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AN INVESTIGATION ON CYBERLOAFING BEHAVIORS: A MULTI-METHOD ANALYSIS APPROACH

Abstract. *This study aimed to evaluate the influence of job satisfaction and satisfaction with the organization on individual needs to use the Internet at work for non-work-related reasons. In addition, this study envisages a typology of employees based on cyberloafing behavior. To fulfil the research purpose, an online survey was conducted on a sample of 319 employees. For data analysis, a multi-method approach combining structural equation modeling and cluster analysis was used.*

The main findings indicate that the levels of job satisfaction and satisfaction with the organization as a whole do not have a significant influence on individual needs for cyberloafing. In addition, employees who are motivated to use the Internet for non-work-related purposes during working hours adopt such behavior more to solve personal problems than to relax themselves. Related to their cyberloafing behavior, based on a cluster analysis approach, the employees were grouped in three categories: "Pragmatics", "Self-centered" and "Conscientious". These findings contribute to identifying the influence of job satisfaction on the intensity of need for cyberloafing. Another aspect is the identification of certain employee categories by using clustering variables relevant to cyberloafing.

Keywords*: Cyberloafing, Internet, Job satisfaction, Human Resources Management, Behavior.*

JEL Classification: C12, C38, J50, M12, O15

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1. Introduction

For 20 years, since the term was proposed by Lim (2002), numerous studies have been conducted on cyberloafing. Thus, cyberloafing is considered to be any "personal use of the Internet by employees" at the workplace or during business hours (Lim, 2002), Kim and Byrne (2011) stressing on the fact that it is a "voluntary and aimless activity". Although many aspects have already been studied, there is still plenty of room for further research. A real debate has arisen about the deviant nature of cyberloafing as a workplace behavior. On the one hand, a number of studies focus on cyberloafing as being a deviant behavior (Lowe-Calverley and Grieve, 2017), or a form of procrastination (Lowe-Calverley and Grieve, 2017), and on the other hand, other studies claim that cyberloafing is a mechanism by which employees are relieved of stress, increase their productivity and stimulate their creativity (Andel et al., 2019; Pindek et al., 2018). Particular attention was given to the relationship between job satisfaction and cyber-loafing intensity. For example, Coker (2011) found that workplace Internet leisure can enhance employee satisfaction, whereas other researchers stated that the incidence of cyberloafing activities increases as satisfaction decreases (Darrat et al., 2017). Research has also identified several variables related to supervision and their impact on cyberloafing. Lim et al. (2020) found that abusive supervision can predict cyberloafing, whereas Agarwal (2019) stressed the importance of communication style.

In this context, the present study aimed to identify causal relationships between the level of job satisfaction of employees and the reasons for using the Internet during working hours for purposes other than those related to work and the types of cyberloafing activities depending on the reasons that lead employees to access the Internet for non-work-related purposes. Furthermore, starting from the identified research interests, this study attempted to identify a typology of cyberloafing employees, depending on the time they spent on activities of abusive use of the Internet, the stress felt at work, their perception of the impact that the use of the Internet for personal purposes has on the company, and the connection with the management style of their direct supervisor.

To the best of our knowledge, this is the first study of cyberloafing among Romanian employees. Tandon et al. (2022) highlighted that most cyberloafing studies published in the period under their review (2001 - first half of 2021) investigated the situation in the United States (22), followed by China (8), Iran, and Turkey (6 studies each), at a considerable distance. Of the European countries, only Spain was mentioned in six studies, followed by the United Kingdom in three studies. Only a few other countries, especially in the north of the continent, were mentioned in one study each. Of the countries in the former communist bloc, only Poland was included in one study. In these circumstances, a study on cyberloafing in Romania may be of interest not only to analyze the local situation, but also to suggest an idea about some aspects of cyberloafing in Eastern Europe. Romania is

a country where mobile Internet access is well developed and growing rapidly, which facilitates the use of the Internet outside one's home, including at work. At the end of 2020, there were 20.4 million active mobile Internet connections in Romania, two thirds (13.6 million) being 4G or 5G connections, as the average traffic reached 4,9 GB/month/inhabitant (ANCOM, 2021). A study conducted in September 2021 revealed that 55% of Romanians in urban areas spend more than four hours a day on their mobile phones and 22% spent more than eight hours a day (IZIdata, 2021).

