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THE MIXED BLESSING OF CYBERLOAFING ON INNOVATION PERFORMANCE

IN THE BANKING INDUSTRY OF PAKISTAN'S TWIN CITIES

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ABSTRACT

Cyberloafing behavior has become prevalent in the workplace due to the widespread use of the Internet and digital devices. While most studies have focused on the negative outcomes of cyberloafing, such as reduced productivity and job burnout, few studies have investigated its positive outcomes, such as its potential to enhance creativity and innovation.

The findings of the study are expected to provide valuable insights into the extent of cyberloafing behavior in the banking industry of the twin cities of Islamabad and Rawalpindi, its positive and negative outcomes, and the factors that influence its relationship with innovation performance. The study will also contribute to the literature by addressing the research gap on the relationship between cyberloafing and innovation performance in the banking industry of a developing country like Pakistan.

The results of the study will be valuable for banks to develop strategies to manage and minimize cyberloafing behavior while enhancing innovation performance. The study has significant implications for managers, policymakers, and researchers interested in the impact of cyberloafing on organizational performance

Keywords – Innovation performance, cyberloafing behavior, emotional exhaustion abusive supervision and self-efficiency

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Chapter 1

INTRODUCTION

Background of the Study

Internet-based applications, which has revolutionized the way banking operations are conducted. With the advent of internet-based technologies, the workforce has been empowered to have access to a wide range of resources, applications, and social media platforms, which can be accessed easily from their workstations. However, this has also led to an increase in cyberloafing, which is the act of engaging in non-work-related activities while on the job.

Cyberloafing has been observed to have some positive outcomes as well. In certain circumstances, it has been linked to higher levels of creativity and innovation in the workplace. This has led to a debate among scholars and practitioners about the mixed blessing of cyberloafing.

The meaning of cyberloafing that we utilize — employees' mechanically intervened nonwork ways of behaving when they ought to be working (Pindek et al., 2018) — mirrors the cutting edge, multimodal nature of cyberloafing. In spite of later, broad interest in cyberloafing, this creating writing actually has many holes relating to precursors and hypothetical components. Subsequently, in attempting to decide the best indicators of cyberloafing, we likewise counseled deep-rooted literary works from related social spaces

As to ways of behaving that take away from the aggregate objectives or prosperity of an association. In spite of the fact that, cyberloafing can be supportive to individual mindset and prosperity these ways of behaving are led "while an employee should perform work tasks

1.1 Industry Analysis (Banking Sector of Pakistan)

Pakistan's industrial sector is continuously expanding with each passing day. Similarly, the banking industry is experiencing fast expansion, as it is one of the country's most important businesses. The banking business turned in an excellent execution for the second progressive year in FY03, utilizing a fantastic development in stores, forceful promoting, and speculations, and expanded productivity, to check the effect of a sharp decrease in loan costs. Accordingly, not the least it did benefit of the area increment, however, chosen industry market likewise portrayed significant upgrades and serious areas of strength for the development along with the simple money-related position of the SBP added to a sharp decrease in homegrown loan costs. The banking industry in Pakistan has undergone significant transformation in the past few decades. The industry is regulated by the State Bank of Pakistan, which is the country's central bank. The banking sector plays a critical role in Pakistan's economy, facilitating trade and investment and providing access to financial services to individuals and businesses.

Here are some of the key features of the banking industry in Pakistan:

1. *Market structure:* The banking industry in Pakistan is relatively concentrated, with a few large banks dominating the market. The top five banks in Pakistan hold around 60% of the market share.

2. *Product and service offerings:* The banking industry in Pakistan offers a range of financial products and services, including deposits, loans, trade finance, and remittances. Digital banking services, such as mobile banking and online payments, are also becoming increasingly popular in Pakistan.

3. *Regulatory environment:* The banking industry in Pakistan is highly regulated, with the central bank playing a significant role in ensuring stability and soundness of the banking system. The central bank has implemented several regulations and guidelines to promote good governance, risk management, and compliance.

4. *Challenges:* The banking industry in Pakistan faces several challenges, such as the high level of non-performing loans, increasing competition from fintech startups, and the need to adopt new technologies and innovation to meet the evolving needs of customers.

1.2 Broad Research Problem

The main issue of cyberloafing is difficult to analyze as it is really common nowadays all those variables used in the research are just variables that are tested with quantitative survey data to

analyze cyberloafing behavior and its influence on employee productivity at the workplace, however this research has limitations to banking sector of Islamabad and Rawalpindi.

1.2.1 Problem Statement

To address this issue, this research will look into the influence of cyberloafing on innovation performance of employees in the banking sector of Pakistan's twin cities, with the moderating effect of emotional exhaustion and self-efficiency.

1.3 Research Gap

Most of the previous research on cyberloafing has been conducted in developed countries such as the United States, Canada, and European countries, with little attention given to developing countries like Pakistan. Given the differences in cultural, social, and economic factors, the findings of studies conducted in developed countries may not apply to developing countries like Pakistan. Therefore, this study will contribute to the literature by providing insights into the impact of cyberloafing on innovation performance in the banking industry of a developing country like Pakistan.

Despite the increasing attention given to cyberloafing behavior in the workplace, there is a lack of research on its relationship with innovation performance in the banking industry, particularly in the twin cities of Pakistan. This study aims to address this research gap by examining the mixed blessing of cyberloafing on innovation performance in the banking industry of the twin cities of Pakistan.

To the best of our knowledge, no study has investigated the relationship between cyberloafing and innovation performance in the banking industry in Pakistan. Most of the previous research on cyberloafing has been conducted in developed countries such as the United States, Canada, and European countries, with little attention given to developing countries like Pakistan. Given the differences in cultural, social, and economic factors, the findings of studies conducted in developed countries may not be applicable to developing countries like Pakistan. Therefore, this study will contribute to the literature by providing insights into the impact of cyberloafing on innovation performance in the banking industry of a developing country like Pakistan.

Moreover, most of the existing studies on cyberloafing have focused on its negative outcomes, such as reduced productivity, lower job satisfaction, and job burnout. Few studies have investigated the positive outcomes of cyberloafing, such as its potential to enhance creativity and innovation. This study will address this research gap by examining the mixed blessing of cyberloafing on innovation performance in the banking industry of the twin cities of Pakistan.

Furthermore, the existing literature has largely focused on the individual-level antecedents of cyberloafing behavior, such as personality traits, attitudes, and demographic factors. Few studies have investigated the organizational-level antecedents of cyberloafing behavior, such as organizational culture, policies, and management practices. This study will address this research gap by investigating the organizational-level factors that influence the relationship between cyberloafing and innovation performance in the banking industry of the twin cities of Pakistan.

In addition, most of the previous studies on cyberloafing have used self-reported measures to assess cyberloafing behavior, which may suffer from self-report bias. Few studies have used objective measures, such as computer log data, to assess cyberloafing behavior. This study will address this research gap by using a combination of self-reported measures and computer log data to assess cyberloafing behavior.

Finally, while the banking industry has undergone significant changes due to the adoption of new technologies and the rise of cyberloafing behavior, there is a lack of research on the impact of cyberloafing on innovation performance in the banking industry. This study will address this research gap by examining the mixed blessing of cyberloafing on innovation performance in the banking industry of the twin cities Islamabad and Rawalpindi.

1.4 Research Questions

1. What is the impact of cyberloafing on the banking industry in Pakistan's twin cities?

2. Does organizational culture impact cyberloafing in the banking sector of Pakistan's twin cities?

3. Does cyberloafing significantly moderates the relationship between organizationalculture and job satisfaction in the banking sector of Pakistan's twin cities?

