



DOES CONSIDERATION OF FUTURE CONSEQUENCES MODERATOR THE RELATIONSHIP BETWEEN ROLE STRESSORS AND CYBERLOAFING: A CONCEPTUAL PAPER

**Mohammad Said Ibrahim Al-Shuaibi (Malaysia),
Chandrakantan Subramaniam (Malaysia),
Faridahwati Mohd. Shamsudin (UAE)**

Article history:	Abstract:
Received: October 10 th 2021 Accepted: November 11 th 2021 Published: December 15 th 2021	With the advent of the technology and its spread at the workplace at the end of the 20 th century and the beginning of the 21 st century, the concerns elevated among employers and managers on how employees using this technology at the workplace. Employers are striving to find ways to control and direct these technologies to be beneficial rather than being distraction tools to the employees. The use of the internet for non-work-related activities at the workplace known as cyberloafing. This paper provide aims to explore the different effect of stressors and hindrances on cyberloafing from the perspective of conservation resources of theory. Therefore, this paper reviewed the previous scholarly work in order to propose a framework and state propositions that can be empirically applied in the future. In addition, the current study add to the body of knowledge by incorporating individual future orientation to the framework as expected moderator.

Keywords: Cyberloafing, role overload, role ambiguity, role conflict, consideration future consequences, stressor-emotion model.

1.0 INTRODUCTION

The Internet enables distant communication between workers through various tools that provide opportunities for internal communication and facilitate to link the managers, employees and customers with each other's (Castellacci & Viñas-Bardolet, 2019). Per Teo, Lim, and Oei (2017), the Internet allows employees to squander time in the virtual world without being caught. The Internet has also been utilized to send harassing and abusive e-mails and many others avenues for internet abuses (Hollis, 2016). A pool of "negative" activities has been identified under this uses, including blogging, downloading materials, online chatting, and online gambling, among others. Many terms used to describe this behaviour, such as, cyberloafing, cyberslacking, and cyber deviance, to name but a few (e.g., Blanchard & Henle, 2008; Glassman, Prosch, & Shao, 2015; Lim, 2002). All these terms highlight the counterproductive behaviour of people who utilize the Internet during work hours to participate in non-work-related activities (Akbulut, Dursun, Dönmez, & Şahin, 2016; Baturay & Toker, 2015). According to Carpenter and Berry (2017), suggested to conduct more research to investigate the antecedent related to the deviant workplace behaviours for better understanding of this phenomenon how and why it is happening.

Three basic factors are shaping role stressors they are: work overload, role ambiguity and role

conflict, and this stressor are considers an essential determinant to job stress (Rhineberger-Dunn, & Mack, 2019). Role stressors are having a major differences between them and vary in nature and it has different consequences (Elrehail, Rehman, Chaudhry, & Alzghoul, 2021; Cavanaugh, Boswell, Roehling, & Boudreau, 2000). However, the studies have investigated role stressors simultaneously and its impact on cyberloafing are still scarce. Most of the previous studies were looking to the direct link between stressors and DWB such as (Henle, & Blanchard, 2008; RuningSawitri, 2012), while, less attention has been given to the moderator role in the previous mentioned relationship, suggesting more a study need to be carried out on the moderating role (Yousefi, & Abdullah, 2019). Furthermore, Previous studies have revealed inconsistent results between stress and cyberloafing (Gökçearsan, Uluyol, & Şahin 2018; Koay 2018; Stodder, 2016). This inconsistent suggested for using a moderator to understand what is the factors that can play a role to increase or decrease the employee intensity for cyberloafing. Therefore, the current study suggested consideration future consequences as a possible moderator between stress and cyberloafing. (Further discussion offered in section 1.2.2.)

To this extent, the current study aimed to integrate role stressors, consideration future consequences as a moderator to provide a better understanding of cyberloafing activities.



