"Workplace Social Exclusion and Cyber Slacking: a moderated–mediation model"

By:

Bakhtawar Imran   01-321212-011

Supervisor:
Dr. SYED HARRIS LAEEQUE

Department of Business Studies

Bahria University Islamabad

Fall 2022

Acknowledgement

From the deepest of my heart, I would like to thank Almighty ALLAH for the unconditional love He has shown me throughout my life and strength He has provided me to cope with any challenges that came across in my life. I would like to thank and appreciate the effort of my supervisor Dr. Syed Harris Laeeque who has shown his devotional commitment towards the accomplishment of this dissertation. His professional guidance, overwhelming attitude and irresistible support has made this dissertation a possibility within limited span of time allowed. I would like to thank my family, as I am very grateful for their love and support through every thick and thin phase of my life. My family has been the prime reason behind the success and achievements that I have in my master's degree. I owe a great debt of gratitude to my parents for their continuous support and for being my motivation throughout my life. I would like to appreciate the supporting effort of my graduate friends who has helped me a lot throughout my master's degree.

ABSTRACT

This study examines the link between workplace social exclusion and cyber slacking, based COR theory. Psychological distress is verified as a mediator between workplace social exclusion and cyber slacking and favorable environment conditions are forecasted as a moderator which effects employee's response to workplace social exclusion in the Pakistan banking sector. The study, when taken as a whole, delivers a better understanding of to what degree and how workplace social exclusion influences cyber slacking. The discoveries will be helpful for the managers in developing strategic plans to control both unwanted phenomena at work. The research model consists of 6 hypothesis. To collect data, around 387 survey questionnaires were shared with the employees of 5 branches of each of the 4 Pakistan banks. The data that generated from the questionnaires was used to test the 7 hypotheses through SPSS software. Findings indicate that there exist significant correlation among study variables as proposed by hypothesis. Moreover, although psychological distress partially mediate the relation, moderated mediation as proposed by hypothesis does not exist.

Keywords: Workplace social exclusion, Cyber slacking, Conservation of resources theory.

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CHAPTER 1: INTRODUCTION

The banking industry of Pakistan comprises of 31 banks, out of these 4 are foreign, 5 are public sector, and 22 are local private banks. The State Bank of Pakistan (SBP) regulates the industry by governing local banks under its wise regulations. Furthermore, banks must adhere to international Basel III standards. Overall, the potential in this industry is enormous for growth because of the fast mobile Internet, the knowledge of the benefits of banking and the arrival of Islamic banking. The value of internet reserves in up to date organizations cannot be overstated; they are included in working processes to better employee efficiency, communication, and productivity (Baturay and Toker, 2015; Anandarajan et al., 2000). Though some employees use it as an excuse to slack off by cyber slacking while being at workplace (Kidwell, 2010; Qiaolei, 2014; Kim and Jeong, 2015). Cyber slacking is "a set of behaviors related to work in which employees are involved in activities that are electronically mediated, mainly by the internet, that their employer will not consider it related to job" (Askew et al., 2014, p. 510). It is described as workplace creation abnormality where employees' waste their time plus assets on tasks that are not work related from any perspective (Lim, 2002). Some examples of cyber slacking activities are receiving, sending of private e-mails, browsing social media, watching the news and sports websites, shopping online, blog reading, online auctions and other activities (Jia et al., 2013). The employees mostly prefer cyber slacking over other kind of lazing activities like prolonged toilette breaks, chattering with coworkers, or private mobile calls because there are fewer dangers of being discovered by other people (Page, 2015).

The rising cyber slacking in employees at work has made it a very tricky organizational issue because an inordinate quantity of time is spent on online activities that are not related to work

(Koay et al., 2017a). Some academics say that letting employees to cyber slack by giving them small breaks between nonstop work may lessen the job stress and the anxiety while also stimulating creativeness (Beugré and Kim, 2006). But reports indicate that employees frequently spend a major portion of their important time on those online activities which are not work related; that is, approximately sixty–eighty% of their online time at workplace is actually spent on activities that are not at all work related, offsetting its advantages with the disadvantages (for example, loss of productivity) (Zakrzewski, 2016). Apart from that, Cyber slacking has also been related to a number of different negative penalities, such as increased bandwidth squalor and also network blockage (Moody and Siphonen, 2013), as well as lessen workplace participation (Liberman et al., 2011). Organizations may also face increased dangers of computer bugs and also malware (for example key loggers, trojan horses, and worms), as well as potential legal liabilities on a variety of issues such as sexual harassment, defamation and security fraud (Johnson and Indvik, 2004). According to a recent report, cyber slacking has caused annual financial losses of approximately $eighty five billion to US businesses (Block, 2001; Zakrzewski, 2016). Removing workplace cyber slacking may have a negative effect on satisfaction with job and fairness (Stanton, 2002), organizations should pursue a solution that strikes a balance between the employee output and requirements.

Organizations have implemented a variety of control mechanisms to stop and prevent workplace cyber slacking, such as checking internet usage, applying usage of internet policies at workplace (Siau et al., 2002; Lara et al., 2006), hindering access to some specific websites (for example YouTube) and levying harsh penalties (Urbaczewski and Jessup, 2002). Yet only control mechanisms are insufficient to address the issue. Other factors can also influence cyber slacking, such as character (Buckner et al., 2012), job features (Vitak et al., 2011), perceived justice (Lim,

2002), burnout (Aghaz and Sheikh, 2016), internet habit (Chen et al., 2008), stress at work (Andreassen et al., 2014) and personal requests (Konig and Caner de la Guardia, 2014). Furthermore, numerous studies have proved the value of planned behavior theory (Galletta and Polak, 2003; Lee et al., 2007; Bock et al., 2010) and interpersonal behavior theory (Pee et al., 2008; Betts et al., 2014) to forecast cyber slacking. Regardless, Huma et al. (2017) emphasized on the scarcity of practical studies conducted on the subject of cyber slacking, necessitates further investigation of new experiences. This study suggests that workplace social exclusion is a predictor of cyber slacking.

Previous research has linked social exclusion at work to different negative work behaviors, including counterproductive work behaviors, knowledge hoarding and knowledge hiding. This study will demonstrate that workplace social exclusion can result in cyber slacking, which has not been explored in previous works. As a result, managers now have a better consideration of why the employees get involved in online activities which are not related to work.

1.1 Problem statement:

COR theory (Hobfoll, 1989, 2002) states that a person is given a finite quantity of personal assets (like time and energy) that are non-replenish able in a brief period of time. As a result, they frequently try to safeguard these personal assets in a variety of ways. Workplace exclusion is exhausting for personal resources of an employee in the form of work related support from the coworkers. When the resources are insufficient to deal with difficult tasks related to work, this situation can easily lead to tiredness on emotional levels. As a result, this study suggests that employees participate in cyber slacking behavior as a means of avoiding workplace exclusion in order to safeguard and reclaim their personal assets, as well as to relieve psychological distress. Nonetheless, an employee who wants to cyber slack must have favorable environmental

circumstances, which are referred to as factors in an individual's environment that make a behavior easy to carry out and to successfully cyber slack (Triandis, 1980; Pee et al., 2008). Cyber slacking has an important reverse relationship with financial performance of an organization. It means the more cyber slacking is done in the organization by employees; the financial performance of the organization decreases. Cyber slacking of employees in the UK has caused a loss of £ 154 m per year (BADZIUN O.Y., 2019). Therefore, it is important to find out the different factors that trigger cyber slacking.

1.2 Research Gap:

Workplace social exclusion is a type of passive workplace aggression and is defined as "degree to which a person notices that he is overlooked or rejected by other people." in a professional environment (Ferris et al., 2008, p. 1348). According to research, socially excluded employees experience a variety of psychological effects, including work stress, psychological distress, unhappy mood at workplace (Wu et al., 2012). These bad and negative effects end in decreased performance at work (Leung et al., 2011) plus reduced satisfaction at job (Liu and Xia, 2016). Also, employees who notice a great level of workplace exclusion are likely to get involved in negative behaviors related to work such as counterproductive behavior (Zhao et al., 2013), data hoarding (Zhao and Xia, 2017), and knowledge hiding (Zhao et al., 2016). Though, the effect of workplace social exclusion on cyber slacking is a subject that has yet to be researched. This research seeks to fill a void by investigating the connection between workplace exclusion and cyber slacking.

Additionally, worries about the growing amounts of time workers are spending on private tasks and the likely consequences of this behavior have fueled recent scholarly and popular discussions on cyberslacking. For instance, as per Statista (2019 as cited in Tandon et al.,

2021) 52 percent of survey participants read their personal e-mails in office time. Another study also revealed that people used company-issued technology, like computers and cellphones, for personal tasks like responding to emails, surfing or using social media, and e - shopping (Johnson, 2021). In addition, Jeong et al. (2020) calculated that workers used smartphones for work-related functions at a rate of about 38.16 percent during office time. As a result of these figures businesses and academics are very concerned about how cyberslacking affects staff and corporate productivity (Andreassen et al., 2014a,). So , over the past 20 years, scholarly interest in cyberslacking has grown. Despite this interest, there are clear limitations on the current literature on cyberslacking. First, there are two perspectives on cyberslacking discussed in the literature. Researchers have suggested that cyberslacking may ease workers' job and technological pressure (Gugerçin, 2020) and help them achieve a work / life balance (Jian, 2013), which is a good effect. On the other hand, they also talked about how it can result in decreased efficiency (Andreassen et al., 2014a) and production among workers (Farivar & Richardson, 2021). Nevertheless, there is an information gap regarding the effect of cyberslacking on employee and organizational performance due to the paucity of empirical data. We contend that this gap prevents us from having a complete knowledge of the phenomena and its consequences for contemporary businesses. We contend that in order to resolve this gap, a thorough study is necessary. Second, while much of the preceding literature concentrated on figuring out the causes of cyberslacking, its effects, like distributed work effectiveness, have received less attention. (O'Neill et al., 2014). Additionally, there is a lack of agreement in people's understanding of some factors, such sociodemographics. For example, some researchers (Sheikh et al., 2015) discovered gender-based differences in cyberslacking, whereas others asserted that no gender-based differences exist (Hadlington & Parsons, 2017). We contend that

the existing research's lopsided emphasis on pointing out cyberloafing's causes and contradictions constitutes an important information gap since it prevents a thorough comprehension of the phenomena. Last but not least, we contend that the available data provides an incomplete perspective on the concept due to the usage of numerous terms that allude to the same activity, namely the use of the Web and related technologies. In order to offer a fresh and balanced viewpoint on this activity, we suggest that there is need of more research. We contend that closing some of these gaps in existing literature is essential if we are to develop viable solutions to mitigate cyberslacking's potential harm to workers and businesses. Therefore, we argue that it is crucial to coherently integrate and determine the ideological basis of the process.

