THE EFFECT OF CYBERLOAFING BEHAVIOR AND ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE (Applied Research on Al- Mustansiriya University employees and academics)

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ABSTRACT:

The aim of this research is to learn more about cyberloafing and organizational commitment and how it affects employee performance.

The community in this study consists of employees, Masters, experts and specialized bodies from Al-Mustansiriya University from all departments.

This research is a descriptive correlation research method.

To collect data, a questionnaire consisting of 50 questions was used, which was collected for (270) administrative and academic employees who use the Internet and computers, and the Likert 5 coding option was also used.

It is essential to allow the employee to rest and participate in competitive activities.

Employers who abandon Internet services such as web browsing and social networking will see an increase in the work processes and efforts of their employees.

It is concluded from this that The effects of CYG on organizations can range from partial distraction for employees, to a serious waste of company resources.

Our study suggests that if an employer wants to reduce employees' CYG behaviour, it is helpful to pursue strategies that counter their ability to deceive others.

Focusing on responsibility and punishment deters them from this behaviour.

Management can tell employees that all their online activities are being monitored, but beware that such monitoring may violate employees' privacy, creating an undesirable work environment.

The CYG phenomenon is not evil. Surfing the Internet at work can have a positive impact on employees' emotions, as it allows them to relieve work stress.

It can also support productivity in some cases, by providing rest periods for employees that enable them to regain their focus and activity.

While employees allow themselves to engage in some online activities during work hours, work may also extend beyond their desks into their personal lives.

Keywords : Cyber loafing , Organizational commitment , job performance .

ABBREVIATIONS

CYG   Cyber Loafing

ORC   Organizational Commitment

JP   Job Performance

1. Introduction:

Organizations seek to foster a positive work environment where people feel connected to one another physically and psychologically, as well as to the organization's core principles. The most urgent motivational issue in every business is ORC since employee commitment to the quality of their work is reflected in performance and contribution to efficiently and effectively attaining the organization's goals, to maintain regulatory compliance, it's important to pay attention to the physical and mental health of the organization's personnel since this has a significant impact on the workplace environment in addition to lowering absenteeism and tardiness. (Aladwan, 2021)

One of the most important factors in job stress is the workload, which is at the forefront of these factors together with the stress related to the functional and organizational context (Alipour, 2014)

Researchers are becoming more interested in studying workload since research has shown that it affects ORC and causes workers to shirk their responsibilities (Andersen, 2016)

Several research papers have been suggested to help CYG the use and nature of the Internet, as well as user surfing behaviour (Park, 2014)

Others stated that contrary to what some researchers have tried to find, employees who use the Internet for personal purposes during work hours are engaging in leisure activity with the outside world that is unrelated to the task they are supposed to perform. (Anandarajan, 2004)

Employees used to be punished, scolded, or even fired for their private Internet usage habits at work during the early years of the Internet's growth, and it's natural to assume that too much Web usage will, of course, hurt employee productivity. (Junco, 2012)

The previous study (Seymour, 2007)made similar predictions, supporting this finding, It was also discovered that higher levels of Internet access in the workplace or office are linked to data literacy and data access awareness, Other researchers found that Internet access improved employee performance, and they saw it as a way to reduce workplace stress and a method of casual learning, Furthermore, Internet access in any workplace aids in achieving a balance between personal and professional lives (Hartijasti, 2014)

According to studies, the high degree of online exhaust wears people out and prevents them from concentrating on their next work. So, burnout has an impact on their work. On the other hand, other research indicates that recovery is crucial to avoid burnout when there is a significant volume of labour involved. Employee well-being can be positively impacted by cyber infiltration. Hacking about burnout can therefore be a brief respite. So, as a pastime, low-key CYG can contribute to higher morale. However, excessive and unchecked CYG might wear down staff members and cause them to revert to being incompetent (Van Doorn, 2011).

The purpose of this research:

Is to look into the behaviour of CYG, which is common in the workplace, and the impact it has on employee productivity and performance.

The study will also look into how employees perform while CYG and see if they are related to the work they do, as well as determine the impact of restricting Internet access on employee performance.

The findings of our study offer valuable information for managers and researchers in understanding employee attitudes toward CYG and how it can increase or decrease employee work productivity.

The cumulative effects of the three different forms of online communication activities on ORC and JP are examined in the results of this study, which add to the body of knowledge about organizational behaviour. A deeper knowledge of lounging worker behaviour is also provided to management practitioners, which can help them establish workplace rules associated with lounging. This is done by relying on international research for measures of job productivity, job satisfaction, independence, and lounging behaviour.

In addition, it can be used to educate employees about how certain activities can boost their production while still benefiting their companies.

The importance of contributing to the research:

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The cumulative effects of the three different forms of online communication activities on ORC and JOAPE are examined in the results of this study, which add to the body of knowledge about organizational behaviour. A deeper knowledge of lounging worker behavior is also provided to management practitioners, which can help them establish workplace rules associated with lounging. This is done by relying on international research for measures of job productivity, job satisfaction, independence, and lounging behavior.

In addition, it can be used to educate employees about how certain activities can boost their production while still benefiting their companies.

Research problem:

Due to the spread of local networks and the global internet network, no employee in a developed country can remove their computer from their desk.