1.2 Underpinning theories

1.2.1 Conservation of resources theory (COR)

One model can be a beneficial to explain the cyberloafing from the perspective of the role stressors as antecedents; it is the conservation of resources (COR) theory. This model developed by Hobfoll, 2001 and suggested people tend to obtain, retain, protect, gather, and restore resources. Wright and Hobfoll (2004) claimed that the occurrence of stress due to one of these reasons: 1) resource loss; 2) the possibility of resource loss; and 3) when the resources at the workplace are inadequate to meet work demands. When inadequate personal resources are available to meet continuous work demands, this availability will cause a downward spiral in energy then gain of resources by individuals can be utilized to recover previous resource losses (Hobfoll, 2001).

Form this standpoint, it is possible that stressors will have an adverse on the valuable resources for individuals without compensate them with other resources for remedy these resources in the future (Zhang, Mayer, & Hwang, 2018). In addition, individuals mainly they have no control over the stressors, as it is more related to the organization environment (e.g. organization policies, bureaucracy) and any effort by the individuals to deal with these stressors will be an additional consumption to their resources (LePine, Podsakoff, & LePine, 2005). Hence, taking a defensive techniques by employees can be justifies to prevent any loss of further resources to stand the existence of stressors at workplace, and allow the stressors to vanish gradually (Hobfoll, Halbesleben, Neveu, & Westman, 2018). Due to its convenience and concealment, cyberloafing considered a suitable defensive and withdrawal technique to deal with stressors (Askew, Buckner, Taing, Ilie, Bauer, & Coovert, 2014; Koay, 2018). Employee consider the internet as a resort to keep them away from work pressure temporarily and thus save their personal resources.

1.2.2 Construal level theory (CLT)

Personal resources are defined as the "aspects of the self that are usually linked to resiliency" and refer to an individual's ability to control and influence their environment successfully (Hobfoll, Johnson, Ennis, & Jackson, 2003, p. 632). Strathman, Gleicher, Boninger, and Edwards (1994) defined the consideration of future consequences (CFC) as the extent to which people consider the future consequences of their current behaviours and how these potential outcomes influence them. The present study postulates that CFC is a form of personal resource because CFC allows individuals to choose their current behaviour to expect future

consequences. Individuals inclined to think about the potential future effects of their activities could be more involved in the thoughtful reappraisal of events than those who are not inclined to think about the potential future consequences of their activities (Anderson & Wood, 2005). Enwereuzor, Onyishi, Onyebueke, Amazue, and Nwoke (2017) reported that employees who experienced high-stress levels without having high CFC levels were unable to control their behaviours and engage in deviant behaviours. One neglected assumption in the conservation resources theory is that personality traits might cushion the impact stress on DWB (Zhang, Zhao, Liu, Xu, & Lu, 2015; Kim, Park, & Niu, 2017). Because stressors has considerable ramifications for both employees and organizations, seeking mechanisms that reduce the adverse impacts of job stressors is crucial (Yousefi, & Abdullah, 2019). CFC can be understood in the view of CLT theory. CLT posits that the workers have distinctive psychological links with objects and events based on perceived social and temporal distances, taking along a remarkable wrinkle to discussing individual safety behaviour (Lieberman & Trope, 1998). Per the CLT theory, individuals construe distant future events utilizing abstract representations (Trope & Liberman, 2010). In other words, an employee with a future orientation is willing to sacrifice immediate happiness to gain his/her long-term goals. Thus, an employee holding a high future orientation is less likely to cyberloaf than some who have a low future orientation.

2.0 LITERATURE REVIEWS

2.1 Cyberloafing

The existence of the Internet at the workplace should increase productivity, but, in actuality, this assumption has proven to be inaccurate. Some have called this phenomenon a "productivity paradox" (Koay, & Soh, 2018, p. 901). A number of studies have found that the use of technology might have an adverse influence and create a new opportunities for negative behaviours at workplace. Utilizing Internet technology at the workplace for non-work-related activities like chatting, surfing sports and entertainment sites, and viewing videos have become an avenue for workers to procrastinate (Blanchard & Henle, 2008; Lim & Chen, 2012).

