

**INVESTIGATING THE ROLES OF WORKPLACE BOREDOM, SOCIAL
INFLUENCE, AND ORGANISATIONAL JUSTICE IN CYBERLOAFING AMONG
CIVIL SERVANTS IN LAGOS STATE**

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ABSTRACT: Cyberloafing refers to employees intentionally utilising their work time and the company's internet access for personal activities during working hours. Existing reports indicate that cyberloafing contributes to the diminished productivity of civil servants in Nigeria. Prior research has investigated the impacts of personality traits, work engagement, and work/family conflict on cyberloafing, but there has been a limited focus on workplace boredom and social influence. Hence, this study examined workplace boredom, social influence, and organisational justice as determinants of cyberloafing. The theory of planned behaviour guides this study and employs a cross-sectional survey design. A convenience sampling technique was used to select Lagos state civil servants. Each respondent completed a 16-item Cyberloafing Scale ($\alpha = .73$), a 6-item Workplace Boredom Scale ($\alpha = .75$), a Social-Norm Espousal Scale ($\alpha = .80$), and an Organisational Justice Scale ($\alpha = .80$). The respondents' age was 25.60 ± 6.05 years, and 53.2% were male. Results revealed that workplace boredom had an independent significant influence on cyberloafing ($\beta = .21$, $t = 3.31$, $P < .01$), social influence significantly influenced cyberloafing independently ($\beta = .16$, $t = 2.56$, $P < .01$), and organisational justice had a significant independent influence on cyberloafing ($\beta = -.29$, $t = -4.83$, $P < .01$). Workplace boredom, social influence and perceptions of organisational justice lead to cyberloafing at work. Hence, employers should ensure that employees' job descriptions are redesigned to avoid monotonous work, that work-related social interaction should be encouraged, and that organisation practices should be fair enough to discourage cyberloafing.

Keywords: Workplace Boredom, Social Influence, Organisational Justice, Cyberloafing

Background

Cyberloafing refers to the behaviour of employees using work time to engage in nonwork-related activities on either personal or company-provided internet services. This practice poses a threat to organisational growth and productivity. Cyberloafing, alternatively known as cyberslacking (Vitak, Crouse, & LaRose, 2011), refers to the utilisation of the internet and mobile devices during work hours, encompassing personal internet activities carried out while on the job (König & Guardia, 2014). Additionally, cyberloafing refers to the inappropriate use of the internet provided by a company, involving activities such as checking personal emails and browsing nonwork-related websites during working hours (Chen et al, 2020).

The prevalence of cyberloafing has increased due to the widespread use of smartphones and the easy accessibility of various social media platforms and applications on Android phones. According to Lin (2002), employers are significantly concerned with this issue. The internet plays a crucial role not only in professional aspects but also in the personal lives of

employees. However, it has also posed a substantial challenge for organisational management (Glassman, Prosch, & Shao, 2014). Cyberloafing represents a counterproductive form of withdrawal that has the potential to hinder the effectiveness and efficiency of work. Spector and Jex (1988) discovered that engaging in cyberloafing poses harm to both organisations and their stakeholders due to the improper utilisation of company resources, and Lim and Teo (2005) considered cyberloafing as a form of production deviance.

Despite its recognised negative effects on work performance, Mercado, Giordano, and Dilchert (2017) reported that cyberloafing did not have an adverse effect on employees' job performance. Additionally, Lim and Chen (2012) highlighted positive outcomes, such as boosting employees' moods, associated with cyberloafing. Syrek et al. (2018) also concluded that cyberloafing can increase workers' work engagement. Furthermore, Pindek et al. (2018) suggested that workers may indulge in cyberloafing as a coping mechanism in response to stressful job conditions.

Boredom at the workplace can contribute to employees engaging in cyberloafing as a means to alleviate monotony. In the study by Reijseger et al. (2013), job boredom is described as passive attitudes, the absence of interest in tasks, and an inability to focus on the job. This condition has been linked to adverse personal and organisational results, such as absenteeism and poor retention, as indicated by Fisher (1993). The prevalence of smartphones further facilitates cyberloafing. Additionally, Reijseger et al. (2013) reported that work boredom is related to low levels of work stress and resources. Many individuals perceive public employment as disconnected from personal interests and not belonging to anyone, potentially increasing the likelihood of engaging in cyberloafing.

