

**WORKPLACE BOREDOM, CYBERLOAFING AND WORK
ENGAGEMENT OF INSURANCE COMPANIES IN NIGERIA:
MODERATING ROLE OF MINDFULNESS**

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ABSTRACT: This study aims to apply self-determination theory to investigate the moderating effect of mindfulness on the relationship among workplace boredom, cyberloafing and work engagement among Insurance companies in Nigeria. With a sample of 384 employees derived from an infinite population, the structural equation model was employed in this survey-based, cross sectional study to examine the relationships among the constructs. The study revealed a significantly negative relationship between workplace boredom and work engagement likewise, cyberloafing has significantly negative influence on work engagement. Furthermore, mindfulness buffers the relationship between workplace boredom and employee engagement. Similarly, mindfulness mitigated the influence of cyberloafing on employee engagement. The study recommends that insurance organisations in Nigeria adopt mindfulness training programmes to aid personnel in obtaining improved attention and self-discipline. The study also recommends the establishment of defined guidelines and procedures for permitted internet use during work hours.

Keywords: Workplace boredom, Cyberloafing, Mindfulness, Work engagement, Self-determination theory

INTRODUCTION

Insurance significantly contributes to society's overall economic prosperity by ensuring that processes run smoothly. In light of this, Oloyede, et al. (2023) suggested that the importance of insurance to any nation's economy should not be underestimated. They emphasised that no country can grow substantially without a strong insurance industry. The size and maturity of an economy's insurance business are development indicators (Oloyede et al., 2023). This necessitates the existence of an insurance business in every given nation. Unfortunately, in Nigeria, this business has several obstacles, including a low penetration rate, market distortion, high inflation rates, a variety of government rules, unethical behaviour, and fraudulent tendencies on the part of both insured and insurance practitioners. Unsurprisingly, the industry makes up so little of the country's GDP (Takou et al., 2020). As a result, it is essential to undertake a comprehensive inquiry of the industry's activities. Moreover, to complete tasks properly and effectively, the insurance firm needs to have a loyal staff or increase work engagement (Shamila, 2022). According to Batu and Unnikrishnan (2021), managing human resources has become more vital for all organisations in today's world. Organisations compete in the global market, and they face problems and challenges in managing human resources.

According to Fubara and Onuoha (2023), work engagement is a critical success factor that, if disregarded, may be detrimental to the organisation. Employee disengagement in Nigerian insurance firms is common for many reasons, including low pay, unrealistic expectations, work stress, and job burnout. Poor work engagement has had a substantial influence on the quality of services supplied by insurance businesses. They are critical to meeting corporate goals and objectives (Aseanty, 2016). This study focuses on workers in insurance companies since turnover rates in these sectors are disturbingly high (Binu et al, 2021). To address the high incidence of attrition in the insurance industry, this study sought to identify the link and effect of work engagement and its antecedents.

According to a Gallup (2023) survey, the global workforce of engaged workers continues to be smaller than that of disengaged workers. For example, 23% of the global workforce is engaged, 59% is unengaged, and 18% is aggressively disengaged. Sub-Saharan Africa, which includes Nigeria, is ranked seventh in the global regional ranking of work engagement, with a 14% rate of engaged employees, which is significantly lower than that of Mali, Senegal, and the Republic of the Congo, which have comparable socioeconomic conditions comparable to those of Nigeria and rates of 47%, 41%, and 30%, respectively (Gallup, 2022). Furthermore, Nigeria has a 9% lower engagement rate than the worldwide average. Lower levels of commitment have been shown to have a negative influence on overall organisational performance, job satisfaction, and productivity, highlighting the urgent need for specific efforts to increase work engagement in Nigeria (Ojeleye & Jada, 2022).

Work engagement in Nigerian insurance companies is especially crucial given the industry's leadership in risk management (Akhigbe & Osita-Ejikeme, 2021). Work engagement is declining, and there is significant disengagement among workers in insurance businesses due to a lack of a positive organisational environment and policies (Pillai, Balu, & Unnikrishnan, 2021). In today's rapidly changing business environment, businesses face several critical challenges. One of these significant concerns is a lack of work engagement and deviant employee workplace behaviour (such as workplace boredom, sluggish work, leaving the office early, taking extended breaks, wasting time and resources (cyberloafing), and theft of property, among other things (Maru & Singh, 2020). To resurrect the insurance industry, various businesses must seek solutions to promote work engagement (Akhigbe & Osita-Ejikeme, 2021) by addressing unproductive work behaviours such as cyberloafing and boredom at work.

Workplace boredom, on the other hand, is a common work experience in many sectors, and it has been linked to higher employee turnover, lower self-reported health, increased stress, and poor job performance (Cummings, Gao, & Thornburg, 2016). Employees who are easily bored are more likely to suffer tedium and a lack of personal participation, excitement, or interest in the activities that surround them; they also have lower degrees of self-actualisation (Watt & Hargis, 2010).

