

# An Investigation into Cyberloafing and Its Associations with Work and Non-Work Factors

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## Abstract

Cyberloafing, engaging in non-work-related online activities during work hours, has attracted increasing attention due to its potential to disrupt productivity and organizational functioning. Drawing upon contemporary research, we delve into the underlying mechanisms of cyberloafing. This study examines how cyberloafing behavior is related to work-related factors, including the position in the organization, boredom at work, pay satisfaction, and the non-work factors, such as loneliness and social network addiction. Furthermore, we investigate the role of two demographic variables: marital status and gender. We collected data from 174 white-collar employees working in various private-sector institutions in Sakarya (Türkiye). The findings showed that only two work-related variables, boredom at work and salary satisfaction, are significantly associated with cyberloafing. Gender and marital status were weakly related to cyberloafing. The paper also discusses possible solutions and practical implications for organizations seeking to mitigate the adverse effects of cyberloafing. The paper concluded with suggestions for future research and acknowledged the limitations of this study.

**Keywords:** cyberloafing, work variables, nonwork variables, Türkiye, collectivism, boredom at work, addiction to social networking

## 1. Introduction

Cyberloafing is the act of engaging in non-work-related online activities during work hours (Lim, 2002). It is a prevalent issue in contemporary workplaces, as the Internet has blurred the boundaries between work and non-work domains (Lim & Teo, 2005). Cyberloafing can take various forms, such as browsing social media, online shopping, or checking personal e-mails at work. It can affect employees across different roles and occupations who use various organizationally and privately owned information technology devices for personal and professional purposes (Mercado, Giordano & Dilchert, 2017). Cyberloafing is a subset of counterproductive work behavior and time banditry, as it entails 'time theft' from the organization and violates its norms (Lowe-Calverley & Grieve, 2017; Ohana et al., 2024). Cyberloafing can negatively affect the organization and the employee, such as reduced productivity, decreased job satisfaction, and potential disciplinary actions (Steel, 2007). Cyberloafing is a notable phenomenon in the contemporary workplace, with its roots stemming from the profound changes in work dynamics (Çolak & Çetin, 2021).

A report by Salary.com revealed that 69% of employees waste time at work daily, with 64% visiting non-work-related websites. Among these workers, 39% admitted to spending up to an hour on the Internet during work hours, while 29% wasted 1-2 hours, and 32% wasted over two hours daily. Surprisingly, 6 in 10 employees confessed they could not get through the workday without checking social media, with Facebook being the most prominent time-waster. This pervasive phenomenon could result in an estimated \$85 billion in business losses due to reduced work productivity (Alqahtani et al., 2022).

Cyberloafing has profound financial implications for organizations, as it amounts to an average of \$588 per year per employee in lost productivity (Chavan et al., 2021; Miech, 2022; Prasetya et al., 2023). For a company with 1,000 employees, cyberloafing could result in losses of nearly \$600,000 annually. Cyberloafing also affects company performance, leading to productivity losses exceeding 25,000 person-hours annually for a company with 100 employees, each spending an hour daily on personal internet use. Moreover, cyberloafing can introduce

malware and viruses, slow down the network, and pose risks related to security breaches, sexual harassment, and resource wastage (ArcTitan, 2021; Hadlington & Parsons, 2017; Lim, 2002; Shahzadi & Khurram, 2022). Thus, it is essential to understand the determinants of cyberloafing to address this issue effectively. Scholars have identified various categories of determinants, such as organizational factors, demographic and personality traits, and individual habits and beliefs (Shahzadi & Khurram, 2022). This study investigates the relationships between cyberloafing behavior and work-related factors (position in the organization, boredom at work, and pay satisfaction), non-work factors (loneliness and social network addiction), and demographic correlates (gender and marital status). Unlike previous studies focusing primarily on high school and university students, this study examines employees in Türkiye. In addition, the culture examined here is traditional and represents a different cultural context than Western culture.