Additionally, social influence plays a significant role in the manifestation of cyberloafing within various workplaces, particularly in civil service settings. Employees may tend to replicate the prevailing behaviours in their workplace, as individuals often adapt their conduct to align with the expectations of their social environment.

Another factor that could impact cyberloafing behaviour is individuals' perception of fairness or unfairness in the organisational resource distribution process, referred to as organisational justice. This concept has the potential to either enhance employees' behaviours or diminish their motivation. Organisational justice is a nuanced aspect within any workplace, relying on employees' perceptions and necessitating the organisation's efforts to establish and visibly maintain it. This is crucial to prevent the adverse consequences associated with employees perceiving unfairness. Günay et al. (2018) reported that when employees perceive unfairness, it can manifest as negative behaviours such as engaging in counterproductive work behaviours such as cyberloafing. These individuals may believe that they are restoring justice by reducing their commitment, loyalty, and dedication, using internet services (either personal or company-owned) for leisure or seeking alternative forms of compensation.

Though there are other factors that may influence cyberloafing but based on the arguments stated above, it is presupposed that the monotonous nature of civil service work, influences from others and the unfavourable perception of how the service is run procedural, distributive wise and in other ways may increase the likelihood of cyberloafing at work but this claims require empirical investigation. Hence, this study examined how work boredom, Social influence and perception of organisational justice determine cyberloafing.

Statement of the Problem

To hire is a thing, but for the hire to do what he or she is another, and a times some hires loaf on the job to the detriment of the employer. The proliferation of internet-enabled smartphones and the prevalence of social media content have led to an increase in cyberloafing at workplaces, becoming a widespread phenomenon on a global scale. Cyberloafing behaviour is prevalent in advanced nations, even in the United States. Studies conducted in 2005 and 2006 by WebSense revealed that 61% of American employees were involved in some form of cyberloafing and that the average American employee spent approximately 24% of their working hours on cyberloafing activities. Additionally, Fox (2007) reported that some workers spend up to 5–6 hours surfing the internet daily during work hours. Additionally, Zakrzewski (2016) estimated that employees dedicate approximately two hours to engaging in cyberloafing activities during work hours, resulting in substantial financial losses for organisations. Consequently, organisational leaders are consistently investing effort in implementing strategies to discourage employees from participating in such behaviours. Glassman et al. (2014) asserted that effectively managing organisations faces a notable challenge in the form of cyberloafing. According to Ugrin and Pearson (2013), this phenomenon has contributed to a rising pattern in organisational spending dedicated to averting instances of cyberloafing among their workforce.

Although there is a scarcity of research on cyberloafing behaviour among civil servants in Nigeria, instances of such behaviour among Nigerian workers have been reported. Nwakaego and Angela (2018) discovered that the increased availability of internet services has increased the likelihood of cyberloafing among students in Ibadan, posing a challenge to concentration and academic excellence. Ogirima et al. (2020) reported an alarming 88% prevalence of cyberloafing among Corp members in Bayelsa state. The implications of cyberloafing in the workplace are serious, echoing Lin's (2002) findings that emphasised its significant concerns for employers.

Earlier studies explored how personality traits, self-control, work engagement, and work/family conflict influence cyberloafing. However, there is limited research on the roles of social influence and organisational justice in cyberloafing. Therefore, this study examines the impact of workplace boredom, social influence, and organisational justice on cyberloafing among civil servants.

Research Questions

The following questions will be answered in the course of this study:

- i. Will workplace boredom have a significant independent influence on cyberloafing behaviour?
- ii. Will cyberloafing behaviour be significantly independently influenced by social influence?
- iii. Will organisational justice independently significantly influence cyberloafing behaviour?
- iv. Will male civil servants exhibit more significant cyberloafing behaviour than their female counterparts?

Objective of the study

The primary aim of this research is to investigate whether cyberloafing behaviour can be predicted by workplace boredom, social influence, and perceptions of organisational justice. The specific objectives are as follows:

1. Determine whether workplace boredom has a significant independent influence on cyberloafing behaviour.
2. Examine whether cyberloafing behaviour is significantly independently influenced by social influence.
3. Ascertain if organisational justice independently significantly influences cyberloafing behaviour,
4. Determine whether male civil servants will exhibit more significant cyberloafing behaviour than their female counterparts.

Theoretical Framework

The study will be guided by the theory of planned behaviour (TPB) proposed by Fishbein and Ajzen in 1975, as well as the theory of interpersonal behaviour (TIB) theory introduced by Triandis in 1977. These theoretical frameworks serve as the foundation for the research, as elaborated in the following discussion.