Cyberloafing is the diversion of an employee's attention away from their job responsibilities and towards personal or leisure activities. According to Pindek, Krajcevska, and Spector (2018), cyberloafing may be considered boredom-coping behavior since it restructures the dull environment at work to incorporate more personal components. Cyberloafing is seen as a reaction to boredom. Cyberloafing is seen to be more damaging to an organization's productivity and performance. Compared with other forms of workplace malingering, cyberloafing is seen to be more damaging to an organisation's productivity and performance

because individuals may indulge in cyberloafing while claiming to work hard (Sheikh, Aghaz, & Mohammadi 2019). Cyberslacking is one of the many consequences of increasing information technology penetration and workplace digitisation (Tandon, Kaur, Ruparel, Islam, & Dhir, 2021). It has been investigated as a result of a variety of job-related problems, including poor working conditions, stress, and burnout (Koay & Soh, 2018).

Mindfulness is a method proposed as a catalyst for reducing employee stress at work (Mishra and Tageja, 2022). According to research, practicing mindfulness allows individuals to perceive and accept events in their environment without responding to them, which minimises discomfort (Grover, Teo, Pick, & Roche, 2017). The Job-Demands-Resources model identifies mindfulness as a personal resource that reduces work-related stress. Thus, mindfulness training decreases work-life conflict and promotes balance (Althammer, Reis, van der Beek, Beck, & Michel, 2021), lowering stress. As a consequence, this research predicts that mindfulness will play a significant role in the link between boredom, cyberloafing, and work engagement link. This study explores the moderating influence of mindfulness on the link among workplace boredom, cyberloafing, and work engagement among Nigerian insurance companies.

LITERATURE REVIEW

This section discusses the concepts, empirical review and theoretical review.

Concept of Work Engagement

Kahn (1990), who is considered the father of work engagement throughout the years, defines engagement as the application of an organisation's members' personalities to their job functions and the expression of themselves intellectually, physically, and emotionally while executing their responsibilities. This suggests that an employee's work engagement involves both a physical and psychological connections to the organisation (Akhigbe & Osita-Ejikeme, 2021). According to Ojeleye and Mustapha (2024), work engagement is a dynamic and positive psychological state that has a major effect on employee motivation, performance, and overall job satisfaction. Work engagement refers to workers' emotional commitment and devotion to their job, organisation, and objectives (Ikevuje, Anaba, & Iheanyichukwu, 2024). Additionally, Ojeleye, Abdullahi, and Salami (2023) defined work engagement as desirable behaviour and a state of mind that leads to positive work-related outcomes. Furthermore, to Arifin, Nirwanto and Manan, (2019), it refers to workers' emotional commitment and participation in the business and its aims. It refers to a pleasant, rewarding work-related frame of mind marked by vigour, devotion, and absorption (Schaufeli, Salanova, González-romá, & Bakker, 2002). Engaged workers are more than simply content with their employment; they are emotionally involved in the organisation's success and actively contribute to its goals. According to Febrian and Solihin (2024), work engagement encompasses more than just job satisfaction; it also refers to workers' emotional, cognitive, and behavioural participation in doing their jobs and advancing corporate objectives. Work engagement benefits both individuals and organisations by promoting motivation and commitment (Chikobvu & Harunavamwe, 2022). Another definition of work engagement is a mental state characterised by attention, vitality, and excitement for one's work (Ibrahim & Hussein, 2024). Finally, these points of view highlight work engagement as a good, gratifying state of being that is marked by high performance, enhanced well-being, and job satisfaction and is seen as a significant indication of a healthy and productive lifestyle.

Concept of Workplace Boredom

Toscanelli, Urbanaviciute, De Witte, and Massoudi (2024) suggested that boredom at work is often influenced by a lack of inspiring and exciting job qualities, which probably promotes detachment and cynicism, eventually leading to tiredness. According to Li, Kaltiainen, and Hakanen (2024), bored personnel are less capable of resource acquisition, resulting in lower life satisfaction and good functioning. Schott and Fischer (2023) defined workplace boredom as an unpleasant individual state caused by the inability to achieve desired goals while at work or in work-related situations, which has affective, cognitive, physiological, and motivational implications and stems from an attention failure that is difficult to ignore and attributed to the environment. According to Harju, Van Hootegeem, and De Witte (2022), boredom at work is caused by a lack of stimulating resources, and boredom is a reaction to inadequately difficult labour. Teng, Hassan, Kasa, Nor, Bandar, and Ahmad (2020) described boredom as an individual's "disconnection" with intellect, emotion, and physical strength. This person also lacks enthusiasm, passion, and attention to their job as a result of a nonstimulating work environment in which organisational results are readily influenced. Workplace boredom stems from the perception of a situation or action as meaningless (Van Tilburg and Igou, 2012). According to Kahn (1990), boredom may be seen as a psychological defence mechanism that drives people to disengage and retreat from employment responsibilities that they regard as meaningless. Combining these definitions, workplace boredom is a psychological defence mechanism known as ennui, which may drive individuals to disconnect and withdraw from their occupations because they think they serve no purpose.

