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RESEARCH PAPER

Determinants of Employees' Cyberloafing Behaviour: A Systematic Literature Review

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ABSTRACT

The behaviour of "cyberloafing" at the office, which involves the use of digital technology, has received a lot of attention from both academic and mainstream media. The present study aims to clarify systematic literature review (SLR) as it pertains to cyberloafing at work. A systematic literature includes evaluation of 88 SSCI research articles ranging from 1998 to 2021 to determine the variables driving cyberloafing. Given the rising body of research on Internet-related employees' opportunism, this review presents a comprehensive look at the research on the topic by using seven keywords. The findings of the in-depth literature review indicate that the elements that influence employees' cyberloafing behaviour can be grouped into one of three categories: individual, organization, and work-related considerations. Our discussion ends with some theoretical and practical ramifications.

KEYWORDS Cyber Production Deviance and Personal Web Usage (PWU), Cyberbludging, Cyberloafing, Cyberslacking, Non-Work-Related Computing (NWRC)

Introduction

"Cyberloafing" is defined as "the act of employees accessing their companies' internet access for personal purposes when they are supposed to be working" (V. K. Lim, 2002). Every firm should be increasingly concerned about deviant behaviour such as cyberloafing as it becomes more common. Out of the over 4.9 billion people who use the internet in some capacity every day across the globe, 82.90 million of them can be found in Pakistan. (Digital Report, 2022). There are 4.62 billion people using social media around the world, and 71.70 million of those people are in Pakistan (Digital Report, 2022). According to findings from earlier studies, workers devote about two hours every day to using the internet, which includes activities such as online shopping, instant messaging, emailing that is unrelated to work, and maintaining their social media profiles (Vitak, Crouse, & LaRose, 2011). According to the findings of research conducted by (Sha, Sariyska, Riedl, Lachmann, & Montag, 2019), employees use their mobile phones for a total of more than one full workday's worth of time (eight hours) every week. According to (Restubog, Scott, & Zagenczyk, 2011), employees engage in cyberloafing for around 192 minutes daily. Similarly, V. K. Lim. (2002), shows that employees waste 300 minutes daily on non-work-related activities at the workplace. According to the findings of yet another study conducted by Statista (2019), personal emailing activities are carried out at the place of employment by 52 percent of individuals who participated in the survey.

Most businesses in today's world rely on the internet to perform tasks such as processing electronic payments, providing online customer service, researching new product ideas, building and managing their brand on social media, and collaborating with people located all over the world. However, information and communication technology give workers the opportunity to take breaks away from their work. Previous research has shown that employees who waste time online are detrimental to the interests of their firms (K.-Y. Koay & Soh, 2018). Deviant behaviour in the workplace costs businesses over one billion

dollars annually in a variety of different ways, including security breaches, computer viruses, decreased productivity due to spam, theft of personal information and identities, computer hacking, time wasted, and the use of the internet for activities unrelated to work (Jandaghi, Alvani, Zarei Matin, & Fakheri Kozekanan, 2015). Companies suffer not just financial losses but also performance-related issues as a direct result of employees' inappropriate usage of the internet (Elrehail, Rehman, Chaudhry, & Alzghoul, 2021). Firms' performance declines if their employees engage in non-work-related activities (Abbasi, Jagaveeran, Goh, & Tariq, 2021; P. K. Lim, Koay, & Chong, 2020). If employees of an organization use the internet for personal reasons, the organization runs the risk of experiencing low productivity, as well as problems with security, sexual harassment, and wasted resources (Sheikh, Atashgah, & Adibzadegan, 2015).

As a result, gaining a grasp of the factors that influence the cyberloafing behaviour of employees is essential to getting a handle on the success of the firm. An extensive body of study has been conducted to investigate the elements that lead to cyberloafing behaviour on the part of employees. On the other hand, the list of elements that have been identified in the research as being the root causes of employee cyberloafing is not exhaustive. Thus, more research is needed to uncover antecedents, outcomes, scope conditions, and semantic relationships of this increasingly important reality for organizations.