Further, the paper is structured to present the following information: the literature review section presents background literature on the concept and sets the research hypotheses, as well as the research that underlies the typology of employees who use the Internet during business hours; the methodology section presents the methodology used in the organization and conduct of the research, while the results and discussion section provides information on the validation of the hypotheses and the proposed model, as well as the resulting typology; the last section highlights the concluding remarks, along with the limitations of the study and its implications for both theory and practice.

2. Literature Review and Hypotheses

Exploring cyberloafing behavior has been a topic of interest for researchers for almost two decades, ever since Internet access became available to employees in the workplace. It is still debatable how cyberloafing behavior influences employees' performance at all levels and, above all, what its antecedents are. For instance, while minor cyberloafing, such as time dedicated to personal e-mails, online messaging, or browsing on websites not related to work activity, may be harmless to the organization, major cyberloafing actions, including surfing on unsafe websites, might harm the company's informatics systems by downloading viruses (Saleh et al., 2018).

Some researchers (Oravec, 2004; Coker, 2011; Page, 2014; Saleh et al., 2018) have succeeded in proving the positive effects of cyberloafing, on both the organization and employees, and Kim and Byrne (2011) and Lowe-Calverley and Grieve (2017) stressed that it should not be strictly considered as a counterproductive workplace behavior. For instance, Oravec (2004) addresses the issue of "constructive recreation," highlighting that using the Internet during working hours for recreation purposes may enhance employees' intellectual productivity, stimulate their creativity, and help them relieve stress. Furthermore, Saleh et al. (2018) concluded that setting limited periods of time for online recreation during business hours may result in positive outcomes, such as an increase in productivity, while limiting access to recreational activities will shift cyberloafing interest towards work-related activities, which will have an even greater positive impact on productivity. Page (2014) had a similar view and addressed cyberloafing as a method of increasing employees' digital literacy. This aspect acquires more and more importance nowadays, when the use of smartphones

is almost ubiquitous, from getting "news of the day" to searching for tourist information, for example (Petrescu and Bran, 2020).

Furthermore, academics have tried to explain cyberloafing activity through factors such as lack of job satisfaction and perceived role of employees in the organization. On the one hand, Saleh et al. (2016) highlighted that those not feeling empowered in the workplace are more likely to become involved in cyberloafing activities that assume interaction with other parties (i.e., games), while Banerjee and Thakur (2016) and Saleh et al. (2016) indicate that those with high levels of job satisfaction are less tempted to engage in cyberloafing activities. Similarly, Andreassen et al. (2014) consider job satisfaction as a possible "barrier to work-related loafing", while Liberman et al. (2011) have concluded, based on a study covering employees from various industries, that the cyberloafing behavior is negatively related to employees' perceived job involvement and intrinsic involvement.

Lim (2002) indicated a relationship between perceived organizational justice and the chances of employees developing cyberloafing behaviors, in the idea that when employees are dissatisfied with the organization, they feel more entitled to engage in cyberloafing activities. Consequently, it would be interesting to investigate whether satisfaction with an organization is negatively related to cyberloafing. Moreover, Fakoor Saghih and Nosrati (2021) proved an indirect negative relationship between cyberloafing and the manner in which employees consider their job suitable, task significance, job flexibility, and the benefits and resources offered by the organization (perceived as valuable).

With this in mind, the following hypotheses are proposed for the present research:

H1: There is a direct negative relationship between job satisfaction and the needs for cyberloafing (based on: Lim, 2002; Andreassen et al., 2014; Saleh et al., 2018; Fakoor Saghih and Nosrati, 2021)

H2: There is a direct negative relationship between satisfaction with the organization in general and the need for cyberloafing (based on: Lim, 2002)

H3: There is a direct positive relationship between individual needs for cyberloafing and the use of the Internet for relaxation (based on: Lim, 2002; Page, 2014; Saleh et al., 2018)

H4: There is a direct positive relationship between individual needs for cyberloafing and the use of the Internet for personal interests (based on: Page, 2014; Saleh et al. 2018).