### *1.1 Conceptual Framework and Hypotheses*

#### 1.1.1 Non-Work Factors

##### (1) Social Media Addiction and Cyberloafing

Social network addiction is a form of Internet addiction that involves excessive engagement with social networking sites (Kuss & Griffiths, 2017). It has been linked to cyberloafing behavior, which is the act of engaging in non-work-related online activities during work hours (Lim, 2002). The literature suggests that social network addiction may influence cyberloafing through two possible mechanisms: the Conservation of Resource Theory (COR) and the Differential Association Theory. As Krishna and Agrawal (2023) advanced, the COR theory posits that individuals are driven to protect their energy resources and experience stress when they fail to recover them. Taking intermittent breaks during work tasks may help individuals recover and return to full productivity, while extended periods of continuous work can hinder this recovery. According to this theory, moderate levels of cyberloafing can assist employees in their recovery by replenishing resources expended during work tasks.

The Differential Association Theory, introduced by Sutherland, Cressey, and Luckenbill (1992), explains that individuals develop justifications and tactics for engaging in unlawful or deviant activities. Employees may employ neutralizing tactics to alleviate guilt, leading to increased participation in cyberloafing activities. According to this theory, employees with social network addiction may be more inclined to engage in cyberloafing, as they may rationalize their behavior as harmless or beneficial. Based on these theoretical frameworks, we propose the following hypothesis:

Hypothesis 1: Social media addiction will be positively related to cyberloafing.

##### (2) Loneliness and Cyberloafing

Loneliness is a feeling of social isolation that occurs when a person's social needs are not met at an adequate level (Wang & Dong, 2018). It reflects the discrepancy between desired and achieved levels of social interaction, which can vary depending on past and future expectations (Çolak & Çetin, 2021). Loneliness can be experienced by anyone at any time in their life, regardless of their social status or relationships. Loneliness can negatively affect well-being, causing increased stress, rumination, and self-regulation deficiency (Yang et al., 2023). Loneliness has also been associated with higher levels of cyberloafing, which is the act of engaging in non-work-related online activities during work hours (Kardefelt-Winther, 2014).

Employees who experience loneliness may engage in online social interactions to reduce feelings of isolation and satisfy their need to belong (Yang et al., 2023). Cyberloafing can bring immediate pleasure and distract attention from work tasks, but it can also negatively affect productivity, performance, and security (Lim, 2002). Loneliness can be especially pronounced among remote or isolated workers, who may face more challenges in maintaining social connections and work-life balance (Çolak & Çetin, 2021). Therefore, we propose the following hypothesis:

Hypothesis 2: Loneliness will be positively related to cyberloafing.

#### 1.1.2 Work-Related Factors

##### (1) Boredom at Work and Cyberloafing

Boredom at work is an annoying state of under-stimulation and dissatisfaction attributed to an insufficiently stimulating work situation (Schaufeli & Salanova, 2014). It is a widespread phenomenon across various industries and is associated with adverse outcomes, such as increased employee turnover, health issues, stress, and reduced performance (Pindek et al., 2018). Employees who experience boredom may resort to cyberloafing (Lim, 2002). Cyberloafing can serve as a means of coping with boredom by infusing dull work situations with

more engaging elements, such as social media, online shopping, or personal e-mail. Cyberloafing can also have positive effects on employees' emotions, such as reducing stress and increasing satisfaction (Pindek et al., 2028; Kamila & Muafi, 2023). However, cyberloafing can also have adverse outcomes for the organization, such as reduced productivity, security risks, and resource wastage (Lim, 2002).

The literature suggests that cyberloafing can be perceived as a form of disengagement or distraction coping, one of the strategies employees employ to deal with boredom (Pindek et al., 2018). Employees may also use engagement coping, which involves efforts to make work more interesting, but this strategy may not always be feasible or effective. Cyberloafing, although less detrimental than other forms of disengaged coping or counterproductive work behavior, still entails 'time theft' from the organization and violates its norms (Lowe-Calverley & Grieve, 2017; Ohana et al., 2024). Therefore, cyberloafing should be considered a maladaptive coping strategy for boredom rather than a beneficial one. A meta-analysis based on seven samples (N=1939) has identified a robust relationship between boredom and cyberloafing (Mercado et al., 2017). Boredom can stem from various sources, such as monotonous tasks, unchallenging work, and lack of engagement, which can drive individuals to seek online distractions during work hours. Consequently, we propose the following hypothesis:

Hypothesis 3: Boredom at work will be positively related to cyberloafing.

