoretical framework. The section is followed by research methodology where the research design, population of the study and sampling design are discussed. This was followed by data presentation and analysis and finally conclusion and recommendations.

Literature review and Hypothesis development

The Concept of Employee Performance

Performance is associated with the quantity of output, quality of output, timeliness of output, presence/attendance on the job, and efficiency of the work completed and effectiveness of work accomplished (Mathis & Jackson, 2009). Performance is defined as the record of outcomes produced by a specified job function or activity during a specified time period.

Individual performance is a major concept within work and organizational psychology (Sonnetag & Frese, 2002). During the past years, scholars have made progress in clarifying and extending the performance concept (Campbell, 1990). Furthermore, advances have been made in specifying major antecedents and factors associated with individual performance. With the changing trend that we are witnessing within organizations today, the performance concepts and performance criteria are undergoing changes as well (Ilgen & Pulakos, 1999).

An important resource to any school is its teaching staff. They play regular role that cannot be underestimated. In 2012, Afshan et al defined performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance is normally looked at in terms of outcomes or in terms using minimal resources attained maximum output. Armstrong (2000) defined performance in terms of behavior or outcomes of job. Performance is the degree of employees' achievement on a given job based on organizational goal and mission (Cascio, 2006). To Casio, performance is taken to mean whether what employees does is compatible or in line with the goal of the organization. To Stannack (1996) and Hefferman and Flood (2000), performance covers input –output efficiency which finds solution to problems. Kenney (1992) stated that employee's performance is measured against the performance standards set by the organization. The current study conceptualized performance to mean how employee is able to execute his duties with minimal time, speed and effort. This is in line with the view of Afshan et al. (2012).

Employee Performance in an organization is a very important area in the workplace. It can help the organization increase and utilize the capacity of the human resources it has. It translates into good service delivery and interaction in which affects every area of the firm.

Concept of Cyberloafing

Cyberloafing term is briefly described as personal usage of internet in job environment (Lim, 2002). Besides cyberloafing there are many terms explaining the same or similar behavior like non-work-related computing, cyberslacking, cyberbludging, on-line loafing, internet deviance, problematic internet use, personal web usage at work, internet dependency, internet abuse, internet addiction and internet addiction disorder (Kim, and Byrne, 2011). In literature there are studies examining the relationship of cyberloafing with different variables like organizational citizenship (Çınar and Karcioğlu, 2015), work stressor (Sawitri, 2012), justice (Sheikh et al., 2015). Basically, cyberloafing may include activities such as reading the news, doing travel arrangement, entertainment, online shopping or purchases (Mahatanakoon et al., 2004).

Review of related empirical studies

Yogun(2015) examined the role of cyberloafing to predict innovative work behavior of employees in Adana and Mersin/Turkey from the banking sector. Doorn's (2011) Cyberloafing Questionnaire and Innovative Work Behavior Scale (originally Janssen, 2000) were used for data gathering and both measures have been used and validated previously by other studies. Data were collected from 200 employees, with a 50 percent response rate. Questionnaires are completed anonymously. The sample of the study comprised men (n = 48) and women (n = 52), respondents' average age was 31 years. Stepwise regression function of SPSS was applied to see the per role of cyberloafing dimensions on innovative work behavior and t test was used to understand the group mean difference between gender and public & private organization types. The result of the study shows that informational function with $\beta = .20$, $p < .001$; social function with $\beta = .13$, $p < .05$, while leisure function with $\beta = -.11$, $p < .05$ effect on innovative work behaviors. Thus, this unique research, it is aimed to start new discussions in the literature, to find constructive way of managing the reality of cyberloafing in today's' online workplace

Hussain and Parida(2017) explores cyberloafing in MaddaWalabu University, situated in South-central Ethiopia aiming at employees' attitudes, opportunities and addictions to cyberloafing; and how far it has brought change in their lives. It determines the attitude towards cyberloafing; to identify the opportunities through cyberloafing; to underline developments through cyberloafing; and to specify the addiction of cyberloafing. The participants of this research are those females who are working as secretaries of 11 different departments of MaddaWalabu University having internet connection on their office computer. The study is qualitative with interview (n=20) as a tool and snow- ball sampling as a sampling technique. The data is transcribed, sorted, edited, coded and analyzed manually; and the results and discussion are presented through underlining themes. Findings suggest that most of the cyberloafers showed positive attitude, acknowledged opportunities; confirmed development and addiction into their lives due to cyber engagements.