Features of 'cyberloafers'

The use of the Internet in the workplace allows access for purposes other than work. Thus, the issue of sizing the time that falls into cyberloafing and the way in which this phenomenon affects labor productivity arises. However, this activity was considered to be stressful. Do employees perceive it as abuse against the company or is it more of a natural issue? This study aimed to investigate

variables related to cyberloafing such as: time allotted, employees' perception of productivity, stress, and perception of abuse against the company.

In terms of time, Ugrin and Pearson (2013) concluded that between 60% and 80% of the time employees spend on the Internet has nothing to do with their job-related tasks. The synthesis of cyberloafing time compiled by Kim and Byrne (2011) admits an interval between three hours per week and 2.5 hours per day. Another survey conducted in 2012 on 3200 respondents identified between one hour or less and 10 hours or more per week for cyberloafing (Sallary.com). A more accurate investigation of cyberloafing is needed, even if this assessment is often subjective, as people tend not to always acknowledge the truth if it does not favor them.

Related to the economic dimension, considering its own definition, cyberloafing leads to declining productivity. Employees who, instead of focusing on work tasks, choose to perform other activities during the program, have lower values of labor productivity (Lim, 2002; Lowe-Calverley and Grieve, 2017). Cyberloafing could be seen as a break to help employees think innovatively, especially if their jobs involve innovation (Vitak, Crouse and LaRose, 2011). These studies address issues from an employer's perspective. It remains to be seen whether employees also perceive that the use of the Internet at work for non-related job purposes affects labor productivity. Regarding the relationships with the superior, if managers communicate correctly, explain the decisions to employees, and thus prove interactional justice (Colquitt et al., 2013), respectively organizational justice (Saleh et al., 2018), they will be less prone to initiating cyberloafing (Blau et al., 2006).

Stress is a constant component of professional activity. Burman and Goswami (2018) conducted a comprehensive analysis of more than 200 studies. Koay et al. (2017) have a different approach, considering that cyberloafing "has a significant relationship with job stress". Do employees who use the internet for personal purposes feel stressed? Or do they justify participation in this activity by the presence of stress? By analyzing cyberloafing research from 2003 to 2017, Pindek et al. (2018) concluded that employees who are more stressed tend to practice cyberloafing to a greater extent. However, the pressure exerted by a job can be combined with cyberloafing activities (Vitak, Crouse and LaRose, 2011). Boredoms in the workplace (which can lead to stress) can be partially eliminated through cyberloafing (Pindek et al., 2018). Burnout, an intense form of job-related stress, is indicated by cyberloafing behavior and activities (Aghaz and Sheikh, 2016).

3. Research methodology

The research was conducted on a sample of 319 employees who had access to the Internet during their working hours and who used the Internet for purposes other than those related to their work tasks. Data were collected between March 15

and April 1st 2019, using an online survey. Participants were selected using a convenience sampling method. The structure of the samples is listed in Table 1.

Table 1. The sample structure

Variable		Frequency	Percent
Gender	Men	139	43.57
	Women	180	56.43
Age	Before 1965	30	9.40
	Between 1966-1979	125	39.18
	Between 1980-1995	127	39.81
	After 1995	37	11.60
Education	High school	48	15.05
	Post high school	33	10.34
	Bachelor	156	48.90
	Master	76	23.82
	Doctorate	6	1.88
Income	Under 1500 RON	13	4.08
	1500-2500 RON	99	31.03
	2501-3500 RON	103	32.29
	3501-4500 RON	59	18.50
	4501-5500 RON	30	9.40
	Over 5500 RON	15	4.70
Work experience	under 1 year	55	17.24
	between 1- 3 years	82	25.71
	between 3-5 ani;	72	22.57
	between 5-10 ani;	45	14.11
	over 10 years	65	20.38
Total		319	100

To analyze the results, modeling based on the structural equation method, Smart-PLS software, and cluster analysis with the IBM SPSS 20 program were used. Table 2 presents the latent variables.