Theory of Planned Behaviour

Cyberloafing can be comprehended through the lens of the theory of planned behaviour (TPB), which posits that intention serves as the immediate predictor of actual behaviour. This implies that employees purposefully engage in cyberloafing, as it is not accidental behaviour. Engaging in non-work activities during work is a result of the intentional decision to either avoid work while on duty or knowingly undermine the employer or the organisation. TPB, an extension of the theory of reasoned action, has proven effective in predicting significant behaviours according to Ajzen (2002). The TPB asserts that an individual's intention to partake in a specific behaviour is influenced by three factors: 1. Attitude towards the behaviour, 2. Perceived behavioural control, and 3. Subjective norms (Fishbein & Ajzen, 1975).

According to Askew (2018), attitude refers to individuals' positive or negative perceptions regarding the outcomes of specific behaviours. This encompasses both instrumental aspects, such as convenience or inconvenience, and affective aspects, such as excitement or dullness, in evaluating a behaviour. Employees often engage in cyberloafing during work hours for various reasons, including the convenience of doing so, potentially to alleviate a reduced workload temporarily, or to cleverly avoid tasks. Additionally, cyberloafing may be a response to the boredom and monotony associated with their work routine. Regardless of whether the attitude is instrumental or affective, it is crucial for workplaces to prioritise productive work, discouraging any non-work-related internet activities, such as social media or emails, as they can lead to counterproductive work behaviour (CWB) (Wu et al, 2020).

The second component of the theory of planned behaviour (TPB) is the subjective norm, which pertains to what is considered acceptable in a specific social or work environment. This suggests that employees are likely to engage in cyberloafing if it is commonplace or

widely accepted in their workplace. According to TPB proponents, subjective norms represent the social pressure and motivation influencing individuals to conform to prevalent behaviours (Ajzen, 1985). In other words, employees may participate in cyberloafing if their colleagues commonly engage in it or if there are no organisational rules against it.

The final factor in the TPB is perceived behavioural control, which is defined as an individual's inherent ability to manage impulses and inclinations to either adopt or avoid a particular behaviour. This implies that employees possess the direct ability to resist the temptation to engage in a behaviour, irrespective of its prevalence in their environment. A worker may decide not to partake in cyberloafing even if it is widespread in their workplace.

Certainly, the TPB (the theory of planned behaviour) has been applied in various studies to explain cyberloafing behaviour. Lee (2004) modified the TPB model and reported that attitudes, perceived behavioural control, subjective norms, and rejection of responsibility were important factors influencing the tendency to cyberloaf. However, perceived moral precision (moral obligation) was not found to be significant. Bock et al. (2010) reported that perceived benefits and costs were linked to attitudes and that both attitudes and subjective norms were linked to the tendency to cyberloaf, irrespective of control mechanisms.

Askew (2018) took a unique approach by using prescriptive norms (socially acceptable behaviour) and descriptive norms (actual behaviour of referent groups) as specific norms for cyberloafing. Askew's study revealed that attitudes, prescriptive norms, descriptive norms, self-efficacy, and the ability to hide were significantly related to employees' intention to cyberloaf. Sheikh et al. (2015) validated Askew's (2018) TPB model in the context of the Iranian copper industry, reporting that attitudes, descriptive norms, and the ability to hide were significantly related to the intention to cyberloaf. In summary, TPB-based theories have proven effective in predicting cyberloafing behaviour in the workplace and have shown applicability for cyberloafing studies in educational settings.

Theory of Interpersonal Behaviour (TIB)

Triandis (1977) introduced the theory of interpersonal behaviour, which highlights intention as the immediate precursor to behaviour. According to this theory, habits play a mediating role in influencing behaviour, and both intention and habits are subject to moderation by facilitating conditions. The theory posits that behaviour in a given situation is determined partly by intention, partly by habitual responses, and partly by situational constraints.

