The Impact of Cyberloafing on Employees' Job Performance: A Review of Literature

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Abstract: *Objectives*: A controversy exists since long, among the researchers about the impact of cyberloafing on employees' job performance. Some researchers study that cyberloafing distracts employees from their job descriptions; while others argue that cyberloafing is quite helpful in different ways to add quality to employees' work. The aim of this paper is to review the past literature in order to understand the impact of cyberloafing in shaping up or destructing employees' job performance. Moreover, the paper highlights the methodological analysis based on literature review. Future recommendations for the use of the internet by employees on office computers as well as other social media devices to enhance employees' job performance are given.

Design: An organized review of the literature (1996- 2020) from information technology, business, management, and organizational behavior studies was performed. The topics studied were about internet, World Wide Web, cyberloafing, social media, employees' job performance, employees' engagement, employees' productivity, and workplace environment.

Data Sources: Different research platforms such as 'Research gate', 'Emerald', 'Jstor', 'Google Scholar', 'SCOPUS', 'ELSEVIER', 'SCIENCE DATA', 'Core', 'ScienceOpen', 'ERIC', 'Paperity' and internet were used to read up literature.

Review Methods: Different articles written in English, related to employees' behavior and performance as well as cyberloafing and social media, were studied.

Results: The review of literature showed that cyberloafing and social media significantly impact employees' job performance. However, the findings were not consistent, and both the positive and negative impacts of cyberloafing and social media on employees' performance were found.

Conclusion: The mixed findings indicate that cyberloafing can have both the positive and negative impact on employees' job performance. In other words, a little bit cyberloafing is important for healthy communication, innovation and productivity; while the excessive unethical use of internet was found to have adverse effects on job performance. Therefore, it is recommended not to totally suppress cyberloafing but to devise cyberloafing control strategies which are equally acceptable to both the employees and employers. Hence, by the implementation of right cyberloafing control policies, positive outcomes of cyberloafing could be achieved.

1. INTRODUCTION

The process of globalization has made it vital for the organizations to use the internet and advanced telecommunication devices to gain competitive advantage [1, 2]. Advancements in communication technology have improved the telecommunication infrastructure beyond imagination. Not only personal computers, but laptops, tablets, and even smartphones have become an integral part of modern information technology devices used at the workplace for communication purposes [3, 4].

The roots of the internet go back to 1960s with the advent of electronic computers; however, it wasn't until 1989 that the British computer scientist Tim Berners-Lee introduced World Wide Web which is now commonly used to link hypertext documents to networking systems. By the end of the 1990s, email, voice call, video call, instant messaging, social networking and online shopping transformed not only the business structures but also had a great impact on people's lifestyles [5].

The last two decades are considered to be more revolutionary in technological terms with the advent of modern web-based applications such as Twitter, Instagram, Facebook, YouTube and Wikipedia [6- 9]. These 'social media applications' are now vital not only to businesses but also to individuals for the exchange of information and to carry out different searches [10].

Nowadays, it is inevitable for the organizations to use the internet and social media to gain competitive advantage and to react to consumers' demands efficiently and briskly [11, 1, 12]. Koay [13] study that the internet is being used by organizations to boost up employees' performance, ease up communication and to access customers even in remote corners of the world.

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However, researchers have observed that employees are misusing internet provided by the organizations for personal purposes instead of office work [4] which leads to a considerably decreased employees' performance [14-16]. 'Cyberloafing', 'goldbricking' and 'workplace internet leisure' are the interchangeable terms commonly used by researchers to delineate the abusive non-work related use of the internet [17-19, 4]. Cyberloafing is viewed by a few researchers as merely the wastage of time and disadvantageous for the organization [20-21, 18]. Nonetheless, there are other researchers who deem cyberloafing beneficial for the organizations. It has been found in different studies that workplace internet leisure has a positive direct relationship with employees' satisfaction, as it makes employees feel relaxed at the workplace; hence resulting in better productivity and performance [22-25]. Moreover, web surfing is creative as it gives employees the chance to achieve and share knowledge, resulting in the generation of new ideas [26, 27].