Table 2. The validity and reliability of the latent variables

Latent variables	Items	Composite reliability	AVE	Sources (adapted from)
Job satisfaction	The content of work Reward at work Promotion opportunities within the organization The profession practiced	0.879	0.647	Zamfir, 1980; Boonzaier, Ficker, and Rust, 2001; Emilian, 2014

Satisfaction with the organization, in general	The organization employees belong to the social facilities offered by the organization to the employees	0.839	0.727	Spector, Fox, Penney, Bruursema, Goh, and Kessler, 2006
Individual needs for cyberloafing	It makes me better focused on work-related tasks It helps me relax/reduce stress (feel better) It is a necessity, due to the lack of time after work-hours	0.788	0.554	Koay, Soh, and Chew, 2017
Use of the Internet for relaxation	Accessing news websites Accessing entertainment websites Accessing websites dedicated to sports activities	0.803	0.585	Zoghbi-Manrique-de-Lara and Sharifiatashgah, 2021
Use of Internet for personal interests	Downloading information unrelated to the professional activity Searching for a new job Online shopping	0.838	0.633	Koay, Soh, and Chew, 2017; Kim and Byrne, 2011

To measure job satisfaction and satisfaction with the organization, in general, a five-level semantic differential was used, ranging from (1-very dissatisfied to 5-very satisfied), whereas for variables related to the use of the Internet for different purposes (for relaxation or for personal interests), the frequency was measured from 1-never to 5-several times a day.

Composite reliability was determined for reliability assessment with a value higher than 0.7, which is within the limits accepted in literature (Malhotra, Nunan and Birks, 2017). Furthermore, the average variance extracted (AVE) values were higher than 0.5, which supports the convergent validity of the construction (Malhotra, Nunan and Birks, 2017).

To assess divergent validity, the Fornell and Larcker (1981) criterion was applied, according to which the square root of the average variance extracted (AVE) presented on the main diagonal was greater than the correlations of this construction with each latent value (Table 3).

Table 3. Discriminant validity concerning Fornell-Larcker criterion

	Use of the Internet for relaxation	Use of the Internet for personal interests	Individual needs for cyberloafing	Job satisfaction	Satisfaction with the organization, in general
Use of the Internet for relaxation	0.765				

Use of the Internet for personal interests	0.461	0.796			
Individual needs for cyberloafing	0.277	0.344	0.744		
Job satisfaction	0.087	0.002	-0.089	0.804	
Satisfaction with the organization, in general	0.032	-0.028	-0.069	0.677	0.853

4. Results and discussion

Using structural equation modeling approach through Smart PLS-3.0 software, the hypotheses of the conceptual model were tested, and the results are summarized in Figure 1.

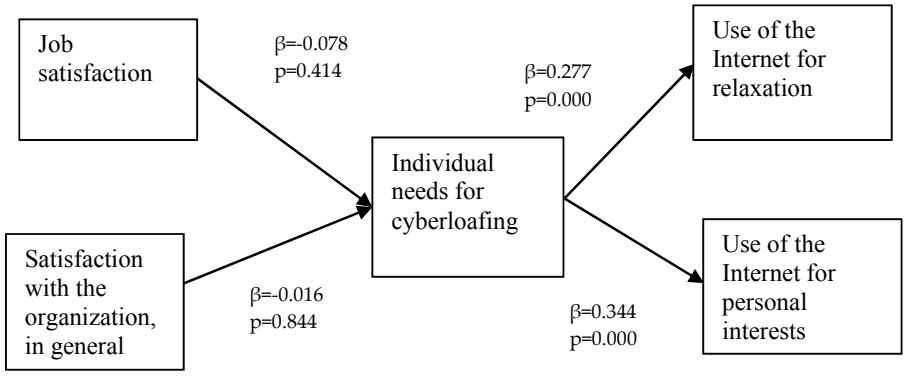

Figure 1. The model developed based on research results

According to the results, there was an inverse, statistically insignificant relationship between job satisfaction and individual needs for cyberloafing ($p>0.05$). Thus, even if employees are satisfied with the content of the work, reward, profession practiced, or promotion opportunities, they are inclined to be less motivated to use the Internet for other purposes (e.g., to focus better on work-related tasks or to relax); however, this relationship is not statistically significant. This result indicates that job satisfaction does not influence the needs for cyberloafing; thus, H1 is not supported.

