

# How And When Leaders Cyberloafing Impact On Employee Mental Health

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## ABSTRACT

The aim of this investigation was to determine how employees' mental health was affected by cyberloafing behaviors. This inquiry used both quantitative and qualitative methods to achieve its goals. This inquiry used a quantitative approach and used the SPSS to conduct a survey and run regression and correlation analyses. In addition, this analysis used a qualitative approach to contrast the findings with earlier research. For the survey, a sample size of 500 was used to ensure that results were comprehensive and highly reliable. The results of the survey and the conversation show that leaders' online behavior has a detrimental impact on staff members' mental health. Additionally, by limiting leaders' online complaining, high job demands have a negative impact on the mental health of the workforce. Therefore, it is advised that organizations discontinue cyberloafing activities to ensure the continued excellent mental health of their workforce.

**Keywords:** cyberloafing, employees, mental health, high job demands.

## INTRODUCTION

In light of the contemporary era of digitalization and globalization, it has been observed that organizational management worldwide has placed significant emphasis on the utilization of the internet. Lim and Chen (2012) conducted a study which found that the act of employees utilizing their organization's internet via computers (Mushtaque et al., 2021) and laptops for non-work related activities during their designated work hours is commonly referred to as "cyberloafing." This term is used to describe the voluntary actions of employees within the organization. During work hours, employees tend to engage in cyber activities such as browsing and emailing to a significant extent. The aforementioned sources suggest that when an employee engages in unproductive activities, it not only affects their own productivity but also serves as a distraction for other employees in the workplace. Moreover, it diverts the attention of the workforce away from fulfilling their job responsibilities. Hence, cyberloafing has emerged as a significant issue for numerous establishments.

Lim and Chen's (2012) study has examined the existence of a gender gap in cyberloafing activities within organizational settings. Research has

indicated that individuals with elevated levels of anxiety and diminished self-assurance exhibit reduced utilization of the internet. Individuals with lower levels of confidence and higher levels of anxiety tend to perceive less internet usage compared to those with higher confidence levels. Research has indicated that there exists a notable gender disparity in anxiety levels, with women exhibiting higher levels of anxiety than men. Additionally, women tend to perceive the internet as being less effective in meeting their occupational needs. The phenomenon occurs due to the belief held by women with low confidence that engaging in cyberloafing activities may impede their ability to concentrate fully on their work, leading to heightened levels of uncertainty during work (Ariza-Montes et al., 2018). The experience engenders a heightened state of anxiety and hinders the capacity to fully capitalize on valuable information. The findings suggest that female employees perceive cyberloafing as an unconventional and unproductive behavior in the workplace when engaging with work-related tasks (Mushtaque, Waqas, et al., 2021).

Cyberloafing has been characterized as a form of internet misuse in several research studies, encompassing internet activities unrelated to work that take place within the workplace (Bakker and de

Vries, 2021; Bhaduri, 2019; Biermeier-Hanson et al., 2020). The scope of this category encompasses tasks such as scrutinizing websites, monitoring social media platforms, and other related activities. Research has indicated that both employees and leaders engage in cyberloafing activities while on the job within organizations. The rise in cyberloafing can be attributed to the COVID-19 pandemic and the widespread adoption of remote work practices. The influence of leaders on an organization's work attitude, behavior, and culture is significant. Research conducted by Bottiani et al. (2019) suggests that if a leader engages in cyberloafing activities, it is likely that their subordinates will follow suit. Additionally, they may participate in cyberloafing behaviors while on the job. During the pandemic (Mushtaque, Raza, et al., 2021), leaders have observed an increase in cyberloafing due to reduced work opportunities resulting from widespread lockdowns. Zhang et al. (2022) conducted a study that posited that cyberloafing has a detrimental impact on the development of organizations.

The research conducted by Zhu et al. (2021) has identified that the engagement of employees in cyberloafing activities has resulted in several operational challenges for businesses. It is noteworthy that leaders within the organization are also employees who are recruited through the HR department. The phenomenon of cyberloafing among leaders has resulted in various challenges for organizations, such as compromised data security and information systems. These challenges encompass issues such as network bandwidth overload and the proliferation of malware, which can be attributed to virus and spyware infections. The aforementioned factors have had an adverse impact on the perception and standing of the enterprise. Moreover, Zhu et al. (2021) have established that the utilization of instant messaging and electronic devices in the workplace is associated with employees' engagement in cyberloafing (Nawaz et al., 2021).

There is a paucity of research that has examined the interplay between job demands, leadership, and cyberloafing. The integration and examination of these variables in conjunction can yield a novel investigation, as demonstrated by Crespo-Gonzalez et al. (2022), Dimoff and Kelloway (2019), and Egan et al. (2018). Some studies have revealed that increased job demands are associated with reduced

cyberloafing, while decreased job demands are linked to increased cyberloafing. The phenomenon entails fluctuations in job demands and corresponding variations in cyberloafing behaviors. According to Elrehail et al. (2021), there is a correlation between heightened job demands and the mental well-being of workers, as well as a decrease in the frequency of cyberloafing activities. Mushtaque, Rizwan, Abbas, et al. (2021) stated Conversely, reduced job demands have been found to positively impact the psychological well-being of workers, albeit with a concurrent rise in cyberloafing behavior within the workplace. The phenomenon of cyberloafing may arise when a leader assigns a restricted number of tasks and duties to subordinates, while failing to monitor their working hours and behaviors in the workplace. As posited by Gao et al. (2022), a lack of mental stimulation may create a vulnerable space for negative influences. The present study has comprehensively examined the subject matter and consequently proposes optimal strategies for curtailing cyberloafing behaviors among leaders and employees. In workplace settings, the failure to prioritize the mental well-being of employees has been observed to have a detrimental impact on the overall success rate of the organization. According to He et al. (2020), there is a decrease in the pace of work by employees. The evidence suggests that leaders bear a significant responsibility for effectively managing the mental well-being of their workforce. It is imperative for organizations to impose limitations on cyberloafing among their workforce. However, it is crucial for leaders to first refrain from engaging in any form of cyberloafing during work hours before implementing such restrictions. According to Holt et al. (2018), it is imperative for a leader to monitor the job demands placed on employees as excessive job demands can have a negative impact on their mental health, ultimately resulting in poor performance (Hassan et al., 2022).

The mediating role of employee cyberloafing activities in relation to leaders' cyberloafing and employees' mental health has been investigated. Research suggests that when employees engage in cyberloafing activities, they experience a sense of relaxation and potential performance improvement (Li et al., 2020; Mushtaque et al., 2022). In contrast, when leaders partake in cyberloafing activities, their focus on instructing employees diminishes, leading to subpar organizational performance. It has been observed that the overindulgence in cyberloafing

activities by employees can have a detrimental effect on their productivity levels. Lim and Chen (2012) established a correlation between the mental well-being of employees and the act of cyberloafing by their leader. The present study considers mental health as the dependent variable, which is contingent upon the extent of cyberloafing employed by leaders, both high and low. The significance of employees' mental health is paramount as it encompasses a range of dimensions of wellness, such as psychological, social, and emotional well-being. The well-being of employees is influenced by their working behavior, including their actions and emotions. Therefore, it is imperative for leaders to make healthy choices in the workplace to enhance the psychological, social, and emotional well-being of their employees (Mashal, 2020; Mazidi et al., 2020; Mohd Fauzi et al., 2020).

