

Workplace Cyberslacking: Role of Organizational Commitment, Group Identification and Desirability for Control Among Telecom Sector Employees



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Workplace Cyberslacking: Role of Organizational Commitment, Group Identification and
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To my beloved parents

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ABSTRACT

The current study aimed to find out the role of organizational commitment, group identification, desirability for control, cyberslacking intentions and cyberslacking behavior among telecom sector employees. Data was collected from telecom offices in Rawalpindi and Islamabad. The sample size was 250 including male ($n = 138$) and female ($n = 112$). The instruments used to measure the constructs in the study were Organizational Commitment Questionnaire (Alan & Meyer, 1990), Group Identification Scale (Sani et al., 2015), Desire for Control Scale (Uziel & Baumeister 2017), Cyberslacking Intention Scale (Askew, 2014) and Cyberslacking Scale (Blanchard & Henle.2008; Askew et al., 2104). After analyzing the reliability of the scales, Confirmatory Factor Analysis was done to find out the efficacy of measurement models. Next, Correlation analysis was conducted that showed that there exists significant positive relationship between cyberslacking behavior with cyberslacking intention and desirability for control, while significant negative relationship was indicated between organizational commitment, group identification and cyberslacking behavior. Mediation analysis were done to find out the mediating role of cyberslacking intention between the factors and cyberslacking. It was found that cyberslacking intention had mediated the relationship between organizational commitment and cyberslacking. ANOVA was conducted to investigate the differences in study variables on the basis of education and work setting. Results indicated that differences exists in cyberslacking and affective detachment on the basis of education and in cyberslacking behavior and cyberslacking intention on the basis of work setting. In addition, t test analysis showed that significant differences exists cyberslacking and loyalty on the basis of job characteristics. Limitations and further suggestions were also documented.

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LIST OF ABREVEATIONS

| | | |
|----|----------|------------------------------|
| 1 | M | Mean |
| 2 | SD | Standard Deviation |
| 3 | k | Number of items |
| 4 | N | Frequency |
| 5 | α | Cronbach's Alpha Reliability |
| 6 | η^2 | eta square (effect size) |
| 7 | β | Regression coefficients |
| 8 | B | Regression coefficients |
| 9 | SE | Standard Error |
| 10 | R^2 | Effect size of Mediation |
| 11 | p | Significance Level |
| 12 | n | Sample size |

CHAPTER I

INTRODUCTION

Background

The internet has evolved from a tool to a necessity in today's environment. The Global Digital (2019) Report states that 57% of people utilize the internet till now and that number has been rising steadily since 2018 and has risen up to 9.1 percent. According to the same survey, internet users spend 6.42 hours a day online on average (Wearesocial, 2019). There are certain unavoidable consequences to the internet's intrusion into our daily lives. Since most individuals spend their working hours on the internet, there is concern about its use there. The usage of the Internet at work is increasing, much like it does in daily life.

The literature indicates that eighty percent of workers report checking social media, reading blogs, and shopping while at work, highlighting the behavior's contemporaneity and prevalence (Metin, Peeters, & Taris, 2018). Internet use at work becomes unavoidable when coworkers share calendars, utilize internet-dependent applications and programs, or use email as a communication tool. People begin to employ technology and the internet for personal purposes due to its broad use and popularity. As a result, Cummins coined the word "cyberslacking" in the daily news in New York in 1995 (Jandaghi et al., 2015). This phenomenon has become a significant concern for organizations as it can lead to decreased productivity, wasted resources, and potential security risks (Vitak & LaRose, 2011).

Cyberslacking behavior was described by Aksoy (2018) as using the internet or internet-connected devices for non-business purposes during working hours. Cyberslacking actions could be divided into minor and serious categories (Ross, 2018). Small-scale cyberslacking behaviors are regarded as transient and unimportant and typical; for instance, purchasing online as cyberslacking behaviors entail prolonged time waste, harm to the operations and structure of the organization, and result in illegal issues in some situations, such as internet gambling or visiting websites that cater to adults (Mercado et al. 2017; Metin & Demirutku 2020). In order to cater cyberslacking behavior, research indicates that organizational commitment can play an important role (Askew, 2014).

An individual's psychological attachment to the organization is known as organizational commitment. Organizational commitment is the degree to which workers identify with a particular organization and its goals and want to be members of that same organization (Robbin & Judge, 2012). Various factors influence organizational commitment, including organizational variables (e.g., support, dependability, leadership), job-related variables like characteristics, empowerment, role conflict, and individual variables including age, gender, education (Nandhini, 2022).

One essential aspect of the human experience is involvement in one or more social groups (Tomasello, 2009). Humans are social beings who interact with groups of friends and acquaintances, play in teams and clubs, work in organizations and groups, and are raised in families, tribes, villages, and communities but belonging to a group involves more than just participating in activities and interacting with other members of the same group. Belonging to a group also has a subjective component. In particular, it could entail a sense of sharing characteristics, customs, and emotions with other in-group members as well as sentiments of

affiliation, belonging, and connectedness. This complex network of thoughts and emotions has been conceptualized by researchers as group identification (Sani & Dugard, 2014).

The concept of Desirability of Control (DOC) was originally defined as to an individual's dispositional tendency to desire control over their experiences and surroundings (Burger & Cooper, 1979). Individuals with high DOC scores are frequently characterized as decisive and strong-willed, while those with low DOC scores are characterized as unsure or docile (Thomas, Buboltz, Teague, & Seeman, 2011).

As telecom sector jobs are related to use of technological devices and services, and often operates 24 hours on the clock, the chances of employee's cyberslacking increases. Given the importance of technology in day-to-day operations, research on cyberslacking behaviors is especially pertinent in this context. It can provide light on how staff members use and navigate technology while at work (Khan, Naveed, Awan & Rehman, 2023).

Examining the relationship among organizational commitment, group identity, and control-seeking as influential factors, this study aims to explore the complex dynamics surrounding cyberslacking. The purpose of this research is to elucidate the complex interrelationships that exist between team dynamics, employee attitudes, and personal motivations in relation to cyberslacking.

Rationale

Theoretical Gap

The primary objective of the study was to find out the role of organizational commitment, group identification and desirability for control in cyberslacking intention and cyberslacking behavior. In this research, cyberslacking intention is a mediator between these predictors and cyberslacking behavior. According to previous researches, theory of planned behavior defines cyberslacking behavior. Based on the components of this theory, the factors behind cyberslacking at workplace could be defined.

The study's objective is to close gaps in the literature. Due to differing theoretical stances, prior studies have not provided a coherent explanation for cyberslacking. Previous research has not incorporated cyberslacking behavior in terms of personal resources and characteristics of employees such as control over self on cyberslacking (Mishra & Tageja, 2022).

Moreover, previous research has not given much attention to examining employee behavior, attitudes, and intentions collectively (Askew et al., 2014; Moody & Siponen, 2013).

Contextual Gap

Current research aims to find out the cyberslacking behaviors among telecommunication sector employees which has not been widely studied in the previous researches which has focused on studying cyberslacking behavior among education, banking and health care sectors. The current study will give in-depth understanding about cyberslacking tendencies of employees when their work is communication-intensive and have specific performance metrics related to response times and customer satisfaction. Since cyberslacking lowers employee productivity and work performance in organizations, research into its causes will be helpful in suggesting ways to lower it in order to raise employee productivity.

CHAPTER II

LITERATURE REVIEW

Cyberslacking

Cyberslacking is the term for "IT way of idling on the job". It describes the practice of employees purposefully using their company's internet connection for non-work-related purposes while they are assigned to work. According to Varghese and Barber (2017), employees who use the internet excessively at work are engaging in counterproductive behavior. It is appealing to believe that browsing the internet excessively will reduce productivity.

Along with major and minor cyberslacking, there has been division into other types as information search, online shopping and personal communications as an emails and chats (Askew, 2014). The fourth dimension of this classification has been added by Ramayah (2010) as downloading information from web for personal use.

Depending on the severity and effect of an employee's cyberslacking behavior, it can be categorized as severe or minor (Blanchard & Henle, 2008). Short-term activities including checking email, news, and social media websites online without attracting any legal ramifications are examples of minor cyberslacking (Güğerçin, 2020).

The increasing usage of technology in the workplace boosts productivity and efficiency when it comes to information availability but they also routinely take employees' focus and energy in other directions (Barjis et al., 2011). According to Venkatraman et al. (2018), cyberslacking is defined as either a small or major type of organization related outlier usage of IT with little technical proficiency.

On the other hand, these acts do affect workers' productivity and performance (Alharthi et al., 2021; Usman et al. 2021). Because of this, even small-scale cyberslacking has come to be seen as anti-normative behavior that is, behavior that is ethically repugnant to the larger community, which includes the organization and the stakeholders that are affected by it (Ning & Zhaoyi, 2017). Large-scale cybercrimes are more severe and may result in legal action which includes using unauthorized websites and engaging in online gambling (Güğerçin, 2020).

Cyberslacking has been classified by recent taxonomies as informational, recreation or virtual activities (for e.g. gaming) on the internet (Bett et al., 2018). Cyberslacking has been examined in an increasing amount of literature as a deviant behavior that impacts several structures. It is important to recognize that the goals behind the use of technology, rather than the technology itself, present the issue.

Cyberslacking can be caused by a variety of factors, including addiction, anxiety reduction strategies, avoiding FOMO (fear of missing out), professional or personal stress, or retaliation against supervisor behavior (Henle & Blanchard, 2008; Pindek et al., 2018). These theories typically characterize cyberslacking as a negative workplace behavior and explain why people may resort to technology use in unfavorable circumstances at work. The fundamental idea behind this theoretical viewpoint is that if workers believe they are receiving unfair treatment from the company, they are more likely to commit misconduct (Kim et al. 2016).

Cyberslacking intention

Cyberslacking behavior is preceded by cyberslacking intention as explained by theory of planned behavior. Cyberslacking intention refers to an individual's deliberate and conscious inclination to engage in cyberslacking behavior (Rana, 2019). Cyberslacking intention has been defined as the intention of the person to engage in cyberslacking behaviour. It is the degree of mental readiness or plan to perform cyberslacking (Rana, 2019).

Studies have examined the effectiveness of different control mechanisms in lowering cyberslacking, such as organizational policies, punishment, IT control policy, monitoring, and sanctions (Glassman et al. 2015; Khansa et al. 2017; Wang et al. 2013). Unproductive organizational behaviors has been studied with respect to employee's skills, individual traits and discipline (Ramos, 2023). Furthermore, management of human resources and organizational culture are also factors related to organizational behavior of employees (Jorovlea, 2022).

One dimension, which contrasts enablers and inhibitors, separates control and motivation as the two main categories of antecedents of cyberslacking. Conventional information systems research has largely concentrated on the elements that encourage technology use, or enablers, and very little on the elements that deter use, or inhibitors. It is proposed that facilitators and inhibitors can coexist and are conceptually different. A more comprehensive understanding of the phenomenon can be obtained by considering IT use from the perspectives of both enabling and inhibiting users (Cenfetelli & Schwarz, 2011). According to the general theory of crime, the motivation-control perspective is consistent with the enabler-inhibitor perspective of this theory (Marcus & Schuler, 2004).

Situational enablers have the potential to cause cyberslacking. They are advantageous components that lessen cyberslacking and are related to the workplace. According to analysis of the literature, the facilitating conditions and the subjective norm (that is, the descriptive norm, are prescriptive norm) are aspects that are positively oriented and incite workers to use subpar work practices on the internet (Bock et al. 2010; Sheikh et al., 2015). The facilitating conditions and the subjective norm are the two primary situational variables in theories. Aspects of a person's environment that provide them with the opportunity to act consciously are referred to as motivating factors or enablers for the behavior, or facilitating conditions (Robert & Sykes, 2017).

According to Bock et al. (2010), the term "subjective norm" refers to the beliefs that specific individuals or groups have about what behavior is appropriate. It makes it easier for people to engage in different activities. Studies on cyberslacking have employed the terms "subject norm" and "social factors" to include the belief about the acceptance of cyberslacking in the workplace (Koay et al., 2017).

Furthermore, it has been demonstrated that an organization's culture has a crucial role in influencing cyberslacking behaviors since it sets expectations for employee conduct at work (Nusrat et al., 2021). Sawitri and Mayasari (2017) studied the moderating effect of creative self-efficacy while conducting research to examine the impact of cyber use, during work hours, such as watching videos that are prohibited, on creative performance. They discovered that while serious browsing behaviors had a negative influence on creativity, some activities including emailing, internet surfing, and other acts improve creative performance at work. However, since it is commonly thought to include all actions that depart from organizational norms, it is crucial to understand cyberslacking and its predecessors from an organizational perspective (Pindek et al., 2018).

In order to cater cyberslacking behavior, research indicates that organizational commitment can play an important role (Askew, 2014).

Organizational Commitment

Employee commitment to the organization is one of the most significant indicators of organizational success (Konya, 2016). Meyer and Herscovitch (2010) defined commitment as a factor that keeps an individual linked to the series of actions leading to a target. Employees that are more committed to their jobs put in more effort, hold themselves to higher standards, create excellent work, and increase productivity (Konya, 2016).