The advantages of modern computer systems and local networks, which are widespread in the majority of developed nations, can be attested to by all successful managers.

This problem is becoming more prevalent in emerging and impoverished countries, and wherever a manager seeks to advance his firm, the first requirement is the use of information technology and computers.

Although the internet has served enterprises greatly in recent years, improving and reinforcing their outputs and services, undesirable conduct at work has been identified, namely CYG during working hours.

So, in firms where personnel misuse the internet, not only are expected goals not met and a lot of money is squandered on broadband internet, but it also wastes

staff time, diminishes productivity, and has an influence on ORC.

In this study, the causes of CYG are identified first, followed by an examination of its effects in organizations and businesses. In this case, the following consequences of CYG might be mentioned: the prevalence of unethical issues, the wasting of organizational resources, security difficulties, and so on.

However, one of the main organizational issues in this research is understanding the relationship between CYG and staff ORC.

Because they recognize its significance for the growth and advancement of their organizations, competent managers constantly work to boost employee dedication (Porter et al).

Thus, the presence of ORC among employees can be beneficial to the organization because this variable supports employees' positive attitudes toward the organization (Linkoln, 1991)

"Al-Mustansiriya University" was chosen to research the impact of this phenomenon on the ORC of a governmental organization. It is a state entity that employs the majority of experts, academics, and staff, and it has departments and colleges throughout the governorate.

Despite the benefits of the Internet for the firm, some employees may utilize it for personal reasons.

This consumes their time and effort and prevents them from carrying out their responsibilities. Since organizations have important responsibilities, managers must find a solution if this study concludes that CYG reduces employee ORC and JOAPE.

From this point of view, we can define the problem of the study in the following question:

What effects do ORC and CYG have on Al-Mustansiriya University employees' ability to perform their jobs?

The Cost of Cyber Loafing to Businesses Is Increasing.

Legal penalties, claims to remedy damages resulting from unauthorized access to private documents, the spread of computer viruses, and detection of unethical and unethical behavior within the organization are examples of damages credited to the organization.

Each organization's efficiency and development are heavily reliant on the proper deployment of human power.

The problems of this massive force are exacerbated by the expansion of businesses and organizations (Makan, 1995). ORC is one of the challenges impacted by CYG.

Chapter one
Research Methodology

Theoretical framework

Table 1. Backgrounds of native and international researchers
The table below shows research on other nations in these fields:

Researcher	Year	Title of research	Results
D'Abate	2005	"Working hard or hardly working: A study"	Work and rest time should be balanced for the organization's staff.
Goette & Young	2005	"Workplace surveillance and employee privacy: Implementing an effective computer use policy"	This article investigates the organization's special policies for combating internet usage.
Manrique & at	2006	"Do current anti-CYG disciplinary practices have a replica in research findings? A study of the effects of coercive strategies on workplace Internet misuse"	• One of the more costly and pervasive problems in enterprises today is CYG.
Blau et al.	2006	"Testing a measure of CYG"	Many experts think that internet loafing over lunchtime decreases workplace stress and helps employees better manage their time.
Khosrow pour	2006	"Cyber Loafing: Vice or Virtue"	It teaches CYG through the principles of benefits and drawbacks.
Krishnan & Lim	2010	"Moderating effects of extroversion and neuroticism on sleep deprivation and CYG"	This article investigates the role of CYG in sleep deprivation, which leads to a lack of mental attention.
Manrique & Mesa	2010	"Bringing cyber loafers back on the Right Track"	• With the use of a control system by organizations, such measures cannot stop CYG on their own.
Ahmadi et al	2011	"Deviant work behaviour: Explaining"	One of the most powerful anti-CYG criteria is organizational fairness.
Derya Ergun OZLER	2012	"cyberloafing phenomenon in organizations: determinants and impacts"	• Given the effects of a lack of Internet access on organizations, it is evident that new research are required that may be very beneficial to organizations.
Asal Aghaz Alireza Sheikh	2016	"Cyberloafing and job burnout: An investigation in the knowledge-intensive sector"	• Both aspects of e-clearance (actions and behaviors) have a substantial impact on knowledge workers' job burnout. Online hacking "behaviors" predict job fatigue better than online hacking "activities."
Mohammad Abdallah Aladwan,	2021	"Cyberloafing as a mediating variable in the relationship between workload and ORC"	The workload had a substantial impact on employee dedication to the organization. It has been discovered that cyberloafing can somewhat moderate the relationship between workload factors and ORC.

Based on a review of prior research and references, the following model was created to illustrate the relationship between study variables.

The independent variable is ORC, the variable mediator is CYG, and the dependent variable is JP.
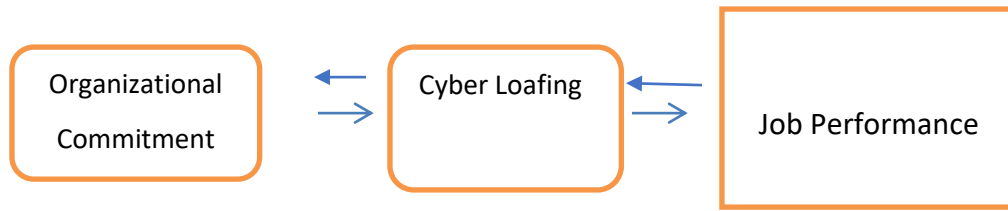
Figure.1 depicts the research framework.

