

REDUCING CYBERLOAFING ACTIVITIES THROUGH MEANINGFUL WORK: IMPORTANT ROLE OF AFFECTIVE COMMITMENTSharif Ullah^{*1}, Dr. Muhammad Imran²**Original Article**

1. PhD Scholar, Department of Management Sciences, Qurtuba University of Science and Technology, D. I. Khan. Email: Sharifullahmwt2@gmail.com
2. Associate Professor, Department of Management Sciences, Qurtuba University of Science and Technology, D. I. Khan. Email: m.imran_2860@yahoo.com

Abstract

*The present study examined the relationship between meaningful work and Cyberloafing activities directly and indirectly via affective commitment among the employees of banking organizations working in the D. I. Khan city. The study used survey approach for data collection. The study applied G*Power technique for sample size determination. Based on the G*Power estimation 312 respondents were selected as sampled. After targeting the said number of respondents, the study received 203 usable responses. The reliability of the scale was assessed and found that the scale used in the present study is reliable. Based on the responses of the respondents regarding the study variables, it was found that meaningful work has negative but significant association with employees' engagement in Cyberloafing activities. It means that organizations can reduce Cyberloafing behaviors of their employees through assigning them a task that have some meaning. In addition, it was also found that affective commitments play an intervening role. This indicating that the relationship between meaningful and Cyberloafing is not direct and some of effect is passing through indirect way, i.e., through affective commitment.*

Keywords: Affective Commitment, Cyberloafing, Meaningful Work, Banking Organizations, Pakistan

1. Introduction

In the last two decades, the invention of Internet and rapid technological advancement radically changed the social and work-life of people. This tech-advancement not only affect our social lives but our economic life and business operations as well (Usman et al., 2019). Organizations could drastically improve their production and operational performance as well as saved the time noticeably (de Vass et al., 2018). In today's life, iPad, Android, and iPhone are essential items in our lives. In today's tech era, life becomes incomplete without internet and mobile phone. Lim (2002) argued that personal and organizational productivity is increased due to Internet usage in official work setting. Even though internet is used as a double-edge sward, regardless of its incremental advantages, there are noticeable disadvantages as well (Khattak et al., 2020). The productivity and efficiency of organizational may adversely affected due to internet if it is used for personal and non-work related activities (Usman et al. 2019; Hussain et al., 2017). As Lim (2002) rightly noted that using official internet for personal non-related work activities is termed Cyberloafing.

Similarly, Agarwal (2019) can also argued that Cyberloafing as an employee engagement in non-productive activities using company's internet. Such activities includes browsing or searching on the internet during official duty hours, playing online games, watching movies, facebook, and personal emails etc. Koay (2018) noted that Cyberloafing is considered dysfunctional behavior because it's

adversely affect organizational productivity and hampers organizational performance. Such activity not only hinders the well-being of organization but also affect the productivity and reputation of the concerned employees who engaged in Cyberloafing activities. As rightly noted by Agarwal (2019) followed by Khattak et al. (2020) and Ullah et al. (2022), a little attention has been given to this phenomenon. Therefore, it is essential to explore those factors that help organizations to control or reduce their employees' engagement in Cyberloafing activities (Mercado et al., 2017).

In addition, studying employees' involvement in Cyberloafing behaviors and finds remedial actions to reduce it is essential in today's workplace setting. Meaningful work is work that is fulfilling and gives a sense of purpose to the person completing it. This type of work is usually associated with a sense of accomplishment and satisfaction (Imran et al., 2019). Cyberloafing, on the other hand, is the practice of using digital technology, such as computers or mobile phones, for non-work related activities during working hours. This type of behavior is often seen as a form of procrastination or a way to avoid doing meaningful work (Khattak et al., 2018). While Cyberloafing can be a distraction from meaningful work, it can also be beneficial when used to take breaks from work to relax and recharge. Studies have shown that taking short breaks during the workday can help to improve productivity and focus. Therefore, it is important to strike a balance between meaningful work and Cyberloafing to ensure that work is completed without sacrificing productivity. Meaningful work has been found to be the primary motivator for reducing Cyberloafing (Khattak et al., 2019). When employees feel their work is meaningful and important, they are less likely to waste time on the internet. Additionally, providing employees with autonomy and a sense of ownership over their work increases their engagement and reduces the likelihood of Cyberloafing (Rizwan et al., 2018). Furthermore, providing employees with feedback and recognition for their work can increase job satisfaction and help reduce Cyberloafing. Finally, employers can create an environment of trust to discourage Cyberloafing (Audenaert et al. 2019).