Research has observed that cyberloafing can have a positive impact on emotions, although not all forms of cyberloafing exhibit this effect. The outcomes of various cyberloafing activities are not uniform. Instances of cyber-loafing, such as engaging in email correspondence, have been observed to be a prevalent activity among employees within organizational settings. According to Lim and Chen's (2012) research study, the act of emailing has the potential to adversely impact the emotional well-being and job performance of employees. The reason for this is that responding to emails demands a significant amount of an individual's attention and energy. Additionally, it decreases the duration required to meet work requirements. A decrease in individual resources may have a negative impact on the mental well-being of employees. The phenomenon of cyberloafing has been found to be a significant distraction for employees in the workplace (Mushtaque, Awais-E-Yazdan, et al., 2022). Lim and Chen (2012) conducted a study which revealed that nearly 28% of employees surveyed reported being distracted by email-related cyberloafing activities during work hours. This demonstrates that the presence of distractions can lead to unproductive work behavior among employees. Conversely, the aforementioned study also revealed that engaging in cyberloafing through web searching has a favorable impact on the emotional and psychological well-being of employees. In any organizational setting, the failure of a leader to effectively utilize their positive leadership qualities may result in an inability to effectively manage the emotional state of employees

within the organization. It is the responsibility of a leader to cultivate positive emotions among team members in the workplace. When a leader engages in cyberloafing, defined as the act of using the internet for non-work related activities during work hours, it is likely that employees will also engage in this behavior as they follow the leader's example. This study encompasses a diverse range of activities, including but not limited to social media communication, gaming, web browsing, and other related pursuits (Rant and Mihelič, 2020). It is imperative for both employees and leaders to take sufficient breaks or intervals from their work. Nonetheless, he assumes the role of a leader who bears the responsibility of directing subordinates and imparting knowledge on appropriate cyberloafing practices, including web browsing.

### **Problem statement**

The contemporary era is characterized by the widespread adoption of digital technologies and the increasing interconnectedness of global markets, leading organizations worldwide to modify their operational methodologies. Contemporary organizations heavily depend on the internet as a primary resource, specifically for administrative and operational functions. Moreover, the utilization of the internet for non-work related activities, commonly known as cyberloafing, has become prevalent in diverse organizations. Leaders are involved in engaging in cyberloafing activities. The aforementioned issues have manifested in the form of legal conflicts among personnel in the workplace, jeopardizing the security of sensitive information, and contributing to a decline in mental well-being. The phenomenon of cyberloafing has become increasingly prevalent among leaders and employees alike. According to the findings of Zhang et al.'s (2022) research, a significant proportion of employees' working hours are allocated to non-work related activities, ranging from 40% to 60%. The phenomenon is exerting an impact on the level of work quality and productivity within the workplace. The implementation of cyberloafing by leaders in the workplace can have a significant negative impact on the reputation and productivity of employees, as well as the overall functioning of the organization. The primary rationale for this investigation is to examine the effects of cyberloafing activities of leaders, as it has been observed to lead to a rise in cyberloafing conduct among subordinates. The requirement of engaging in such behavior as a job

demand in certain cases has an impact on the mental well-being of employees. Furthermore, the present investigation is centered on the information technology industry of Pakistan due to its swift expansion within the nation. The Information Technology (IT) industry in Pakistan heavily relies on the utilization of laptops. As a result, executives operating within this sector have exhibited a growing inclination towards engaging in cyberloafing behaviors.

### Significance of the study

This research holds significance as it aims to identify the primary factor contributing to the challenges faced by contemporary employees in the workplace. This study holds significance as it aims to assess the influence of leaders' cyberloafing, as opposed to solely examining the conduct of employees in the workplace. The significance of this study lies in its examination of the correlation between leaders and cyberloafing behaviors, which have been found to negatively impact the psychological well-being of employees. Limited research has been conducted on the phenomenon of cyberloafing among organizational leaders, as noted by Sarkar (2019). This study employs a mixed-method approach to investigate the impact of leaders' cyberloafing. The researcher utilized a survey questionnaire and secondary sources for observational analysis to gain a comprehensive understanding of the phenomenon. The significance of this study lies in its methodology. The phenomenon of cyberloafing has been observed among leaders and their subordinates, with the latter often emulating the former. While cyberloafing has been shown to create a relaxed work environment for employees, as noted in the introduction, it is important to ascertain which specific types of cyberloafing can yield productive outcomes for leaders seeking to enhance workplace productivity.

### Objectives of the study

The objectives of this study are as follows;

- To find the impact of leaders' cyberloafing activities on employee mental health.
- To find the moderating role of job demands on the relationship between leaders' cyberloafing activities and employee mental health.
- To find the mediating role of employee cyberloafing on the relationship between

leaders' cyberloafing activities and employee mental health.

- To recommend best methods for limiting leaders' and employees' cyberloafing activities.

### Research questions

The following are the research questions of this study;

- What is the impact of leaders' cyberloafing activities on employee mental health?
- What is the moderating role of job demands on the relationship between leaders' cyberloafing activities and employee mental health?
- What is the mediating role of employee cyberloafing on the relationship between leaders' cyberloafing activities and employee mental health?

### Hypothesis of the study

The following are the hypothesis of this study;

H1 – There is a negative impact of leaders' cyberloafing activities on employee mental health.

H2 – Employee cyberloafing positively mediates the relationship between leaders' cyberloafing activities and employees' mental health.

H3 – High job demands negatively moderate the relationship between leaders' cyberloafing activities and employees' mental health.

## LITERATURE REVIEW

### Introduction

The present literature review section offers a succinct overview of the phenomenon of cyberloafing among employees and leaders within organizational contexts. The present chapter provides a more comprehensive elucidation of research. The text pertains to the delineation of the research aim and objectives. The present study's literature review aims to explicate the contemporary definitions of Internet usage and Cyberloafing in organizational settings, with a particular focus on the moderating role of job demands and its interrelatedness with other factors that render job demands as moderators. The aforementioned factors include job resources, job stress, and mental health awareness. This study aims to define the concept of mediator, specifically in relation to cyberloafing and

its associated factors, including work engagement, the impact of cyberloafing on mental health, and the mediating function of cyberloafing in conjunction with mental health. The text pertains to the delineation of the responsibilities of leaders in mitigating the mental health concerns of their workforce within the organizational setting. This particular chapter holds significant value in the creation of subsequent research chapters. The text offers recommendations that can be advantageous for employees, leaders, and management personnel in curbing instances of cyberloafing during official work hours.

### **Internet usage and Cyberloafing in the modern age in the organisations of today's world**

Research studies indicate that organizations are effectively utilizing internet-based communication channels and intent to enhance productivity. Sheikh et al. (2019) assert that social tools are extensively utilized by organizations worldwide through internet usage. The aforementioned tools are widely regarded as crucial indicators of both regional economic and national development, as noted by Shneiderman (2020), Skaalvik and Skaalvik (2018), and Sousa and Rocha (2019). The utilization of the internet in a positive manner has been observed to provide numerous benefits to organizations. For instance, it reduces the cost framework of diverse operations and procedures within the realm of business. The implementation of this approach lessens the amount of work and mitigates the stress experienced by employees by simplifying their tasks. According to Tandon et al. (2021), the internet enables employees to engage in customer communication from any location and at any time. Despite the pandemic, this activity has persisted due to the utilization of online communication channels enabled by the internet, allowing for effective customer communication and satisfaction (Usman et al., 2021). Conversely, the improper utilization of the internet may result in numerous drawbacks for the organization. As an illustration, it has the potential to heighten the occurrence of cyberloafing among employees, irrespective of their hierarchical position within the organization. According to Van Steenberg et al. (2018), the improper utilization of the internet can result in various issues, including reduced employee engagement and productivity. The online activities of employees have been found to be indicative of cyberloafing behavior, which in

turn has been linked to a reduction in firm performance.