1.3 Research Questions:

1. What is the influence of workplace social exclusion on cyber slacking?

2. How does psychological distress mediates the link between workplace social exclusion and cyber slacking?

3. Do favorable environment conditions moderate the link between psychological distress and cyber slacking?

4. How does favorable environment conditions moderate the direct link between workplace social exclusion and cyber slacking through psychological distress?

1.4 Research Objectives:

1. To determine the influence of workplace social exclusion on cyber slacking.

2. To determine how does psychological distress mediates the link between workplace social exclusion and cyber slacking.

3. To determine how does favorable environment conditions moderate the link between psychological distress and cyber slacking.

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4. To determine how does favorable environment conditions moderate the direct link between workplace social exclusion and cyber slacking through psychological distress.

1.5 Significance:

Possibilities for cyberslacking, or using IT for non-job related activities while at workplace, have significantly risen as technological developments continue to enter and rearrange our professional lives (Holland & Bardoel 2016; Mazmanian et al. 2013). This includes e shopping during office hours, sending personal emails, browsing adult content, playing on-line games, whatsapp messages, and using personal social media accounts (Askew et al. 2014; Lim et al. 2020). This inappropriate use of technology has drawn considerable business concern as it not only reduced performance but also cost many businesses money in the form of legal fees, compensation claims, and clean-up expenses (Wushe & Shenje 2019; Kuschnaroff & Bayma 2014; Zhang et al. 2019). Existing body of literature shows that Cyberslacking workers have received criticism or even termination (Khansa et al. 2017). A common consequence of cyber slacking is that t he bandwidth of company networks can be overloaded. Moreover, the security can also be compromised by personal usage office computers (Hernández 2016; Koay & Soh 2018). Therefore, study on the phenomenon of cyber slacking is crucial for businesses, especially if they want to retain employee engagement.

In several ways, the study adds to the already present body of information. First, cyber slacking literature can be increased by identifying a possible antecedent, especially workplace social exclusion, which is supported by the COR theory. No experimental studies have been carried out to look into the link between the workplace social exclusion and cyber slacking. Second, the study suggests that psychological distress is like as a mediator between workplace social exclusion and cyber slacking. Finally, this research inspects the moderating effects that favorable

environmental conditions has on the workplace social exclusion–cyber slacking relationship. The study, when taken as a whole, provides a better understanding to what degree and how workplace social exclusion influences cyber slacking. The discoveries are helpful for managers in developing strategic plans to control both unwanted workplace phenomena.

1.6 Operational Definition:

Workplace social exclusion is the view that one is being unnoticed or rejected by others at work (Ferris et al., 2008). Few examples include getting a "silent treatment" from coworkers and getting excluded from important conversations.

Cyber slacking is "a set of behaviors related to the work in which the employees are involved in activities that are electronically mediated, mainly by the internet, that their employer will not consider it related to the job" (Askew et al., 2014, p. 510).

Psychological distress is defined as "the sensation of being psychologically overstretched and worn out of the psychological reserves" (Maslach, 1993, pp. 20-21). This has been related to a variety of workplace behaviors, including turnover intention, job performance, organizational citizenship and organizational commitment (Cropanzano et al., 2003; Tourigny et al., 2013; Shih et al., 2013).

Rendering to Triandis' (1980) TIB, favorable environment conditions are key in finding whether a desired behavior can be performed successfully. It refers to the environmental factors of individuals which make a specific behavior easy to perform (Pee et al., 2008).

1.7. Theoretical underpinning:

COR theory says that a person is driven to protect his current resources from more depletion, as well as to obtain fresh resources to increase their already existing ones (Hobfoll, 1989, 2002).

These reserves can be divided into 4 categories: private reserves (e.g. confidence), substantial objects (e.g. houses, clothes etc.), circumstances (e.g. financial security etc.), and energies (e.g. knowledge and time) (Hobfoll, 2001). Psychological distress is expected to happen if these reserves are worn out, endangered by loss or non-replacement after expenditure. Individuals are expected to be inherently driven to accumulate their resources and work hard to protect their present resources and make sure that their ability to create resources and avoid stress from happening.

Several studies have recognized workplace social exclusion as relational stressor that bases resource reduction. For instance, Leung et al. (2011) justified the negative link between workplace social exclusion and service functioning, Wu et al. (2012) investigated the positive link between workplace social exclusion and psychological distress, also Zheng et al. (2016) discovered an important positive link between workplace social exclusion and the intention to quit and Zhao and Xia (2017) learnt a curvilinear link between workplace social exclusion and information hoarding. Workplace social exclusion jeopardizes 4 important employee needs: first one is the need to uphold confidence, then the need to sense personal control, then the belonging need and then the need for the significant survival (Williams, 2001, 2007). Those who face workplace social exclusion are at risk of low self-esteem and less control in social communications. According to COR theory, the troubled employees may try to safeguard their private reserves from being depleted further through different strategies to lessen the results of workplace social exclusion. According to previous research the current research suggests cyber slacking as a prevention strategy to lessen resources reduction as a result of workplace social exclusion.

When employees are ignored by coworkers, it creates a sense of hiddenness and threaten their significant existence in organization, which can lead to frustration. According to COR theory, cyber slacking might theoretically stop resources reduction and allow the protection as a result of reduced hard work and functioning level, as it lets employees to enjoy the computer generated world. They might be able to recover resources like their confidence is restored, also the observed personal control and the sense of belonging.

CHAPTER 2: LITERATURE REVIEW

This chapter is divided into two section. The first half thoroughly explains the study variables (Workplace social exclusion, Cyber slacking, Psychological distress and Favorable environmental conditions). While the second half throws light on the relationship between the study variables or hypothesis formulation.

2.1. Variables of Study

2.1.1. Cyber slacking

Modern organizations have changed as a result of the digitalization of workspaces and the use of ICT (Wu et al., 2020). Because of this, academics and the public in general have talked about how much employees utilize these technology for non-work-related purposes and personal use (Batabyal & Bhal, 2020). There are several terms used to describe this activity, including "cyberslacking," (Lavoie & Pychyl, 2001), "cyberloafing," (Lim, 2002) and "workplace Internet deviance" (De Lara, Tacoronte, & Ding, 2006). Normally, the first two terms are used interchangeably and refer to when employees use ICTs, like devices (Askew et al., 2019) and the Web (given by the company), to engage in SNSs as well as other online platforms (Andreassen et al., 2014a) during office time (Zhang et al., 2019). Although some scholars

believe that there is a subtle distinction between cyberslacking and cyberloafing. In this study however, we will be referring to both as cyberslacking.

On the basis of research, we determined that there are 3 main parties (stakeholders) that appear to be engaged in cyberslacking: the worker him/herself, managers/those who supervise, and fellow colleagues. Numerous factors related to these actors have been studied in the literature as correlations and causes of cyberslacking. Research has also looked into a variety of organizational and task-related factors to see how they affect cyberslacking. The data on the causes and consequences of cyberslacking is classified and displayed according to following categories, namely stakeholders (as mentioned above), and organization (job characteristics and working environment). This section will only discuss the stakeholders.

2.1.1.1 Employee

Prior researchers have tried to create workers' profiles using their perceptions of cyberslacking (Alharthiet al., 2021; O'Neillet al., 2014). The investigation has looked at a number of factors associated with an individual worker, like personality and psychological attributes, intentions, reasonings (neutralization approach), and sociodemographic characteristics. Although some factors have received less attention, the academia has categorically stated that these factors are crucial in assessing a worker's propensity for cyberslacking.

Reasons, values and ethical decision-making

Employees may engage in cyberslacking for a variety of factors, which can also affect whether they think it is moral or unethical activity (Batabyal & Bhal, 2020). Khansa and colleagues (2017) claim that instead of a thorough analysis of the benefits and drawbacks of cyberslacking, workers

could well be motivated by their patterns, such as past cyberslacking in office, and their propensity to indulge in non-web loafing. Additionally, workers may use cyberslacking to get immediate pleasure, such as achieving work / life balance (Jian, 2013), amusement, social media temptations (Batabyal & Bhal, 2020), and escaping boredom (Pindek et al., 2018).These self-gratification objectives can also be used as justifications for why certain workers would view cyberslacking as morally acceptable. Another justification offered by workers is their belief in its usefulness in enhancing their productivity (Vitak et al., 2011). Moreover, Liberman and colleagues (2011) discovered that worker views (— for example, their work engagement and inherent participation) predicted cyberslacking, while Zhang and colleagues (2019) proposed that ethical orientation can be a threshold condition. Recent research by Arciniega (2019) examined the relationship between values (stewardship, openness to adjust, selfenhancement) and cyberslacking and found that, despite knowing monitoring and and control processes, workers who place a higher valuation on power are more inclined to engage in cyberslacking.

Nevertheless, few research have looked into how motivated workers are, what motivates them, and whether they believe cyberslacking to be ethically correct or not (Batabyal & Bhal, 2020). For example, Hensel and Kacprzak (2020) found that motivation had no significant effect on cyberslacking, whereas Elrehail and colleagues. (2021) discovered that worker motivations had a moderating effect on the link between occupational stress and cyberslacking.

Psychological disposition: character, orientation, and emotions.

The Big 5 personality traits have received the most attention from academics (Andreassen et al., 2014a, Durak and Saritepeci, 2019), but others have also looked into external locus of control, procrastination, honesty, (O'Neill et al., 2014), as well as other attributes. For instance, O'Neill and colleagues (2014) discovered that cyberslacking had a positive relationship to

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procrastination and negative with agreeableness, truthfulness, and conscientiousness. Researchers also contend that psychological factors, like mood or workplace anxiety, technological stress, the capacity to conceal or deceive (Askew et al., 2014),, a high need for accomplishment (Cheng et al., 2020), an absence of motivation (Lowe-Calverley & Grieve, 2017), and control deficit over one's environment (De-Lara, 2007) are all related with cyberslacking (Koay, 2018).

Otken et al. (2020) found in their research that workers' mindsets toward managing time had an unique impact on cyberslacking, with the dimension of time wasters negatively explaining variance in serious activities while time planning and attitude positively explaining the same for minor tasks. The impact of emotions on cyberslacking has also been studied, although in a limited way, including empathy concern (Zoghbi-Manrique-de-Lara et al., 2019) and emotion regulation (Jia et al., 2013; Kim et al., 2016). For example, Stratton (2010) found that workers who use the internet for personal purposes at office felt conflicted about their actions and took steps to reconcile their feelings of satisfaction and guilt. Stratton (2010) went on to highlight how the workers' utilisation of rationalisation techniques could cause joy to emerge as the dominating feeling. According to Zhang and colleagues (2019), a favorable link between cyberslacking and perceived overqualification is mediated by a worker's INTR rage toward the company. Researchers have also discovered that psychological tensions and weariness can serve as mediators for cyberslacking's antecedents (ZoghbiManrique-de-Lara et al., 2019; Koay, 2018).