In the past 20 years, there has been a change in the type of workers that is; committed workers, who are not at risk of leaving the company and are often viewed as the driving force behind organizational success (Zareie, 2016). In an effort to increase productivity, organizations are showing an increased interest in promoting employee commitment (Bisharat, 2016). Employee's behaviors in the telecom sector has been studied widely in researches. It was found that organizational commitment mediated the relationship between transformational leadership styles and job outcomes (Anwar & Ahmed, 2012).

The commitment of employees to organization reflects their loyalty, commitment to the organization's goals, and desire to stay on staff (Messner, 2013). As it can predict and measure employee turnover, absenteeism, and productivity; employee commitment to organization is viewed as a major source of competitive advantage by many employers (Irefin, 2014). Employers are aware that they can foster a more effective and productive work environment by emphasizing employees' dedication to their companies (Kompaso, 2010).

Three different kinds of employee's organizational commitment are there including affective, continuance, and normative commitments. (Chen, 2003). An employee's emotional investment and involvement in the company and its success is referred to as affective commitment. Continuance commitment refers loyalty of an employee's to their company after taking into account the potential loss of quitting the company. As they believe that leaving the organization would come at a great cost, workers may decide to dedicate themselves to it. Normative commitment refers to an employee's dedication to sticking with their company due to their sense of duty and loyalty. The degree to which a worker feels compelled to forgo personal gain and refrain from criticizing the company serves as a source for it (Chen, 2003). Employees that have a feeling of organizational commitment are less likely to engage in unethical actions, such as cyberslacking, which makes organizational commitment research significant (Živković & Dujak 2021).

Organizational commitment is correlated with work completion and effectiveness (Muafi, 2023). Hensel & Kacprzak (2020) assert that an individual's organizational commitment may mirror their attitudes toward the organization such as a strong desire to survive. Shen et al. (2023) claim that organizational commitment spans a number of areas, such as devotion to assignments, teams, and labor.

The core elements of organizational commitment are these domains. Organizational commitment is a psychological and social condition that shows how employee goals align with the organization's goals. Perseverance, a strong sense of belonging, and a desire to stick with the organization are all parts of the commitment (Li et al., 2020). Numerous studies examined the relationship between cyberslacking behavior and employee organizational commitment (Moon & Hur, 2011).

Research has shown that employee commitment to their organization can result in actions that boost productivity within the organization (Phipps, 2013). Employees who don't care about the business will only work as many hours as necessary to get by (Irefin, 2014). Employee commitment is important because it can help a company in many ways, including improving performance, lowering absenteeism, and lowering turnover, all of which lead to long-term productivity (Dixit, 2012). Even now, there is ongoing discussion about employee productivity and the variables that affect it (Irefin, 2014).

A study by O'Neill (2014) that examined the relationship between cyberslacking and engagement discovered a negative correlation cyberslacking has a negative correlation with work engagement, but a positive correlation in remote settings. Another study by Liberman et al. (2011) on a sample of professionals from different industries found a negative correlation between these constructs related to organizational commitment and cyberslacking. The study examined the relationship between job involvement, intrinsic involvement, and cyberslacking. Similarly, in a Pakistani sample (Usman et al., 2019), greater organizational commitment was associated with less frequent cyberslacking. According to Allan et al.'s (2019) meta-analytic review of the literature, there is a negative correlation between organizational commitment and withdrawal intentions, which can include cyberslacking.

The positive impact of workplace ostracism on cyberslacking is moderated through organizational commitment (Koay, 2022). Committed employees, when faced with interpersonal stress on the job, are less likely to respond negatively. Lim et al. (2021) observed that supervision that is abusive has large impact on cyberslacking via emotional exhaustion in highly dedicated employees. High organizational commitment employees are more driven to help their organizations reach their objectives and are more productive (Giauque & Varone, 2019).

Devoted workers will work harder or take part in initiatives that will help them fit in with the company, but less dedicated workers will respond negatively by engaging in antisocial activities like cyberslacking (Koay, 2018). This study suggests that committed workers will be less susceptible to the positive effects of workplace ostracism on cyberslacking because they will take the initiative to resolve their current workplace issues by mending their social relationships with their coworkers rather than using cyberslacking as an escape (Koay, 2023). When it comes to cyberslacking, however, it is expected that less dedicated employees, who don't care about their businesses and are likely to leave, will be more positively impacted by workplace exclusion (Lim et al., 2021).

Hence, it is shown that those employees who are very committed to their organizations are less likely to get involved in cyberslacking because they will try to solve the problem by maintaining social relationships with coworkers and getting involved in social life (Koay, 2022).

Employees who feel that their employer is treating them unfairly by will cyberslack in retaliation. Conversely, workers who are effectively committed are less likely to participate in cyberslacking and are more likely to think that their employer is fair (Chen & Du, 2022). Nonetheless, employees who may be more vulnerable to stress at work will try to reduce cyberslacking and cyberslacking can lead to stress, which can weaken employees' commitment to the organization (Muafi, 2023).

In defining organizational commitment and cyberslacking behaviors, group identity plays important role, as it has an effect on behavior to the degree that it promotes conformity to social norms.

Group Identification

By nature Humans beings are social animals and joining a certain group helps people discover more about themselves (Jin, 2020). Conducting collective behaviors begins with the creation of an identity. Group identity indicates the processes of internalization that enables individuals to see themselves through the lens of belonging to a group (Greenaway et al., 2015).

Scholars across multiple disciplines such as anthropology, psychology and sociology generally concur that social group membership is essential to advancing and maintaining human well-being (Tuomela 2007). Humans are social animals; they belong to a wide range of vibrant collectives throughout their lives, including work groups, sports teams, religious organizations, hobby groups, and so forth. They are also born into tribes, families, or communities. So, it should not be shocking that several authors have maintained that a person's mental and physical health can suffer greatly from not belonging to a group and that group membership is fundamental to the human experience (PJetten et al., 2012).

Much of the early work in this area focused on the relationships between social integration and wellbeing, namely the quantity of connections or social groups an individual belongs to or the extent of their involvement in them (Brissette et al. 2000). Higher social integration levels are associated with longer, happier, and healthier lives (Wilson et al. 2007). Social integration improves wellbeing by giving individuals a sense of safety, meaning, and purpose as well as a support system to turn to in trying or urgent circumstances (Cohen 2004).

Scholars who do not follow the social identity tradition have brought attention to the significant benefits that group membership can offer to an individual's subjective well-being (Cohen 2004). For example participant's assessments of happiness across cultural boundaries and

discovered a strong correlation between these perceptions of happiness and feelings of life's meaning, which was also connected to social and familial relationships (Fave et al. 2011). In fact, it is hypothesized that this sense of purpose in life can be fostered by meaningful relationships with others, and that it is essential in moderating the positive relationship between social interactions and subjective well-being (Nakamura 2013).

According to group identification, personal development and positive psychological traits are related. They emphasize that a shared sense of identity is an essential tool for enabling members of marginalized groups to feel unified, work together, and cope with the negative consequences of their particular circumstances (Haslam et al, 2009). It was also found that group conflict among employees related negatively to group performance among telecom sector employees, which highlights the importance of group dealings in the behaviors of the employees (Naseer & Fazal, 2019).

Group identity is conceptually distinct from social identity, cohesion, and shared fate. It is characterized as a person's identification with a group that interacts. Three categories of group identification are proposed which includes affective (interpersonal attraction), behavioral (interdependence), and cognitive (social categorization). An individual's group identification determines the importance of group membership to their identity (Wang, 2019).

Belonging to a group offers significant psychological benefits. One possible advantage is that by strengthening people's sense of perceived personal control, it might lessen their stress in stressful situations (Jin, 2020). The study indicated that there is positive correlation between group identification and perceived control and negatively correlated with stress. Moreover, individuals whose group identification was activated before stressors tended to choose more difficult tasks, in

this case puzzles, than participants whose group identification was activated after stressors (Jin, 2020).

This greater sense of group identity has two important consequences. First, it will likely lessen the negative perception of the label held by the self-labeler, since people tend to see their group more favorably the stronger their affiliation with it is. Moreover, in-group signifiers—labels that denote one's membership in the group—exacerbate positivity biases (Wang, 2019). Thus, choosing to associate a label with oneself and one's group ought to assist in reducing the negative association with that label (Wang, 2019).

The form of social behavior is determined by social identity, which is also altered by that behavior, as noted by Reicher (2001). Both negative labels and the act of self-labeling itself draw attention to intergroup contexts (Carnaghi & Maass, 2007). This suggests that people who self-label will likely identify more strongly with their group.

Furthermore, because observers generally believe that those who identify more strongly with their group will act in ways that benefit their group, they may be more likely to conclude that a negative label is less negative after seeing someone voluntarily self-label with a negative one (Nawata & Yamaguchi, 2014). Studies conducted by Galinsky et al. (2013) support this hypothesis.

Group identification in organization inculcates individuals' sense of attachment and belonging to different groups within the organizational structure, such as subgroups and superordinate groups. Important organizational outcomes and behaviors like intergroup helping are significantly influenced by this identification (Bartels, 2016). In order to motivate important organizational behaviors and to drive desired outcomes, it is important to understand how individuals identify with different groups within organizations. This understanding can also be used as an informal

control mechanism. Furthermore, novel techniques have been developed for organizational group chats to aid in answer identification and improve work efficiency in asynchronous text-based collaborations (Synder, 2021).

Since it is in their best interests to promote employee group identification, companies usually provide new hires with training to help them make the transition from outsiders to insiders. For example, Dávila (2012) explored high levels of perceived organizational identification may also have an impact on intention of employees to leave the company, and a positive correlation between group identification within organizations and organizational commitment. If people don't engage in group activities, their needs for relatedness won't be met.

To cater cyberslacking behavior, desirability of control is an important factor as research has proven link between self-control and desirable behavior (Burger, 2013).

Desirability for Control

Numerous disciplines' worth of research has demonstrated that the basic factor influencing many domains is desire for control. Positive traits such as conscientiousness and extrovertism influence the desire for control, which raises perceived control and lowers depressive symptomology (Myles, 2020). Studies have indicated that the desire for control is a major moderator of the association between depressive symptoms and personality traits. It has also been demonstrated that the satisfaction of fundamental psychological needs such as competence and autonomy is linked to the need for control, which influences self-determined motivation (Amoura, 2013). Furthermore, control is an essential aspect of communication dynamics, particularly in public speaking, as individuals have varying inclinations towards pursuing or resisting control (MacIntyre, 2019).

The desirability for control is influenced by several factors. Research has shown that humans have an inherent bias towards control-conferring environments, which contributes to their adaptive behavior and well-being (Kainan, 2021). Additionally, the opportunity to exert control in one's environment is considered desirable, and individuals are agreed upon seeking out control, also on the cost of finance (Chantland, 2021).

Furthermore, the level of desirability for control can be influenced by contextual factors such as the valence of a decision. For example, when the outcome is framed as a potential loss, individuals tend to lower their subjective value of control (Legrain, 2011). A study showed the moderating effect of internal locus of control on cyberslacking. High levels of internal locus of control lead to higher level of cyberslacking and vice versa (Khan & Awan, 2023).

According to the self-control strength model (Tice, 2007), individuals with low self-control may participate in cyberslacking (Barnes, 2012). However, low self-control may cause burnout among employees which may subsequently lead to cyberslacking (Golden, 2022). Additionally, burnout and a lack of self-control are positively correlated, suggesting that the two are not separate phenomena (May, 2016). Thus, it is suggested that the relationship between cyberslacking and self-control is a series of events involving burnout and technostress (Dehua, 2022).

Self-control was found to be negatively correlated with stress and internet addiction. As a result, it was found that mindfulness and self-control assisted in mediating the relationship between stress and Internet addiction to some extent (Song, 2019).

People's need for control has a big impact on how they make decisions and interact with the world around them (Wang, 2021). Control is a naturally fulfilling feeling that often motivates one to take actions that further enhance one's sense of control (Wang, 2022). As it evokes positive emotions and activates the brain's reward regions in relation to control, control is considered

rewarding (Pascal, 2011). Like their younger counterparts, older adults are willing to give up financial gains in exchange for control (Sachin, 2020). Perception of control can lead to an increase in both the subjective value of a reward and the likelihood that it will be received (Pamela, 2003).

The valence of the outcome influences how participants behave as well because their subjective value of control declines when the outcome is portrayed as a potential loss. These findings highlight the ways in which control affects wellbeing and decision-making in addition to its protective, motivating, and affective characteristics.

People will stop at nothing to gain control over their environment, even if it means spending money. They are eager to have that power. Moreover, control is rewarding because it has been shown to be associated with positive affect and reward regions in the brain that are control-related activation of (Sachin, 2020).

Cyberslacking behavior may be influenced by their level of self-control (Liu, 2022). Employees who engage in cyberslacking at work often lack self-control, which leads to non-business internet use (Juline, 2002). The internet has caused organizational structures to change because employees are now more integrated into the business, which affects authority and control (Pascal, 2011).