Concept of Cyberloafing

Lim (2002) defined cyberloafing as workers' voluntary usage of their company's internet connection for nonwork activities during work hours. Cyberloafing (surfing the Web and checking email for personal reasons at work) is a waste of time and might be considered deviant workplace conduct (Ngowella, Loua, & Suharnomo, 2022). According to Rehan (2023), cyberloafing occurs when an employee uses office internet connections for nonwork purposes. According to Kenton (2023), it is an evolution of the phrase "goldbricking," which refers to people who seem to be busy while performing less work than they are genuinely capable of doing. Lord (2023) defines cyberloafing as workers being distracted by technology at work, often owing to personal, nonjob-related internet use. Pindek et al. (2018) define cyberloafing as workers engaging in electronically mediated malingering activities rather than work-related actions. According to Giordano and Mercado (2023), cyberloafing happens when workers utilise technology to relax rather than work. Cyberloafing is defined as nonwork-related activities undertaken by an employee using the internet during working hours (Fei, 2023). Tsai (2023) defines cyberloafing acts as internet activities such as accessing nonwork-related websites; downloading nonwork-related materials and information; purchasing online, talking, and listening to music. Cyberloafing poses a hazard to almost all businesses since most workers may participate in these harmful activities on a range of information technology devices (Chavan, Galperin, Ostle & Behl, 2022). Simply put, cyberloafing occurs when employees become distracted by technology at work, usually as a consequence of their use of the internet for personal, nonwork-related reasons.

Concept of Mindfulness

Haun, Nubold, and Bauer (2018) defined mindfulness as a rational awareness of current events and experiences. Mindfulness is described as a state of open awareness and openness to current experiences and occurrences (Brown and Ryan, 2003). Mindfulness at work, also known as complete awareness, is thought to promote workers' personal well-being and professional efficiency (Nida & Shabiq, 2024). Mindful people may pay consistent attention to what is happening in the present moment, both inwardly (their feelings and ideas) and outwardly (in the social environment), and let go of unpleasant emotions. According to Leroy, Anseel, Dimitrova, and Sels (2013), it is well-accepted that greater levels of mindfulness are related to a deeper absorption in professional tasks. According to Gunasekara and Zheng (2019), mindfulness at work consists of four major components: awareness of experience, the capacity to manage attention, an orientation to current experience, and an attitude of acceptance or nonjudgment towards the present experience. Employees who practice mindfulness will be able to focus fully on the present situation and deliberate on acceptable future actions. According to Gunasekara and Zheng (2019), one of the variables influencing the creation of work engagement is workers' mindfulness, which allows them to build varied talents to overcome workplace problems. The characteristics in question include resilience, recognition of coworkers' emotional states, and the capacity to regulate one's emotions. In addition, people with high levels of mindfulness can recognise and resolve workplace disputes (Wiroko & Evanytha, 2019). This study defines mindfulness as being in an open, receptive state of awareness, perceiving the present moment and its events as they develop in the workplace.

Workplace Boredom, Cyberloafing and Work Engagement

Boredom at work is a negative affective experience that informs the employee about the lack of meaning and challenge in his or her work tasks, motivating him or her to resolve this conflict by engaging in unproductive activities, such as cyberloafing, which occurs more frequently than other counterproductive work behaviours and can be considered a coping mechanism used by bored employees (Pindek, Krajcevska, & Spector, 2018). According to functional theories of emotion, boredom is a call to action since it indicates to the person that their present who their present circumstances are no longer satisfying and that it is time to explore new objectives and experiences (Elpidorou, 2023). Interestingly, the sole criterion for pursuing these new objectives and experiences is that they trigger an emotional reaction, independent of whether the response or the events themselves are seen as favorable or unpleasant (Spanouli et al., 2023). Workplace boredom might induce undesirable behaviours such as cyberloafing. This shows that those who are generally bored with their jobs are more likely to indulge in cyberloafing.

When workers are bored at work, they feel unhappy with their jobs, which diminishes their commitment to the company and increases their propensity to quit (Van Wyk, De Beer, Pienaar, & Schaufeli, 2016). Furthermore, bored workers are more likely to suffer psychological discomfort, illness absence, job ineffectiveness, disengagement, and unproductive work behaviours (Bruursema, Kessler, & Spector, 2011). Boredom is a key cause of cyberloafing. Employees sometimes find it tiresome to execute the same work again. Performing the same dull tasks at work might encourage employees to seek out other things to keep themselves engaged. According to Rehan (2023), switching one's attention to something enjoyable is a natural way to relieve boredom. In keeping with this current trend in

the literature, researchers propose that one of the reasons workers engage in counterproductive work behaviours is to alleviate job boredom (Spanouli, Hofmans, & Dalal, 2023). Furthermore, there is a strong correlation between boredom and withdrawal, a specific type of unproductive work activity that includes cyberloafing (Ojica, 2022). Despite the prevalence of workplace boredom, with study results indicating that it affects more than half of the workforce regularly, several research topics remain unexplored about this construct and its consequences (Sánchez-Cardona et al., 2020). Furthermore, Ojica (2022) calls for study into the job qualities that cause boredom and, as a result, the exhibition of unproductive work behaviours such as cyberloafing.