The contradictory studies in the literature about the impact of cyberloafing and social media on employees' job performance urge for a need to conduct more research in this area. Hussain and Parida [28] argue that though cyberloafing has become an increasing trend among the employees, yet this area of research has not been fully investigated. They stress on conducting more studies to fully understand the impact of cyberloafing on employees' job performance. Moreover, the majority of studies, performed so far, deal with the negative consequences of cyberloafing on employees' job performance; nonetheless, there are a few studies which support the positive impact of cyberloafing on employees' work output [11]. Therefore, this paper attempts to understand the pros and cons of web surfing and the use of social media applications during office hours on employees' job performance by studying the existing literature. Moreover, this review paper helps to identify whether the implementation of 'workplace internet leisure policy' will be useful in providing the employees a productive environment where they could use internet for work purposes as well as for their mental wellbeing. In addition, the paper discusses methodological issues and provides recommendations for future research.

2. BACKGROUND

Though social media has generally been deemed only as a means of social interaction, entertainment, and fun, still there are people who understand the importance of this modern technology in gaining and enhancing knowledge, and building up strong relationships between employees [29]. So, a large number of organizations are now using the internet and social media platforms to gain competitive advantage and cost-efficient output [30]. However, the employees are being observed using the internet for their personal use instead of work-related activities. The use of the internet for non-official activities at the workplace while behaving like doing job-related work is called cyberloafing or goldbricking [18, 4].

The last two decades have seen a dynamic revolution in the field of technology with the introduction of smartphones. The employees are no more relying only on personal computers and laptops but smartphones are also being used by employees for carrying out tasks more efficiently [31, 32]. These smartphones are fully equipped with social media, thus providing a better means of communication to the employees. Consequently, even in non-office hours and holidays, employees are being able to easily communicate with their managers and perform urgent tasks [3]. However, employees are taking advantage of this technology and are accessing social media both through personal computers and mobile phones provided by the organization, during office hours, while using it for personal purposes and leisure [3, 18]. This situation has given rise to a debate as whether to restrict the employees' use of the internet or allow them to access the internet for their personal use for some time at the workplace. Moreover, the advantages and disadvantages of cyberloafing have become a recent topic of discussion between the researchers. This review paper attempts to shed a light on this recent debate.

3. METHODS

The purpose of this research is to analyze the background and effects of cyberloafing on employees' job performance. The base of references is particularly ensured through the most prominent research platforms like 'Research gate', 'Emerald', 'Jstor', 'Google Scholar', 'SCOPUS', 'ELSEVIER', 'SCIENCE DATA', 'Core', 'ScienceOpen', 'ERIC', 'Paperity' have been the choice of the findings to extract the literature. The fields of study chosen for extracting the articles were 'Psychology', 'Organizational Behavior', 'Management', 'Data Management' and 'Information Technology'. The literature was mostly extracted from the journals of the year 1960 to 2020. To search the articles and journals, Cyberloafing, World Wide Web,

Table 1:   Studies of Antecedents and Consequences of Cyberloafing on Employees' Job Performance