Source: prepared by the researcher

Research Background

Previous studies are reviewed in this section. While there aren't many studies on CYG in the city, many Iraqin scholars are interested in ORC. It should be noted that professional commitment research in Iraq began in the early 1990s, and professional commitments and consciousness were not widely and scientifically studied prior to that time (Hameed, 2021)

Chapter two

2. Literature Review and Background

2.1. Job performance

JP measures how well a person performs their duties. Human resources management includes the academic study of JP as a part of industrial and organizational psychology. Performance is a key component for organizational success and outcomes. (Campbell, 1990).

John P. Campbell claims that an individual's JP is an individual-level variable. It differs from higher-level variables, which are constructs with broader scope, such as organizational performance or national performance. (Campbell J. P., 1993)

JP: This is the evaluation of how well a person does their job. Human resource management includes the study of JP as it relates to industrial psychology, the area of psychology that deals with work. Achievement is a crucial factor in determining the performance and outcomes of a business. (Campbell J. P., 1990)

According to John B. Campbell, a person's performance at work is a personal variable. This sets it apart by making it more inclusive of constants that are variables at a higher level, like organizational performance or national performance.

In the administrative sphere, Performance introduced the idea of performance. The idea of performance refers to the outcomes and objectives that a business wants to accomplish through its workforce, therefore it encompasses both those objectives and the strategies required to attain them. (Campbell J. P., 1993)

Due to the multiplicity of research and studies conducted in this field, there are common factors that combine

These definitions are as follows:

1- The knowledge, skills, values, attitudes, and motivations of the employee.

2- The job, including its demands, difficulties, and employment chances.

3-The organizational environment, which encompasses the work environment, supervision, administrative procedures, and organizational structure, is characterized by attitude.

Accordingly, it can be said that JP is the result of the interaction of several interrelated factors that organizations must take into account to improve their

performance.

2.2. Elements of Job Performance:

(Murphy, 1988)referred to the most important elements of JP as follows:

1- General knowledge, technical and professional abilities, and general background information about the position and its connected sectors are all examples of knowledge of the job needs.

2- Work quality is measured by how much a person understands the nature of the work they are doing as well as by their motivation, attitude, creativity, and capacity for error-free planning and execution.

3- Quantity of work completed, i.e., the amount of work an employee can complete in a given amount of time under standard working conditions.

The ability to assume responsibility for one's job, finish projects on schedule, and the degree to which one depends on superiors for guidance and direction are all examples of perseverance and trust.

2.3. Cyber loafing

It is the technique of performing less work than one is capable of but nevertheless making an effort to appear to be working. According to a 1999 study, the unavailability of the Internet costs US firms $1 billion in lost computer resources per year (Goold, 2010) As broadband Internet connections became prevalent in offices, the number of cases involving gold collection significantly grew. Prior to then, dial-up connections' poor speeds made visiting the Internet during work hours rarely productive. To limit liability and boost efficiency, many businesses watch employee CYG behavior with monitoring software. (Goold, 2010).

2.4. Cyber Loafing and Job Performance:

Employers often regard CYG as a waste of time, even though employees do not spend 100% of their time working.

CYG has been suggested as a tool to help employees cope with work stress because when there is pressure at work that affects performance; employees browse the Internet for non-commercial purposes, which lessens work intensity and pressure, as well as JP (Blanchard, 2008)

Commitment is related to not only the majority of an employee's psychological and physical repercussions but also to overwork, which affects his productivity at work and is influenced by the person's role in determining the level of commitment.

As a result, depending on how committed he is to the company, an employee who is tired will participate in CYG activity (Blanchard, 2008)

This is why individuals who are under pressure due to a heavy workload may indulge in CYG, which might influence JP depending on how devoted they are to their immediate supervisor and organization.

2.5. Cyber Loafing Definition:

CYG is defined as "behaviours associated with electronically-mediated actions through internet access that are not considered job-related by a reliable supervisor or manager at work" (Lim Vivien K.G. and Don J.Q., 2012)

CYG behaviour is divided into two categories: minor CYG and serious CYG.

Minor CYG behaviour includes the use of personal emails or other websites such as YouTube or Facebook that are unrelated to the employee's work, while serious CYG behaviour includes the use of unsecured websites that could

compromise administrative confidential information and data.

Incompetent workers are more likely to partake in CYG activities like watching movies, playing games, watching YouTube videos, shopping online, looking for a job, reading blogs, and reading online publications. (Saleh, 2018)

It has been discovered that the growth of CYG activities has a negative impact on organizational productivity and employee performance. Even in educational settings, students use the internet facilities provided by colleges and universities for entertainment rather than academic work.

As it has been proven, workers will work both effective and non-effective hours, especially when their workload appears to be low and they don't have much to do at work, which is when they engage in CYG because amazing things and technological equipment are freely available in their hands, but when they have too much to do in their job, they naturally do not engage in CYG in their job (Nosrati, 2021).