According to Kenton (2023), cyberloafing or cyberslacking may reduce employee productivity and create risks in a company's IT infrastructure, depending on what the person does on the websites they visit. The researcher also observed that an individual transitioning between personal and professional pursuits may take longer to refocus on their job. Furthermore, because employees are surfing with company resources, many businesses or organisations are concerned with the security of their technological devices or infrastructures, as employees typically do not know the security level of the sites they visit; as a result, network systems may become vulnerable to malware and other intrusions (Kenton, 2023). If this occurs, the corporation would undoubtedly experience significant financial losses. Counterproductive work conduct is a broad concept that encompasses the negative aspects of workers' extrarole performance (Spanouli et al, 2023). Furthermore, Ngowella, Loua and Suharnomo, (2022) stated that there is insufficient study on the consequences of cyberloafing on employee work performance. On the basis of the aforementioned, the study hypothesised that:

H1_a: Workplace boredom has a significant effect on the work engagement of insurance companies in Nigeria.

H1_b: Cyberloafing has a significant effect on the work engagement of insurance companies in Nigeria.

Mindfulness as a Moderator

Furthermore, mindfulness has been used in many studies as a moderator of various organisational outcomes. For example, it is a moderator of the associations between job autonomy and cyberloafing (Khari & Sinha, 2024), between cyberloafing and mental health (Liu & Zhang, 2023), and between workplace ostracism and work engagement (Jain, Agarwal, Sharma & Kumar, 2023). Although discrepancies in knowledge are typically used to support the introduction of a moderator in a relationship, as advocated by Baron and Kenny (1986) however, Vij and Farooq (2017) argued that theoretical justifications are necessary to incorporate a moderator in a specific model. According to the self-determination theory, workplace boredom (a lack of autonomy, competence, and relatedness) may lead to cyberloafing and reduced work engagement. Mindfulness can help meet these fundamental psychological requirements, encouraging vigour, devotion, and absorption. This research confirms that mindfulness may lead to a feeling of autonomy, enabling people to take responsibility for their work, lowering boredom and improving work engagement. Furthermore, by practising mindfulness, people may shift their connection with workplace boredom into an opportunity for development and engagement. Furthermore, this research suggests that mindfulness promotes a development attitude, allowing workers to see problems

as chances for progress while lowering boredom and the urge for cyberloafing, hence increasing work engagement. Employees may shift boredom and their connection with cyberloafing by practicing mindfulness, directing their energy toward effective work engagement.

On the basis of the aforementioned, the study hypothesises the following:

H2_a: Mindfulness does not moderate the relationship between workplace boredom and the work engagement of insurance companies in Nigeria.

H2_b: Mindfulness does not moderate the relationship between cyberloafing and the work engagement of insurance companies in Nigeria.

The four variables investigated in this research are critical for businesses to fulfil their stated aims and objectives. It is critical to understand the impact of workplace boredom and cyberloafing on work engagement by using mindfulness as a moderator to update past studies. Notably, the majority of studies on these factors (Ovwromoh & Oriji 2024; Fei, 2023; Giordano & Mercado, 2023; Lim & Teo, 2022; Shahzadi & Shahzad, 2022) are literature reviews and conceptual papers rather than actual investigations. These findings demonstrate that proper study is needed since this is still an emerging field of exploration.

Self Determination Theory (SDT)

This theory was proposed by Edward Deci in the early 1970s. It is based on the assumption that humans are inherently curious, self-motivated, and growth-oriented beings who actively self-regulate their lives to grow and maintain integrity on the basis of their internal motives, goals, and values. The assumption of this theory is that the kind of motivation people have while undertaking behaviours or activities is governed by how well they meet their fundamental psychological requirements for autonomy, competence, and relatedness (McAnally & Hagger, 2024). Using self-determination theory, Leroy et al. (2013) suggested that high mindfulness may help people develop high levels of authenticity which in turn increases work engagement. According to self-determination theory, human behaviour is influenced by three intrinsic cognitive needs: autonomy (a desire for control and agency over one's actions), competence (feeling effective and capable of achieving desired outcomes), and relatedness (a sense of connection and meaning in relationships). When these requirements are addressed, individuals feel intrinsically motivated, which leads to enhanced work engagement, performance, and well-being (McAnally & Hagger, 2024). Self-determination theory may help us understand the dynamics of the interaction between workplace boredom, cyberloafing, mindfulness, and worker involvement in Nigerian insurance businesses. In the context of this research, occupational boredom induced by a lack of autonomy, competence, and relatedness results in cyberloafing, which is an avoidance practice. Mindfulness, which promotes autonomy, competence, and relatedness, modifies this link, consequently increasing work engagement. Furthermore, mindfulness helps address three psychological demands (autonomy, competence, and relatedness), minimises workplace boredom, cyberloafing and enhances work engagement. Self-determination theory offers a framework for studying the motivational processes that underpin the links between workplace boredom, cyberloafing, mindfulness, and work engagement.

