

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Impact of Cyber Loading on Employee Job
Performance: The Mediating Role of Employee
Job Attitude and Moderating Role of
Conscientiousness**

by

Laraib Naseer

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degree of Master of Science

in the

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*Dedicated to my Mother, whose prayers enabled me to have success in all spheres
of life*



CERTIFICATE OF APPROVAL

Impact of Cyber Loafing on Employee Job Performance: The Mediating Role of Employee Job Attitude and Moderating Role of Conscientiousness

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Abstract

Current study aimed to investigate the relationship between cyber loafing and employee job performance, through the mechanism of employee job attitude, along with finding out the moderating impact of conscientiousness on relationship between cyber loafing and employee job attitude. The research uses self-determination theory to support the framework proposed. Data were collected from the 337 respondents who were working in IT sector across Rawalpindi & Islamabad through convenience sampling technique. SPSS, process macro by Hayees were used for mediation and moderation analysis. The findings suggested that cyberloafing negatively affects employee job performance and employee job attitude mediates the relationship between cyberloafing and employee job performance. Results of the study also showed that conscientiousness was moderating the relationship between cyberloafing and employee job attitude in such a way that it weakens the relationship. The study significantly contributes to the area of research specifically in the domain of employees cyber loafing. Lastly, we conclude with practical and theoretical implications as well as future research directions.

Keywords: Cyber Loafing, Employee Job Performance, Employee Job Attitude, Conscientiousness, Self Determination Theory.

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Abbreviations

CL	Cyber Loafing
Con	Conscientiousness
DV	Dependent Variable
EJA	Employee Job Attitude
EJP	Employee Job Performance
IV	Independent Variable
Med	Mediator
Mod	Moderator
SDT	Self-Determination Theory
SPSS	Statistical Package for the Social Sciences

Chapter 1

Introduction

1.1 Background of Study

In the modern business world, using the internet has become a requirement because the internet has had a wide range of consequences on businesses and organizations. Almost every company provides its employees with internet access to help them complete their tasks. Cell phones and tablets are available to every employee in a company (Çınar & Karcıoğlu, 2015). Technology's impact on employment is a largely understudied subject of organizational behavior study. Globalization, cost savings, product cycle durations are reduced, improved information accessibility, enhanced international communication, and more efficient advertising of offerings are just a few of the advantages that the Internet has given to organizations (Anandarajan, Simmers, & Igarria, 2000).

IT advancements also had variety of disadvantages as it continues to affect corporate, societal, and individual domains in many ways; they also enhance the possibility of deviant behavior. Due to security violations, viruses, poorer productivity (because of spam), identity and information theft, hacking, time squandering, and nonworking Internet usage, organizations suffer a lot. As a result, brand identity, consumer loyalty, and general trust are being eroded. Internet misuse, such as increasing cyber loafing, poses a concern; employees may be unable to perform successfully at work if they are engaged in browsing activities unrelated to their respective jobs, culminating in lower organization profitability (Abbasi, Jagaveeran,

Goh, & Tariq, 2021). Term cyber loafing refers to the utilization of inappropriate company's internet for non-job-related purposes throughout working hours. Cyber loafing was first used to allude to individual mailing and browser habits that even an employee willingly engages in throughout working hours. Blanchard & Henle (2008) claimed that cyber loafing included both trivial (such as browsing, mailing, buying, and purchasing) as well as severe (such as blogging, gambling, and viewing adult websites) behaviors. Cyberloafing is commonly regarded as counterproductive or unprofitable conduct that is inappropriate to the firm and may result in a financial loss (Pindek et al. 2018). The number of employees who use various social media sites has increased by 84.1 percent. Employees spend about two hours every day on social media and non-work activities (Yu, Zhong, Sun, & Qin, 2022).

During work hours, numerous workers are using large social media and business social media platforms like WhatsApp for interpersonal contact. Employees that participate in extracurricular activities within core hours are known as cyber loafers (For example, utilizing Messaging apps, Netflix, Instagram and Facebook pages, as well as sending emails and texts, and accessing websites that are unrelated to their profession). The majority of organizations have to cope with cyberloafing issues (Nusrat, He, Luqman, Waheed, & Dhir, 2021). Although of the widespread adoption of smartphones, tablets, and other electrical gadgets, cyberloafing, or squandering time on the internet for non-work purposes, is the main source of concern for employers. Employees are anticipated to devote up to several hours each day in the office cyberloafing, which costs the company an estimated \$ 85 billion per year (Andel, Kessler, Pindek, Kleinman, & Spector, 2019).

Cyberloafing become the most popular way for people to squander time at work, and this disturbing trend is causing significant workplace unhappiness (Sampat & Basu, 2017). Excessive usage of social media can lead to mental stress because people are unable to digest the vast amount of information available on these platforms. They also claim that unfettered usage of social media influences employees' emotional and mental health, resulting in lower productivity (Yu, Cao, Liu, & Wang, 2018). Cyberloafing is becoming increasingly widespread in the

workplace and can be detrimental. Employees are spending more time on the internet performing non-work-related activities, which may harm the organization's productivity. Organizations may suffer as a result of cyberloafing, aside from the negative impact on performance. Another possible collateral impact on IT infrastructure is that employees may unintentionally download viruses and harmful software from the suspicious website, infecting other devices and servers. Cyberloafing may represent a major danger to network security, limit organizational capacity, and indirectly expose businesses to lawsuits for a variety of reasons (Oswalt, Elliott-Howard, & Austin, 2003).

Organizations may face information security issues or legal challenges as a result of internet usage that isn't suitable, for instance, installing unlicensed software products or streaming adult-themed videos ((Cheng & Li, 2014). Cyberloafing is deemed ineffective. This pastime may divert employees' attention away from their job and cause them to procrastinate in finishing their responsibilities, resulting in worse employee performance (Lim & Chen, 2012). Employee job performance is negatively associated with cyberloafing since time spent on the internet is not dedicated to work (Jandaghi, Alvani, Zarei Matin, & Fakheri Kozekanan, 2015). Because cyberloafing would account for 10% to 30% of employees' job time apparently, it can pose a substantial danger to employee job performance (Agarwal, 2019).

Employee job performance is described as an employee's overall concerning job-related obligations and responsibilities (Mercado & Dilchert, 2017). Salary adjustments, awards, promotions, reviews and penalties are all based on job performance. Furthermore, one of the most significant indicators of organizational success is employee job performance. Worksite role enfranchisement, customer response, team spirit, compassionate gumption, intimate and organizational assistance, presumed dedication, remuneration potential, career satisfaction, detrimental work behavior, ability to do the job, performance outcomes, interactional achievement, creativity, interpersonal adaptability, effort stress management, task proficiency, and task proactivity have all been identified by researchers as aspects of employee job performance (Gan & Ramayah, 2017).

Employees can utilize the Internet to help them to accomplish their tasks more efficiently but many of them use it for enjoyment during work hours, which interferes with their job roles and responsibilities and wastes time. As a result of employees' internet activities outside of their employment functions, the organization suffers greatly (Lim & Leo, 2020). Employees often socialize time on various websites and become disassociated from their jobs, which may benefit them but delays organizational tasks and lowers the organization's productivity (Koay & Soh, 2018). Employee performance is harmed by cyberloafing since it wastes time and energy (Sheikh, Aghaz, & Mohammadi, 2019).

Prior studies on the determinants of disruptive employment behaviors discovered empirical participants with an opportunity who have negative job perspectives are more inclined to partake in misbehavior since these employees might behave in aberrant conduct as a method of reclaiming command from over job (Bennett & Robinson, 2003). Employees become least devoted and answerable to the organization when individuals confront adverse job attitudes at work, and they become better inclined to take part in non-work-related pursuits (Martin, 2010). When employees recognize lower aspects of business fairness, they seem to be more susceptible to cyberloaf, and terrible job attitudes promote cyberloafing actions. Employees who are disconnected at work or have almost no enthusiasm for their job requirements are more probably to invest in non-employment duties beyond work hours (Craighead, Ketchen, & Buckley, 2008). Employees are less motivated, less engaged in their job, and spend office time for personal reasons if their managers do not provide the time and do not respect their efforts. There are many measures to regulate cyberloafing in the workplace, such as prohibiting websites, YouTube, and so on. Positive conduct in the workplace is based on respect, trust, honesty, loyalty, and appreciation of their job, but negative behavior is based on less stress, and when their manager behaves improperly, people indulge in cyberloafing and lose interest in their job (Koay & Soh, 2018).

Zoghbi's (2007) research demonstrated that how this cyberloafing tendency is caused by a specific personality. However, just a few researchers are looking at how various personality characteristics interact to influence cyberloafing behavior. Personality traits that build a person's individual qualities are indeed highly

essential in the behavior of cyberloafing (Prasad, Lim, & Chen, 2010). One example is when someone with a high level of conscientiousness tends to restrict their cyberloafing tendency. This suggests that personality factors, primarily (conscientiousness and success-commitment), have a considerable effect on employees' cyberloafing behavior during the development process (Widiastuti & Margaretha, 2016). Individual variations in the inclination to be self-controlled, accountable to others, responsible, orderly, and rule obeying are described by the conceptions of conscientiousness (Barrick & Mount, 1993).

Based on this study, we estimate a negative association between cyberloafing and employee job performance. When there is a large proportion of conscientiousness, the negative association that occurs between cyberloafing and negative job attitude lessens. As a result, the current study focuses on the impact of cyberloafing on employee job performance, as well as mediating role of employee job attitude and moderating effect of conscientiousness.

1.2 Gap Analysis

Cyberloafing has grown a prevalent problem across every organization, affecting organizational performance directly because cyber loafing is the excessive usage of business Internet throughout working time for non-job-related purposes” (Lim & Chen, 2002). There are various findings of many researchers unfolding various aspects of cyberloafing on employee job performance. In the past researchers Kularathne & Senevirathne, (2021) have attempted to investigate the association between cyberloafing and employee performance but mediating effect of employee job attitude has never been tested. The above research was conducted for the banking (private) sector in Sri Lanka. So this study aims to investigate the mediating role of employee job attitude between cyber loafing and employee job performance. Researchers (Saleem et al., 2011) suggested that it is beneficial for the organizations to recruit personnel that are lesser indulged in cyberloafing conduct, distinct personality attributes were discovered to diminish cyberloafing behaviors, and organizations should focus on recruiting workers with sufficient levels of conscientiousness. Higher degree of conscientiousness might district cyberloafing behaviors,

a personality attribute should be used to moderate the interaction between cyberloafing and employee job performance. Previous research recommended that future direction for the research is that the research needs to be conducted on conscientiousness as a moderator in this research model (Olajide, Ahmad, & Qadir, 2018). A previous study indicated that future research might explore other personality characteristics as a moderator since personality traits can decrease cyberloafing behavior. An employee with a high degree of personality traits will be more focused on his present circumstances and careful awareness of his manifest actions. As a result, their proclivity towards cyber-loafing would be decreased (Luo, Xu, Zhang, Xiao, & Xue, 2022).

Previous research conducted by Raza (2020) suggested that there is a need for testing the population of IT/software houses sector such that the generalization of that kind of connection may be assured because software houses running across the world are doing a fantastic job for information and communication technology and outsourcing services to all customers. Employees in this software industry are more inclined to interact in cyber loafing than those in other sectors. The impact of cyberloafing on employee job performance, including the mediating effect of employee job attitude and the moderating role of conscientiousness, will also be investigated in Pakistan's IT sector. Evaluating the associations between variables and exploring those in aggregate form will assist in determining the impact on employee job performance. It should add a novel dimension to the available literature on the effects of cyberloafing on employee job performance.

1.3 Problem Statement

The globalization of technology has a variety of consequences, including negative consequences for employees who indulge in recreational activities during work hours. Employees waste time on the internet, on social media, on their phones, on gaming, on irrelevant websites, and getting personal emails instead of corporate mail, all of which have negative consequences for the employees as well as organizational success. Employees found that when they felt their organization was treating them unfairly, they were more inclined to cyber-loaf with the issue

of cyber security. Working in software houses is a challenging job in the context of Pakistan because the majority of employees may deal with modern technology gadgets, which encourages employees to pursue cyberloafing, employees are frequently putting their companies at risk of hacking by sharing their passwords, using public Wi-Fi networks to send sensitive information or not protecting the privacy of their organizations.

Employees are apathetic in their work and utilize the resources of the organization, such as cyberspace and net mail moreover, for private benefit might results in a severe drop in the employee job performance because employees play a crucial role when they exhibit negative behavior that might contribute to the downfall of the organization as a result, employee job performance might be eroded by cyberloafing. So this study is intended to focus on cyberloafing and its impact on employee job performance.

A stable environment is important for organizations to improve their performance. The present study is therefore, conducted specifically in the context of Pakistan to investigate that how cyberloafing impacts employee job performance with mediating role of negative job attitude. In this study conscientiousness is used as a moderator that how it affects the relation between cyberloafing and employee job attitude. This study might offer a fresh perspective in the literature on cyberloafing, employee job attitudes, and conscientiousness on employee job performance.

1.4 Research Questions

The proposed study is designed to discover solutions to several questions based on the described concerns; a summary of the questions would be as follows:

Research Question 1:

What is the impact of cyberloafing on employee job performance?

Research Question 2:

What is the effect of cyberloafing on employee job attitude?

Research Question 3:

What is the impact of employee job attitude on employee job performance?

Research Question 4:

How employee job attitude mediates the relationship between cyberloafing and employee job performance?

Research Question 5:

How conscientiousness play a moderating role between cyberloafing and employee job attitude?

1.5 Research Objectives

Main objective of this study is to investigate the association between the variables according to the provided model, assuming that all of the variables are interconnected to provide the desired outcomes. The study's main objective is to look at the link between cyberloafing and Employee job performance. Employee job attitude has been investigated as a mediator between cyberloafing and employee job performance and conscientiousness has been incorporated as a moderator for the association between the variables in the study model. Getting more clearer about the study's goal and objectives. The study's particular objectives are listed below;

Research Objective 1:

To investigate the interaction between cyberloafing and employee job performance.

Research Objective 2:

To investigate the interaction between cyberloafing on employee job attitude.

Research Objective 3:

To investigate the interaction between employee job attitude on employee job performance.

Research Objective 4:

To investigate the role of employee job attitude in mediating the association between cyberloafing and employee job performance.

Research Objective 5:

To investigate the moderating effect of conscientiousness between cyberloafing and employee job attitude.

1.6 Significance of the Study

Cyberloafing encompasses behaviors such as Internet purchases, cruising, utilizing social platforms, seeking work, fetching private server addresses, and acquiring non-task-related information. This is due to the fact that cyberloafing activities (browsing and email) undertaken at work during working hours are a waste of time and divert employees' attention away from the job (Lim & Chen, 2012). Employees are displaying a negative attitude towards their job, and as a result, their performance will suffer. This research is largely narrative thinking in the context of Pakistan and mostly in the software/IT sector because it intends to create and test an integrated model.

The organizations will benefit greatly from this study. The study holds the motivation is to determine the immediate relationship between cyberloafing and its influence on the performance of employees employed in organizations and so this investigation also intends to supply employee job attitude being a mediator between cyberloafing and employee job performance. This research expands the importance of conscientiousness in regulating the association between cyberloafing and employee job attitude in Pakistani organizations (Rawalpindi/ Islamabad).