2.6. Other perspectives

According to research, enabling employees to use company computers for personal use boosts output (Lim Vivien K.G. and Don J.Q., 2012)

The Impact of CYG on Psychological Engagement, a study by the National University of Singapore, found that using the Internet for personal purposes aids in focus and engagement just like taking a coffee break. (Lim Vivien K.G. and Don J.Q., 2012)

Additionally, new research demonstrates that when workers feel they are being treated unfairly, they may turn to CYG to cope with abusive and stressful work environments. (Pindek, 2018)

2.7. Organizational commitment

In organizational behaviour as well as industrial and organizational psychology, the concept of ORC refers to" a person's psychological ties to the organization".

A wide range of scales and intricate definitions of ORC have also been developed by organizational scientists. Due to its inconsistency with actual evidence, the (Meyer, 1991) model has also received criticism. Furthermore, it might not be acceptable in certain contexts, such as consumer behaviour (Meyer, 1991) The objectives of the Meyers and Allen model have also been brought up for consideration. "It is crucial to look for a level of commitment and its link to specific variables in the workplace due to its importance, as it is tied to the most significant influencing factors of work, given the growing interest of researchers in the notion of ORC". (Grueso Hinestroza, 2010)

Given that the committed employee is more attached to his organization and more diligent in achieving its goals, this concept has gained popularity among managers and academics. Furthermore, the growing understanding of the concept of commitment is a helpful factor in understanding the psychological nature of the process of self-integration (Lew, 2011)

2.8. Cyber Loafing and Organizational commitment:

It's one of the subjects that have gotten a lot of managerial attention in recent decades because it has to do with organizational effectiveness and achievement.

Individual dedication to their organizations is a source of strength that can help them stay afloat and compete with other businesses.

Individual commitment to their organizations is a source of strength to support and compete with other organizations, whereas ORC refers to a person's attitude toward the organization and involves a strong desire to stay in the organization (Jain, 2013)

Due to the many views of academics on the subject, the concept of ORC differed, but it was difficult to define. Focus the commitment on the workplace and work environment.

They cover a wide range of topics, including commitment to work, commitment to internal work tasks, and commitment to work groups, all of which are key factors in ORC.

ORC, according to (Almansoori, 2021), is "a psychological and social situation in which employees' aims are congruent with the organization's goals, and the organization's goals have a strong feeling of community, defense, and want to stay with the company."

Three elements that make an organization committed were studied and explored in this study: "organizational emotional commitment, normative ORC, and organizational continuity commitment".

2.9. Effect of Cyber Loafing behaviour and organizational commitment on job performance: a case

The effects of CYG for organizations "can range from a partial distraction of employees, to a serious waste of company resources or security, such as slowing internet speeds or infecting company computers with some harmful virus".

Our study suggests that if an employer wants to reduce employees' CYG behavior, it is beneficial to pursue strategies that counter their ability to deceive others. (Grieve, 2017)

The focus on the idea of responsibility and punishment leads to deterring them from this behaviour.

Management can tell employees that all of their online activities are being monitored, but beware that such monitoring may violate employees' privacy, creating an undesirable work environment. (Grieve, 2017)

Fortunately, the phenomenon of CYG is not an absolute evil. Surfing the Internet at work can have a positive effect on employees' feelings, as it allows relieving work stress. It can also support productivity in some cases, by providing employees with periods of rest that enable them to regain their focus and activity.

The problem of excessive Internet connectivity and organizational commitment to job performance:

While employees allow themselves to engage in some activities online during working hours, work may also extend beyond their desks and into their personal lives. A recent study indicates that employees who get smartphones from their companies feel they are expected to stay connected to work all the time. For employers, there are both positive and negative aspects to this. Staying in touch with work may increase the amount of work they get from employees, but in return, it may lead to terrible employee burnout.

Without a doubt, CYG exists in the modern business world. What effect will

this have on companies now, and what should they do about it? Making policies that outline what is appropriate at work is a typical way to stop a certain kind of conduct.

A policy could specify which actions are permitted or even forbid any form of CYG. Policies are likely to be ineffectual if they are not applied fairly from the standpoint of the employees. Employees would be less likely to engage in CYG regardless of the specifics of the policy if they believed there would be organizational penalties (Henle, 2008) .In turn, employees are more inclined to engage in CYG if they believe there won't be any repercussions from the company (Henle, 2008)

Chapter Three
Applied practical framework
Data Analysis, Results, and Discussion
Introduction:

This chapter presents a detailed analysis of the study data. It begins with reliability and validity tests to the questionnaire, followed by a description of the study sample according to employees' demographic characteristics, followed by the statistical testing to the study hypotheses, and this was done according to the following steps.

3.Statistical Analysis Techniques:

A number of statistical techniques were used to investigate the study instrument's reliability, validity, and research hypotheses. Data was analyzed using the *Statistical Package for Social Science (SPSS V.23)*. The used techniques and tests were:

- **Cronbach's Alpha Coefficient**: to test the internal-consistency reliability of the study instrument (the questionnaire), seeking to determine whether the collection of items belongs to one variable consistently measures the same characteristic.

- **Descriptive statistics (Frequencies)**: to describe and summarize the basic features of the study sample according to employees' demographic characteristics.

- **T- Test:** to measure the differences in opinions of employees regarding their evaluations to the study variables.

- **Pearson correlation coefficient (Pearson's r):** to examine the relationship between study variables, in order to test the study hypotheses 1, 2 ,3,4and 5.