Sociodemographic variables

The majority of researchers have used socio-demographic factors as control variables, including gender and age (Zoghbi-Manrique-de-Lara et al., 2019), organizational tenure (Cheng et al., 2020), marital status (Wu et al., 2020), and qualification (Agarwal & Avey, 2020). Researches

on socio-demographic factors showed contradictory findings (Sheikh et al., 2015). For example, Lavoie and Pychyl (2001) found significant differences based on profession and nonsignificant results on gender differences. Garrett and Danziger (2008) and Akbulut et al. (2017) found gender-based variations in cyberslacking to be significant, but Garrett and Danziger (2008) reported no differences. Additionally, Garrett and Danziger (2008b) discovered that increased cyberslacking was correlated with higher family income, qualification, and job categorization. Alharthi et al. (2021) found that workers who are aged, female, highly educated, and have more experience working for a company exhibit less cyberslacking. Women tend to cyberslack less than men, according to Durak and Saritepeci (2019). According to Andreassen and colleagues (2014b), top management and unmarried workers are likewise more likely to indulge in cyberslacking.

2.1.1.2 Supervisors

The studies have also looked into a number of supervisory factors as predictors of cyber slacking. These include communication style (Agarwal, 2019), hostile leadership (Agarwal & Avey, 2020), their selection for Internet access, support (De-Lara, 2006; Zoghbi-Manrique-De-Lara & Olivares-Mesa, 2010), their own cyberslacking Askew et al. (2019).   Askew and colleagues (2019) found that the normative standard of bosses' cyberslacking acts as a distal indicator for cyberslacking in employees. The researchers asserted that a crucial element of this factor was how supervisors perceived cyberslacking. Lim et al. (2020) found that only when workers have a low degree of commitment does harsh supervision influence cyberslacking through workers' emotional weariness. Moreover, via empathy and compassion, managers can lessen cyberslacking   (Zoghbi-Manrique-de-Lara et al., 2019). Usman

and colleagues (2021) proposed that when the supervisor-employee exchange is strong, workers regard their job as more valuable, reducing in turn the cyberslacking. According to Koch and Nafziger (2016), the degree of reciprocity among supervisor and workers influences cyberslacking, with less reciprocal workers often engaging in more of it. In a similar vein, O'Neill and colleagues (2014) found that consistent upward interaction between workers and managers serves as a major linking factor for the relationships between participation and cyberslacking.

2.1.1.3 Peer co-worker

Colleagues are the stakeholder in cyberslacking. Existing literature suggests that this factor has received the least amount of attention compared to workers and managers. This is an unexpected finding considering that social cues, such as other people's acceptance, were previously thought to be a key indicator of cyberslacking (Betts et al., 2014). For example, Restubog and colleagues (2011) observed that both self-reported and colleague cyberslacking were adversely connected to self-control. Colleague cyberslacking was identified as a descriptive norm and colleague support as a prescriptive norm by Askew and colleagues (2019). Additionally, Khansa and colleagues (2017) discovered that workers' own cyberslacking is influenced by the behavior of others.

2.1.2. Workplace Social Exclusion:

Workplace social exclusion is the view that a person is being ignored by others at work (Ferris et al., 2008). The examples include receiving a "silent treatment" by coworkers and getting excluded from important conversations. Social exclusion causes "social pain" which is to some extent similar to the physical pain and triggers the similar areas in the brain (Eisenberger et al.,

2003). Some preys may attempt to win over the refusing group while others may react violently against the refusing group. Scholars previously ignored workplace social exclusion because it has been studied under different names like aggression (Neuman and Baron, 1998), organizational undermining behavior (Duffy et al., 2002), relational nonconformity (Bennett and Robinson, 2000). Although workplace social exclusion may overlap conceptually with other different behaviors such as social undermining, aggression, bullying, it should be considered a theoretically separate concept. In other words, predictors of social undermining, aggression, or bullying should not be considered same for the workplace social exclusion necessitating additional research (Ferris et al., 2008). As previously stated, employees' psychological health suffers because of workplace social exclusion such as work worry, psychological distress, and unhappy mood at workplace. Employees who are ignored at workplace tend to put in less hard work at work when they sense that their presence is unimportant to the organization (O'Reilly and Robinson, 2009; Hitlan et al., 2006). Given that cyber slacking has been identified as the new type of preserving job efforts (Kidwell, 2010), this research aims to investigate the potential link between workplace social exclusion and cyber slacking.

2.1.3 Favorable environmental conditions:

According to Triandis (1980), favorable environmental conditions are aspects of an individual's surroundings that make it simple for them to carry out an activity. When it is challenging to engage in the conduct and it can lead to a serious penalty that surpasses the potential gains, workers are less likely to engage in cyberslacking. Workers may find it challenging to cyberslack, for instance, in an open-plan office setting due to the visibility of their activities. Like the previous example, rigorous Web browsing guidelines and harsh disciplinary measures may discourage workers from cyberslacking (Jia et al., 2013). Nevertheless, workers must be made

aware that they are being watched in order to lessen any bad reactions related to the violation of their privacy. (Betts, et al., 2014; Glassman, et al., 2015). According to Machado and colleagues (2014), putting certain limits on how much time employees spend online at work increases self-control and decreases cyberslacking. According to Pee and colleagues (2008), cyberslacking was significantly positively correlated with favorable environment. Nevertheless, according to Moody and Siponen (2013), there is no causal link between favorable environment and cyberslacking This study aims to clarify the significance of favorable environment in cyberslacking given the inconsistent findings in the existing literature. Adapted from TPB, favorable environmental conditions refer to factors within an individual's environment that are perceived to facilitate the performance of a particular behavior (Ajzen 1991). In the context of cyberslacking, employees are likely to engage in cyberslacking when they have helpful external conditions, right settings, or access to the right resources (Betts et al. 2014).

Venkatesh et al (2021) have explained the phenomenon in the light of situational triggers and situational inhibitors. Situational triggers have the potential to lead to cyberslacking. They are motivating elements that are connected to the workplace and have a favorable impact on cyberslacking. According to our analysis of the literature, favorable environments and subjective norms—such as descriptive norm and prescriptive norm—are elements that encourage workers to participate in cyberslacking. One of the most developed areas of IS research examines how people use IT from the viewpoint of planned behavior (Venkatesh et al. 2021). According to our analysis of the earlier studies, many investigations have used ideas of planned behavior, for instance the theory of interpersonal behavior (Triandis, 1979) and the theory of planned behavior (Ajzen 1991), to explain the phenomenon. These studies includes Betts and colleagues (2014),

Hussain and colleagues (2017), and Koay and colleagues (2017). The 2 key situational factors in these models are favorable environmental conditions and subjective norm. Favorable environmental conditions are motivational factors (also known as an enabler) for the behavior is a term used to describe elements in an individual's surroundings that give them the chance to behave on purpose (Robert & Sykes 2017). Venkatesh et al (2021) carried out focus group researches to investigate the 2 IT-specific factors, notably limited work use of IT and technology re-adaptability, because prior research on cyberslacking did not gave sufficient attention to IT-specific factors as favorable environmental conditions, particularly as it relates to cyberslacking. The belief that particular people or groups have on the propriety of particular activities is referred to as a subjective norm (Bock et al., 2010). It facilitates people's participation in unacceptable behaviour. Prior research on cyberslacking has drawn from theory of interpersonal behavior (Triandis, 1979), using the term social aspects to describe the perception of workplace acceptance of cyberslacking (Betts et al. 2014; Hussain et al. 2017; Koay et al. 2017), and research studies on theory of planned behavior (Ajzen 1991) have used the term subjective norm (Bock et al. 2010; Sheikh et al. 2015). Askew and colleagues (2014) concentrated on 2 distinct kind of norms: prescriptive norms (i.e., whether folks believe cyberslacking is appropriate behavior) and descriptive standards (i.e., whether others indulge in cyberslacking).

Situational inhibitors are roadblocks that keep people from using cyberslacking. They are stumbling blocks that are connected to one's employment circumstances and hinder cyberslacking. According to our analysis of the literature, observed IT control policy and institutional fairness were commonly examined situational inhibitors in earlier cyberslacking research. Previous research used the theoretical lens of organizational justice to look into cyberslacking. Despite the fact that some researchers looked at organizational justice as a whole

(e.g., Betts et al. 2014; Khansa et al. 2017; Kim et al. 2016), others simply looked at procedural justice and looked at how it affected cyberslacking (Son & Park 2016; Zoghbi-Manrique de Lara 2009). Earlier cyberslacking research have extensively examined monitoring and control policy, that is centered on the theoretical approach connected to control and punitive techniques. A number of formal controls, including obstructing (Glassman et al. 2015), organizational regulations and sanctions (Ozler & Polat 2012), electronic surveillance (Wang et al. 2013), and penalty, were studied for their efficacy (Zoghbi-Manrique de Lara & Olivares-Mesa 2010). By combining earlier research, perceived IT policy regulation is understood to be the idea of corporate rules that regulate and forbid non-work-related Internet usage in the office.

2.1.4 Psychological distress:

According to numerous studies, work related distress adversely affects workers' psychological well-being, causing unrest and discomfort (Pujol-Cols & Lazzaro-Salazar, 2020). Based on the coping theory, an individual evaluates the harm that stress poses along with the resources available to help him survive when they are exposed to a distressing stimulus in the surroundings (Lazarus & Folkman, 1984). A distress is defined as "an environmental condition that elicits a negative emotional response" (Spector, 1998). Coping is an approach to managing the psychological distress. Coping can be cognitive or behavioral. (Gustems-Carnicer et al., 2019; Moos & Schaefer, 1993).The current study contends that because cellphones and the Wifi are so commonplace in people's life, people are more prone to utilize them during working hours in order to deal with stressful events. The strategy of taking a worker's focus away from job obligations and toward social or recreational pursuits may aid the individual in separating himself from the demanding environment and regaining lost resources (Stoddart, 2016). Additionally, not every unpleasant feeling brought on by work place environment is followed by

rage, retaliation, or retribution because some individuals may be too polite to react or seek out other ways to cope with their negative emotions. As a result, people are more likely to devise original methods of de-stressing or to stop working (Holtz & Harold, 2013). Employees may think about employing cyberslack-ing as a stress-reduction technique in place of ignoring stressors or leaving the harsh working atmosphere (Dubinsky & Hartley, 1986). As a consequence, taking a break from work could lead to non-work tasks like web surfing, watching sports sites, receiving or sending emails, and looking through e shopping websites. For example, Koay and Soh's (2018) study discovered that workplace exclusion, which is a manifestation of work stress, is an indicator of cyberslacking. In a research on employment stress and cyberslacking by Güerçin (2020), the author determined the facets of IT-related distress that were predictive factors of cyberslacking (CS) and affirmed that CS may be employed to counteract the stress and challenges that workers face as a result of the negative effects of IT-related distress. Psychological distress in people's life was found to be a strong determinant of cyberslacking attitudes in yet another research by Chen and colleagues (2022) that involved 730 undergrads.