The understanding of academic cyberslacking by vocational high school students can be enhanced by positive learning attitude instruction, indicating a link between academic cyberslacking and poor self-control (Ermida, 2022). Cyberslacking, which is characterized by non-business internet activities, is the result of employees' lack of self-control and can lead to both decreased productivity and legal problems (Pamela, 2003).

A condition known as deficient self-control is defined as one in which conscious self-control is relatively diminished (Baumeister, 2007). The ability to maintain conscious control over one's actions in the face of automatic reactions, habits, or impulses is known as self-control (Larose, 2003). Some studies have found a connection between a persistent state of stress and a reduction in self-control (Wong, 2021). To manage technostress, a leading factor to cyberslacking which is caused by cognitive overload, taking up personal time, and unexpected technological errors, students must practice self-control (Golden, 2022).

Furthermore, it has been observed that the stress caused by technology may have an indirect negative impact on employee's self-control (Wang, 2021). Thus, technostress may benefit college students' lack of self-control when they do cyberslacking, according to the current study (Wang, 2020).

A person's ability to exercise self-control is a limited resource, according to the strength model of self-control (Baumeister, 2007). Any activity that depletes strength resources, like mental control, emotion regulation, and decision-making, can lead to a loss of self-control. After exerting excessive self-control on a task requiring self-control, a person may find it difficult to complete it. Furthermore, earlier studies have shown that people with poor self-control are more likely to engage in cyberslacking (Wanger, 2012).

Studies found that burnout and a lack of self-control functioned as a mediating factor in the relationship between technostress and cyberslacking. Cyberslacking was found to be significantly and favorably impacted by technostress (Liu, 2022). It was also shown that self-management had a positive relationship with performance among telecom sector employees (Baridula, 2012).

There also have been found differences in cyberslacking on the basis of certain demographic characteristics of the employees. Women, older workers, highly educated people, and those with

longer service histories are less likely to engage in cyberslacking, (Elrehail et al., 2021). Researchers P. K. Lim et al. (2020) found that men engage in cyberslacking at a higher rate than women do. According to the findings of Andreassen et al. (2014), employees who are single and upper-level supervisors are more likely than married or in a relationship to use the internet while at work. Previous studies show that younger people, especially men, engage more in cyberslacking behaviors as compared to women and older people (Andreassen et al., 2014; Baturay & Toker, 2015).

CHAPTER III

THEORETICAL FRAMEWORK

The present research has been based upon The Theory of Planned Behavior (TPB). This theory has been originated from Theory of Reasoned Action by Ajzen (1975). This theory was revised due to its short coming of not being able to explain the behaviors in which people gets involved without any volitional control. Theory of planned behavior has been widely used in researches to explore behavior (Taneja et al, 2005). Perceived behavioral control is an additional factor that leads to cyberslacking behavior, in TPB. Several researches have described the use of intention and behavior in multiple settings. In context of cyberslacking at work place, this theory will describe the cyberslacking behavior based upon the attitude of the employee towards cyberslacking, his/her perceived behavior control over the cyberslacking behavior and subjective norms of the individual.

In this theory, the first theoretical construct is behavioral intention, or the motivational factors influencing behavior (Ajzen, 1991). If one has a stronger intention to do something, they are more likely to do it. The second construct, an individual's attitude towards a behavior, refers to how much of a positive or negative opinion the behavior possesses. Attitude is composed of behavioral beliefs and outcome assessments. The third concept is the subjective norm, or the pressure from society to either participate in or abstain from a specific behavior. Normative beliefs and compliance motivation combine to produce subjective norms. Perceived behavioral control, or how easy or difficult people believe behavioral control to be, is another significant component of the TPB.

TPB suggests that perceived behavioral control acts as an additional factor in determining behavior and intention, in line with Ajzen's 1991 theory. Ajzen (1991) examined different

studies that used TPB successfully to find out the impact of intention and behavior in a range of situations. The idea has been successfully used to explain why people accept and use different technologies (Shiau and Chau, 2016). TPB is a suitable basic proposed model because it focuses on theoretical constructs regarding individual motivational factors as determinants of likelihood of performing specific behaviors (Montano and Kasprzyk, 2015).

Using TPB to the context of cyberslacking, the theory would postulate how intentions to engage in cyberslacking are influenced by attitudes toward using internet-enabled devices at workplace, perceptions of referent others' cyberslacking behavior, and perceived behavioral control over cyberslacking. Apart from that, using instant social networking sites and messaging services are explained by TPB (Askew et al., 2014). Also, modeling cyberslacking with TPB is advised by more recent viewpoints.

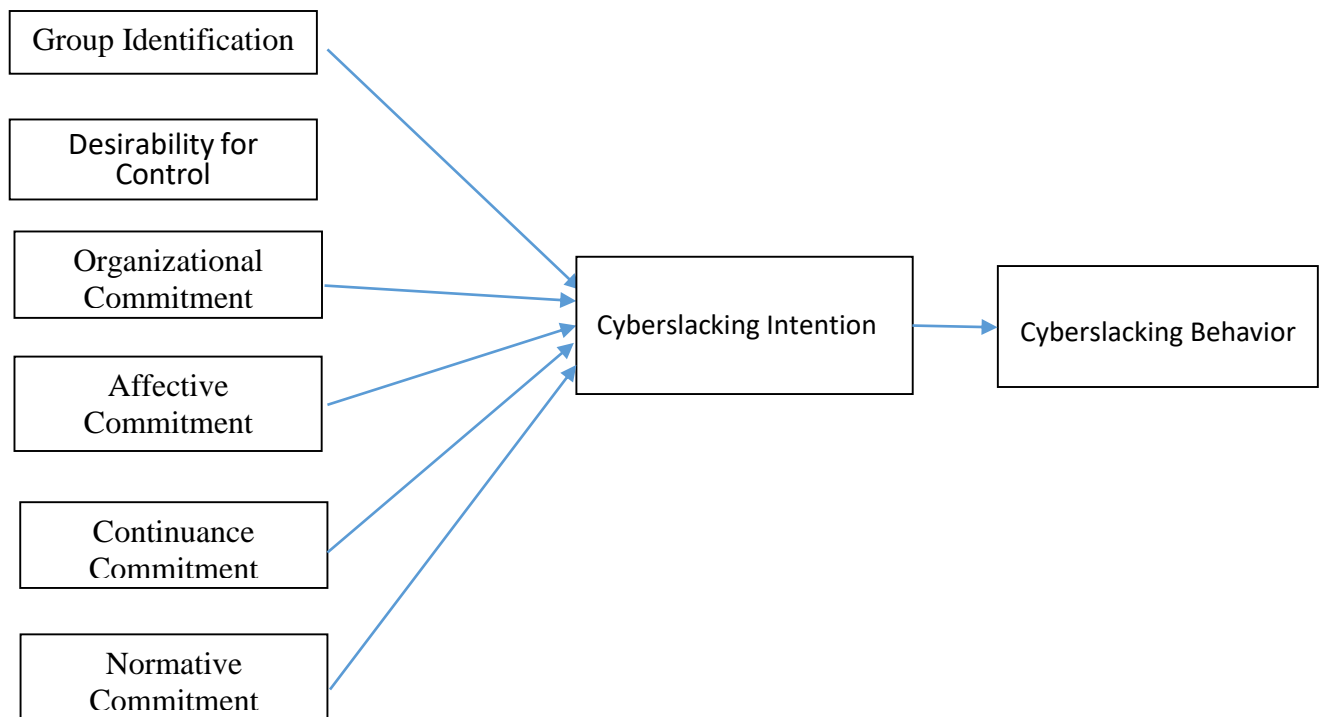
Relevant research offers two radically different perspectives on the motivations for participating in computer-related behavior. One perspective holds that individuals who engage in cyberslacking do so because they lack self-control despite their best efforts to work (Prasad, Lim, & Chen, 2010). Proponents of this perspective asserted that TBP, rather than self-control, explains this behavior in a significant number of cases.

The other, more contemporary perspective holds that the existence of computerized society behavior is determined by norms, attitudes, and intentions as well as self-control (Askew et al., 2014). Third, cyberslacking can be seen as an ineffective work behavior due to its resemblance to withdrawal behaviors such as absence, tardiness, and extended breaks. Those withdrawal behaviors are connected to the reduction in time spent on work-related tasks. We'll use TBP as a model in this study since it was effectively utilized to model those behaviors in previous research (Askew et al., 2014).

In conclusion, as was already mentioned, studies on the antecedents of cyberslacking have shown a link between TPB and cyberslacking behaviors. As stated by Askew et al. (2014), earlier studies found a link between cyberslacking intentions and cyberslacking behavior through cyberslacking attitudes, perceived control over cyberslacking, and social norms surrounding cyberslacking. TPB will therefore serve as an underlying model in this study where organizational commitment of employee is taken as attitude, group identification is taken as subjective norm and desirable control is considered as perceived behavioral control.

Figure 1

Conceptual Framework of the Study



CHAPTER IV

METHOD

Research Design

The design of this study was cross sectional survey research to assess the traits or qualities of our specified population.

Research Strategy

Quantitative research strategy was used in current study as the variables being studied are quantifiable and this strategy was suited because of its ability to provide precise numerical insights, facilitate statistical analysis, and yield generalizable findings, enhancing the rigor and objectivity of the study.

Objectives

The objectives of the current study are:

1. To investigate the relationship among organizational commitment, group identification, desirability for control, cyberslacking intention, and cyberslacking behavior among telecom sector employees.
2. To investigate the mediating role of cyberslacking intention between organizational commitment, group identification, desirability for control, and cyberslacking behavior among telecom sector employees.
3. To find out the difference in cyberslacking behavior on the basis of demographic characteristics of the study participants.

Hypotheses

1. Organizational commitment will negatively correlate with cyberslacking among telecom sector employees.
2. Group identification will negatively correlate with cyberslacking among telecom sector employees.
3. Desirability of control will negatively correlate with cyberslacking among telecom sector employees.
4. Cyberslacking intentions will mediate the relationship between organizational commitment and cyberslacking behaviors among telecom sector employees.
5. Cyberslacking intentions will mediate the relationship between group identification and cyberslacking behaviors among telecom sector employees.
6. Cyberslacking intentions mediate the relationship between desirability for control and cyberslacking behaviors among telecom sector employees.
7. Employees with higher educational level will score higher on group identification and desirability for control as compared to employees with lower educational level among telecom sector employees.
8. Employees with higher educational level will score lower on organizational commitment, cyberslacking intention and cyberslacking behavior as compared to employees with lower educational level among telecom sector employees.
9. Employees working in remote work settings will score higher on organizational commitment, cyberslacking intention and cyberslacking behavior as compared to employees working in office based and hybrid settings among telecom sector employees.

10. Employees working in remote work settings will score lower on group identification as compared to employees working in office based and hybrid settings among telecom sector employees.
11. Employees having creativity as job characteristics will score higher on group identification, desirability for control and organizational commitment as compared to employees having repetitive actions as job characteristics among telecom sector employees.
12. Employees having creativity as job characteristics will score lower on cyberslacking intention and cyberslacking behavior as compared to employees having repetitive actions as job characteristics among telecom sector employees.

Sample

Sample size for the study was 250 telecommunication employees.

Sampling Technique

Purposive sampling technique was used for the present research because only the employees with specified characteristics of working in telecom sector as a full time employee for one year were included in study.

Inclusion Criteria

Telecom sector employees were part of the study which included both managerial and non-managerial employees. Only those employees were taken who are working in their current organizations for past one year.

Exclusion Criteria

The study excluded individuals who are working as temporary, part-time, and contractual employees, as well as those on extended leave or participating in internship programs, were not included.

Operational Definitions

The operational definitions of the variables in the study are as follows;

Cyberslacking Behavior

Cyberslacking is the practice of using the internet for purposes unrelated to work while an employee is at work. It is the act of employees taking part in non-job-related online activities, which takes their focus away from tasks related to their jobs (Venkatraman et al., 2018).

In this study, cyberslacking has been defined on the basis of Cyberslacking Scale (Blanchard & Henle, 2008; Askew et al., 2014), as the use of technology at the workplace for tasks other than related to work. The higher scores indicate higher level of cyberslacking and lower scores indicate lower level of cyberslacking.

Cyberslacking Intention

Cyberslacking intention" mean an individual's deliberate and conscious inclination to engage in cyberslacking behavior (Rana, 2019). Cyberslacking intention has been defined in this study on the basis of Cyberslacking Intent Scale by Askew (2014), as the intention of the person to get involved in in cyberslacking behavior. It is the degree of mental readiness or plan to perform cyberslacking. Where higher scores on scale indicate higher cyberslacking intention and vice versa.

Organizational Commitment

Organizational commitment has been explained as the extent to which workers identify with their employer, the level of dedication they exhibit, and their willingness to leave the company (Bron & Greenberg, 2008). In current study, organizational commitment has been operationalized on the basis of The Organizational Commitment Questionnaire (Alan & Meyer, 1990), on the basis of three tire model that includes affective, continuance and normative commitment.