No	Author (s)	Purpose	Sample	Method/Analysis	Key Findings
1	Sao *et al*. (2020) [4]	To understand the causes and nature of cyberloafing and to analyze its effects on employees' behavior.	172 employees from various sectors	Questionnaire/regression analysis	Cyberloafing has a positive significant impact on employees' behavior.
2	Mohammad *et al*. (2019) [2]	To analyze how workplace internet leisure effects job satisfaction and productivity.	282 respondents from 5 banks in Malaysia	Questionnaires/ Smart PLS-3	Workplace internet leisure, workplace internet leisure policy and freedom at work significantly impact employee satisfaction.
3	Lara *et al*. (2006) [15]	To analyze the impact of coercive control strategies on cyberloafing.	147 employees of a public university in Spain	Email survey/ Structural equation modeling	Organizational control reduces cyberloafing, while the implementation of coercive policies enhances cyberloafing.
4	Derin and Gökçe, (2016) [76]	To understand whether cyberloafing positively impacts innovative employee behavior or not.	152 employees from a university in Malatya	Survey/ Factor, correlation and regression analysis	A weak positive effect of cyberloafing on innovative behavior is found.
5	Lim and Chen (2009) [13]	To examine how cyberloafing effects the performance and emotions of employees. Moreover, to examine whether women switch quickly to work from cyberloafing or men?	191 respondents from a university in Asia	Mail survey/ Correlational analysis	A little cyberloafing is good for better employee performance. Men involved in cyberloafing perform better as compared to women. Web surfing results in positive emotions but sending personal emails resulted in negative emotions.
6	Sangkyun (2006) [71]	To examine the economic impact of an employee internet management (EIM) system.	Firm ABC with a total of 1000 employees located in Seoul, Korea	Literature reviews on economic justification	The management needs to establish employee internet management (EIM) and bandwidth management tool as a productivity control tool.
7	Yeik (2018) [77]	To analyze the relationship between workplace cyberloafing and ostracism with emotional exhaustion as a mediator and facilitating condition as moderator.	1,000 employees from an organization in USA using internet at office.	Survey using online platform/PLS and a variance-based structural equation modeling	Discriminatory behavior of management towards employees and emotional stress of employees result in an increase in cyberloafing activities. Facilitating condition also moderates ostracism with cyberloafing.
8	Huma et. al (2017) [14]	To identify the factors that lead to cyberloafing in public and private sector organizations by using multiple motivational factors.	Employees from both the private and public sector having internet access in the workplace	Questionnaires/PLS Path and PLS-MGA	Habitual use, intention, social norms and the ease of engaging in cyberloafing activities significantly affect cyberloafing.
9	Lara (2009) [78]	To analyze the effect of unfair administrative ploicies on cyberloafing in the organization.	147 non-teaching staff at a public university	Online questionnaires/SEM	Unfair administrative policies give rise to a conflict between employees and management.
10	Zhang *et al*. (2015) [79]	To understand the effects of employees' future inclination and planning on cyberloafing.	232 employees from different organizations	Online questionnaires /CFC Scale	The employees who are more concerned about their future are found to be less involved in cyberloafing.

(Table 1). Continued.

No	Author (s)	Purpose	Sample	Method/Analysis	Key Findings
11	Lara and Gonzalez (2009) [73]	To hypothesise that Anomic feeling (AF) increases the negative effect of organizational justice (OJ)of cyberloafing and positive effect of cybercivism.	270 at a public university	Questionnaires hierarchical regression analyses	Anomic feeling (AF) significantly moderates the relationship between organizational justice (OJ) and cybercivism (organizational citizenship Internet behavior).
12	Saleh et. al (2018) [80]	To analyze the phenomenon of cyberloafing and its effect on employee performance.	250 employees from 20 companies in Saudi Arabia	Questionnaires/Multinomial logistic regression	The restricted use of internet didn't effect employees while restrictions on web surfing positively effect work output.
13	Coker (2011) [62]	To study the effects of workplace Internet leisure browsing on job productivity.	268 randomly selected office workers	Questionnaires	The positive effects of WILB on employee productivity were found.
14	Jamali and Shahbaztabar (2017) [81]	To investigate the relationship between internet filtering, emotions, and information-seeking behavior.	15 postgraduate students at an Iranian university	Questionnaire and interviews.	Internet filtering caused a few negative emotions (e.g. anger, disgust, sadness, and anxiety).
15	Messarra, Karkoulian and McCarthy (2011) [82]	To examine the impact of internet monitoring policies on cyber-slacking and work satisfaction	254 individual in Lebanon who has internet access at work	Questionnaires	Introducing free internet access in the workplace is a positive move and will lead to an increase in work satisfaction.

employee internet management, workplace Internet leisure browsing (WILB), smartphones, social media, employee engagement, employee productivity, and employee performance were used as keywords. Furthermore, to get a better comprehension of the research problem, references of the articles were scrutinized and more articles were found and studied.