### **Moderator role**

#### **Job demands and job resources in the relationship between leaders with cyberloafing activities and employee mental health**

According to the research, employees who have access to computers and other digital devices may engage in cyberloafing while on the job. The utilization of technology by employees has led to a rise in cyberloafing, as they are increasingly resorting to the internet. The phenomenon of cyberloafing is prevalent in contemporary work environments, affecting individuals across all levels of seniority, including leaders, senior employees, and junior employees (Afuah, 2020; Alqahtani et al., 2022; AlShuaibi et al., 2021). Leadership is a crucial aspect of organizational management, and those who hold leadership positions are granted significant authority to make decisions and take action as needed. As a result of this rationale, individuals within the organization are able to utilize any resources without limitations. According to Anderson et al. (2019), leaders impart guidance and education to their employees to facilitate their utilization of the internet for personal purposes. The employees are engaging in non-job related activities during their designated work hours and utilizing unofficial resources while maintaining the appearance of fulfilling their job responsibilities. The success of this endeavor is contingent upon the availability of job resources and their correlation with job demand, as a surplus of resources can facilitate the fulfillment of job demands (Ariza-Montes et al., 2018).

The utilization of resources, including the internet, instructional tools, and other technological devices, can be effectively employed to meet the demands of the job, provided they are readily accessible. When faced with high job demands, such as being tasked with a large project with a tight deadline and ample resources, leaders may need to work closely with their team to meet these demands (Bakker and de Vries, 2021; Bhaduri, 2019; Biermeier-Hanson et al., 2020). The correlation between a high demand for jobs and ample resources appears to be positive and beneficial. If a leader is actively engaged in completing high-demand tasks alongside their team

members, they may not have the opportunity to engage in cyberloafing activities. The work environment is expected to have a direct influence on the behavior of employees, particularly in relation to their engagement in cyberloafing activities. This assertion is supported by Booth et al. (2017), who suggest that the limited time available to employees may serve as a deterrent to such activities. The evidence suggests that a correlation exists between increased job demand and available resources, and a decrease in instances of cyberloafing behavior. As per scholarly research, cyberloafing has emerged as a prevalent phenomenon among employees, serving as a primary means of time wastage during work hours. According to a study conducted by RescueTime pertaining to the United States, it has been found that employees working in US offices allocate nearly 21% of their working hours towards leisure activities on social media. According to Bottiani et al. (2019), this particular activity has resulted in an average of 2 to 3 hours of unproductive work per day, despite the potential for productivity.

### **Job demands and job stress in the relationship between leaders with cyberloafing activities and employee mental health**

Individuals, regardless of their position within an organization, commonly engage in the practice of dividing and managing both their professional and personal responsibilities. Elrehail et al. (2021) contend that while work and family systems are distinct, they are nevertheless interconnected. Several studies have indicated that a significant number of individuals struggle to maintain a balance between their work and personal lives, failing to effectively manage the demands of both domains, a crucial requirement for successful employment within any organization (Golob and Podnar, 2021; Greenberg et al., 2020; Guzmán et al., 2020). Business organizations strive for increased productivity from their employees, which necessitates a consistent and efficient work ethic that yields positive results. Both leaders and employees bear responsibility for maintaining a balance between their professional and personal lives (Mushtaque, Awais-E-Yazdan, Zahra, et al., 2022). Similarly, it is incumbent upon individuals to effectively manage both their professional and personal responsibilities. Rather than addressing this concern, individuals are crossing international

borders and experiencing difficulty in meeting the demand for skilled labor in the business sector. According to He et al. (2020), there is a significant necessity to enhance the comprehension of individuals regarding the domains of work and non-work. The act of crossing borders has been found to have a negative impact on the productivity of leaders, rendering them incapable of effectively managing their subordinates.

Both employees and leaders may encounter challenges in achieving sustained success and meeting organizational objectives across borders. This implies that it has an impact on the performance of both leaders and employees. Moreover, it is exerting an impact on the dynamic between staff members and management. According to Holt et al. (2018), crossing borders refers to the act of extensively engaging in cyberloafing during working hours, which can lead to a distraction from work-related behavior. In instances where individuals engage in non-work related activities, such as commemorating a friend's birthday during business hours, the organization may experience significant losses due to cyberloafing. The literature suggests that leaders and individuals alike are often tasked with multiple responsibilities in the workplace (Hussain & Khattak, 2019). As an illustration, it is incumbent upon them to provide direction to personnel, they are obligated to instruct personnel on specific tasks and undertakings, and they bear responsibility for overseeing personnel's work demeanor and sundry other responsibilities (Ahmed et al., 2023). According to Iordanoglou (2018), Karagianni and Jude Montgomery (2018), and Koay et al. (2022), leaders possess various resources within their organization, including social networks, communication channels, and other work-related opportunities that are affiliated with the same organization in which they are employed.

### **Managing the mental health of an employee and a leader and its benefits for both leaders and employees**

The State of Mental Health's research has revealed that anxiety has emerged as the primary cause of workplace distress for individuals. The prevalence of anxiety has escalated to unprecedented levels, particularly in the aftermath of the pandemic (Hassan, Malik, et al., 2022). As a result, the incidence of depression has tripled. According to the research literature, depression has been identified as the most expensive illness, and its economic burden

has increased in the United States. This has led to a total cost of over \$51 billion, which includes costs associated with absenteeism and decreased productivity. Several concerns have been identified that have contributed to elevated levels of depression and compromised the mental well-being of workers, such as engaging in cyberloafing activities while on the job (Porfirio et al., 2021). The matter at hand is not work-related; however, it is exerting an impact on the efficiency and occupational aptitude of the staff (Rant and Mihelič, 2020). Based on empirical evidence, it has been found that people have been afflicted with depression for an average of 19 days while being present at their workplace annually, and have experienced a period of 46 days of unproductivity.

According to Rant and Mihelič (2020), it is a verifiable fact that in cases where an employee experiences depression, they may receive a diagnosis of any number of illnesses, and the associated costs for organizational management can be significantly elevated. The mental health of employees is posing a significant financial burden on organizations as a result of unproductive work behavior, such as cyberloafing during working hours (Ren et al., 2019). Consequently, the unavailability of employees leads to a cessation of their work. The restoration of poor mental health necessitates supplementary resources in terms of time, finances, and the training of fresh personnel for organizational management. Research has indicated that the absence of treatment for a mental illness can result in disability and a rise in unemployment rates.