Affective Commitment. Affective commitment has been defined as the feeling of strong emotional attachment to organization and the work you do. It is the possibility that you will connect with the organization's objectives and core values and that you genuinely want to be there. It is conceptualized as how much the employee feels emotional connection with the organization.

Continuance Commitment. Continuance commitment is made when the employee weights the benefits and drawbacks of leaving their organization. They may feel that the drawbacks of leaving the organization are more than the benefits so they feel need to stay in the organization. It is conceptualized as how much the employee thinks that continuing work in the organization is beneficial and important.

Normative Commitment. Normative commitment is present when a sense of obligation is sensed by employees towards their organization. They feel that they should stay with their organization, even if they are unhappy or have problems with it, because it is the right thing to do. The higher scores on these scales show higher levels of commitment in respective domain and vice versa.

It is conceptualized as the employees perceiving staying in organization as related to their norms.

Group Identification

The term group identity describes a person's feeling of inclusion in a specific group. The idea basically explains social influence inside a group. This impact could be determined by a particular social category or by how group members interact with one another (Spears, 2005). In the current research, group identification has been defined on the basis of Group Identification Scale (Sani et al. in 2015). This scale defines group identification explanation as one's sense of commonality with the group and one's identification with the group, where higher scores indicate higher level of group identification and vice versa.

Desirability for Control

Desirability for control is the level of influence a person wants over any topic, situation, or interpersonal relationship is known as desired control (Mullins & Rapp, 2015). In current research, desirability for control has been defined on the basis of Desire for Control Scale as the desire to improve one's capacity to intentionally alter and reroute thoughts, impulses, emotions, performance, and other behaviors (Uziel & Baumeister, 2017). The higher the score, the higher the desirability for control.

Instruments

Following research instruments were used in this study:

Demographic Sheet

A demographic sheet was provided to the participants to obtain their demographic information. The information in this sheet questioned about the participant's name, age, gender, designation, income and job experience. In addition, information regarding the frequency of use of social media, technological proficiency, job role, job characteristics and the implementation of

organizational policies for personal use of internet was also part of demographic information.

The Organizational Commitment Questionnaire (OCQ)

This scale was developed by Alan and Meyer (1990). This questionnaire has 24 total items, eight in each of the three dimensions affective commitment scale, continuance commitment scale, and normative commitment scale. This is a seven point Likert scale and the participants indicate the strength of their agreement with each statement by selecting a number from 1 (strongly disagree) to 7 (strongly agree). The scores on the scale ranges from 24 to 168. The reliability for each scale (i.e. coefficient alpha) is as; Affective Commitment Scale (.87), Continuance Commitment Scale (.75), Normative Commitment Scale (.79). Item number 4, 5, 6 and 8 are reversed scored in Affective Commitment dimension. Item number 1 and 4 are reversed scored in Continuance Commitment dimension while item number 2, 3 and 8 are reversed scored in Normative Commitment dimension.

Group Identification Scale

To assess group identification, the Group Identification Scale developed by Sani et al. (2015) was used. This scale is based on four items assessing one's sense of belonging to the group and one's sense of commonality with in-group members. Participants specify their disagreement or agreement with each item using a seven-point scale with each item anchored on 1 ('I strongly disagree') to 7 ('I strongly agree') scale. The scale has good reliability that is reported to be .92.

Desire for Control Scale

This scale was developed by Uziel & Baumeister (2017). The scale consist of 8 items that describes the individual's desire and motivation to have control over their impulses. This is a five point Likert scale anchored with 1 (strongly disagree) to 5 (strongly agree) on which the

participants state the extent to which each statement describes them. Higher scores indicates higher desire for control in participants. Reliability of the scale is good is reported to be .89.

Cyberslacking Intention Scale

This scale was developed by Askew (2014). It is a 5 point Likert scale where; 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly agree. The intentions scale consists of five items asking participants to rate their intentions to engage in six common cyberslacking behaviors (e.g., web-browsing, sending email) in the forthcoming month. The reliability is .79.

Cyberslacking Scale

This is a 19-item scale derived from Lim's Cyberloafing Scale (Lim, 2002; Blanchard & Henle, 2008; Askew et al., 2014). It is used to measure cyberslacking behaviors on a 5-point rating system, participants indicate how frequently they engage in a list of cyberslacking behaviors (1 = Never, to 5 = Constantly). Higher total scores indicate a higher frequency of real cyberslacking activities. The coefficient of Cronbach's alpha is .88.

Procedure

Telecom sector employees in the cities of Rawalpindi and Islamabad were approached. They were briefed about the research, the purpose of the study and the right to confidentiality and discontinue with study. After having their consent, questionnaire booklet was provided to participants and responded questionnaires were collected.

Statistical Analysis

Collected data was analyzed using SPSS. Correlation analysis was used to find out the relationship of organizational commitment, group identification and Desirability for control with cyberslacking intent and behavior. Mediation analysis was used to find out the mediating role of cyberslacking intent between these mentioned variables and cyberslacking behavior.

Research Ethics

The study was conducted while following all ethical standards and values. A detailed informed consent was provided to the participants and aims of the study were described to them. No harm was caused to the participants and no deception was involved. All Rights of the participants were granted and approval was taken from the ethical review board at Bahria University, Islamabad. No financial benefits were involved in the study.

RESULTS

Table 1*Demographic Characteristics of study Participants (N = 250)*

| Variables | <i>f</i> | % | <i>M</i> | <i>SD</i> |
|--|----------|------|----------|-----------|
| Age | | | 30.29 | 4.65 |
| Job experience | | | 6.21 | 2.32 |
| Gender | | | | |
| Male | 138 | 55.2 | | |
| Female | 112 | 44.8 | | |
| Education | | | | |
| Matric | 9 | 3.6 | | |
| Intermediate | 55 | 22.0 | | |
| Graduate | 157 | 62.8 | | |
| Post graduate | 29 | 11.6 | | |
| Job Role | | | | |
| Managerial | 84 | 33.6 | | |
| Non-managerial | 166 | 66.4 | | |
| Technological Proficiency | | | | |
| Beginner | 31 | 12.4 | | |
| Intermediate | 141 | 56.4 | | |
| Expert | 78 | 31.2 | | |
| Work Setting | | | | |
| Office based | 190 | 76.0 | | |
| Remote | 29 | 11.6 | | |
| Hybrid | 31 | 12.4 | | |
| Social Media Use | | | | |
| Multiple times a day | 184 | 73.6 | | |
| Once a day | 48 | 19.2 | | |
| Few times a week | 16 | 6.4 | | |
| Rarely | 1 | .4 | | |
| Never | 1 | .4 | | |
| Job Characteristics | | | | |
| Requires more creativity | 120 | 48.0 | | |
| Requires more repetitive actions | 130 | 52.0 | | |
| Organizational Policies (Regarding personal use of internet during working hours) | | | | |
| Yes | 156 | 62.4 | | |
| No | 94 | 37.6 | | |

Note. *f* = Frequencies; % = Percentage; *M* = Mean; *SD* = Standard Deviation

Table 1 shows the frequencies and percentages of the demographic variables of the study.

Table 1 shows the frequencies and standard deviations of the demographic variables of the study.

While the average age of the participants was found to be 30.29 with an SD of 4.65. The average job experience of the participants was 6.21 with SD of 2.32.

Confirmatory Factor Analysis

Confirmatory factor analysis is conducted on the study variables to validate the structure of the measurement instruments. This analysis confirms if the scale items has a good model fit or not.

Table 2

Item loadings for Cyberslacking Questionnaire (N = 250)

| Item No. | Item Loadings |
|----------|---------------|
| 1 | .72 |
| 2 | .85 |
| 3 | .83 |
| 4 | .68 |
| 5 | .71 |
| 6 | .70 |
| 7 | .63 |

Table 2 shows the results of CFA of Cyberslacking Questionnaire. The item loadings of the scale range between .63 to .86. All the item loadings fulfills the minimum criteria of .30. The resulting model and its model fit is as follows

Figure 2

Confirmatory Factor Analysis Model of Cyberslacking Questionnaire

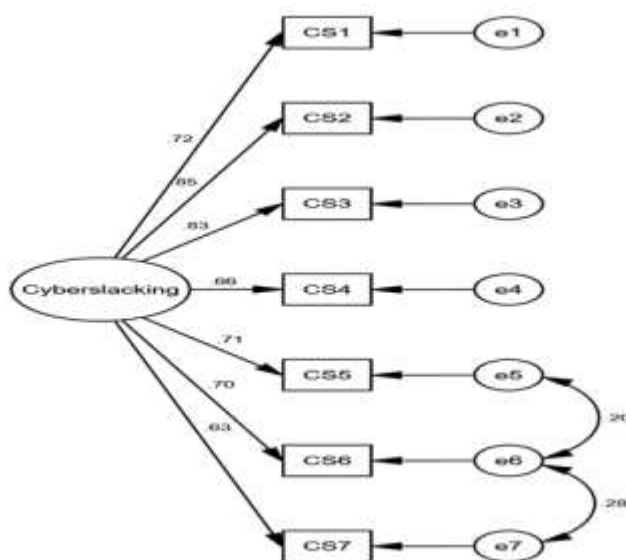


Table 3*Indices of Model Fit of Cyberslacking Questionnaire (N = 250)*

| χ^2 | <i>df</i> | χ^2/df | <i>GFI</i> | <i>TLI</i> | <i>RMSEA</i> |
|--|-----------|-------------|------------|------------|--------------|
| Model 1 (4 items without adding error covariances) | | | | | |
| 46.1 | 14 | 3.29 | .94 | .94 | .09 |
| Model 2 (4 items after adding error covariances) | | | | | |
| 22.2 | 12 | 1.85 | .97 | .98 | .05 |

Note. $GFI \geq .90$, $TLI \geq .90$, $RMSEA \leq .06$

Table 3 shows the model fit indices of Cyberslacking Questionnaire. Model 1 contain the values of default model whereas model 2 shows the values of model fit indices after adding covariances. Three covariances were added among item numbers 5, 6 and 7. Thus the model 2 indicates good fit.

Table 4

Item loadings for Cyberslacking Intention Questionnaire (N = 250)

| Item No. | Item Loadings |
|----------|---------------|
| 1 | .70 |
| 2 | .64 |
| 3 | .62 |
| 4 | .69 |
| 5 | .82 |
| 6 | .79 |

Table 4 shows the results of CFA of Cyberslacking Intention Questionnaire. The item loadings of the scale range between .62 to .82. All the item loadings fulfill the minimum criteria of .30. The resulting model and its model fit is as follows:

Figure 3

Confirmatory Factor Analysis Model of cyberslacking Intention Questionnaire

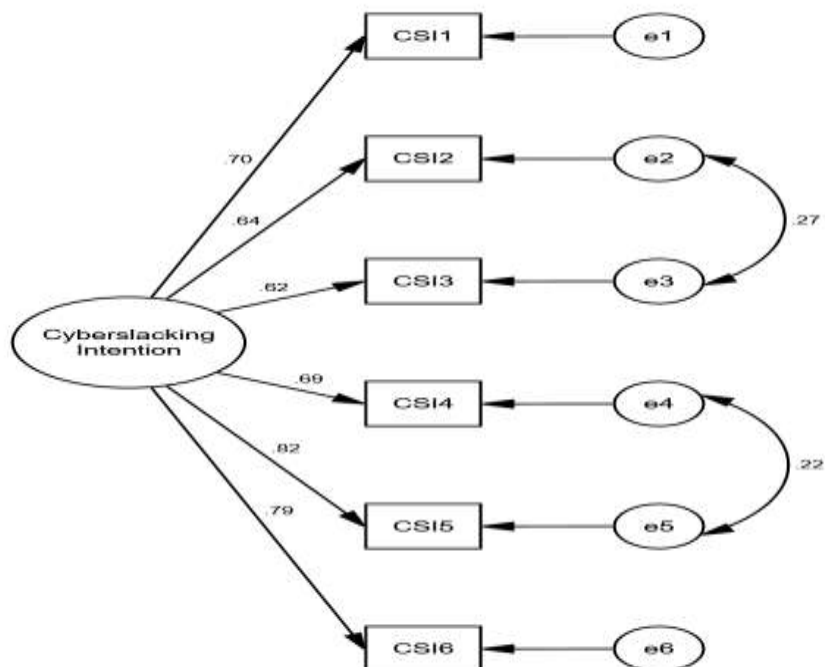


Table 5*Indices of Model Fit of Cyberslacking Intention Questionnaire (N = 250)*

| χ^2 | <i>df</i> | χ^2/df | <i>GFI</i> | <i>TLI</i> | <i>RMSEA</i> |
|--|-----------|-------------|------------|------------|--------------|
| Model 1 (4 items without adding error covariances) | | | | | |
| 37.7 | 9 | 4.18 | .95 | .92 | .11 |
| Model 2 (4 items after adding error covariances) | | | | | |
| 14.8 | 7 | 2.11 | .98 | .97 | .06 |

Note. $GFI \geq .90$, $TLI \geq .90$, $RMSEA \leq .06$

Table 5 shows the model fit indices of Cyberslacking intention Questionnaire. Model 1 contain the values of default model whereas model 2 shows the values of model fit indices after adding covariances. Three covariances were added among item numbers 2, 3, 4 and 5. Thus the model 2 indicates good fit.