The criteria of present study were carried out with a few investigations such as: (1) Examined and analyzed the role of employees in workplace environment which is impacted by cyberloafing. (2) Identify some issues which lead to cyberloafing from an employee's perspective. (3) The selected articles were in the English language. Around 150 journals were reviewed, from which 36 research papers were referred to in this review. From the past research papers used in this literature review, 15 studies address the impact of cyberloafing and 21 are about the impact of using social media platforms on the performance of the employees. The study has been narrowed down to deferent tables, Tables **1** and **2**, which briefly describe the purpose of carrying out a specific study, the number of participants in the study, the method and technique used to conduct research and the conclusion

derived from the study. Table **1** refers to literature review about cyberloafing and Table **2** constitutes of past research on the use of social media and its effects on job performance.

4. FINDINGS

The review of past literature helped in understanding the major concepts related to the present research, as highlighted in the following sub-sections. The study of the related concepts along with conclusions derived from Tables **1** and **2** elucidates the impact of cyberloafing on employees' job performance to some extent.

4.1. Cyberloafing

Cyberloafing is defined as 'the deliberate use of the organization's internet access for other purposes that are not related to work, during working hours' [33]. Cyberloafing is a serious threat for the organizations, because the employees may behave as they are working hard but in fact, they are engaged in non-work related activities [18]. Apart from the consequences such as less productivity or excessive internet bills [34], cyberloafing could lead to more serious legal offenses

Table 2:   Studies of Antecedents and Consequences of Social Media on Employees' Job Performance

No	Author (s)	Purpose	Sample	Method/Analysis	Key Findings
1	Parveen *et al*. (2016) [59]	To examine how organization's performance and entrepreneurial orientation is effected by social media.	174 organizations	Survey	Social media positively impacts organization's performance, like reduced costs, strong customer relations, and information seeking.
2	Yingjie, Deng and Pan (2019) [83]	To understand the effect of enterprise social media on employee turnover.	1,791 employees from high-tech manufacturing enterprise	Discussion boards in an online forum/ multiple logistic regression analysis	Employee turnover decreases by utilitarian social use of social media; while increases with its excessive use.
3	Imran *et al*. (2018) [29]	To examine how social media is beneficial in knowledge sharing.	22 doctors of Bahawal Victoria Hospital	Semi-structured interviews/ constant comparative thematic analysis	Social media enhances the communication process and sharing of knowledge.
4	Opgenhaffen and Claeys (2017) [84]	To examine the policies and guidelines regarding the use of social media.	16 European countries	In-depth interviews/ thematic analysis	Some organizations allow while some ban the use of social media during working hours.
5	Sedej and Justinek (2013) [85]	To understand the role of social media in internal communications.	23 senior managers from large to medium organizations	In-depth interviews	The use of social media is highly beneficial in internal communications.
6	Odoom *et al*. (2017) [86]	To understand the benefits of social media in SMEs of an emerging economy.	210 SMEs in Ghana	Structural equation modeling/ subgroup analysis	Social media usage positively affects performance, and reduces cost and increases interaction.
7	Nikitkov and Sainty (2014) [47]	To understand the importance of using a social network site to grab opportunities for networking and enhance employee career success.	1,182 datasets from accounting alumni	Archived data from accounting alumni. The data were expanded to acquire the information on the social media network	Increased SNS activity has a significant positive relationship with career success. However, Facebook usage has no positive relationship with career success.
8	Yu *et al.* (2018) [50]	To examine the effects of overload use of social media on each staff performance and its exact mechanism.	230 working professionals who use social media in organizations	online survey study	There is a strong relationship between social media exhaustion with reduced job performance.
9	Vuori (2012) [87]	To increase understanding of utilizing Web 2.0 technologies and social media in a global corporation.	A global corporation	qualitative case study- interview in Nokia	Communication, collaboration, connecting and idea creation includes in Web 2.0 social media technology uses.
10	Floreddu and Cabiddu (2016) [88]	To identify social media communication strategies for companies from low to high levels of reputation.	Italian insurance context, Facebook	Longitudinal explorative multiple-case study, and theoretical sampling	Companies use 6 social media communication strategies egocentric, conversational, selective, openness, secretive and supportive.
11	Morales, Rojas and Lopez (2018) [49]	To understand the effect of social media on the organization for new business ventures and identify new resources.	201 IT organizations in Spain	Structural equation modeling	Social media enhances the organization's productivity and is found to have a positive effect on the process of innovation.

(Table 2). Continued.