METHODOLOGY

The study employed a quantitative method, integrating cross-sectional and survey research approaches. The target population comprises of all staff at Nigeria's 56 publicly listed insurance companies. However, because the specific number of workers was unknown, the Cochran sample size calculation for an infinite population was employed, providing a projected sample size of 384. To compensate for anticipated difficulties such as incomplete answers or nonresponses, the sample size was increased by 20%, as indicated by Israel (2013), resulting in a total sample of 461. The data collection strategy comprises delivering an online questionnaire via Google Forms for 90 days. Out of the 461 questionnaires supplied, 394 were properly completed, yielding an 85% response rate, which was subsequently employed for the study's analysis. According to Lindner, Murphy and Briers (2001) a minimum response rate of 50% should be achieved to combat the issue of non response bias. Hence, the response rate is 85% which is adequate.

Measures

Validated questionnaires from previous studies were adapted to measure all the study constructs. Work engagement was measured via the Utrecht Work Engagement Scale (UWES 9) developed by Schaufeli, Bakker and Salnova (2006) to assess overall engagement, with a reported Cronbach's alphas of 0.78, indicating that the instrument is reliable and suitable for the study. A sample item used to measure work engagement is "At my job, I feel strong and vigorous" on a five-point Likert scale ranging from 1= strongly disagree to 5=strongly agree. Mindfulness was measured via a 10-item cognitive and effective mindfulness scale revised by Fieldman et al. (2007). A sample item is "It is easy for me to concentrate on what I am doing" with reported Cronbach's alphas ranging from 0.61 to 0.81 on a five-point Likert scale ranging from 1= strongly disagree to 5=strongly agree. Workplace boredom was measured by the 3-item unidimensional instrument of Lee (1986) adapted by Van Hooff and Van Hooff (2017). An example of a sample item is "I often get bored with my work", with a reported Cronbach's alphas of 0.9 on a five-point Likert scale ranging from 1= strongly disagree to 5=strongly agree. Finally, cyberloafing was measured via the 11-item cyberloaf scale of Lim (2002) with a reported Cronbach's alphas ranging from 0.85 - 0.90. A sample item is "I browse nonwork-related websites during work hours" which is assessed on a five-point Likert scale ranging from 1= never to 5= constantly.

DATA ANALYSES

The collected data was analysed via structural equation modelling (SEM) prior to conducting preliminary analyses such as tests of multicollinearity, outliers, normality and common method bias to ascertain the appropriateness of the data collected. Smart-PLS a from SEM software was utilised to assess the measurement and structural models.

Measurement Model

This model was employed to evaluate the outer loadings, reliability, validity, coefficient of determination (R^2) and effect size (f^2) of the exogenous variable on the endogenous variable.