### **Mental health awareness for a leader is necessary to improve employee productivity by giving alternatives while using other cyberloafing activities**

Research indicates that mental health awareness is a crucial attribute for a leader, as they bear the responsibility of preserving the mental well-being (Sarraz et al., 2022) of their team members and employees within the organization. According to Walton et al. (2020), effective management of employees and their mental well-being is crucial for maintaining productivity within a team comprised of a diverse group of individuals. Prior to assuming leadership responsibilities, it is imperative for an individual to prioritize the enhancement and maintenance of their own mental well-being. Effective leadership is a crucial skill that is imperative for ensuring the sustained prosperity of

any enterprise. A leader's effectiveness is contingent upon their ability to possess a comprehensive comprehension of their team and its collective sensitivity towards the team's welfare. Research conducted by Wheeler et al. (2013) suggests that the presence of an individual who is experiencing difficulties or mental health concerns within a team can have a significant impact on the collective work and productivity of the team. The provision of comprehensive support from leaders is crucial for team success. As such, it is incumbent upon management to prioritize the mental well-being of leaders, as this will enable them to effectively attend to the mental health needs of employees (Salman et al., 2022). The provision of adequate livelihood for employees is the responsibility of the organization to prevent any potential mental or physical harm.

In order to serve as a positive influence for subordinates, it is imperative for a leader to prioritize self-care. Sufficient sleep, regular exercise, prioritizing rest and rejuvenation, and engaging with supportive individuals are all effective strategies for achieving this outcome. According to Wu et al. (2020), it is crucial for a leader to strive towards achieving their optimal potential. The process equips individuals and their team to achieve optimal performance in a collaborative work environment. This may potentially facilitate future endeavors and enable employees to attain organizational success amidst a competitive landscape. In the current era of rapid technological advancements and evolving customer preferences, it is of utmost significance to prioritize adaptability in the business landscape. This is especially crucial as the pace of change in business processes and environments can occur within a matter of days. The implementation of effective leadership styles, such as the transformational approach and other models of good leadership, is necessary for successful adaptation. According to Zaccaro et al. (2018), effective leadership requires an individual to exercise control over their actions and thoughts. Maintaining focus on activities, tasks, and individuals is crucial for enhancing productivity and achieving favorable outcomes. In the current era of globalization and technological progress, it is imperative for a leader to possess the necessary abilities to effectuate changes in the workplace. The prevalence of remote work in contemporary times necessitates that leaders possess the ability to equip their teams for remote work while prioritizing their mental well-being. The individual has the ability to

facilitate their team's productivity and is responsible for overseeing their team's workflow. According to Zaman and Mohiuddin (2021), it is imperative to begin with oneself. It has been observed that effective leaders of prominent and esteemed organizations prioritize the well-being of both themselves and their staff. They possess the ability to effectively handle and mitigate the stress and anxiety experienced by their employees. It provides noteworthy returns on investments both at an individual and collective level.

### **Mediating role**

#### **Cyberloafing behaviour of leaders reduces work engagement of employees and their physical attachment to work**

According to Booth et al. (2017), a research study, cyberloafing lowers employees' commitment to their jobs and their physical relationship to them. Improvement in the workplace, workplace culture, and working conditions are all examples of employee engagement. Employees are encouraged, and they become more committed to their work in order to meet the aims and objectives of the organization. Employee engagement is crucial for the organization, according to a study by Booth et al. (2017), because it is a successful method for assisting workers in producing high productivity and a better workplace culture. Similarly, the study by Bottiani et al. (2019), which was critically reviewed, stated that job engagement effects profit as well as the success rate of the organization and lowers the rate of employee turnover. It also boosts productivity, which was also specified in the study. Employee happiness and mental stress levels are decreased by employee involvement. It implies that it is closely tied to any employee's mental health at work. It has been shown that engaging in cyberloafing activities by leaders or any individual lowers work engagement, which in turn causes low morale and low motivation (Brescoll et al., 2018; Carleton et al., 2020; Chen et al., 2022). Because they deal with a lot of pressure and effort every day, leaders in particular need to remain engaged every day. Setting work engagement goals might be aided by scheduling work and work breaks.

The effects of cyberloafing have gotten much less attention than the causes, despite substantial research into the former. Given that studying the effects of cyberloafing is a primary goal, this is

unexpected. Since cyberloafing may have a very negative impact on productivity, the idea of task performance is particularly important in this situation. There hasn't been a lot of empirical research on how cyberloafing affects productivity at work, but there has been a lot of conjecture in the literature, leading to four different points of view. The first point of view contends that cyberloafing lowers task performance by costing workers productive time (Barlaw, Bean, & Hott, 2003; Foster, 2001). According to this perspective, any time not spent working should have been spent online (Barlaw et al., 2003; Foster, 2001). Any time spent working is expected to increase productivity. If this point of view is correct, it makes sense that there wouldn't be a correlation between cyberloafing and work performance.

#### **Cyberloafing as a result of stress impacts the mental health of the employee**

Workplace stress and productivity are directly related, according to studies (Iordanoglou, 2018; Karagianni and Jude Montgomery, 2018; Koay et al., 2022). Some problems are particularly frequent in organizations because of the cyberloafing behavior of people, including both employees and leaders, which causes stress in people at work. People experiencing stress at work is currently the most prominent concern. For instance, a team of employees are impacted when a leader engages in cyberloafing activities. Individuals' motivation suffers, which lowers performance (Li, 2022). It's important to first understand how people are impacted by work stress.

Sonnentag et al. (2018) assert that indulging in cyberslacking results in stress and mental exhaustion in addition to diminishing productivity and job performance. Additionally, it has been connected to causing negative emotions at work and disengagement (Sonnentag et al., 2017). Internet and social media use, however, encourage psychological disengagement, which eases stress and anxiety. The mental isolation of an employee from their job is referred to as psychological withdrawal or taking a break from work (Lehman & Simpson, 1992). Rudnicka et al. (2002); Orhan et al. As a result, academics and management experts have not considered the possibility of viewing cyberslacking as a coping mechanism rather than a negative work behavior.



## **Work stress and mental health**

According to Porfírio et al. (2021), research has established that elevated levels of stress in the workplace, characterized by factors such as limited job control, heightened job demands, and inadequate social support from management, are associated with an increased likelihood of experiencing a range of health issues. The demand-control-support model has been utilized in research studies to examine the impact of workplace stress on individuals' negative responses. The aforementioned phenomenon results in alterations to an individual's cognitive, mental, physical, and emotional states. The usage of this substance has been found to have a correlation with a range of mental health issues, including but not limited to irritability, aggressive behavior, sleep disturbances, nervousness, and memory impairments. The aforementioned categories of work-related stress may lead to additional complications such as anxiety and depression if they persist over an extended duration (Rant and Mihelič, 2020). Conversely, it is expected that employees will invest significant time and sustained effort in implementing ongoing strategies aimed at mitigating psychological issues. Ren et al. (2019) posited that amidst the pandemic, employees, including leaders, encountered heightened challenges, leading to workplace stress that was associated with health and safety risks. The aforementioned circumstances resulted in suboptimal work output, unfavorable work scheduling, and adverse affective experiences. These factors have the potential to contribute to adverse mental health outcomes in individuals.