The current study used the term of cyberloafing for those who use the internet technology for personal activities at the workplace (Lim, 2002; RuningsAwitri, 2012). In fact, cyberloafing conceptualized as the use of technology devices (e.g. PC's, laptops, and smartphones) (Askew et al., 2019; Lowe-Calverley and Grieve, 2017) and access the internet provided by



institutions to surf websites and other social networks platform (Andreassen et al., 2014a) at work, for non-work related activities (Zhang et al., 2019).

Many researchers have been concerned with the threat of cyberloafing to the well-being of organizations (Çınar, & Karcioğlu, 2015; Koay, & Soh, 2018; Mercado, Giordano, & Dilchert, 2017). Many terms have been used to explain this phenomenon such as, cyberslacking, cyber deviance, cyber slouching, personal web use, technological "time banditry," non-work-related computing, counterproductive computer use, and "junk computing" (Anandarajan & Simmers, 2004; Bock & Ho, 2009; Brock, Martin, & Buckley, 2013; Charoensukmongkol, 2014; Gallagher, 2009; Lim, 2002; Vitak, Crouse, & LaRose, 2011) to name but a few.

Many studies have proven that cyberloafing not entirely negative on organizations, and it has a bright side to workplace. Suggesting that, allows employee to cyberloaf in between continuous job help them to reduce stress and increase productivity and creativity (Sawitri & Mayasari, 2017). Kim, del Carmen Triana, Chung, and Oh (2016) argued that cyberloafing would be harmful if it happens all day during work hours. Other scholars suggested that to avoid this phenomenon to be out of control, institution should employ monitoring polices to control employees activities through the internet (StokelWalker, 2020).

A group of causes that pave the pathway for cyberloafing using individual, organizational, and situational factors. Sheikh, Aghaz, and Mohammadi (2019) found a significant and positive impact of personality trait namely (extraversion, neuroticism, and openness) on cyberloafing behaviour. Kim et al. (2016) examined if conscientiousness and emotional stability were related to cyberloafing negatively. They found that an employee with a high degree of conscientiousness tended to cyberloaf less when he/she perceived high levels of organizational justice. Among studies investigated organizational factors, Saleh, Daqqa, AbdulRahim, and Sakallah (2018) found that an employer who restricts social networking activities noticed an increase in its workers' work activities. Other researchers where more concern about situational factors, for instance, Usman, Javed, Shoukat, and Bashir, (2021) suggested that when the leader-member exchange is high, that would make employee to perceived the work more meaningful. Thus, decrease their propensity to engage in cyberloafing

2.2 Role Stressors

According to Abbas, Roger, and Asadullah (2012) role stressors refer to the set of organizational role that have negative consequences on employees

and makes them feel stress. The current study conceptualize role stressors as role ambiguity, role conflict and role overload.

Role ambiguity refer to uncertainty about job duties, expectations, the absence of guidelines for suitable work behaviour, and the unpredictability of the behavioural outcomes (RuningSawitri, 2012). Role ambiguity is related to the amount of clarity in the information associated with expectations regarding a job role, methods to achieve the expectations of a job role, and the role performance outcomes (RuningSawitri, 2012). On the other hand, role conflict defined as the degree of mismatch among organizational policies, resources, rules, and tasks, among others (Dale & Fox, 2008). A worker might experience a stress when he/she receiving a various orders or roles need to be implemented simultaneously (Arshad, Aftab, & Bukhari, 2016). Hence, implementing one role can mean that some other roles or commands are ignored (Ayu Hardiani, Rahardja, & Yuniawan, 2018). Blanchard and Henle (2008) stated that workers who are unclear about their tasks and duties or are in a situation where employees are unaware of the processes necessary to complete these tasks. They cyberloaf to evade this role conflict. Finally, role overload refers handling many roles and or being responsible for a duty beyond one's ability at the same time (Rizzo, House, & Lirtzman, 1970). Negative influences such as frustration and anxiety are usually associated with overloaded employees, which prevent them from meeting work requirements and achieving goals.