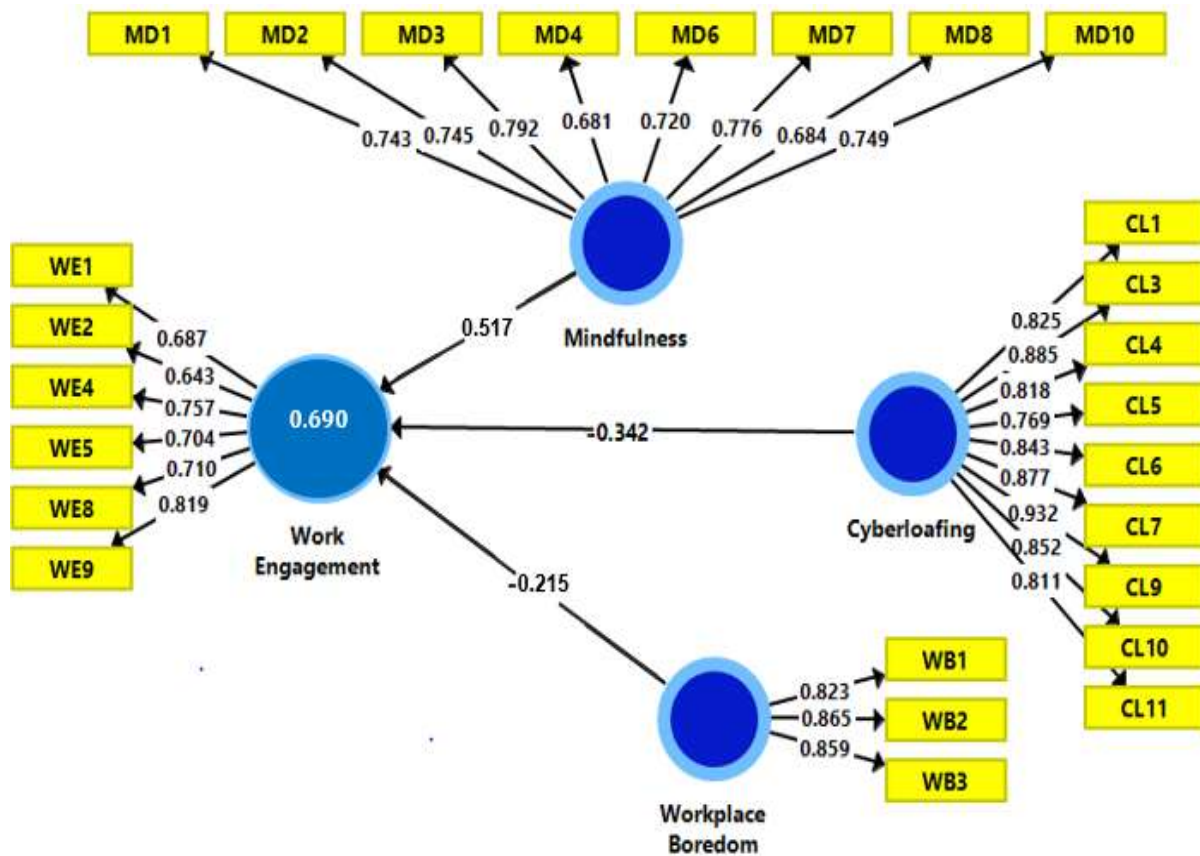


Figure 1: Measurement Model

Initially, the research assessed item loadings. Hair, Risher, Sarstedt and Ringle (2018) proposed that only items with a loading of 0.70 or above be retained and utilised for future research. However, owing to the practicality of loadings less than 0.7, Hulland (1999) argued for retaining loadings of 0.5 and higher while considering the influence of the threshold on convergent validity and reliability. As a result, loadings of 0.5 were maintained, whereas those less than 0.5, such as CL2, CL8, ME5, MD9, WE3, WE6, and WE7, were eliminated (see Table 1 and Figure 1)—the study for convergent validity using average variance extracted (AVE). Hair et al. (2021) advised an AVE value of 0.5 or above to demonstrate that the constructs have convergent validity. Table 1 shows that the variables have convergent validity since the AVE values are all greater than the 0.5 threshold. Moreover, Hair, Page and Brunsveld (2020) proposed a value of 0.7 or above for the construct to be reliable and consistent. Table 1 shows that the composite reliability values are higher than the 0.7 requirement. Thus, the constructs are reliable. Finally, the value of the coefficient of determination (R^2) is 0.690 or 69% which indicates that 69% of the variance in the endogenous variable (WE) is explained by the exogenous and moderating variable i.e., CL, WB and MD. Chin (1998) rated an R^2 value of 69% as high.

Table1: Item Loadings, Reliability and Convergent Validity

Constructs	Items	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)				
Cyberloafing	CL1	0.825	0.951	0.958	0.718				
	CL3	0.885							
	CL4	0.818							
	CL5	0.769							
	CL6	0.843							
	CL7	0.877							
	CL9	0.932							
	CL10	0.852							
	CL11	0.811							
	Mindfulness	MD1				0.743	0.881	0.905	0.543
		MD2				0.745			
MD3		0.792							
MD4		0.681							
MD6		0.720							
MD7		0.776							
MD8		0.684							
MD10		0.749							
Workplace Boredom		WB1	0.823	0.815	0.867	0.521			
		WB2	0.865						
	WB3	0.859							
Work Engagement	WE1	0.687	0.807	0.886	0.721				
	WE2	0.643							
	WE4	0.757							
	WE5	0.704							
	WE8	0.710							
	WE9	0.819							

Source: Authors' Systemization of SmartPLS output (2024)

Additionally, discriminant validity uses the Heterotrait-Monotrait correlation ratio owing to the demerit of crossloading and the Fornell and Larcker criterion in detecting a lack of discriminant validity when the loadings are between 0.65 and 0.85. Hence, Kline (2011) suggested an HTMT ratio of <0.85 for noncomparable individuals to establish discriminant validity. The HTMT values in Table 2 below are less than the 0.85 benchmark; thus, a discriminant is established.

Table 2: Heterotrait-Monotrait (HTMT) Ratio of Correlations Discriminant Validity

Constructs	Cyberloafing	Mindfulness	Work Engagement	Workplace Boredom
Cyberloafing				
Mindfulness	0.783			
Work Engagement	0.621	.457		
Workplace Boredom	0.649	0.719	0.574	

Source: Authors' System of SmartPLS (2024).

Furthermore, the effect size (f^2) explores the contribution of each of the exogeneous variables to the endogenous variable in Table 3 below. Cohen (1988) provided thresholds of 0.02, 0.15, and 0.35 to evaluate each effect size as small, medium and large respectively. In Table 3, with the exception of mindfulness which has a medium effect size, cyberloafing, workplace boredom and CL*MD and WB*MD have small effect sizes.

Table 3. Effect Size (f^2)

Constructs	EE(f^2)	Effect Size
Cyberloafing	0.092	Small
Mindfulness	0.164	Medium
Workplace Boredom	0.011	Small
CL*MD	0.027	Small
WB*MD	0.021	Small

Source: Authors' Systemization of SmartPLS (2024)

Structural Model

This model evaluates the direct and moderating relationships of mindfulness with workplace boredom, cyberloafing and work engagement.

