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## Workplace Internet Leisure and Employee Productivity: Mediating Role of Employee Engagement

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**Abstract:** There is an ongoing discussion on the role of workplace internet leisure (WIL) and whether it is a vice or virtue. Considering this, Current study is aimed to examine the effects of Workplace internet leisure on employee productivity with mediating role of employee engagement in the Army health care sector of Pakistan. The data was collected through self-administered questionnaires from Armed forces nursing officers of different Army hospitals and institutes through convenience sampling size of 300.SPSS model macro Version 3 (Hayes, 2018) was used to analyze the respondents' feedback. For analysis of workplace internet leisure influence on employee engagement regression is calculated and results indicate that workplace internet leisure has positive and significance impact on employee engagement, while work place internet leisure has positive but insignificance impacts on employee productivity. Additionally, indirect analysis is calculated for mediation analysis, results indicate that employee engagement positively mediates association between workplace internet leisure and employees productivity. Keywords: Workplace internet leisure (WIL), Employee productivity (EP), Employee engagement (EE), Self-determination theory(SDT), Job demand-resource model (JDR)

**Keywords:** Employee, Internet, Workplace

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### INTRODUCTION

#### Background of Study

Today's companies continue to practice the internet to address the desires and demands of the place of work, to react swiftly to dynamic customers 'demands and to strive efficiently and professionally worldwide. The worldwide web has enabled companies and their workers to increase efficiency to boost results, refining communication, firming up the portrayal and holdout clientele worldwide (Koay,2018).Consequently, Web usage at work has turned into a critical problem for the workers, administrators and directors(Cao et al.,2016).The internet has helped to organize the workplace through transformation into a worldwide linkage and by attaining a viable growth over those not utilizing it (Baturay&Toker, 2015; Chong et al., 2018; Hsuand Yen, 2016).Though, the utilization of Web in the offices offers employees new traditions to hold in non- work associated behavior that might have unfavorable consequences on the agency(Lara et al., 2006;Qiaolei,2014).

"Workplace Internet Leisure" was defined as workers volunteer activities in utilizing firms Web access during workplace duty hours for work not related to office goal line"(Lim,2002;Lim & Teo,2005).

A blog by Inter Guard (Minimalize Worker Time Stealing Whereas Preserving a Enthused Labor force) released on 16 April , 2018, articulates that interval stealing is a vital issue to talk but it is also complex as you don't need to take complete switch the workers and generate adverse place of work results. It also causes an impairment of efficiency and enormous sum of cash to administrations. Interval mugging can be minimalized whereas keeping workers constructive and enthused by creating moral patterns by executives, creating workstation policies flawless, mounting observing software on firm internet facilities. Further blog by Inter Guard (How internet activities sieving Can advance Workstation Cyber-security) released on May 21, 2019, proposes that Internet sieving is one of the methods that stop workers from consuming diffident internet sites Which might have malware and upsurge cyber-security. Data split due to viruses and malware may charge in cost of customers and community confidence. The workers don't even consider that such internet leisure actions are distressing organizations output and efficiency.

Employee Engagement is the force of fascination and attentiveness in carrying out a task (Higgins, 2006; Schaufeliet al., 2006). Workplace internet decreases the distances among the personnel where they can perform work related activities far from their working settings, and they can work as a team member with the workers in a diverse place in the world (Stone, Krueger, & Takach, 2017). Employee engagement is an essential concept in workplace management because employee engagement positively affects the relationship between leader and supporters by promoting communication (Mishra, Boynton & Mishra 2014), leadership (Carter & Baghurst, 2014) and trust (Ugwu, Onyishi & Rodriguez-Sanchez, 2014). Completely engaged workers are more efficient and more likely to support their corporate goals, helping businesses to be more successful (Abukhalifeh & Som, 2013; AL-Tit & Hunitie, 2015; Gupta & Sharma, 2016; Saks & Gruman, 2014). In addition, employee engagement has correlated favorably with employee fulfillment and decreased employee turnover (Huang et al., 2016). According to Becker (2004), work gratification is a primary issue leading to the psychological and physical well-being of workers. It has a significant impact on task-associated actions such as efficiency, absence, social responsibility behavior, revenue and relationship with workers (Mohammad et al., 2011; Cao et al., 2016). Employee gratification is significant but it's just one facet of employee engagement. An engaged employee is occupied, fulfilled and motivated with their jobs. Employees that are dedicated push the corporation toward its goals. While pleased workers are there to do their job and nothing more. The positive effect of employee participation creates new jobs and decreases unemployment and economic opportunity stability, a driver of poverty reduction (Taylor-Gooby & Otto, 2015). Employees view their managers as members of their organization which makes the position of the leader a vital part for maintaining a high degree of employee engagement, establishing psychological relations between employees and superiors and, thus, the organization (Anthony-McMann et al., 2017). Scholars and corporate leaders focused on the partnership between leaders and personnel, but most of the research studies focused on prizes and rewards, with slight consideration on drivers that causes and upkeep engagement. (Newman et al., 2017).