No	Author (s)	Purpose	Sample	Method/Analysis	Key Findings
12	Cao *et al.* (2016) [48]	To understand the impact of social media on employees' work performance and the mechanism behind it that forms the value at work.	379 Chinese working professionals.	Statistic Package for Social Science and Partial Least Squares	Social media supports the formation of employees' social capital and facilitates knowledge transfer, and hence, better work performance.
13	Demircioglu and Chen (2019) [89]	To examine the effects of social media on employee satisfaction and intrinsic motivation.	74,025 employees	Online questionnaires	Social media usage effects intrinsic motivation and job satisfaction; but excessive usage negatively affects performance.
14	Cao and Yu (2019) [90]	To examine the impact of excessive use of social media on job performance.	305 employees	Questionnaires/SPSS and SmartPLS	Excessive use of social media reduces employees' work output.
15	Books and Califf (2017) [91]	To examine the effect of stress caused by social media usage on job performance.	42 IT professionals	Online survey	A positive relationship of stress caused by social media usage with low job performance was found.
16	Adzovie et. al (2017) [92]	To examine the effect of Facebook usage on productivity of employees.	100 administrative employees	Questionnaire/SEM	Both the positive and negative effects of Facebook usage on job performance are reported.
17	Carlson *et al.* (2016) [93]	To examine the impact of social media on productive behaviors and relationship building.	411 respondents	Online questionnaires	Social media is helpful in building up relationships and creative behaviors.
18	Aguenza *et al.* (2012) [64]	To understand the productive uses of social media as well as challenges faced by the use of social media at workplace.		Literature review from about 29 past researches.	Both the positive and negative impacts of information sharing on employee productivity are examined. Controlled use of internet is useful.
19	Shalini, Basit and Hassan (2018) [94]	To examine the impact of social media usage among employees	206 employees from MNC company	Questionnaires/SPSS 21 and AMOS22 software	Social media effects employees and top management. Social media is used for decision making, and increases performance and productivity.
20	Leftheriotsis and Giannakos (2014) [95]	To analyse capacity of social media for work.	1799 employees of the company	Questionnaires	Employees make extended use of social media.
21	Loiacono and McCoy (2018) [96]	To understand the negative effects caused by continuous use of social media platforms on employees.	145 employees of a marketing research company	Literature review and survey from employees of a marketing research company	Social media platforms enhance communication skills, but the continuous use is found to have an increase in emotional stress of employees.

and liabilities, as a number of employees have been found taking part in online gambling, watching unethical movies, or illegally retrieving data and information [35, 36].

The phenomenon of cyberloafing was first addressed by Young and Case [37]. Today, as the organizations have become more dependent on the internet for an efficient and better output, and an enhanced means of communication; the problem of cyberloafing has become a big matter of interest for the organizations [38, 15]. An increasing trend of cyberloafing has been observed by many organizations over the past few years and the employees are being observed misusing internet access privileges during working hours [15]. Hence, cyberloafing has a significant effect on overall counterproductive work behaviors [39].

Li and Chung [40] analyze that cyberloafing is a multi-dimensional construct. They term cyberloafing which results in the gain of information as 'informational capacity'; interpersonal communication within the organization is termed as 'social capacity'; while web surfing just for fun is termed as 'leisure capacity'. They further explore that informational activity is performed through Google, BBC, and CNN, etc.; while blogs like 'Twitter' and 'Facebook' are used to carry out social activities. Moreover, leisure activities like online games or downloading music may be performed through YouTube. The present paper attempts to explore the informational, social as well as leisure capacity of cyberloafing in shaping up a better work output.