Consistent with COR theory when an employee uncertain about the task or they are confusing how to accomplish the task that given in specific time to be done, or they having tasks beyond their ability to complete, he/ she will be vulnerable to stress. However, in accordance with the COR theory when the employees have inadequate resources to cope with high demands, they ultimately experience emotional exhaustion as their resources are consumed or threatened by potential loss. Hence, they will eventually spur them to find ways to alleviate the stress situation quickly. Cyberloafing can be seen as a corrective action to cope with stress due to workplace stressors (Koay, Soh, & Chew, 2017). However, when the employees have inadequate resources to cope with high demands, they ultimately experience emotional exhaustion as their resources are consumed or threatened by potential loss. Hence, they will eventually spur them to find ways to alleviate the stress situation quickly. Cyberloafing can be seen as a corrective action to cope with stress due to workplace stressors (Koay et al., 2017).



2.3 Consideration of future consequences (CFC)

The consideration of future consequences (CFC) refers to the degree to which an individual is likely to consider future results in selecting his/her current behaviour (Strathman et al., 1994).

An individual having lower CFC assigns a higher level of significance to immediate consequences, whereas an individual higher in CFC assigns a higher level of significance to future consequences (Joireman, Balliet, Sprott, Spangenberg, & Schultz, 2008). An individual with a future orientation would choose to think about future outcomes and delay gratification into the future instead of seeking instant gratification (Prenda & Lachman, 2001).

Some studies have looked at the association between CFC and cyberloafing. Mashi and Salimon (2016) concluded that employees having a higher CFC are less involved in cyberloafing and vice versa. Furthermore, Zhang, Zhao, Liu, Xu, and Lu (2015) noted, "Previous studies on reducing employees' cyberloafing behaviours have primarily examined the external control factors but seldom taken individual internal subjective factors into consideration" (p. 1). Tandon, Kaur, Ruparel, Islam, and Dhir, (2021) in their systematic review that there is a gap of the studies that take into consideration the Lack of consideration for temporality and potential duality of consequences. therefore, they posited the research question "ow do the associations of cyberloafing with its consequences change over time?" (Tandon, Kaur, Ruparel, Islam, & Dhir, 2021, p. 23)

Based on the above information, we suspect that an individual's future orientation can have a power effect on cyberloafing behaviors as a moderator. Employees who hold high future orientation tend to have less cyberloafing behaviors compared to those who hold low future orientation.

3.0 THE RELATIONSHIPS BETWEEN CONSTRUCTS

3.1 The relationship between role ambiguity and cyberloafing

Role problems, such as role ambiguity, can adversely affect employees in accomplishing their jobs due to engaging in deviant behaviour such as cyberloafing. Runing, Hunik, and Cahyadin (2012) found that role ambiguity had a significant and positive effect on cyberloafing. Arshad et al. (2016) used the JD-R model to examine the relationship between role stressors and cyberloafing role ambiguity positively affected cyberloafing in study conducted among 325 telecommunication company staff. Researcher argued that role ambiguity happens when an individual does

not have well-defined information about the expectations of his/her work or organization, which provoked uncertainty and stress that may lead employees to find means to cope with this situation by engaging in cyberloafing. Hence, the current study propose that:

Proposition 1: The higher the role ambiguity the higher the cyberloafing activities among the employees.

3.2 The relationship between role conflict and cyberloafing

Fried, Shirom, Gilboa, and Cooper (2013) asserted that role conflict happens when a person experiences conflicting demands at work. Ayu Hardiani et al. (2018) hypothesized that role conflict would have a significant impact on cyberloafing. The study conducted among 150 employees they found empirical evidence of the association between role conflict and cyberloafing. When employees were asked to do more than daily routine tasks, the researchers said that this would confuse them, leading employees to look for an outlet to resolve the role conflict. One way in which they did so was by engaging in cyberloafing.