Table 6*Item Loadings for Group Identification Questionnaire (N = 250)*

| Scale/subscales | Item No. | Item Loadings |
|-----------------|----------|---------------|
| Family | 1 | .48 |
| | 2 | .70 |
| | 3 | .78 |
| | 4 | .59 |
| Community | 1 | .65 |
| | 2 | .82 |
| | 3 | .67 |
| | 4 | .59 |
| Chosen groups | 1 | .45 |
| | 2 | .62 |
| | 3 | .69 |
| | 4 | .51 |

Table 6 shows the results of CFA of Group Identification Questionnaire. The item loadings of the scale range between .45 to .82. All the item loadings fulfill the minimum criteria of .30.

The resulting model and its model fit is as follows:

Figure 4

Confirmatory Factor Analysis Model of Group Identification Questionnaire

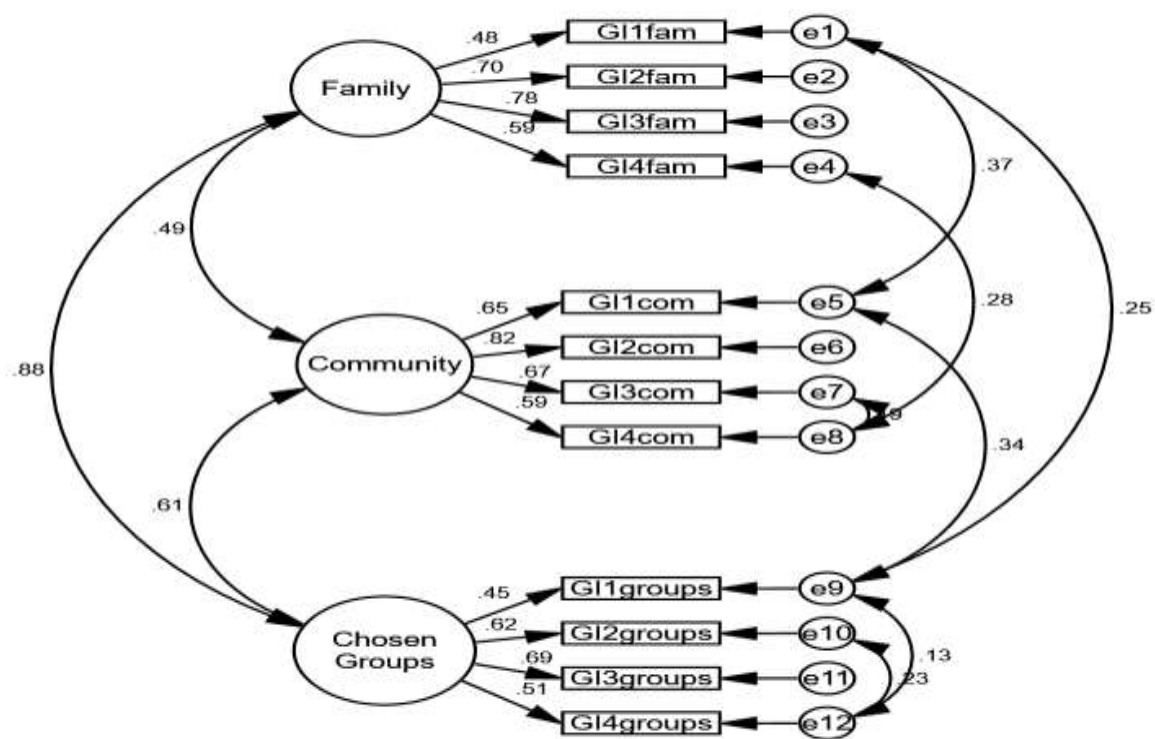


Table 7*Indices of Model Fit of Group Identification Questionnaire (N = 250)*

| X^2 | df | X^2/df | GFI | TLI | $RMSEA$ |
|--|------|----------|-------|-------|---------|
| Model 1 (4 items without adding error covariances) | | | | | |
| 185.1 | 51 | 3.63 | .88 | .81 | .10 |
| Model 2 (4 items after adding error covariances) | | | | | |
| 88.0 | 44 | 2 | .94 | .92 | .06 |

Note. $GFI \geq .90$, $TLI \geq .90$, $RMSEA \leq .06$

Table 7 shows the model fit indices of Group Identification Questionnaire. Model 1 contain the values of default model, whereas model 2 shows the values of model fit indices after adding covariances. Seven covariances were added. Thus the model 2 indicates good fit.

Table 8

Item loadings for Desirability for Control Questionnaire (N = 250)

| Item No. | Item Loadings |
|----------|---------------|
| 1 | .52 |
| 2 | .68 |
| 3 | .71 |
| 4 | .66 |
| 5 | .60 |
| 6 | .72 |
| 7 | .65 |
| 8 | .67 |

Table 8 shows the results of CFA of Desirability for Control Questionnaire. The item loadings of the scale range between .52 to .72. All the item loadings fulfill the minimum criteria of .30. The resulting model and its model fit is as follows:

Figure 5

Confirmatory Factor Analysis Model of Desirability for Control Questionnaire

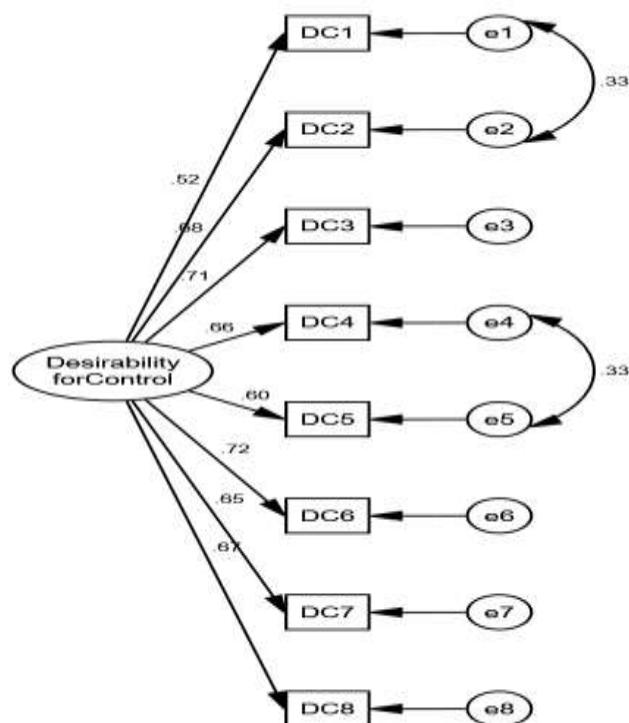


Table 9*Indices of Model Fit of Desirability for Control Questionnaire (N = 250)*

| X^2 | df | X^2/df | GFI | TLI | $RMSEA$ |
|--|------|----------|-------|-------|---------|
| Model 1 (4 items without adding error covariances) | | | | | |
| 68.3 | 20 | 3.41 | .93 | .90 | .09 |
| Model 2 (4 items after adding error covariances) | | | | | |
| 23.3 | 18 | 1.29 | .97 | .98 | .03 |

Note $GFI \geq .90$, $TLI \geq .90$, $RMSEA \leq .06$

Table 9 shows the model fit indices of Desirability for Control Questionnaire. Model 1 contain the values of default model whereas model 2 shows the values of model fit indices after adding covariances. Two covariances were added among item numbers 1, 2, 4 and 5. Thus the model 2 indicates good fit.

Table 10*Item loadings for Organizational Commitment Questionnaire (N = 250)*

| | Item No. | Item Loadings |
|------------------------|----------|---------------|
| Affective Commitment | | |
| | 1 | .76 |
| | 2 | .71 |
| | 3 | .74 |
| | 4 | .41 |
| | 5 | .47 |
| | 6 | .58 |
| | 7 | .71 |
| | 8 | .17 |
| Continuance Commitment | | |
| | 9 | .32 |
| | 10 | -.72 |
| | 11 | -.59 |
| | 12 | -.31 |
| | 13 | -.55 |
| | 14 | -.51 |
| | 15 | -.51 |
| | 16 | -.60 |
| Normative Commitment | | |
| | 17 | .51 |
| | 18 | .39 |
| | 19 | .36 |
| | 20 | .77 |
| | 21 | .53 |
| | 22 | .71 |
| | 23 | .72 |
| | 24 | .97 |

Table 10 shows the results of CFA of Organizational Commitment Questionnaire. The item loadings of the scale range between .31 to .91. All the item loadings fulfill the minimum criteria of .30 but are negative among continuance commitment subscale. The resulting model and its model fit is as follows:

Figure 6

Confirmatory Factor Analysis Model of Organizational Commitment Questionnaire

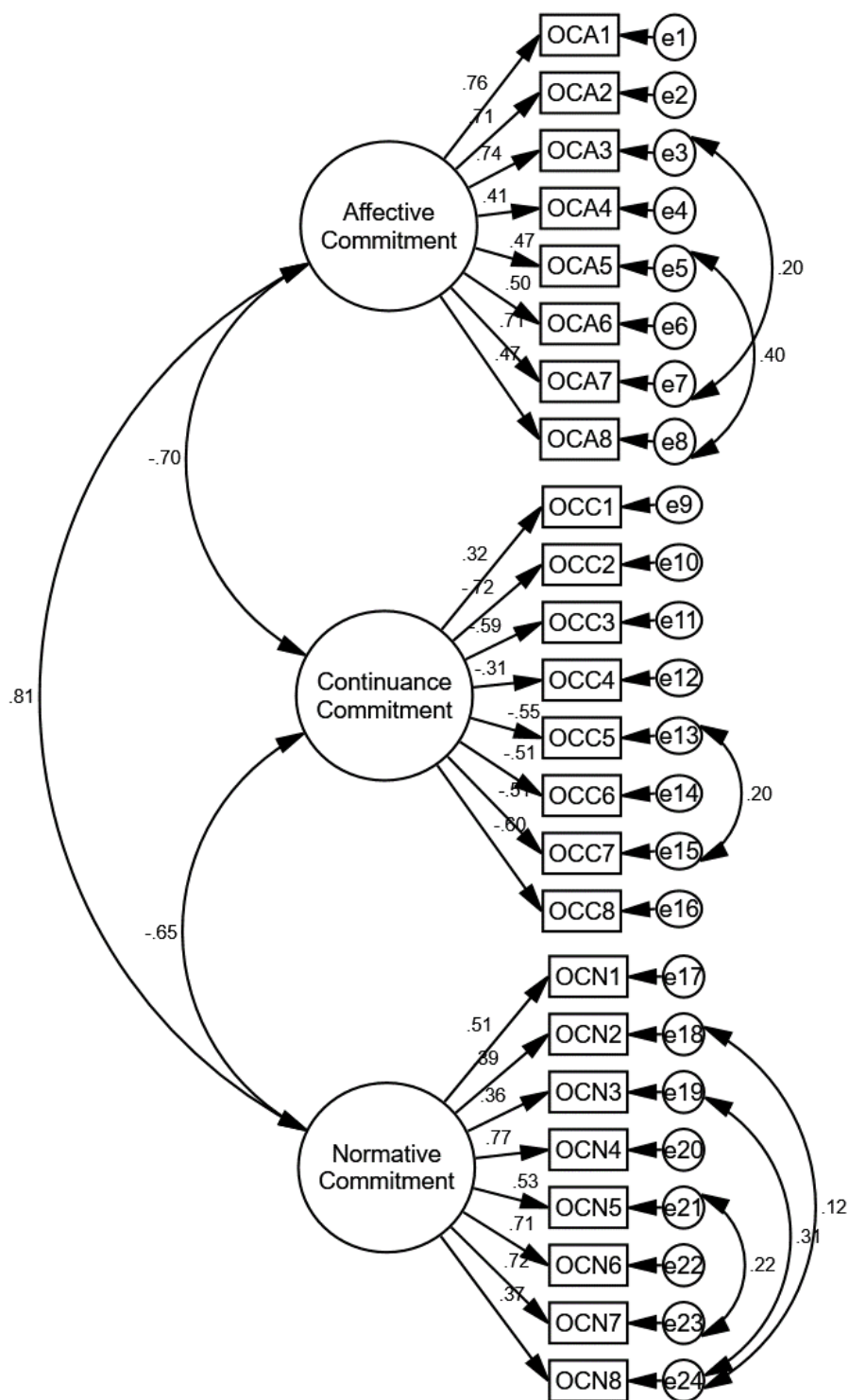


Table 11*Indices of Model Fit of Organizational Commitment Questionnaire (N = 250)*

| X^2 | <i>df</i> | X^2/df | <i>GFI</i> | <i>TLI</i> | <i>RMSEA</i> |
|--|-----------|----------|------------|------------|--------------|
| Model 1 (4 items without adding error covariances) | | | | | |
| 877.6 | 249 | 3.52 | .72 | .67 | .10 |
| Model 2 (4 items after adding error covariances) | | | | | |
| 776.7 | 243 | 3.19 | .76 | .72 | .09 |

Note. $GFI \geq .90$, $TLI \geq .90$, $RMSEA \leq .06$

Table 11 shows the model fit indices of Organizational Commitment Questionnaire. Model 1 contain the values of default model whereas model 2 shows the values of model fit indices after adding covariances. Three covariances were added among item numbers 3, 5,7,8,13,15,18,19,21, 23 and 24, however the model 2 does not indicate good fit. The negative item loadings in one of the subscale along with the poor model fit of the scale is needed to be catered by the conduction of Explanatory Factor Analysis to uncover the underlying structure of the variables in this scale.