This aids a theoretical addition in literature to investigate all of them and how to overcome these challenges in the organization, such as employees squandering organization time and utilizing organization time for personal purposes, as well as a lack of enthusiasm and negative behaviors toward their jobs, and so on. Furthermore, the theoretical contribution includes the support of the Self-determination theory that is used in the study to propose the research framework. Moreover,

this study will help the researchers in future research that how employee job performance gets affected by cyberloafing. These mentioned factors are very less explored in the past literature; so this study will be significant for the researchers. Moreover, this research work will support future researchers to further study other dimensions of those variables concerning the other sectors.

1.7 Supporting Theory

Self Determination Theory (SDT) is a prominent motivation theory that becomes used to explain human behavior and well-being in several circumstances (Deci & Ryan, 2009). SDT posits that motivation may be broadly classified into 'categories.' The much more desired form is intrinsic motivation, and it usually relates to inquisitive and spontaneous uncoerced behaviors. The consequences of intrinsically motivated activities are connected to the task; to put it another way, merely 'performing' particular behavior is a reward in and of itself (Deci & Ryan, 2000). Alternatively, extrinsic motivation is related to behaviors motivated by anything other than the job. Extrinsic motivation is so important since it is implemented on a unique target (Deci, Olafsen, & Ryan, 2017). Environments should specifically facilitate the fulfillment of core psychological needs. Autonomy is described as "the longing to be connected with one real personality' by behaving as one intends," relatedness is identified as "the use of a feeling of belonging," and competence is regarded as "the ambition for mastering" (Deci & Ryan, 2009).

According to Deci and colleagues (2017), a fundamental problem arising in organizations are assuring that employees' psychological requirements are fulfilled in the workplace or not. By relating STD theory to this research model when intrinsic motivation is high and employee demands are fulfilled it tends towards excellent goals accomplishments whereas, when internal motivation is low and employee needs are not fulfilled, employees become engrossed in non-professional activities such as cyberloafing and they exhibit negative job attitudes at the workplace, which reduces an employee's performance and well-being. Self Determination Theory (SDT) has also been used to understand employee motivations, especially since the profession is frequently connected with accomplishments and

as well as try to improve their skills that will benefit the organization while doing great work (Messineo, Allegra, & Seta, 2019). Self Determination theory suggests that individuals need a sense of autonomy and self-control that are conducive to enhancing their job involvement and performance (Baard et al., 2004).

Using self-determination theory, researchers explained the negative impacts of workplace cyberloafing (Agarwal & Usman, 2019). Cyberloafing, in particular, obstructs folk's essential psychological requirements, including autonomy, relatedness, and competence. In terms of the desire for competence, cyberloafing is a behavior that disparages or invalidates the opinions of targets, which likely undermines feelings of mastery (Notelaer et al., 2019). A broad array of capabilities that an employee must acquire in sequence to accomplish work; whenever a chore involves restricted activities and skills, the employee may get disillusioned with the tasks and become much more likely to partake in cyberloafing behaviors (McKnight, Phillips & Hardgrave, 2009). In contrast, whenever a job entails a range of duties and talents and abilities, it might deter employees from engaging in cyberloafing and other inefficacious workplace behavior (Arshad, 2016). In terms of the sentiments of relatedness, People who are neglected or overworked are least inclined to perceive attachment to those around them. Such an absence of relatedness could be exacerbated if everyone else refuses to engage while cognizant of cyberloafing since spectators frequently keep mute when seeing incidences (Ng & Abbas, 2020). Finally, In terms of autonomy, targets might assume reluctant to behave as they choose for fear of aggravating offenders. Employees that have autonomy have the power and independence to control and make decisions about their work. Employee autonomy helps establish a sense of self-responsibility; nevertheless, increased levels of autonomy lead to employee participation in cyberloafing activities, resulting in worse employee performance (Garrett & Danziger, 2008).

According to SDT, gratifying emotional needs is necessary for personal growth, efficient coping, and success (Ryan & Deci, 2000). Cyberloafing has been connected to reduced well-being, like terrible employee job performance and difficult-to-attain objectives. Targets even have lesser levels of employee job attitude (Snyman & Loh, 2015). Thus, to successfully dissuade cyberloafing, organizations should concentrate on personnel's intrinsic motivations, which may be used as a deterrent

strategy (Oosthuizen, Rabie, & De Beer, 2018). Employees may engage in cyberloafing activities while executing job duties unless an occurrence at the workplace makes them upset or embarrassed. As a result, their intrinsic work motivation may diminish. Organizational events that induce a positive job attitude may increase intrinsic motivation, whereas work events that trigger a negative job attitude may decrease intrinsic motivation. Exactly when employees were using cyberspace for non-job-related activities, fury might erupt. Employees' anger, heavy workloads, and stress create a negative job attitude, which may reduce employees' excitement when performing job activities. As a result of the decreasing excitement in executing job activities, employees' intrinsic work motivation is likely to decline, and employee performance will suffer as well (Bloom & Colbert, 2011).

According to Self-determination theory, Employees' intrinsic work motivation and performance are likely to improve if they are conscientious. Employees should be more careful about their decisions, behave more cautiously, and take their responsibilities seriously (O'Connor & Paunonen, 2007). As a result, employees are slighter contribute to cyberloafing crime, and those are also more likely to feel delighted in their jobs, leading to a higher job attitude (Gagné & Deci, 2005).

Chapter 2

Literature Review

2.1 Cyber Loafing (Independent Variable)

Workers' voluntary exploitation of the organization's net web - based platforms for personal gain and to access personal e-mails during working hours is defined as cyberloafing conduct, as is mistreatment of cyberspace in the workplace. Such actions waste time because they keep employees from doing their essential job obligations. Employees might give the appearance of being active at the computer and working hard via cyberloafing. Nevertheless, the pursuits are personal in nature and have nothing to do with employment (Lim, Koay & Chong, 2020). Accessing the internet for non-productive pursuits such ability to send and receive emails, entertainment websites, accessing digital news and athletics portals, and streaming videos throughout hours worked. It's often conveyed through ideas like cyberslacking, garbage computer, computing not linked to work, and perusing the internet for amusement at work (Koah & Soh, 2019).

Employees that indulge in non-work-related internet conduct are known as cyber loafers (Askew et al., 2014). Cyberloafing is terminology for utilizing the information technologies across the communications network made available to employees of organizations for purposes beyond than those of the organization (Erdem, 2020). Cyberloafing negatively interacts with both interpersonal and organizational performance. Contrary to popular belief, employees engaging in unassociated job

activities in the place of work cause a loss of productivity, stress, lower job satisfaction, and diminished well-being, making employees unhappy (Vitak, Cruise & Larose, 2011).

Cyberloafing behaviors have been classified into two categories: slight and violent. The slight activity involves using personal emails to access non-work-related websites, whereas serious behavior includes accessing insecure websites that may compromise organizational private data (Saleh, Daqqa, AbdulRahim, & Sakallah, 2018).

2.2 Employee Job Performance (Dependent Variable)

The expression "employee performance" describes a person's achievement at work after putting up the appropriate effort on the job, which is related to gainful employment, an intriguing reputation, and understanding coworkers/employers encircling them (Karakas, 2010). Job performance is indicated as the actions that a person demonstrates that is in keeping with their job description and workplace standards, and is aimed toward overall organizational success. Direct determinants of performance include knowledge, skill, desire, habits, situational possibilities, and restrictions, as well as indirect determinants such as individual variations in aptitude and temperament and as well as a certain form of environmental stimuli. Performance evaluates the accomplishment of occupational requirements in terms of quality, quantity, time, and amount of effort expended (Esson, 2004).

Organizations have long placed a high priority on employee job performance (Kerlidbari, Yusefi & Dizgah, 2011). Similar to how employee performance would be a crucial tenet of an organization, components set up with satisfactory accuracy must be systematically examined by organizations for them to thrive (Yaqoob & Abbas, 2009). Employee job performance is related to the employee's anticipated activities and the employee's execution of those operations (Business Dictionary, 2017).

Individual achievement is mostly determined by motivation, willingness, and capacity to complete the job (Menges, Tussing, Wihler, & Grant, 2017). According to Anitha (2013), Employee performance is a measure of an employee's financial or other achievements that are directly related to the effectiveness and success of an organization. It was also discovered that personnel performance is greatly impacted by their environment at work, administration, connections with their teammates and coworkers, career development opportunities, incentive packages, legislation and standards, workplace safety, and employee retention. Employees are essential to the success of organizations because without them, the notion of the organization would not exist (Rao, 2008).

2.3 Employee Job Attitude (Mediator)

Evaluative remarks regarding things, people, or events are called attitudes. They can be positive or negative. They convey one's feelings regarding something (Robbins, 2003). A person's behavior toward other people, things, and events may be significantly impacted by their attitude, which is a taught and arranged pleasant or negative sensation or mental state of preparedness (Fishbein & Ajzen, 1974).

Job attitude greatly influences whether smoothly employees perform at various jobs in organizations. As a result, the importance of recognizing, measuring, and improving employee attitudes is important for today's organizations. Individuals have dispositions. Organizations that could be described are rigorous, warm, sincere, imaginative, conventional, or otherwise. Such characteristics can also be used to predict people's attitudes and behaviors inside these organizations (Jayan & George, 2013). Person's job attitude is defined that a psychical or neurological situation that is formed by experience, application of instructions, as well as having a significant influence on their behaviors toward any element and circumstance that becomes pertinent to a certain specific scenario (Allport, 1935).

According to Syah and Ahmad (2010), a person's job attitude is a paradigm that depicts how they feel about various types of behavior. Job attitude is a collection of actions and judgments that are connected to the profession, and these behaviors and ideas are manifested as organizational dedication and work participation.

This definition defines job attitude as the actions and inactions of an employee toward their employment (Liao et al., 2012). A belief or propensity to act in a certain way at work as a consequence of firsthand opinion and disposition is known as a job attitude. Understanding an employee's work attitude is determined by how they behave in the workplace since how people feel about their employment seldom affects how they behave in the workplace (Susanty, Miradipta & Jie, 2013). Employees' negative attitudes might be caused by a sense of frustration. As a consequence, employee performance may be decided by job happiness, which would also operate as an accelerator for employee attitude, promoting equity and justice (Vandenabeele, 2009).

2.4 Conscientiousness (Moderator)

Conscientiousness classifies to conduct that is "responsible, dependable, persistent, and goal-oriented" (Mount & Barrick, 1993). Conscientiousness is a person's level of association, stability, and motivation in objective ordered activity and it is associated with the "motivation resistor." Restraint, which is generally shown in a demand for accomplishment, request, and consistency, is an indication of honest identity (Costa Jr, McCrae, & Dye, 1991). Very honest individuals are more efficient than less honest people because they put more effort into the duties that are given; second, people define and stick to their unique priorities and third, usually eliminate destructive practices (Viswesvaran & Ones, 1996). Conscientiousness relates to an individual's ability for being ambitious, responsible, follow ethical ideals and think about the repercussions of their actions before acting (Eschleman, Bowling & LaHuis, 2015).

Conscientiousness is a crucial trait for every employee to possess. When compared to those with low conscientiousness, highly conscientious individuals are more driven to do well on the job and are thus more likely to obtain better results via thorough preparation, goal setting, and tenacity (Le, Robbins, Ilies, Holland & Westrick, 2011). Individuals linked with higher conscientiousness should be less likely to act recklessly by disseminating false assertions, which causes chaos and demonstrates a lack of personal control (Petrocelli, 2020). Very conscientious

employees are also more inclined to take part in like-minded talks, which may deter them from engaging in undesirable behaviors (Boulianne & Koc-Michalska, 2021). Although it is obvious that conscientiousness is an important personality characteristic for social and individual functioning, it is unclear whether parts of conscientiousness are the most crucial for certain outcomes.

Conscientiousness is a fairly broad domain at the Big Five level, encompassing features as diverse as impulse control, goal-directedness, the capacity to defer pleasure, and the proclivity to obey norms and standards (John & Srivastava, 1999). Individuals with conscientiousness were amongst the finest to drive to major job performance because of excellent career attributes and the ability to take advantage of official and spontaneous benefits (Judge & Ilies, 2002).

2.5 Cyber Loafing and Employee Job Performance

Cyber loafing is the exploitation of the internet by employees for personal and unrelated work purposes during duty hours, which may be regarded as destructive behavior that harms the organization and its investors (Sheikh et al., 2019). The employee's behavior in wasting the work period utilizing personal internet resources or organization during the work to be involved in the unconstrained activity of the workplace (Wu, Mei, Liu, & Ugrin, 2020). Employees are engaging in personal activities such as browsing the internet on non-work-related matters, utilizing social media accounts, sending personal emails, downloading personal stuff, and buying online during work hours. All of these behaviors are detrimental to the organization and come under the purview of cyberloafing (AlShuaibi & Said Ibrahim, 2014). Cyberloafing involves activities that result in the inappropriate utilization of corporation time (Polat & Ozler, 2012). These activities include perusing, blogging, video gaming, viewing clips, wagering, buying shares, online presence, gang offenses, and downloading and sharing unrelated to work material (Atashgah et al., 2015). Cyberloafing is "any voluntary act of employees utilizing their companies' Internet connection during office hours to visit non-job-related

websites for personal purposes, including receiving and sending personal email as Internet abuse” (Lim, 2002).

Technology has improved throughout the modern era, notably in the previous two decades. For example, in the past, the internet and technological facilities were so expensive that only large organizations could afford them for office use, and employees could only use the internet in the office, so they illegally used the internet during office hours at the expense of organizations and didn’t work properly resulting in lower employee performance (Agarwal & Avey, 2019).

Nowadays, when employees frequently bring internet-capable gadgets to the workplace, managers and supervisors are concerned about the ramifications of cyberloafing, which include time theft, decreased productivity and aggressive behavior (Ozcan, Gokcearslan & Yuksel, 2017). Schou Andreassen & Pallesen (2014), investigated the influence of utilizing web interpersonal networking platforms for domestic reasons at work affected job performance. This study discovered a substantial negative association between utilizing intimate social networking sites for personal reasons at work and job performance. Job performance is a step toward completing a certain work. This signifies that an employee’s performance is a step toward accomplishment as work achievement performed by a person from an organization (Simanjuntak, 2011). According to Bock & Ho (2009), the longer time employees expend on cyberloafing, poorer overall job performance, showing that lengthy periods of cyberloafing might results in employees having less leisure to finish their responsibilities and their chores. Efforts wasted on cyberspace for unassociated work activities directly distract professionals from their respective jobs and whenever employees are offended by their self-ambitions and expectations, their performance might deteriorate (Corgnet et al., 2015). If employees spend a considerable amount of time immersed in cyberloafing activities throughout working hours, overall productivity worsens (Johnson & Rawlins, 2008).

Most occupations need to use information technology devices, which leads to employees indulging in cyberloafing activities. Employees do not perform a business without personally communicating with the customer, especially in the service industry. Consequently, utilizing the internet for domestic chores undermines dedication toward productive service (Hussain, Thurasamy, & Malik, 2017). Cyberloafing

is an internet behavior that employees do in addition to other job responsibilities at work that are unrelated to their career fields (Koay & Soh, 2018). Cyberloafing drains attention and materials and has a damaging effect on how well employees behave at employment (Sheikh et al., 2019).

The usage of social networking in the workplace may reduce worker productivity. There is evidence to support the claim that having full social platforms Such as Face book at work diminishes productivity by 1.5% (Shepherd, 2011). The utilization of social networking sites often diverts participants and hampers their capabilities to perform responsibilities. In addition, the distinctions across personal and professional spheres and through the use of internet community sites among members of an organization might lead personal matters to conflict with work obligations, which would degrade employee job performance (Kossek, Ozeki, & Allen, 2000).