Employee engagement in meaningful work encourages employees to take ownership of their responsibilities, take initiative and be proactive in their approach. Employees feel motivated and empowered to contribute to their own success and the success of their organization. Additionally, employees gain satisfaction from their work when they see that their efforts are making a difference. This leads to a greater sense of loyalty towards the organization and team, and improved productivity. Furthermore, meaningful work encourages employees to be creative, think critically, and develop new ideas and strategies (Tummers and Knies 2013). This increases the overall creativity and innovation of the organization, resulting in improved operational efficiencies and a competitive edge (Allen et al. 2019). Finally, meaningful work also encourages employees to develop personal and professional skills and become lifelong learners. This leads to the development of a positive workplace culture, improved morale and increased job satisfaction (Baily et al., 2019).

2. Related Literature

2.1. Relationship between Meaningful and Cyberloafing

Literature explored various factors that affect Cyberloafing (e.g., Agarwal, 2019; Khattak et al., 2020; Aghaz and Mohammadi, 2019). Khattak et al. (2020) examined the link between supervisor communication styles and employee engagement in Cyberloafing activities and found that communication styles of leader have direct impact on employee involvement in Cyberloafing activities. Similarly, the same phenomenon was examined by Agarwal (2019) in Indian organizational settings and found that leader's communication styles impacted Cyberloafing activities of employees. In the same line, Aghaz and Mohammadi in 2019; Hu et al., 2015; Kim and Jeong, 2015; and Andreassen et al., 2014 investigated that personality traits, particularly agreeableness and

extraversion have strong positive association with Cyberloafing activities. In addition, Blau et al. (2006) concluded that organizational justice has significant association with Cyberloafing activities. Similarly, studies, (e.g., Chatterjee et al., 2015; Huma et al., 2017; Pindek et al., 2018; and Koay 2018) explored other dimensions of Cyberloafing behavior including boredom, workplace ostracism, habit, work under load, and social inferences.

However, Ugrin and Pearson (2013) and Khansa et al. (2017) argued that certain dimensions including formal surveillance and control mechanisms adversely affect employee's engagement in Cyberloafing activities. Hence, all these studies mentioned here have add valuable contributions to the existing body of knowledge related to Cyberloafing behavior, but as rightly noted by Oosthuizen et al. (2018) that only few studies empirically investigated the influence of intrinsic motives on employee involvement in Cyberloafing. Therefore, the present study attempted to check intrinsic motives, i.e., meaningful work and its impact on employee engagement in Cyberloafing practices. This study used this dimension of intrinsic motives with this intention that a work that has some meanings to the concerned employee will have negative impact on their engagement in dysfunctional behaviors like Cyberloafing behavior.

Literature also examined that meaningful work is an important work-related factor that positively affects work engagement, CSR, employees OCB, and workplace spirituality (Ellsworth, 2002; Collier and Esterban, 2007; and Sheep, 2006). Yeoman (2014) stated that meaningful work is an individual fundamental and ethical right and it is the primary motive (Frankl, 1984). Michaelson (2005) it is an employee moral obligation. Past studies show positive affect of meaningful work with job-related activities like job satisfaction (Jiang and Johnson, 2018), motivation Allen et al., (2019), affective commitment (Hirschi, 2012), employees well-being (Sparks and Schenk, 2011), and employee work engagement (Rosso et al., 2010). Therefore, employees who feel that their work has some meanings or they have achieve some purpose from it were more satisfied and will actively engaged in their tasks/work (Geldenhuis et al., 2014). As rightly noted by Demirtas et al. (2017) and Khari and Sinha (2017), employees are involved in pro-social behaviors are actively engaged in their tasks and they avoid to waste their as well as organizational time in those activities or behaviors that are harmful to their as well as organizational well-being, e.g., cynicism, withdrawal behavior, and social loafing. Thus, based on these facts, we propose that;

H₁: Meaningful work is negatively related to employee engagement in Cyberloafing activities.

2.2. Mediating Role of Affective Commitment

The word organizational commitment was introduced firstly by Meyer and Allen's (1991). They argued that organizational commitment have mainly three dimensions including normative commitment, affective commitment, and continues commitment. Normative commitment refers to the employee emotional attachment with the organization based on feelings of obligations, i.e., reciprocity, expectations, and norms. Affective commitment refers to an employee internal emotional attachment with the organization based on their interest to be a part of their organization. Continuous commitment refers to an employee evaluation of cost and benefit analysis based on their evaluation to continue their services in their organization (Meyer and Allen's, 1991). Previous findings show that the impact of affective commitment on employees work-related behaviors is more powerful than other dimensions of organizational commitment including continuous and normative commitment, because affective commitment is the employee internal motivational factor that are more influential (Ullah et al., 2022; Khattak et al., 2020; Price et al., 2006). In addition, Powell and Meyer (2004) argued that the most powerful tool to discourage dysfunctional behavior, i.e., Cyberloafing in the workplace is

affective commitment. Therefore, this study used affective commitment as an important individual factor that might adversely affect Cyberloafing behavior.