Moreover, the theory suggests that intention is shaped by social and emotional factors, as well as rational considerations such as morals or beliefs, and is further moderated by emotional drive and cognitive limitations. This implies that an employee may either intend to engage in cyberloafing or actually do so owing to social factors such as the prevalence of cyberloafing in the workplace or personal feelings towards it. These norms and feelings can lead to the development of habits. Bagozzi et al. (2002) and Steg et al. (2001) reported that affective factors and emotional antecedents play a role in shaping behavioural intentions. The theory of interpersonal behaviour (TIB) improves upon rational choice theory by incorporating roles and habits into the measurement of behaviours, providing a more comprehensive and robust explanatory framework than the

From the TIB perspective, cyberloafing behaviour often stems from the development of habits and emotions influencing the intention to engage in cyberloafing. In any given situation, behaviour is a result of the strength of intention, the habit's influence, and various facilitating conditions. Social factors, rational beliefs, and affective beliefs collectively contribute to explaining behavioural intentions in the model, with social factors encompassing norms, roles, and self-concept.

Review of Related Studies

Job boredom refers to a state where a job is perceived as passive, monotonous, or uninteresting, as highlighted by Reijseger et al. (2013). This characteristic is often attributed to civil service, which is known for its repetitive and bureaucratic nature. For employees to tap into their innate abilities, a job should ideally present challenges. The absence of such challenges, coupled with repetitive tasks and bureaucratic processes, aligns with the findings of Reijseger et al. (2013), who discovered a positive correlation between job boredom and turnover intentions among office workers.

The onset of boredom can lead to negative consequences and behaviours detrimental to the organisation, as noted by Loukidou et al. (2009). Bruursema et al. (2011) further established that job boredom adversely affects organisations, resulting in both unproductive and counterproductive outcomes. Additionally, Kass and Vodanovich's (1990) findings suggest a direct association between proneness to boredom and a heightened need for sensation seeking. In particular, internet surfing often serves as a means of satisfying this need for sensation seeking, as indicated by Oulasvirta, Rattenbury, Ma, and Raita (2012). Engaging in sensation-seeking activities, such as browsing the internet while at work, has negative consequences for job commitment, as it hinders prompt dedication to tasks and can lead to a decrease in efficiency and productivity.

It was established that two or more individuals cyberloaf in the work environment usually influence other individuals to cyberloaf (Betts et al., 2014, Sheikh et al., 2015) because it forms a kind of social norm with stronger influence in the workplace, and studies have encouraged cyberloafing in a work environment with a normative tendency to cyberloaf (Betts et al., 2014). Additionally, Taneja et al. (2015) opined that there is a strong connection between social influence and cyberloafing and that cyberloafing is determined more by social influence (norms) than other likely predictors (Sheikh et al., 2015). Once an employee engages in cyberloafing unchecked, it is possible for many others to indulge in the same acts at the expense of the organisation, which supports previous findings that posit that coworker cyberloafing predicts employees' (colleagues) cyberloafing (Askew et al., 2018; Khansa et al., 2017) and that the study by Wu et al. (2023) that reported that cyberloafing by coworkers is directly and indirectly linked to the cyberloafing of other workers.

This explains the link between social influence and cyberloafing. Inferably, cyberloafing may be seen and taken to be the norm at that particular work organisation owing to social influence. It is imperative for management to address the menace of cyberloafing, without which it may become a norm in the organisation at large and likely spreads to the organisation within the sector (Khansa et al. (2017)). Hence, cyberloafing not curtailed in the workplace either by supervisors not indulging in it or by management putting up stronger measures to mitigate it may be increased because it may develop into social influence, likely dovetailing to a culture of having most of the employees engaging in cyberloafing at work.

Employees' perceptions of fairness or unfairness play a crucial role in shaping their positive behaviours within the workplace. Positive organisational justice can serve as a motivating factor for employees. Many organisations implement established processes and procedures, such as fostering a positive working environment and recognising the importance of flexibility to create balanced staff working conditions, with the aim of influencing workers' perceptions. However, achieving justice within an organisation is challenging, as it is largely based on perception and may not always align with reality (Rajput & Parimal, 2020).

According to Günay et al. (2018), when employees perceive a lack of justice in the workplace, they often attempt to maintain justice by exhibiting negative work behaviours, such as cyberloafing. This finding is consistent with the work of Lim (2002), who argued that employees, who perceive their organisations as unfair, may use neutralisation techniques to increase the credibility of their successive involvement in cyberloafing.

Although previous research on organisational justice and cyberloafing has yielded mixed results, some studies have indicated a negative association between negative perceptions of organisational justice and cyberloafing, whereas others have reported no significant relationships. Zoghbi (2011) discovered a negative relationship between organisational justice and cyberloafing. In contrast, Kaplan and Öğüt (2012) established that there is a significant connection between organisational justice and cyberloafing. On the other hand, Yıldız et al. (2015) reported an insignificant association between workers' views of organisational justice and cyberloafing and an insignificant association between the dimensions of organisational justice and cyberloafing (Akin, Ulukök & Arar, 2017).