Professionals that participate in Cyberloafing appear to be doing regular professional jobs, although they are not, and as a consequence, organizational performance drops (Askew et al., 2014). According to a study, millennial loafers don't really require extended luncheon breaks or conversations with coworkers around the corner; instead, they rely on entertainment websites and instant messaging apps. Employee time and organizational resources are being wasted and unauthorized software downloads and pornography are exposing corporate systems to tens of millions of viruses, adware and hacking attempts, resulting in enormous expenses for organizations (Weatherbee, 2010). Cyberloafing is a nasty habit, and it's tough for an organization to dissuade its employees from indulging in this undesirable behavior once they've formed it. Employees that spend time on numerous websites get disassociated from their professional activities, which may benefit individuals but delays organizational duties and undermines their organization's effectiveness (Moody & Siponen, 2013).

Cyber loafing results in decreased task performance due to delayed work time. Therefore view, hours wasted cyberloafing is time that could otherwise be spent learning, and therefore any absence of daily tasks is anticipated to translate into lost production (Barlaw et al., 2003). According to Lim and Chen (2012), cyberloafing has a detrimental influence on employee job performance since this

disrupts individuals and wastes time that they would rather spend on work and completing chores. Cyberloafing is undesirable behavior directed towards the organization. Organizational productivity suffers greatly from this sort of behavior. Based on the aforementioned considerations, it is possible to argue that cyberloafing negatively affects employee job performance. In the light of these arguments, we hypothesize that;

H1: Cyberloafing has negative impact on employee job performance.

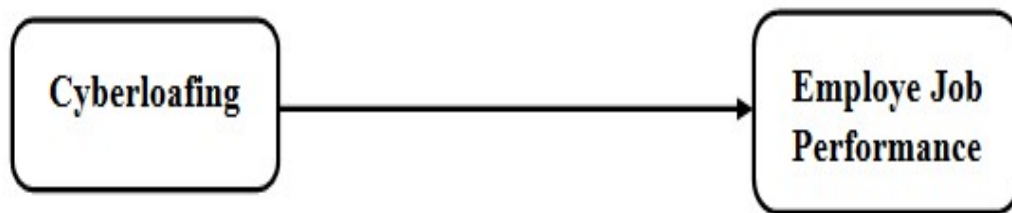


FIGURE 2.1: Hypothesis 1

2.6 Cyberloafing and Employee Job Attitude

Cyber loafing' is an internet behavior that employees engage in while performing other job responsibilities in the workplace that are unrelated to their work activities. Cyberloafing is a bit of a habit, and once it arises in employees, an organization can't deter them from participating in this destructive behavior (Siponen et al., 2013). According to Lim and Chen (2009), many internet loafing behaviors have a detrimental influence on employee job attitude. It is stated that email is said to have a greater negative influence on work attitude since it causes workload deprivation; this is due to employees responding to personal emails, which requires extra energy and time. Because cyberloafing has been demonstrated an instinctive attachment to unsatisfactory employment situations, it also acknowledged how job attitudes may affect cyberloafing (Lieberman et al., 2011). Job attitudes provide a substantial bearing on the effectiveness of overall work-life balance across organizations. As a result, the importance of recognizing, measuring, and improving employee attitudes is important for today's organizations. Organizations, including individuals, have idiosyncrasies. Organizations like individuals that can be categorized and viewed as rigorous, inviting, sincere, imaginative and

conventional. Such characteristics can also be used to predict people's attitudes and behaviors inside these organizations (George & Jayan, 2013). When employees have negative attitudes toward their jobs, they are more prone to participate in wrongdoing (Garrett & Danziger, 2008).

Sheikh et al. (2019), claim that wasting time at work and utilizing the Internet for leisure and unassociated matters are undesirable attitudes in the workplace for the employer and users. Dissatisfaction and unwelcome behavior on the job might be caused by employees' perceptions of unfairness. As a result, it implies that an appropriate person should get weighed either the amount that the particular employee is comfortable and content with their work, which will also operate as just a stimulant for the employee's behavior but also activities, providing a sense of fairness and evenness (Bhupatkar, 2012). Employee job attitude is a collection of behaviors and judgments about work, and these behaviors and thoughts become misdirected in the form of employee participation and commitment to the organization. Consequently, job attitude is an employee's behaviors and inactions toward their work (Liao & colleagues, 2012).

Cyber-loafing is the spontaneous, non-job-related usage of corporation email and instant messaging by employees because they're at employment (Blanchard & Henle, 2008). Employees' behavior and emotions were said to be negatively affected by emailing. This is because replying to emails necessitates human commodities like an amount of effort. As a result, the number of resources available for other tasks is reduced. A decrease in personal finances is probably going to have a negative impact. Furthermore, emailing is one of the most common ways for employees to become distracted from their work (Macklem, 2006). Cyberloafing might become a high-tech way for people to reduce their job responsibilities while appearing to be productive. This is because the attitude endangers jobs, professionals, and organizational results in a couple of ways, including performance lapses and missed deadlines as negative job consequences (Coker, Ugrin & Pearsn, 2013). According to Van Doorn (2011), employees who use their own devices seem to be probable to revel in greater cyberloafing since it is simpler to access personal sites and connections. Another rising trend that might lead to cyberloafing is employment and venue flexibility.

Lieberman, Seidman, McKenna, & Buffardi, (2011) investigated and discovered that employees' employment sentiments also indicated their propensity to cyberloafing. Individuals' cyberloafing activities are directly affected by behaviors and conducive situations, and also found that employees' intentions and attitudes regarding their jobs are influenced by their behavioral attitudes toward cyberloafing. Cyberloafing is described as during work hours wastes time and prevents employees from accomplishing their responsibilities (Otken, Bayram, Besser, & Kaya, 2020).

Employees that engage in cyberloafing in the workplace do seem to have a cyberloafing mindset. In essence, attitudes differ from actions in several ways. Individual behaviour is a response or reaction to impulses or the surroundings that is unique to the individual, whereas attitude is an activity and hence depends on the creation of perception. Cyberloafing is a pattern of behavior wherein an employee gets involved in digital operations, particularly via the exploitation of the internet that their proximate employer doesn't quite deem to be employment (KBBI, 2019). According to a previous study, negative job attitudes boost cyberloafing behaviors (De Lara, 2007).

Employees who are disillusioned or uninspired in their job responsibilities are more willing to participate in non-work-related behaviors within regular working hours. Employees who are dissatisfied with their jobs will spend more time on extracurricular activities that they regard to be useless and comprehensive involvement in non-work-related activities. Furthermore, when individuals have a negative attitude about their jobs, they feel less dedicated as well as accountable to the organization, and they are more prepared to partake in off-task work operations (Buckley, Ketchen & Martin, 2010). Employees have a negative attitude regarding cyberloafing considering the impact, such as decreased productivity, lost work time, and how it might act as an unproductive work behavior. The extent to which employee's exhibit a positive or negative attitude regarding cyberloafing is referred to as their attitude (McCarter & Tanjea, 2015). When the effects of cyberloafing are regarded adversely, an unfavorable attitude develops; employees with an unfavorable attitude toward cyberloafing are more likely to cyberloaf. Numerous

researches has found that employees' attitudes have a detrimental impact on their intention to utilize online social networking (Baker & White, 2010). Employees' horrible job attitudes were discovered to possess a negative connection with workplace cyberloafing (Moody & Siponen, 2013). With the help of the given evidence, we hypothesized:

H2: Cyberloafing has negative impact on employee job attitude.

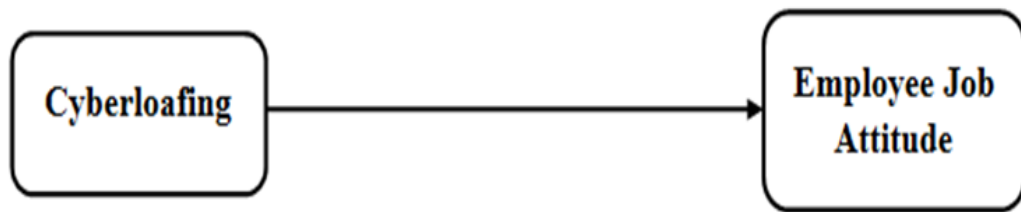


FIGURE 2.2: Hypothesis 2

2.7 Employee Job Attitude and Employee Job Performance

Attitudes and behavior are not the same things. An attitude is an act that is founded on a belief, although behavior is a person's response to events or the environment (KBBI, 2019). Job attitudes are important in affecting the work actions of employees in organizations. Therefore, understanding, measuring, and improving employee attitudes are critical for today's organizations. Organizations, like individuals that might be categorized as stiff, friendly, warm, inventive, conservative, or anything else. These characteristics can also be used better forecast the attitudes and actions of individual who perform in these organizations (George & Jayan, 2013). Job performance is the appraisal of work that results in interesting and enjoyable settings for employees (Locke, 1976). Job performance is explored in organizational research as feelings and attributes related to their employment. Managers and owners believe that talented employees are critical to the success of an organization (Eskildsen, 2000). According to Haider and Malik (2010), by emphasizing an employee's work-related behavior, we may anticipate their performance. Every organization has standards for its workers that shape

their attitudes, behaviors, and levels of trust (Chang, 1999). Employees' beliefs, attitudes and conduct may all be influenced by a leader's actions and demeanor to improve their quality of work performance (Lord & Foti, 1984).

Additionally, it was discovered that perhaps the workplace environment, administration, collaboration and coworker relationships, career development opportunities, incentive program, rules and processes, worksite wellness, and employee engagement are all essential aspects affecting employee performance. Employee performance is a measure of a person's financial or other outcomes that are directly tied to the accomplishments and success of the organization (Anitha, 2013). Individual personality characteristics can be described and seen in several ways such as rigorous, hospitable, sincere, imaginative, conventional or other. These characteristics can also be used to anticipate the attitudes and actions of the individuals inside these organizations. Positivity increases creativity and productivity, which improves employee performance. As a result, employees have a positive attitude toward the organization, their output increases, and the organization, all else being equal, becomes more innovative and successful (George & Jayan, 2013). Harrison and Roth (2006) stated in research targeted at eliciting compatible basics in attitude and behavior that an employee's whole job attitude is highly integrated into such employee's performance. According to Wouter (2009), favorable impressions of one's employment that involve a sense of joy may lead to an extreme and effective way to improve, especially when performance is evaluated as something deeper than task performance. An excellent and likable job attitude can be fostered by a well-paying and motivating pay package, a comfortable and normal working environment, and also an equitable distribution of opportunities among employees. Their combination is indeed capable of being a determinant for improving employee performance in their workplace. Employee job attitude has a big influence on how well employees do on the job in organizations. Because of this, it is crucial for today's organizations to identify, quantify, and improve employee attitudes. Organizations can be classified as being inflexible, authentic, imaginative, or conventional. Additionally, these characteristics may be utilized to forecast the attitudes and behaviors of those who work for these organizations (George & Jayan, 2013). Hunter and Thatcher (2007), claim that passionately

involved employees cultivate an awesome employee job attitude, which promotes employee job performance.

Job attitude is a judgment or propensity that acts in a specific manner while at work as an outcome of direct knowledge and temperament. It implies that knowing an employee's work attitude is informed by one's conduct in the workplace even though people's behavior in the workplace is seldom influenced by how an employee feels about their job (Miradipta & Jie, 2013).

Sulaiman and Almsafir (2013) investigate the relationship between competency and attitude in achieving an organization's vision and job attitude as either an efficacious and essence motivator for employees to successfully execute their daily roles, infer that job attitude is continued to believe to possess a complementary achievement on employee job performance. A positive attitude improves employee performance, fostering efficiency and creativity. As a result, if professionals have more positive views toward the organization, their effectiveness jumps, and the corporation becomes more resourceful and prosperous, everything else being equivalent (George et al., 2012). The research aims towards drawing upon compatibility basics in attitude and behavior because an employee's massive job attitude is substantially embedded into such an employee's performance (Newman & Roth, 2006).

An employee's contentment is often an indication that they are delighted with their profession. Additionally, this raises the standard of their job. It's essential that employees along with management have a dismissive attitude. If workers appreciate their work, they won't require management's external encouragement instead of the enjoyment they experience upon finishing their task will serve as their motivation (Robbins, 2004). Each employee possesses attitudes regarding their profession, profession, aim, organization, work, companion, management, and processes in which work is organized. While this might be true, opined that a daily evaluation of a worker's attitude is essential for increasing the performance of employees (Senn & Hart, 2009). Employee attitudes regarding any situation or performance are the most evident behavior in any organization. Employees respond and react differently as a result of their happiness or discontent with a certain scenario, object, process, or even leadership. When individuals are happy

and satisfied, they tend to project a positive attitude in the workplace. An employee's attitude toward coworkers, objects, and situations is specifically impacted by their acquired and organized pleasant or negative sensations or states of mind or preparedness (Fishbein & Ajzen, 1974).

Employees that have a favorable work attitude perform better on the job. Employees that are passionately engaged in their employment have a positive job attitude, which boosts this same employee's performance level. Employers want enthusiastic personnel concerning their work, highly energetic, adopt additional confidence, and provide their clientele the finest possible service. This is especially the case for service organizations (Hunter, Thatcher & Mauno, 2007). Positive employee attitudes generate value for businesses; otherwise, a system that appears to be great on paper yields no fruit (Msiza, 2012). Furthermore Nickell (2003) highlighted the need of integrating employees into the organization and advocated for a deeper look at their attitude since this might impact organizational performance. A worker who is less motivated, disloyal, less dedicated, and dissatisfied is thus unfavorable to organizational well-being since these traits may have a negative impact on organizational performance.

According to McLintic (2016), "attitude is formed over time as we expose ourselves to stimuli and make an evaluation" When individuals have beneficial or pleasant experiences involving their job, those who are more ready to interact warmly with it. They are indeed more prone to respond favorably even if they have a lovely experience or have acquired anything from it". According to Bem (1970), attitudes are formed by direct or indirect experiences, such as influence from others. Attitude influences a person's conduct in the sense that individuals will behave positively toward a specific item, person, institution, or work or job based on their attitude toward the chore (Ajzen, 1993). Thus, a person must have a positive attitude about their work in order to boost their performance (Reys & Bianca, 2020). In the light of the above-mentioned literature, we hypothesized that;

H3: Employee job attitude has positive impact on employee job performance

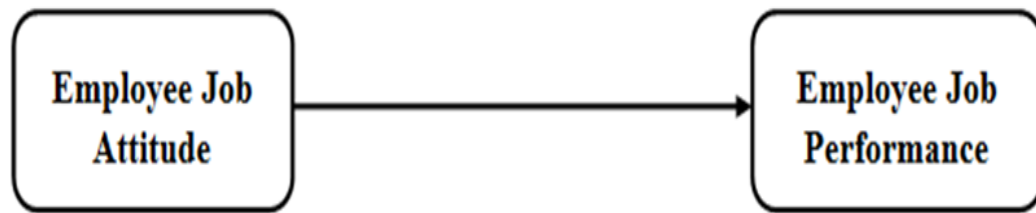


FIGURE 2.3: Hypothesis 3

2.8 Mediating Role of Employee Job Attitude

Employee job attitude is a collection of assessments of one's job that make up one's sentiments, beliefs, and loyalty to it. An earlier investigation on the causes of unproductive workplace behaviors found that employees are willing to commit to misbehavior when they have negative attitudes concerning their jobs. These professionals could lash out in an effort to take back control of their workplace environment (Lau & Robinson, 2003). Job attitude is defined as "employment assessments that indicate one's sentiments about, ideas about, and attachment to one's job." This idea holds that job attitude consists of both emotional and intellectual components. According to prior studies, organizational commitment and employee job satisfaction are the most essential work attitudes (Judge et al., 2012). An essential work attitude that may be modified by organizational events is job satisfaction (Carlson & Glas, 2011). Organizational commitment is another meaningful part of job attitude (Erol-Korkmaz & Sümer, 2012). Organizational commitment is the term for the behavioral connection that employees have to the company. High-commitment workers are more likely to identify with their company and take part in workplace activities (Allen & Meyer, 1990).