2.2 Relationship between Study Variables:

2.2.1 Social exclusion and cyberslacking:

Social exclusion at work and cyberslacking are related through intricate pathways. For instance, studies have shown that rejection at workplace might encourage cyberslacking by causing weariness (Koay, 2018). The holistic view of the underpinning mechanics is yet to be understood. It has been suggested that workplace exclusion incidents cause intensely negative feelings, and that there exists a strong connection between mood and counterproductive work behavior (Fox & Spector, 2005; Kaplan et al., 2009). As a result, it's possible that a key

factor connecting social cyberslacking and exclusion at work is distress. According to "affective events theory" (AET; Weiss & Cropanzano, 1996), this exclusion leads to emotions of loneliness and cyberslacking. One form of affective event that interferes with workers' ability to maintain healthy interpersonal connections is workplace social exclusion (Ohly & Schmitt, 2015). Workers who endure social exclusion will become lonely at work since their companies and coworkers are unable to meet their demands for inclusion (Ozcelik & Barsade, 2018). Furthermore, because everyone desires to interact with others, this feeling of isolation encourages workers to socialize online outside of the office (Ryan & Deci, 2009).

H1. Workplace social exclusion is positively linked to cyber slacking.

2.2.2 Workplace social exclusion and psychological distress:

Psychological distress is an essential aspect of the burnout concept i.e. "mental state of being psychologically overstretched and tired of the sensitive reserves" (Maslach, 1993, pp. 20-21). It is linked to a variety of workplace behaviors including performance at job, organizational commitment, intention of turnover and organizational citizenship (Cropanzano et al., 2003). This research tries to explain the link between workplace social exclusion and psychological distress through COR theory. Rendering to that theory, psychological distress happens in cases of exhausted psychological reserves. Valued reserve losses ascribable to Workplace social exclusion encompasses social support, social relationships and support at work all of these are essential at work. People who flop to establish healthful social bonds with their coworkers may feel psychologically detached because they are not capable to discuss their bad feelings (Fiset et al., 2017). This can lead to a loss of psychological reserves. Furthermore, cerebral stress can build up when employees devote their reserves in attempting to form important relationships with others at work but not receiving the expected reply. Furthermore, workplace social

exclusion can result in negative and painful experiences that result in negative psychological reactions such as distress and strain (Taylor, 1991). People engage in cyber-slacking when they feel uncomfortable in their surroundings and seeking to get away from their stressors (Lavoie & Pychyl, 2001). It has long been known that people who engage in cyber-slacking do so to relieve anxiety and find enjoyment, both of which are crucial for emotional well-being. Numerous findings from online study suggested that solitude and stress are causes of increased internet use . Nevertheless, social interaction at workplace has a number of strategies to lower the danger of cyber-slacking. For example, bonding at work can give workers access to important resources (Da Xu, He, & Li, 2014). These resources include those pertaining to the workplace, like knowledgeable counsel, direction, and tactical knowledge to lessen anxiety and boredom at work . Additionally, discussions with strong and close-knit colleagues aid in restoring exhausted resources (Li, Da Xu, & Wang, 2012), which may lessen cyber-slacking. Before, it was thought that joining a conventional group would prevent people from engaging in delinquency (Taneja, Fiore, & Fischer, 2015).

In accordance with the Theory of Social Bonding, a person who bonds with a group will use their time effectively and refrain from engaging in antisocial activity. Hollinger (1986), adopting the Social Bonding Theory, also discovered that social bonding causes compliance at job, which lowers inappropriate behaviour. Since both attachment theory and social bonding explain affection ties, they can both be used to explain how social integration affects cyber-slacking (Hussain, Thurasamy, & Malik, 2017). Stress rises when there is a lack of connection, and ethical decision-making rises when there is more bond. According to the explanation above, social bonds may be able to relieve pressure and have a good impact on behavior, which may

lead to a decrease in cyber-slacking (Hussain, Thurasamy, & Malik, 2017). According to the previous research proof (Wu et al., 2012), the following hypothesis is proposed:

H2. Workplace social exclusion is positively linked to psychological distress.

2.2.3 Psychological distress and cyber slacking:

Psychological stress is the term for emotional state, in work related context it caused by pressure, worry, and tension brought on by work (Cooke & Rousseau, 1984). Without effective stress reduction, staff members could end up losing interest in their jobs, get extremely exhausted, and perform less well at work (Yu et al., 2015). Previous research indicate that workers may utilize cyberslacking to unwind in order to combat stress (Oravec, 2002). Frequent breaks allow for recovery, replenishing both physical and psychological resources during work (Sluiter et al., 2003). For instance, employees can reduce stress by checking online sports news while taking calls (Oravec, 2002). According to a research, playing computer games for fun while at office promotes psychological detachment from job, develops internal resources (such as skills and new abilities), and boosts emotional health (Reinecke, 2009). However, other studies suggest that cyberslacking may increase workplace stress. First off, workers' available resources, such as time and brainpower, are frequently shared between cyberslacking and their jobs. Workers may thus experience stress as a result of their inability to finish work-related duties on time or as a result of bringing incomplete work from office to home (Lim & Teo, 2005). In fact, it was discovered that cyberslacking had a favorable correlation with mental fatigue (Van Doorn, 2011). Since they drain workers' resources like time, energy, and attention, some forms of cyberslacking may not be appropriate as a means of pleasure (Lim & Chen, 2009). Worker stress comes from resources not being sufficient to meet expectations.

Additionally, according to the COR theory, a person might experience psychological distress when his partial private reserves are used up or endangered by a possible loss, urging him to seek immediate ease. The supposition is alike with general strain theory, which proposes that people experience negative feelings when faced with a great level of stressors or strains. Previous researches have exposed that the workplace social exclusion is a kind of a relational stressor that causes psychological distress. The employees who are ignored are motivated to take curative activities to overcome such stresses, which might include committing criminal activity (Agnew, 1992, 2009). So this study suggests that cyber slacking is a form of remedial action to alleviate psychological distress due to workplace social exclusion (Koay et al., 2017b). Even with being considered a type of counter creative workplace behavior, cyber slacking is a suggested activity for reducing workplace related stress (Oravec, 2002; Ivarsson and Larsson, 2011). This is consistent with the findings of Lim and Teo (2005) focus group study, which showed that employees generally get involved in such behavior to relieve workplace related stress. Some quantitative searches show that the stress related to the job has an important positive link with cyber slacking (Andreassen et al., 2014). Also, it was discovered that psychological distress has an important relationship with cyber slacking (Aghaz and Sheikh, 2016). So, based on the COR and GST theories, this research suggests that employees experiencing psychological distress are likely to get indulged in cyber slacking behavior:

H3. Psychological distress is positively linked to cyber slacking.

2.2.4 Psychological distress as mediator:

Numerous elements of the organisational setting have been the subject of previous studies (Zoghbi-Manrique-de-Lara & Sharifiatashgah, 2021), which can be categorized into 4 key categories. (1) The structure of the company, (2) Culture, social norms, and equity, (3)

Management strategies, and (4) Duties and Job Functions. In terms of organizational structure and work-structure, such as individual vs. team-based jobs (Jian, 2013) and a distributed work environment, such as working from home or remotely (O'Neill et al., 2014), very few research have examined cyberslacking. For example, in a remote work setting, cyberslacking was discovered to be adversely associated to workers' perceptions of their job satisfaction and productivity.

Elrehail and colleagues (2021) discovered that while job resources and job involvement lowered cyberslacking, stress and job demands enhanced it. According to the researchers, the relationship between job expectations and cyberslacking is also mediated, by employment related stress and work load. Workers occasionally may even believe they are overqualified for a job, which could lead them to indulge in stress and thus cyberslacking (Zhang et al., 2019).

According to COR theory, the workplace social exclusion causes resource depletion, which leads to psychological distress. Hence, it is hypothesized that ignored employees are driven to avoid further reduction of their private reserves through cyber slacking, as it allows them to reclaim self-esteem and social control. In the online world, employees who have been ignored are free to participate in any type of cyber activity. For instance, a nice conversation with a spouse can assist in regaining a wisdom of communal control and participating in online games can boost confidence (Baccus et al., 2004). Psychologically distressed employees will have negative attitudes toward the source of the psychological distress and distance themselves cognitively and emotionally from work (Leiter and Maslach, 1988). According to GST, these ignored employees are likely to use cyber slacking to relieve negative emotions caused by psychological distress. Hence, this study suggests that psychological distress mediates the link between workplace social exclusion and cyber slacking:

H4. Psychological distress mediates the link between workplace social exclusion and cyber slacking.

2.2.5 Moderated-mediation:

Although most of researches have focused on violent modes of control, like or punishment (Hensel & Kacprzak, 2021), perceived sanctions (Henle & Blanchard, 2008), perceived abusiveness (past enforcement for less abusive behaviors), and use of blocking and confirmation modules to elicit responses, many researches have examined control and monitoring techniques can hinder cyberslacking (Glassman et al., 2015). Researchers have examined how the existence of official internet usage monitoring strategies and their implementation (Ugrin & Pearson, 2013) can affect the occurrence of cyberslacking (Askew & Buckner, 2017; Khansa et al., 2018; Zoghbi-Manrique-De-Lara & Olivares-Mesa, 2010). Therefore, including them in conceptual frameworks can help with better explanation of cyberslacking (Khansa et al., 2018). For example, Hensel and Kacprzak (2021) found that institutional penalty and punishment had a significant impact on unpunished workers who disobeyed workplace Internet usage restrictions, as opposed to punished workers, who were more deeply ingrained in the corporate structure. Internet usage regulations and electronic monitoring, as per Wang and colleagues (2013), may dissuade workers from cyberslacking; nevertheless, both mechanisms are more successful for workers with higher levels of self-belief and satisfaction with job, respectively. For instance, by changing workers' perceptions of justice in organization, Zoghbi-Manrique-De-Lara and Olivares-Mesa (2010) hypothesized that control system structure and elements may combine to have a deterrent impact on cyberslacking. Henle and colleagues (2009) have also researched several aspects of policy aspects as cyberslacking deterrents. Academics are worried that formal control rules like these could backfire (Jiang et al., 2020; Khansa et al., 2018) and cause unfavorable reactions in

workers like distrust (Jian, 2013) and decreased dedication (Jiang et al., 2020). This is because workers might believe that these controls mean losing their autonomy (Gugerçin, 2020). These worries have caused researchers to focus on less invasive methods for preventing cyberslacking that are reliant on systems like "Enterprise Service Management" (ESM). Nivedhitha and Sheik Manzoor (2020), for example, discovered that ESM attributes minimize cyberslacking through enhanced workplace connection. According to Luqman and colleagues (2020), sense of belonging at job acted as a mediating factor amongst four ESM-related psychological impacts, including editability, persistence, association, and visibility to lessen cyberslacking.