It is worthwhile to establish sex differences in cyberloafing to identify appropriate employees to target in an attempt to curtail cyberloafing at work. Previous studies have shown that male workers engage in cyberloafing activities more than female workers do (Lim and Chen 2012; Ahmad & Omar, 2017). In another study on consumers, males also engaged with the internet for commercial activities more than females did (Dileep et al, 2014); hence, males abuse the internet more (Stavropoulos et al, 2013). In contrast, Rahimnia and Mazidi (2015) reported that women workers tend to cyberloaf than men do in Iran because culturally, Iranian women are more sociable than men are. Additionally, Durak and Saritepeci (2019) opined that women engage in higher levels of cyberloafing than men do because they use social media more than men do. Despite these findings, studies by Çınar & Karcıoğlu (2015) and Mercado et al. (2017) revealed insignificant differences in cyberloafing between male and female workers. Previous studies on sex and cyberloafing did not yield uniform findings; thus, further empirical investigations are needed.

Hypotheses

The following hypotheses are tested in the course of this study to establish the predictive relationships of the independent variables (workplace boredom, social influence and organisational justice) on the dependent variable (cyberloafing behaviour).

1. Workplace boredom significantly independently influences cyberloafing behaviour.
2. Cyberloafing behaviour is significantly and independently influenced by social influence.
3. Organisational justice independently significantly influences cyberloafing behaviour,

4. Compared with their female counterparts, male civil servants will exhibit more significant cyberloafing behaviour.

Design

The study adopted an ex post facto research design with a cross-sectional survey method to collect the perceptions of the selected civil servants on each of the variables of the study. The reasons for the choice of this design are that the researcher did not manipulate any of the variables of interest, there was no random assignment to group, and responses were reported according to the perceptions of the respondents and as the event occurred. The independent variables are workplace boredom, social influence and organisational justice, whereas the dependent variable is cyberloafing.

Setting

The research setting was Lagos State Secretariat, Alausa, Ikeja, Lagos State. The secretariat houses state civil servants in different ministries, departments and agencies. The respondents were selected from ten ministries out of the twenty-five (25) ministries in Lagos state ministry. The respondents were randomly selected from each department on the basis of the total number of employees according to the nominal roll.

Participants

Three hundred fifty (350) civil servants were sampled, of which 250 participants' responses were found to be usable and analysed in the study, accounting for 71.4% of the response rate. The participants' ages ranged between 18 and 50 years, with a mean age of 25.60 ± 6.05 years. One hundred thirty-three (53.2%) of the participants were male, and 117 (46.8%) were female. Additionally, 181 (72.4%) were single, 64 (25.6%) were married, 3 (1.2%) were divorced, 1 (4%) was separated, 161 (64.4%) were junior staff, and 89 (35.6%) were senior staff members. Ninety (36%) had secondary school certificates, 69 (27.6%) had national diplomas, 39 (15.6%) had higher national diplomas, 40 (16%) had first degrees, 3 (1.2%) had master's degrees, and 9 (3.6%) had a doctor of philosophy. Furthermore, 161 (64.4%) of the participants were Christian, 75 (31.8%) practiced Islam, 11 (4.4%), and 3 (1.2%) did not disclose their religion. Most of the participants were Yoruba (65.2%), 55 (22%) were Igbos, 21 (8.4%) were Hausa, and 11 (4.4%) were from other minor ethnic groups. Finally, most of the participants (76%) reported that they had freedom in carrying out their statutory work duties.

Sampling Techniques

The selection of participants was based on the convenience sampling technique. This approach was adopted due to challenges in obtaining the precise total number of staff within certain chosen ministries, which made randomisation difficult. Hence, ready and available civil servants were chosen as a sample of the broader population of civil servants. One of the limitations of this sampling technique is that the samples may not be a full representative of the population and this may affect the generalisation based on the results. Therefore effort was made to ensure that only civil servants were selected to participate in the study, and this was done by excluding Corps members, Volunteers, Interns, Political appointees and Contract staff.