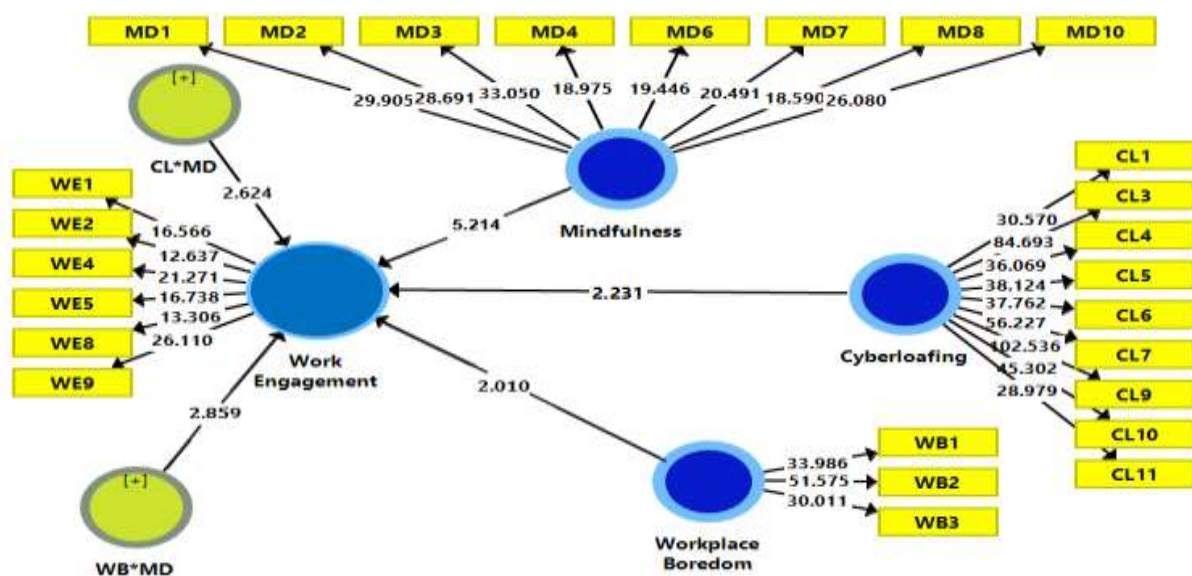


Figure 2: Structural Model

Table 4: Test of Direct and Moderating Hypotheses

Hypotheses	Relationship	Beta	STDEV	T Statistics	P Values	Decisions
<i>H1_a</i>	Workplace Boredom -> Work Engagement	-0.195	0.097	2.010	0.044	Rejected
<i>H1_b</i>	Cyberloafing -> Work Engagement	-0.204	0.076	2.231	0.026	Rejected
<i>H2_a</i>	WB*MD -> Work Engagement	0.203	0.071	2.859	0.004	Rejected
<i>H2_b</i>	CL*MD -> Work Engagement	0.219	0.033	2.624	0.014	Rejected

Important new perspectives on the direct and moderating effects of mindfulness, cyberloafing, and workplace boredom on work engagement are provided by the results in Table 4, with a beta value of -0.195. The direct effect of workplace boredom on work engagement (*H1_a*) is negative; that is, higher degrees of boredom significantly reduce workers engagement, as shown by a pvalue of 0.044. Cyberloafing similarly harms work engagement (*H1_b*), with a beta of -0.204 and a pvalue of 0.026, indicating that it is detrimental to work engagement. With respect to the moderating role of mindfulness, the interaction between workplace boredom and mindfulness (*H2_a*) has a positive beta of 0.203 and a pvalue of 0.004, therefore buffering the negative impact of boredom on engagement. Similarly, the interaction between cyberloafing and mindfulness (*H2_b*) has a beta of 0.219 and a pvalue of 0.014, indicating that mindfulness mitigates the negative consequences of cyberloafing and hence influences work engagement. These results draw attention to mindfulness as an effective tool for weakening the negative effects of cyberloafing and workplace boredom on engagement.

DISCUSSIONS

Workplace boredom has a negative and severe influence on work engagement by diminishing enthusiasm, energy, and dedication in their work (Pindek et al., 2018). When workers feel bored, they typically perceive a lack of challenge, relevance, or enthusiasm in their profession, which leads to disengagement (Elpidorou, 2023). This may result in lower motivation, productivity, and a sense of purpose, making it harder for workers to fully participate in their duties. Chronic boredom may lead to negative sentiments such as discontent or disinterest, eroding the relationship between individuals and their jobs (Spanouli et al., 2023). Employee disengagement has a detrimental influence on organisational performance since bored workers are less willing to put out effort and ingenuity in their work (Rehan, 2023).

Cyberloafing, or using the internet for personal purposes during work hours, has a negative and severe influence on work engagement. When workers indulge in cyberloafing, they are diverted from their key professional commitments, resulting in less attention, decreased productivity, and a lost sense of loyalty to their profession (Kenton, 2023). This tendency saps the energy and drive that characterises high levels of work engagement, as people become more distracted with nonwork-related activities rather than entirely focused on their duties (Spanouli et al, 2023). With time, cyberloafing may progress to chronic disengagement, in which people put personal internet use above work, decreasing their

emotional and cognitive connection to their job (Pindek, et al. 2018; Fei, 2023). This could harm overall organisational performance and the ability to fulfil goals.