According to Triandis' (1980), favorable environment conditions are key in finding whether a preferred behavior can be performed successfully. It means the environmental factors related to the individual that make a specific behavior easy to carry out (Pee et al., 2008). Some or all of the following are examples of unfavorable environmental conditions: Productivity measurement is introduced by the organization in which the employee works, impose strict punishments, apply harsh internet policies, installation of modern internet checking system, slight workplace privacy and saftey campaigns to raise awareness about internet use. These unfavorable circumstances serve as a hurdle for employees to cyber slack at work. For example, Khansa et al. (2017) discovered that the statement of official controls on cyber slacking raises the perceived danger linked with cyber slacking. Favorable environment conditions provides employees with the motivation and opportunity to cyber slack without limitations. Former studies have evidenced the existence of an important positive link between unfavorable environmental conditions and cyber slacking.

According to the COR theory, ignored employees may be interested in cyber slacking to protect or reclaim their private reserves. However, if they believe that their cyber slacking behavior will

be detected by others, they do not engage in cyber slacking behavior (Triandis, 1980). For example, people who are better at concealing their cyber slacking behavior are likely to cyber slack. Unfavorable environmental conditions will drive ignored employees to seek different strategic plans for resource saving in order to safeguard their present reserves from further depletion. As a result, this study suggests that moderating effects of favorable environmental conditions on the links between psychological distress-cyber slacking and workplace social exclusion–cyber slacking. The link between workplace social exclusion and cyber slacking or psychological distress and cyber slacking will be weaker when unfavorable environmental circumstances are stronger. As a result, the hypothesized is:

H5. Favorable environmental conditions moderate the link between psychological distress and cyber slacking, such that the link is weaker when unfavorable environmental conditions are high.

H6. Favorable environmental conditions moderate the link between workplace social exclusion and cyber slacking, such that the link is weaker when unfavorable environmental conditions are high.

2.2.6 Demographics (Gender and cyberslacking):

The elements that influence the perception toward and actual usage of the IT for non-work related purposes while at work are currently poorly understood. According to the research, employees are more inclined to engage in cyberslacking if the practice is recognized and accepted by the company as a cultural practice (Liberman et al., 2011), if they want to lessen their strain (Lim & Chen, 2012), and since it is rehabilitative and linked to higher satisfaction with job. In addition time, people with higher degrees, increased income, and better jobs (Garrett & Danziger, 2008), those who are dissatisfied with their employment (O'Neill, Hambley, & Bercovich, 2014), younger employees (Vitak et al., 2011), as well as males (Vitak et al.,

2011) are noted to cyberslack more than others. Additionally, among the 5 demographic factors looked at by Baturay & Toker (2015), gender was discovered to have the greatest influence on cyberslacking behavior (Baturay & Toker, 2015).

Males are believed to be more prone to use the Internet more frequently, or at least for longer amounts of time (Fallows, 2005; Ono & Zavodny, 2003) as compared to females. Additionally, it has been discovered that males use social networking sites more frequently than women and have a more favorable view toward using them while at job (Andreassen, Torsheim, & Pallesen, 2014). According to Lim and Chen (2012), both genders spent considerably different amounts of time cyberslacking at job. Males were found to spend slightly more than an hour (61 minutes) per day cyberslacking at job, in comparison to females who spent roughly 46 minutes. Females have a lesser likelihood of using IT because they were less comfortable about using the internet and were more susceptible to negative perceptions toward online world in general, according to several research findings that have attempted to explicate the gender gap in web usage (Hargittai & Shafer, 2017; O'Neill, Hambley, & Bercovich, 2014). Males, on the other hand, have an increased likelihood to use the IT for leisure and amusement activities (Broos, 2005; Hargittai & Shafer, 2006; Schumacher & Morahan-Martin, 2001).

The aforementioned details show that cyberslacking is common in the professional settings. Nevertheless, perceptions of cyberslacking vary from worker to worker, particularly with regard to gender. Males were substantially more prone than females to cyberslack, according to Lim & Chen's (2012) research. These findings go beyond differences in likelihood of cyberslacking. The research also discovered that, on average, males cyberslack for much longer lengths of time and view it as more desirable than females. According to Lim & Chen (2012), females perceived cyberslacking as having a greater detrimental effect on their ability to perform

their jobs than did males. Jia, Jia, and Karau (2013) discovered that men were more prone than women to chill out online. In terms of attitudes on workplace cyberslacking, a substantial difference between both genders was discovered after accounting for all statistical factors (Knight, 2017). Based on this, the proposed hypothesis is as follows:

H7: Males score higher on cyber slacking as compared to females.

2.6 Research Framework:
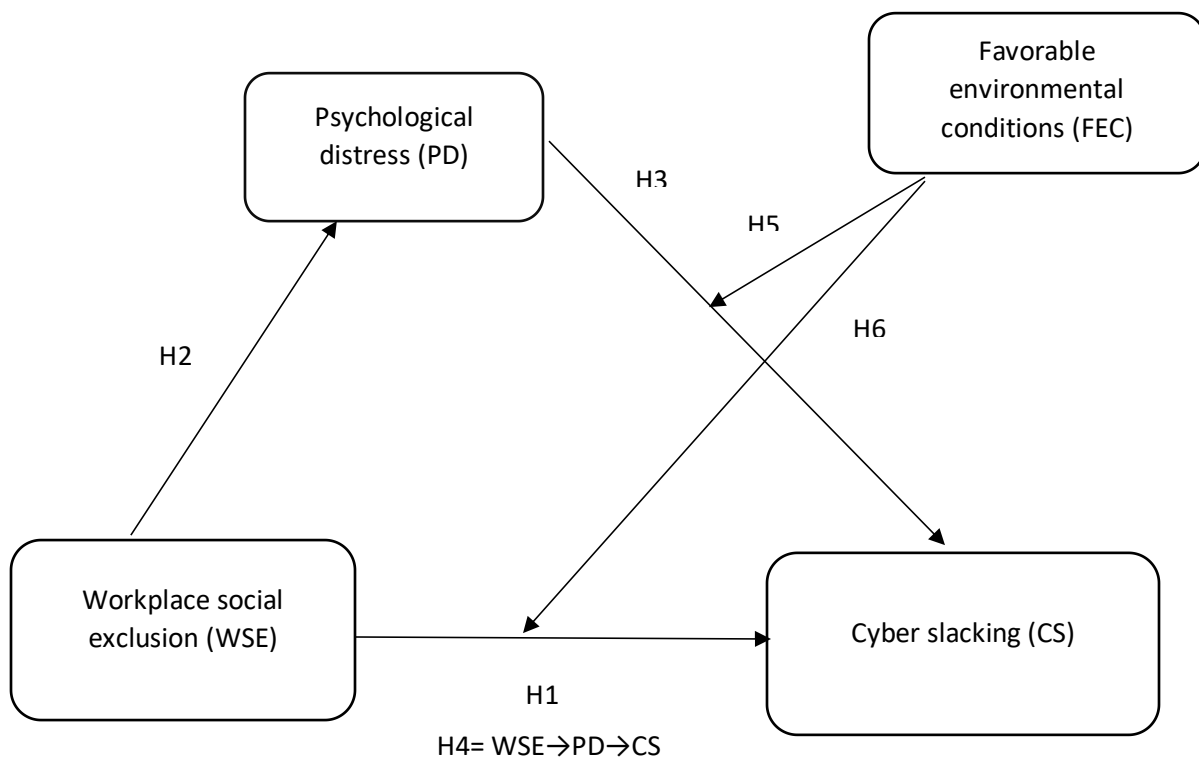
CHAPTER 3: METHODOLOGY

This chapter is the next step after selecting the research topic, defining the research objectives and developing the hypothesis. It is the selection of a suitable methodology to conduct the study. This chapter consists of philosophy of study, design of the research, scale, population and sample, sampling technique and data collection and data analysis method.

3.1 Philosophy of study:

All the information and the sources used for the research are based on the philosophy used for the particular study. A philosophy of study is a concept that describes the procedures for collecting, using, and analyzing data (Cooper, 2011). There are various types of research philosophies and in this study positivism philosophy is used. The purpose of this philosophy is to expose an objective reality. This philosophy uses deductive research approach and the key attributes of deductive research approach are hypothesis formation, quantitative analysis, and testing of theory. This study is planned to be examined by the deductive research approach because there will be some numerical values that will be calculated by utilizing the survey (Questionnaire) data collection method.

3.2 Research Design:

Research design provides a way for the selection of a suitable technique to collect and analyze data for any research study. The main technique followed for the quantitative research is through a survey in which the whole data is collected by the primary method using the questionnaires. Surveys require less time, physical and monetary resources and are efficient. Reliable and accurate results can be achieved using well-structured questionnaires. So for this study, the use of an internet based survey will be appropriate in which all the questions will be closed ended questions so that only accurate, precise, useful and authentic data can be obtained from the selected population sample size.

3.2.1 Procedure:

According to international banker Raymond Michaels, Pakistan's banking industry consists of 31 banks. Out of 31 banks only 4 banks i.e. Allied Bank Limited, Askari Bank, Habib Bank Limited and Bank Alfalah will be surveyed for this study because of time and monetary resource

limitation. As these banks have branches all over Pakistan so only 5 branches located at different locations in the twin cities i.e. Chaklala Scheme 3, Sadar, Blue area, F7 and I-8 markaz will be surveyed due to time and resources limitations. Permission emails will be written to branch managers of these banks asking for the permission to survey their employees and for their contact details. After getting the permission and contact details, an internet based survey questionnaire will be shared with the selected population sample size through emails and Whatsapp. After a day, a reminder will be sent to the non-respondents. After getting all the responses a thank you note will be shared as a token of appreciation.

3.3 Research Population and Research Sample:

The research population is a large collection of people or objects that are selected based on specific criteria for a specific type of study. Research sample is the smallest unit of a large population selected using a specific criteria or method for a study. For this study, population is employees working in Pakistan's banking industry. To determine the size of the population, annual 2021 reports of each of the commercial banks (e.g. Allied Bank Limited, Bank Alfalah etc.) were reviewed and the total number of employees working in each of the banks were added and the grand total was calculated which came out to be around 400000 plus. So the population is 400000 plus individuals. To determine the sample size for this study Krejcie and Morgan's (1970) sample size determining table and sample size calculator were used and the sample corresponding to a population came out to be of approximately 387 individuals. We distributed 400 questionnaire. However, data for only 200 questionnaires was successfully collected and were used for analysis. Due to time and resource limitations only 4 banks i.e. Allied Bank Limited, Askari Bank, Habib Bank Limited and Bank Alfalah will be surveyed for this study. As these banks have branches all over Pakistan so only 5 branches of each bank from the twin cities

located in Chaklala Scheme 3, Sadar, Blue area, F7 and I-8 markaz will be surveyed due to time and resources limitations. The demographics of the sample are going to be age, gender and internet skill.