Exploratory Factor Analysis

Exploratory Factor Analysis is used to explore the underlying theoretical structure of the phenomena being measured by the scale. In the study, extraction method of exploratory factor analysis was used.

Table 12

Exploratory Factor Analysis for Organizational Commitment Questionnaire (N = 250)

| Items in the scale | Loadings | | |
|---|----------|----------|----------|
| | Factor 1 | Factor 2 | Factor 3 |
| One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain | .70 | .23 | |
| I would be very happy to spend the rest of my career with this organization | .67 | | .28 |
| I was taught to believe in the value of remaining loyal to one organization | .62 | .22 | |
| I really feel as if this organization's problems are my own | .61 | .26 | |
| Things were better in the days when people stayed with one organization for most of their careers | .61 | .23 | |
| This organization has a great deal of personal meaning for me | .59 | .29 | |
| I enjoy discussing my organization with people outside it | .56 | | .30 |
| If I got another offer for a better job elsewhere I would not feel it was right to leave my organization | .53 | | |
| One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here | .47 | .21 | .31 |
| I think that I could easily become as attached to another organization as I am to this one (R) | .40 | | |
| I do not feel 'emotionally attached' to this organization (R) | | .77 | |
| I do not feel a strong sense of belonging to my organization (R) | .23 | .65 | |
| I do not believe that a person must always be loyal to his or her organization (R) | | .63 | |
| Jumping from organization to organization does not seem at all unethical to me (R) | | .59 | |
| It wouldn't be too costly for me to leave my organization now (R) | | .54 | .25 |

| Items in the scale | Loadings | | |
|---|-------------|-------------|-------------|
| | Factor 1 | Factor 2 | Factor 3 |
| I feel that I have too few options to consider leaving this organization | | | .60 |
| Too much in my life would be disrupted if I decided I out having another one lined up (R) | .25 | | .51 |
| It would be very hard for me to leave my organization right | .36 | | .49 |
| Right now, staying with my organization is a matter of necessity as much as desire | .23 | | .48 |
| X ² | 400.9** | | |
| Df | 168 | | |

** $P < 0.01$

Table 12 shows the results of Exploratory Factor Analysis of Organizational Commitment Questionnaire. The items has been distributed into three factors on the basis of their loadings. Item 1 of continuance commitment and item 1 of normative commitment subscale has been deleted from the final version of the scale due to their negative factor loadings.

Table 13*Factor Loadings for Organizational Commitment Questionnaire (N = 250)*

| Items in the scale | Loadings | | |
|---|-------------|-------------|-------------|
| | Factor 1 | Factor 2 | Factor 3 |
| One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain | .70 | | |
| I would be very happy to spend the rest of my career with this organization | .67 | | |
| I was taught to believe in the value of remaining loyal to one organization | .62 | | |
| I really feel as if this organization's problems are my own | .61 | | |
| Things were better in the days when people stayed with one organization for most of their careers | .61 | | |
| This organization has a great deal of personal meaning for me | .59 | | |
| I enjoy discussing my organization with people outside it | .56 | | |
| If I got another offer for a better job elsewhere I would not feel it was right to leave my organization | .53 | | |
| One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here | .47 | | |
| I think that I could easily become as attached to another organization as I am to this one (R) | .40 | | |
| I do not feel 'emotionally attached' to this organization (R) | | .77 | |
| I do not feel like 'part of the family' at my organization (R) | | .72 | |
| I do not feel a strong sense of belonging to my organization (R) | | .65 | |
| I do not believe that a person must always be loyal to his or her organization (R) | | .63 | |
| Jumping from organization to organization does not seem at all unethical to me (R) | | .59 | |
| It wouldn't be too costly for me to leave my organization now (R) | | .54 | |
| I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore (R) | | .38 | |
| One of the few serious consequences of leaving this organization would be the scarcity of available alternatives | | | .70 |
| I feel that I have too few options to consider leaving this organization | | | .60 |
| Too much in my life would be disrupted if I decided I out having another one lined up (R) | | | .51 |
| It would be very hard for me to leave my organization right | | | .49 |
| Right now, staying with my organization is a matter of necessity as much as desire | | | .48 |

Table 13 shows the factor loadings of the items of the scale. The items has been arranged into three factors according to the loadings. The new structure of the items were provided to a panel of five experts and on the basis of their suggestions, the new factor categories were named as Loyalty, Affective Detachment and Job Dependency for factor 1, factor 2 and factor 3, respectively.

Psychometric Properties of Scales and Subscales

Analysis was conducted to find out the psychometric properties of scales and subscales used in the study. Cronbach alpha reliability of the scales and sub scales was checked to ensure it falls in acceptable range.

Table 14

Psychometric Properties of all Scales and Subscales (N = 250)

| Variables | <i>k</i> | α | <i>M</i> | <i>SD</i> | Range | | Skewness | Kurtosis |
|----------------------------------|----------|----------|----------|-----------|--------|-----------|----------|----------|
| | | | | | Actual | Potential | | |
| Cyberslacking Behavior | 7 | .89 | 19.65 | 6.83 | 7-35 | 7-35 | .46 | -.21 |
| Cyberslacking Intention | 6 | .86 | 19.2 | 5.62 | 6-30 | 6-30 | -.18 | -.52 |
| Group Identity | 4 | .84 | 57.2 | 10.64 | 25-80 | 12-84 | -.43 | -.15 |
| Desirability for Control | 8 | .86 | 30.4 | 5.91 | 8-40 | 8-40 | -.83 | 1.20 |
| Organizational Commitment | | | | | | | | |
| Loyalty | 10 | .87 | 44.66 | 10.97 | 15-66 | 10-70 | -.42 | -.63 |
| Affective Detachment | 7 | .83 | 28.21 | 7.96 | 8-47 | 7-49 | -.09 | -.72 |
| Job Dependency | 5 | .74 | 22.39 | 4.92 | 9-33 | 5-35 | -.38 | -.34 |

Note. *k* = item number; α = cronbach alpha; *M* = Mean; *SD* = Standard Deviation

Table 14 shows psychometric properties of the scales and sub scales used in the study. All the scales and subscales used in the study has good reliability.

Correlation analysis

Pearson moment correlation analysis was conducted to find out direction and strength of the correlations among all the study variables.

Table 15

Pearson product moment correlation analysis of Study Variables (N = 250)

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|----------------------------------|---|-------|--------|--------|-------|--------|-------|
| 1 Cyberslacking | | .84** | -.12** | .04* | -.05 | -.29** | -.09 |
| 2 Cyberslacking Intention | | | -.07** | -.03** | -.15* | -.30** | -.10 |
| 3 Group Identification | | | | .25** | .40** | .21** | .50** |
| 4 Desirability for Control | | | | | .52** | .20** | .30** |
| Organizational Commitment | | | | | | | |
| 5 Loyalty | | | | | | .44** | .52** |
| 6 Affective Detachment | | | | | | | .22** |
| 7 Job Dependency | | | | | | | |

* $p < .05$, ** $p < .01$

Table 15 shows the correlation analysis of the study variables. Cyberslacking was found to have significant positive correlation with cyberslacking intention and non-significant positive relation with desirability for control, while it was significantly negatively correlated with group identification and organizational commitment. Also, its correlation with all of subscales of organizational commitment was also found to be negative.

The correlation of cyberslacking intention was negative with group identification, desirability for control and organizational commitment sub scales. Group identification had positive significant correlation with desirability for control and organizational commitment scale and its subscales. Also, desirability for control was found to have significant positive relation with organizational commitment subscales and lastly, all of the organizational commitment subscales had significant positive correlation among them.

Mediation Analysis

To find out the mediating role of cyberslacking intention between predictors and dependent variables of the study, mediation analysis was conducted.

Table 16

Mediation of Cyberslacking Intention Between Organizational Commitment and Cyberslacking
(*N* = 250)

| Variables | β | SE | F | R ² | 95% Boot CI | |
|---|---------|-----|----------|----------------|----------------|------|
| | | | | | LL | UL |
| Direct effect | | | | | | |
| Organizational Commitment → Cyberslacking Intention | -.22** | .08 | 10.94** | .11 | | |
| Cyberslacking Intention → Cyberslacking | .83** | .04 | 153.61** | .71 | | |
| Organizational Commitment → Cyberslacking | .02 | .01 | | | -.01 | .03 |
| Indirect Effect | | | | | | |
| Organizational Commitment → Cyberslacking Intention → Cyberslacking | | | | | -.28 | -.08 |
| Total Effect | | | | | | |
| Organizational Commitment → Cyberslacking | -.16** | .02 | 9.26** | .10 | -.10 | -.01 |

** $p < .01$, * $p < .05$

Table 16 shows that results of the direct effect of mediating role of cyberslacking intention between organizational commitment and cyberslacking revealed that organizational commitment was found to be significantly negative predictor of cyberslacking intention (22%) and cyberslacking. Similarly, cyberslacking intention was significant predictor of cyberslacking (83%). Furthermore, Indirect effect of mediating role of cyberslacking intention between organizational commitment and cyberslacking showed that cyberslacking intention found to significantly mediate the relationship between organizational commitment and cyberslacking

which showed that increase in organizational commitment tend to decrease cyberslacking intention whereas, decrease in cyberslacking intention tends to increase cyberslacking.

Figure 7

Mediation of Cyberslacking Intention Between Organizational Commitment and Cyberslacking
($N = 250$)

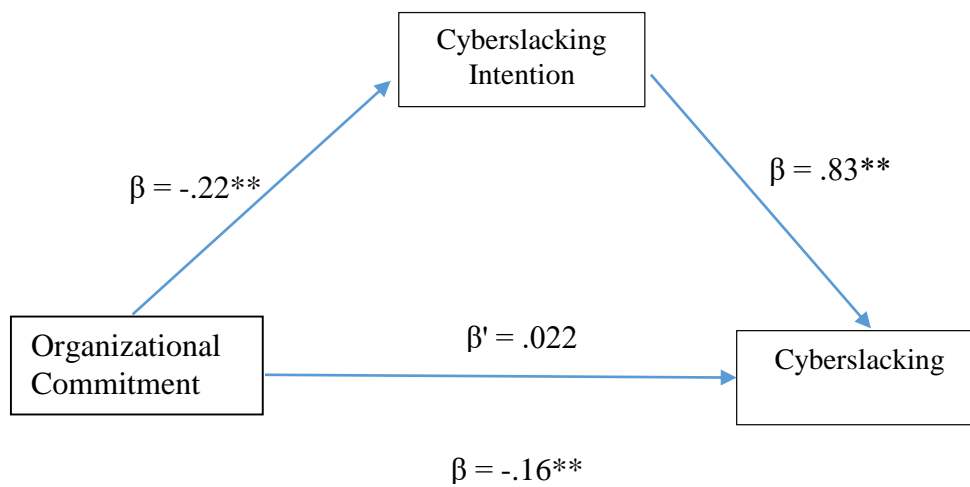


Table 17*Mediation of Cyberslacking Intention Between Loyalty and Cyberslacking (N = 250)*

| Variables | β | SE | F | R ² | 95% Boot CI | |
|---|---------|-----|----------|----------------|-------------|------|
| | | | | | LL | UL |
| Direct effect | | | | | | |
| Loyalty → Cyberslacking Intention | -.14** | .03 | 8.11** | .09 | | |
| Cyberslacking Intention → Cyberslacking | .83** | .04 | 157.17** | .72 | | |
| Loyalty → Cyberslacking | .07* | .02 | | | .04 | .08 |
| Indirect Effect | | | | | | |
| Loyalty → Cyberslacking Intention → Cyberslacking | | | | | -.22 | -.02 |
| Total Effect | | | | | | |
| Loyalty → Cyberslacking | -.05 | .03 | 6.94** | .08 | -.10 | .04 |

** $p < .01$, * $p < .05$

Table 17 shows that the results of the direct effect of mediating role of cyberslacking intention between loyalty and cyberslacking revealed that loyalty was found to be significantly negative predictor of cyberslacking intention (14%) and cyberslacking. Similarly, cyberslacking intention was significant predictor of cyberslacking (83%). Furthermore, Indirect effect of mediating role of cyberslacking intention between loyalty and cyberslacking showed that cyberslacking intention found to significantly mediate the relationship between loyalty and cyberslacking which showed that increase in loyalty tend to decrease cyberslacking intention whereas, decrease in cyberslacking intention tends to increase cyberslacking.