#### (2) Pay Satisfaction and Cyberloafing

Pay satisfaction is the perceived fairness and adequacy of one's compensation. It is a work-related factor that has been linked to cyberloafing (Lim, 2002). Pay satisfaction may influence cyberloafing through two possible mechanisms: job status and income perception. Job-status refers to the relative position of an employee within an organization, which their pay level can reflect. Research indicates that employees in high-status positions are more likely to exhibit cyberloafing behaviors, as they have more autonomy, opportunities, flexibility, and less supervision than low-status employees (Henle & Kedharnath, 2012; Şimşek & Şimşek, 2019). High-status employees may also engage in cyberloafing to manage the increased stress associated with their roles, as they may find online distractions more tolerable and less risky than other forms of counterproductive work behavior (Glassman, Prosch, & Shao, 2015; Lim & Teo, 2022).

Income perception refers to the subjective evaluation of one's income level, which can affect one's satisfaction with career achievements and motivation to work diligently. Employees who perceive their income as high may be more satisfied with their current situation and may experience less pressure to pursue promotions or pay raises. As they find themselves in a comfortable stage of their careers, they may be more inclined to allocate time to internet browsing, secure in the knowledge that their status in the workplace is favorable. Based on these theoretical frameworks, we propose the following hypothesis:

Hypothesis 4: Pay satisfaction will be positively related to cyberloafing.

#### (3) Position in the Organization and Cyberloafing

Position in the organization is the relative rank of an employee within the organizational hierarchy, which can affect their access, opportunity, and motivation to engage in cyberloafing. Previous research has suggested that position in the organization can significantly influence the possibility of engaging in cyberloafing activities, with junior employees being more prone to cyberloafing than senior employees (Lim & Teo, 2005). Junior employees may have more extensive access to the Internet and fewer monitoring constraints than their senior counterparts, which increases the perceived opportunity and temptation to cyberloaf. On the other hand, senior employees may have more responsibility, accountability, visibility, and autonomy, reducing the perceived opportunity and motivation to cyberloaf.

Moreover, senior employees may also enjoy more intrinsic and extrinsic rewards, such as recognition, satisfaction, and pay, which increase their commitment and engagement to their work (Lieberman et al., 2011). Thus, we hypothesize that position in the organization is negatively associated with cyberloafing behavior. Specifically, we expect non-managerial employees to exhibit higher cyberloafing levels than managerial employees. This leads to the following hypothesis:

Hypothesis 5: Position in the organization will be negatively related to cyberloafing. Non-managerial employees will cyberloaf more than managerial employees.

#### 1.1.3 Demographic Correlates

In addition to the abovementioned variables, we examine two personal demographic variables as control variables: marital status and gender.

### (1) Gender

Gender is a demographic factor that has been linked to cyberloafing, which is the act of engaging in non-work-related online activities during work hours (Lim, 2002). Numerous studies consistently indicate that men are more likely to engage in cyberloafing or express a greater intention to do so than women (Lim & Teo, 2022; Lim & Chen, 2012). This observation may partly stem from the higher tolerance for deviant behaviors displayed by men in the workplace, which may result in higher salaries, authority, and visibility. Conversely, women may exert more effort to attain comparable levels of recognition, remuneration, and influence, leading them to be more cautious about engaging in undesirable behaviors such as cyberloafing (Şimşek & Şimşek, 2019).

Another possible explanation is that men and women differ in their preferences and motivations for Internet use. For instance, men may use the Internet more for entertainment, information, and escape, while women may use it more for communication, social support, and relationship maintenance (Garrett & Danzinger, 2008). These differences may affect the frequency and duration of cyberloafing activities among men and women. Therefore, we hypothesize that gender is related to cyberloafing, with men exhibiting more cyberloafing than women. This leads to the following hypothesis:

Hypothesis 6: Gender will be positively related to cyberloafing. Males will cyberloaf more than females.

### (2) Marital Status

Marital status is a demographic factor that can influence cyberloafing, which is the act of engaging in non-work-related online activities during work hours (Lim, 2002). Previous research has suggested that married individuals may have fewer opportunities and motivations for cyberloafing than single or divorced individuals due to family responsibilities and social support (Lee & Hong, 2016). For instance, Niaei, Peidaei, and Nasiripour (2014) found that single employees displayed more cyberloafing behaviors than married ones. Similarly, Örucü and Yıldız (2014) reported that single employees had higher levels of browsing-related and non-work-related e-mail cyberloafing than married employees. The authors suggested that single employees may experience more loneliness and seek online entertainment and communication during work hours. Therefore, we hypothesize that marital status is related to cyberloafing, with single employees exhibiting more cyberloafing than married ones. This leads to the following hypothesis:

Hypothesis 7: Marital status will be positively related to cyberloafing, and single employees will cyberloaf more than married ones.