In terms of the connection between satisfaction with the organization in general and the needs for cyberloafing, employees who are satisfied with the organization are less likely to use the Internet for other purposes, but this

relationship is not statistically significant ($p>0.05$). Thus, the degree of satisfaction with the organization does not have a significant influence on the needs for cyberloafing, and hypothesis H2 is, therefore, rejected.

Employees who feel motivated to use the internet for other purposes do so for relaxation (accessing news, entertainment, or sports websites). The intensity of the association between the two variables is low ($\beta=0.277$) but statistically significant ($p<0.05$), which leads to the acceptance of H3.

The motivation to use the Internet for non-job-related purposes during work hours leads employees to develop search activities aimed at solving personal issues (such as downloading information unrelated to professional activity or online shopping), between the two variables being found a relation of medium intensity, but statistically significant ($\beta=0.344$, $p<0.05$). Thus, H4 is accepted. Regarding the two categories of behavior concerning Internet use, employees are more motivated to initiate search actions on the Internet aimed at solving personal problems, rather than for relaxation purposes.

Cluster analysis

To establish a typology of employees based on cyberloafing behavior, a cluster analysis was performed using the following clustering variables: the time spent on cyberloafing (measured in minutes), the extent to which cyberloafing activity influences work productivity (1-very low extent to 5-very high extent), the extent to which cyberloafing activity may be stressful (1-totally disagree to 5-totally agree), the extent to which this activity is considered an abuse on the company (1-totally disagree to 5-totally agree),, and the frequency of feeling nervous or stressed at work (1-never to 5-always). In this study, the K-means procedure was used, and because of the different scales used to measure the clustering variables they were standardized. Following the analysis performed using SPSS 20, the three clusters were subjected to an analysis of variance (ANOVA), attesting to the statistical significance of the differences between clusters. The mean values for each cluster, corresponding to the clustering variables are listed in Table 4.

Table 4. Means for the three clusters

Clustering variable	Cluster 1 (mean)	Cluster 2 (mean)	Cluster 3 (mean)
The time spent for cyberloafing	54,1	64,2	50
The extent to which cyberloafing activity influences work productivity	3.45	3.33	2.29
The extent to cyberloafing activity may be stressful	2.35	2.69	1.1

The extent to which cyberloafing is perceived as an abuse on the company	3.01	1.48	1.17
Frequency of feeling nervous or stressed at work	2.37	3.38	2.65

Cluster 1 has a share of 25.7% and includes employees who use the Internet for non-professional purposes for approximately 54 minutes daily (close to the average value of the entire sample) and who feel less stressed while engaging in this activity (M=2.35). They considered that the use of the Internet for non-work-related purposes is an abuse of average intensity on the company (M=3.01), while also considering that this activity has an average impact on work productivity (average 3.45). Employees did not feel nervous or stressed at work (M=2.37).

Cluster 2 has a share of 20.1% and includes employees who used the Internet for reasons unrelated to work for approximately 64 minutes per day (above average), felt a certain level of stress when engaging in such an activity (M=2.69), and considered this behavior an abuse on the company to a small extent (M=1.48). They also consider that using the Internet for non-professional purposes slightly affected work productivity (M=3.33), and they felt somewhat nervous or stressed at work (M=3.38).

Cluster 3 has the highest share (54.2%), including employees who spent approximately 50 minutes daily (below the average) searching the Internet for purposes unrelated to business. They did not feel stressed when cyberloafing (M=1.1), and by engaging in Internet surfing, they felt to a very small extent that they abused the company (average 1.17). This type of employee also considered that using the Internet for non-work-related purposes does not affect their productivity at work (M=2.29), and they felt nervous or stressed at work to a very small extent (average 2.65).