Material and Methods

A comprehensive systematic literature review on the topic of cyberloafing by employees has been carried out by us. In order to accomplish this, we accessed the HEC Pakistan Digital Library and limited the scope of our sample to the five most prominent multidisciplinary databases, which are Science Direct, JSTOR, SpringerLink, Taylor & Francis, and Wiley. For a comprehensive review, seven keywords were used in current studies, as these words are synonyms of cyberloafing and can be used as exchangeable words (Kim, del Carmen Triana, Chung, & Oh, 2016). They include cyberloafing, cyberslacking, Cyberbludging, non-work-related computing (NWRC), internet abuse, cyber production deviance and personal web usage (PWU).

To begin, we utilized the aforementioned databases and searched for the term "cyberloafing" in the title, keywords, and abstract fields. This produced a total of 163 articles. We searched for the articles once more by using the second keyword, which was cyberslacking appearing in the title, abstract, and author-specified keywords in those five leading multidisciplinary databases that were mentioned earlier, and this time we found 59 articles that were relevant to our search. We searched for the articles using the third term, which was Cyberbludging appearing in the title in the mainstream databases that were listed above, but we were unable to locate any articles that were pertinent to our search. We then went back and looked through the mainstream databases, such as Science Direct, JSTOR, SpringerLink, Taylor & Francis, and Wiley, with the keyword "non-work-related computing" (NWRC) as our search term. This time, we were successful in locating ten articles that were pertinent to our research. In addition, searches were conducted using the phrase "internet abuse" that was included in the five most prominent multidisciplinary databases' title, abstract, and author-specified keywords; the results of these searches yielded a total of 28 relevant articles. Repeating our search with the terms cyber production (CP) deviance and cyber deviance appearing in the title, abstract, and subject of articles in the five multidisciplinary databases Science Direct, JSTOR, SpringerLink, Taylor & Francis, and Wiley produced a total of 109 articles that were pertinent to our investigation. Finally, we employ the keyword "personal web usage" (PWU), which appears in the title, abstract, and author-specified keywords in the five prominent multidisciplinary databases that were previously stated, and we find that there are 42 publications that are pertinent to our research.

After then, in order to ensure that our sample is typical of cyberloafing, we got rid of overlapping articles by eliminating the ones that were published more than once. For this

reason, we gathered all of the downloaded articles into a single folder and saved them in the order that they were accessed. The years 1998 through 2021 are covered in these articles. After taking into account any instances of overlap, our final sample consists of 331 research publications.

In order to determine whether or not these 331 articles were included in the Journal Citation Report (JCR) list, another search was performed using the full set of 331 articles. At the completion of the process, we had 184 papers in the Social Science Citation Index (SSCI). We gave each piece of paper a thorough reading, and we preserved the ones that dealt with cyberloafing. The conclusion we reached was based on an examination of 88 SSCI articles.

Results and Discussion

According to the findings of the comprehensive literature analysis, the factors that determine employees' cyberloafing behaviour may be broken down into three categories: individual, organization, and work-related.

Organizational Factors

Twenty-eight (28) different research publications investigated the organizational aspects that contribute to the cyberloafing behaviour of employees. The areas of these organizational characteristics that have received the most attention from researchers are organizational culture, organizational justice, organizational norms, organizational size, organizational internet use policies and sanctions, and organizational structure.

Employees are more likely to engage in cyberloafing if their organization lacks organizational justice, which is one of the many organizational factors that contribute to this problem. A low degree of organizational justice (distributivity, interactionally, and procedurally) is a strong predictor of employees' deviant work behaviour, such as cyberloafing, and it is one of the three components of organizational justice (De Lara, 2007; V. K. Lim, 2002). Existing research has also conducted extensive investigation into how employees feel about the fairness of their workplace (Khansa, Barkhi, Ray, & Davis, 2018) and perceived injustice (Garrett & Danziger, 2008) as important factors contributing to cyberloafing behaviour. Another investigation by Zoghbi-Maneique-De-Lara. (2007(Askew et al., 2014; Blanchard & Henle, 2008; Liberman, Seidman, McKenna, & Buffardi, 2011), also revealed that cyberloafing correlates with lower organizational justice levels. Moreover, Zoghbi-Manrique-de-Lara (2009) also found that normative conflict mediates between procedural justice and cyberloafing.

Organizational norms are another organizational factor that causes employees to engage in cyberloafing. Organizational norms that permit employees to use the organizational internet resource for a purpose that is unrelated to work are a significant predictor of employees' cyberloafing behaviour, and those organizational norms are one of the organizational factors that cause employees to engage in cyberloafing (K. Askew et al., 2014; Blanchard & Henle, 2008; Liberman, Seidman, McKenna, & Buffardi, 2011).