In the same vein, because of its numeral positive effects on job related behaviors of employees like productivity, employees OCB, performance outcomes, punctuality, and retention, this dimension of organizational commitment gained incremental consideration from academicians, researchers, and organization's management (Khan et al., 2018; Wasti and Can, 2008). Even though, it was found that few previous studies highlighted the underlying procedure through which affective commitment intervenes the link between meaningful work and dysfunctional behaviors like Cyberloafing (Ullah et al., 2022; Khattak et al., 2020). Therefore, based on JCM theory, the main tenet behind this effort is to advance the previous line of research by investigating the intervening mechanism of affective commitment on the relationship between meaningful work and Cyberloafing. From JCM perspective, the work that has some meaning to employees offer a sense of ownership to employees, a unique psychological state that predicts positive work-related behaviors (Jaing and Johnson, 2018). Moreover, Steger et al. (2012) and Rosso et al. (2010) argued that meaningful work has positive association with employees' affective commitment. Recent theoretical development also found a significant and positive link between meaningful work on organizational commitment (e.g., Ullah et al., 2022; Khattak et al., 2020; Jung and Yoon, 2016). Therefore, it is proposed that;

H₂: Affective commitment mediates the link between employee work engagement and Cyberloafing activities.

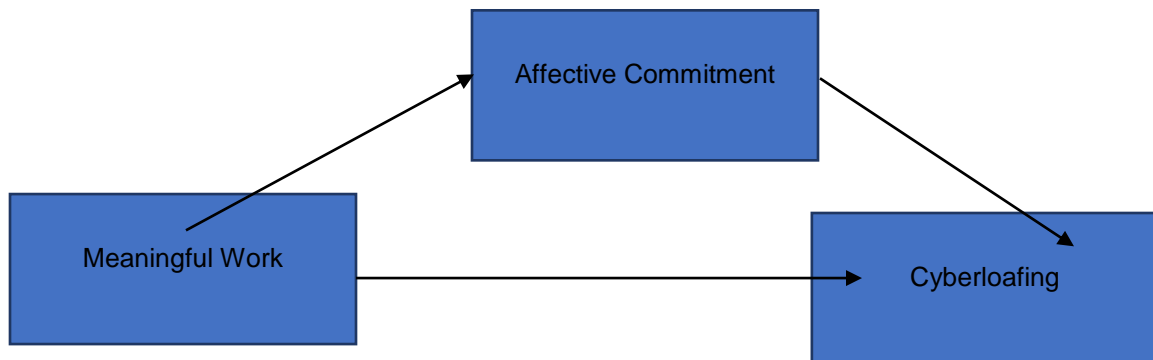


Figure 1: Conceptual Framework

3. Methodology

The present study tests the study hypotheses in the banking industry of Pakistan. Data from the banking employees working in district D. I. Khan was collected through a survey questionnaire. The sample size was determined using G*Power software. The sample size of the mediation model proposed by Memon et al. (2020) was followed. Through this method, the number of predictors was added in the software based on arrows that hit the dependent variable. As in the present study model, there are two arrows that hit the dependent variable. The sample size calculated by G*Power was 312 as depicted in the following figure. Thus, the study in hand distributed 312 questionnaires among banking employees working in D. I. Khan city of Khyber Pakhtunkhwa, Pakistan using convenience sampling approach. Before going to the concerned branch, the objectives of the study were discussed with branch managers and a proper approval from the branch managers was taken regarding the data collection from their subordinates. They were ensured that the responses were

used for research purpose only and cannot be shared with anyone or publically. After distributing 312 questionnaires among banking employees, the study received 223 responses back. It was found that 20 questionnaires were not filled completely and filled incorrectly, therefore they were removed from the study. Thus, the final analysis were carried out on 203 sample with a response rate of 65%.