Employees in each cluster were also analyzed according to their type of supervision and attitude towards working overtime. Thus, the differences between the clusters, regarding the two variables, were statistically significant (for the type of supervision $\chi 2 = 15.563$, df =8, $p<0.05$; whereas for the attitude towards working overtime $\chi^2 = 36.376$, df =10, $p<0.05$).

Considering the characteristics of each group, the three groups were named as follows: Cluster 1 - “Pragmatics”, Cluster 2 - “Self-centered”, Cluster 3 - “Conscientious”.

The “Pragmatics” generally have supervisors who mostly take decisions quickly, but try to explain their reasons before moving on (31.7%); most of these employees (35.4%) stay overtime whenever required to do so only if the overtime is paid.

“Self-centered” employees usually have supervisors who make decisions quickly, communicate them to their employees clearly and firmly, and expect subordinates to implement them exactly (32.8%). Regarding attitudes towards

overtime work, this cluster includes both employees who work overtime whenever they are required to do so only the overtime is paid (26.6%) and employees who work overtime on their own initiative if they did not finish their daily tasks, but only if overtime was paid (25%).

The "Conscientious" includes employees who generally have supervisors who do not take decisions before consulting their subordinates, listen to their opinions and take them into account (24.9%). Most of these employees (28.3%) worked overtime on their own initiative if they did not finish their daily tasks, even if the overtime was not paid.

4. Conclusions, implications, limits and future research directions

This study showed that job satisfaction (generated by job content, reward, profession, promotion opportunities, and features of the organization in general) has an insignificant influence on cyberloafing. As a result, this study does not confirm the findings of Darrat et al. (2017), but could converge with the conclusion of Coker (2011), who argued that cyberloafing could increase job satisfaction. Future studies could investigate whether Internet access during a work-program is perceived by employees as a "benefit" of the job. Research could investigate whether browsing the Internet during working hours is a workplace hygiene factor or a motivational factor in Herzberg's two-factor motivation theory.

Employees who access the Internet do so to a certain extent for relaxation (Andel et al., 2019), but more to solve personal problems. These findings have interesting managerial implications for companies taking measures to limit cyberloafing. Thus, any decision to increase job satisfaction would only lead to an insignificant discouraging of Internet access during business hours. More important would be to know the level and causes of stress that employees experience in the workplace, as well as to find opportunities that will allow them to solve urgent personal problems.

The study also highlighted the existence of three types of employees in terms of their behavior and reasons for surfing the Internet during working hours. Even the most conscientious employees spend, on average, about 50 minutes a day surfing the Internet, reaching up to 64 minutes in the case of employees in the self-centered cluster. These employees experience a certain level of stress while surfing the Internet, generated by the fear that they might be caught by colleagues or their supervisor. It has been found that these employees generally have supervisors who are rather authoritarian (they communicate decisions to subordinates with clarity and firmness, expecting them to implement in the same manner), a conclusion that converges with the findings of Lim et al. (2020) and Agarwal (2019). Furthermore, "Self-centered" employees also feel that cyberloafing affects their productivity to a greater extent than other categories of employees, and they generally have a higher level of stress than others. Of the three categories identified, the authors assess that the "self-centered" cluster requires increased attention from managers, a research on the impact of leadership style on employees' cyberloafing behavior being necessary.

This study has some limitations. Thus, the sample size could be a limitation as well as the fact that perceptions of cyberloafing were elicited through self-report measures. Despite these limitations, this study contributes to the body of knowledge by identifying the three cluster types. Moreover, it highlights the complexity of the cyberloafing phenomenon today, when workplaces become increasingly digitized. The fact that employees access the Internet primarily for their personal interests suggests that they feel an acute lack of time devoted to their personal lives. As a result, attempts to eliminate cyberloafing in the workplace may be unsuccessful. However, reducing or bringing this behavior into an area where it does not harm the organization while still providing employees with comfort may be possible. Therefore, human resource management is necessary to address these challenges.

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