Instrument

The survey utilised consisted of five sections. Section A covered sociodemographic variables, including age, gender, marital status, employment status, educational qualification, and religion. Section B assessed cyberloafing via the 16-item Cyberloafing Scale developed by Blau et al. (2006). The respondents used a 4-point Likert scale ranging from "hardly ever" to "frequently." A Cyberloafing score exceeding 16 indicated the presence of Cyberloafing behaviour, whereas a score below 16 indicated its absence. The reported internal consistency reliability for the Cyberloafing scale was 0.88, whereas this study reported a reliability of 0.73.

Section C measured workplace boredom via the 6-item boredom scale by Reijseger et al. (2012). This one-dimensional scale uses a 5-point rating scale ranging from "never" to "always." The author reported a Cronbach's alpha of 0.80, whereas this study reported a reliability of 0.75 for the workplace boredom scale.

Section D assessed social influence with the 14-item Social Norm Espousal scale by George et al. (2013). The respondents used a five-point response format, and specific items were reverse coded. The reported internal consistency reliability for the social influence scale was 0.73 Cronbach's alpha, whereas this study reported a reliability of 0.80.

Section E measured organisational justice via the 20-item organisational justice scale by Neihoff and Moorman (1993). Despite its three sub-dimensions (Distributive, Procedural, and Interactional Justice), the composite score was used in the analysis. The respondents used a 5-point response format ranging from "strongly disagree" to "strongly agree." The author reported a Cronbach's alpha of 0.90, whereas this study reported a reliability of 0.89 for the Organisational Justice scale. The standardised questionnaires used as the instrument of the study were chosen because it all have good reliability coefficients, are somewhat brief disallowing loss of interest and were used by several previous studies.

Procedure

The study's data were collected within three months between May, June, and July 2024. Six (6) trained and equipped research assistants were recruited to administer questionnaires randomly and to guide selected civil servants across the ten ministries. Approved letters of introduction were tendered to designated authorities to have access to the nominal roll to ascertain the total number of staff in each department. To ensure ethical standards in conducting research were adhere to, each selected participant signed an informed consent form and was given the liberty to disengage in completing the questionnaire. Additionally, each response was anonymously coded to ensure the confidentiality of the responses. Also, it was clear that the study have no risk whatsoever o the participants and the State Government but instead it the findings will assist in boosting and ensuring fair practices at the workplace to the benefits of the workers and also, eradicate monotonous work capable to the advantage of the state. Each questionnaire was completed within fifteen (15) to thirty (30) minutes.

Statistical analysis

The questionnaire responses were analysed via SPSS software, specifically version 26.0. The data were subjected to both descriptive statistics, focusing on frequency counts, and

inferential statistics, with a particular emphasis on correlation. Hypotheses 1, 2, and 4 were examined via regression analysis, whereas hypothesis four was analysed via t tests, which are statistics for independent samples.

RESULTS

Correlation analysis was performed to establish the relationships among workplace boredom, social influence, organisational justice and cyberloafing, as shown in Table 1.

Table 1: Summary table of Pearson product moment correlations showing relationships among workplace boredom, social influence, organisational justice and cyberloafing

S/N	Variables	1	2	3	4	\bar{X}	SD
1	Workplace Boredom	-	.03	.04	.27**	15.74	4.87
2	Social Influence		-	.45**	.16*	42.46	6.58
3	Organisational Justice			-	.29*	59.37	13.14
4	Cyberloafing				-	36.18	7.10

** . The correlation is significant at the 0.01 level (2-tailed).

* . The correlation is significant at the 0.05 level (2-tailed).

The results in Table 1 show that there is a significant positive correlation between workplace boredom and cyberloafing ($r(250) = .27, P < .01$), which means that as workplace boredom increases, cyberloafing increases, and vice versa. Additionally, there is a significant positive correlation between social influence and cyberloafing ($r(250) = .16, p < .05$), which means that as social influence increases, cyberloafing increases, and vice versa. In contrast, there is a significant positive correlation between organisational justice and cyberloafing ($r(250) = .29, p < .01$), which means that as organisational justice increases, cyberloafing increases, and vice versa.

The first hypothesis, that workplace boredom has a significant independent influence on cyberloafing, was examined through linear regression analysis, as detailed in Table 2.

Table 2: Linear regression showing the independent influence of workplace boredom on cyberloafing

Predictor	β	t	P	R	R ²	F	P
Workplace Boredom	.21	3.31	<.01	.21	.04	10.96	<.01

Dependent Variable: Cyberloafing

The findings presented in Table 2 demonstrate that workplace boredom had an independent influence on cyberloafing ($\beta = .21, t = 3.31, P < .01$). Therefore, Hypothesis one is validated on the basis of these results.