1.5 Research Objectives

Based on the problem statement, this study aims:

- To inspect the moderating effect of cyberloafing on the relationship between self-efficiency and emotional exhaustion in the banking sector of (twincities Rawalpindi and Islamabad)

- To investigate the moderating effect of cyberloafing on the relationship between self-efficiency and emotional exhaustion in the banking sector of (twincities Rawalpindi and Islamabad)

- To explore the moderating effect of c y b e r l o a f i n g in relationship between self-efficiency and emotional exhaustion in the banking sector of (twincities Rawalpindi and Islamabad)

1.6 Research Significance

The findings will help banks to understand the prevalence of cyberloafing behavior among their employees and to develop strategies to manage and minimize it. The findings will help banks to understand the potential benefits and drawbacks of cyberloafing on innovation performance and to develop appropriate policies to manage it. The study will identify the factors that influence the relationship between cyberloafing and innovation performance in the banking industry of the twin cities of Pakistan. This information will be valuable for banks to design strategies to enhance innovation performance while minimizing the negative effects of cyberloafing behavior. The study will be conducted among bank employees working in various departments, such as customer service, operations, marketing, and finance. The study will explore the extent of cyberloafing behavior, its positive and negative outcomes on innovation performance, and the factors that influence the relationship between cyberloafing and innovation performance

1.7 Operational Definitions of Key Terms

Cyberloafing Behavior: Cyberloafing refers to the intentional way of behaving shown by employee , whether by organization or individual, for non-business-related exercises during work hours and the issue of cyberloafing has changed into a huge matter of interest for organizations A rising instances of cyberloafing has been seen by different organizations over the range of progressing years and representatives are being seen misusing internet access regards during working (Sumera Syed*, 2020)

Innovation Performance: This variable refers to the extent to which banks can introduce new products, services, and processes, and develop new ideas that can improve organizational performance. Prior research has shown that innovation is positively related to firm performance in the banking sector (Hafeez et al., 2019). Wang et al. (2019) found that cyberloafing behavior negatively affects employee innovation behavior, mediated by psychological detachment, and moderated by work-family conflict.

Self-Efficiency: Self-efficacy refers to the capacity of employees to distinguish themselves as very mindful and have an unmistakable vision of their place such people have the best score on self-efficacy and have certainty that will excel on a given task. Besides, such people impact insights, their perspectives, and can control distressing circumstances. presumed that cyberloafing at particular employment results from outrageous self-efficacy levels, likewise tracked down similar critical linkages between cyberloafing and self-efficacy. Prior, noticed that exceptionally strong employees have the 'perception' that they are sufficiently capable to moderate and plan their ways of behaving to control their work consistently over a period.

Emotional exhaustion Emotional exhaustion can be used as an indication of delegates' no emotional prospering and not to concentrate on their own fulfillment. It is comparatively a major piece of burnout. Emotional exhaustion can be portrayed as a reliable state of emotional and veritable lack. It is connected with impressions of exhaustion from emotional sources and expects a breaking down of satisfaction with life. Basically, it has been seen as feeling drained and as such not amped up for one's occupation. Furthermore, it could really make people feel truly depleted by and in large, noxious consequences of emotional exhaustion consolidate mental and certifiable sicknesses, rot of social and family affiliations, and, at the expert level, vain outcomes in the relationship with their director. Considering that the level of seen pressure is of course related with the solitary fulfillment and prospering of individuals there is no doubt that nowadays stress is an issue with serious physical and mental outcomes. On the other hand, when laborers were asked what the safest skeptical opinions are they experience in their lives, these are exhaustion, stress, and exhaustion that make it endlessly out more horrible. That exhaustion and stress are clearly particularly disturbing at a fundamental stage where their future is being laid. (María Buenadicha-Mateos, 2022)

Abusive Supervision- Abusive supervision is connected with such innumerable extensive and poisonous outcomes. For example, the investigation base should have the choice to give us affirm associating with questions, for instance, how much, and how sometimes does spearhead 'terrible way of

behaving' achieve evaluations of abuse? Could it be prudent as far as we're concerned to invest energy and money in picking out abusive workers as well as preparing workers to be non-abusive? Could it be really smart for us to focus in less on workers and more on extending laborer strength or changing hierarchical culture? Research on abusive supervision proved that supervisor role influence employee performance (Thomas Fischer, 2021)

Chapter Summary

The background of the study highlighted the importance of innovation performance in the banking industry and the prevalence of cyberloafing behavior in the workplace. The research gaps and the organizational-level antecedents of cyberloafing behavior will also be investigated. These definitions will provide clarity and consistency in the use of key terms throughout the study. While the adoption of technology has provided many benefits to the banking industry, it has also resulted in the rise of cyberloafing behavior among employees. Cyberloafing has been associated with both negative and positive outcomes in the workplace, including reduced productivity, lower job satisfaction, job burnout, and higher levels of creativity and innovation.

Chapter 2

LITERATURE REVIEW

2.1 Cyberloafing and Innovation Performance

During the last many years, technological headway has animated significant changes in the world. The internet and data technology development has gotten huge changes that prime to the data period. In this period, the internet has become significant for individuals and businesses contended that it has an exorbitant and normal issue for associations. An examination of 1,000 workers in the USA shows that 64% of them utilize the Internet for individual purposes in their work. On account of cyberloafing the exhibition of workers falls 30 to 40 percent. Prior, an Internet reconnaissance company likewise assessed that "sporting web surfing" cost US businesses $5.3 billion (Naveed Farooq, 2019)

The workload is one authoritative component that uncertainly affects cyberloafing. Workload and supervisor role is correlate with cyberloafing in term of some working environment factor or we can say that it can be vary as per the efficiency of task performance in each department via job rotation significantly after finishing the assigned task by supervisor. Therefore, extra examination on the connection between workload and cyberloafing ought to be led (Pawel Korzynski, 2022)

Cyberloafing has drawn in own arrangement of devoted scientists who are worried that cyberloafing could cost organizations cash through different impacts, for example, obstructing data transfer capacity, lessening productivity, expanding security chances, and presenting organizations with lawful liabilities cyberloafing seriously diminishes representative productivity. It is conceivable that cyberloafing significantly affects productivity and subsequently millions or even billions of dollars could be lost in productivity every year because of cyberloafing. Hanging tight for a conclusive response is hazardous since it's getting late takes to

methodically create and assess mediations and completely answer questions concerning speculation. (Kevin Askew, 2017)

Innovation is one of the principal cycles of a firm association and its administration and estimation ought to be characterized as an organized interaction. Innovation is one of the most important part of an organization, as innovation upgrades many new levels of innovation culture in a company. Innovation brings advancement in every area of a firm that adds up all the positive things in the prosperity of the company.

As per perceived view, new performance estimation frameworks are expected to oversee innovation proficiently. Innovation is not logical it depend on your team productivity and competition in the market now the question is, How to remove or tackle unreasonable competition in the market? It is done by providing employee a well structure training problem to tackle the problem that arises with the flow of time however, what matters the most is the decision authority given to employee to promote business development as per their core objectives. The Banking require innovation with their policy and application to assists and facilitate their client better if you ever noted when new customer went to bank the staff and supervision provide brief overview of their unique policies this is time where innovation comes in.

The fundamental hotspot for estimating innovation performance is essential information, for example, interviews with chiefs or overviews. Nonetheless, essential sources depend on little arrangements of information in light of challenges with regards to firm reachability, costs, and lacking information quality, also, organizations' readiness to address delicate inquiries concerning their cycles likewise, when given a Likert scale they are impacted by respondents' subjectivity. Often, to keep away from subjectivity. (Linda Ponta, 2021)

Counterproductive ways of behaving can take different structures. This kind of conduct, loafing, is a typical issue that has tormented associations starting from the start of associations The idea of cyberloafing in the article: Does employee's online time amount to overall deficits is quick to experimentally look at it. Cyberloafing is "willful conduct in which employees during work hours utilize the organization's web for their singular purposes as opposed to for their work. Such exercises keep employees from playing out their genuine work obligations and lead to wasteful utilization of time. These ways of behaving incorporate web-based shopping, publishing content to a blog, gaming, and texting. Furthermore, ways of behaving, for example, web based betting, erotic entertainment, following of individual speculations may likewise be referenced (Employees perform cyberloafing in light of multiple factors: weariness absence of control), absence of equity, bunch rules confirming individual web use PC abilities, work fulfillment, such ways of behaving may have advantages like pressure decrease (recovery and execution upgrade), imagination (Be that

as it may, it can likewise cause thickness in registering assets, stop up transmission capacity and lessen framework execution diminish), present lawful dangers. Many examinations have gotten various outcomes with respect to the cyberloafing season of the employees. Cyberloafing is a typical issue in the present associations. With reports of the impacts and expenses of cyberloafing, the significance of associations controlling such way of behaving is additionally uncovered. If no move is made, such little conduct performed by a couple of individuals can cause web maltreatment to become far and wide and turned into a standard. Nonetheless, cyberloafing can go on despite the actions to be taken. It would be more useful for employees and the association to comprehend and make guidelines instead of a conclusive boycott. Unreasonable measures can lessen employee fulfillment and feeling of equity, and can likewise influence the maintenance of talented employees and productivity. Consequently, an equilibrium should be laid out. The accompanying strategies can be utilized in these game plans (Kemal Elciyar, 2021)