An individual's attitude toward cyberloafing may be characterized as their positive or negative thoughts about engaging in cyberloafing activities (Fishbein & Ajzen, 1975). Negative job attitudes promote cyberloafing behaviors. An employee job attitude called intrinsic engagement has not yet been researched as a cyberloafing predictor (Blau & Yang, 2006). The conviction that a successive generation is worthwhile and that personal efforts are significantly benefiting the organization, as per George (1992), is what is meant by intrinsic engagement. Employees said

they were more inclined to engage in online gaming while at work because they were bored, according to studies (Eastin & Griffiths, 2007). Workers are willing to participate in irrelevant job tasks during core hours if they are disengaged from their jobs or show little interest in them. If an employee is committed and passionate, they will invest more time on the computer producing valuable work and less time partaking in plenty of other activities. The authors contend that when professionals have a poor attitude regarding respective occupations, they lose responsibility for the enterprise and become less dependable, and they are more prone to take breaks or operate off-task (Martin & Ketchen, 2010).

A person's attitude is a personal perception of the beneficial or detrimental consequence of a particular behavior; a negative perspective is making thoughtless mistakes such as cyberloafing while at working hours (Askew et al., 2014). From a broader perspective, we should emphasize that cyberloafing activities occur in the workplace because employees are unaware that what they are doing is beyond the boundaries of their job description (Lim, Teo & Chen, 2009). Individuals have long found strategies to loaf on the job by taking prolonged lunch breaks or visiting the restroom; however, the stealth nature of online loafing has enabled employees to indulge in detrimental activity while remaining under the garb of work (Griffiths et al., 2003). Online activities, such as email, are more harmful to work than others since they cause a negative attitude, irritation, and job interruption. Cyberloafing, Employees that engage in webmail are more prone to undergo a decrease overall stamina and brain resources. This decreases the resources available for work, making it difficult to complete tasks. The inability to meet work criteria has an impact on one's job happiness and dedication. Emailing is a cognitively demanding activity since it requires energy and time to create an email message (Macklem, 2006). Individuals are more likely to acquire unfavorable job attitudes and behaviors when their resources, such as energy and time, are exhausted. This is attributable to the fact that depletion of important resources is stressful, which frequently results in unfavorable stress-related effects and negative job attitudes such as dissatisfaction and reduced productivity (Hobfoll, 1989).

According to self-determination theory, job motivation is a psychological process that occurs as a result of a person's interaction with their workplace (Latham

& Pinder, 2005). As a result whenever the workplace environment shifts due to an organizational event, employee motivation may be affected. Employee work motivation may take many different forms, each of which is especially essential to intrinsic work motivation. Employees that are genuinely driven do their work because they like or develop initiatives in it. Employees' intrinsic motivation to work may diminish if anything transpires at the corporation that produces them upset or apprehensive while carrying out their duties and involves inappropriate activity like cyberloafing. As per the previous study, organizational events that have a favorable influence can increase intrinsic motivation, whilst those that have a negative effect can suppress it. Even when workers utilize the Internet for personal or non-work-related motives, aggravation can still develop. Employees' frustration as a negative feeling may reduce their apparent happiness while doing official job duties. Therefore of their diminished perception of job contentment, employees' intrinsic desire to work would probably dwindle (Bloom & Colbert, 2011).

Previous studies also indicate that work attitude is negatively related to employees' behaviors that are destructive and undesirable for organizations, such as cyberloafing (Michaelson et al. 2014). Though some experts have recognized that cyberloafing may operate as a palliative coping mechanism for unpleasant job situations like stress, employers are nevertheless concerned about employee productivity loss as a result of these activities (Simmers, 2005). This is extremely noteworthy because employees today work overtime and are more vulnerable to the negative impacts of anxiety and work attitude (Maslach & Leiter, 1997). However, individuals were less likely to utilize the Internet as a result of their decreased online navigational confidence and increased likelihood of having negative views toward using the Internet (Hargittai & Shafer, 2006). Cyberloafing has a detrimental effect on worker performance and productivity and exposes companies to moral and legal issues (Khansa, Barkhi, Ray, & Davis, 2018). Cyberloafing on a computer, mobile phone, tablet, iPad, or other devices during working hours for personal reasons demonstrate low employee satisfaction. In general, a dissatisfied employee is preoccupied with the phone and seeks entertaining opportunities that will make the employee forget their negative feelings about the job. Therefore, cyberloafing behaviors on mobile phones create dissatisfaction because smartphones

are considerably more attractive in terms of applications and services (Askew, 2012).

Employee performance is increased by a positive attitude since it fosters productivity and competitiveness. Additionally, when employees are more motivated, obedient, committed, and satisfied with their work, they perform better and, all things being equal, the organization becomes more inventive and successful. In contrast, a less motivated, dissatisfied, and disengaged employee is detrimental to the organization's well-being and has a negative impact on employee performance (George et al., 2013). Galperin and Burke (2006), made the case that workers who have a greater level of job satisfaction would be less prepared to partake in workplace transgression because they are primarily concentrated with respective jobs and therefore less time to waste on professional cyberloafing. Disengaged workers are more inclined to continue indulging in non-work-related behaviors, such as browsing the internet for private purposes. They will also devote considerable time to non-work-related pursuits that they see as valuable. As a result, the employee's attitude negatively affects their job performance when they report to work (Martin & Kitchen, 2010).

According to Fritzsche and Parrish (2005), "an unpleasant worker is an unproductive worker." Because they dabble in online activities like cyberloafing when they are not continually working, disgruntled workers are less likely to be motivated to be productive, and as a result, dissatisfied employees may reduce work performance. Similarly, researchers have found that employees with low levels of work engagement indulge in excessive cyberloafing. Furthermore, Cyberloafing can also pose difficulties for organizations since employees frequently overuse computer equipment for private interests, clogging up spectrum and deteriorating system performance. Employee productivity is thus decreased by cyberloafing (Shantz, Alfes, Truss & Soane, 2013).

Koay and Soh (2018) discovered that employee attitudes toward cyberloafing, as well as employee participation in internet loafing behavior, are negatively related to employee job performance, implying that a negative attitude toward cyberloafing predicts employee intention to cyberloaf, which predicts and reduces employee

performance. Hence, an employee with negative attitude influences employee cyberloafing behavior that may decline not only employee performance, but also affect organizational success. So based on these arguments, we propose that;

H4: Employee job attitude mediates the relationship between cyberloafing and employee job performance



FIGURE 2.4: Hypothesis 4

2.9 Moderating Role of Conscientiousness

Conscientiousness is described as a sign of honest identity that is restrained, which is usually manifested as a need for achievement, desire, and consistency. Diligent, attentive, watchful, comprehensive, accountable, systematized, and determined are all characteristics of conscientiousness. People with high conscientiousness are rational, dependable, and risk-averse (Goldberg & Costa, 1991). These people are responsible, trustworthy, resolute, careful, and thorough, and they put a tremendous priority on accomplishment, which is a critical attribute for completing professional duties. This is why conscientious people have the strongest links to job contentment and job performance across the spectrum (Barrick & Mount, 1991). Conscientious persons develop long-term work exchange relationships and seek an environment in which they have a higher possibility of achieving and succeeding (Raja et al., 2004). Arshad and Bukhari (2016) have suggested that work on cyberloafing by considering other factors which impact employees' behavior in an organization. Cyberloafing has two different outcomes; either it will be harmful to the organization, or it could not be harmful. These behaviors are actually abusive. This abusive cyberloafing sort of behavior can also be beneficial for the organizations, and even they can make habitual some of the individuals to be regular with

certain limited behaviors which they are not doing willingly (Blanchard, Ugrin & Pearson, 2013).

A conscientious person is self-disciplined, hardworking, obedient, and structured. People who are truly unproductive, uninspired to accomplish and unorganized are towards the extreme of the pendulum (McCrae & Costa, 1991). Furthermore, this dimension is described as "want to accomplish" because of the tremendous enthusiasm and determination that go above and beyond what is anticipated of those who score high in conscientiousness (Digman & Takemoto-Chock, 1981). People high on conscientiousness and are regarded as diligent, polite, efficient, and personality would be less inclined to interact in cyber loafing while those who seem disorderly, unproductive, and unmotivated to achieve (Michael & Sage, 2015).

Restraint is evidence of either an authentic persona, yet it is typically reflected by the need for accomplishment, request and consistency (Costa Jr et al., 1991). Very honorable people are more efficient than less faithful people because they give more energy to the duties allocated to them, set goals for themselves and commit to them, keep track of their pledges and avoid counterproductive behaviors (Ones & Viswesvaran's, 1996). People with high scores are more likely to listen to their inner voice and follow a little amount of interest in one area, and they are more likely to be responsible, strong for survival, dependent, and achievement-oriented. When a person gets a low score, they are more likely to be distracted, seek various goals, and to be more hedonistic (Robbins, 2001).

Thus, a lack of self-regulation is also attributable to a lack of conscientiousness, which tends to enhance cyberloafing behavior. According to research, persons who exhibit high levels of trait conscientiousness are better employees than those who do not (Artistico & Rothenberg, 2013). Conscientiousness has been linked to higher levels of commitment to attendance and punctuality requirements, as well as respect for group processes. Previous research found that individuals in the conscientiousness group were more task-oriented and less likely to indulge in cyberloafing. Sports, news, social media, non-work-related websites, entertainment, and personal emails are perhaps the sources of cyberloafing. Previous research has

found that employees with low conscientiousness engage in cyberloafing activities (Konovsky & Organ, 1996). Conscientious employees attempt to complete their commitments, which usually revolve around task completion because persons with high levels of conscientiousness are strongly driven to achieve and focus on following the rules. With these features, one could anticipate them to be less prone to get distracted and cross the boundary into workplace cyberloafing (Barrick et al., 2002).

Conscientious persons, especially whether they have a terrible quality of sleep, are less predisposed to interact in cyberloafing because they constantly make a conscious effort to accomplish their professional obligations and are less prone to be diverted when pursuing ambitions (Wagner, Barnes, Lim, & Ferris, 2012). Conscientious people are known for their dependability and achievement orientation, and as a result, they are more likely to be able to regulate their attitude in able to follow organizational norms and rules, grasp their job description, and not exploit organizational resources for personal advantage (Bolton, Becker, & Barber, 2010), and therefore, they are inclined to achieve better performance via diligent planning, establish goal, and perseverance (Robbins, Ilies, Holland & Westrick, 2011). Additional research indicates that a higher level of conscientiousness is associated with positive employee attitudes towards working in groups and the capacity to prioritize planned tasks (Napier, 2007). According to Lingl (1995), increased conscientiousness is related to a better possibility of getting favorable job attitudes and positive work incentives, which promotes positive job evaluations. Individuals with high conscientiousness scores always have positive job attitudes, a continual quest for achievement, greater incomes, strong relationships, job satisfaction, and a proclivity to set challenging objectives and do everything it takes to accomplish them.(Barrick, Mount & Strauss, 1993). The inclination of an individual to follow rules and standards is referred to as conscientiousness. Diligent people follow certain principles of living. They are more likely to obey the speed limit and accept responsibility for any difficulties that arise. This also remains good for relationships and the responsibilities that come with them (John & Srivastava, 1999). Individuals with high trait conscientiousness are less inclined to participate in withdrawal cyberloafing behavior because they have an inherent motivation to

maintain and enhance performance. Conscientiousness is an individual's capacity to be cautious and efficient, which led to superior job performance (Ehrenberg et al. 2008). Conscientiousness has been known to be the strongest predictor of performance across several metrics. Conscientious persons are among the greatest at leading to considerable job performance) because of their active participation among employees and their benefits to be derived from various statutory and unstructured privileges (Neal et al. 2012). Highly conscientious individuals have furthermore been described as having a strong feeling of obligation towards every job role, a positive attitude, and outstanding job performance (Organ & Lingl, 1995).

A previous study indicates that conscientiousness influences the variety of cyberloafing activities. Individuals with a high level of conscientiousness are trustworthy, accountable, consistent, attentive, and methodical. As a result, certain personality traits influence cyberloafing behavior. The higher an individual level of conscientiousness, the lower the tendency to engage in cyberloafing behaviors. Conversely, a person with low conscientiousness is less oriented; less motivated, engages in cyberloafing behavior, and always takes their work for granted (Abidin & Abdullah, 2014). The degree to which employees have a positive or negative attitude about cyberloafing is alluded to as their attitude. An unfavorable attitude arises when the repercussions of cyberloafing are seen negatively; workers having a negative job attitude toward cyberloafing are more prone to cyberloaf.

Employees who are highly disciplined and have a positive attitude toward their jobs become less likely to engage in cyberloafing behavior, despite benefits, which include increased employee performance, more work time, and the potential for it to be a productive work behavior pattern (McCarter et al., 2015). Thus they can maintain performance even in a changing organizational context (Barick & Mount, 1991). So, the current study defines the highest level of conscientiousness weakens the connection between cyberloafing and employee job attitude, which influences employee job performance while individuals with low conscientiousness strengthen the negative association between cyberloafing and employee job attitude as an outcome of employee job performance declines. In the light of the above argument, we can say that:

H5: Conscientiousness moderates the interaction between cyberloafing and employee job attitude such that Conscientiousness weakens the association between cyberloafing and employee job attitude when it is high and strengthens the association when it is low.