In a study conducted by Huma *et al*. [14], 6 determinants of cyberloafing were identified as: employee habit, intention, social influences determinant, affect, facilitating condition and perceived consequences. Out of these, employee habit, intention, and social influences have been identified as the determinants of cyberloafing in public organizations; whereas, in private sector, the determinants are employee affect, facilitating condition and perceived consequences. Another study by Koay [13] has found that workplace ostracism and emotional exhaustion also could lead to employee cyberloafing activity. They identify ostracism as a situation where an employee is being ignored or disregarded by other employees and cause emotional exhaustion; thus, leading in turn to cyberloafing activity. The employees will be less likely to engage in cyberloafing activity (cybercivsm behavior) if the organization treats them fairly [18]. Khansa *et al*. [41] study that the employee's justification about cyberloafing, fear of punishment, past cyberloafing indulgent and peer cyberloafing are the determinants of cyberloafing behavior. They analyze that if the employees have been involved in cyberloafing in the past, or if their colleagues are involved in cyberloafing, then the employees are more likely to exhibit cyberloafing behavior. However, employees' justification for cyberloafing and fear of punishment were found to be significant only when the cyberloafing control policies are implemented. Blanchard and Henle [42] study that employees think it fair to indulge in a little bit of cyberloafing and justify it by providing the example of others engaged in cyberloafing.

4.2. Social Media

Couldry [5] defines social media as the institution system which connects individuals by sharing information like text, pictures audios, and videos, etc.

through the internet. The terms "social networking" and "Web 2.0" are also used for social media [43]. The term social media has been used in many kinds of online platforms such as blogs, social network sites, video sharing network and others [10]. Social media simplifies the information exchange and transforms the traditional organizational structure to contemporary organizational structure by diminishing communication barriers and facilitating both the internal and external communications [44]. The organizations have been observed changing social relationships with employees and customers through the use of social media [45].

Manning [46] examine that social media is used to communicate, collaborate and connect not only with internal but also with the external environment. Social media supports the formation of employees' social capital and facilitate knowledge transfer by creating up network bonds, sharing the vision and building up a trust [47]. With the shared vision and knowledge transfer, employees exhibit a significant improvement to their work performance [48].

According to the study by Nikitov and Sainty [47], increased activity on social network sites (SNSs) has a significant relationship with career success. They examine that different types of SNSs used by individuals effect career success differently; like Web site, LinkedIn, and the amount of activity on that site has a significant positive relationship with career success; whereas Facebook, presence on the site or number of friends don't have a significant relationship with career success. Another study done by Morales, Rojas and Lopez [49] have found that social media technologies (SMT) were able to support technological knowledge competencies in improving the organizational performance directly and indirectly by influencing employees' innovation capability.

However, Yu *et al*. [50] analyze that the excessive use of social media causes mental stress, as individuals are not able to process a huge amount of information available on social media. They further argue that unrestricted use of social media impacts emotional and mental wellbeing of employees, resulting in a decreased productivity.

4.3. Employees' Job Performance

Without employees, there would be no concept of the organizations; however, employees need to work diligently and passionately for the growth of organizations [51]. Mathis and Jackson [52] study that

job performance is characterized by the amount and quality of work done during a given time period, efficiently and effectively. Researchers consider employees' performance as an important factor contributing to the success of the organization [53, 54].

Sultana *et al*. [55] suggest that employee performance should be analyzed by comparing the input and output. They further explain that employees are considered to be performing better if they are giving maximum work produced using the least available resources. Ali-Hassan *et al*. [53] study that monitoring employees' performance is vital for an organization's survival; and the organizations need to evaluate the investments put on employees, such as time and energy spent on technological tools and social media, in relation to work output generated by employees.

4.4. Impact of Cyberloafing and Social Media on Employees' Job Performance

The use of advanced technological software's and tools such as internet, email, smartphones and social media has improved the productivity and performance of 46% of employees as compared to only 7% whose productivity has decreased because of the use of these tools [56]. Many researchers also find a positive impact of the internet and social media on organization's productivity [57- 60].

Nevertheless, there are researchers who study that cyberloafing at workplace reduces employees' performance significantly. Henle, Kohut and Booth [61] examine a decrease of 30 to 40% in employee performance because of cyberloafing. Lim [18] consider cyberloafing as a potential threat for the organizations, as it causes excessive internet usage, legal and security threats, and declining cognition.

However, a study of literature, summarized in Table **1** shows both the positive and negative impacts of cyberloafing and social media on employee performance. Oravec [23], Anandarajan *et al*. [23] and Coker [62] are among the ones who first identified different positive effects of cyberloafing on employee performance like the effective outcome, increased communication, and enhanced knowledge. Lim and Chen [13] examine that a little cyberloafing is good for the better performance of employees.