Cyberloafing Behavior:

Cyberloafing refers to the act of engaging in non-work-related activities using internet-based technologies while on the job. Cyberloafing can take many forms, including browsing social media on daily basis without any planning and professional outlook, while 39% spend one hour or more per week on personal tasks during work hours (Burgess & Baruch, 2016). Cyberloafing behavior is often considered a form of counterproductive work behavior that can negatively impact employee productivity and organizational outcomes.

Antecedents of Cyberloafing Behavior:

Individual Factors: Several individual factors have been found to influence cyberloafing behavior, including age, gender, job tenure, and job satisfaction. For example, younger employees and those with less job tenure have been found to engage in more cyber loafing behavior than older and more experienced employees (Brouer et al., 2019). Furthermore, employees who are dissatisfied with their jobs are more likely to engage in cyber loafing behavior (Wanous et al., 2014).

Organizational Factors: Organizational factors that can influence cyber loafing behavior include organizational culture, organizational justice, and workload. For example, organizations that have a

culture that values work-life balance and encourages employees to take breaks are less likely to have issues with cyberloafing behavior (Nguyen & Nguyen, 2019). Additionally, employees who perceive their organization to be unfair or unjust are more likely to engage in cyber loafing behavior (Delgado-Sánchez et al., 2019). High workload can also lead to increased stress and burnout, which can in turn increase the likelihood of cyber loafing behavior (Al Mamun et al., 2020).

Environmental Factors: Environmental factors that can influence cyberloafing behavior include the availability of internet-based technologies, the nature of the job, and social norms. Jobs that are more routine or monotonous are more likely to lead to cyberloafing behavior (Lim et al., 2017). Additionally, employees who perceive that their peers engage in cyberloafing behavior are more likely to do so themselves (Chong & Teo, 2018).

Consequences of Cyberloafing Behavior:

Employee Productivity: Cyberloafing behavior has been found to negatively impact employee productivity. For example, a study by Alvarez and Torres (2019) found that employees who engage in cyberloafing behavior have lower levels of productivity than those who do not engage in such behavior.

H1: Cyberloafing Behavior impact on Innovation Performance

2.2 Abusive Supervision and Innovation Performance

Abusive behavior is the behavior that a boss displays at work during working hours by utilizing. Given the strain, employees don't expect focus at work and become demotivated. This outcome in non-working exercises, with employees engaging in cyberloafing to adjust their feelings of anxiety. These discoveries are by and affirm the past Institute of Business and Financial aspects diminish the interest of the employees in their positions, which influences hierarchical execution and increments emotional exhaustion. This exploration work promotes the investigation of the results of abusive supervision by analyzing its impact on cyberloafing within the sight of emotional exhaustion as the middle person. This sort of behavior shown by the boss severely influences a representative's work job and execution. We endeavored to track down the results and in light of the discoveries, we fostered a few ideas for the top of the division and managers to establish a cordial workplace by expertly taking care of employees. Abusive supervision is showing terrible behavior, tormenting at work, and tormenting employees intellectually. This sort of behavior makes a representative depleted. Abusive supervision is viewed as a workplace stressor for those employees who manage cynicism on a standard premise. This sort of mentality influences work inspiration, work fulfillment,

workplace otherworldliness and authoritative citizenship behavior Zeroing in on the results, the association should seriously treat this issue about why it works out and what's the purpose for it. Abusive supervision has numerous outcomes other than influencing hierarchical efficiency, for example, it influences the individual existence of employees and they feel humiliated before their colleagues and other collaborators[OBJ](Jawad Khan, 2021)[OBJ]Innovation is a complex multi-stage process, including readiness, thought age, and approval, which requires a person to give a lot of time and work to what's more, inventiveness is a course of producing new and original thoughts that need a person's imaginative capacity, like adaptable reasoning, and making strange associations among apparently inconsequential things. Besides, thinking of novel thoughts implies a takeoff from business as usual, so innovativeness is a cycle loaded with vulnerability and hazard. Hence, a singular's penchant for risk-taking is significant for imagination as a rule, a lot of time and exertion for inventive work, innovative capacity, and hazard-taking are three basic variables for foreseeing individual inventiveness. Understanding the above rationale of individual innovativeness, we recommend that abusive oversight is impeding employee inventiveness. In the first place, past examinations have shown that steady assessments from a manager, like commendations, can improve employees' natural inspiration, and propel employees to dedicate time and work to make work brought up that abusive supervisors frequently give negative and threatening assessments to employees, for example, discrediting remarks and faulting for inadequacy, which could sabotage employees' characteristic inspiration for investing a lot of energy and exertion on creative work. Second, innovation is cognitively assessed as a working environment stressor and undermining work circumstances on one hand, employees need to consume mental assets to adapt to the stressor from their abusive boss, which would drain employees' mental assets for imaginative work. Then again, when the workplace is viewed as compromising, employees will quite often utilize unbending reasoning as opposed to adaptable reasoning, which is unfavorable to the age of novel thoughts. Third, leadership writing has shown that when a boss approaches employees with deference and thought, employees will want to acknowledge the gamble that goes with inventiveness in light of the mental wellbeing brought by the manager[OBJ](Cuiping Ma, 2022)[OBJ]what's more, inventiveness is a course of producing new and original thoughts that need a person's imaginative capacity, like adaptable reasoning, and making strange associations among apparently inconsequential things. Besides, thinking of novel thoughts implies a takeoff from business as usual, so innovativeness is a cycle loaded with vulnerability and hazard. Hence, a singular's penchant for risk-taking is significant for imagination as a rule, a lot of time and exertion for inventive work, innovative capacity, and hazard-taking are three basic variables for foreseeing individual inventiveness. Understanding the above rationale of individual innovativeness, we recommend that abusive oversight is impeding employee

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inventiveness. In the first place, past examinations have shown that steady assessments from a manager, like commendations, can improve employees' natural inspiration, and propel employees to dedicate time and work to make work brought up that abusive supervisors frequently give negative and threatening assessments to employees, for example, discrediting remarks and faulting for inadequacy, which could sabotage employees' characteristic inspiration for investing a lot of energy and exertion on creative work. Second, innovation is cognitively assessed as a working environment stressor and undermining work circumstances on one hand, employees need to consume mental assets to adapt to the stressor from their abusive boss, which would drain employees' mental assets for imaginative work. Then again, when the workplace is viewed as compromising, employees will quite often utilize unbending reasoning as opposed to adaptable reasoning, which is unfavorable to the age of novel thoughts. Third, leadership writing has shown that when a boss approaches employees with deference and thought, employees will want to acknowledge the gamble that goes with inventiveness in light of the mental wellbeing brought by the manager.(Cuiping Ma, 2022).

Innovation is one of the key business patterns of an affiliation. Today, managing and assessing innovation is seen as a coordinated cycle as opposed to an assumption-based procedure. Reasonable measures can add to a basically better understanding of innovation. For example, perceiving an idea that transforms into the seed for another association or another thing requires a particular persuasive environment. Different control systems, similar to performance assessment, are critical in embellishment this environment. Innovation measures can help the employee liable for innovation with chasing after educated decisions in view regarding certified data and help with changing targets and ordinary endeavors for close and long stretch innovation goals found that going with occupations for innovation performance assessment. Assessing has a setting off work, especially for the leaders, to take actions. It maintains shrewd gatherings on results, convinces the spreading out of goals, and gives information about true fulfillment; it nudges a discussion about what makes worth and highlights and guides better approaches for acting like cross-helpful participation.