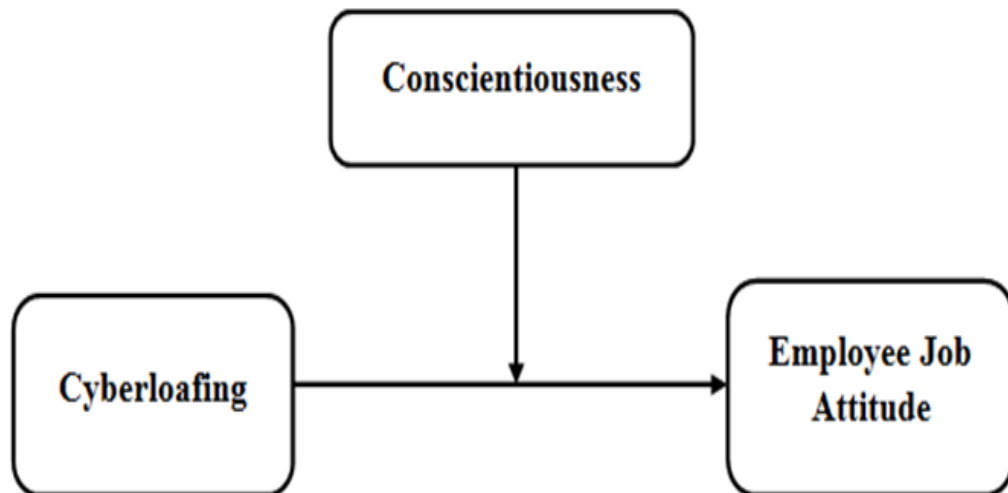


FIGURE 2.5: Hypothesis 5

2.10 Research Model

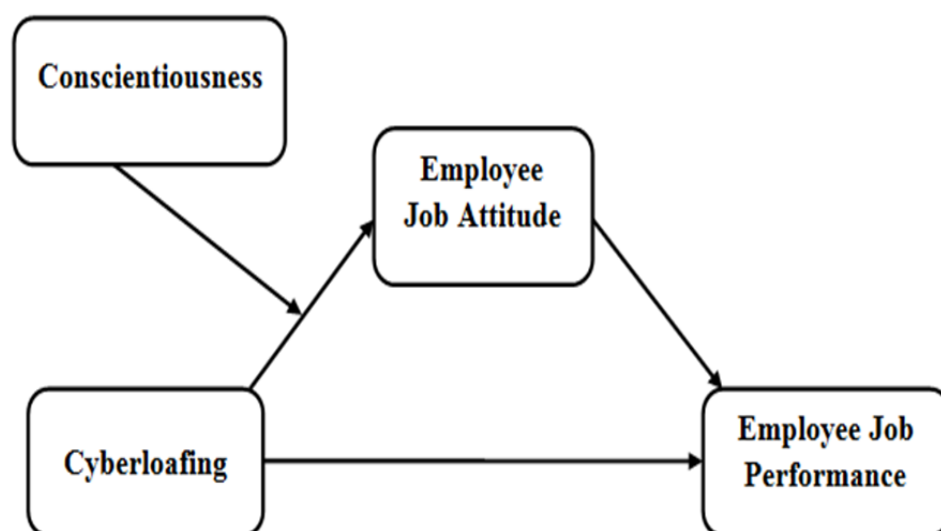


FIGURE 2.6: Research model for Impact of cyberloafing on employee job performance: The Mediating Role of employee job attitude and Moderating Role of Conscientiousness

2.11 Research Hypothesis

H₁: Cyber Loafing has negative impact on employee job performance.

H₂: Cyber Loafing has negative impact on employee job attitude.

H₃: Employee Job attitude has positive impact on employee job performance.

H₄: Employee Job attitude mediates the relationship between cyberloafing and employee job performance.

H₅: Conscientiousness moderates the interaction between cyberloafing and employee job attitude such that Conscientiousness weakens the association between cyberloafing and employee job attitude when it is high and strengthens the association when it is low.

Chapter 3

Research Methodology

Research methodology is a source to resolve study problems systematically. The consideration of research methodology extends beyond that of research methods. As a consequence, when it discusses methodology, it means not only the techniques, but also the reasoning behind the methods developed within the context of that study, and why one approach or method was selected over another such that research findings may be evaluated by others or the researcher himself. This chapter specifies the methods for investigating the impact of cyberloafing on employee job performance, with employee job attitude serving as a mediator and conscientiousness serving as a moderator. All conversations in this chapter are connected to study design, population and sampling procedures, sampling, unit of analysis, time horizon, model pilot testing characteristics, and an instrument of all the variables and the items contained in each variable.

3.1 Research Design

It is a comprehensive path used by researchers in research design to address the research questions or test the hypotheses (Polit, 2001). A research design is a framework for a research strategy. According to Zikmund (2003), the research design is the researcher's plan that describes the approach and procedure for gathering and examining relevant information. In current study, quantitative method has been adopted in order to investigate the proposed research questions and objectives

with reliability and effectiveness. The research aims to highlight the influence of cyberloafing on employee job performance. The data was tested by using different statistical tools; the data was collected from the software/IT sector of Pakistan, particularly from (Rawalpindi & Islamabad). Research design express the all new aspects when we do research it includes the all variables which is used in the re-search which is independent variable, dependent variable, mediator or moderator.

3.1.1 Type of Study

The study type is an explanatory study as it focuses on the cause-and-effect relationship. According to Baxter and Jack (2008) this concept is used by researchers when they are investigating the response to a question and the objective is to analyze the causal relationship between the initiatives. This study emphasizes the effect of cyberloafing on employee job performance by mediating the effect of employee job attitude and moderating the role of conscientiousness, for this matter, cross-relational analysis was followed. To obtain the necessary data and to produce practical results, the focus audience for this study was Pakistan's IT organizations. The target was to obtain 480 questionnaires but 337 authentic responses were gathered. The samples selected for this study has reckoned to constitute the overall population of Pakistan's few cities. This will help to generalize the sample's results to the entire population.

3.1.2 Research Philosophy

Positivism is our research philosophy. This positivist concept is followed in this research. Quantitative research is conducted in accordance with or in support of the positivist paradigm. The positivist paradigm was utilized in the beginning by science, and it formed the foundation of study in the natural sciences. Positivism is based on or developed by Auguste Comte, a French philosopher.

This study uses a hypothetical deductive method as well as the scientific method in the research, and it is based on the determinism concept and previous research,

and it leads to a better understanding of the hypothesis, which is then tested for verification or confirmation of the expected hypothesis. Many tests are undertaken for verification and correct clarification, as well as for the current major remedy of error that is previously mentioned, according to the scientific technique of study. To focus on a large population of diverse areas as a quantitative study of the research is used to obtain high-quality data with the goal of linking variables to each other's and exhibiting the relationship or connection in the variables that are being utilized for the specific research.

3.1.3 Unit of Analysis

A unit of analysis in a research study might range from persons to various communities, civilizations, nations, organizations, and so on from whom the researcher obtains data. The unit of analysis is the most important aspect of any inquiry topic. The term "unit of analysis" refers to a human or item whose qualities and attributes will be examined in the research.

It might be an individual, group, industry, nation, organization, or culture from whom the researcher obtains data. The goal of this research was to find out how cyberloafing affects employee job performance. Every employee of the organization is known as unit and could be considered as unit of analysis. Therefore data had been collected from employees working in the software industry.

3.2 Time Horizon

Saunders and Lewis (2012) introduce two types of research studies based on time frame. Longitudinal and cross-sectional research are the two sorts of time horizons. Analyzing data for a time period, that may cover several years, is longitudinal research. On the other hand, cross-sectional research is conducted through analysis of the data at any specific point in time. In this study, data has been collected in a specific time period thus this study is cross-sectional. The data collection

was finished in 2 months. In a cross-sectional study, the technique was adopted for the gathering of data for the present research. Because of the limited time period for the accomplishment of the proposal has been needed, due to this, the cross-sectional study was assumed to finish the work in an appropriate time.

3.3 Population and Sampling

A population is a collection of people, events, or objects about which the researcher is interested to learn more. The present study's sample includes employees from several software businesses in Islamabad and Rawalpindi. For accurate response data collection was only done from software houses/IT sector organizations. The data collected was in the time period from Feb-April 2022. The researcher approached different organizations and got permission to access employees about the questionnaires for the research and the employees were asked to fill the provided questionnaires. For data collection concerning the measurement of four variables i.e. Cyber Loafing, Employee Job Performance, Employee job Attitude, and conscientiousness, questionnaires were distributed amongst 480 employees and were explained according to their job types i.e. based on permanent and contract base job duties. A total of 345 filled responses with a response rate of 71% were returned. The returned questionnaires were screened properly by the researcher and out of 345 responses 8 inappropriate or improperly filled questionnaires were excluded, which left the researcher with 337 properly filled responses thus yielding a response rate of 70%. Subsequently, there is no possibility to collecting and analyzing data from every member of the whole population is impossible, a sample is taken to make the research possible and gather data from certain entities or subjects in the population that represents the entire population. To evaluate the characteristics of the whole population, the researcher picked the sample at random due to the nature of the study. The sample is a common data gathering process that is representative of the population. Probability sampling and non-probability sampling are the two forms of sampling. Each point of view has an equal chance of being picked as a sample in probability sampling, but in non-probability sampling, the observation that will represent a sample of the population is predetermined.

Both have unique strengths and weaknesses. Convenience sampling, which falls under the category of non-probability sampling, was utilized in this study. The most appropriate procedure to use in this research is convenience sampling, because randomly collected data from software houses/IT organizations in Pakistan can effectively represent the true picture of the entire population in explaining the influence of cyberloafing on employee job performance with the mediator employee job attitude and moderator conscientiousness. In general, only IT organizations in Rawalpindi and Islamabad were approached for this study. Self-administered questionnaires were provided to selected Rawalpindi and Islamabad organizations. Through the cover letter, respondents were advised that their information would be kept private and would only be used for academic purposes.

3.4 Data Collection

In this study, the primary data collection method was used. Questionnaires were used to collect the data from respondents. A total of 480 questionnaires were administered personally and online directly to employees of the organization. During the data collecting procedure, the researcher explained the goal of the study as well as providing the respondents with an overview of the topic so they could complete the questionnaires appropriately. Therefore, every possible effort was made to collect data from the maximum number of respondents. The participants of data collection were requested to provide their help and consent to data collection. Also, they were made sure of the confidentiality of the information provided by them, so that the respondents might not feel any hesitation to fill in the questionnaires. Individuals usually refuse to share their points of view and opinions for research purposes as well. These conditions serve as an obstacle for the researcher to successfully conduct quality research. Hence, for the entire process of data collection from the employees of software houses situated in Rawalpindi and Islamabad considerable effort has been made.

Once all of the responses have been gathered, the responses are exported to an Excel file where each item of the demographic variables and variable items has been assigned a unique code. Unfilled and partially filled items are removed for

accurate results. A “5-Point Likert Scale” is utilized where “1 represents Strongly Disagree and 5 represent Strongly Agree”. After the details changed to their corresponding codes, then it will move to the SPSS software for Social Science to analyze the data. In SPSS software we have 2 categories that are variables view where the specific code for each item of the variables are mentioned and the other is data view in which the numerical values for each code are presented. In SPSS first missing values and outliers were checked. The data shows that it is accurate and valid for the data analysis for the current study.

3.5 Sample Characteristics

There are various demographics we inquired about from our respondents. This study’s demographics include the age, gender, qualification, and experience of both managers, supervisors and employees. These demographics might have an impact on the study and affect the variables and their relations. The details of samples characteristics are detailed below:

3.5.1 Gender Distributions

Gender is a component that sits in the place that aims to maintain gender equality. As a result, it is expected to be a dynamic aspect of demography. The reason for this is that it distinguishes between males and females inside a given sample. Although the fact that the current study aimed to assure gender equality, it was observed that the male employee ratio is much greater than the female employee ratio:

TABLE 3.1: Gender Frequency

Gender	Frequency	Percent
Male	175	51.9
Female	162	48.1
Total	337	100

3.1 in the table above indicate gender frequency and then the ratio of male and female respondents. Out of 337 respondents, 175 are male respondents that are 51.9% percent, whereas 162 are female respondents which are 48.1% percent of the total sample.

3.5.2 Age Distribution

Age is an element that people don't want to disclose and feel uncomfortable if someone asks about their age. Age is also one component of demographics that we included. For the comfort of respondents, we use a specific range/scale for the collection of data about the age of the participant.

TABLE 3.2: Age Frequency.

Age	Frequency	Percentage
20-23	96	19.6
24-27	107	31.8
28-31	57	16.9
32-35	97	28.8
36-39	10	3
Total	337	100

The frequency of age of respondents is shown in the above table 3.2. As per the above table, the majority of the age of respondents was 24-27 which is 31.8%. The age group of 20-23 was 19.6% of total respondents and the age group of 28-31 was 16.9%. Meanwhile, the age group of 32-35 was 28.8% and 36-39 was 3.0% of the total respondents.

3.5.3 Qualification

Qualification is an important component that contributes toward the victory of the entire nation. Therefore, after gender, qualification is a significant measure of demographics. It offers novel and rare opportunities to students worldwide. Qualification is important in exhibiting creativity and innovativeness in organizations.

TABLE 3.3: Qualification Frequency.

Qualification	Frequency	Percentage
Inter	12	3.6
BS	144	42.7
MS	154	45.7
PHD	27	8
Total	337	100

Table: 3.3, reflects the qualification of the participants, 3.6% had an intermediate qualification, 42.7% had a bachelor's degree, 45.7 % had an MS. and 8.0% had a Ph.D. A substantial percentage of those who responded had a bachelor's degree.

3.5.4 Experience

Sample specificity was utilized for gathering data about the experience of participants. To easily gather the particular tendency of participants, different range zones employees are used to working on multiple projects.

TABLE 3.4: Experience Frequency.

Experience	Frequency	Percentage
Less than 1 year	66	19.6
1-3	90	26.7
4-6	45	13.4
7-9	84	24.9
10-12	52	15.4
Total	337	100

Table 3.4 above indicates that 26.7% of the people had employment experience ranging from 1 to 3 years. 19.6% had employment experience ranging from (less than 1 year), 13.4% had job experience ranging from (4-6) years, 24.9% of respondents had job experience ranging from (7-9) years, and 15.4% of respondents had

work experience ranging from (8–12) years. The majority of the respondents had 1 to 3 years of job experience

3.6 Description of Variables

3.6.1 Measures

This research comprises a closed-ended questionnaire adapted from several sources and used to assess four characteristics. Questionnaires were distributed to various groups of workers and managers from IT organizations visited throughout the questionnaire distribution period. In this study, employees/managers completed questionnaires with five sections: demographic factors (gender, age, qualification, and experience), cyberloafing Loafing, Employee Job Performance, Employee Job Attitude, and conscientiousness. Unless otherwise noted, the responses were ranked on a 5-point Likert scale with 1 representing "strongly disagree" and 5 representing "strongly agree." Gender, age, qualification, and experience were among the demographic factors included in the questionnaires. In all, 480 surveys were issued, but only 345 were returned. The returned questionnaire was carefully reviewed, and 8 unsuitable or badly filled questionnaires were removed from the 345 replies, leaving the researcher with 337 properly filled responses, providing a response rate of 70%.

3.7 Instrumentation

The instruments were selected from previously developed by famous researchers for each variable present in our study. Items nature which is involved in the questionnaire is full of them i.e. Cyber loafing, Employee job performance, employee job attitude, conscientiousness, were completed by the employees/subordinates. Questionnaires contain demographic variables which comprise material concerning the defendant's Gender, Age and Qualification. The details of the proposed measures are given below.

3.7.1 Cyber Loafing

The independent variable is cyberloafing. Cyberloafing was assessed using a 5-point Likert scale established by Blanchard & Henle (2008) and adapted into Turkish by (Kaplan & Cetinkaya 2014). Items for cyberloafing include “I check my personal information at work.” “I check non-work-related email at work.” “I send a non-work-related email at work.”

3.7.2 Employee Job Attitude

Employee job attitude is a mediating variable that is examined using 6 questions on a 5-point Likert scale to implement Liao et al., (2012) in which a questionnaire developed by Kanungo, (1982) and quoted by Hsieh and Yen is used (2004). Items for employee job attitude include “Most of my hobbies are related to my job.” “I can fully exercise my strengths by working in this organization.” “To me, my workplace reputation is my reputation too.”

3.7.3 Employee Job performance

Employee job performance is a dependent variable that will be measured using 7 items created by (Williams & Anderson, 1991). Items for employee job performance include “I adequately complete assigned duties.” “I fulfill responsibilities specified in the job description.” “I perform tasks that are expected of me.”

3.7.4 Conscientiousness

Conscientiousness is a moderating variable, that will be measured by using a subscale of the big five traits taxonomy developed by Scarborough, 2011; Barringer & Ireland, 2010; Calvasina, 2010) which is composed of six items. “The items for conscientiousness include “I am someone who does things efficiently.” “I am someone who makes plans and follows through with them.” “I am someone who is easily distracted.”