## **Mediating role of cyberloafing and mental health**

Prior research has comprehensively established the significance of mental health, thereby underscoring the necessity of assessing the mental health status of each employee in the workplace. Research has demonstrated that mental health has a significant impact on the behavior, attitude, and work performance of individuals across all levels. There exist multiple rationales for ascertaining the function and impact of mental health (Robbins and Davidhizar, 2020). One primary factor is that if an employee experiences negative impacts on their mental health, it can result in reduced focus and potentially hinder their performance, including those in leadership positions. The second factor pertains to

the potential limitations that mental health concerns may impose on an individual's ability to fully engage in work-related activities. Individuals experience a state of incapacity to perform any form of work within the organization. The decrement in the productivity of individuals is observed.

Similarly, the phenomenon of cyberloafing among employees in the workplace warrants academic attention. Cyberloafing has been found to have a negative impact on the productivity of individuals in the workplace. Consequently, both factors contribute to an elevation in the stress levels experienced by individuals in their workplace. Both facets elicit emotional exhaustion and fatigue in individuals. Individuals who are unable to meet the demands of their job may experience a decline in their performance and work satisfaction, as noted by Santa Maria et al. (2018). Therefore, it can be posited that cyberloafing has a detrimental impact on mental health and increases stress levels, which in turn negatively affect organizational performance. From a different perspective, the correlation between the mental health of employees and leaders is influenced by work-related stress and cyberloafing. The COVID-19 pandemic has resulted in a shift in the working environment, as evidenced by increased work-related stress caused by cyberloafing activities, as reported by Sao et al. (2020).

## **Role of leaders in reducing workplace stress**

Numerous scholarly investigations have provided critical analysis of the upper echelon theory, concluding that it posits leaders as indispensable entities within an organization. The actions of leaders have a significant impact on the operations of organizations, as noted by Shneiderman (2020), Skaalvik and Skaalvik (2018), and Sousa and Rocha (2019). The conduct of leadership has an impact on the attitude, productivity, behavior, and mood of each employee. The act of leadership has the potential to alter the cognitive processes of individuals within an organization. It is imperative for a leader to adopt an improved leadership style within the organizational setting. Research has examined the concept of servant leadership as a leadership style that emphasizes humility and empowerment of employees. This approach has been found to enhance employee engagement and morale in the workplace. According to Tandon et al. (2021), the implementation of servant leadership by

leaders can effectively mitigate cyberloafing, resulting in increased potential for both leaders and employees. The implementation of strategies aimed at mitigating workplace stress and cyberloafing may result in a reduction of their negative effects on mental health.

## **Recommendations**

### **Role of leaders in reducing workplace stress**

Organizations seek to enhance their productivity by implementing measures aimed at improving their operational efficiency. These recommendations are applicable and beneficial for organizational management in mitigating or controlling cyberloafing behavior among individual employees in the workplace. The document presents a set of recommendations aimed at enhancing employee engagement and involvement in various practices such as self-regulation, self-efficacy, self-esteem, training, monitoring, policy-making, and security. The implementation of these practices would have been overseen by organizational management with the aim of enhancing employee performance.

It is imperative for managers to comprehend the underlying reasons behind the engagement of employees, leaders, and other individuals within the organization in extensive cyberloafing endeavors. Employees engage in cyberloafing for various reasons, such as enhancing their mental well-being by engaging in non-work-related activities or alleviating emotional discomfort. The research conducted by Santa Maria et al. (2018) indicates that both employees and leaders exhibit a lack of engagement in the workplace by failing to meet deadlines. The lack of employee engagement hinders their ability to engage in cyberloafing behavior and impedes their capacity to participate in productive tasks.

### **Make employees learn about practising self-regulation, self-efficiency and self-esteem**

It is imperative for organizational managers to ensure that their employees and leaders comprehend the concept of self-regulation. Self-regulation pertains to the management of emotions and feelings, and encompasses a specific framework of cognitive and behavioral strategies employed by individuals to attain desired objectives. Sheikh et al. (2019) posited that self-regulation encompasses cognitive and affective processes that are closely

linked to addiction theory, including but not limited to media addiction, internet addiction, and smartphone addiction. Usman et al. (2021) conducted a study which concluded that cyberloafing is an activity that leaders and employees should refrain from engaging in. The study suggests that self-regulation can be employed as a means to remain focused on tasks. Zaccaro et al. (2018) conducted a study that provided a critical definition of the relationship between self-regulation and cognitive and emotional processes that facilitate the development of skills through practice over time. Previous research on this subject has demonstrated that the implementation of self-regulation techniques can result in increased productivity among individuals within an organization (Zhang et al., 2022; Zhong et al., 2022; Zhu et al., 2021).

### **Training**

The provision of workplace training confers several advantages to individuals. Studies have examined the impact of training on enhancing the productivity of employees in their professional settings. Employee training is a crucial aspect of organizational development, as it helps to enhance the skills and knowledge of the workforce. However, it is equally important to recognize the significance of training for leaders, who serve as key pillars of the organization. Booth et al. (2017) posited that in order to enhance organizational success, it is imperative for management to deliver superior business outcomes in a competitive environment. The provision of leadership skill training to organizational leaders by management is a necessary condition for its achievement. Research studies have concluded that effective leaders are not necessarily capable of transforming organizations, but rather possess the ability to augment values and devise strategies to engage employees. Organizations have the ability to provide training to their employees in order to enhance their productivity and ultimately improve customer satisfaction.

### **Motivate employees for self-controlling**

Bottiani et al. (2019) posited that self-control plays a crucial role in regulating cyberloafing behaviors within the workplace. Self-control refers to an individual's ability to regulate their emotions, feelings, and behaviors. Research has indicated that employees with lower levels of self-control may struggle to refrain from engaging in cyberloafing

behaviors, such as frequent checking of social media and messaging platforms. According to Anderson et al. (2019), leaders who exhibit lower levels of emotional self-regulation may be more prone to engaging in cyberloafing activities, particularly when presented with the opportunity to do so. While it is accurate that leaders possess autonomy in decision-making without managerial oversight, it is imperative to note that engaging in non-work related activities has the potential to negatively impact organizational productivity. It is imperative for managers to oversee the conduct of leaders within the workplace as it can have a considerable impact on employee behavior. The act of monitoring and providing instruction has the potential to enhance an individual's self-control and self-efficacy. It has the capability to sustain an inclusive and collaborative workspace for individuals. The implementation of stress reduction strategies in the workplace has the potential to mitigate the negative effects of stress on employees' mental health. As per the perspective of employees, the act of cyberloafing by their superiors has the potential to jeopardize the self-efficacy and work productivity of the employees, as stated by Bottiani et al. (2019). Within organizational contexts, cyberloafing is widely regarded as a significant threat to an organization's reputation. It is also the most prevalent means by which employees impede their work productivity and squander valuable time while on the job.

### **Policymaking**

According to research analysis, organizational employee response policies have a positive impact. It is a verifiable fact that policies within an organization are universally applicable, with no discernible variance in the workplace hierarchy, encompassing authority figures such as leaders, managers, and employees, as per the policy in question. According to Gayed et al. (2019), the lack of equity in policies has a negative impact on employee motivation and confidence. Employees within such work environments experience dissatisfaction and a sense of insecurity, which may lead to their reluctance to voice their concerns to the organization's management. Organizational management must possess an understanding of human behavior to identify factors that may impede

employees from adhering to workplace regulations. In contemporary times, the internet has proven to be a double-edged sword, providing benefits while also posing potential risks. Certain organizations have implemented regulations regarding the utilization of internet access within the workplace or during work-related activities. The inclusion of policies for both employees and leaders should be emphasized to management, as suggested by Usman et al. (2021). It is imperative for a policy to explicitly prohibit any breach of regulations concerning internet usage, including activities such as browsing and cyberloafing.