The second hypothesis, which posited that cyberloafing is significantly influenced by social influence independently, was analysed via linear regression analysis, as presented in Table 3.

Table 3: Linear Regression Showing the Independence Influence of Social Influence on Cyberloafing

Predictor	β	t	P	R	R ²	F	P
Social Influence	.16	2.56	<.01	.16	.03	6.54	<.01

Dependent Variable: Cyberloafing Behavior

The findings presented in Table 3 demonstrate that social influence has a statistically significant influence on cyberloafing independently ($\beta = .16$, $t = 2.56$, $P < .01$). Thus, hypothesis two is confirmed on the basis of these results.

Hypothesis three, which states that organisational justice independently significantly influences cyberloafing, was analysed via linear regression analysis, as presented in Table 4.

Table 4: Linear Regression showing the Independence Influence of Organisational Justice on Cyberloafing

Predictor	β	t	P	R	R ²	F	P
Organisational Justice	-.29	-4.83	<.01	.29	.09	23.35	<.01

Dependent Variable: Cyberloafing

The findings presented in Table 4 demonstrate that organisational justice had a significant independent influence on cyberloafing ($\beta = .29$, $t = 4.83$, $P < .01$). Thus, hypothesis three is confirmed on the basis of these results.

Additionally, the study investigated the combined influence of workplace boredom, social influence, and organisational justice on cyberloafing via multiple regression, as shown in Table 5.

Table 5: Multiple Regressions Showing the Joint Influence of Workplace Boredom, Social Influence and Organisational Justice on Cyberloafing

Predictors	β	t	P	R	R ²	F	P
Workplace Boredom	.19	3.24	<.01	.35	.13	11.66	<.01
Social Influence	.03	.490	>.05				
Organisational Justice	.27	4.06	<.01				

Dependent Variable: Cyberloafing Behavior

The results presented in Table 5 highlight the significant influence of workplace boredom, social influence, and organisational justice on cyberloafing ($R = .35$, $R^2 = .13$, $F(3, 249) = 11.66$, $P < .01$). In essence, this signifies that workplace boredom, social influence, and organisational justice collectively account for 13% of the observed variance in cyberloafing.

Hypothesis four, which posits that male civil servants will exhibit more significant cyberloafing than their female counterparts, was analysed with t test statistics for independent samples, as presented in Table 6.

Table 6: Summary of t-tests of independent samples showing the differences between males and females in terms of cyberloafing

Dependent Variable	Sex	N	\bar{X}	SD	Df	t	P
Cyberloafing	Male	133	36.62	7.68	248	-1.03	>.05
	Female	117	35.69	6.37			

The results in Table 6 revealed that female civil servants did not indul in cyberloafing compared with male civil servants ($t(248) = -1.03, P > .05$); thus, Hypothesis four is rejected.

DISCUSSIONS

The results in Table 2 demonstrate that workplace boredom had an independent influence on cyberloafing behaviour ($\beta = .21, t = 3.31, P < .01$). These results confirmed Hypothesis 1, which states that workplace boredom has a significant independent influence on cyberloafing. The influence is shown by the beta and t values ($\beta = .21, t = 3.31, P < .01$), which implies that boredom may lead to cyberloafing.

This finding supported the findings of Loukidou et al. (2009), who reported that boredom at work had inverse consequences and often unfavoured behaviour at work, and it was found to have adverse effects on organisations, resulting in both unproductive and counterproductive outcomes. (Bruursema et al, 2011). This means that boredom tends to lead to unproductive behaviour, such as cyberloafing, and may negatively affect the productivity and performance of organisations. Hence, it must be checked because, at times, cyberloafing is a form of sensation-seeking behaviour (Oulasvirta et al, 2017) that any employee can engage in at the expense of assigned tasks and duties, which is inherent to the growth and work outcomes of the organisation.