Cavusoglu, Palamutcuoglu and Palamutcuoglu(2014) examined the impact of demographic factors on cyberloafing of academic and administrative staff working in universities. The research sample formed by Celal Bayar University academic and administrative staff working in the total of 383. The data were collected by questionnaire and were analyzed by SPSS 21 software. Cyberloafing behaviors were measured using the scale developed by Blanchard and Henle (2008). In the analysis of the relation between demographic factors and cyberloafing behaviors significant relationships were observed in the levels of 0.05 and 0.01. According to demographic factors between the average level of cyberloafing behavior, significant differences 0.05 and 0.01 were observed. In addition, regression analysis of categorical, demographic factors that affect cyberloafing behavior has been seen in a positive or negative direction. Similar findings were noted in Celik(2014)who measure cyberloafing and the level of job satisfaction of the academic staff at the university Derin and Güravşar(2016)assessed whether cyberloafing also has some positive effects for the organizations. In this scope, the aim of this research is to define whether cyberloafing has a positive effect on innovative work behavior of employees or not. To test this hypothesis a field study was held at İnönü University/Malatya. 152 employees have filled the survey, consisting of 13 questions other than the demographic variables and the results are evaluated by factor, correlation and regression analyses. As a result, a weak positive effect of cyberloafing was found on innovative work behavior. According to these results, we suggest managers to be more tolerant to cyberloafing and try to balance the needs for productivity and needs of employees rather than trying to completely eliminate cyberloafing. As most of the related literature focuses on the negative effects of cyberloafing, this study might bring a new perspective for further cyberloafing studies

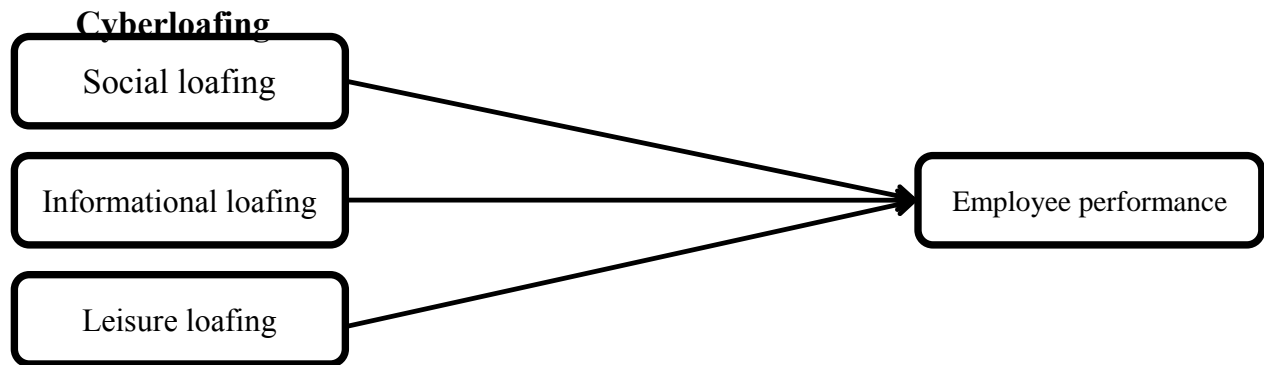
Jandaghi, Alvani, Matin, and Fakheri, (2015) discusses relevant literature and texts. We also show these aspects in an Antecedents Behaviour Consequences (ABC) model. In this model, personality, job demands, role conflict, organizational policies and organizational justice are considered as the antecedents. Cyberloafing as behaviour, productivity and exhaustion are the consequences.

Ahmad and Omar(1995) examined whether there were differences in cyberloafing among younger and older employees as well as males and females. Using survey questionnaires, data were gathered from 260 Malaysian employees from a public-sector organization. We found that irrespective of age, males engaged in cyberloafing more than females. Implications for organizations and research are presented.