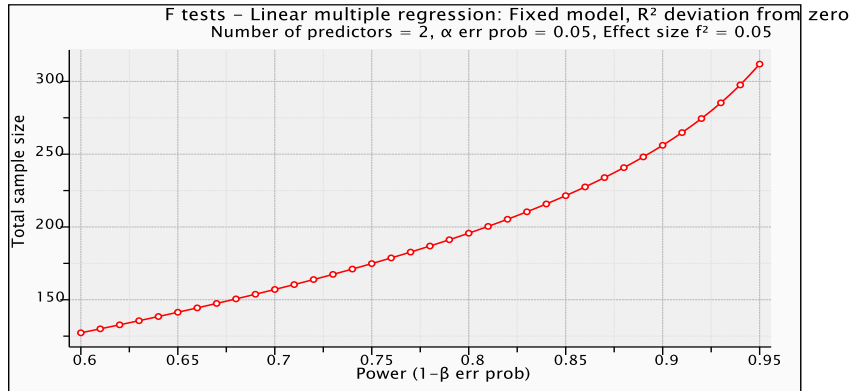


Figure 2: Sample Size Calculation using G*Power

3.1. Measurements

As noted earlier, the data regarding the study variables was collected using a survey scale. The present study adopted the scale developed by past researchers about the study variables. The details are reported as under. All the scales were assessed using a Likert type scale having five options, where 1 reported strongly disagree and 5 reported strongly agree.

3.1.1. Cyberloafing

Employees Cyberloafing behavior was assessed using a scale developed by Lim (2002). This scale has 11 items and were measured using Likert type scale. Recent studies, e.g., Ullah et al. (2022), Khattak et al. (2020), and Agarwal et al. (2019) also used this scale for measuring Cyberloafing behavior of employees and found good reliability values.

3.1.2. Meaningful Work

Meaningful work was assessed using a scale developed by Steger et al. (2012). This scale consists of 09 items and were measure using Likert type scale. Recent studies, e.g., Ullah et al. (2022), Khattak et al. (2020), and Agarwal et al. (2019) also used this scale for measuring Cyberloafing behavior of employees and found good reliability values.

3.1.3. Affective Commitment

A well-known Meyer and Allen (1990) scale was adopted for assessing affective organizational commitment. This scale his four items and were assessed using a Likert type measure. Past studies also used this scale while measuring affective commitment, e.g., (Ullah et al., 2022; Khattak et al., 2020).

4. Empirical Results

4.1. Reliability analysis

The first step in social sciences research where the data is collected through questionnaire need to confirm its reliability. Reliability of the scale shows that the scale used by the present study gives the same or near similar results when it is tested again and again or used by previous studies. The table reported below shows the reliability statistics of the scales used in the present study. As depicted, it was found that all the scales used in the present study received good alpha values, therefore it is confidently stated that the scales used in the present research is reliable. The values of alpha for all the variables scale are above 0.7, therefore the scales used in the current research are reliable.

Table 1
Reliability Statistics

S. No.	Variables	No. of Items	Alpha
1	Meaningful Work	11	0.86
2	Cyberloafing	09	0.82
3	Affective Commitment	04	0.79

4.2. Regression Analysis

To test the study hypothesis No.1, and to know about the cause and effect relationship, the present study applied simple linear regression. The results of the regression model is reported in the following tables.

Table 2
Model summary & ANOVA

R	R ²	Adj. R ²	Std. error	F	p
0.284	0.080	0.077	1.058	18.36	0.000

The model summary and ANOVA statistics of the regression model is depicted in Table 2. The value of R² is 0.080 indicating that meaningful work explain 8% variation in Cyberloafing activities. The value of f is also good and the value of p is 0.00 indicating that the overall model is good fitted.

Table 3
Coefficients

Model	Unstd. Coeff.		Std. Coeff. B	t	P
	B	std. error			
Constant	4.320	.183		23.61	0.000
Meaningful work	-.283	.053	-2.82	-5.34	0.000

The results of the regression coefficients shows that meaningful work has significant but negative association with employees Cyberloafing activities. It means that when employees engage in their work or when they found or feel some meaning while doing their work, their engagement in Cyberloafing activities will be less. Therefore, it is a viable solution for organizations to reduce their

employees' engagement in Cyberloafing behaviors through meaningful work or a work that have some meaning to them. The results of the present study are consistent with Ullah et al. (2022) as they found that meaningful work and Cyberloafing activities have significant but negative relationship. Similarly, Khattak et al. (2020) also concluded the same results.

2.3. Mediation Analysis

To test the study hypothesis number 2, a mediation analysis was performed using Preacher and Hayes (2013) approach. In the present study, we assume that the relationship between meaningful work and Cyberloafing is not so simple or not direct, there are certain employees' personal characteristics like affective organizational commitment that act as an intervening mechanism with this notion that employees who engage in meaningful work should positively affect their affective commitment level which then finally reduce their involvement in Cyberloafing activities. Thus, to test the preposition, the following steps of mediation analysis were performed.