Innovation assessment ought to be given more essential and practical importance to get the most benefit from the usage of such measures. To be practical, the activities should focus in on the fundamental accomplishment factors in a particular association and its cycles. Expecting the brilliant mark of innovation is to make a new, better motivator for the client or end client to get an unrivaled benefit from hypothesis, then, the components inclined to give that accomplishment are key districts for innovation performance assessment. From the composition, four sorts of innovation performance assessment can be recognized: those that emphasis on inputs, communication, process, or results. Inputs consolidate the resources obliged innovation, for example, staff, resources, stuff, and contemplations. Process measures exhibit how the part between the data sources

and consequences of innovation occurs and deal with measures can consolidate time, cost, and quality (Saunila, 2017)

H2: Abusive Supervision impacts on innovation performance

2.3 Moderating Role of Emotional Exhaustion and Self-efficiency

Emotional exhaustion influences an individual genuinely as well as intellectually, causing nervousness and depression three elements of burnout, one of them being emotional exhaustion. These elements are interconnected with one another and assuming one is impacted the general framework is impacted. Because of emotional exhaustion, the exhibition and efficiency of the depleted individual are impacted, causing pessimistic results in their day-to-day existence The impacted individual feels useless and feeble. Emotional exhaustion causes low energy, dozing issues, thinking issues, and loss of fixation. At last, this multitude of elements becomes the reason for interruption from the ordinary routine life. Emotional exhaustion influences everybody in various ways. Every individual is impacted unexpectedly, yet a few normal results incorporate absents from occupations, an interruption from objectives, low energy, free attitude, and evasion of social and family circles. Past discoveries show that emotionally depleted employees generally contemplate their positions, jobs and current associations. Such employees burn through their time in the workplace and quest for occupations somewhere else to stay away from exhaustion searchers settle on the connection between emotional exhaustion and abusive oversight, which is more muddled than one would at first expect in our review. Analysts are of the view that those associations that need accommodating correspondence and participation cause a forceful way of behaving among employees making sense of that employees who become emotionally depleted attempt to leave the association and show no inspiration in performing official errands. Emotional exhaustion's principal reason is the abusive manager who generally mishandles the objective employee, eventually losing an equipped asset. The depleted employee then moves towards unwinding methods, for example, cyber loafing. It is one of the strategies utilized by the employees to unwind and it includes involving different social destinations to keep away from communication with their boss to forestall their confidence and well-being (Jawad Khan, 2021)

H3: Emotional exhaustion significantly moderates the relationship between cyberloafing behavior and innovation

H4: Self-efficiency significantly moderates the relationship between abusive supervision and innovation

Self-efficacy influences prosperity through different cycles through mental, persuasive, and successful means which prompts changes in perspectives and ways of behaving that can further develop both mental and actual prosperity. Exploration concentrates likewise support the way that there exists a connection between self-efficacy and well-being conduct, as higher saw self-efficacy brings about better physical and psychological well-being. In a later finding, declared that self-efficacy and a singular's goals are connected as individuals with higher self-efficacy perform better in a relational and hierarchical arrangement and prosper a sound way of life. Self-efficacy impacts a singular's view of pressure by diminishing them, which thusly limits the well-being results of mental misery (Rabindra Kumar Pradhan, 2021)

Self-efficacy is "individual" convictions in their capacities to practice command over their working and over occasions that influence their live. Or on the other hand, it is a confidence in one's capacities to prepare the inspiration, mental assets, and strategy expected to satisfy given situational needs

Self-efficacy influences inspiration, prosperity, and individual achievement. A review has reasoned that self-efficacy has an effect on individuals by the way they think, act, and rouse themselves to play out a specific movement. He found that low self-efficacy prompts pressure, wretchedness, tension, and powerlessness. As per this hypothesis, self-efficacy influences how individuals put forth objectives for their objectives to be achieved. The people who have high self-efficacy will generally define more significant standards contrasted with the individuals who have low self-efficacy. They will quite often return from disappointment and on second thought of surrendering, they attempt to track down ways of getting by. This is likewise the situation with the kids. Youngsters who have high self-efficacy produce improved results contrasted with the individuals who have low self-efficacy and who like taking care of troublesome issues since they see issues decidedly (In any case,) brought up that given an individual has too high self-efficacy yet without legitimate preparation can prompt a debacle. Take a model of an individual who misjudges his/her capacity to run a long-distance race but gets harmed due to the absence of legitimate preparation. It is smarter to misjudge as opposed to underrate to succeed. Results from hierarchical exploration found a predictable finding that self-efficacy connects to business-related results, and work disposition (Damianus Abun, 2021)

H5: Emotional exhaustion significantly moderates the relationship between abusive supervision and innovation performance.

H6: Self-efficiency significantly moderates the relationship between abusive supervision and innovation performance

2.4 Theoretical Framework
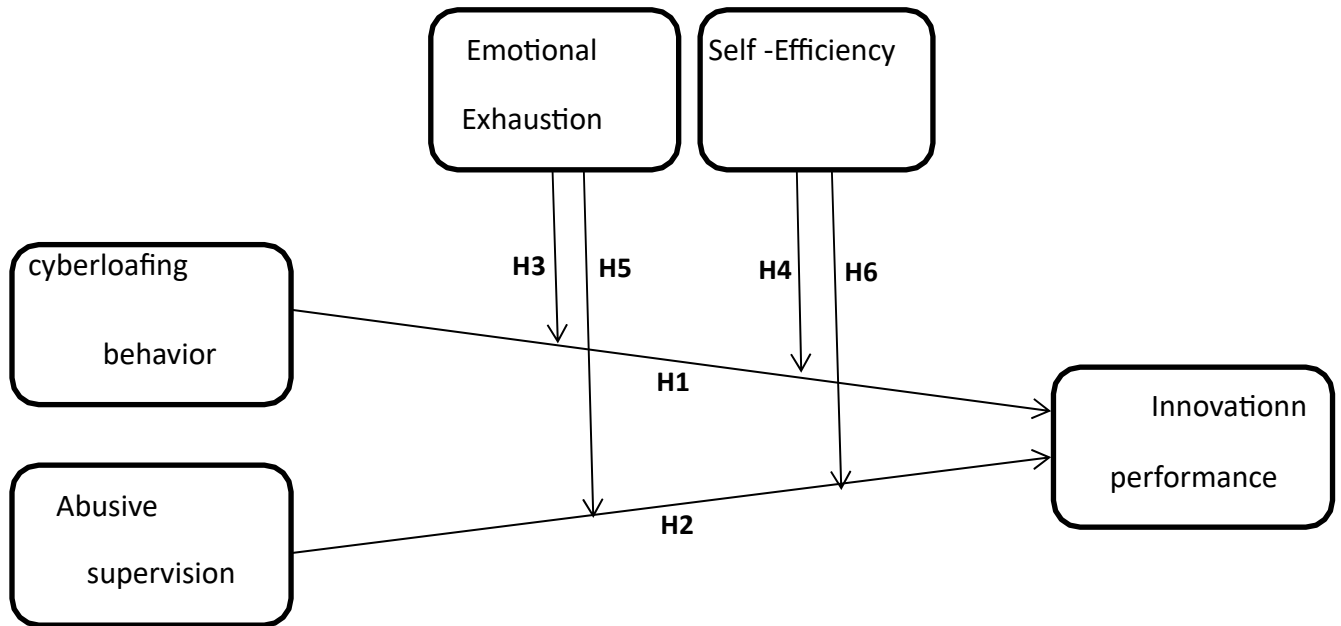
This theoretical framework shows that there are two independent variables, two moderators, and one dependent variable. Cyberloafing behavior and abusive supervision are considered independentvariables. Meanwhile emotional exhaustion and self–efficiency is used as moderators. However, innovation performance is considered a dependent variable. This framework indicates that cyberloafing behavior and abusive supervision have na negative impact on employee commitment with the moderating role played by emotional exhaustion and self–efficiency in the banking sector of twin cities in Islamabad and Rawalpindi.