Theoretical framework - theory of Planned Behaviour (TPB)

Theory of planned behaviour (TPB) was developed by Ajzen in 1981. According to him, TPB explained that individual behaviour is driven by behavioural intentions where behavioural intentions are a function of an individual's attitude toward the behaviour, the subjective norms surrounding the performance of the behaviour, and the individual's perception of the ease with which the behaviour can be performed (behavioural control). The behaviour of individual is predicted by the intention to perform such behaviour known as behavioural intention. However, the behavioural intention is influenced by the individual's positive or negative feelings about performing a behaviour, which is further determined by the assessment of one's belief regarding the consequences arising from behaviour the model can be used to address this question. According to Lee, Cerreto and Lee (2010), the extent to which individuals view a particular behaviour positively (attitude), think that significant others want them to engage in the behaviour (subjective norm), and believe that they are able to perform the behaviour (perceived behavioural control), serve as direct determinants of the strength of their intention to carry out the behaviour. To Lee, Cerreto and Lee (2010), each of these three direct determinants of behavioural intention is influenced, in turn, by an indirect determinant. Indirect determinants are based on a set of salient beliefs and evaluations of these beliefs. The literatures in the current study have link cyberloafing to intention to loafing which is influenced by attitude, norms and behavioral control.

Research model



Research methodology

Research design

The study is cross sectional in nature and a survey research design is used. This is because the researcher used a structure questionnaire which was administered to the participants. The use of questionnaires is helpful because questionnaires are economical, speedy, there is no bias (as in interviews), and the possibility of anonymity and privacy encourages candidates to be willing to respond on sensitive issues and do so honestly.

Population and Sample size

The population of this study will comprise of employees working in the head office of all branches of deposit Banks operating in Kaduna metropolis, Kaduna State. Thus, this study will focus on the employees working at the head office of the following Banks: UBA, Access Bank, Eco Bank, Keystone Bank, FCMB, Fidelity Bank, GTBank, Union Bank, Mains treat Bank, Afri Bank, Unity Bank, Jaiz Bank, First Bank, Zenith Bank, Micro Finance Bank, there are 440 staffs working in the above listed Banks. This research intends to adopt this population so that the findings of this study can be more reliable and generalize than when the study concentrate on a single Bank like what was obtainable in previous studies. The table below showed the respective population of each Bank and the proportionate number of questionnaire that will be administered on the respondents.

Table 3.1

Population and sample size

S/N	Names of Banks	Population	Apportionment of questionnaire
1	UBA	32	19
2	ACCESS BANK	35	21
3	UNITY BANK	26	16
4	FIRST BANK	30	18
5	ZENITH BANK	29	18
6	JAIZ BANK	27	16
7	StanbicIBTC	25	15
8	AFRI BANK	27	16
9	MAINSTREET BANK	29	18
10	UNION BANK	28	17
11	FIDELITY BANK	30	18
12	ECO BANK	33	20
13	KEYSTONE BANK	30	18
14	FCMB	25	15
15	GTBank	34	21
	TOTAL	440	267

The study, using Krejcie and Morgan (1970), sample size table at 5% confident interval, arrived at 205 employees as sample size. For the purpose of increased representation, 30% of the sample size as recommended by Israel (2013) was added bringing the total to 267(205 + 30% = 269x 1.3 = 267). This takes care of other unavoidable errors such as incorrect filling and failure of some respondents to return questionnaire. The questionnaires were distributed to the participating employees with the aid of research assistants.