3.4 Sampling technique:

For this study stratified probability sampling technique is utilized. Stratified random probability sampling technique divides the target population into easily accessible strata and allows to randomly draw subsamples from each strata. As 5 branches of each of the 4 selected banks will be surveyed so these 5 branches of each of the 4 banks will be considered as an independent stratum, and an equal number of employees from each stratum will be randomly selected to make the sample i.e. 100 employees from each bank's 5 branches collectively and 20 employees from each branch (100x4=400, 20x5=100).

3.5 Unit of analysis:

Unit of analysis means the main entity under consideration in research. It can be an individual, an institution, a group etc. The choice of the unit of analysis is based on various factors such as research problem, research questions, research objectives, hypotheses, and research characteristics. The unit of analysis for this study will be human beings/individuals/bank employees.

3.6 Data analysis:

The data analysis methods are utilized for assessment and evaluation of all the collected data. Different methods are utilized by researchers based on the form of research method such as quantitative and qualitative research methods. For this study, the data will be analyzed by using the SPSS analysis method because it is quantitative and the demographic based data is analyzed through SPSS.

3.7 Scale:

Workplace Social Exclusion: Scale which was developed by Ferris et al. (2008) is utilized to measure workplace social exclusion. It consists of ten items. The answer options range from 1 representing strongly disagree to 7 representing strongly agree.

Cyber Slacking: A three item scale which was developed by Moody and Siponen (2013) is utilized to measure cyber slacking. The answers will be provided by the respondents on a seven point Likert scale which ranges from 1 representing strongly disagree to 7 representing strongly agree.

Psychological Distress: A short version psychological distress scale given by Maslach and Jackson (1981) is utilized to measure psychological distress. It consists of three items. The answers will be recorded on a seven point Likert scale which ranges from 1 showing strongly disagree to 7 showing strongly agree.

Favorable Environmental Conditions: The scale utilized to measure favorable environmental conditions is taken from Betts et al. (2014) and the response ranges from 1 being strongly disagree to 7 being strongly agree.

<u>CHAPTER 4: RESULTS and FINDINGS</u>

The current study aimed to investigate the relationship between Workplace Social Exclusion and Cyber Slacking. The study framework adopted a moderated model. It was hypothesized that psychological distress postively mediates the relationship between. Moreover, facilitating environmental conditions was added in the equation such that it moderates the mediated relation. Facilitating environmental conditions also moderates the direact relation between workplace social exclusion and cyber slacking. To analyze the collected data suitable

statistical procedures were employed. This section will attempt to present the summary of all the statistical analysis carried out using SPSS. Reliability coefficients were attained to examine the internal consistency of the all the three measures used in the study. The correlation analysis was performed to understand the link between the study variables. To find out the mediating role of psychological distress, mediation analysis was used while to find out the moderating role of facilitating environmental conditions moderation analysis was used. Moreover, moderated mediation analysis using Adrew Hayes process was also carried out to test the hypothesis. The results are tabulated as follows:

4.1 Data Analysis

4.1.1 Descriptive Frequencies

Table 1

Demographic Profile of Sample (N=200)

Gender	F	%
Male	73	36.5
Female	127	63.5

Table 1 shows the frequency and percentage of males and females in the study sample. The frequency of males and females is 73 and 127 respectively. The percentage of males is 36.5% while that of females is 63.5%.

Table 2

Age	F	%
21 – 30 years	109	54.5
31 – 40 years	91	45.5
41 – 50 years	0	0
51 – 60 years	0	0
61 or older	0	0

Table 2 shows the frequency and percentage values for age of the study respondents. Age was divided into five categories. However, all the respondents fell in the first two categories. Percentage for   21 – 30 years of service is 54.5, and for 31 – 40 is 45.5%. Frequency is 109 and 91 respectively.

Table 3

Internet skill	F	%
Very Unskilled	5	2.5
Moderately Skilled	72	36.0
Skilled	94	47.0
Very Skilled	29	14.5

Table 3 shows the frequency and percentage values for Internet skills of the study respondents. Internet skill was divided into four categories. Percentage for Very Unskilled is 2.5%, for

Moderately Skilled is 36.0%, for Skilled is 47.0, and for Very Skilled is 14.5. Frequency is 5, 72, 94, and 29 respectively.

4.1.2. Reliability Analysis

Table 4

Descriptive and reliability values of all study variables

Variables	No. Of items	Cronbach's Alpha
SE	10	.92
CS	3	.86
PD	3	.81
FEC	3	.81

Note SE= Social Exclusion ; CS= Cyber Slacking; PD= Psychological Distress; FEC = Facilitating Environmental Conditions

Table 4 illustrates the values of alpha reliability for all four variables of the study . Reliability of all the variables ranges from .81 to .92. The values are .92, .86, .81, and .81 for social exclusion, cyber slacking, psychological distress, and facilitating environmental conditions respectively.

4.1.3 Correlation Analysis

Table 5

Correlation among all study variables

Variables	SE	CS	PD	FEC
SE	1			
CS	.32**	1		

PD	.38**	.30**	1
FEC	-.01	.03	.26**	1

The table 5 reveals that there exists positive correlation between all the study variables except Facilitating Environmental Conditions and Social Exclusion. Table illustrates that Social Exclusion (independent variable) has significant and positive correlation with Cyber Slacking (dependent variable). Social Exclusion (independent variable) also has significant and positive correlation with Psychological Distress (mediating variable). This implies that the more the Social Exclusion, more will be Cyber Slacking and vice versa. Similarly, higher the values of Social Exclusion higher will be the Psychological Distress. Moreover, Psychological Distress (mediating variable) and Cyber Slacking (dependent variable) are also positively correlated.

4.1.4. Regression Analysis

Table 6

Regression coefficients of Social Exclusion on Cyber Slacking (Linear Regression)

Variable	*B*	β	S.E
Constant	7.38***		.67
SE	.12***	.32	.02
R²	.10		

Note SE= Social Exclusion

Table 6 shows the impact of Social Exclusion on Cyber Slacking. The R^2 value of .10 revealed that Social Exclusion accounts for 10% variance in the outcome variable with $F_{(1, 198)}$= 23.61 , p<.001. The findings reveal that Social Exclusion positively predicts Cyber Slacking (β= .32, p<.001).

Table 7

Regression coefficients of Social Exclusion on Psychological Distress (Linear Regression)

Variable	*B*	β	S.E
Constant	7.78***		.63
SE	.13***	.38	.02
R^2	.14		

Note SE= Social Exclusion

Table 7 shows the impact of of Social Exclusion on Psychological Distress. The R^2 value of .14 revealed that Social Exclusion accounts for 14% variance in the outcome variable with $F_{(1, 198)}$= 34.35 , p<.001. The findings reveal that Social Exclusion positively predicts Psychological Distress (β= .38, p<.001).

4.1.4 Independent sample t-test

Table 8

Group Differences in cyber slacking based on Gender (N = 200)

	Male (n = 73)		Female (n =127)				CI (95%)	
Variables	*M*	*S*	*M*	*S*	*t*	*p*	*LL*	*UL*
Cyber slacking	10.08	4.74	10.31	5.20	-.31	.75	-1.69	1.22

Table 8 shows the results of *t*-test for measuring gender differences for cyber slacking. The mean scores on CS showed non-significant differences for males and females. Although the mean score for females is high, the *p* value shows that the difference is non significant.

4.1.5 Mediation Analysis

Table 9

*Mediation of P*sychological distress *between S*ocial exclusion *and C*yber slacking

Variable	*B*	95%CI	SE B	β	R²	ΔR²
Step 1					.10	.10***
Constant	7.38***	[6.06,8.72]	.67			
SETOT	.12***	[.07,.16]	.02	.32***		
Step 2					.14	.03**
Constant	5.70***	[3.96,7.44]	.88			
SETOT	.09***	[.03, .14]	.02	.24***		
PDTOT	.21***	[.07,.36]	.07	.20**		

Note SE= Social Exclusion ; CS= Cyber Slacking; PD= Psychological Distress; FEC = Facilitating Environmental Conditions

Table 9 shows the impact of social exclusion and psychological distress on cyber slacking. In step 1 the R^2 value of .10 revealed that social exclusion explained 10% variance in the outcome variable with F (1, 198)= 23.61, p<.001. The findings revealed that social exclusion predicted cyber slacking (*β=.32, p*<.001). In Step 2 the R^2 value of .14 revealed that social exclusion and psychological distress explained 14% variance in cyber slacking with F (2, 197) =16.43, p<.001. The *ΔR²* value revealed 3% change in variance of model 1 and model 2 with F (1, 197= 8.36), p<.001. Since, the regression weight for social exclusion reduced from model 1 to model 2 (.32 to .24) but remains significant, we conclude that psychological distress partially mediates the relationship between social exclusion and cyber slacking.

4.1.6 Moderation Analysis

Table 10

Moderation of Facilitating environmental condition between Social exclusion and Cyberslacking

Variables	Mode1			Model 2		
	B	β	*S.E*	*B*	β	*S.E*
Constant	10.23***		.33	10.23***		.33
SE	1.64***	.32	.33	1.62***	.32	.34
FEM	.17	.03	.33	.21	.04	.34
SEXFEM				.31	.06	.33
R^2	.11			.11		
ΔR^2				.00		

Note SE= Social Exclusion ; CS= Cyber Slacking; PD= Psychological Distress; FEC = Facilitating Environmental Conditions

Table 10 shows the impact of Facilitating environmental condition and Social exclusion on Cyberslacking. In model 1 the beta value for SE is significant (p<.001). The R^2 value of .11 revealed that SE explained 11% variance in the outcome variable with $F_{(2, 197)}$= 11.89, p<.001. The findings revealed that SE positively predicted CS (*β=.32, p<.001*). In model 2 value of in R² did not change. The value of R^2 change (ΔR^2) is .00 indicating that FEC doesnot moderate the relationship between SE and CS.

4.1.7 Moderated mediation analysis

Table 11

Moderated mediation of Facilitating environmental condition

Direct effect of X on Y					
Effect	**se**	**t**	**p**	**LLCI**	**ULCI**
.0882	.0267	3.3066	.0011	.0356	.1408

Conditional indirect effects of X on Y:

SE > PD > CS

FECTOT	Effect	BootSE	BootLLCI	BootULCI
7.0000	.0342	.0170	.0008	.0679
12.0000	.0307	.0131	.0074	.0590
19.0000	.0258	.0167	-.0056	.0598

Index of moderated mediation:

	Index	BootSE	BootLLCI	BootULCI
FECTOT	-.0007	.0018	-.0042	.0029

Table 11 shows that the values of 95% bias-corrected confidence interval for direct effect of workplace social exclusion on cyber slacking as well as the conditional indirect effect. The lower and upper limit of the confidence interval in conditional indirect effect contains a 0 in between. This suggest that the indirect effect (i.e. moderated mediation) is non-significant. The analysis was carried out using a bootstrapping method of 5,000 resamples.