Varghese and Barber (2017) they found that role conflict was the only role stressor that predicted cyberloafing in the workplace. Hence, the current study propose that:

Proposition 2: The higher the role conflict the higher the cyberloafing activities among the employees.

3.3 The relationship between role overload and cyberloafing

A few researchers have defined workload as the perceived amount of work in terms of difficulty, volume, and pace (Bowling & Kirkendall, 2012). Bowling, Alarcon, Bragg, and Hartman (2015) argued that if the workload is too high, this high workload will produce negative work outcomes for an employee and an organization.

In their meta-analysis, Mercado et al. (2017) argued that the increase of non-work-associated activities resulting from the workload from a hospital workstation was unfortunate because this workload would cause losses for an organization and will endanger patient well-being. Black, Light, Black, and Thompson (2013) investigated the personal Internet usage of Facebook in workstations in an emergency department. They found empirical evidence of the association between workload and cyberloafing. The results showed that a healthcare worker spent an average of 12 minutes of hourly browsing Facebook in times of higher patient volume and severe issues. Using meta-analysis to review the workload literature quantitatively, Bowling et al. (2015) investigated potential correlations and consequences of workload.



The results showed that workload was associated positively with employee withdrawal (turnover intention and absenteeism). Hence, the current study propose that:

Proposition 3: The higher the role overload the higher the cyberloafing activities among the employees.

3.4 The moderating effect of consideration future consequences

The previous studies on the association between role stressors and cyberloafing have had inconsistent results. As Baron and Kenny (1986) indicated, a moderator is introduced when the association between an independent and dependent variable is inconsistent or weak. Previous literature revealed that future orientation could play the main role as a moderating effect on workplace deviant behaviour (Yang, Lin, Fang, & Huang, 2019). In their efforts to determines the job stress role on cyberloafing. Koay et al. (2017) revealed a positive link between role stressors and cyberloafing. Gökçearsan et al. (2018) researched a sample of 885 undergraduate students attending public universities in Turkey to examine the association between stressors and cyberloafing, smartphone addiction. The findings revealed that stressors had a significant effect on cyberloafing and smartphone addiction. In contradicting the above findings, Şen, Tozlu, Ateşoğlu, and Özdemir, (2016) reported that role stressors had a significant and negative association with personal learning online activities. In other words, when the occupational stress increases the level of cyberloafing for personal learning, PWU will decrease. Stodder (2016) argued that stress is not always necessarily associated with cyberloafing. Stodder argued that avoidant strategy did not always function successfully. Hence, a coping mechanism like cyberloafing was not always effective in reducing stressors (Pindek, Krajcevska, & Spector, 2018). Hence, we proposed the following;

Proposition 4: Consideration future consequences will moderate the relationship between role ambiguity and cyberloafing.

Proposition 5: Consideration future consequences will moderate the relationship between role conflict and cyberloafing.

Proposition 5: Consideration future consequences will moderate the relationship between role overload and cyberloafing.