Step 1: Relationship between meaningful work and affective commitment

The first of mediation process highlights the relationship between the predictor and mediating variable. As depicted in Table 4, a positive and significant relation was observed between meaningful work and affective commitment. Therefore, the first condition of mediation analysis is fulfilled.

Table 4
Coefficients

	Coeff.	Std. error	t	p	LLCI	ULCI
Constant	4.26	.15	27.42	0.000	3.96	4.97
Meaningful work	.16	.04	3.67	0.000	.25	.07

$R^2 = .05$, DV = affective commitment

Step 2: Relationship between meaningful work and Cyberloafing

Table 5
Coefficients

Model	Coeff.	Std. error	t	P	LLCI	ULCI
Constant	4.320	.183	23.61	0.000	4.13	4.81
Meaningful work	-.283	.053	-5.34	0.000	-.38	-.17

DV = Cyberloafing, $R^2 = .08$

The results of the regression coefficients shows that meaningful work has significant but negative association with employees Cyberloafing activities. It means that when employees engage in their work or when they found or feel some meaning while doing their work, their engagement in Cyberloafing activities will be less.

Step 3 & 4: Relationship between meaningful work, affective commitment, and Cyberloafing

Table 6
Coefficients

Model	Coeff.	Std. error	t	P	LLCI	ULCI
Constant	.62	.19	3.11	0.000	.23	1.02
Affective commitment	.89	.03	21.83	0.000	.80	.96
Meaningful work	-.12	.03	-3.63	0.000	.18	-.05

DV = Cyberloafing, $R^2 = .62$

As depicted, the results show that both predictor and mediating variables have significant relationship with Cyberloafing. As in step 2 where the relationship between predictor and predicted variable were found significant, but in this step after including mediator in the model, the relationship between predictor and predicted variable is still remain significant. Thus, it is concluded that affective commitment partially mediate the relationship between meaningful work and Cyberloafing activities. The results of the study in hand is in line with Ullah et al. (2022) as they found that affective commitment partially mediate the link between meaningful work and Cyberloafing.

5. Conclusion

The present study examined the relationship between meaningful work and employees' engagement in Cyberloafing activities directly and indirectly via affective commitment among the employees of banking organizations working in the D. I. Khan city. The study used survey approach for data collection. The applied G*Power technique for sample size determination. The G*Power estimation shows that 312 respondents is the appropriate sample size for the study model. After targeting the said number of respondents, the study received 203 usable responses. The reliability of the scale was assessed and found that the scale used in the present study is reliable. Based on the responses of the respondents regarding the study variables, it was found that meaningful work has negative but significant association with employees' engagement in Cyberloafing activities. It means that organizations can reduce Cyberloafing behaviors of their employees through assigning them a task that have some meaning. In addition, it was also found that affective commitment plays an intervening role. This indicating that the relationship between meaningful and Cyberloafing is not direct but some effect is passing through indirect way, i.e., affective commitment.

5.1. Recommendations

Based on the findings of the study, this research offer some valuable recommendations to the banking organizations with this advice that if it is implemented in true sprit will surely reduce their employees involvement in Cyberloafing activities.

1. It is recommended to the top management of banking organizations to assign those tasks/duties and responsibilities that have some meaning in the eyes of employees or by performing these tasks/duties employees feels it important to their career. Thus, they will actively engaged to best perform their tasks, therefore their engagement in other dysfunctional activities like Cyberloafing will be less.
2. It is also suggested that top management should work on employees' affective commitment. They can enhance their commitment level based on providing some intrinsic and extrinsic motives.
3. The dysfunctional behaviors of employees can be reduced through various management techniques like top management communication styles and their leadership styles.

5.2. Limitations and Future Avenue of Research

The present study offer some important insights to the existing body of knowledge, however, our study have some noticeable limitations that needs to be addressed in future studies. First, this study used cross-sectional research design. In cross-sectional research, the chances of common method bias is very common that ultimately affect the study results. Therefore, it is suggested to advance this course of study by using longitudinal research or time lag research design. Second, the study only collect the data from banking employees working in D. I. Khan city. Therefore, based on data collected from only one city may limit us to generalize the study finding to overall banking sector of

Pakistan. Therefore, future researchers can choose a large number of banks from diverse areas of Pakistan. Third, our study only use one possible predictor, i.e., meaningful work, however, studies also shows that leadership styles and leader communication styles may also affect employees' engagement in Cyberloafing activities. Hence, it is suggested that future researchers may add other possible predictors in the model to further advance this area of research. Finally, this study is conducted in D. I. Khan, Pakistan. Future researchers may replicate our study model in other cultures.

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