The results in Table 3 show that social influence has a statistically significant influence on cyberloafing independently ($\beta = .16, t = 2.56, P < .01$), confirming Hypothesis 2, which states that organisational justice independently significantly influences cyberloafing. The predictive influence is revealed in the beta and t values, indicating that social influence leads to cyberloafing, which supports the findings of previous studies that established a strong connection between social influence and cyberloafing and that social influence (norms) is a more likely predictor (Taneja et al, 2015; Sheikh et al., 2015). Additionally, Askew et al. (2018) and Khansa et al. (2017) reported that one worker engaging in cyberloafing, usually cyberloafing, predicts employees' (colleagues') cyberloafing. Additionally, Wu et al. (2023) reported that cyberloafing by coworkers is directly and indirectly linked to the cyberloafing of other workers. This means that social influence has a predictive influence on cyberloafing.

The results in Table 4 indicate that organisational justice had a significant independent influence on cyberloafing ($\beta = -.29, t = -4.83, P < .01$). These results are in agreement with hypothesis three, which states that organisational justice will independently significantly influence cyberloafing. This finding indicates that employees' perceptions of unfairness in organisations have a predictive influence on cyberloafing. Although there are different positions of previous studies on the link between organisation justice and cyberloafing, these findings corroborate the findings of Lin (2002), who reported that workers who perceived

unfairness in the practices of organisations may engage in cyberloafing as a way to neutralise the effect of unfairness.

Additionally, Günay et al. (2018) reported that employees' low perception of organisational justice will always strive to balance or be attained by exhibiting work behaviours, such as cyberloafing, and that there is a significant relationship between organisational justice and cyberloafing, as reported by Kaplan and Ögüt (2012). However, Yıldız et al. (2015) and Akin et al. (2017) reported no correlation between organisational justice and cyberloafing. Thus, justice must be adequately dispensing in an open manner both procedurally and in a distributed way such that it should reach every member of the organisation, which helps in addressing negative behaviours such as cyberloafing; however, the challenge of organisational justice is that while an employee may have perceptions of unfairness, another may not be because it is based on perception (Rajput & Parimal, 2020).

The results in Table 6 reveal that female civil servants did not indulge in cyberloafing than male civil servants did not support Hypothesis four of this study, which states that female civil servants will manifest cyberloafing significantly more than male civil servants do. The mean differences for female and male civil servants were negligible; thus, it can be inferred that cyberloafing is not a function of sex, so neither females nor males engage in cyberloafing at work.

This finding supports the findings of previous studies, such as Çınar and Karcıoğlu (2015) and Mercado et al. (2017), who reported no sex differences in cyberloafing. However, the findings contrast with those of studies by Lim and Chen (2012), Ahmad and Omar (2017), who reported that males engage in cyberloafing more than females do, and they do not agree with Rahimnia and Mazidi (2015) and Durak and Saritepeci (2019), who reported that females engage in cyberloafing than males do.

Conclusion

On the basis of the findings of the study, the following conclusions were drawn:

A high level of workplace boredom may cause civil servants to engage in cyberloafing at work, whereas a low level of workplace boredom may not. Cyberloafing among civil servants during work hours may be a function of high social influence. Additionally, high perceptions of high organisational justice are closely related to cyberloafing among civil servants. Finally, cyberloafing is unique to both male and female civil servants.

Recommendations

On the basis of the results of the study, the following are recommended:

1. Employers should intentionally design and craft jobs, tasks, duties and responsibilities in a manner that eliminates monotony because such job descriptions are challenging and motivating, with little or no room for cyberloafing.
2. Management should put in place quality employee assistance programs that encourage work-related social interaction with clarity on when and where it should be done to eradicate unnecessary social influence at work, which may instigate manifestations of cyberloafing.

3. Finally, labour and trade unions should engage with employers and management to encourage fairness and openness in the distribution of an organisation's resources and opportunities to drive employees' favourable perceptions of organisational justice in the drive to prevent CWB, such as cyberloafing at work. This will advance the reforms initiated by the Bureau for Public Service Reforms (BPSR),

Implication of the study

From the results of the study monotonous work that can bore workers, influences at work and organisational justice may results manifestation of deviant behaviours at work such as cyberloafing. Hence, management of work organisations such intentional and proactively design the content of work, legally regulate work time and ensure fairness at work to mitigate these sets of unproductive behaviours at work for better performance and productivity.

Suggestions for Future Study

The findings of this study have it that work boredom, social influence and organisational justice determined cyberloafing while there are no sex differences in cyberloafing among civil servants but future and further studies on cyberloafing should extend the scope to workers in Organised Private Sectors to see if cyberloafing exist in the those setting. Also, examined factors such as personality traits, addiction behaviour, work stress and other psychological factors that were not included in this study.

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