- **Simple Regression**: to examine the effect relationship between the independent variable (Cyber Loafing) and the dependent variable (job performance), and the independent variable (organizational commitment) and the dependent variable (job performance).

3.1. Reliability & Validity Analysis:

Reliability analysis was carried out using **Cronbach's alpha coefficient** to indicate stability, consistency of the measured variables. The Cronbach's alpha values should be ranged from 0 to 1, and values above 0.50 reflect an internally consistent scale. The closer Cronbach's alpha to one represented the higher of the internal consistency (Malhotra, 2014)

Meanwhile Validity refers to the extent to which a set of measurements items precisely represent the construct under examination, so it was used to examine whether the constructed scale measures what it is made for. The value of the validity

coefficient was calculated by the square root of the reliability coefficient, and all of the reliability & validity values were represented in Table 1 as follows:

The results of **Reliability and Validity Tests** as presented in the table (1) illustrated that: the Cronbach's alpha is ranging from (0.749) as minimum value and (0.841) as a maximum one. The Cronbach's alpha values for all the items were more than 0.50 implying high reliability and high internal consistency and this means that these coefficients are good for research purposes and are reliable.

Table (1) *Results of the Reliability and Validity Tests*

Variables	No. of items	Cronbach's alpha	Validity
Cyberloafing	16	0.749	0.865
Organizational commitment	18	0.841	0.917
job performance	16	0.756	0.869

Source: (Prepared by Researcher based on the Statistical Analysis Results)

As conclusion, the Cronbach alpha values as reported in table 1 showed that the questionnaire scales are internally consistent, reliable and can be used for further analysis. It could be said that it is a coefficient with good significance for research aims, and could be useful in results generalization.

Sample Description:

"According to employees Demographic Characteristics"

In this section the sample of the study will be described according to the demographic characteristics of the surveyed employees.

Table (2) *Descriptive Analysis for the Study Sample*

Variable	Category	Frequency	Percentage (%)	total
Gender	Male	135	50%	*67.5*
	Female	135	50%	67.5
Age	26-30 years	110	40.7%	44.77
	31-35 years	105	38.9%	42.753
	36-40 years	21	7.8%	1.638
	41-45 years	23	8.5%	1.955
	46 years and higher	11	4.1%	0.451
Educational Level (Academic qualifications)	High School: secondary education	2	0.7%	0.014
	Intermediate Diploma	16	5.9%	0.944
	Bachelor	151	55.9%	84.409
	Higher Diploma	18	6.7%	1.206
	Masters	50	18.5%	9.25
	Ph. D	33	12.2%	4.026
Job position	regular employee	239	88.5%	211.515
	teaching	10	3.7%	0.37
	Department Head	10	3.7%	0.37
	Administrative Unit Manager	11	4.1%	0.451

Source: (Prepared by the Researcher based on the Statistical Analysis Results)

Table (3) *Descriptive Analysis for the Study Sample*

Variable	Category	Frequency	Percentage (%)	total
Job type	Administrative	260	96.3%	250.38
	Academic	10	3.7%	0.37
Years of service	less than 5 years	22	8.1%	1.782
	6-10 years	70	25.9%	18.13
	11-15 years	97	35.9%	34.823
	16-20 years	66	24.4%	16.104
	21 years and higher	15	5.6%	0.84

Source: (Prepared by the Researcher based on the Statistical Analysis Results)

Table 3 presents a description of the study sample.

The information presented in the table shows that 50% of the sample were males, while the other 50% were females. In addition, most of the surveyed employees fall in the 26 to 30 categories with (40.7%), 31 to 35 ages with (38.9%), 41 to 45 (8.5%), 36 to 40 (7.8%), 46 and higher (4.1%) respectively. This indicates that more than 70% of the sample categories have ages between 26 to 35 years.

Furthermore, the information presented in the table show that most of the surveyed employees (55.9%) hold bachelor degrees, while (18.5%) of them hold master degree, (12.2%) of them hold Ph. D degree, followed by (6.7%) of them hold Higher Diploma, meanwhile (5.9%) of them hold Intermediate Diploma, and Finally only (0.7%) hold secondary education.

The information presented in the table also show that (88.5%) of them worked as regular employees, then (3.7%) of them were working in the field of teaching, and head of department as they have got the same per cent, finally only (4.1%) of them worked as administrative unit manager, and approximately (96.3%) were administrative, meanwhile only (3.7%) of them were academic.

The results also indicate that (35.9%) of the employees in the sample have experience ranging from 11-15 years, followed by (25.9%) with experience ranging from 6-10, then (24.4%) with experience ranging from 16-20, and (8.1%) with experience less than 5 years, finally only (5.6%) of them have experience 21 and higher.