## 2. Methods

### 2.1 Data Collection

The surveys were collected online through the authors' social networks and with the participation of white-collar employees working in various private sector institutions in Sakarya. (Türkiye). Three hundred survey forms were delivered to participants online through the researchers' social networks, and 228 were responded to, with a response rate of 76%. However, 174 usable survey forms were included in the analysis using the control question and after meticulously eliminating incomplete, sloppy, and carelessly filled forms. Before data collection, informed consent was provided by all participants. Therefore, participation was voluntary. Ethical approval for this study was granted by the Ethics Committee of Sakarya University, Türkiye (Number: E-61923333-050.99-282422; Date: 14.09.2023) (Sakarya University, 2023).

### 2.2 Sample Size and Power Analysis

A power analysis was conducted using SPSS to understand the minimum sample size required to test the research hypothesis. Findings indicated the required sample size to achieve 80% power for detecting a multiple partial correlation coefficient of 0.30, at a significance criterion of  $\alpha = .05$ , was  $N = 153$  for the regression analysis. Thus, the obtained sample size of  $N = 174$  is adequate to test the study hypotheses.

### 2.3 Demographic Characteristics

As for the sample's demographic characteristics, 58.6% (102) were female. The average age was 31.56. The average tenure in the occupation was 8.04, and the average tenure in the organization was 5.03. 89.1% had a college education or above college education. 44.3% were married, and 14.9% were in a relationship. Finally, 34.5% were managers.

### 2.4 Instrument

Cyber loafing was measured using the two-dimensional scales developed by Lim (2002). The first dimension includes eight items and is termed browsing activities. The second dimension includes three items and is termed E-mailing activities. Seven items measured each personality. Loneliness was measured by the eight-item scale developed by Hays and DiMatteo (1987). Pay satisfaction was measured by the 18-item scale of Heneman and Schwab (1985). Boredom at work was measured by the eight-item scale developed by Reijseger et al. (2023). One item measured position (1 = not manager; 2 = manager). Social networking addiction was measured by the six-item scale developed by Andreassen et al. (2012). In this study, we used the words social media instead of Facebook. All items were measured on a scale from 1 to 5. In addition to the above measures, two control variables were included in the study. These included: 1. Marital status (0 = not married; 1 = married) and gender (0 = male; 1 = female).

### 2.5 Data Analysis

Descriptive statistics (means, standard deviations), internal consistency test (Cronbach's alpha), correlation (Table 2), power analysis, Heterotrait-Monotrait ratio (Table 1), and regression (Table 3) analyses were used using the SPSS program.

## 3. Results

Table 1. HTMT values

|                             | Pay satisfaction | Social networking addiction | Cyberloafing | Boredom at work | Loneliness |
|-----------------------------|------------------|-----------------------------|--------------|-----------------|------------|
| Pay satisfaction            |                  |                             |              |                 |            |
| Social networking addiction | 0.15             |                             |              |                 |            |
| Cyberloafing                | 0.17             | 0.16                        |              |                 |            |
| Boredom at work             | 0.25             | 0.44                        | 0.36         |                 |            |
| Loneliness                  | 0.17             | 0.28                        | 0.19         | 0.47            |            |

First, we checked for the Heterotrait-Monotrait (HTMT) ratio criterion to establish discriminant validity (Henseler, Ringle & Sarstedt, 2015). Discriminant validity problems occur when HTMT values are high (Henseler et al., 2015). In this study, HTMT ratios for all pairs were much lower than 0.85, thus satisfying the HTMT criterion for discriminant validity (see Table 1).