Measurement and Instruments

The study is quantitative in nature and primary data were utilized. Instruments from past studies were adapted to measure the constructs of the study. The researcher employed structured close ended. All scales used to measure the constructs of this study were adapted from previous studies. For individual performance, the scale used in this study was adapted from Koopman (2014) individual performance scale. It consists of 5 items measured in 5 point Likert scale. To assess the cyberloafing activities, the researcher used the scale by Akca (2013) originally developed by Doorn, (2011). The scale contained 9 questions and 3 dimensions (social, informational and leisure). The scale ranges from 1 = “never,” to 5 = “constantly.” Examples from the 9 items measure of cyberloafing includes “learn new skills, develop myself, relax and acquire new abilities. Coefficient alpha for the scale was 0.929 for the original scale. Respondents'

Data analysis technique

SmartPLS 2.0 was employed to compute the two-basic model of PLS path modeling which includes measurement model and structural model. Some of the reasons for the use of PLS were its superiority over others in terms of flexible restriction in respect distribution and population of the study as noted by Haenlein and Kaplan (2004) and it has the possibility of providing a more reliable and accurate computations of mediating effect because its accounts for error that is capable of reducing the possible relationship as well as the improvement of the validation of the theory (Henseler&Fassott, 2010).

Results and Discussions

A total of 267 questionnaires were distributed to the participants systematically sampled from the population. Only 253 were returned properly filled and they were coded, entered into SPSS and subjected for further screening and test such as missing value, outliers, normality and multicollinearity. However, of the 253 returned questionnaires, 5 were lost for being outliers and 248 scaled through the screening test and were used for the analysis. As specified in section three (3) above, the study employed SPSS and PLS-SEM in the

analyzing the data gotten from the field. In using PLS_SEM, Garson (2016) specified two models that must be examined, the measurement (outer) model and the structural (inner) model.

Measurement Model

Under this model, the study examined the items loadings, internal consistency and average variance extracted. The items loadings were examined and only items that loaded above 0.70 were retained (Fornell and Larcker, 1981). The internal consistency was measured by composite reliability and has reached the satisfied criteria, as the lowest is 0.826 and the highest is 0.958. Also, Average Variance Extracted (AVE) was examined and have all met the criteria provided by Fornell and Larcker(1981). In other words, the values of AVE were greater than 0.5, as it ranges between .619 and .867. These are presented in table 4.1.

Table 4.1

Items loadings, internal consistency and average variance extracted

Construct	Items	Loadings	Composite Reliability	Cronbach alpha	AVE
Employee performance	EP1	0.978	0.958	0.941	0.851
	EP2	0.919			
	EP3	0.881			
	EP4	0.908			
Informational loafing	IL1	0.755	0.826	0.698	0.620
	IL2	0.799			
	IL3	0.805			
Leisure loafing	LL1	0.905	0.830	0.721	0.619
	LL2	0.945			
	LL3	0.942			
Social loafing	SL1	0.585	0.951	0.924	0.867
	SL2	0.829			
	SL3	0.912			

To confirm the discriminant validity of all the constructs, the study adopted the Fornell and Larcker (1981) criteria. The square root of the AVE of each construct must be greater than the correlations among constructs. The values of the square root of AVE exceed that of the inter-correlation among the constructs in the model. The square roots of AVEs are represented with the bolded value on the diagonal in Table 4.2.