3.8 Scales Summary

TABLE 3.5: Scale Summary.

Variables	Scales	Items
Cyberloafing	Blanchard and Henle, (2008)	7
Employee Job Attitude	Liao et al., (2012)	6
Employee job performance	Williams and Anderson, (1991)	7
Conscientiousness	Scarborough, (2011)	6

3.9 Research Ethics

During the acquisition of data for this research thesis, the required ethics and principles were more frequently followed. The intention of the research was communicated to the respondents, and after getting their approval, their responses were gathered and collated for data analysis. The respondents were assured of the confidentiality of their replies since subordinates filled out an employee creativity questionnaire and it might cause difficulties for subordinates if the supervisor finds out that they score him/her adversely, causing friction in the organization. Furthermore, data were collected in a regular context, and respondents were not compelled to provide rapid comments. Respondents were not compelled to provide a recommended response for the sake of convenience, and adequate time was provided. Even though the researcher dealt with some incorrect behavior in most situations, such as some respondents misplacing surveys and a few of them failing to return the questionnaires, they were all completed appropriately and without any wicked remarks

3.10 Pilot Testing

A trial test is composed before going to perform key tests, identified as pilot testing. According to (Van Teijlingen & Rennie et al., 2001) it is primarily directed to check the research instrument's viability. Its revenue that before directing to

a pilot study the investigator must be understood about investigation question, the topic, and research techniques and implements to re-examine them to look at how they will be essentially executed and if required it can be adjusted accordingly (Welman & Kruger, 1999) also released the significance of pilot testing as it supports demonstrating ambiguous questionnaire items and supports disclosing inadequacies in measurement procedures. For the current study pilot testing of the first 60 responses was checked during data collection, the findings of pilot testing were according to the requirement, it was found that measurement was accurate and variables were not dramatically problematic.

TABLE 3.6: Pilot Testing.

Variables	Cronbach's Alpha	Items
Cyberloafing	0.909	7
Employee Job Attitude	0.838	6
Employee job performance	0.825	7
Conscientiousness	0.889	6

3.11 Data Analysis Techniques

After collecting all of my data pertinent to the study, there are 400 responders for analysis. And there were no missing or duplicate entries. SPSS was used to examine the data. A large variety of techniques were utilized to analyze or process the data. This process is detailed below.

- At the first stage, 337 out of the received questionnaires were used for the analysis purpose. The rest of the questionnaires were discarded as those contained missing and incomplete information which made them inappropriate use for analysis.
- A frequency table was generated to explain the characteristics of the respondents.
- Descriptive statistics were measured using numerical values

- Through Cronbach's alpha, a reliability test was performed to assess the consistency and reliability of the current study.
- A correlation analysis has been done to see whether there was a significant connection between the variables in the research.
- A regression analysis was conducted to demonstrate the suggested association between the independent variable of cyberloafing and the dependent variable of employee job performance.
- Preacher & Hayes's process was used for carrying out the mediation and moderation analysis. Also, to examine the role and effect of mediator, employee job attitude, and moderator, conscientiousness, in the connection between the independent variable, cyberloafing, and the dependent variable, employee job performance.
- Furthermore, Preacher & Hayes's model and correlation analysis was used to test all the hypothesis of the study, whether they are to be accepted or rejected

3.12 Statistical Tool

This study examined the data from the questionnaire using IBM SPSS version 2021 after obtaining it from the questionnaire. This research used several statistical approaches such as descriptive statistics, correlations, regression, and moderation analysis. Preacher and Hayes' (2008) mediation analysis approach was used for mediation analysis.

3.12.1 Reliability Analysis

When a given item has been evaluated across a number of time periods, reliability may refer to the practice of consistently dispensing the same results over and over. This is comparable to how scales work. Through the use of a reliability test called

Cronbach's alpha, which also has the capacity to quantify a single construct, it provides information on the internal consistency of the variables and whether they are linked to one another. Cronbach alpha's meaningful range is 0 to 1. (Cronbach, 1951). A greater measurement may also be implied by the high Cronbach alpha value and the reliability of the ruler to measure the notion. When the value of alpha is more than 0.7, the scale is thought to be more dependable, and when the value is lower than 0.7, it is thought to be less reliable for assessing the chosen collection of ideas.

TABLE 3.7: Analysis of Reliability.

Variables	Cronbach's Alpha	Items
Cyberloafing	0.808	7
Employee Job Attitude	0.802	6
Employee job performance	0.712	7
Conscientiousness	0.753	6

Table 3.7 the Cronbach value for Cyberloafing is 0.808, the Cronbach value for employee job attitude is 0.802, the Cronbach value for conscientiousness is 0.753, and the Cronbach value for employee job performance is 0.712.

Chapter 4

Data Analysis and Discussion

This chapter includes an analysis of the data collected from employees from the IT sector of twin cities of Pakistan, through questionnaires. It is the most important part of the research as it analyzes everything very critically, including the results of descriptive statistics, analysis of correlation, regression analysis along with moderation, and mediation analysis.

4.1 Descriptive Statistics

The descriptive statistics portion portrays the details of observation drawn from the data gathered from the respondents in a summarized and concise form with the help of various statistical tools. Descriptive statistics help us to handle large data practically. Descriptive statistics of all the variables of the study such as cyberloafing, employee job attitude, employee job performance, and conscientiousness are shown in the table below.

For descriptive statistics of all variables of the study, mean and standard deviation were calculated by using SPSS. The values of mean and standard deviations are shown in table 4.1 below. The mean values show how the data gathering participants responded in terms of their agreement or disagreement with certain questions. Higher mean values reflect respondents' tendencies toward agreement, whereas lower values reflect respondents' tendencies toward disagreement.

TABLE 4.1: Descriptive Statistics

Variables	N	Min.	Max.	Mean	Std. Dev
Cyberloafing	337	1.14	4.57	3.16	0.79
Employee Job Attitude	337	1.00	4.67	3,35	0.77
Employee job performance	337	1.86	5.00	3.45	0.64
Conscientiousness	337	1.00	5.00	3.36	0.74

The mean and standard deviation of each variable in the current study are shown in **Table 4.1** together with their minimum and maximum values. The greater mean values reflect the inclination of the respondents towards agreeableness with the questions whereas, the lesser mean values show the dissent of the respondents. The mean and standard deviation values of cyberloafing (independent variable) are 3.16 and 0.79 reflects the agreeableness of respondents toward the questions. The mean and standard deviation values of employee job attitude (mediator) are 3.35 and 0.77 showing agreeableness of respondents towards the questions. The mean and standard deviation values of conscientiousness (moderator) are 3.36 and 0.74 and 3.45 and 0.64 are the mean and standard deviation values of employee job performance (dependent) indicating the agreeableness of respondents toward the question.

4.2 Control Variables

In this study, one-way ANOVA was performed to examine the influence of the control variable on the dependent variable. In this study, we classified demographic characteristics such as gender, age qualification and experience one after the other with the dependent variable. ANOVA measures the relationship between variables by understanding each other's dependency, which ensures that an important demographic variable can be monitored if ANOVA represents those populations that have a large influence on the dependency. When the value range p is below 0.05, the demographic variables are marginal and do not need to be tracked.

TABLE 4.2: one-way ANOVA (Control Variable) .

Control Variable	F-value	Significance
Gender	1.430	0.098
Age	1.382	0.120
Qualification	1.419	0.102
Experience	1.401	0.111

A one-way ANOVA analysis was shown in **Table 4.2**, which indicated demographic figures across different values such as gender ($F= 1.430$, $p= 0.098$), age ($F= 1.382$, $p = 0.120$), qualification ($F=1.419$, $p= 0.102$) and experience ($F= 1.401$, $p= 0.111$). Based on the aforementioned values, this study found that all demographic variables such as gender, age, qualification, and experience reflect insignificant connections. As a result, all demographics have no influence on the dependent variable and the subsequent investigation is unnecessary to monitor these inconsequential values.

4.3 Correlational Analysis

Correlation analysis is carried out to identify correlations between variables, or its goal is to explore the associations between two variables. When all the variables are pointing in the same direction, a relationship is considered to be positive; nevertheless, when all the variables are pointing in different directions, it is considered to be negative. The strength of the relationship is also shown by the value of "r". The Pearson coefficient value thresholds areas follow:

- The range of values from 0.1-0.3 indicates a weak correlation
- Range of value from 0.3-0.5 signifies moderate correlation
- A range of value greater than 0.5 shows the high correlation

The major goal of this study is to conduct a correlation analysis to evaluate the relation between cyberloafing and employee job performance, employee job attitude as a mediator, and conscientiousness as a moderator, in order to validate the proposed hypothesis. The table below summarizes the correlation of variables that are hypothesized.

TABLE 4.3: Correlational Analysis

Variables	CL	EJA	EJP	CON
Cyberloafing	1			
Employee Job Attitude	-.131*			
Employee Job Performance	-.228**	.562**	1	
Conscientiousness	-.112*	.523**	.462**	1

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.3 Correlational results imply the association between Cyberloafing and employee job Attitude as $r=-.131^*$ at $p < 0.05$, and is negative and weak relation. cyberloafing, as $r=-.228^{**}$ at $p < 0.01$, has a negative and significant relation to employee job performance, and cyberloafing has negative and weak relation with Conscientiousness as $r=-.112^*$ at $p < 0.05$. Employee job attitude has a positive and significant relationship with employee job performance as $r= .562^{**}$ at $p < 0.01$ whereas employee job attitude is positively correlated with conscientiousness and significant as $r= .523^{**}$ at $p < 0.01$. Employee job performance is positively correlated with conscientiousness as $r=.462^{**}$ and also significant as $p < 0.01$.

4.4 Regression Analysis

Correlation analysis was performed to investigate the presence of correlations between variables. Correlation analysis merely provides information about the presence of an association between variables; it does not provide information on the cause and effect relationship between variables. As a consequence, regression analysis was performed to evaluate the cause and effect correlations between variables.

Regression analysis can be used to confirm the reliance of one variable on another. There are two forms of regression: simple regression (sometimes known as linear regression) and multiple regression. Simple regression is often used when there are only two variables under research and the goal is to establish a cause and effect relationship, but multiple regression is used when there are more than two variables under investigation, such as in the case of mediation and moderation.

Hayes's (2018) PROCESS macros tool is utilized in the study to investigate mediation and moderation effects. The PROCESS Macros apply the bootstrapping approach, which involves generating random samples from the data and examining the needed statistic in each resample (Preacher & Hayes, 2018). Moderated mediation analysis was run to test the theoretical model using the PROCESS macro model 7 by Hayes (2018).

4.4.1 Simple Regression

Regression analysis is used to find the causal relationships between variables. This study demonstrates the frequency with which the independent variable influences the dependent variables. In this study, a linear or simple regression was used to evaluate how cyberloafing affected employee job performance.

TABLE 4.4: Simple Regression

	β	T	R²	Δ R²
IV To DV (CL to EJP)	-0.274	-5.208	0.075	0.072

Simple regression in Table 4.4 revealed that cyberloafing is inversely associated with employee job performance and is statistically significant (beta = -0.274, $p < 0.001$). So the beta value indicates that cyberloafing is negatively related to employee job performance, and the p -value < 0.001 indicates that it is strongly significant. $R^2 = 0.075$ indicates that changes in cyber loafing will be negative, as a single unit change in cyber loafing will contribute 7.5% to employee job performance. As a result, hypothesis 1 is accepted.

4.5 Mediating Role of Employee Job Attitude

Mediation testing is used to determine whether or not the mediator mediates between the independent variable and the dependent variable. In the proposed study, cyberloafing serves as an independent variable (X), employee job performance serves as a dependent variable (Y), and employee job attitude serves as a mediator (M). For mediation analysis, we checked cyberloafing (X) impact on employee job attitude (M) path a, employee job attitude (M) influence on employee job performance (Y) path b, and direct effect of cyberloafing (X) on employee job performance (Y) path c', the total effect of cyberloafing (X) on employee job performance (Y) path c and indirect effect of cyberloafing (X) on employee job performance (Y) through employee job attitude (M). Table 4.5 shows that cyberloafing to employee job attitude has $\beta = -0.1936^{***}$ at $p < 0.001$ which suggests that cyberloafing has a negative influence on employee job attitude and is strongly significant because p-value is lesser than 0.001. So hypothesis 2 is acceptable, which asserts that;

H2: cyberloafing is negatively related to employee job attitude

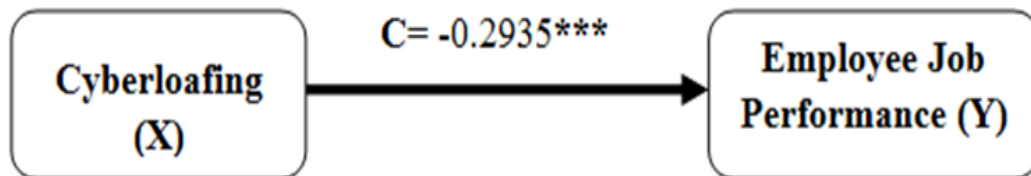


FIGURE 4.1: Direct Path

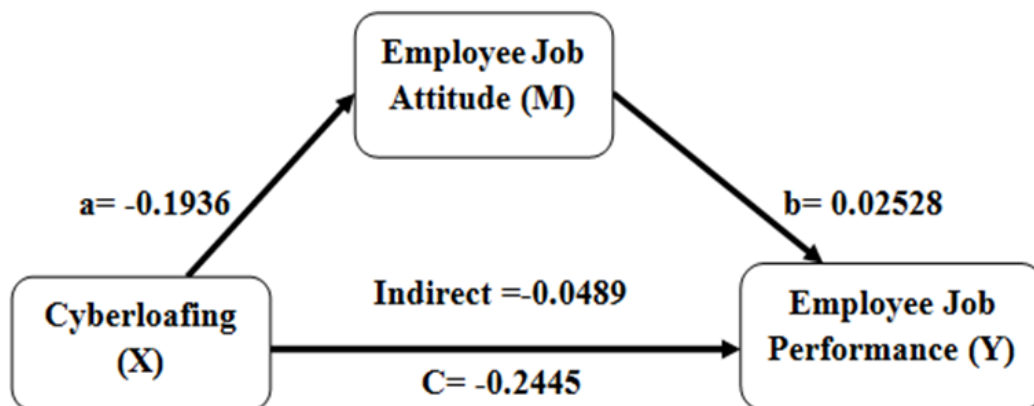


FIGURE 4.2: Indirect Path

TABLE 4.5: EJA as the mediator between CL and EJP.

Predictors	β	SE	T	P	LLCI	ULCI
Path a (CL to EJA)	-0.1936	0.0477	-4.0580	0.000	-0.2874	-0.0998
Path b (EJA to EJP)	0.2528	0.0631	4.0050	0.000	0.01286	0.3770
Direct effect Path C (CL to EJP)	-0.2445	0.0565	-4.3308	0.000	-0.3556	-0.1335
Total Effect Path c (CL to EJP)	-0.2935	0.0563	-5.2082	0.000	-0.4043	-0.1826
Bootstrap for In- direct Effect	β	SE	LLCI	ULCI		
			95%	95%		
EJA	-0.0489	0.0203	-0.0956	-0.0159		

The co-efficient of un-standardized regression is mentioned. The sample for Bootstrap was 5000. N=337, ** p < 0.01; * p < 0.05; *** p < 0.001 Lower Limit is referred to as LL. Upper Limit is referred to as UL and Confidence Interval as CI. Employee job attitude (M), as shown in Table 4.5, has a positive influence on employee job performance (path b), with a beta value of 0.2528 and p < 0.001, indicating that its significance is less than 0.001. This outcome verified our hypothesis 3 since there is a positive and significant relationship between employee job attitude (M) and employee job performance (Y). As a result, hypothesis 3 is accepted.