3.3. Descriptive Analysis with T-test:
3.4 Descriptive Statistics for the Study Sample opinion about Cyberloafing:

Table (4) Descriptive Statistics for the Study Sample opinion about Cyberloafing

During the work …	Mean	Std. Dv	T-test	Sig
I check non-work emails	1.6667	.69518	39.394	0.000
I sent a non-work-related email	1.7296	.72467	39.219	0.000
I received a non-work-related email	1.737	.7325	38.966	0.000
I visited general news sites	2.9333	.58099	82.961	0.000
I visited social media	1.7481	.73892	38.874	0.000
I browse YouTube	1.7481	.74393	38.612	0.000
I View sports related sites	1.7370	.73249	38.966	0.000
I listen to songs	1.9667	.67538	47.848	0.000
I do Shopping online for personal items	2.0556	.75211	44.908	0.000
I watch movies and series	2.1778	.87821	40.747	0.000
I received non-work-related instant messages	2.9630	.52318	93.059	0.000
I participated in online games	2.0741	.68036	50.092	0.000
I participated in chat rooms	1.2667	.58735	35.436	0.000
Do you feel that you will be happy to use the Internet during work time as a luxury or a break for you?	2.9148	1.41295	33.897	0.000
If internet restrictions are placed during work time, will it increase work productivity?	1.7444	.74016	38.727	0.000
My computer was hacked while using social media or while I was downloading games (virus)	1.8852	.91951	33.688	0.000

Source: (Prepared by the Researcher based on the Statistical Analysis Results)

Based on table 4 there is a significant difference between the views of the study sample about Cyberloafing at a significance level of 1%. Mean values ranged from (2.9667) as maximum value represented the item which implied that they

preferred to listen to songs during their work and (1.2667) as a minimum one which reflects employees participated in chat rooms during work.

3.5 Descriptive Statistics for the Study Sample opinion about Organizational Commitment:

Table (5): Descriptive Statistics for the Study Sample opinion about Organizational Commitment

Items	Mean	Std. dv	T-test	Sig
I would be very happy to spend the rest of my career with this organization.	3.1000	.49646	102.604	0.000
I really feel as if the problems of this organization are my problem.	3.8259	1.14849	54.738	0.000
I feel a strong sense of "belonging" to my organization.	4.2778	.73714	95.357	0.000
I feel "emotionally connected" to this organization.	4.2333	.76226	91.256	0.000
I feel like "part of the family" in my organization.	3.9630	1.00857	64.565	0.000
This organization has great personal meaning to me. For now, staying with my organization is as necessary as desired.	4.2407	.75504	92.290	0.000
It would be very difficult for me to leave my organization now, even if I wanted to.	4.1148	.91951	73.532	0.000
Much of my life would be disrupted if I decided to leave my organization now.	3.8444	1.02654	61.538	0.000
I feel I have very few options to consider leaving this organization.	3.8704	1.04270	60.992	0.000
If I haven't already put a lot of myself into this organization, I might consider working elsewhere.	3.8630	1.01280	62.673	0.000
One of the few negative consequences of leaving this organization is the scarcity of alternatives available.	4.1481	.79514	85.722	0.000
I feel no obligation to stay with my current employer.	4.2778	.73714	95.357	0.000
Even if it's for my own good, I don't feel it would be right to do so	4.2185	.72683	95.370	0.000
I feel like I want to leave my organization now.	2.0000	.92064	35.696	0.000
I would feel guilty if I left my organization now.	4.0370	.70482	94.117	0.000
This organization deserves my loyalty.	4.3333	.69518	102.426	0.000
I will not leave my organization now because I have a sense of obligation to the people in it.	3.5963	.68710	86.004	0.000
I owe a lot to my organization.	2.4481	.70783	56.832	0.000

Source: (Prepared by the Researcher based on the Statistical Analysis Results)

Based on table 5 there is a significant difference between the views of the study sample about Organizational Commitment at a significance level of 1%. The Results also showed that mean values ranged from (2.0000) as the minimum value represented the item which reflects a week feeling them to leave their organization immediately and (4.3333) as the maximum one which reflects employees feeling that their organization deserves their loyalty.

3.6. Descriptive Statistics for the Study Sample opinion about job performance:

Table (6): Descriptive Statistics for the Study Sample opinion about job performance

Items	Mean	Std. Dv	T-test	Sig
I managed to plan my work so I finished it on time	4.3333	.69518	102.426	0.000
I was mindful of the work result that I needed to achieve	4.0370	.70482	94.117	0.000
You are able to prioritize	4.2148	.78447	88.284	0.000
I was able to carry out my work efficiently	4.1481	.79514	85.722	0.000
I managed my time well	3.9630	1.00857	64.565	0.000
On my own initiative, I started a new mission when the old ones were completed	4.2148	.78447	88.284	0.000

You took on difficult tasks when they were available	**4.2148**	**.78447**	**88.284**	**0.000**
I've been constantly updating my job-related knowledge	**4.2148**	**.78447**	**88.284**	**0.000**
I updated my work skills	**4.2148**	**.78447**	**88.284**	**0.000**
I came up with creative solutions to new problems	**4.2148**	**.78447**	**88.284**	**0.000**
You have taken on additional responsibilities	**4.2148**	**.78447**	**88.284**	**0.000**
I was constantly looking for new challenges in my work	**3.1000**	**.49646**	**102.604**	**0.000**
Actively participated in meetings or consultations	**3.8259**	**1.14849**	**54.738**	**0.000**
I complained about minor work problems at work	**3.5111**	**.73030**	**79.000**	**0.000**
It made problems at work even bigger than it was	**2.0148**	**1.00175**	**33.049**	**0.000**
I focused on the negative aspects of the situation at work instead of the positive ones	**1.6667**	**.72142**	**37.961**	**0.000**

Source: (Prepared by the Researcher based on the Statistical Analysis Results)

Based on table 6 there is a significant difference between the views of the study sample about job performance at a significance level of 1%. Mean values ranged from (1.6667) as minimum value represented the item which implied that they focused on the negative aspects of the situation at work instead of the positive ones and (4.3333) as the maximum one which reflects the employee's abilities to manage their work so they could finish it on time.