Table 4.2

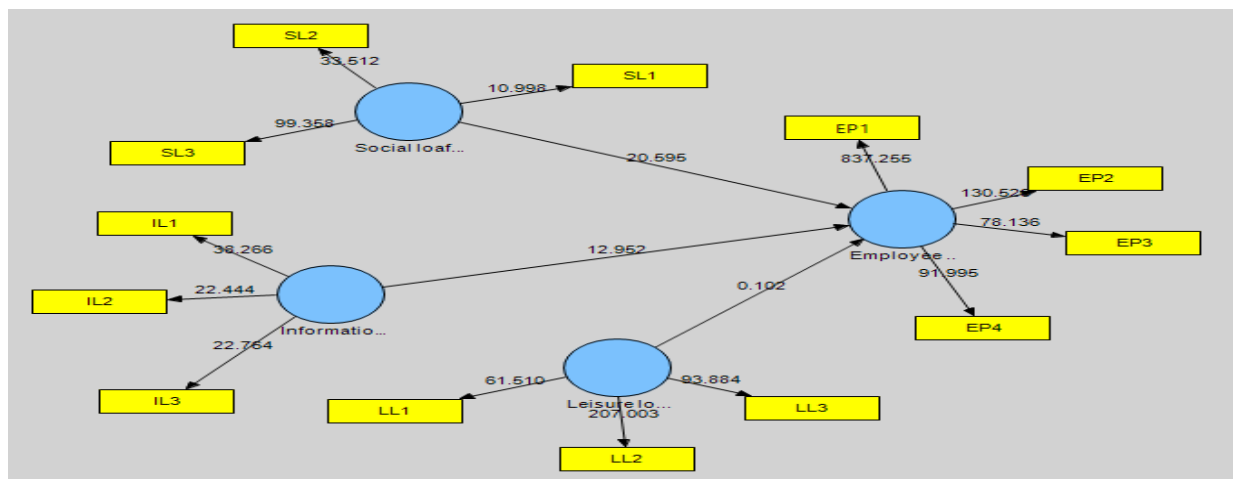
Discriminates Validity

Construct	Employee performance	Social loafing	Informational loafing	Leisure loafing
Employee performance	0.922			
Social loafing	-0.566	0.787		
Informational loafing	-0.552	0.423	0.787	
Leisure loafing	-0.004	0.224	0.673	0.931

Table 4.2 indicated that this criterion is achieved with the lowest of square root of AVE is 0.787 and the highest of the item to item correlation stood at 0.673.

Structural model

The structural model was assessed to test the hypotheses of the study. A total 5000 bootstrapping were carried out to the hypothesis for both the direct and moderated relationship. The effect size was also assessed and blind folding to determine the predictive relevance was carried out.



Test of Hypotheses

From table 4.3, it can be seen that informational loafing has negative relationship with employee performance (beta =-0.552, p value<0.01), leisure loafing is also negatively related to employee performance (beta = -0.004, p value >0.1) and social loafing is negatively related with performance(beta = -0.566, p value <0.01). The results presented in table 4.3 revealed that informational loafing has a significant adverse effect on performance (t-value = 12.952& p value = 0.000). Social loafing has significant negative effect onemployee performance (t-value = 20.595, p value = 0.000). However, leisure loafing has no significant effect on the performance of employees among deposit money banks in Kaduna metropolis(t= 0.102, p = 0.919).

Table 4.3

Path coefficient and test of hypothesis

Hypothesis	Relationship	Beta	Std Err	T- statistics	P-value	Decision
H1	Informational loafing -> Employee performance	-0.552	0.043	12.952	0.000	
H2	Leisure loafing -> Employee performance	-0.004	0.038	0.102	0.919	
H3	Social loafing -> Employee performance	-0.566	0.027	20.595	0.000	

R square 0.893

Thus, the first hypothesis (H1) that state that informational loafing has no significant effect on employee performance among deposit money banks in Kaduna Metropolis was rejected. Also, hypothesis two (H2) that states that leisure loafing has no significant effect on employee performance among deposit money banks in Kaduna Metropolis was accepted and finally, the third hypotheses which state that social loafing has no significant effect on employee performance among deposit money banks in Kaduna Metropolis was rejected. The r squared stood at 0.893 which is acceptable as it is above the recommended 10% by Falk and Miller (1995).

Effect size and predictive relevance

The study assessed the effect size of the exogenous variables (informational, leisure and social loafing) on endogenous variable (employee performance) using the F².Cohen (1988) recommended that f²values of 0.02, 0.15, and 0.35, to represents small, medium, and large effects respectively. Q² was used to determine the predictive relevance of the exogenous variable. According to Garson (2016), Q² value of 0 or negative showed that the model is irrelevant in predictive the endogenous variable the results are presented in table 4.4 below

Table4.4
Effect size

Construct	R2 included	R2excluded	F2	Effect size
Informational loafing	0.893	0.75	1.336	Large
Leisure loafing	0.893	0.892	0.001	None
Social loafing	0.893	0.827	2.262	Large

Q² = 0.751

The f2 value of informational loafing 1.336 indicating a large effect size, leisure loafing has 0.001 effect size which implied none effect size while social loafing has a large effect size. Also the Q² of the model stood at 0.751 which is greater than zero, this implies that the model has 75.1% predictive relevance.