Chapter Summary

The relevant literature on the constructs of cyberloafing behavior, abusive supervision emotional exhaustion, self-efficiency, and innovation performance, and the link between them has been reviewed in this chapter. After that, the diagrammatic illustration of the theoretical framework is offered, which depicts the measures of the construct of cyberloafing behavior and abusive supervision before relating them to innovation performance, with emotional exhaustion and self-efficiency playing a moderating role. In the next sections of this thesis, the hypothesized relationshipsbetween the variables are also provided alongside empirical testing.

Chapter 3

RESEARCH METHODOLOGY

Introduction

While cyberloafing is often associated with negative outcomes, such as reduced productivity and performance, recent research has shed light on its potential mixed effects on employee behavior and outcomes. This study aims to explore the mixed blessing of cyberloafing on innovation performance within the banking industry of the twin cities Islamabad and Rawalpindi. By examining the relationship between cyberloafing and innovation performance, the study seeks to provide valuable insights for both researchers and practitioners in managing and optimizing employee behavior in the digital workplace.

3.1 Research Design

Quantitative research is classified into four types which includes Descriptive, Co-relational, Experimental, and Casual comparative (Manfred, Max, Berman, 2008). In this study we used the Co-relational approach which demonstrates the association among variables and the effect of independent variables on the dependent variable. Generally, there are two main approaches for research which include quantitative and qualitative. The approach used in this research article is quantitative. It helps the researchers finding out the relation among variables by testing out the hypothesis and generating results. The quantitative approach allows the use of numerical data to generate outcomes and for the identification of effective methods for the study (DeFranzo, 2011).

There are multiple textbooks considering different concepts about the research strategy. Some of the researchers' deliberate research design a practicable alternative to the quantitative and qualitative research methods whereas some of them states the study design for combining and analyzing procedures. Saunders, Lewis & Thornhill (2012) define research strategy as the general impression about the researcher that what they would do for responding to the study complications in the research article. The study plan used for this research is an explanatory research design which connects ideas to grasp the cause and effect.

3.2 Data Analysis Technique

Data collecting is followed by data analysis, which involves utilizing statistical tests to assess data collected from respondents via the survey (correlation, regression, and moderation analysis). The

association between cyberloafing behavior and Abusive supervision (independent variables), self-efficiency and emotional exhaustion (moderators), and innovation performance is investigated using SPSS software (dependent variable). The statistical tests used in this study (correlation, regression, and moderation analysis) indicate the relationship between the variables.

3.2.1 Type of Study

Correlational is the type of investigation for the present study, as this study focuses on assessing the correlation between. cyberloafing behavior, abusive supervision, emotional exhaustion, self-efficiency, and innovation performance

3.2.2 Study Setting

Present research is using non-contrived setting because it involves natural environment for data collection from employees working in the banking sector of twin cities Rawalpindi and Islamabad through distributedquestionnaires.

Horizon[OBJ]

The present study is a cross-sectional study because it involves the observation of data. The time horizon is 3 months. This chapter includes information about the primary data acquired through questionnaire and secondary data received by the sources of journal articles, newspapers and websites etc. Researchmethodology also discussed about the adopted approach. The discussion regarding the population,sample size, and software was also included in this part of the research.

3.2.4 Research Interference

The information for this study is gathered utilizing a web-based overview. The study is planned utilizing Google Structures and is disseminated to employees through email. The review is managed in English, and the respondents are given clear guidelines on the most proficient method to finish the overview. The information assortment method is a fundamental part of any exploration study. In this review, the information assortment system will include the utilization of a web-based study directed to employees in the financial business in Islamabad and Rawalpindi, Pakistan. The web-based review strategy has been decided because of its comfort, cost-viability, and capacity to arrive at an enormous number of members in a brief timeframe.

3.2.5 Research Philosophy

The analysis of the data revealed several significant findings:

1. *Prevalence of Cyberloafing:* The study found that cyberloafing behavior was prevalent among employees in the banking industry, with a significant proportion of participants admitting to engaging

in activities such as browsing non-work-related websites and using personal devices for non-work purposes during working hours.

2. *Antecedents of Cyberloafing:* The study identified various antecedents of cyberloafing behavior, including factors such as job dissatisfaction, low perceived productivity, high workload, and organizational culture. These factors were found to influence employees' engagement in cyberloafing behavior.

3. *Consequences of Cyberloafing:* The findings indicated that cyberloafing behavior had negative consequences for employee productivity, job satisfaction, and overall organizational outcomes.

4. *Relationship with Innovation Performance:* The study revealed a significant negative relationship between cyberloafing behavior and innovation performance in the banking industry. Employees who engaged in higher levels of cyberloafing behavior were found to have lower levels of innovation performance, including generating new ideas, problem-solving, and implementing innovative practices.

The findings of the study on the mixed blessing of cyberloafing on innovation performance in the banking industry of the twin cities Islamabad/Rawalpindi provide valuable insights into the relationship between cyberloafing and innovation performance in this specific context.

The analysis revealed that cyberloafing behavior, which refers to engaging in non-work-related online activities during working hours, has both positive and negative effects on innovation performance among employees in the banking industry. On one hand, it was found that certain forms of cyberloafing had a direct positive impact on innovation performance. This suggests that engaging in specific online activities, unrelated to work, can stimulate employees' creative thinking and contribute to their ability to generate innovative ideas.

On the other hand, the study also identified negative indirect effects of cyberloafing on innovation performance. Cyberloafing was found to influence employees' job anxiety, state gratitude, and perceived meaning of work, which in turn affected their innovation performance. Higher levels of cyberloafing were associated with increased job anxiety and decreased perceived meaning of work, which ultimately hindered employees' ability to perform innovatively. This highlights the potential detrimental consequences of excessive cyberloafing on important psychological factors that drive employees' creativity and innovative behaviors. The findings highlight the importance of managing cyberloafing

behavers in the banking industry to optimize innovation performance. While certain forms of cyberloafing can contribute positively to innovation, organizations need to be cautious about excessive cyberloafing that may lead to increased job anxiety and reduced meaning in work. Creating a work environment that encourages meaningful work experiences and provides support to employees in managing job anxiety can help leverage the potential benefits of cyberloafing while mitigating its negative impact on innovation performance.

It is important to note that the study focused specifically on the banking industry in the twin cities of Islamabad/Rawalpindi. This context-specific analysis provides insights into the unique challenges and opportunities related to cyberloafing and innovation performance in this particular sector. Organizations in the banking industry should consider the specific demands and work characteristics of their employees when designing strategies to manage cyberloafing and foster a culture of innovation.

Organizations should aim to strike a balance by allowing certain forms of cyberloafing that enhance creativity while implementing measures to minimize the negative consequences associated with excessive cyberloafing. By creating an environment that promotes meaningful work experiences and supports employees' psychological well-being, organizations can harness the potential benefits of cyberloafing and foster innovation in the banking industry

3.3 Research Approach
Objectivity is ensured using a quantitative method combined with a positive paradigm. The current study employs a deductive strategy, which begins with the formation of hypotheses based on the literature., formulation of hypotheses, data collection, and data analysis are the parts of this approach.

3.3.1 Research Strategy
A research strategy gives the researcher the necessary direction. The current study uses a survey strategy to collect data from respondents, which includes the use of an adopted structured questionnaire. This research is being carried out in order to collect data on a literature topic and analyze it in order to make a conclusion.

3.3.2 Unit of Analysis
Unit of analysis for this study is individuals comprised of employee working in banking sector of twin cities in Pakistan.

3.4 Population and Sampling

3.4.1 Population

Population refers to an audience which a researcher targets to explore (Kumar, 2019). The population selected for distributing questionnaires and collecting data from our employees working banking sector of twin cities in Pakistan. For this study, we consider employees working in banking sector of twin cities in Islamabad and Rawalpindi as the targeted population area. It is almost impossible for us to gather data from each individual within the population. Hence, a sample is finalized for representation of the entire population. Meanwhile, different sources (such as Sample Size Calculator, Morgan Table, etc.) are used for finalizing a reliable sample to represent the population.