4.5. Strategies to Control

Nowadays, organizations are spending a considerable sum of money on internet connections

[63]. The use of social media in organizations generally stimulates collaboration and knowledge sharing between individuals, which can lead to increased or decreased productivity. Uncontrolled and unmonitored social media is a security risk; however, controlled and monitored social media will enrich the organization's work processes, boost collaboration and ultimately enhance collaboration [64]. With the increasing trend in cyberloafing activity, many organizations have implemented strategies to mitigate cyberloafing activity [61]. However, these precautions are implemented softly, like sitting arrangements should be facing corridors and colleagues instead of walls during work. Nonetheless, there are organizations which are now taking hard and active measures to control cyberloafing, in order to avoid the severe consequences, yet benefitting from positive effects of cyberloafing at the meantime [65].

A few organizations don't officially implement any policies to control cyberloafing, as they perceive that employees are fully aware of what is unacceptable by the colleagues and managers, and that the employees are ethically bound to take self-control of them to involve in illegal and dishonest activities [66, 67, 41]. While some organizations have formal policies and strict monitoring systems which ensure heavy penalties and punishments for exhibiting cyberloafing behavior [68]. However, studies show that the formal cyberloafing control policies may put the employees into a confrontation, resulting in job dissatisfaction and hence, poor performance [69, 70, 18].

A few researchers have also given some suggestions to control cyberloafing behavior. Mohammad *et al*. [2] suggest implementing workplace internet policy to reduce this cyberloafing activity. Sangkyun [71] advice employee internet management (EIM) and bandwidth management tool as an employee productivity control tool. Lara et. al [15] identify 3 coercive strategies to mitigate cyberloafing activity: perceived organizational control, fear of formal punishment and physical leadership proximity. From the 3 strategies, physical leadership proximity is the most widely accepted by organizations because it gives a better solution by improving employee manager understanding and interaction [72]. However, Lara and Gonzalez [73] argue that monitoring and observing the employees alone is not sufficient to reduce cyberloafing; instead they emphasize the integration of coercive policies.

5. DISCUSSION

5.1. Limitations

The present review paper has several limitations. Firstly, the main keywords used for this research has covered cyberloafing, cyber leisure, social media, internet monitoring, internet policy at the workplace, internet monitoring, employee satisfaction, and employee performance. Only the research papers most relevant to the research topic were studied. Due to the lack of funding, access to many good published articles was denied. There were just a few research platforms which allowed access to journals. Hence, the possiblility may not be excluded that a few good studies on the research topic have not been included in this paper.

Furthermore, the research papers found on cyberloafing and social media covered only limited countries. To date, China holds the key position in the world among internet users, with about 800 million users; whereas, Japan has 120 million internet users [74]. The related researches in these two countries may have mostly been conducted only in Chinese or Japanese language while the articles examined in this study were in the English language. Hence, a large number of studies on 'the impact of cyberloafing and social media on employee's job performance' may have been neglected in th study.

Moreover, there was no paper of discussion from the employer's perspective on internet overuse and social media used for personal gain by the employees. Therefore, it is difficult to conclude the real stand and willingness of the employers in trying to resolve the problem of cyberloafing. The effectiveness of the installation of internet monitoring software and the implementation of a comprehensive internet policy at a workplace were also found less addressed.

5.2. Summary of Key Findings

The purpose of this literature review is to understand the current knowledge about the impact of cyberloafing on employee's job performance. Hence the present review paper highlights the past studies conducted on the topic, and focuses on the determinants and consequences of cyberloafing and social media. Furthermore, the past work done on the strategies to mitigate the cyberloafing activities was also studied. All the studies have been done in multiple work settings and different types of respondents. A total of 15 studies are related to the cyberloafing construct and 21 studies are on social media.