### **Security perspective**

In the contemporary era of globalisation, security tools have become an essential requirement for organisations. This is because such tools can assist management in mitigating the prevalence of cyberloafing activities within the workplace. Elrehail et al. (2021) have reported that certain organizations allow their employees to utilize smartphones, as well as organizational devices such as tablet computers and access to organizational networks. This phenomenon occurs due to the potential risk posed to an organization's data when employees link their personal devices to company systems. The effective management of organizations necessitates the formulation and implementation of monitoring and security strategies, such as website blocking, email tracking, and periodic review of the browsing history of each employee in the workplace. According to research, several organizations have developed novel strategies to regulate employee cyberloafing, including monitoring personal devices, text messaging, data streaming, and voice messaging.

## **METHODOLOGY**

### **Research Onion and overview of research methodology**

There are six main phases which are used in this research methodology section and these phases are described in the heading of research onion. These phases are; research philosophy, strategy, research approach, choices of methods, data collection and analysis as showing in figure-01 below;

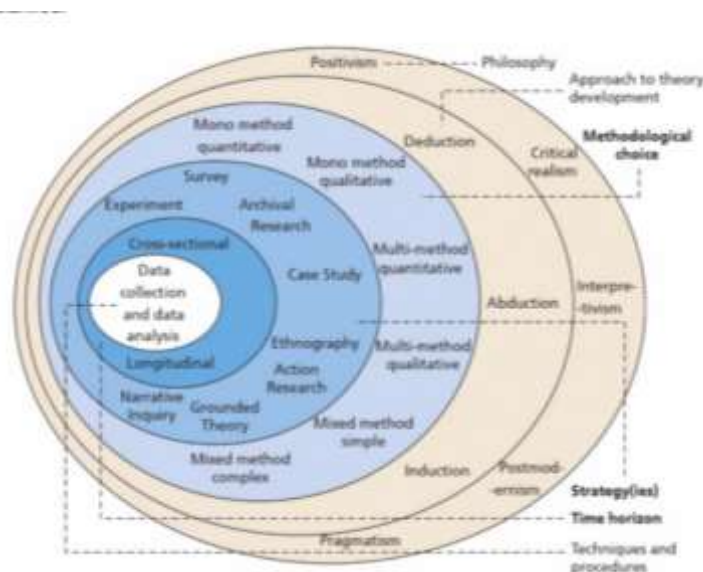


Figure 1: Research onion

The present study employs two distinct types of observations with respect to time horizons, namely cross-sectional and longitudinal. The present study employs primary and secondary data collection methods. The utilization of primary data collection is achieved through the implementation of an open-ended questionnaire, which is subsequently analyzed. Secondary data collection involves the utilization of secondary sources, such as those available on the Google Scholar website. The research methodology incorporates two distinct data analysis techniques, namely statistical analysis for the evaluation of quantitative data and constant comparative analysis for the examination of qualitative data. The latter approach is also employed to scrutinize the outcomes of a questionnaire and the corresponding responses of the participants in a critical manner within the analysis section.

### Research Approaches

The field of research encompasses two distinct approaches, namely inductive and deductive methodologies. The rationale for adopting dual methodologies is attributed to the multifaceted nature of the research under consideration. Consequently, the utilization of an inductive approach is deemed appropriate in light of the qualitative research methodology, while a deductive approach is chosen on account of its quantitative character. The inductive method offers the benefit of not requiring numerical testing, in contrast to the deductive approach. According to Orth et al. (2021),

the method is not only cost-effective but also conducive to maintaining a theoretical framework in research. Moreover, an inherent drawback of utilizing the inductive methodology is its limited capacity to validate outcomes solely based on secondary sources. Quantitative data is beneficial in this context as it employs a deductive research methodology. When conducting research, one can effectively evaluate a theory by utilizing a deductive approach. In addition, it facilitates the validation of the hypothesis and aids in the preservation of the problem statement. Survey questionnaire data can be utilized to test and analyze test results through the application of hypotheses. It facilitates the process of formulating a null hypothesis for the purpose of rejecting it.

### Data Collection Methods

The methodology comprises of two distinct approaches for data gathering, namely qualitative and quantitative. This research exhibits a mixed-methods approach, encompassing both qualitative and quantitative data collection techniques. There exist several benefits associated with the utilization of these two distinct techniques for gathering data.

The utilization of qualitative data collection method is deemed advantageous for this study as it affords the opportunity to conduct a succinct literature review section. Utilizing qualitative research methods, the researcher has comprehensively and concisely executed a literature review that aligns with the study's aim, objectives, and research

inquiries. With the abundance of online resources available, conducting extensive research on a given topic has become a convenient task. Several studies pertaining to the researcher's area of investigation have been sourced from Google Scholar to extract relevant information. The comprehension of the issue and its corresponding resolutions pertaining to the subject matter of this investigation has been facilitated. Qualitative research plays a crucial role in critically analyzing data obtained from quantitative research to produce accurate outcomes. Thus, the researcher has effectively elucidated the perspectives of research participants regarding the issue of cyberloafing in contemporary global business enterprises.

The study has opted for a quantitative research method, which involves the collection of primary data through a survey questionnaire, as it provides a valuable source of quantitative information. Despite the availability of alternative quantitative data collection methods such as interviews and experiments, the researcher opted to employ a survey questionnaire. The survey methodology is deemed appropriate for ascertaining the perspectives of business professionals regarding the incidence of cyberloafing across various IT enterprises in Pakistan. The utilization of quantitative data collection methods offers several benefits to the research process. Quantitative research is considered to yield accurate findings as it is devoid of subjective interpretation and instead relies on empirical data collected by a researcher from diverse sources. One benefit of quantitative research is the increased level of control it affords the researcher, although the research process itself can be quite time-intensive. According to Hong et al. (2019), the survey questionnaire utilized in the quantitative research study was comprehensible for both the readers and participants involved. The research comprises inquiries that are unstructured in nature and are rated on a Likert scale consisting of five points. Hence, the utilization of quantitative research methodology will furnish current and relevant data pertaining to the research subject matter. This methodology will facilitate the production of accurate and unbiased findings upon completion of the research.

### **Philosophical Paradigms of Research**

The present study employs multiple research philosophies due to the utilization of mixed methodology. Realism is the initial and fundamental

philosophy that has been chosen. The realism philosophical paradigm in research offers multiple benefits. This statement pertains to the correlation between the empirical data and knowledge that is applicable to our current societal context. Realism is a philosophical approach that is concerned with the real world and its corresponding activities and tasks. It emphasizes the importance of staying connected to research that reflects the realities of the world we live in. Two philosophical paradigms commonly utilized in research are Interpretivism and Positivism. The selection of these two philosophical paradigms is based on the hybrid nature of the research. The study's qualitative nature is underpinned by interpretivism, while positivism is chosen to account for its quantitative nature. The selection of these two philosophical paradigms is based on their optimal benefits for research purposes. The interpretivist approach enables research flexibility by incorporating qualitative data from secondary sources obtained from various studies (Alharahsheh & Pius, 2020). This facilitates comprehension of the prevailing societal perspectives pertaining to the particular matter across varying levels of experimentation. The interpretive approach facilitates a comprehensive and thorough examination of research by scrutinizing the research problem and identifying diverse solutions to the problem based on the researcher's worldview. In contrast, the philosophical framework of positivism facilitates the formulation of testable hypotheses, thereby enabling researchers to readily identify the null hypothesis. This procedure facilitates the production of significant and advantageous outcomes. Several scholarly investigations have established the significance of the two philosophical paradigms. These paradigms enable both subjective and objective approaches to inquiry (Alharahsheh & Pius, 2020; Leavy, 2022). The research tools employed in this study consist of a survey questionnaire and secondary sources. The following is a depiction of two distinct categories of research instruments.