Table 2. Descriptive statistics and intercorrelations of research variables (reliabilities in parentheses)

| Variables                   | Mean | SD   | 1       | 2       | 3     | 4      | 5      | 6     | 7     | 8     |
|-----------------------------|------|------|---------|---------|-------|--------|--------|-------|-------|-------|
| 1. Married                  | .442 | 0.49 |         |         |       |        |        |       |       |       |
| 2. Gender                   | 1.59 | 0.49 | -.10    |         |       |        |        |       |       |       |
| 3. Position                 | 1.34 | 0.48 | .16*    | -.30*** |       |        |        |       |       |       |
| 4. Loneliness               | 1.82 | 0.77 | -.07    | .01     | -.15* | (.82)  |        |       |       |       |
| 5. Boredom at work          | 2.32 | 0.72 | -.23*** | .05     | -.15* | .28*** | (.69)  |       |       |       |
| 6. Pay satisfaction         | 2.34 | 1.03 | -.06    | -.15*   | .03   | -.08   | -.20** | (.97) |       |       |
| 7. Social network addiction | 2.67 | 0.87 | -.10    | .11     | -.16* | .17*   | .32*** | .04   | (.76) |       |
| 8. Cyberloafing             | 2.08 | 0.70 | -.16*   | -.12    | -.05  | .05    | .27*** | .14*  | .13*  | (.79) |

Note(s): N = 174; \* =  $p \leq 0.05$ ; \*\* =  $p \leq 0.01$ ; \*\*\* =  $p \leq 0.001$ , Gender: 1 = male, 2 = female; Marital status: 0 = not married, 1 = married; Position 1 = not manager, 2 = manager

Table 2 presents the psychometric properties of the research variables and the intercorrelations. The correlations among the independent variables are not high, and none exceeds .35. This finding supports the discriminant validity among the research variables. Except for the reliability of the variable boredom at work (.69), all the reliabilities of the scales are above .75, which supports the validity of the scales used in this study.

Table 3. Regression analysis (standardized coefficients) of personal and situational variables on cyberloafing

| Independent variables     | Cyberloafing |           |
|---------------------------|--------------|-----------|
|                           | Step 1       | Step 2    |
| Personal variables        |              |           |
| Marital status (married)  | -.17*        | -.10      |
| Gender (female)           | -.16*        | -.13      |
| Position (manager)        | -.07         | -.03      |
| psychological variables   |              |           |
| Loneliness                |              | -.04      |
| Boredom at work           |              | .28***    |
| Social network addiction  |              | .07       |
| Pay satisfaction          |              | .18*      |
| R <sup>2</sup> (adjusted) | .05 (.03)    | .14 (.11) |
| F for R <sup>2</sup>      | 2.95*        | 3.89***   |
| $\Delta R^2$              |              | .09       |
| F for $\Delta R^2$        |              | 4.42**    |

Note(s): N = 174; \* =  $p \leq 0.05$ ; \*\* =  $p \leq 0.01$ ; \*\*\* =  $p \leq 0.001$ , Gender: 1 = male, 2 = female;

Marital status: 0 = not married, 1 = married; Position 1 = not manager, 2 = manager

Table 3 presents the regression analysis results (standardized coefficients) of personal and situational variables on the two dimensions of cyberloafing. The hypotheses of the research were tested based on the findings of the regression analysis. Hypothesis 1 expected that social media addiction will be positively related to cyberloafing. The results do not support the hypothesis. No significant relationship was found between the two. Hypothesis 2 expected that loneliness will be positively related to cyberloafing. The data rejected this hypothesis. Loneliness was not related to cyberloafing. Hypothesis 3 expected that boredom at work will be positively related to cyberloafing. The data support this hypothesis. Boredom at work was related positively, significantly, and powerfully to cyberloafing (see Table 3). Hypothesis 4 expected that pay satisfaction will be positively related to cyberloafing. The results strongly supported the hypothesis. Pay satisfaction was positively and significantly related to cyberloafing.

Hypothesis 5 expected that the position in the organization would be related to cyberloafing. The findings reject this hypothesis. Hypothesis 6 expected that gender would be related to cyberloafing (Males will exhibit more cyberloafing). The data partly support this hypothesis. Gender was related to cyberloafing in step 1 in the regression analysis but not in step 2. Hypothesis 7 expected that marital status will be related to cyberloafing. Like in the case of gender, the data partly support this hypothesis. Marital status was related to cyberloafing in step 1 in the regression analysis but not in step 2 (see Table 3).