It is clear from the findings of previous studies that the size of a firm is a significant factor in the cyberloafing behaviour of its personnel. Large companies often utilize tight monitoring of their workers, which makes it more difficult for such workers to engage in inappropriate internet use while on the job (K. Askew et al., 2014; Galletta & Polak, 2003; Henle, Kohut, & Booth, 2009; Wang, Tian, & Shen, 2013).

Policies that monitor and restrict employees' use of the internet, in addition to the size of the firm, play a significant influence in preventing workers from becoming distracted from their work (Andreassen, Torsheim, & Pallesen, 2014; Garrett & Danziger, 2008; Jia, & Karau, 2013; Ugrin & Pearson, 2013; Wang et al., 2013). Numerous studies have pondered whether or not control and monitoring strategies (De Lara, 2006; Hensel & Kacprzak, 2021)

can prevent cyberloafing. Despite the fact that most of these have investigated coercive forms of control, for instance, perceived sanctions (Henle & Blanchard, 2008) or punishment (Hensel & Kacprzak, 2021), perceived abusiveness (past enforcement for less abusive behaviours) (Ugrin & Pearson, 2013) and use of filtering and verification tools to ensure proper Internet use (Glassman, Prosch, & Shao, 2015).

Employees are less likely to stray from their task because of the possibility of facing consequences related to inappropriate usage of the internet in businesses (Henle & Blanchard, 2008; K. Y. Koay, Soh, & Chew, 2017; Ugrin & Pearson, 2013; Zoghbi-Manrique-de-Lara & Olivares-Mesa, 2010). Academics have put forth the hypothesis that the existence of official Internet use and monitoring policies, as well as the strictness with which these policies are enforced, can have an impact on the frequency with which people engage in cyberloafing (K. L. Askew & Buckner, 2017; Mercado, Giordano, & Dilchert, 2017a). For example, Hensel & Kacprzak (2021) conducted a study not long ago in which they discovered that employees who were not disciplined for violating Internet use policies were more deeply embedded in the structure of the organization than those employees who were disciplined, which suggests that formal punishment had a significant effect. In addition, the architecture and the components of a control system could have an effect that discourages people from cyberloafing (Zoghbi-Manrique-de-Lara & Olivares-Mesa, 2010)

Work-related Factors

A total of twenty-eight (28) research publications investigated the various work-related elements that contribute to the cyberloafing behaviour of employees. Employees' work engagement, organizational commitment, job identification, job embeddedness, employees' qualification, meaningfulness, position at work, income, working hours, stress level, and individual creativity are some of the work-related factors that have been extensively researched. Other work-related factors include meaningfulness, position at work, and job embeddedness.

Elrehail et al. (2021), (Oosthuizen, Rabie, & De Beer, 2018), and Soral, Arayankalam, & Pandey,.(2020) have examined the impact of employee engagement on cyberloafing, along with the influence of various aspects of work tasks and job characteristics. The level of dedication an individual has to their organization is another factor that can predict cyberloafing (Hensel & Kacprzak, 2020) and job embeddedness (Mazidi, Rahimnia, Mortazavi, & Lagzian, 2020; Saghih & Nosrati, 2020). According to the findings of yet another study conducted by (Zhou et al., 2021), job identification, job stressors, and job features are significant antecedents of employees' cyberloafing. For instance, Elrehail et al. (2021) found that workplace demands, and stress led to increased cyberloafing, but employment resources and work engagement helped to reduce this behaviour.

The qualifications of workers are another important factor that has a significant role in predicting cyberloafing at work. Workers may at times have the misconception that they are more than capable of performing a particular job, which may result in their wasting time online rather than working (B. Cheng, Zhou, Guo, & Yang, 2020; Zhang, Wang, & Latif, 2019). On the other hand, meaninglessness has the potential to reduce employees' time spent online if they believe their employers are treating them fairly (De Lara, 2007).

One of the most important predictors of employees' cyberloafing behaviour is the positions that employees have inside the firm. Employees at higher ranks have a greater propensity to engage in actions related to cyberloafing (Garrett & Danziger, 2008; Kim et al., 2016; Liberman et al., 2011).

A strong predictor of employees' time spent cyberloafing online is also the employees' income. The high wages of employees have strong and favourable correlations with the amount of cyberloafing that they do (Garrett & Danziger, 2008).