### **Research instruments**

**Questionnaire for Survey:** A survey questionnaire is a type of document that comprises a series of inquiries. The present inquiry is directed towards the study's participants. The questionnaires provided comprise a combination of open-ended and close-ended questions. The present investigation

comprises of a series of questions that are structured in a closed-ended format and are rated on a five-point Likert scale. The questions presented aim to collect data pertaining to individuals' information, opinions, attitudes, suggestions, and attributes regarding certain aspects and particular issues. This study involves the formulation of inquiries directed towards participants in order to ascertain the characteristics of employees during their work hours, specifically in relation to cyberloafing behavior within organizational settings. The aim is to identify the underlying causes of this phenomenon and develop potential solutions to address it. Inquiry can serve as a means of gathering data of both qualitative and quantitative nature, the latter being expressed in numerical format.

The research incorporates secondary sources, such as scholarly papers from Google Scholar, open-access papers, websites, news articles, and other publications. The present study utilizes secondary sources as a means of obtaining qualitative information. The utilization of secondary sources has facilitated the incorporation of a concise literature section within this investigation. Accessing secondary sources proved to be a convenient and efficient use of the researcher's time. Secondary sources offer the benefit of amassing a wealth of information pertaining to a given topic or issue. The researcher has utilized secondary sources to conduct extensive research at the PhD level. These sources have provided current and relevant information regarding the phenomenon of cyberloafing among individuals in the contemporary business world. The researcher has examined potential solutions to mitigate or eliminate this behavior, as well as the underlying reasons for its prevalence.

### **Population and size**

The process of selecting a population is imperative in research studies as it sheds light on the significance of particular segments or groups within society that hold economic importance for the nation. This study encompasses a population consisting of diverse participants employed in IT companies located in Pakistan. One rationale for selecting this particular population is the persistent challenge faced by the IT industry with regard to cyberloafing behavior exhibited by both employees and leaders in the workplace. The prevalence of cyberloafing behavior has escalated within the IT sector, particularly in the wake of the Covid-19

pandemic. Consequently, there exists a pressing need to curtail or mitigate this behavior. The utilization of research participants can aid in the analysis and development of strategies aimed at mitigating this behavior within IT sector organizations in Pakistan.

The aforementioned matter has disrupted the effectiveness of labor and labor-related achievements within establishments. Employees working in the information technology industry are prone to engaging in cyberloafing activities as a result of the constant accessibility of the internet during work hours. Determining the size of a sample is a crucial aspect in research as it ensures that the study is devoid of superfluous data and is effectively administered. Consequently, a sample size of 500 individuals employed in various IT firms across Pakistan has been chosen for this research. The chosen sample size has been designated for the purpose of distributing survey questionnaires via email, with the intention of analyzing the responses in order to arrive at accurate conclusions. The research has employed a sampling formula to determine the appropriate sample size, as follows:

### **Research design**

The study incorporates both explanatory and exploratory research designs, owing to its mixed-methods approach. This study employs both inductive and deductive methods of inquiry to address these facets. This is due to the fact that both of them are being considered for inclusion in this advanced doctoral dissertation. The explanatory research design is chosen due to its ability to facilitate the exploration of research questions that have not been previously addressed in a concise manner. This research design is commonly employed in studies where the topic is novel or has not been extensively explored in previous research. Insufficient attention has been given to the topic of cyberloafing behavior in previous research endeavors. The explanatory design is chosen as a means to furnish a practical explanation of data pertaining to the research problem and its resolution. The inclusion of critical information in research aids in the logical explication of arguments. Nevertheless, the information obtained from preliminary investigations is of a qualitative nature. The objective is to address the research inquiries as stated by Leavy (2022). In exploratory case studies or research, data is usually accompanied by an

additional form of data collection methods such as; questionnaires, experiments, interviews etc. This study incorporates an additional method of data collection through the use of a survey questionnaire.

### **Data Analysis**

The research is of a multifaceted nature due to the utilization of mixed methodology, thus encompassing two distinct forms of data analysis techniques. One methodology involves qualitative research, while the other methodology pertains to quantitative research. This study employs a methodology that involves constant comparative analysis and a statistical approach for data analysis. The process of constant comparative analysis entails a rigorous examination of the research data. This research has been completed through the utilization of the constant comparative analysis approach, which involved the critical examination of concise information obtained from secondary sources. The methodology employed involves the utilization of statistical techniques for the examination of numerical data, facilitated by the use of SPSS software. The constant comparative analysis approach is utilized to critically compare and contrast numeric form results.

### **Reliability and Validity**

The concepts of reliability and validity pertain to the accuracy and credibility of research, ensuring that it is free from any extraneous or unverified information or data. As an illustration, it denotes that all data pertains to the subject matter, is current, and is comprehensible exclusively to the audience. The concept of validity pertains to the extent to which the information and data presented in a research study are deemed to be accurate and meaningful by the readership. Hence, the aforementioned heading pertaining to the notions of validity and reliability denotes certain methodologies or procedures associated with these two constructs.

Various validation techniques are employed in research studies to ensure the reliability and validity of the findings. In this particular research, the researcher has utilized a two-way research process to enhance the credibility of the study. This procedure confers a benefit to the investigation by eliminating inaccuracies from the analysis. Conversely, the accessibility of supplementary data

has facilitated the collection of information from diverse origins. The information was sourced from diverse electronic papers available on the internet. Each of the aforementioned papers included appropriate referencing and citation sections. The aforementioned papers are contemporary and thus, the information contained therein is current and authentic. The study employs an internal validity technique aimed at ensuring the reliability of the research. This involves the use of sampling frames sourced from various organizations within Pakistan's IT sector. The aforementioned procedure has conferred a benefit to this investigation by enhancing its dependability. One of the benefits of this approach is that it mitigates the potential for sampling bias in research.

### **Ethical considerations**

The research incorporates certain ethical considerations that were imperative to contemplate during the course of this investigation. It is imperative for any research to incorporate ethical considerations, as they are essential for conducting a study in a professional manner. The ethical considerations of this study suggest that the research adheres to ethical principles and that the researcher is proficient in conducting research at the doctoral level. This statement implies that a researcher possesses the necessary qualifications and responsibility to conduct research at the PhD level while adhering to ethical considerations in order to successfully complete the current research study. Each ethical consideration pertaining to a study is significant and underscores the importance of ethical conduct when conducting research on any given topic. The study in question raises several ethical considerations, including the use of current information that is no more than five years old.

## **RESULTS**

In this investigation, the results are obtained by conducting regression and correlation analysis.