3.4.2 Sampling

A research study cannot be completed without using an optimal sample, as sample size has significant importance for the effective representation of the population (targeted audience). The present study has used Morgan's Table to finalize the sample of 300 respondents (employees working banking sector of twin cities in Pakistan). Meanwhile, a sample of 300 respondents is finalized for data collection and assessing the relationship between variables of the study.

3.4.3 Sampling Technique

The current review utilizes a comfort test method since this is an ideal inspecting strategy for research where the specific populace is obscure. This examining procedure is utilized to move toward such people (inside the populace) who have shown eagerness towards finishing up the questionnaire and participate in the review.

3.5 Scales and Measures

A questionnaire adapted is used for data collection. The adopted questionnaire is made simple and clear to convey the purpose of distributing it and gathering authentic data. The adopted questionnaire includes questions related to demographics and all variables of this study cyberloafing behavior, abusive supervision emotional exhaustion, self-efficiency, and innovation performance

3.5.1 Independent Variables

Cyberloafing behavior and Abusive supervision are the independent variables

3.5.2 Dependent Variable

Innovation performance is the dependent variable

3.5.3 Moderators

Self-efficiency and emotional exhaustion are mediators

The table below lists the variable names, the respective authors of the variables' items, and one sample item from each set.

3.6 Sample Items Scale

Variable	Author(s)	Sample Item
Cyberloafing behavior	Vivien K. G. LIM,	Make me extend the work Deadline
	Don Jiaqing CHEN	Invade the privacy of other
Abusive Supervision	(Kian Yeik Koay, 2022)	I can motivate myself to do my work
Self – efficiency	Ragne G. H. Gj engedal,2021	I feel emotionally drained by my work.
Emotional exhaustion		The employees' individual innovation capability as well as motivation and activity to foster innovations
Innovation performance	MEGHAN E. HILLS	
	(Saunila, 2017)	

3.7 Data Collection Procedure

To gather information, 300 respondents are given a questionnaire embraced from past exploration studies. We circulated most of the questionnaires truly, yet online entertainment is likewise used to convey not many questionnaires and welcome individuals to participate in the review. The questionnaire is improved on by the us by isolating it into particular segments to help the crowd (respondents) to have a superior understanding of the questionnaire and give dependable answers. Questionnaires are given in both electronic and printed copy arrangements to make it more helpful for members. Moreover, direct and clear guidelines are given inside the questionnaire to take out any equivocalness or unclearness.

Chapter Summary:

Chapter 3 provides an overview of the research methodology used in this study. The chapter outlines the research design, sample selection, data collection, and data analysis techniques employed in the study. The chapter also discusses the ethical considerations and limitations of the study.

DATA ANALYSIS AND FINDINGS

Introduction

In a survey, 300 respondents (workers working in the banking industry of twin cities in Pakistan) are given a structured questionnaire and data is collected from them. Based on data collected through a survey, data analysis is done with the help of SPSS Software (SPSS 21) by using statistical tests (correlation, regression, and moderation analysis, etc.).

4.1 Data Analysis

4.1.1 Descriptive Frequencies

Different categories are made within the questionnaire to distribute the data, as categorization of the questionnaire helps in data interpretation. Demographic section of questionnaire is further divided into sub-sections including gender, age, education, designation, and experience. Demographic information of respondents is also collected through the questionnaire, and it is as follows:

Table 1: Descriptive Frequencies

Demographics		Frequencies	Percentages	Cumulative Percentage
Gender	Male	196	65	65

	Female	104	35	100
Age	Less than 30 years	132	44	44
	30 – 45 years	87	29	73
	More than 45 years	81	27	100
Designation	Manager	31	10	10
	Assistant Manager	83	28	38
	Support Staff	186	62	100
Experience	Less than 5 years	151	50	50
	5 – 10 years	92	31	81
	More than 10 years	57	19	100

On the premise of orientation, 196 out of 300 respondents (65 percent) are males. 104 out of 300 respondents (35 percent) are females. Based on age, 132 out of 300 respondents (44 percent) are under 30 years. 87 out of 300 respondents (29 percent) are between 30 - 45 years. 81 out of 300 respondents (27 percent) are over 45 years. Based on assignment, 31 out of 300 respondents (10 percent) are supervisors. 83 out of 300 respondents (28 percent) are associate supervisors. 186 out of 300 respondents (62 percent) are support staff. In light of involvement, 151 out of 300 respondents (50 percent) are under 5 years. 92 out of 300 respondents (31 percent) are between 5 - 10 years. 57 out of 300 respondents (19 percent) are over 10 years.

4.1.2 Reliability Analysis

The goal of a dependability examination is to lay out how solid the information assortment survey is. To put it another way, unwavering quality investigation (otherwise called the Chronbach's Alpha test) is utilized to gauge how much dependability of a survey. Lower deviations in rehashed stretch measures show an elevated degree of survey dependability. The trustworthiness, consistency, and

pertinence of a survey may be generally used to decide its unwavering quality. Coming up next is the result of the unwavering quality examination:

Table 2: Reliability Statistics

Variable	Chronbach's Alpha	N of Items
Cyberloafing Behavior	.943	13
Abusive supervision	.892	16
Emotional exhaustion	.872	8
Self-efficiency	.811	11
Innovation performance	.795	7

High reliability of the questionnaire or the questions used inside the questionnaire is indicated by a coefficient of reliability near to Cyberloafing Behavior, Abusive supervision, Emotional exhaustion, Self-efficiency and Innovation performance of Cronbach's Alpha values(0.943, 0.892, 0.872, 0.811, and 0.795.) are near to 1 based on reliability statistics, indicating that the questionnaire and data acquired by the questionnaire are highly reliable

4.1.3 Correlation Analysis

The expression "correlation" refers to the method involved with deciding how at least two factors are connected. Correlation is considered high when there is a huge connection between at least two factors. Correlation is considered unfortunate when there is a point of failure between at least two factors. Moderate correlation, then again, is portrayed as a moderate level of connection between at least two factors. Correlation coefficients range from - 1 to +1. The Pearson r measurement is utilized to check out at the connection between the review's factors.

Table 3: Means, SDs and Correlation

	Mean	SD	1	2	3	4	5
1. Cyberloafing Behavior	3.17	.62	1				
2. Abusive Supervision	2.89	.74	.431**	1			
3. Emotional exhaustion	3.01	.78	-.429**	-.467**	1		
4. Self-Efficiency	3.31	.81	-.384**	-.411**	.452**	1	
5. Innovation performance	2.94	.70	-.429**	-.478**	.463**	.491**	1

Note: N=300

SD, Standard Deviation

**p<0.05

 *p<0.01

The results show that there is a moderately significant association between cyberloafing behavior and innovation performance with a magnitude of .429 and in a negative direction. Abusive Supervision and innovation performance have a moderately significant association with a magnitude of .478 and in a negative direction. Similarly, there is a moderately significant association between emotional exhaustion and innovation performance with a magnitude of .463 and in a positivedirection. Self-efficiency and innovation performance have a moderately significant relationship with a magnitude of .491 and in a positive direction.

4.1.4 Regression Analysis

The term "regression" refers to a relationship between dependent and independent variables, as well as the magnitude of that relationship. The results of the linear regression analysis are presentedin the following table:

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1	.652ᵃ	.425	.420	.57932	1.731

a.Predictors:(Constant),Abusive Supervisor

b.Cyberloafing behavior

R-square reflects the variation that predicting variables (cyberloafing behavior and Abusive Supervision are in the dependent variable (innovation performance). Simply, R^2 indicates the amount to which "cyberloafing behavior and Abusive Supervision" can explain "innovation performance". According to the R Square value in the model, cyberloafing behavior and Abusive Supervision accounted for 42.5 percent of the variation in innovation performance. The Durbin-Watson value should be in the range of 0 to 4. Durbin Watson has a value of 1.731. Adjusted R^2, on the other hand, demonstrates the theoretical model's fitness. The adjusted R^2 value is 42.0 percent, indicating that the theoretical model employed in this study is 42.0 percent fit.