Employee productivity is a key factor that can boost, reinforce and maintain Overall economic efficiency of an organization. Factors such as absenteeism in the workforce may have a detrimental impact on productivity in the workplace. Even while workers are present at their jobs, however, they can experience low production and lower than average quality of work. Bernolak (1997, p. 204) described productivity as "how abundant and how thriving we yield from possessions cast-off". Where anyone generates additional or superior properties from the similar possessions, productivity and output upsurges. Workplace internet use has a financial impact on the companies and it tends to happen when the employees 'workload is light. Careless workers who misuse the Internet not only pose serious risks to their companies when they fail to obey policies on information security and Internet usage, but such misuse may also lead to a reduction in work quality and a loss of productivity (Donahue & Rahman, 2012). According to Mehmood and Sajid (2020), workplace bullying has adverse effects of performance of frontline workers like female nurses in AJ&K, Pakistan. It is also revealed by them that workplace bullying contributes to reduce the psychological well-being of the employees and finally there is low employee performance that affects overall productivity of the health related organizations in AJ&K Pakistan.

Dursun, Donmez, and Akbulut (2018) specified there are some sorts of internet leisure activities that can be considered as a facilitator for moderation and self-development of work forces. Fahmy (2009) mentioned that, as number of studies indicates that the workers who utilize societal broadcasting are 9% more creative than those who don't use it. He also continues to debate that workers who are more social in nature and linked via social media platforms to other people better personnel in the working place, that exhibits they are expert in communication with others and problem solving (Aguenza, Kasem & Sam, 2012). In a related study conducted by Fahmy (2009), he stated that 70% of those who used the internet for private purposes contributed to a strong concentration of employees. The brain is believed to be refreshed and replaced by taking short breathers (Aguenza & Som, 2012). While nobody questions the efficacy of rest breaks, how much rest should be regulated while it is not uncertain the helpfulness of breaks, how break should be controlled (number of rest breaks, its duration and activities during the breaks) is still under debate.

Misuse of the organization's internet resources by workforce has gained Researcher's consideration (Caniëls et al, 2015; Messarra et al., 2011; Huma et al., 2017) workplace internet leisure activities considered as positive or some negative by different Researchers. Research indicates that this form of operations will result in a company wasting its resources, distracting workers from achieving their goals, and as a result decreases the overall efficiency of the organization (Lara et al., 2006; Lim & Chen, 2009; Lim & Teo, 2005). Our forecast is backed by preceding works which has made comparable forecasts. So, the Aim of current research is to investigate the direct and indirect effect of Workplace internet leisure on employee productivity with mediation effect of employee engagement in the context of the Pakistan's different Army Hospitals.

### Research gap

The Healthcare sector is one of the leading industries that has adopted technology, and healthcare practitioners are seen as the backbone of the health care industry. The sector is innovating its distribution platforms with the use of technology, including the online. However, access to the internet for healthcare sector workers in

Pakistan varies depending on Organization's policy. Because of the value of this sector, human resources must be educated and maintained in this sector, and that could only be done if they are satisfied with the work setting (Mohammad et al., 2011). Engaged workers will be those with high productivity, dedication and energy levels (Saks & Gruman, 2014). Moreover employee engagement positively associated with employee satisfaction and decreased employee turnover (Huang et al., 2016).

Ogirima et al. (2020) indicated positive influence of internet usage on job satisfaction and productivity among corps members. Number of studies show that the contemporary work setting with its electronic maneuvers and service might permit workplace internet leisure activities for about one to three hours on daily basis, thus thieving firm time. A study demonstrated that workplace snubbing has a constructive association with internet activities and emotive exhaustion is an intermediating factor (Koay, 2018).

Tan and Demir (2018) indicates that internet usage at work place endorse collaboration, organizational learning and innovation, decision-making, efficiency, creativity among employees. Candan and Ince (2016); Karatepe and Güngör (2017) studies designated that workplace internet leisure have negative impacts on organizations in the form of legal issues, postponement, behavior of employees towards their job, time and efficiency wastage of employees and organization. However, dissimilarity in the previous research work about the effect of workplace internet leisure on organizational results requires further study to be carried out. In present research it is debated that workplace Internet leisure is common intermission that allows mental capacity restoration and fosters feelings of self-sufficiency. Workplace internet leisure, It's policy and Workplace autonomy orientation and their effects on engagement and productivity of Armed forces nursing officers is not adequately addressed in Pakistan Army. Therefore it is necessary to generate relevant evidence through this study to guide higher management levels to develop adequate policies regarding Internet usage at workplaces to reduce mental exhaustion and burnout of armed forces nursing officers.