4.Testing the Hypotheses:

4.1. Correlation coefficient:

The correlation coefficients are used in the following section as basis for the regression model, so the computation of Correlation Coefficient**s** among the model variables was used as a first step in employing regression analysis in order to test the relevant hypotheses.

The first main hypothesis (H1): There is a positive relationship between Cyberloafing and Organizational commitment.

Table (7) Cyberloafing and Organizational commitment Correlation Coefficient

Organizational commitment	Cyberloafing	Variables
	1	Cyberloafing
1	-0.617**	Organizational commitment

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

Source: (Prepared by the Researcher based on the Statistical Analysis Results)

The correlation coefficient as reported in Table 7 indicates that there is a strong negative correlation between Cyberloafing and Organizational commitment (R=-0.617) at a significance level of 1%.

These results support the results of previous studies from Niaei et al. (2014) and Aladwan et al. (2021) that cyberloafing has a significant negative effect on organizational commitment.

The second main hypothesis (H2): There is a positive relationship between cyberloafing and job performance.

Table (8) Cyberloafing and job performance Correlation Coefficient

job performance	Cyberloafing	Variables
	1	Cyberloafing
1	-0.349**	job performance

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

Source: (Prepared by the Researcher based on the Statistical Analysis Results)

The correlation coefficient as reported in Table 8 indicates that there is a negative correlation between Cyberloafing and job performance (R=-0.349) at a significance level of 1%.

The third main hypothesis (H3): There is a positive correlation between organizational commitment and job performance.

Table (9): Organizational commitment and job performance Correlation Coefficient

job performance	Organizational commitment	Variables
	1	Organizational commitment
1	0.554**	job performance

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

Source: (Prepared by the Researcher based on the Statistical Analysis Results)

The correlation coefficient as reported in Table 9 indicates that there is a positive correlation between Cyberloafing and job performance (R=0.554) at a significance level of 1%.

All significant correlations provide a strong base for conducting a regression analysis to investigate the simultaneous impact of the independent variables on the dependent variable.

The fourth main hypothesis (H4): There is a significant effect relationship between cyberloafing and job performance.

In order to identify the effect of cyberloafing on job performance, simple linear regression was used, and the results were presented in table (9):

Table (9): Simple Linear Regression Results
Illustrating Cyberloafing effect on job performance

Independent Variable	Dependent Variable	β	B	R²	Adjusted R²	Sig.
Constant	job performance	-	4.498	0.122	0.118	0.000
Cyberloafing		-0.349	-0.367			
F (sig)= 37.141 (0.000) (α = 0.01)						

Table (9) illustrates that:

1. F value is 109.656 with significance equal 0.000 (which is less than 0.01); and this means that the model fit is good, and Cyberloafing significantly affects job performance.

2. Standardized regression coefficient (β) value is -0.349 indicating that Cyberloafing has a negative relationship with job performance, indicating that for every one unit increase in Cyberloafing, there is a predicted decrease in job performance by about 35%; so that Cyberloafing hurts job performance.

3. The coefficient of determination (R²) value is 0.122 reflecting that Cyberloafing explains 12.2% of the total change in job performance; whereas, the residual 87.8% is due to other factors.

Therefore, Cyberloafing has a negative significant effect on job performance; illustrating that, declining employee job performance can be caused by the behaviour of employees who are often wasting his time with activities like cyberloafing.

These results support the results of previous studies from (Saeed, 2020) as it confirmed that the excessive unethical use of internet was found to have adverse effects on job performance

The fifth main hypothesis (H5): There is a significant effect relationship between organizational commitment and job performance.

In order to identify the effect of organizational commitment on job performance, simple linear regression was used, and the results were presented in table (10):

Table (10): Simple Linear Regression Results
Illustrating organizational commitment effect on job performance

Independent Variable	Dependent Variable	β	B	R²	Adjusted R²	Sig.
Constant	job performance	-	1.896	0.307	0.304	0.000
organizational commitment		0.554	0.507			
F (sig)= 118.649 (0.000) (α = 0.01)						

Table (10) illustrates that:

1. F value is 118.649 with significance equal 0.000 (which is less than 0.01); it considered to be an indication that the model is statistically significant, which means that the model fit is good, and organizational commitment significantly affects job performance.

2. Standardized regression coefficient (β) value is 0.554 indicating that organizational commitment has a positive relationship with job performance, indicating that for every one unit increase in organizational commitment, there is a predicted increase in job performance by about 35%; so that organizational commitment has a positive effect on job performance.

3. The coefficient of determination (R²) value is 0.307 reflecting that organizational commitment explains 30.7% of the total change in job performance; whereas, the residual 69.3% is due to other factors.

Therefore, organizational commitment has a positive significant effect on job performance; illustrating that a strong desire to remain a member of the organization can motivate employees to work better, as a good work result will be obtained when employees have a strong commitment to the organization.

These results support the results of previous studies from (Sardjana, 2019)as it confirmed that organizational commitment directly influences job performance.