4.1.5 Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.537	1	6.062	23.026	.000ᵇ
Residual	68.693	298	.391		
Total	76.230	299			

a. Dependent Variable: Innovation Performance

b. Predictors: (Constant): Abusive supervision, Cyberloafing behavior

The ANOVA results show that the value of F is greater than 4 and the significance value is less than 0.05. As a result, the statistical significance of the theoretical model is established. According to ANOVA

Table 6: Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.241	.219		3.537	.002
1. Cyber loafing Behavior	-.286	.076	-.281	2.614	.001
2. Abusive Supervision	-.213	.068	-.208	2.238	.001

Cyberloafing behavior and abusive supervision have a major impact on innovation performance, as shown in the table above. Cyberloafing behavior and abusive supervision have a significance value of less than 0.05 in the model, indicating that there is a negative and significant association betweenthem Cyberloafing behavior (b=0.286) is significant, with a negative coefficient, implying that high Cyberloafing behavior is associated with low innovation performance. abusive supervision (b=0.213) is significant, and the coefficient is negative, implying that a high level of Cyberloafing behavior isassociated with a low level of innovation performance

4.1.6 Moderation Analysis

Table 7: Moderation

Model Summary

R	R-sq	F	df1	df2	p
.6274	.4184	42.1179	4.0000	154.0000	.0000

Model				
	coeff	Se	t	P
Constant	1.2780	1.1716	2.0908	.0027
Emotional Exhaustion	1.0765	.2975	3.6190	.0004
Cyberloafing Behavior	.9344	.3735	2.5019	.0034

int_1	.1665	.0924	2.8029	.0033

Interactions: int_1 = Emotional Exhaustion x Cyberloafing Behavior

Outcome Variable: Innovation Performance

Cyberloafing Behavior (X) has a significant relationship with innovation performance (Y) (Coeff. 0.9344, p0.05), according to the findings. In contrast, there is a substantial association between Emotional Exhaustion (M) and innovation performance (Y) (Coeff. 1.0765, p0.05), and the interaction term Emotional Exhaustion, Cyberloafing Behavior is significant (Coeff. 0.1665, p0.05). Based on these findings, we can conclude that Emotional exhaustion is a significant moderating variable in this model, as not only cyberloafing behavior is associated with innovation performance but emotional exhaustion is also significant when tested as an interaction term by multiplying with cyberloafing behavior As a result, our findings suggest that emotional exhaustion should be moderated in the link between cyberloafing behavior and innovation performance.

Table 8: Moderation

		Model Summary			
R	R-sq	F	df1	df2	p
.6284	.4479	42.1768	4.0000	154.0000	.0000
		Model			
	coeff	Se	t	P	
Constant	.5729	1.0018	2.4701	.0012	
Cyberloafing Behavior	1.0172	.2384	3.7217	.0007	
Self -efficiency	.6180	.2819	2.0146	.0013	
int_1	.1261	.0649	2.1609	.0011	

Interactions: int_1 = Cyberloafing behavior x Self efficiency

Outcome Variable: Innovation performance

Innovation performance (Y) has a strong association with cyberloafing behavior (X) (Coeff..6180, p0.05).Whereas there is a substantial association between self-efficiency (M) and innovation performance (Y) (Coeff. 1.0172, p0.05), and the interaction term (cyberloafing behavior x self-efficiency) is significant (Coeff. 0.1261, p0.05). Based on these findings, we may conclude that self-efficiency is a major moderating variable in our model, as not only is cyberloafing behavior associated with innovation performance, but self-efficiency is also significant when tested as an interaction term by multiplying with cyberloafing behavior. As a result, our findings suggest that self-efficiency should be moderated in the link between cyberloafing and innovation performance

Table 9: Moderation

Model Summary

R	R-sq	F	df1	df2	p
.6417	.4189	42.1719	4.0000	154.0000	.0000

Model

	coeff	se	t	p
Constant	.6127	.5173	2.1725	.0015
Emotional exhaustion	.7018	.1426	4.6681	.0000
Abusive Supervision	.3042	.1697	2.7287	.0018
int_1	.0487	.0217	2.0773	.0030

Interactions: int_1 = Emotion Exhaustion x Abusive supervision

Outcome Variable: Innovation performance

Innovation performance (Y) has a significant relationship with abusive supervision(X) (Coeff. 0.3042, p0.05). In contrast, there is a substantial association between Emotional exhaustion (M) and innovation performance (Y) (Coeff. 0.7018, p0.05), and the interaction term (emotional exhaustion Abusive Supervision is significant (Coeff. 0.0487, p0.05). Based on these findings, we can conclude that emotional exhaustion is a significant moderating variable in this model, because not only is abusive supervision associated with innovation performance but emotional exhaustion is also significant when tested as an interaction term by multiplying with abusive supervision As a result, our findings suggest thatemotional exhaustion should be moderated in the link between Abusive supervision and innovation performance.

Table 10: Moderation

Model Summary					
R	R-sq	F	df1	df2	p
.6017	.4714	41.7429	4.0000	154.0000	.0000

Model				
	coeff	Se	t	P
Constant	1.1926	1.1372	2.0718	.0013
Self-efficiency	1.0258	.2718	3.2196	.0006
Abusive Supervision	.8162	.3872	2.5617	.0017
int_1	.1381	.0816	2.6712	.0012

Interactions: int_1 = Self -efficiency x Abusive Supervision

Outcome Variable: Innovation performance

Innovation performance (Y) has a significant relationship with abusive supervision (X) (Coeff.

0.8162, p0.05). Whereas there is a significant relationship between self-efficiency(M) and innovation performance (Y) (Coeff. 1.0258, p0.05), and the interaction term (abusive supervision x self-efficiency) is significant (Coeff. 0.1381, p0.05). Based on these findings, we may conclude that self-efficiency is a strong moderating variable in our model, as it is significant not just with innovation performance, but also when we test self -efficiency as an interaction term by multiplying it with abusive supervision. As a result, our findings suggest that self-efficiency should be moderated in the link between abuse. supervisor and innovation performance

4.2 Data Findings

Table 11: Data Findings

HYPO THESIS	STATEMENT	ACCEPTED/ REJECTED
H1	Cyberloafing Behavior Impacts Innovation Performance.	Accepted
H2	Abusive Supervision impacts innovation performance	Accepted
H3	Emotional exhaustion significantly moderates the relationship between cyberloafing behavior and innovation	Accepted
H4	Self-efficiency significantly moderates the relationship between abusive supervision and innovation	Accepted
H5	Emotional exhaustion significantly moderates the relationship between abusive supervision and innovation performance.	Accepted

H6	Self-efficiency significantly moderates the relationship between abusive supervision and innovation performance	Accepted

Chapter 5

CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

The goal of this research was to look at the link between cyberloafing behavior, abusive supervision, emotional exhaustion, self -efficiency in the banking sectorof twin cities Islamabad and Rawalpindi cyberloafing behavior, abusive supervision, the independent factors inthis study. Employee commitment, on the other hand, is used as a dependent variable. Meanwhile, the banking sector of Islamabad and Rawalpindi twin cities has been chosen to investigate the relationship between thevariables stated above. Respondents' data is collected using a structured questionnaire that has been adopted (employees working in the banking sector of twin cities in Rawalpindi Islamabad). A scale of significance level with a range of up to 5% is set to examine the acceptance and rejection of this study's hypotheses. The study's hypotheses (H1 and H2) are accepted or rejected based on the significance level scale. Innovation performance is less than 0.05 when there is a significant amountof cyberloafing behavior and abusive Supervision. As a result, H1 and H2 (which were established using a theoretical framework) have been acknowledged and proven to be significant. Accepting H1 and H2, regression analysis shows a substantial association between cyberloafing behavior and abusive supervision (independent factors) and employee commitment (dependent variable) in the banking industry of twin cities in Islamabad and Rawalpindi. Furthermore, in the banking sector of twin citiesin Islamabad and Rawalpindi moderation analysis has demonstrated the significant moderating effect of emotional exhaustion and self-efficiency in the relationship between cyberloafing behavior and abusive supervision (independent variables) and innovation performance (dependent variable),accepting H3, H4, H5, and H6.