H3: Employee job attitude has negative impact on employee job performance.

The direct effect of cyberloafing on employee job performance is negative and significant, with a beta value of -0.2445 p < 0.001 indicating that path C' or direct effect is significant. The findings revealed that the total effect of cyberloafing on employee job performance is negatively associated and significant, with a beta

value of -0.2935 $p < 0.001$ indicating that path c is significant. The indirect impact (Path a*Path b) is evenly negative and significant, with a beta value of -0.0489 and bootstrap lower limit 95% confidence intervals of -0.0956 and bootstrap upper limit 95% confidence interval of -0.0159, respectively. Because the signs of the bootstrap limits are the same, the indirect influence is substantial. Therefore supporting hypothesis 4 and results shows that there is a mediating role of employee job attitude so the hypothesis 4 are significant that asserts;

H4: Employee job attitude mediates the relationship between cyberloafing and employee job performance

4.6 Moderation of Conscientiousness

To investigate the influence of the moderator (W) between cyberloafing(X) and employee job attitude (M), we carry out preachers and Hays's (2018) model 7 through PROCESS macros in SPSS. It is conducted to verify the moderator (w) effect that the mediator (M) and the dependent variable are influencing.

TABLE 4.6: Conscientiousness as the moderator between CL and EJA.

	β	R^2	SE	T	P
(Int term)	-0.1551	0.0701	0.0588	-2.6375	0.008
			LL95%CI	UL95%CI	
Bootstrap for Int Term			-0.2708	-0.0394	

The un-standardized regression coefficient is mentioned. N=337, * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

Table 4.6 shows the results of hypothesis 5 testing, which states that "conscientiousness moderates the association between cyberloafing and employee job attitude, weakening the relationship when it is high and strengthening the relationship when it is low." The results mentioned below table show that the interaction term

of cyberloafing and conscientiousness moderated the association between cyberloafing and employee job attitude. The bootstrap result's lower limit of 95% confidence interval value is -0.2708 and its upper limit is a 95% confidence interval of -0.0394, both of which have the same signs, indicating that moderation is present and it is significant as well. The interaction term has a regression beta value of -0.1551 R^2 change = 0.0701 $se = 0.0588$ $p = 0.008$, which expresses significant relation which means that Conscientiousness moderates the association between cyberloafing and employee job attitude, such that the relationship will be weaker for those who are high on conscientiousness and this relation will be stronger for those who are low on conscientiousness. As a result, we reached the conclusion that hypothesis 3 was supported for moderate conscientiousness.

The graphical depiction of the acceptance of the moderation hypothesis is shown in Figure 4.3. The association between cyberloafing behavior and employee job attitude is moderated by conscientiousness.

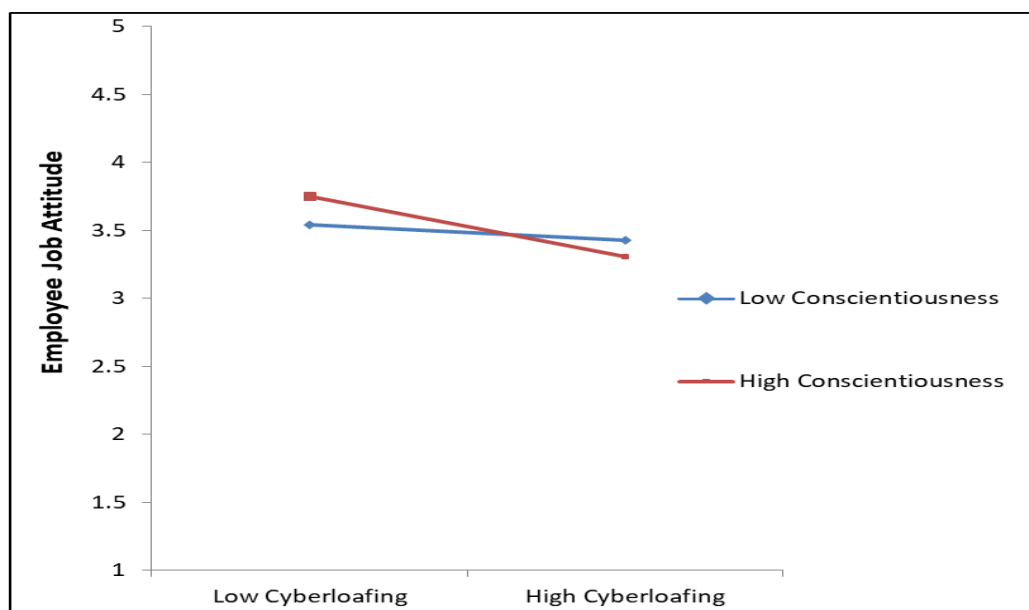


FIGURE 4.3: Interaction Graph

The slopes of the lines in **Figure 4.3** demonstrate a negative correlation between cyberloafing and employee job attitude. High conscientiousness is represented by the orange line, whereas low conscientiousness is represented by the blue line. Placement of the lines denotes an association between cyberloafing and employee job attitude. Due to the orange line's greater slope relative to the blue line,

it indicates that in the case of high conscientiousness, the association between cyberloafing and employee job attitude becomes weaker. Whereas the blue line lies above the orange line and has a less steep slope than the orange line indicating that low conscientiousness is the situation the association between cyberloafing and employee job attitude is stronger. The graph elucidates the cushion role and counseling of conscientiousness between cyberloafing and employee job attitude

4.7 Summary of Hypothesis

TABLE 4.7: Hypothesis Summary

Hypothesis	Statements	Results
H1	Cyber Loafing has negative impact on employee job performance.	Accepted
H2	Cyber Loafing has negative impact on employee job attitude.	Accepted
H3	Employee Job attitude has positive impact on employee job performance.	Accepted
H4	Employee Job Attitude mediates the relationship between cyberloafing and employee job performance.	Accepted
H5	Conscientiousness moderates the interaction between cyberloafing and employee job attitude such that Conscientiousness weakens the association between cyberloafing and employee job attitude when it is high and strengthens the association when it is low.	Accepted

Chapter 5

Discussion and Conclusion

In chapter 5 here I have discussed the outcomes and also do a discussion on the hypothesis, the strength and what are the weaknesses of the current study, and what are the limitations, and also the future directions of the study.

Complete conclusions have also been discussed

5.1 Discussion

The overall aim of this study is to put to the test the proposed research framework developed with the assistance of previous literature in order to clarify the possible associations between cyberloafing and employee job performance through the mediation of employee job attitude and the moderating role of conscientiousness. This chapter expands on the study's results and justifies them, as well as makes recommendations for professionals and scholars.

This section of the research will look at the findings presented in chapter 4 that were based on various statistical techniques and analyses using SPSS. This present study examined five hypotheses about the influence of cyberloafing on employee job performance via employee job attitude and the moderating effect of conscientiousness. First, it was examined if there was a relationship between cyberloafing and employee job performance. Second, the connection between cyberloafing and employee job attitude was also explored. Thirdly, it was evaluated how an employee's job attitude about their job may affect their performance. Fourth, the

mediating impact of employee job attitude on cyberloafing and employee job performance was examined. Finally, the moderating impact of conscientiousness on the interaction between cyberloafing and employee job attitude was tested.

5.1.1 Cyberloafing and Employee Job Performance

H1: Cyber Loafing has negative impact on employee job performance.

To examine the answer here to the very first hypothesis that cyberloafing is related to employees' job performance hypothesis 1 was framed. The hypothesis stated that cyberloafing has negative impact on employee job performance. The results for this particular were found significant and hypothesis 1 was accepted as the findings suggest that cyberloafing has significantly linked with employees' job performance. Moreover, regression analysis proves that the first hypothesis is accepted by the finding of the study work following self-determination theory. The results demonstrate that cyberloafing is significantly correlated with employee job performance, with a beta value of -0.274 and a $p < 0.001$. This means that while the beta value indicates that cyberloafing is negatively associated with employee job performance, the p-value indicates that it is strongly significant.

Cinar & Karcioglu (2015) found that cyberloafing has a negative relation to task performance in the public sector organization. Blau, Yang & Ward-Cook (2006) elaborated on the same negative association of cyberloafing with task performance. Cyberloafing may have a very detrimental influence on employees' productivity and performance at work, according to research by Jandaghi et al. (2015). Similar to this, other studies have shown that cyberloafing has a detrimental effect on work performance. The study's findings, which are supported by past studies, show how cyberloafing negatively interacts with employee performance and that it undermines employee job performance (Senevirathne, 2021).

Employees are quickly diverted from their duties while using the internet for non-work purposes, and performance suffers when they are preoccupied with their objectives and expectations (Corgnet et al., 2015). Situations in which there is a high level of irresponsible time usage may have a negative impact on employee performance depending on the job structure. When compared to nonsocial acts

such as Internet browsing, interactive actions such as sending and receiving messages on social media have a more negative impact on work performance (Lim & Chen, 2009). When employees do not pay adequate attention to their jobs, an issue arises in the organization. Similar to how this study's conclusions that Cyberloafing is a colossal waste of time and adversely influences employee job performance are supported by earlier studies (Sheikh et al., 2019). Cyberloafing creates certain problems for the performance of employees within an organization. The performance of an employee decreases when they spend much of their effort, concentration, mental, and effective capabilities on Internet use. This condition explains why such off-task behaviors deplete the employee's most important resources (stored energy) (Lieberman, Seidman, McKenne, & Buffardi, 2011).

As per Bock & Ho (2009), the more time people spend cyberloafing, the worse their job performance becomes, implying that extended periods of cyberloafing may result in employees having less time to complete their obligations and tasks. Therefore, these above arguments provide strong justifications for hypothesis 1 acceptance that cyberloafing is negatively associated with employees' job performance. Cyberloafing is unwanted behavior aimed against the organization. If employees spend a considerable amount of time engaged in cyberloafing activities during working hours, their productivity worsens and this type of behavior leads to decreased employee job performance.

5.1.2 Cyberloafing and Employee Job Attitude

H2: Cyber Loafing has negative impact on employee job attitude.

To investigate responses regarding hypothesis 2. that cyberloafing is connected to employees' job attitude hypothesis 2 was framed. According to Hypothesis 2, cyberloafing has a detrimental effect on employees' attitudes toward their jobs. The results for this particular were found significant and hypothesis 2 was accepted as the findings suggest that cyberloafing has significantly linked with employees' job attitude. Moreover, regression analysis proves that the second hypothesis is accepted by the finding of the study work following self-determination theory. The results demonstrated that cyberloafing is significantly correlated with employee job

attitude and that it is extremely significant, with a beta value of -0.193 and a $p < 0.001$. The beta value demonstrates that cyberloafing is adversely correlated with employee job attitude.

Research suggests that certain employees could be involved with various non-work-related networking sites in the workplace, which might considerably lower or raise their levels of cyberloafing (Weatherbee, 2010; Coker, 2013; Gouveia, 2014). Previous research shows that unfavorable attitude has also been shown to have a negative and significant relationship with employee job attitude when it comes to cyberloafing in the workplace (Pee, 2008; Moody & Siponen, 2013). Employees who normally view workplace cyberloafing as suitable will be more likely to indulge in workplace cyberloafing because their views toward their jobs may have a detrimental influence on their cyberloafing conduct (Ajzen & Fishbein, 1977; Kraus, 1995). According to earlier studies, cyberloafing had a deleterious influence on employees' attitudes toward their jobs and a draining effect on their non-work online activity (Lim & Chen, 2009). Mahatanankoon (2006) found that employee perceptions of their jobs on websites unrelated to their jobs influenced their use of those websites at work.

According to comparable research on email communication, even if the majority of emails are unwanted and inconsequential, employees feel obligated to react to them such as Emailing has been shown negatively influence employees' job attitudes and emotions. Furthermore, emailing is a substantial source of distraction for employees at work (Fallows, 2002; Macklem, 2006). Similar to this, numerous research has discovered that cyberloafing has detrimental consequences for organizations in terms of legal issues, network security, strained organizational capacity, procrastination, employee attitude toward their jobs, and waste of labor and work time (Inse & Canon, 2016; Karatepe & Gungor, 2017). In a similar vein, other studies have revealed a deleterious effect of cyberloafing on employees' job satisfaction and productivity (Weatherbee, 2010).

Therefore, supported by the aforementioned points, which provide compelling explanations for believing that cyberloafing has a deleterious impact on employees' attitudes about their jobs, we may thus accept hypothesis 2. So hypothesis 2

which states that cyberloafing is adversely correlated to employee job attitude is “Accepted.

5.1.3 Employee Job Attitude and Employee Job Performance

H3: Employee Job attitude has positive impact on employee job performance.

To examine answers for hypothesis 3. that cyberloafing is related to employees’ job attitude hypothesis 3 was framed. Hypothesis 3 describes that employee job attitude has positive impact on employee job performance. The results for this particular were found significant and hypothesis 3 was accepted as the findings suggest that employee job attitude has significantly linked with employees’ job performance. Moreover, regression analysis proves that the third hypothesis is accepted by the finding of the study work following self-determination theory. Results show that employee job attitude is positively related to employee job performance and significant as the beta value = 0.252 and $p < 0.001$ so the beta value shows that employee job attitude is positively correlated with employee job performance and p -value < 0.001 shows that it is strongly significant.

Employee performance can be determined by the employee’s level of job attitude on the job as well as perceived fairness as asserted in the study (Liao et al, 2012). The previous study shows the same that a Higher level of satisfaction on the job may eventually result in a good or positive job attitude which will result in higher performance (Aidla, 2011). Furthermore, studies conducted by (Vandenabeele, (2009), conclude that there is a positive relationship between job satisfaction and employee performance. Another study conducted by Liao et al, (2012) using an empirical approach also finds out that there is a positive relationship between job attitude and employee performance. The result of the previous study indicates that the non-academic staff of Bauchi State University Gadau possesses a positive and good job attitude which in turn leads to higher performance that enhances the overall efficiency and effectiveness of the institution in service delivery (Inuwa, Mashi, & Salisu, 2017). Hence, the hypothesis is accepted. The outcome

of the research hypothesis also signifies that job attitude is positively related to employee performance portraying that a positive behavior towards one's job is capable of boosting employee performance which is consistent with previous research by (Newman & Roth, 2006; Semykina, 2008; Sulaiman & Almsafir, 2013; Chih, Yang & Lu, 2008) who also finds that an employee with positive work attitude on the job tends to have increased level of performance. Therefore, supported the above-mentioned arguments which give strong justifications for the acceptance of hypothesis 3 which states that employee job attitude is positively related to employee job performance and the positive attitude of the employees at the workplace can increase the employee job performance. so hypothesis 3 which states that employee job attitude is positively related to employee job performance is "Accepted".

5.1.4 Mediating Mole of Employee Job Attitude

H4: Employee Job Attitude mediates the relationship between cyberloafing and employee job performance.

Our fourth hypothesis was that employee job attitude mediates the relation between cyberloafing and employee job performance. According to our data analysis and results, the fourth hypothesis of the study was accepted, giving us a clear knowledge that cyberloafing will influence employee job attitude and will have an inverse impact on employee job performance, decreasing employee job performance. The current study highlights an interesting addition by investigating the effect of employee job attitude as a mediator in the interaction between cyberloafing and employee job performance. Employee job attitude is indirectly related to cyberloafing and employee job performance.