#### 4. Discussion

This study examined the relationship between non-work and work variables and cyberloafing. The data was collected among employees in Türkiye, a traditional culture. Of the seven hypotheses created within the scope of the research, two (H3 and H4) were supported, three (H1, H2, and H5) were not supported, and two (H6 and H7) were partially supported. The importance of studying cyberloafing lies in its possible adverse outcomes, such as reduced productivity and performance, increased security risks, damaged reputation and image, and impaired interpersonal relationships and teamwork (Lowe-Calverley & Grieve, 2017). The findings here provide additional insights into the possible causes of cyberloafing. One important conclusion is that none of the non-work variables were related to cyberloafing. This observation may result from the collectivist and traditional nature of the culture examined here, which may reduce the spillover from home to work. Future research should explore this speculation more in-depth.

The significant relationship between boredom at work and cyberloafing demonstrates that boredom can increase the likelihood of engaging in counterproductive work behaviors, such as cyberloafing. Employees may choose to cyberloaf to alleviate their boredom and find some stimulation and enjoyment in their work. This finding supports Pindek et al. (2018), who suggested that cyberloafing can serve as a coping mechanism for bored employees, providing a temporary escape from their dull tasks and a sense of control over their time. However, because of the potential adverse outcomes of cyberloafing, organizations should also try to prevent boredom at work by providing employees with meaningful, challenging, and varied tasks and opportunities for autonomy, feedback, and recognition. Expecting employees to work highly efficiently and actively during all working hours is impossible. It is necessary to build a friendly organizational climate where employees can socialize with their colleagues, and also friendship and sincere relationships should be supported in the workplace. Building healthy friendships at work reduces boredom and makes employees more engaged at work, increasing their job performance and job satisfaction (Balaban & Özsoy, 2016). Due to Türkiye's collectivist cultural tendency (Hofstede, 1980), the attempt to build warm and friendly relationships, even in professional environments, is expected to provide the basis for positive results.

The significant and positive relationship between pay satisfaction and the two forms of cyberloafing is noteworthy. While one might expect a negative relationship in line with the Social Exchange theory, this study suggests other processes are at play. Individuals with higher status may be more likely to engage in behaviors that violate workplace norms, and their counterproductive work actions may be tolerated more than those committed by lower-status employees (Lim & Teo, 2022). Managers, for instance, may resort to cyberloafing due to the stress associated with higher-ranking job positions (Glassman, Prosch, & Shao, 2015). As pay satisfaction increases, employees' job satisfaction and intention to leave decrease (Singh & Loncar, 2010). Thus, it is also possible that higher-paid employees are satisfied with their achievements and less inclined to work harder for increased pay, making them more prone to cyberloaf during work hours. Moreover, although pay satisfaction might be considered a hygiene factor in developed countries (Herzberg, 1971), this is only sometimes the case for developing countries. The research conducted on a sample of employees with regular income in the public sector in Türkiye revealed that payments are the most important factor in employee motivation (Özsoy, 2019).

As for the demographic variables, the results align with previous studies. Male and single employees feel more comfortable with cyberloafing than married and female employees. A possible explanation is that those who feel less vulnerable can take more risks when performing cyberloafing activities (Saritepeci, 2020). In addition, the fact that men have more deviant, selfish, self-interested, and aversive tendencies (e.g., dark personality traits) (Özsoy & Ardiç, 2020; Rogoza et al., 2020) than women may provide a basis for them to resort to cyberloafing in the organization potentially.

This study has certain limitations. The cross-sectional design precludes causal inference, and data collected from a single source increases the possibility of common method bias. The sample represents a specific culture, limiting the generalizability of the findings to other settings and cultures. Also, the sample size could have been larger. Since the findings are based on a limited sample size, one of the most critical issues that should be emphasized in future research is the necessity of conducting similar research on specific occupation types. Additionally, one of the issues that may play a critical role in cyberloafing is employees' personality traits. Depending on the personality traits of employees, there may be differences in the effects of work-related or non-work-related factors on cyberloafing (Lowe-Calverley & Grieve, 2017). In this regard, future studies might investigate the effects of the personality differences in terms of the dark tetrad (i.e., Machiavellianism, narcissism, psychopathy, and sadism) and the big five (i.e., openness to experience, conscientiousness, extraversion, agreeableness, neuroticism) classifications on cyberloafing along with work-related and non-work-related factors.

In conclusion, this study contributes to understanding the complex interplay between work-related and non-work-related factors in predicting cyberloafing behavior. The findings have practical implications for organizations aiming to reduce cyberloafing and enhance productivity. Employers must address boredom at work to mitigate cyberloafing behavior. Future research should further explore the role of work and non-work variables in cyberloafing behavior in line with the suggestions above.

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