5.2 Conclusion

The goal of this study, as stated in (Chapter 1), is to analyze the influence of cyberloafing behavior and abusive behavior on innovation performance in the banking sector of twin cities in Islamabad and Rawalpindi with the moderating effect of emotional exhaustion and self-efficiency An adoptive structured questionnaire is distributed among the 300 respondents (employees working in the banking sector of twin cities in Islamabad and Rawalpindi) for data collection. Job insecurity and organizational injustice were scientifically examined with employee commitment to prove the

relationship and discovered a favorable association between both. Cyberloafing and abusive behavior are adversely connected with innovation performance, with magnitudes of 0.429 and 0.478, respectively, according to correlation analysis. Furthermore, regression analysis demonstrated a significant relationship between cyberloafing and abusive supervision (independent variables) and innovation performance (dependent variable). According to the findings of the study, an increase in cyberloafing behavior leads to a significant decline in innovation performance in the banking industry of twin cities. Islamabad and Rawalpindi

5.3 Research Limitations

The findings of this study reveal a complex relationship between cyberloafing and innovation performance in the banking industry. On one hand, the results indicate that cyberloafing is positively associated with innovation performance, suggesting that certain forms of non-work-related internet use can stimulate creative thinking and problem-solving abilities among employees. This finding challenges the conventional assumption that all cyberloafing behaviors are detrimental to work outcomes.

On the other hand, the study also reveals negative associations between cyberloafing and innovation performance, indicating that excessive and uncontrolled cyberloafing can have adverse effects on employee creativity and innovative contributions. This implies that there is a threshold beyond which cyberloafing becomes counterproductive, hindering employees' ability to focus on work tasks and impeding their innovative potential.

5.4 Recommendations & Future Research

This study has addressed the majority of the aspects, yet minor improvements might be done to makeit even more effective and reliable. Minor improvements to the time period, sector, sample size, research nature, etc., can be made. The time duration might be extended in order to help the researcher in performing suitable research. A suitable time period provided to the researcher may aid in the collection of data from respondents belonging to various backgrounds and cultures. An extended time period could give an option to the researcher to urge individuals of the population (who were not included in the survey) to exhibit interest by participating actively in the data collection process. Enthusiasm and encouragement can be developed in the members of the population, as enthusiasm and encouragement will help to expand the sample size, which will improve the validity and reliability of the data collected and analyzed. Furthermore, this study has focused on the banking sector, (other than the banking sector) might be utilized to collect data and

analyze the relationship between variables of thestudy. Furthermore, if the researcher is given a longer time period to complete a research study, the sample size can be expanded. Finally, rather than doing cross-sectional research, longitudinalresearch might be used to analyze the correlation between variables of the study.

5.5 Research Implications

Theoretical implications of this study contribute to the existing literature on cyberloafing and innovation performance. By demonstrating the mixed nature of the relationship, the study challenges the traditional view that cyberloafing is uniformly detrimental to work outcomes. The findings highlight the importance of considering the context, frequency, and nature of cyberloafing behaviors in understanding their impact on innovation performance. This nuanced understanding contributes to a more comprehensive theoretical framework for examining the effects of cyberloafing in the workplace.

Moreover, the study identifies perceived meaning of work as a significant mediator in the relationship between cyberloafing and innovation performance. This highlights the role of employees' perception of the meaningfulness of their work in shaping their innovative behaviors. The study expands our understanding of the psychological mechanisms underlying the relationship and emphasizes the significance of employees' subjective experiences in determining the outcomes of cyberloafing.

Managerial Implications:

The findings of this study have several implications for managers and organizational leaders in the banking industry. First, the recognition of the potential positive effects of cyberloafing on innovation performance calls for a balanced approach to managing employee internet use. Organizations should avoid adopting a strictly prohibitive stance on cyberloafing and instead focus on implementing policies and practices that encourage responsible and purposeful internet use during working hours.

Second, the identification of job anxiety and state gratitude as influential factors suggests the importance of addressing individual-level variables to mitigate the negative impact of cyberloafing. Managers should strive to create a supportive work environment that reduces job anxiety and fosters a sense of gratitude among employees. These efforts can help employees cope with stress, maintain a positive mindset, and enhance their perceived meaning of work, ultimately positively influencing their innovation performance.

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Hi. I am a student of Bahria University, Islamabad. I am collecting information for my research thesis, for which I have designed a questionnaire and sharing it with you to gather information. This questionnaire has been designed for the sole purpose of collecting data regarding "The mixed blessing of cyberloafing on Innovation performance in banking industry of Islamabad and Rawalpindi". The data collected will be treated with very high degree confidentiality and it is meant for academic purpose only. You are kindly asked to fill out this questionnaire by circling appropriate answers.

Section A: General Information

Gender:

- Male
- Female

Age:

- Less than 30 years
- 30 – 45 years
- More than 45 years

Designation:

- Manager
- Assistant Manager
- Support Staff

Experience:

- Less than 5 years
- 5 – 10 years
- More than 10 years

Keeping in view your experience, answer the following questions:

Cyberloafing Behavior	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Make me extend deadline	1	2	3	4	5
Make me better worker	1	2	3	4	5
Help to deal with Problem at work	1	2	3	4	5
Distract me from my work	1	2	3	4	5
Help to deal with practical issue	1	2	3	4	5
Help to deal with personal issue	1	2	3	4	5

Abusive Super vision	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Puts people down in front of others	1	2	3	4	5
Does not allow others to interact with their coworkers	1	2	3	4	5
Expresses anger at others when they are mad for another reason	1	2	3	4	5
Blames others to save their own embarrassment	1	2	3	4	5
Important decisions are made from top down devoid from any consultations	1	2	3	4	5
Decisions are influenced by personal factors like ethnicity, age, gender of employees	1	2	3	4	5
Assignments are given on the basis of favoritism without regard to competency	1	2	3	4	5

Doesn't give others credit for work that required a lot of effort	1	2	3	4	5

Keeping in view your experience, answer the following questions:

Emotional Exhaustion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel emotionally drained by my work.	1	2	3	4	5
I feel used up by the end of the day.	1	2	3	4	5
I feel fatigued when I have to get up in the morning to face another day on the job	1	2	3	4	5
Working with people all day is really a strain for me.	1	2	3	4	5
I feel 'burned out' from my work.	1	2	3	4	5

I feel frustrated by my job.	1	2	3	4	5
feel I'm working too hard in my job.	1	2	3	4	5
I feel like I'm at the end of my rope	1	2	3	4	5
Self -Efficiency	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
I will be able to cope with setbacks	1	2	3	4	5
I won`t be able to complete my work tasks due to my emotional state	1	2	3	4	5
I will be able to set my personal boundaries at work	1	2	3	4	5
I will be able to perform my tasks at work	1	2	3	4	5
I will be able to deal with emotionally demanding situations	1	2	3	4	5
I will have no energy left to do anything else	1	2	3	4	5

	1	2	3	4	5
I will be able to concentrate on my work	1	2	3	4	5
I will be able to cope with work pressure	1	2	3	4	5
I can deal with the physical demands of my work	1	2	3	4	5

Section D: Innovation Performance

Keeping in view your experience, answer the following questions:

Employee Commitment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization's ability to learn from experience and to use that experience to create and develop innovations	1	2	3	4	5
The overall atmosphere of the organization that supports and motivates innovation, and a leadership culture that facilitates innovation	1	2	3	4	5
The employees' individual innovation capability as well as motivation and activity to foster innovations	1	2	3	4	5

The exploitation of external networks and knowledge—their importance in enhancing the organization's overall innovation capability	1	2	3	4	5
The structures and systems that successful innovation requires—the generation, development, and implementation of ideas, the ways in which the organization's work tasks for innovation are organized	1	2	3	4	5
The expertise of one's work plays, includes knowledge as well as improvement in employee skills	1	2	3	4	5

Thank You!