Figure 8

Mediation of Cyberslacking Intention Between Loyalty and Cyberslacking (N = 250)

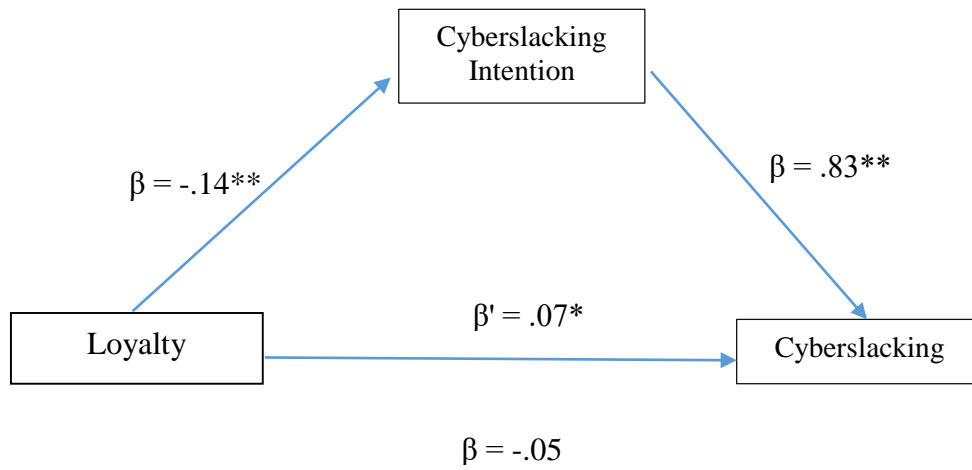


Table 18*Mediation of Cyberslacking Intention Between Affective Detachment and Cyberslacking**(N = 250)*

| Variables | β | SE | F | R ² | 95% Boot CI | |
|--|---------|-----|----------|----------------|-------------|------|
| | | | | | LL | UL |
| Direct effect | | | | | | |
| Affective Detachment → Cyberslacking Intention | -.27** | .04 | 13.84** | .14 | | |
| Cyberslacking Intention → Cyberslacking | .81** | .03 | 154.42** | .71 | | |
| Affective Detachment → Cyberslacking | -.04 | .03 | | | -.09 | .02 |
| Indirect Effect | | | | | | |
| Affective Detachment → Cyberslacking Intention → Cyberslacking | | | | | -.32 | -.12 |
| Total Effect | | | | | | |
| Affective Detachment → Cyberslacking | -.26** | .05 | 14.04** | .14 | -.33 | -.13 |

** $p < .01$, * $p < .05$

Table 18 shows that the results of the direct effect of mediating role of cyberslacking intention between affective detachment and cyberslacking revealed that affective detachment was found to be significantly negative predictor of cyberslacking intention (27%) and cyberslacking. Similarly, cyberslacking intention was significant predictor of cyberslacking (81%). Furthermore, Indirect effect of mediating role of cyberslacking intention between affective detachment and cyberslacking showed that cyberslacking intention found to significantly mediate the relationship between affective detachment and cyberslacking which showed that increase in affective detachment tend to decrease cyberslacking intention whereas, decrease in cyberslacking intention tends to increase cyberslacking.

Figure 9

Mediation of Cyberslacking Intention Between Affective Detachment and Cyberslacking

($N = 250$)

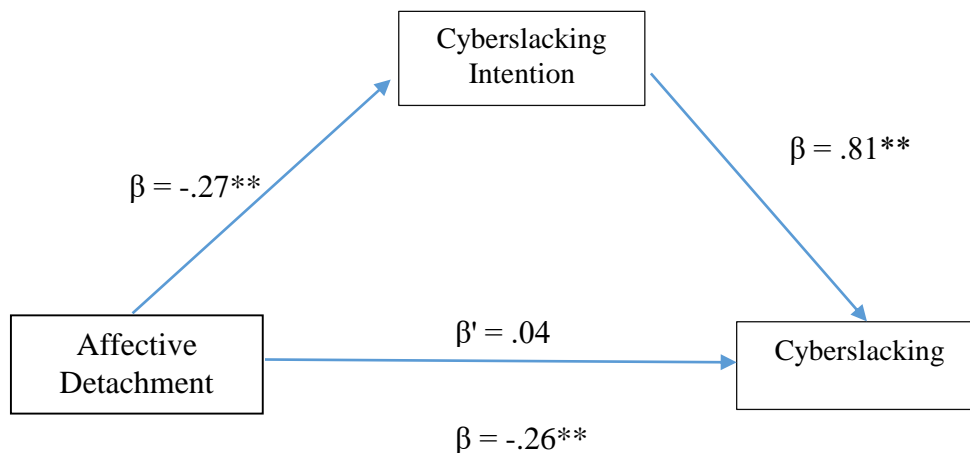


Table 19*Independent Sample t-test Across Job Characteristics on Study Variables (N = 250)*

| Variables | Requires more creativity (n = 120) | | Requires more repetitive actions (n = 130) | | t | Cohen's d |
|----------------------------------|--|-------|---|-------|--------|-----------|
| | M | SD | M | SD | | |
| | Cyberslacking | 19.00 | 6.19 | 20.25 | | |
| Cyberslacking Intention | 18.87 | 5.38 | 19.56 | 5.83 | -.97 | .12 |
| Group Identification | 57.26 | 11.33 | 57.27 | 10.01 | -.08 | .00 |
| Desirability for Control | 30.10 | 6.18 | 30.84 | 5.64 | -.99 | .12 |
| Organizational Commitment | | | | | | |
| Loyalty | 43.32 | 11.62 | 45.90 | 10.21 | -1.85* | .16 |
| Affective Detachment | 28.59 | 8.19 | 27.86 | 7.77 | .71 | .09 |
| Job Dependency | 22.47 | 20.53 | 22.32 | 17.39 | .24 | .00 |

* $p < .05$

Table 19 indicates *t test* analysis across job characteristics on study variables among the participants. It was found that there is significant difference in cyberslacking and Loyalty among participants on the basis of their job characteristics (requires more creativity and requires more repetitive actions).

Table 20*One-Way Analyses of Variance and Post HOC Analysis across Education with Study Variables (N = 250)*

| Variables | Intermediate (n = 55) | | Graduate (n = 156) | | Postgraduate (n = 30) | | F | η^2 | i>j | MD= i>j | 95%CI LL-UL |
|--------------------------------------|--------------------------|-------|-----------------------|-------|--------------------------|-------|-------|----------|-----|------------|----------------|
| | M | SD | M | SD | M | SD | | | | | |
| Cyberslacking | 21.81 | 8.48 | 19.23 | 6.03 | 18.03 | 6.54 | 2.66* | .03 | 1>2 | 2.92 | -9.38-3.52 |
| | | | | | | | | | 1>3 | .34 | -6.49-5.80 |
| | | | | | | | | | 2>3 | .85 | -5.99-7.69 |
| Cyberslacking Intention | 20.61 | 6.91 | 19.02 | 5.20 | 18.10 | 4.82 | 1.70 | .02 | 1>2 | 2.01 | -7.84-2.83 |
| | | | | | | | | | 1>3 | 1.91 | -6.00-4.17 |
| | | | | | | | | | 2>3 | 2.13 | -5.65-5.67 |
| Group Identification | 57.78 | 9.00 | 56.96 | 11.3 | 58.10 | 11.16 | .14 | .00 | 1>2 | .89 | -11.09-9.34 |
| | | | | | | | | | 3>1 | .07 | -9.79-9.65 |
| | | | | | | | | | 3>2 | 1.21 | -12.04-9.61 |
| Desirability for Control | 30.47 | 6.81 | 30.39 | 5.40 | 31.41 | 6.94 | .38 | .00 | 1>2 | 1.25 | -6.90-4.40 |
| | | | | | | | | | 3>1 | 1.17 | -6.56-4.21 |
| | | | | | | | | | 3>2 | 2.19 | -8.19-3.10 |
| Organizational Commitment | | | | | | | | | | | |
| Loyalty | 45.21 | 11.07 | 44.45 | 10.31 | 46.06 | 14.19 | .66 | .00 | 1>2 | 4.77 | -15.25-5.70 |
| | | | | | | | | | 3>1 | 4.00 | -13.99-5.98 |
| | | | | | | | | | 3>2 | 5.62 | -16.74-5.49 |
| Affective Detachment | 25.47 | 7.67 | 29.19 | 7.87 | 29.06 | 8.63 | 3.59* | .04 | 2>1 | .25 | -7.73-7.23 |
| | | | | | | | | | 2>3 | 3.96* | -11.10-3.16 |
| | | | | | | | | | 3>1 | 3.84 | -11.78-4.09 |
| Job Dependency | 23.01 | 4.70 | 23.02 | 5.05 | 23.55 | 5.11 | 1.34 | .01 | 2>1 | .01 | -4.70-4.67 |
| | | | | | | | | | 3>1 | 1.07 | -3.09-5.53 |
| | | | | | | | | | 3>2 | .55 | -5.52-4.42 |

* $p < .05$

Table 20 shows one way analysis of variance in terms of education on study variables. It was found that significant difference exists in cyberslaking and Affective Detachment on the basis of education. The value of η^2 was found to be .03 and .04 respectively that indicates small effect.

Table 21

One-Way Analyses of Variance and Post HOC Analysis Across Work Setting with Study Variables (N = 250)

| Variables | Office based (n = 189) | | Remote (n = 30) | | Hybrid (n = 31) | | F | η^2 | i>j | MD= i>j | 95%CI LL-UL |
|--------------------------------------|----------------------------|-------|---------------------|-------|--------------------|------|--------|----------|-----|------------|----------------|
| | M | SD | M | SD | M | SD | | | | | |
| Cyberslacking | 18.86 | 6.49 | 20.44 | 7.22 | 23.70 | 7.18 | 7.25** | .05 | 2>1 | 1.57 | -4.77-1.61 |
| | | | | | | | | | 3>1 | 4.84* | -7.94-1.73 |
| Cyberslacking Intention | 18.67 | 5.55 | 20.20 | 5.86 | 21.74 | 5.11 | 4.57* | .03 | 2>1 | 1.52 | -4.18-1.12 |
| | | | | | | | | | 3>2 | 3.06* | -5.64-.48 |
| Group Identification | 57.64 | 10.63 | 54.86 | 12.10 | 57.25 | 9.22 | .85 | .00 | 1>2 | 2.78 | -2.32-7.88 |
| | | | | | | | | | 3>2 | .38 | -4.57-5.34 |
| Desirability for Control | 30.41 | 6.08 | 30.10 | 4.98 | 31.32 | 5.71 | .38 | .00 | 1>2 | .30 | -4.57-5.34 |
| | | | | | | | | | 3>2 | .91 | -3.67-1.84 |
| Organizational Commitment | | | | | | | | | | | |
| Loyalty | 44.71 | 11.41 | 41.65 | 8.33 | 47.19 | 9.87 | 1.93 | .01 | 1>2 | 3.05 | -2.18-8.29 |
| | | | | | | | | | 3>2 | 2.48 | -7.57-2.60 |
| Affective Detachment | 28.56 | 8.19 | 26.55 | 7.09 | 27.61 | 7.30 | .90 | .00 | 1>2 | 2.01 | -1.80-5.83 |
| | | | | | | | | | 3>2 | .95 | -2.75-4.66 |
| Job Dependency | 22.45 | 4.90 | 21.75 | 5.38 | 22.61 | 4.75 | .28 | .00 | 1>2 | .69 | -1.66-3.06 |
| | | | | | | | | | 3>2 | .15 | -2.45-2.14 |

** $p < .01$, * $p < .05$

Table 21 shows one way analysis of variance in terms of work environment on study variables. It was found that significant difference exists in cyberslacking and cyberslacking intention on the basis of work environment among the study sample. The value of η^2 was found to be .05 and .03 in respectively that indicates small effect.

CHAPTER VI

DISCUSSIONS

The present study aimed at finding the role of organizational commitment, group identity and desirability for control, cyberslacking intention and cyberslacking behavior among telecom sector employees. Initially, confirmatory factor analysis was conducted on the study variables to validate the structure of the measurement instruments. The results indicated that all the measurement tools used in the study, except organizational commitment questionnaire, had good validity with good model fit. The factor loadings of organizational commitment questionnaire had negative correlation among its subscales. As a result, explanatory factor analysis was conducted on this scale and according to its results, two items were deleted from the scale and remaining were categorized again according to factor loadings of items. A panel of 5 experts was consulted for naming the new categories of the scale items. The factor 1, factor 2 and factor 3 of the item loadings were named as loyalty, affective detachment and job dependency respectively.

Descriptive statistics conducted on the data showed that the participants of the study included 138 males and 112 females. The participants were found to be further divided on the basis of their educational level (9 matric, 55 intermediate, 157 graduate and 29 postgraduate), job role (84 managerial, 166 non managerial), technological proficiency (31 beginner, 141 intermediate, 78 experts), work setting (190 office based, 29 remote, 31 hybrid), social media use (184 multiple times a day, 48 once a day, 16 few times a day, 1 rarely, 1 never) and job characteristics (120 requires more creativity, 130 requires more repetitive actions). With regards to if there has been implementation of organizational policies for personal use of internet at work, 156 of the participants said yes and 94 of them said no.