Employees' propensity to engage in cyberloafing behaviour is significantly influenced by both their overall stress level as well as the length of their workweeks (Henle et al., 2009; O'Neill, Hambley, & Bercovich, 2014). In addition, there is evidence to show that those working in industries that involve creativity have a greater need for mental breaks, and employees often indulge in cyberloafing as a way to revitalize themselves (Bock, Park, & Zhang, 2010; Vitak et al., 2011).

Individual factors contributing to employees' cyberloafing

There are twenty-six (26) research articles that have been identified as being related to individual factors. It has been found that apart from organizational and work-related antecedent factors of employees' cyberloafing behaviour, the areas that have been extensively researched are individual demographic and personality traits along with individual habits and beliefs that can predict employees' cyberloafing behaviour. In addition, it has been found that apart from these factors, organizational and work-related antecedent factors of employees' cyberloafing behaviour have

Individual demographic and personality characteristics

There have been nineteen (19) study publications that have looked at individual demographic and behavioural traits as generally investigated areas that influence employees' cyberloafing behaviour.

According to the review, the vast majority of researchers have included socio-demographic characteristics like education as control variables in their studies (Agarwal & Avey, 2020), marital status (Wu, Liu, & Yuan, 2020), organizational tenure (B. Cheng et al., 2020), age and gender (Hensel & Kacprzak, 2020; Zoghbi-Manrique-de-Lara, Viera-Armas, & García, 2019).

According to Elrehail et al. (2021), cyberslacking is less prevalent among older employees, women, those with a high level of education, and those with more years of service. Both P. K. Lim et al. (2020) and Yildiz Durak & Saritepeci. (2019), found that men are more likely to engage in the activity of cyberloafing than women were. According to the findings of Andreassen et al(2014b), upper-level supervisors and employees who are single are likewise more likely to spend time online while they are working than employees who are married or in a relationship.

Evidence from past literature suggests that the younger people (Andreassen et al., 2014; Baturay & Toker, 2015; De Lara, 2007; Henle et al., 2009; Phillips & Reddie, 2007), especially male (Andreassen et al., 2014; De Lara, 2007; Vitak et al., 2011) and experienced user of the internet (Baturay & Toker, 2015; Vitak et al., 2011) tend to cyberloafing more at the workplace. In addition, extraverted workers have a greater propensity to indulge in cyberloafing while they are on the job (Andreassen et al., 2014; Jia et al., 2013). In addition to this, employees who have a higher degree of education are also more likely to participate in activities related to cyberloafing (Andreassen et al., 2014; Baturay & Toker, 2015; Phillips & Reddie, 2007).

The review of past literature also provides evidence that employees with high emotional intelligence (Jia et al., 2013; K. Y. Koay et al., 2017; Wang et al., 2013) and self-regulation (Mercado et al., 2017; Restubog et al., 2011), who is honest (K. Y. Koay et al., 2017) are not engaging in cyberloafing behaviour at the workplace. Furthermore, personality traits like conscientiousness (Andreassen et al., 2014; L. Cheng, Li, Zhai, & Smyth, 2014; Jia et al., 2013; Yan, Li, & Sui, 2014) and agreeableness (L. Cheng et al., 2014) are negatively related to employees cyberloafing behaviour.

Individual Habits and Beliefs

There have been found to be an additional sixteen (16) study studies that investigate the individual demographic and personality-related characteristics that have been found to have a significant link with cyberloafing behaviour.

The ability to predict behaviour is significantly aided by one's habits. Employees who regularly use the internet have a greater propensity to engage in cyberloafing while they are on the job (Galletta & Polak, 2003; Henle et al., 2009; Lee, Teng, & Chen, 2015; Liberman et al., 2011; Restubog et al., 2011; Wang et al., 2013;Yılmaz, Yılmaz, Öztürk, Sezer, & Karademir, 2015). In addition, workers who consider cyberloafing to be acceptable are more likely to engage in the activity themselves (Andreassen et al., 2014; Fichtner & Strader, 2014; Galletta & Polak, 2003). Furthermore, employees who perceive cyberloafing as beneficial tend to cyberloafing more (K. Askew et al., 2014; Blanchard & Henle, 2008). Workers also provide an additional rationale for their cyberslacking: the pervasiveness of online media (Batabyal & Bhal, 2020). In addition, there is a considerable and favourable association between procrastination and cyberloafing on the part of employees (Coskun & Gokcearslan, 2019; Fichtner & Strader, 2014; Wagner et al., 2012).