Discussions of findings

Our first hypothesized relationship between informational loafing and employee performance was rejected. The level of significance was determined by the t-values and p-values obtained from the analysis. For hypothesis one, the relationship between IL and EP was rejected (t-value= 12.592, p=0.000). This implies that as employee becomes more addicted to using the internet searching for information not relevant to his work during the work hour, performance decreases, This finding is supported by (Askew & Askew, 2012; Yogun, 2015). This might be because employees who engages in the usage of internet searching for othe information not relevant to the assigned task may be carried away, this explain the results found in this study. For the second hypothesized relation, it was found that leisure loafing has no significant effect on the performance of employees among deposit money banks in Kaduna metropolis. Thus, the hypothesis is accepted (t-value = 0.102& p-value = 0.919). This finding is consistent with that of (Askew & Askew, 2012; Hussain & Parida, 2017). Employees may have had utilized their leisure time at work like break time in loafing, this may not have much impact on the task performance of the employees, thus, the none significant effect of leisure loafing on performance found in this study.

Finally, the third hypothesis of the study was rejected as the results indicated a significant negative effect of social loafing on the performance of the employees. This confirms the findings of (Derin & Güravşar, 2016; Sara & Santos, 2016; Yogun, 2015). Facebooking, twitter and other online social networking are common in places of work, it is obvious that these attitudes constitute cyber deviant or work place deviant that negatively affect the performance of employees.

Conclusions and Recommendations

The study examined the effect of cyberloafing on the performance of employees among deposit money banks in Kaduna metropolis. Based on the findings, the study concluded that concluded that two of the three typologies of cyberloafing has significant negative effect on the performance of employees among deposit money banks in Kaduna metropolis and the third has no significant effect on the performance. Surfing of Internet on non-related websites during working hours is considered as unethical behavior of cyberloafing. Thus, a good behavior is important to enhance the qualities of services that lead to job efficiency and effectiveness. The combination of work and leisure into daily working activities as routine must stop as soon as possible

Based on the findings, the study recommends that organizations can use internet surveillance programs and put in place explicit policies and sanctions tailored to control internet usage in the workplace. Managers may also benefit if they hire employees that are less prone to engage in cyberloafing behaviours since several human behavioural traits have been identified to contribute to cyberloafing behaviours. It is necessary that organizations consider hiring staff with high levels of conscientiousness since Blanchard reported that higher levels of conscientiousness can limit cyberloafing behaviours, but also with low levels of traits and characteristics such as impulsivity, extraversion and agreeableness (Saleem, et al., 2011) given that they all have been shown to have moderate effect on performance.

Further studies on this area can consider other possible intervening variables such as perceived, job satisfaction and organizational climate. A mediating test can also be included in the model.

5.1 Implication of the study

In addition, the methodological novelty of this study, the findings provide managers relevant data that they can use to take actions in their organizations to increase employees' performance and overall organization productivity and success.

Since cyberloafing is generally prevalent in the workplace (Lim & Chen, 2012) and results in lower task performance through loss of work time that can be translated into lost productivity and consequently financial losses (Johnson & Rawlins, 2008), it becomes a critical issue in the corporate world. To contain this issue of internet abuse, organizations should understand and find control mechanisms and policies to combat and prevent cyberloafing behaviours and harness its potential benefits.

There is evidence in the past studies that employee surveillance reduces the intention to use the internet in the workplace (Lijiao et al, 2014) and that organization sanctions toward cyberloafing and organization's internet policy (Zoghbi-Manrique-de-Lara et al., 2010) are also among other antecedents that have moderated correlation with cyberloafing.

Theoretically, the study contributes to the cyberloafing literature since the impact of cyberloafing on work performance has not been consensual among researchers. Some of them argue that cyberloafing at work is generally a pleasure activity that leaves employees happy and less stressed (Greengard, 2000), thus likely having a positive impact on work performance (Lim & Chen, 2012). However, our results go in the opposite direction, along with the authors that argue that cyberloafing have positive outcomes since it encourages employees to be more innovative during work hours (Lim, 2002), leading to higher performance and productivity (Johnson & Rawlins, 2008).

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