Review of the 36 studies about the impact of cyberloafing to staff performance has found mixed findings regarding the impact of cyberloafing on employees' performance. The findings of this research in respect to cyberloafing and employees' work performance indicates that it may result as both negatively and positively; whereby the amount of time spent on cyberloafing eventually plays an important role in describing the effects. The organizations which are not paying much attention to employees' time being spent on cyberloafing may result negatively on employees' performance. Whereas, the organizations who ensure that employees must be aware of the fact that their cyberloafing activities are regularly monitored and a certain time is allowed specifically for cyberloafing during work hours, have shown significant improvements in the work performance and task management of the employees. Therefore, it is suggested to devise and implement effective cyberloafing control policies to avoid the adverse effects on employees' performance.

5.3. Methodological Issues in Current Research

To understand the impact of cyberloafing on employee's job performance, both the qualitative and quantitative research analysis were studied. However, none of the studies were longitudinal in nature; hence increasing the possibility that the employee behavior has not been completely understood. Almost all the studies were cross-sectional, so maybe the behavior of employee changes after a certain time period but that could only be determined if longitudinal studies have been performed.

Furthermore, most of the studies are quantitative in nature and questionnaires were being used to conduct studies. Though the respondents were being promised that their names would be kept anonymous, still there are fair chances that the respondents may have deliberately provided wrong answers. In a similar study, Bock and Ho [75] find out that the respondents intentionally provided answers which showed their negative cyberloafing and positive work-related behavior. Moreover, all the questionnaires used in the studies were targeting employees; the employers' perspective on the problem was missing.

Another issue found was that most of the studies have been performed in developed countries; whereas

the chances of cyberloafing are much higher in developing countries, where there is a lack of control and ethical behavior.

5.4. Recommendations for Future Research

There was a dearth of studies regarding employers' reviews on cyberloafing. Only a few research papers addressing employers' perspective on cyberloafing [84, 80] were found. It was noticed that most of the studies were designed with questionnaires which address employees and not employers. In future more research could be done on employers' reviews on cyberloafing. Moreover, more longitudinal studies should be performed in order to understand the behavior of employees over a long period of time.

There are quite a few studies on employee's performance before and after the implementation of cyberloafing control policies. More research on this topic may provide a better direction on the implementation of right policies.

Majority of the studies performed were on cyberloafing, using office computer. There is a dearth of research on cyberloafing using smartphones. So, future researchers should also take smartphones into account while performing research on cyberloafing.

The cultural impact on cyberloafing should also be studied in future research as culture significantly impacts the behavior of an individual.

6. CONCLUSION

From this literature review, it is prudently evident that cyberloafing significantly impact employees' job performance. However, a few studies showed a direct positive relationship between the independent variable (IV) 'cyberloafing' and the dependent variable (DV) 'employees' job performance'; while few research papers from reviewing past literature revealed that IV 'cyberloafing' negatively impacts DV 'employees' job performance'. Therefore, the organizations must be careful while devising and implementing any cyberloafing policies within the organizations. Since, it is not only related to the organizational performance but also bearing social consequences, in respect to having certain adverse effects while hampering one's connectivity with the others. Therefore the need is to understand that the use of social media in the workplace can be a double-edged sword. On one side, social media can improve the employee engagement, efficiency, and productivity, and on another side,

misuse of social media for employee's personal gain can lead to social media exhaustion and reduction of organizational performance. In case, if it is highly needed to have cyberloafing policies the employees must be taken into confidence while sharing the consequences on both work performance and career advancements. At times, the cyberloafing policies must be enforced given that nature of the work domain of the organizations. Usually it tends to serve the purpose rightfully when the nature of work information is primarily sensitive and may result in damaging the cause of organization's objectives. Subsequently the issue of market place competitiveness is also directly related to the cyberloafing activities of employees. Hence, the policy to ensure what type of cyberloafing may take place is much significant and can only be granted following the systematic devised mechanism that serves to keep the organizational objectives intact. The management must act wisely if any such policies may be needed to place, particularly during work hours. To mitigate the cyberloafing activity at the workplace, it is suggested that organizations should implement comprehensive internet policies and employee internet monitoring systems. Implementation of these strategies will be more effective with interpersonal communication. The managers should allow employees a limited and restricted use of internet at the workplace, both through personal computers and mobile phones; meanwhile, the employees should be aware of organization's coercive strategies for unauthorized and prohibited use of the internet.

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