4.2 Data Findings

Following have been the findings in concern to the research hypotheses:

Hypothesis 1 which was "Workplace social exclusion is positively linked to cyber slacking" has been accepted in analysis. The hypothesis is accepted based on significance level (p< 0.01). In correlation analysis, there exists positive correlation betweenWorkplace social exclusion and cyber slacking. The results are in accordance with existing body of literature. Tandon and colleagues (2021) conducted a systematic review of studies conducted on cyber slacking. They concluded that along many other factors, social exclusion and bonding at workplace are key determinants of cyber slacking. Study by Luqman et al (2020) also support our finding that work social exclusion is positively correlated with cyber slacking. People engage in cyber-slacking when they feel uncomfortable in their surroundings and seeking to get away from their stressors (Lavoie & Pychyl, 2001). It has long been known that people who engage in cyber-slacking do so to relieve anxiety and find enjoyment, both of which are crucial for emotional well-being (Ferdig & Trammell, 2004; Reinecke et al., 2014). Additionally, as per Lanaj et al. (2014), discussions with strong and close-knit colleagues aid in restoring exhausted resources, which may lessen cyber-slacking.

Along with correlation analysis, we also conducted regression. Findings from regression analysis also confirm that workplace social exclusion acts as a predictor of cyber slacking (p<.001). The authors Hu and Hsu (2019) also came to similar conclusion through their study.

Hypothesis 2 which was "Workplace social exclusion is positively linked to psychological distress" has also been accepted in analysis. The hypothesis is accepted based on correlation analysis with significance level (p< 0.01). Significance less than 0.01 indicates that a

strong significant relationship exists between the variables under study. Existing literature also supports the findings and suggest that Workplace social exclusion has a positive correlation with psychological distress. In accordance with the Theory of Social Bonding, a person who bonds with a group will use their time effectively and refrain from engaging in antisocial activity. People who fail to form healthy social ties with their colleagues may experience psychological disconnection because they are unable to communicate their negative emotions (Fiset et al., 2017). This can lead to a loss of psychological reserves. Additionally, when workers invest their resources in trying to establish significant relationships with others at work but do not get the desired response, mental tension might develop. Additionally, social exclusion at work can lead to unpleasant emotions that cause distressing and uncomfortable psychological reactions (Taylor, 1991).

Along with correlation analysis, we also conducted regression. Findings from regression analysis also confirm that workplace social exclusion acts as a predictor of psychological distress (p<.001). For the past couple of decades, researchers have consistently urged deeper study into the ways that social interaction and connections both indirectly and directly enhance mental and physical health. The most effective methods for reducing the negative effects of stressors on the body and the mind should be emotionally nourishing activities, concrete support from others, empathy, effective coping assistance, and guidance from people who share similar experiences (Thoits, 2011).

Hypothesis 3 which was "Psychological distress is positively linked to cyber slacking" has also been accepted. The hypothesis is accepted based on significance level (p< 0.01), since significance less than 0.01 indicates that strong statistical significance exists. The findings are in line with the previous researches.Without effective stress reduction, staff members could end up

losing interest in their jobs, get extremely exhausted, and perform less well at work (Yu et al., 2015). Previous research indicate that workers may utilize cyberslacking to unwind in order to combat stress (Oravec, 2002). In fact, it was discovered that cyberslacking had a favorable correlation with mental fatigue (Doorn, 2011).

Hypothesis 4 which was "*Psychological distress mediates the link between workplace social exclusion and cyber slacking*" has also been accepted. Findings suggest that p*sychological* distress **partially** mediate the relation between workplace social exclusion and cyber slacking. Since, the regression weight for social exclusion reduced from model 1 to model 2 (.32 to .24) but remains significant, we conclude that psychological distress partially mediates the relationship between social exclusion and cyber slacking. Resource depletion brought on by social exclusion at work results in psychological discomfort. The ignored employees are motivated to use cyber slacking to prevent further depletion of their personal resources because it gives them a chance to regain their self-esteem and social control. Employees who have been ignored are free to engage in any kind of internet activity. The study by Koay (2018) proved this notion to be accurate. Employees who are experiencing psychological discomfort will have negative attitudes toward the cause of the distress and will put their work at an emotional and cognitive distance (Leiter and Maslach, 1988). Literature suggests that these neglected workers are likely to engage in cyber slacking to release their psychological distress-related unpleasant feelings.

Hypothesis 5 which was "Favorable environmental conditions moderate the link between workplace social exclusion and cyber slacking, such that the link is weaker when unfavorable environmental conditions are high" has been rejected. The results of moderation analysis indicate that the model 1 as well as model 2 explained 11% variance in the outcome variable The value of

R^2 change (ΔR^2) is .00 indicating that Favorable environmental conditions doesnot moderate the relationship between workplace social exclusion and cyber slacking.

Hypothesis 6 which was "Favorable environmental conditions moderate the link between psychological distress and cyber slacking, such that the link is weaker when unfavorable environmental conditions are high." has been rejected. The results of moderation analysis indicate that the lower and upper limit of the confidence interval in conditional indirect effect contains a 0 in between. This suggest that the indirect effect (i.e. moderated mediation) is non-significant.

Hypothesis 7 which was "Males score higher on cyber slacking as compared to females" has also been rejected. The *t*-test results for measuring gender differences show that the mean scores on CS showed non-significant differences for males and females. Although the mean score for females is high, the *p* value shows that the difference is non significant. These results are NOT in line with existing data that stress that men are more likely than women to engage in cyberslacking (Lim & Chen, 2012; Knight, 2017). This indicate that the literature on gender differences relating to cyber slacking is contradictory.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.1 Discussion

Cyber-slacking, which is characterized as internet use for personal reasons at job (Bock et al., 2010), is a mounting problem since it reduces efficiency and has negative effects (Setiawan, 2019) The most prevalent forms of cyber-slacking are thought to be playing different online games and browsing explicit content on the internet (Graf et al., 2019). The term "cyber-slacking" has also been used in previous study (Farrastama et al., 2019; Huma et al., 2017; Koay et al., 2017; Palmer et al., 2017) to describe counterproductive behavior in the workplace that is detrimental to the business. There aren't enough policies in place and empirical study that addresses how to prevent this behavior despite the rising amount of IT research. Current studies have revealed that the working environment (Setiawan, 2019), rank (O'Neill et al., 2014), liberty (Flanigan, 2018), temperament (Ngai et al., 2015), habit of using SNSs (Turel & Gefen, 2013), and demographic variables including gender are all predictors of cyber-slacking (Duffy & Pruchniewska, 2017). Thus, this study inspired by the recent growth in IT attempts to understand the phenomenon of cyber slacking. The study framework proposed that social exclusion at workplace is positively related to cyber slacking and that this relation is mediated by psychological distress. Moreover, Favorable Environmental Conditions are added in the framework as moderating variable. The demographics variables such as age, gender and internet skill were also taken into consideration.

For this study, population is employees working in Pakistan's banking industry. High workload requirements for bank personnel result in procrastination, which in turn causes occupational stress and psychological issues. The purpose of this research was to ascertain how workplace

social exclusion, and psychological distress, cyber slacking, and are linked among bank employees. According to the findings of the study conducted by Rehman and Qamar-ul-islam (2019), cyberslacking is strongly related to employees' well-being in banking sector.. The key reason for selecting this study sample was the scarcity of data. Very few studies about cyber slacking in relationship with social (SE), psychological (PD), as well as environmental factors (FEC) together have been conducted in Pakistan overall, let alone the twin cities. Moreover, the majority of study have attempted to explore the concept of cyber slacking in the light of antecedents only and neglected how various factors interplay. This surely leads to a limited comprehension of the idea. To have a more comprehensive and in-depth understanding of the notion, role additional potential factors as mediator and moderator needed to be empirically considered. This will help provide insight into the phenomenon. Moreover, the twin cities incorporate many banks employing thousands of employees making this study significant as it will represent the sentiments of employees in the banking sector as a whole.

To determine the size of the population, annual 2021 reports of each of the commercial banks (e.g. Allied Bank Limited, Bank Alfalah etc.) were reviewed and the total number of employees working in each of the banks were added and the grand total was calculated which came out to be around 400000 plus. The sample size for this population came out to be of approximately 387 individuals, however, data for only 200 questionnaires was successfully collected and were used for analysis.

The major constructs of the study were assessed using four scales. The independent varaible (i.e. Workplace Social Exclusion) was measured using Ferris et al.'s (2008) measure. The scale had 10 items. The dependent variable (i.e. Cyber Slacking) was measured using Moody and Siponen's (2013) measure. The scale had 3 items in total. The mediating variable

(i.e. Psychological Distress) was measured using short version psychological distress scale given by Maslach and Jackson (1981). The measure was comprised of 3 items. While, the moderating variable (i.e. Favorable Environmental Conditions) was measured using Betts et al.'s (2014) measure. This measure was also comprised of 3 items. The alpha coefficient for the measure of Workplace Social Exclusion is .92, for the measure of Cyber Slacking is .86, for Psychological Distress is 81, and for Favorable Environmental Conditions is .81. The satisfactory alpha coefficient range of measures is between .60 to .90 (Bland & Altman, 1997), so the alpha coefficient for all the scales was satisfactory. Overall reliabilities of scales indicate that scales are reliable and acceptable for satisfactory internal consistency.

To gather responses from the respondents online survey method was opted. Nevertheless, to indicate the rejection or acceptance of the hypotheses of research, significance level was set as p< 0.05. Based on the significance level, all the hypotheses would be accepted or rejected. So, four out of seven hypotheses of the study that were formulated on the basis of existing theoretical evidence are being supported by findings while the rest are rejected. Thus, based on the findings the research questions of the study have been addressed. The first research question "*What is the influence of workplace social exclusion on cyber slacking?*"; findings suggest that workplace social exclusion significantly and positively impact cyber slacking. Regarding the second research question, "How d*oes psychological distress mediates the link between workplace social exclusion and cyber slacking?*", results suggest that our proposed mediator (psychological distress) not only has significant relation with study variables, but also tends to mediate the relationship. For the third research question "*Do favorable environment conditions moderate the link between psychological distress and cyber slacking?*"; findings suggest that it doesnot moderate the mediated relation. For the fourth research question "*How does favorable*

environment conditions moderate the direct link between workplace social exclusion and cyber slacking through psychological distress?"; findings suggest that it doesnot moderate the mediated relation.This implies that the current study offers a clear insight into the phenomenon.