Similar findings were made by Webster Beehr & Christiansen (2010) about the role of work satisfaction in mitigating the relationship between organizational pressures and job outcomes. The primary evaluation is one of the critical factors, according to Lazarus & Folkman (1984), who relate work insecurity with job outcomes. Previous research found that employee engagement was favorably connected to Organization Citizenship Behavior as judged by supervisors, and that employee

engagement was adversely related to deviant behavior. Furthermore, the findings revealed that employee involvement mediated the associations between deviant behavior and employee job performance (Alfes, Truss Shantz, & Soane, 2013).

The current study's mediation finding, however, demonstrates that cyberloafing is hazardous and will diminish employee job performance even if mediated by employee job attitude. The fourth hypothesis, which claimed that employee job attitude played a mediation contribution between cyberloafing and employee job performance, was confirmed. It has to do with the fact that employees' performance degrades when there is a preponderance of workplace cyberloafing and unpleasant job attitudes.

5.1.5 Moderating Role of Conscientiousness

H5: Conscientiousness moderates the interaction between cyberloafing and employee job attitude such that Conscientiousness weakens the association between cyberloafing and employee job attitude when it is high and strengthens the association when it is low.

'Conscientiousness moderates the interaction between cyberloafing and employee job attitude; such that if conscientiousness is high then the association between cyberloafing and employee job attitude would be weaker' this hypothesis got to acknowledge. As the after effects of the present investigation indicates important relationship ($B = -0.155$, $t = -2.63$, $P < 0.01$). Conscientiousness has the B coefficient estimation of -0.155 , which demonstrates the level of the interaction. As the t-esteem is -2.63 , which demonstrates that the outcomes are significant. In this way, the t estimation of -2.63 manifests that there is a significant link of conscientiousness as an arbitrator between cyberloafing and employee job attitude. What's more, the B co-effective turns out to be -0.155 which demonstrates that if there is a one-unit change in conscientiousness then it will bring impact of 15% on the interaction between cyberloafing and employee job attitude by weakening the relationship. There could be many reasons for the acceptance of the hypothesis. We hypothesize conscientiousness as a moderator of the interaction between cyberloafing and employee job attitude. According to the research, those who

exhibit high levels of trait conscientiousness are better employees than those who do not (Artistico & Rothenberg, 2013).

Similarly, the prior study will constrain moderation analysis only on conscientiousness (Hurtz et al., 2000). A prior study looked at the effect of conscientiousness as a moderator in the association between professional loneliness and social cyberloafing (Hu, Chen, & Ye, 2021). The conclusion of an earlier study offers further evidence to support the idea that personality may influence how events, attitudes, and behavioral reactions are influenced (Weiss & Cropanzano, 1996).

According to a prior study, those with higher levels of conscientiousness benefit more from physical breaks, whereas those with lower levels of conscientiousness benefit more from online breaks in terms of their cognitive performance. The findings may support the idea that less conscientious people have less self-control and are more easily distracted, which makes it easier for them to participate in lazy activities like cyberloafing (McCrae & Lockenhoff, 2010). Given that highly conscientious people are more probably responsible, driven, and achievement, as well as have a sense of duty and drive for success, we anticipate that they will perform better since they will be more invested in the duties that make up their position (Costa & McCrae, 1992). According to the research, conscientiousness will lessen the negative effects of cyberloafing, foster a healthy work environment, and result in employees performing at a higher level. Because people with high conscientiousness are highly driven to success and focus on following the rules, employees want to complete their commitments, which often revolve around task completion. With these traits, we may anticipate that they'd be less prone to become sidetracked and go too far with professional cyberloafing (Barrick et al., 2002).

5.2 Implications

5.2.1 Theoretical Implication

This section reviews the literature by exploring the process by which experience with cyberloafing affects the employee's job performance. This research expands our interpretation of the literature on cyberloafing by focusing on employee job

performance. Self-determination theory supports the proposed model. Practitioners and academia's can adopt this model for improvement in cyberloafing issues. This research contributed crucial factors: Firstly, this study hypothesizes the association between cyberloafing in the place of work and employee job performance, and the relation was supported by the results. Secondly, there is an understanding of the effect of cyberloafing on employee job attitude with the moderating effect of conscientiousness. We also investigated the effect of employee job attitude in mediating the association between cyberloafing and employee job performance, which is supported by the findings. cyberloafing was examined with several factors including theft, loss of productivity, aggressive behavior, innovative work behavior, and project efficiency in the workplace in the previous research (Ozcan, Gokcearslan & Yuksel, 2017). Therefore, the influence of cyberloafing on employee job performance is mainly explored in this research not previously studied with the mediating function of employee job attitude in the workplace and the moderating role of conscientiousness. According to Park and Lee (2014), the usage of the internet at the place of work for non-office chores affects the job performance and ultimately loss of productivity. Barlow et al., (2003) discussed that utilization of the internet at the workplace for personal purposes will decrease employee job performance. This study established a connection that employee job attitude mediates this linkage between cyberloafing and employee job performance. Conscientiousness was also used as a moderator in the study because previous research on cyberloafing and employee job attitudes had been conducted in western cultures, but Pakistan has a different cultural context. This study, therefore, assisted in determining whether or not the relationship between the research conducted in other western countries and the context of Pakistan is relevant. The study revealed both typical and unusual results for this association, which adds to the domain of research.

5.2.2 Practical Implication

This research will be beneficial to managers, policymakers, and researchers. This study will assist organizations in dealing with the problem of workplace cyberloafing and its impact on job performance since employee job performance is a major

concern for organizations worldwide. The organization will be able to understand the causes of this issue with the assistance of this study. Due to the blending of work and personal life, it may not be eligible to permanently prohibit cyberloafing. This study will assist private sector organizations in developing and implementing policies such as strictly limited Area network usage, completely banning web-sites such as Google video and social platforms, whittling down leisure time, Web browsing surveillance systems, monitoring internet usage, imposing punishment and enthusiasm toward behavioral intention and eco-friendly values to mitigate the adverse effects of cyberloafing at the organization.

Employees, who engage in cyberloafing experience increased stress, reduce performance, and lower job satisfaction. Organizations can monitor employees because employees can easily conceal their cyberloafing activities by accessing the internet via gadgets. Organisations may implement cyber security policies and procedures. Organizations should explore practical methods for minimizing cyberloafing by educating and coaching employees on how to use social conduct for internal benefits, perhaps throughout break intervals, in an acceptable method. Organizations can install applications that automatically notify employees that they are being monitored after a certain period of time. Employers might allot a certain amount of time each day for employees to pursue their interests by using the internet at work. This will eventually renew workers' ability to perform productively while also reducing the use of cyberspace at work for personal benefits.

This study will assist organizations in hiring people who are lesser inclined to interact in cyberloafing actions since various human behavioral features have been identified as contributing to cyberloafing habits. Organizations should consider employing employees with high levels of conscientiousness since greater levels of conscientiousness can minimize cyberloafing behavior. Furthermore, employers might also utilize the organization's code of ethics to regulate employees' cyberloafing behavior. When employees are asked to undertake something like this, they must be conscientious. If a sentence regarding cyberloafing is incorporated into the organization's code of ethics, employees will instantly feel terrible if they indulge in such cyberloafing behavior. Organizations are contemplating evaluating

individuals based on their entire psychological profiles, including dark personality traits and the impact of pre-existing disorders such as Internet habits.

This study will help employers make sure that jobs are a better match for employees so that they don't feel overworked or underappreciated. It will also help employers make sure that an employee's skills and experience are being used effectively in their current roles. Employers may utilize the information from this study to improve employee performance as well as overall organizational productivity and success by implementing the recommendations made in the research. In the future, the focus of the study should be extended to the whole of Pakistan and the other sectors in the countries where there is the use of computers. Also, in the future, it is required to know the issues and check the cyberloafing with conscientiousness and with the employee's job attitude. In this study, new relationships were examined; such interactions are vital and provide a significant benefit in developing an atmosphere in both new and old rising organizations. Our recent study contributed significantly to the literature by demonstrating the negative influence of cyberloafing on employee job performance. This study will aid future researchers in developing this model further. Researchers might use the current study to help them work on these notions, and they could even work on additional aspects by changing variables.

5.3 Limitations

It is never feasible to address all the many facets of our study due to several research limitations. By including a few knowing information in the literature, our study has filled a research gap. On the other hand, there are certain limitations connected to this study, including the time and resource constraints. The study analyzed the influence of cyberloafing on the performance of employees in Pakistan's IT sector. According to the findings, cyberloafing has a considerable detrimental influence on the performance of employees in Pakistan's IT industry. The sample was the study's most significant shortcoming. The study's sample consists of one sector (Information technology). A study used the software/IT sector of Rawalpindi and Islamabad as a sample so it cannot be generalized to

the other sector of Pakistan. Other sectors may have different results from the present study. The Data should be also collected using the other sample techniques in that the proper population should be targeted and the expected result should be achieved.

In addition, it's also essential to comment that the present study has used the convenience sampling method because of limited time and resources. The limitation is the use of convenient sampling, which involves randomly selecting data from the enormous populations of various software houses. Due to the busy schedules employees of the organization were not focused too much. Sometimes it was more difficult to collect the data from them and take the time from them.

5.4 Future Research Direction

Different study directions may need to be tested with other variables in the future. Everything has some gap in it, which provides the future orientation. There is a little recommendation in the present study as to where future research should be performed. First, further research could be carried out by switching the sector of study since the outcomes of the model might be examined in all sectors of Pakistan depending on the sector.

Secondly, the current study used the cross-sectional method for the collection of the data; in the future research longitudinal study needs to be conducted. Thirdly, Future Research could be conducted by taking a big sample size for more generalized results. This study area was a few cities in Pakistan. In the future, it can be expanded all over Pakistan and to the different cities or larger cities of Pakistan.

Fourth, this study used the relationship between the primary variables associated with cyberloafing and employee job performance so that future research can be done to examine the effects of cyberloafing on employee attrition rates, workplace rejection, and coping mechanisms to prevent job stress and burnout. Current study exploited mediating effect of employee job attitude and moderating contribution of conscientiousness. In the future, it may be advisable to utilize mediating

factors like organizational support and co-worker support as well as moderating variables like employee emotions and psychological well-being. Finally, the study's recommendations are based on the study's findings, which include the deployment of internet monitoring systems, as well as the implementation of clear guidelines and consequences designed to regulate internet use within the place of work.

5.5 Conclusion

This study investigates all of these independent, dependent, mediating, and moderating factors simultaneously in a distinct model, and thereby increases our knowledge by illustrating the combined impacts, inside the integrative framework based on Self-determination theory's underlying assumptions. The study's purpose is to determine the influence of cyberloafing on employee job performance by mediating the effect of employee job attitude and moderating the role of conscientiousness. The study's findings validated all five of the study's assumptions. The research was carried out in Pakistan's information technology sector. A total of 480 questionnaires were issued, with 337 being finished and used for research due to the comprehensive and suitable information necessary to carry out our analysis. According to the findings, cyberloafing may have been negatively associated with employee job performance, and employee job performance is lowered as a result of cyberloafing, which is confirmed by the literature. Employee job attitude was proved as a mediator between cyberloafing and employee job performance, this relation is fully mediated by employee job attitude. According to the findings, conscientiousness moderates the association between cyberloafing and employee job attitude in Pakistan's software houses, suggesting that this dimension does influence the impact of cyberloafing on employee job performance. Based on the quantitative data analysis, it was statistically determined that there was an unfavorable correlation between cyberloafing and employee job performance (beta = -0.274, $p < 0.001$). The assessment of employee job performance is heavily affected by cyberloafing. Findings proved that whenever employees indulge in cyberloafing at the workplace, it will decrease job performance which ultimately affects the productivity and efficiency of employees. In this study, we investigate and test five

hypotheses in the context of Pakistan. For the analysis, SPSS was used. According to the Pakistani context, H1, H2, H3, H4, and H5 were accepted. The study gave a comprehensive picture of the influence of CL on EJP, with EJA performing as a mediator and moderator of Conscientiousness.

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Appendix-A

Questionnaire

Dear Respondent

I am **Laraib Naseer**, as a MS research scholar at Capital University of Science and technology, Islamabad, I am conducting research on a topic title “**Impact of Cyber loafing on Employee Job Performance: The Mediating role Employee Job Attitude and Moderating role of Conscientiousness**”. You can help me by completing the attached questionnaire it will take your 5-10 minutes and I am sure that you will find it quite interesting. I appreciate your participation in my study and I assure your responses will be held confidential and will only be used for educational purposes.

Thanks a lot for your help and support.

Sincerely,

Laraib Naseer,

MS Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (20-23), 2 (24-27), 3 (28-31), 4 (32-35), 5 (36-39), 6 (40-43), 7 (44-47), 8 (48-51), 9 (52 and above)
Qualification	1 (Matric), 2 (Inter), 3 (BS), 4 (MS/M.Phil.), 5 (PhD)
Experience(years)	1 (Less than 1 year), 2 (1-3), 3 (4-6), 4 (7-9), 5 (10-12), 6 (13-15), 7 (16-18), 8 (19-21), 9 (22 and above)

Section 2: Cyber Loafing

Please insert a checkmark (✓) in the appropriate column to indicate whether you agree or disagree with each of the following statements: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No	Items					
1	I Check my personal information at work	1	2	3	4	5
2	I Check non-work email at work	1	2	3	4	5
3	I Send non-work email at work	1	2	3	4	5
4	I Visit social media sites at work (Face book, twitter, etc.)	1	2	3	4	5
5	I Shop online at work	1	2	3	4	5
6	I Visit sports sites at work	1	2	3	4	5
7	I Visit news sites at work	1	2	3	4	5

Section 3: Employee Job Attitude

Please insert a checkmark (✓) in the appropriate column to indicate whether you agree or disagree with each of the following statements: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No	Items					
1	Most of my hobbies are related to my job	1	2	3	4	5
2	I can fully exercise my strengths by working in this organization	1	2	3	4	5
3	To me, my workplace reputation is my own reputation too	1	2	3	4	5
4	I can happily accept any task or responsibility assigned to me	1	2	3	4	5
5	I feel honored when I tell others that I work in this organization	1	2	3	4	5
6	I feel that my organizations' goals are similar to my personal goals	1	2	3	4	5

Section 4: Employee Job Performance

Please insert a checkmark (✓) in the appropriate column to indicate whether you agree or disagree with each of the following statements: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No	Items					
1	I Adequately complete assigned duties	1	2	3	4	5
2	I Fulfill responsibilities specified in the job description	1	2	3	4	5
3	I Perform tasks that are expected of me	1	2	3	4	5
4	I Meet formal performance requirements of the job	1	2	3	4	5
5	I Engage in activities that will directly affect my performance evaluation	1	2	3	4	5
6	I Neglect aspects of the job I obliged to perform	1	2	3	4	5
7	I Fail to perform essential duties	1	2	3	4	5

Section 5: Conscientiousness

Please insert a checkmark (✓) in the appropriate column to indicate whether you agree or disagree with each of the following statements: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No	Items					
1	I am someone who does things efficiently	1	2	3	4	5
2	I am someone who makes plans and follows through with them	1	2	3	4	5
3	I am someone who is easily distracted	1	2	3	4	5
4	I am someone who does a thorough job	1	2	3	4	5
5	I am someone who can be somewhat careless	1	2	3	4	5
6	I am someone who tends to be disorganized	1	2	3	4	5