Mindfulness strongly buffers the relationship between workplace boredom and work engagement, minimising the harmful effects of boredom on engagement levels. Employees who exercise mindfulness develop improved awareness and presence in the present, helping them to better manage and relieve the unpleasant sensations linked with boredom. This heightened self-awareness allows individuals to stay engaged and find meaning in their job, even when there is a lack of stimuli (Ojica, 2022). As a result, the harmful effect of boredom on work engagement is minimised, enabling workers to remain more committed and excited about their work. Mindfulness, therefore, functions as a buffer, minimising the probability of disengagement even in the midst of dull or unchallenging tasks.

Mindfulness greatly buffers the detrimental influence of cyberloafing on work engagement. Employees who exercise mindfulness are better able to retain focus and self-discipline, minimising their susceptibility to distractions such as cyberloafing. Employees who create a heightened sensation of awareness and presence are better able to control their attention and prioritise work-related tasks over personal internet use. This understanding helps to reduce the negative repercussions of cyberloafing while maintaining a stronger degree of professional engagement and devotion. As a consequence, the harmful effect of cyberloafing on work engagement is minimised among persons who consistently practice mindfulness, resulting in greater sustained dedication and productivity in their profession.

Implications

Mindfulness appears to attenuate the relationship between cyberloafing and work engagement, which has substantial practical repercussions for Nigerian insurance companies. To counterbalance the detrimental repercussions of cyberloafing, these businesses may add mindfulness training to their staff development programs. Insurance organisations may increase their workers' attention and self-discipline by implementing mindfulness practices, which may decrease distractions and promote work engagement. The implementation of mindfulness activities, such as seminars or mindfulness-based stress reduction programs, may help workers stay more engaged with their jobs, resulting in better productivity and enhanced organisational performance. Furthermore, emphasising mindfulness may assist in establishing a more pleasant work climate by minimising occurrences of cyberbullying and creating a culture of devotion and responsibility.

The findings also have implications for self-determination theory (SDT), which underscores the significance of autonomy, competence, and relatedness in fostering intrinsic motivation and engagement. By showing that mindfulness could offset the adverse consequences of cyberloafing on work engagement, the findings indicate that mindfulness may enhance workers' intrinsic motivation by addressing their psychological needs. Mindfulness practices may help workers enhance their self-regulation and autonomy as they learn to control their attention and balance work and personal duties. This enhanced self-regulation is consistent with SDT's concept that satisfying psychological needs could promote intrinsic motivation and engagement. Thus, adding mindfulness to organisational techniques may align with and support the theoretical underpinnings of SDT, highlighting the need to address psychological needs to retain high levels of work engagement.

Conclusion and Recommendations

The introduction of mindfulness into workplace activities is a possible strategy for mitigating the adverse consequences of cyberloafing and workplace boredom on work engagement. Mindfulness training may help Nigerian insurance organisations improve their staff's attention and self-discipline, resulting in fewer distractions and greater engagement. Theoretically, this approach is congruent with self-determination theory as it promotes the satisfaction of psychological needs such as autonomy and competence, which boosts intrinsic motivation. Overall, these findings underline mindfulness's relevance as both a practical approach for promoting workplace productivity and a theoretical mechanism for increasing work engagement via enhanced self-regulation and psychological well-being. On the basis of the findings, the following recommendations are proposed:

- i. Insurance organisations in Nigeria should adopt mindfulness training programmes to aid personnel in obtaining improved attention and self-discipline. Regular seminars or online courses may teach workers how to handle stress and remain focused, minimising the chance of cyberloafing and enhancing work engagement.
- ii. Organisations may foster mindfulness via activities such as mindful breaks, meditation, and quiet locations for contemplation. This supportive culture may help workers stay focused while decreasing the influence of job monotony and distractions.
- iii. Defined guidelines and procedures for permitted internet use during work hours should be established. Combining these restrictions with mindfulness activities results in a balanced approach that combats distractions while enhancing employee well-being and engagement.
- iv. Mindfulness exercises should be integrated into performance evaluations and development goals. Recognise and encourage workers who actively participate in mindfulness exercises and demonstrate increased attention and engagement, hence reinforcing the relationship between mindfulness and workplace performance.

Limitations of the Study

The cross-sectional methodology and dependency on survey data reduce the study's ability to show causality and may add self-report bias, reducing the reliability of the findings. Furthermore, the concept of an infinite population clashes with the restricted nature of Nigerian insurance personnel, thereby compromising generalisability. The focus on workplace boredom, cyberloafing, and mindfulness leaves out other potentially significant factors, such as emotional exhaustion, resilience, and work-life balance.

Suggestions for Further Study

Future research should utilise longitudinal designs to track changes over time and identify causality. Expanding the scope to encompass additional constructs and employing mixed-methods approaches may provide a broader view of how these aspects interact. Furthermore, examining diverse industries and geographical locations would increase the generalisability of findings and provide more complete understanding of work engagement dynamics.

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