### **Results to hypotheses**

The hypotheses of this investigation are:

H1 - There is a negative impact of leaders' cyberloafing activities on employee mental health.

Table 1 Results to H1

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 <sup>a</sup>	.362	.361	.52347

a. Predictors: (Constant), leadercyberloafing

When an investigation is taking place, it becomes important that results obtained are critically analysed and compared with the values obtained.

From above table, it can be seen that variable named leader cyberloafing is fitting the model because percentage of r-square is 36.2%.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.392	1	77.392	282.426	.000 <sup>b</sup>
	Residual	136.465	498	.274		
	Total	213.857	499			

a. Dependent Variable: Mentalhealth

b. Predictors: (Constant), leadercyberloafing

Anova table is used for checking status of hypothesis and whether it is accepted or rejected. If the value of F is greater than one and significance less than 0.05

it means that hypothesis is accepted. Therefore, it can be summarized that there is a negative impact of leaders' cyberloafing activities on employee mental health.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.067	.069		15.455	.000
	leadercyberloafing	.567	.034	.602	16.806	.000

a. Dependent Variable: Mentalhealth

The above table is used for checking whether coefficients are positively associated with each other. Since the value of both beta and t are positive it means if one variable will increase the other one will also increase.

H2 - Job demands moderates the relationship between leaders' cyberloafing activities and employee mental health.

Table 2 Results to H2

**Model Summary**



Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 <sup>a</sup>	.510	.508	.45908

a. Predictors: (Constant), Highjobdemands, leadercyberloafing

When an investigation is taking place, it becomes important that results obtained are critically analysed and compared with the values obtained.

From above table, it can be seen that variable named leader high job demands is fitting the model because percentage of r-square is 51%.

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	109.113	2	54.557	258.866	.000 <sup>b</sup>
	Residual	104.744	497	.211		
	Total	213.857	499			

a. Dependent Variable: Mentalhealth

b. Predictors: (Constant), Highjobdemands, leadercyberloafing

Anova table is used for checking status of hypothesis and whether it is accepted or rejected. If the value of F is greater than one and significance less than 0.05 it means that hypothesis is accepted. Therefore, it

can be summarized that job demands moderates the relationship between leaders' cyberloafing activities and employee mental health.

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.615	.071		8.676	.000
	leadercyberloafing	.356	.034	.378	10.403	.000
	Highjobdemands	.422	.034	.445	12.268	.000

a. Dependent Variable: Mentalhealth

The above table is used for checking whether coefficients are positively associated with each other. Since the value of both beta and t are positive it means if one variable will increase the other one will also increase.

H3 - Employee cyberloafing mediates relationship between leaders' cyberloafing activities and employee mental health.

Table 3 Results to H3

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 <sup>a</sup>	.494	.492	.46644

a. Predictors: (Constant), leadercyberloafing, Employeecyberloafing

When an investigation is taking place, it becomes important that results obtained are critically analysed and compared with the values obtained.

From above table, it can be seen that variable named leader cyberloafing is fitting the model because percentage of r-square is 49.4%.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.725	2	52.862	242.968	.000 <sup>b</sup>
	Residual	108.132	497	.218		
	Total	213.857	499			

a. Dependent Variable: Mentalhealth

b. Predictors: (Constant), leadercyberloafing, Employeecyberloafing

Anova table is used for checking status of hypothesis and whether it is accepted or rejected. If the value of F is greater than one and significance less than 0.05 it means that hypothesis is accepted. Therefore, it

can be summarized that Employee cyberloafing mediates relationship between leaders' cyberloafing activities and employee mental health

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.712	.069		10.319	.000
	Employeecyberloafing	.403	.035	.453	11.412	.000
	leadercyberloafing	.313	.037	.333	8.384	.000

a. Dependent Variable: Mentalhealth

The above table is used for checking whether coefficients are positively associated with each other. Since the value of both beta and t are positive it means if one variable will increase the other one will also increase.

**Results to correlation**

The results obtained from correlation analysis can be found in the table below:

Table 4 Results to correlation

Correlations					
		leadercyberloafing	Mentalhealth	Employeecyberloafing	Highjobdemands
leadercyberloafing	Pearson Correlation	1	.602**	.594**	.502**
	Sig. (2-tailed)		.000	.000	.000
	N	500	500	500	500
Mentalhealth	Pearson Correlation	.602**	1	.650**	.635**
	Sig. (2-tailed)	.000		.000	.000
	N	500	500	500	500
Employeecyberloafing	Pearson Correlation	.594**	.650**	1	.628**
	Sig. (2-tailed)	.000	.000		.000
	N	500	500	500	500
Highjobdemands	Pearson Correlation	.502**	.635**	.628**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	500	500	500	500

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the correlations table it can be seen that there is a positive correlation between all the variables. The correlation between leader cyberloafing and mental health is 60.2%, employee cyberloafing and mental health is 59.4%, and high job demands and mental health is 50.2%. hence, if any of these

variables increase then chances of mental health issues will also increase in organisations.

### Summary of results

The results obtained from the above results are summarised in the table below:

Table 5 Hypotheses results

Hypotheses	Status
H1 – There is a negative impact of leaders' cyberloafing activities on employee mental health.	Accepted
H2 – Employee cyberloafing positively mediates the relationship between leaders' cyberloafing activities and employees' mental health.	Accepted
H3 – High job demands negatively moderate the relationship between leaders' cyberloafing activities and employees' mental health.	Accepted

## CONCLUSION

The purpose of this investigation was to find the impact of cyberloafing activities on employees mental health. For this purpose, this investigation adopted quantitative and qualitative approaches. Using quantitative approach, this investigation conducted survey and performed regression and correlation analysis on the SPSS. Additionally, this investigation adopted qualitative approach to compare the results with the old studies. The sample size was 500 for survey so that results are found in depth and with high reliability. The results obtained from survey and discussion indicate that leaders' cyberloafing negatively influences employee mental health. Additionally, high job demands are also

influencing mental health of the employees negatively by moderating leaders' cyberloafing. Hence, it is recommended that cyberloafing activities should be stopped by the organisations so that mental health of workers remains good.

The information on how cyberloafing affects institutions is conflicting (Hassan et al., 2015). Cyberloafing is viewed by some as a disruptive behaviour that should be avoided because it harms the organisation, violates organisational norms, and has a negative impact on healthy organisations and their members. However, for others, it is a beneficial circumstance that can boost the organization's productivity because it motivates employees. Management of the organisation should arrange

sessions for leaders at the workplace in these sessions, a long-term teaching session should contain about leadership skills information. In this manner, managers can make their organisation's leaders understand, how a leader as an individual personality can increase potential (Gayed et al., 2019). Managers should provide teachings to leaders about the advantages of productivity and working with honesty in the workplace. It gives advantages in form of higher employee productivity because as defined that employees always follow their leaders Leaders should use mobile device systems of organisations to monitor and control every function of employees' devices which can help in the collection of private data (He et al., 2020). Furthermore, leaders should have knowledge about security because it is impossible to determine security risks without having full knowledge about security. Various studies indicated about disadvantages of using phones during work in organisations (Iordanoglou, 2018; Karagianni and Jude Montgomery, 2018 and Koay et al., 2022). It means, using smartphones at work can lead to an increase in risks such as attacks and breaching opportunities.

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