It was first hypothesized that a negative correlation will exist between organizational commitment and cyberslacking. Correlation analysis was conducted among study variables. The findings showed a significant negative correlation among organizational commitment and cyberslacking. The findings are consistent in the light of previous study in which cyberslacking was shown to have negative relationship with organizational commitment (Ufii, 2023) and lack of organizational commitment can contribute to cyberslacking (Garrett & Danziger, 2008).

In addition, it was hypothesized that group identity will have a negative correlation with cyberslacking. The results of the correlation analysis showed that a significant negative relation was found between cyberslacking and group identification. These results has been supported by previous research that showed that group identification, along with perceived personal control over behavior, tends to give positive outcomes and wellbeing (Greenway, 2015). Another study performed on university students showed that group identification has significant relationship with personal initiative and engagement in a behavior (Lisbona, 2016).

. Furthermore, a negative relation was hypothesized between desirability for control and cyberslacking. The results of the study showed that desirability for control has positive correlation with cyberslacking. Similar results has been supported in the previous study that showed that participation in cyberslacking by employees of an organization could be a way of gaining control over their jobs (Robinson, 2003). It was also concluded that individuals who rate low on self-control tends to cyberslack more because they overlook the consequences of it for gaining immediate rewards (Odom, 2008). Employees high in external locus of control tends to be high on cyberslacking as well (chen, 2011).

It was further hypothesized that cyberslacking intention will mediate the relationship between organizational commitment, group identification, desirability for control and cyberslacking behavior. The results confirmed the proposition of cyberslacking intention as a

mediator among organizational commitment and cyberslacking behavior. Organizational commitment falls under the category of attitude in the context of theory of planned behavior. In a study performed for analyzing theory of planned behavior, it was found that attitude is the strongest predictor of the cyberslacking intention. Cyberslacking intention had mediator effect among attitude and cyberslacking (Rana, 2019). It was also found that cyberslacking is predicted by employee's job attitude (Lieberman, 2011). In addition, cyberslacking intention was found to be partial mediator among job attitudes and cyberslacking behavior among college teachers (Batuary, 2021).

Cyberslacking intention as a mediator between group identification (a type of social norm) and cyberslacking however, was not confirmed in the study. Similar results are also depicted in a study, according to which, descriptive social norms were not significantly found to be related to cyberslacking intention among University students (Lim, 2008).

In terms of mediating role of cyberslacking intention with desirability for control, it was found that mediation affect does not exist. Similar results has been shown in another study that self-regulation and control had no effects on academic cyberslacking (Ermida, 2022).

Another hypothesis was that there will be difference in cyberslacking behaviors on the basis of demographic variables. The results of the study indicated difference in cyberslacking behavior on the basis of job characteristics, education and work setting. These results are supported by previous researches in which significant differences in employee's mobile cyberslacking and workplace productivity were observed on the basis of age, gender, educational level and industry environment type (Levy & wang, 2019). Another study showed that organizational norms regarding allowing employees to use internet for personal use at work are significant predictors of cyberslacking (Askew, 2011). Furthermore, qualification of the employees is another factor that

predicts cyberslacking as it has been found that employees who consider themselves as more qualified to do the job are more involved in cyberslacknig behavior (Yang, 2020).

Limitations and Future Recommendations

The following are the limitations and recommendations of the study that should be taken into account:

1. For detailed understanding and to look at the long run effects of predictors on cyberslacking, it is recommended that longitudinal study is conducted along with causal and experimental studies.
2. Future researchers can explore the effects of cyberslacking on employee's personal and organization related outcomes analyze cyberslacking effects on employee's stress levels and work productivity.
3. Future researches could be focused on exploring the comparison of cyberslaking among different types of organizations and work setups.

Implications

The findings of this study has practical, theoretical and methodological implications as:

1. The study analyzes theory of planned behavior and contributes new findings to application of this theory in terms of cyberslacking.
2. The study is beneficial for organizational managers and employees to take actions to reduce cyberslacking in an effective manner, considering the given predictors of it in the current study.
3. The results of the study are beneficial for telecom sector to understand the work and behaviors of their employees through different perspectives. This will help in the ramification of organizational policies and employee wellbeing and supporting

programs that will ultimately benefit the organization by enhancing employee's productivity and the recruitment process.

4. The study explains cyberslacking in a detailed and broader way highlighting several demographic factors that can affect the intensity of cyberslacking behavior. Including education, frequency of social medial use, job role and income of the employees.

Conclusion

The present study aimed to investigate the role of organizational commitment, group identification and desirability for control among telecom sector employees. The findings showed that there is relationship among the study variables. Organizational commitment, group identification and desirability for control were related to cyberslacking and cyberslacking intention. While cyberslacking intention as a result is correlated to cyberslacking behavior. Furthermore, the mediating effect of cyberslacking intention has also been analyzed between these predictors and cyberslacking. In addition, differences in cyberslacking behavior in terms of age, job experience, job role, education and income of employees, social media use, technological proficiency and organizational policies has also been highlighted. The results of the study have implications in organizational, clinical and IT domains.

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Annexures

Annexure A

Informed Consent

Principal Investigator: Nadia Azhar

MS Clinical Psychology

Bahria University, Islamabad

Introduction:

You are invited to participate in a research study conducted by Nadia Azhar at Bahria University, Islamabad. The purpose of this study is to investigate the antecedents of digital leisure behavior among telecom employees. If you agree to participate, you will be asked to respond to given questionnaires by selecting an appropriate option that suits you the best. The estimated time commitment is 10 to 15 minutes.

Your participation in this study is entirely voluntary. You have the right to withdraw from the study at any time. All information collected during the study will be kept confidential. Your name and other information will not be revealed anywhere. If you have any questions or concerns about the research, you can contact the researcher, Nadia Azhar, at nadiaa.azhaar@gmail.com.

Consent:

I have read and understood the information provided above. I have had the opportunity to ask questions and have received satisfactory answers. I freely consent to participate in this research study.

Participant's Signature: _____

Date: _____

Annexure B

Demographic Information Sheet

1. Gender
2. Age
3. Education
4. Designation
5. Current Job experience (years/months)
6. Monthly Income Yes / No
7. Do you have access to technological devices/ internet at work?
8. What is your current role at job? Managerial / Non-Managerial
9. Technological Proficiency Beginner/ Intermediate /Expert
10. Work Environment Office based/ Remote/ Hybrid
11. How frequently do you engage with social media platforms?
Multiple times a day/Once a day/ Few times a week/ Once a week/
Rarely/ Never
12. What are your job characteristics?
Requires more creativity/ Requires more repetitive actions
13. Has your organization implemented any policies or regulations regarding the personal utilization of the internet during working hours?

Yes/ No

Annexure C

Cyberslacking Scale

(Lim, 2002; Blanchard & Henle.2008; Askew et al., 2104)

Please insert a checkmark (X) in the appropriate column to indicate whether you agree or disagree with each of the following statements

1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | I Check my personal information at work | 1 | 2 | 3 | 4 | 5 |
| 2 | I Check non-work email at work | | | | | |
| 3 | . I Send non-work email at work | | | | | |
| 4 | I Visit social media sites at work (Face book, twitter, etc.) | | | | | |
| 5 | I Shop online at work | | | | | |
| 6 | I Visit sports sites at work | | | | | |
| 7 | I Visit news sites at work | | | | | |

Annexure D
Cyberslacking Intent Scale
(Askew, 2014)

Please choose appropriate option for each statement to indicate whether you agree or disagree with each of the following statements

1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree

1. I intend to shop online while at work at least once in the forthcoming month.
2. I will use my phone for personal reasons while at work at least once in the forthcoming month.
3. I will send at least a few text messages while at work in the forthcoming month.
4. I intend to send a non-work related email at least once in the forthcoming month.
5. I plan to browse non-work related websites at work at least a few times in the forthcoming month.
6. I plan to use a social networking site (ex. Facebook) while at work at least once in the forthcoming month.

Annexure E

The Desire for Self-Control (DSC) Scale

(Uziel & Baumeister, 2017)

Instructions: Please mark your level of agreement with the following statements which refer to what you WANT in your life in general, by choosing an option from these mentioned below;

1= Strongly disagree

2=Disagree

3= Neither agree nor disagree

4=Agree

5= Strongly agree

In my life in general...

1. I want to be more self-disciplined
2. I want to be better able to concentrate on tasks
3. I wish I had more control over my responses in stressing situations
4. I want to be better able to resist temptations
5. I want to be better able to hold back bad thoughts when they come to my mind
6. I wish I had a better ability to change unwanted habits
7. I want to have more control over my feelings
8. I want to be better able to persist in pursuing goals

Annexure F

Organizational Commitment Scale

(Alan and Meyer, 1990)

Please mark the level of agreement with the following statement, by choosing an option from the ones listed below.

1 = strongly disagree

2 = moderately disagree

3 = slightly disagree

4 = neither agree nor disagree

5 = slightly agree

6 = moderately agree

7 = strongly agree

Affective Commitment Scale Items:

1. I would be very happy to spend the rest of my career with this organization
2. I enjoy discussing my organization with people outside it
3. I really feel as if this organization's problems are my own
4. I think that I could easily become as attached to another organization as I am to this one (R)
5. I do not feel like 'part of the family' at my organization (R)
6. I do not feel 'emotionally attached' to this organization (R)
7. This organization has a great deal of personal meaning for me
8. I do not feel a strong sense of belonging to my organization (R)

Continuance Commitment Scale Items:

1. I am not afraid of what might happen if I quit my job with.
2. It would be very hard for me to leave my organization right
3. Too much in my life would be disrupted if I decided I out having another one lined up (R)

now, even if I wanted to wanted to leave my organization now

4. It wouldn't be too costly for me to leave my organization now (R)

5. Right now, staying with my organization is a matter of necessity as much as desire

6. I feel that I have too few options to consider leaving this organization

7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives

8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here

Normative Commitment Scale Items:

1. I think that people these days move from company to company too often.

2. I do not believe that a person must always be loyal to his or her organization (R)

3. Jumping from organization to organization does not seem at all unethical to me (R)

4. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain

5. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization

6. I was taught to believe in the value of remaining loyal to one organization

7. Things were better in the days when people stayed with one organization for most of their careers

8. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore (R)

Annexure G

Group Identity Scale

(Sani et al., 2015)

Using the 1 to 7 scale below, note how much you disagree or agree with each the four statements in relation to each of the identified groups;

1= strongly disagree

2=moderately disagree

3-slightly disagree

4=neither agree nor disagree

5= slightly agree

6= moderately agree

7= strongly agree

| Sr no. | Items | Immediate or extended family | Local community | Choose groups, friends, hobbies etc |
|--------|---|------------------------------|-----------------|-------------------------------------|
| 1 | I feel a bound with my (group) | | | |
| 2 | I feel similar to other members of my (group) | | | |
| 3 | I have a sense of belonging to my (group) | | | |
| 4 | I have a lot in common with members of my (group) | | | |

Nadia Azhar

Mon, 25 Dec 2023, 22:53

Dear Mr. Lim, I hope this email finds you well. My name is Nadia Azhar, and I am currently working on a research study titled "Cyberslacking: role of or...

Vivien Lim <bizlimv@nus.edu.sg>

Tue, 26 Dec 2023, 09:09

☆ 😊 ↩ ⋮

to me ▾

Ok

Nadia Azhar

Mon, 25 Dec 2023, 23:13 ☆

Dear Mr.Uziel, I hope this email finds you well. My name is Nadia Azhar, and I am currently working on a research study titled "Cyberslacking: role of or...

Liad Uziel <liaduziel@gmail.com>

Tue, 26 Dec 2023, 12:46

☆ 😊 ↩ ⋮

to me ▾

Hi Nadia,

Thank you for writing.

By all means, you can use the scale in your research freely.

The scale is attached.

Best wishes, and good luck with your studies,

- Liad.

Nadia Azhar

Mon, 25 Dec 2023, 23:03 ☆

Dear Mr. Sani, I hope this email finds you well. My name is Nadia Azhar, and I am currently working on a research study titled "Cyberslacking: role of or..."

Fabio Sani (Staff) <f.sani@dundee.ac.uk>

Wed, 3 Jan, 17:42 ☆ 😊 ↶ ⋮

to me ▾

Dear Nadia,

Thank you for your interest in using the GIS in your very interesting research project. You should feel free to use the scale.

I am attaching some guidelines that you might find of use.

Best wishes,

Fabio

Nadia Azhar

Mon, 25 Dec 2023, 23:30 ☆

Dear Dr. Askew, I hope this email finds you well. My name is Nadia Azhar, and I am currently working on a research study titled "Cyberslacking: role of ..."

Kevin Askew <askewk@montclair.edu>

Tue, 26 Dec 2023, 23:15 ☆ 😊 ↶ ⋮

to me ▾

Hi Nadia,

Thanks for your email. You have my permission to use the scale. Good luck with your research project!

Sincerely,

Kevin

—

Kevin L. Askew, PhD
Associate Professor
Psychology
Dickson Hall 229
Montclair State University