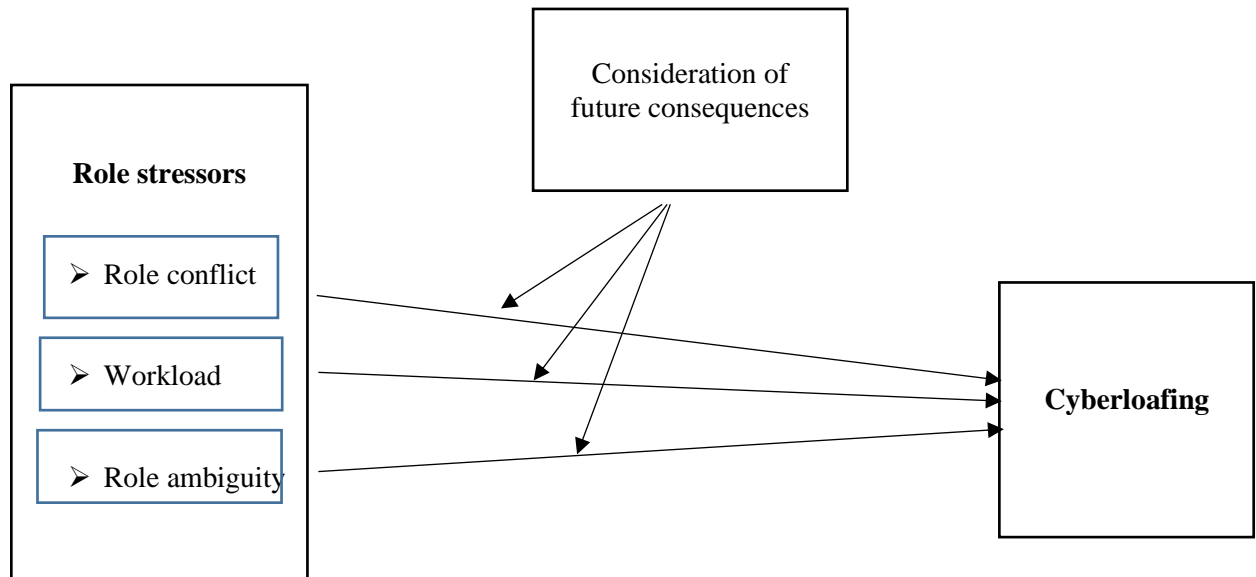
4.0 METHODS

The current study is conceptual paper in nature. Therefore, the researchers relied on reviewing set of electronic databases which included: Google scholar, Proquest direct, Researchgate, Emerald management plus, EBSCOhost and other related databases to draw a theoretical model based on previous studies that investigated the variables related to the current study, and to offer a valid views and suggestions.

4.1 Research framework

The previous discussion draw an explanation on how theories will be employed to explain the suggested framework. Specifically, the conservation of resources (COR) theory explains the negative relationship between the role stressors dimensions namely (role ambiguity, role conflict and role overload) and cyberloafing, while construal level theory (CLT) theory will explain how the consideration future consequences (CFC) presumes that employees use concrete, low-level construal to imply near behaviour and abstract and high-level construal to characterize distant behaviour. In other words, an employee with a future orientation is willing to sacrifice immediate happiness to gain his/her long-term goals. Figure 1 demonstrate the theoretical framework.

Figure 1: Proposed theoretical framework



5. CONCLUSION

The workplace has witnessed growing spreading of the technology, as it is become an indispensable component of the workplace environment to help organizations for growth. This a part from the wide spread of technological devices that are in the employee hands all the time and its connected to the internet, allowing them to engage in non-work related activities and waste the time which resulted in low productivity and poor performance.

Hence, the importance of the study lies in identifying the factors that could have a potential impact on these activities, so that organization can adjust the work settings in a way that help to decrease the phenomenon to the lowest level.

The preceding discussion has proposed role stressors (role ambiguity, role conflict and role overload) as a potential antecedent of cyberloafing. In addition, we suggest that individual's orientation representing by consideration future consequences it might play important role as a moderator to determine the cyberloafing activities among the employee. In the view of COR theory and CLT theory, the current study suggested that role stressors factor namely (role ambiguity, role conflict, and role overload) will have a positive correlation with cyberloafing, which means the higher the role stressor the more the employee will engage in cyberloafing. On the other hand, the study suggested that consideration future consequences will moderate the relationship between stressors and cyberloafing.

The finding from the current study will have important ramifications to both, theoretical and practical area. In other words, the current study will

expanding the body of knowledge concerning about cyberloafing. Moreover, the current study will provide ideas to organizations and the decision makers on job design to reach the ideal work environment can fit the employees to perform better and thus, decrease negative activities such as cyberloafing.

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World Bulletin of Management and Law (WBML)
Available Online at: <https://www.scholarexpress.net>
Volume-5, December-2021
ISSN: 2749-3601

Organizational Studies, 24(3), 357-371.
<https://doi.org/10.1177/1548051817696877>.