In conclusion, our present knowledge, which is based on the research done in the past, reveals that the factors that lead up to cyberloafing can be divided into two major categories. Employees' cyberloafing behaviour can be attributed, in part, to organizational variables as well as elements relating to their jobs or places of employment, as members of the first category. The individuals who fall into the second category are classified according to their own unique demographic qualities, attitudes, beliefs, and personality traits.

Conclusion

Existing academic literature contains piecemeal information on cyberloafing, despite the fact that it is widely known that cyberloafing is a significant kind of online deviant behaviour in modern businesses and organizations. The current study presents a comprehensive evaluation of the empirical research that has been published over the course of the previous two decades in order to create a debate that is all-encompassing on this phenomenon. The findings from 88 different articles were compiled and analyzed by us.

Several elements that affect cyberloafing behaviour are also identified in the available literature. To name a few of them: organizational considerations such as workers' views on fairness inside the company system (V. K. Lim, 2002), organizational norms (K. Askew et al., 2014), organizational characteristics (Liberman et al., 2011; Ozler & Polat, 2012); work-related factors, such as job demand, job resources (Elrehail et al., 2021), job stress, workplace ostracism (Andreassen et al., 2014; Blanchard & Henle, 2008; K. Y. Koay et al., 2017; V. K. Lim, 2002), employees job position (Andreassen et al., 2014), boredom at work (Mercado et al., 2017a; Wan, Downey, & Stough, 2014), internet addiction (Keser, Kavuk, & Numanoglu, 2016; Yan et al., 2014; Yaşar & Yurdugül, 2013), ability to hide (K. Askew et al., 2014; Mercado et al., 2017a), organizational policies and sanctions (Andreassen et al., 2014), job demand (Charoensukmongkol, 2014; Jandaghi et al., 2015), and the number of working hours (Henle et al., 2009); individual factors, such as age (Akman & Mishra, 2010), educational level (Andreassen et al., 2014; Charoensukmongkol, 2014; Jandaghi et al., 2015), self-regulation (Mercado, Giordano, & Dilchert, 2017b), internet and computer-related skills (Vitak et al., 2011; Weatherbee, 2010), habits of cyberloafing (Galletta & Polak, 2003; Henle & Blanchard, 2008; Liberman et al., 2011; Mercado et al., 2017b; Wang et al., 2013), normative beliefs and subjective norms (Andreassen et al., 2014; Galletta & Polak, 2003; A. P. Lee et al., 2015), perceived usefulness (K. Askew et al., 2014; Blanchard & Henle, 2008), individual personality traits (Jia et al., 2013), procrastination (Akman & Mishra, 2010; Baturay & Toker, 2015); and individual demographic factors, such as gender, age, and income differences (Akman & Mishra, 2010; Baturay & Toker, 2015).

The review of the relevant literature demonstrates the intricacy and multifaceted character of the problem of cyberloafing. The complexity and multifaceted nature of the cyberloafing issue are brought out by the review of the relevant literature. The presented set of antecedents, on the one hand, describes a typical worker who is inclined to characteristics that an employer can (at least somewhat) alter by adjusting things like working hours or closeness to supervisors. However, our research shows that there are a number of extra-workplace elements over which organizations have little control and can only exert limited influence. In conclusion, this paper presents a summary of previous studies as well as a structured assessment of the existing literature on cyberloafing, with a particular emphasis on the behaviour that led up to it. However, the empirical data continue to be inconsistent. This vacuum in knowledge is addressed in this study by doing a complete analysis of the available literature on the topic of cyberloafing and presenting a comprehensive summary of the findings from that review.

Recommendations

The current research does have some significant caveats attached to it. As a first point, the review's search terms were chosen on a subjective basis, taking into account the accepted definitions of cyberloafing. It's possible that more keywords will be used in future studies to broaden the reach of ours. Second, this particular review did not take into account any publications that were presented at a conference and published in the proceedings of that conference, dissertations and book chapters. We are aware that we may have overlooked some pertinent studies as a result of this exclusion criterion, and we recommend that future researchers take into consideration the possibility of integrating these published sources in order to circumvent the limitations we have identified.

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