Conclusion:

Table (11): Results of Testing the Study Hypotheses

Hypothesis	Form	Results (Accept/Reject)
The first main hypothesis (H1)	There is a positive relationship between Cyberloafing and Organizational commitment.	Reject the hypothesis partially as the results illustrate that there is a strong negative correlation between Cyberloafing and Organizational commitment at a significance level of 1%.(R=-0.617)
The second main hypothesis (H2)	There is a positive relationship between cyberloafing and job performance.	Reject the hypothesis partially as the results illustrate that there is a negative correlation between Cyberloafing and job performance at a significance level of 1%. (R=-0.349)
The third main hypothesis (H3)	There is a positive correlation between organizational commitment and job performance.	Accept the hypothesis as the results indicate that there is a positive correlation between Cyberloafing and job performance at a significance level of 1%. (R=0.554)
The fourth main hypothesis (H4)	There is a significant effect relationship between cyberloafing	Accept the hypothesis as the results indicate that Cyberloafing has a negative significant effect on job

	and job performance.	performance, although Cyberloafing explains only 12.2% of the total change in job performance.
The fifth main hypothesis (H5)	**There is a significant effect relationship between organizational commitment and job performance.**	**Accept** the hypothesis as the results indicate that organizational commitment has <u>a positive significant effect</u> on job performance, as organizational commitment explains 30.7% of the total change in job performance

<u>**Conclusions:**</u> The effects of CYG on organizations can range from partial distraction for employees, to a serious waste of company resources.

<u>**Recommendations**</u>:

Our study suggests that if an employer wants to reduce employees' CYG behaviour, it is helpful to pursue strategies that counter their ability to deceive others.

Focusing on responsibility and punishment deters them from this behavior.

Management can tell employees that all their online activities are being monitored, but beware that such monitoring may violate employees' privacy, creating an undesirable work environment.

The CYG phenomenon is not absolutely evil. Surfing the Internet at work can have a positive impact on employees' emotions, as it allows them to relieve work stress.

It can also support productivity in some cases, by providing rest periods for employees that enable them to regain their focus and activity.

While employees allow themselves to engage in some online activities during work hours, work may also extend beyond their desks into their personal lives.

Chapter Four

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THE EFFECT OF CYBERLOAFING BEHAVIOR AND ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE
(Applied Research on Al- Mustansiriya University employees and academics)

تأثير سلوك التهرب الالكتروني والالتزام التنظيمي على الأداء الوظيفي
(بحث تطبيقي على موظفي واكاديمي الجامعة المستنصرية)

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المستخلص :

الهدف من هذا البحث هو معرفة المزيد عن التهرب الإلكتروني والالتزام التنظيمي وكيفية تأثيرهما على أداء الموظفين.

يتكون مجتمع هذه الدراسة من الموظفين والأساتذة والخبراء والهيئات المتخصصة كافة من اقسام الجامعة المستنصرية من كافة أقسامها.

ولجمع البيانات تم استخدام استبانة مكونة من 50 سؤالاً تم جمعها لـ (270) موظفاً إدارياً وأكاديمياً يستخدمون الإنترنت والحاسوب، كما تم استخدام مقياس ليكرت الخماسي .

واستخدام البحث المنهج الوصفي الارتباطي لقياس علاقة التأثير بين متغيرات البحث .

تبين من البحث ان من الضروري السماح للموظف بأخذ قسط من الاستراحة والمشاركة في الأنشطة التنافسية ،حيث سيشهد المدراء الذين يتخلون عن خدمات الإنترنت مثل تصفح الويب والشبكات الاجتماعية زيادة في الانتاج من خلال جهود موظفيهم.

ممكن أن يتراوح تأثير التهرب الالكتروني للمؤسسات من الإلهاء الجزئي للموظفين إلى إهدار خطير لموارد الشركة .

تشير دراستنا إلى أنه إذا أراد المدراء تقليل سلوك التهرب الالكتروني لدى الموظفين، فمن المفيد اتباع استراتيجيات تتعارض مع قدرتهم على خداع الآخرين والتركيز على المسؤولية والعقاب يؤدي إلى ردعهم عن هذا السلوك.

يمكن للإدارة أن تخبر الموظفين أن جميع أنشطتهم عبر الإنترنت تخضع للمراقبة، ولكن الحذرمن أن مثل هذه المراقبة قد تنتهك خصوصية الموظفين، مما يخلق بيئة عمل غير مرغوب فيها.

فإن ظاهرة التهرب الالكتروني ليست شرًا مطلقًا. إن تصفح الإنترنت في العمل يمكن أن يكون له تأثير إيجابي على مشاعر الموظفين، حيث أنه يسمح بالتخفيف من ضغوط العمل.

كما يمكن أن يدعم الإنتاجية في بعض الحالات، من خلال توفير فترات استراحة للموظفين تمكنهم من استعادة تركيزهم ونشاطهم.

في حين يسمح الموظفون لأنفسهم بالمشاركة في بعض الأنشطة عبر الإنترنت خلال ساعات العمل، فقد يمتد العمل أيضًا إلى ما هو أبعد من مكاتبهم إلى حياتهم الشخصية.

الكلمات المفتاحية : التهرب الالكتروني ، الالتزام التنظيمي ، الأداء الوظيفي .

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