5.2 Personal Reflection

In order to analyze the impact of Workplace Social Exclusion and Cyber Slacking, the current research used solid theoretical evidence and logical reasoning. The study also carefully validated the theoretical model that explained the structural links between these variables in an organizational setting. While many academics view cyber slacking as simply another example of socially acceptable workplace deviance, others view it as harmless or even beneficial. In both scenarios, Cyber slacking is seen as essentially exploiting online tools, without taking into account its potential consequences. The focus of this work was to draw a clear and detailed picture of the concept. It implies that, under specific circumstances, cyber slacking (a) can turn into a virtual pastime, (b) differs from traditional forms of deviance, and (c) may reduce the efficiency of the employee as well as the overall organization. In my opinion, it is crucial to understand when and how cyber slacking turns detrimental so that its possible consequences can be managed. As a result of the findings, which show that cyber slacking can be caused by workplace social exclusion, we can say that a healthy working environment is necessary. Thus, cyber slacking needs to be taken into account in context to social and organizational factors. Organizations generally fully support strict Internet use monitoring and policies (Mirchandani 2004, Flynn 2005), however the extent of the harm caused by cyber slacking may be more than previously thought, making existing monitoring measures ineffective. It is essential to implement accurate control measures for cyber slacking. Nevertheless, the

measures should be such that they should not make the employee think their privacy is invaded or organization does not trust them. Inappropriate policies can backfire the organization. The opinions of employees, and other key stakeholders, could be quite helpful in this respect. The more a person is frustrated in a work place, the more she or he may want to mentally distance themselves from it or divert their attention with hobbies like cyber slacking, conversing with coworkers, or using the phone (Savitha & Akhilesh, 2019). Some scholars suggest that cyber slacking is a type of healing behavior that considers the wellbeing of the workers. It can ease suffering and benefit businesses and employees alike. While majority assert that the cons cyber slacking of outweigh its pros. In my opinion, the relationship among employees in the workplace is crucial, because it directly promotes the employee well being by creating an environment of trust and openness. This implies that social bonding is deemed necessary as it fosters efficient communication within the organization. I believe that the key take away from the study findings is that the organizations should assume full responsibility for making sure that that their employees form healthy professional bonds. They should structure the organizational policies and guidelines that discourage cyber slacking. Employees are more likely to be engaged at work when ethical values are grounded in the organizational code. In a nutshell, all the factors are related to each other in such a way that one leads to another and the cycle goes on.

5.3 Conclusion

In conclusion, this research offers a unique viewpoint for comprehending how workplace social exclusion causes psychological distress which ultimately leads to cyber slacking. While prior literature highlighted the connection of cyber slacking with antecedents like ethical

responsibilities and personality traits, this study goes further to examine how favorable environmental conditions play a role in this equation. This research has advanced the relevance of COR theory in context to cyber slacking by effectively demonstrating that the connection between workplace social exclusion and cyber slacking is mediated by psychological distress, i.e., those with poor social bonding at work are more prone to indulge in cyber slacking if they undergo mental exhaustion. Multiple pieces of online research findings suggested that alienation and distress are causes of excessive internet use. Employees engage in cyber-slacking when they feel uncomfortable in their surroundings and want to get away from their stressors. It has long been known that people who engage in cyber-slacking do so to relieve stress and find enjoyment, both of which are crucial for emotional health. Hence, a key takeaway of this study is that a healthy social interaction at work provide a number of strategies to lower the danger of cyber-slacking. Workers access to vital resources, for instance, may be made possible via interpersonal bonding at work. These resources include those pertaining to the workplace, such as knowledgeable counsel, good supervision, and tactical knowledge to lessen strain.. Additionally, interaction within more intimate and reliable professional ties aids in restoring the exhausted resource, which may lessen cyber-slacking. It has been argued in the past that when people are tied to traditional groups, they are less likely to engage in delinquency. Based on the Theory of Social Bonding, a person who bonds with a group will use their time effectively and refrain from engaging in antisocial activity. Stress is exacerbated by attachment deficits, but more secure connection promotes moral decision-making. Based on this explanation, there is a chance that cyber-slacking decreases when people are socially connected as it has the ability to lower anxiety and inspire desired attitude.

Another important aspect is the existence of official Internet usage regulations , internet usage monitoring strategies, electronic monitoring, and their implementation. Effective policies can lower the occurrence of cyberslacking. Although most of researches have focused on violent modes of control, like or punishment , perceived sanctions, perceived abusiveness (past enforcement for less abusive behaviors), and use of blocking and confirmation modules to elicit responses, many researches have examined control and monitoring techniques can hinder cyberslacking. Therefore, including them in organization's policy frameworks can help control the cyber slacking. However, the monitoring strategies should be such they do not interfere with employee's right to privacy and mutual trust.

5.4 Implications of Study

The body of knowledge regarding human-computer interaction (HCI) for practices is also usefully illuminated by this research. First, this study's findings imply that social bonding among coworkers may be a means of lowering cyber slacking. A manager should provide staff members chances to have two-way conversations. For instance, the manager might think about planning group lunch and outings, athletic events, and departmental outings for the staff as a way to strengthen social ties. Second, our research offers crucial insight for formulating a plan to prevent cyber-slacking. Promoting a healthy work culture be seen as a soft method to assist businesses and managers in overcoming cyber-slacking. This approach is preferable because utilizing rigorous restrictions and monitoring to prevent cyber-slacking does not guarantee psychological intervention and impacts job satisfaction. The relationship of trust between the employer and the employee is also questioned by rigorous policies and constant monitoring. In conclusion, professionals, academics, and supervisors in the field of human-computer interaction can benefit from this research in 2 ways: a) workers' bonding can be reached b) through group

cohesion at workplace, workers tend to spend less time online. Since ESM is now used by the majority of firms, this method may also be economical. Since the findings indicate that psychological distress at work has a substantial mediating influence, managers should focus on fostering relationships through ESM. Finally, since prior study indicated that workers are hesitant to adopt to technologies, firms should foster a culture that encourages ESM adoption and employee participation. The current research provides a comprehensive analysis of the main determinants and motivations of cyberloafing. The current study also contributes to the ongoing discussion about internet use policies and their implications specifically for banking sector. Although numerous studies have shown, all elements that contribute to cyberloafing behavior can be detrimental for all types of enterprises. The results of the current study will particularly be helpful in banking sector considering that the use of online banking is growing rapidly. By concentrating on the crucial elements, these findings assist managers in both public and private sector enterprises in making decisions about how to regulate cyberloafing behavior while ensuring increased incorporation of ICT.

Employers should develop organizational policies and processes that do not subject their personnel to feelings of pressure, worthlessness, or distrain (Huyghebaert et al., 2018) . These study findings strongly suggest that organizations have the potential to avoid repercussions that are detrimental to employees as well as the organization by preventing threats to employees' core psychological needs, as supported by existing literature (Stebbings et al. , 2012). This study not only highlights the significance of psychological wellness at work but also stresses the negative impact of unhealthy social interactions. Firstly, firms should build an effective work environment, modify individuals for specific work tasks, and ensure that workers are informed about the internet use policy, what it implies, and how they have to perform their

tasks. Second, to promote psychological safety, management should provide positive work environment experiences, by maintaining constant communication and being aware of indicators of chronic stress. Finally, in order to encourage employee psychological safety and ultimately work engagement, firms should promote job productivity and good work ethics. This can be achieved by conducting workshops on moral code at work and by highlighting the cons of cyber-slacking (for instance, it interferes with concentration).

5.5 Limitations and scope for future research:

Along with numerous thoughtful insights, this study has a number of limitations.

- First, the respondents were selected from various banks in twin cities of Pakistan, which would restrict the findings' applicability to other cultures. To improve generalizability, future study should expand it across cultural contexts. Understanding and comparing cyber slacking in two or more cultures will provide a deeper understanding of the concept.

- Second, the data was cross-sectional and gathered all at once. The cross-sectional structure of research restricts the scope of the study results. This is particularly true when it comes to the causal connections between the model's variables. Although the investigation is appropriately based in the predicted paradigm, alternate causal linkages may exist. (Solem, 2015). The present study, like all cross-sectional studies, can only offer a static view of fit. Thus, the only inferences that could be made were explanations of the general links between the relevant variables. Future studies should concentrate on longitudinal study design to examine the long-term impact of social exclusion on employees.

- In addition, The current study has mostly relied on samples that were exclusively taken from workers in the banking sector. As a result, it is uncertain if the findings of this research may be applied to professional workers in other sectors.

- We added four variables in our study framework; future studies should adopt more intricate conceptual frameworks. For instance, they should look into how different ESM technology genres interact.

- Future study can also concentrate on personality and situation-related factors determining personal internet use among workers from the standpoint of private mobile devices, as it the most crucial issue from an organizational perspective in this age. In educational contexts, as well as from the standpoint of mobile cyber slacking, it is possible to explore the effect of demographic trends on cyber slacking behaviors.

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APPENDIX

Questionnaire

Part 1

Please answer the following questions by tick marking the appropriate option

Gender

Male	Female

Age

21 – 30 years	31 – 40 years	41 – 50 years	51 – 60 years	61 or older

Internet skill

Very Unskilled	Moderately Skilled	Skilled	Very Skilled

Part 2

Please signify by tick marking the box showing the extent to which you agree or you disagree with each of the following statements with respect to your organization. The following given scale is applied to all the statements:

Strongly Disagree = 1	Disagree = 2	Somewhat Disagree = 3	Neither Agree nor Disagree = 4	Somewhat Agree = 5	Agree = 6	Strongly Agree = 7
1: Workplace Social Exclusion						
			1	2	3	4	5	6	7

		1	2	3	4	5	6	7
1	Coworkers ignored you at work.							
2	Coworkers left the area when you entered.							

3	Your greetings at work have gone unanswered.							
4	You unwillingly sat alone in a jam packed lunchroom at work.							
5	Coworkers avoided you at work.							
6	You noticed coworkers would not look at you at work.							
7	Coworkers shut you out of the conversation.							
8	Coworkers refused to talk to you at work.							
9	Coworkers treated you as if you weren't there.							
10	Coworkers did not asked you if you wanted anything when they went out for a coffee break.							
2: Cyber Slacking								
1	In general, I use the Internet at work for non-work-related purposes.							
2	I access the Internet at work for non-work-related purposes several times each day.							
3	I spend a significant amount of time on the Internet at work for non-work-related purposes.							
3: Psychological Distress								
1	I feel emotionally drained from my work.							
2	I feel used up (depleted) at the end of the workday.							

3	I feel burned out from my work							
4: Favorable Environmental Conditions								
1	There are security awareness campaigns with regard to internet use.							
2	There is an internet use policy.							
3	There is a workplace privacy.							