### **Underpinning Theories**

There are various theories and models in literature used previously to describe the effect of Workplace internet leisure habits on productivity of employees. This study is directly related to the Self Determination Theory by Deci and Ryan (1985). Self Determination Theory: Based on previous research that have studied the impacts of pauses and interruptions on job place task efficiency. We envisage that a significant by product of Workplace internet leisure activities conduct for those who are not preoccupied and habitual in their Internet leisure activity showed an improvement in enthusiasm and net focused over the workday, which eventually has a constructive impact on efficiency and production. This model proposes that individuals are capable to become self-determined when their requirements for competence, connection, and autonomy are fulfilled. The idea of intrinsic motivation, or fetching in events for the intrinsic plunder of the conduct itself, contributes significant part in self-determination theory. This theory developed by the effort of psychologists Deci and Richard Ryan (1985), who initially presented their philosophies in their 1985 book Self-determination and intrinsic motivation in human behavior. They established a theory of motivation that recommended that individuals have a tendency to be motivated by a prerequisite to nurture and increase satisfaction. They propose two main assumptions of philosophy is the need for growth drive behavior. The primarily hypothesis of this theory is that individuals are vigorously focused to progress. Acquisition mastery over experiments and taking in novel practices are vital for evolving an organized sense of self. Autonomous motivation is significant, Although individuals are usually encouraged to act by external reward as cash, awards, and compliments (extrinsic motivation), this theory emphases mainly on inner sources of motivation as required to upgrade Knowledge or liberation (known as intrinsic motivation).

### **Research Question**

Following are the specific research questions:

- Does Workplace internet leisure have positive effect on employee engagement?
- Does Employee engagement have positive effect on employee productivity?
- Does Employee Engagement mediate the association between Workplace internet leisure and employee productivity?

Research Objectives

The objectives of this research are

- To explore the influence of workplace internet leisure on work engagement of Armed forces nursing officers
- To analyze the influence of employee engagement on Productivity of Armed forces nursing officers
- To analyze the mediating role of employee engagement between the association of workplace internet leisure and employee productivity

### **Significance of the study**

Current research is valuable for both employers and policy makers. Keeping with the opinions of Oravec (2002) and Anandarajan et al. (2000) i.e. allowing workers a fair extent of time for internet leisure during work hours can have significant benefits for both workers and organizations. Workers task presentation is directly related to the workers efficiency, as workers performance appears to improve due to a workplace pressure reduction system (Kumasey et al., 2014; Haque, Aston &Kozlovski, 2018). The administrations that are well conscious of these facts have focused completely on the issues influencing the work presentation of the employees' (Dinc, 2017).Self determination theory support association between independence and worker satisfaction. This theory recommends that a degree of autonomy at workplace creates a constructive impact on employees. As per Deci et al. (2017) Job demand resource model assumes that autonomy orientation provide feeling of freedom at workplace and influence performance and in turn productivity of employees via accomplishing their "psychological need" that they are "self-chosen and self-endorsed".

This study findings can be significant for Pakistan's health care organization managers to make and amend their policies to improve employee satisfaction, dedication and engagement to achieving organizational goal and efficiency by keeping focus on the main factors such as Workplace Internet Leisure, Workplace internet leisure policy and Workplace autonomy orientation to keep Armed forces nursing officers more satisfied ,engaged and productive.

### **Definitions of Variables**

Definitions of study variables are as under:

Work place internet leisure defined by Lim 2002Kim and Byrne (2011) "Any voluntary act of employees using their company's' Internet access during office hours to surf non-job-related Web sites for personal purposes and to check (including receiving and sending) personal e-mail".

Employee Engagement "Employee Engagement is described as the emotional, behavioral, and cognitive state of the person aimed at achieving desired organizational results" (Carasco-Saul et al., 2015; Saks &Gruman, 2014).

Employee productivity "Ferreira and Plessis (2009) described Employee Productivity as the time that employees actively use to execute and produce expected results".

### **LITERATURE REVIEW**

This section designates the study based works about workplace internet leisure, workplace internet leisure policy, workplace autonomy orientation and effects of these variables on work engagement and productivity of Armed forces nursing officers.

#### **Employee Productivity**

Given the various benefits of using the Internet in companies, workplace Internet creates the misuse of a potentially significant issue for the leaders of the organizations. There is a variety of factors (internal and external) impacting work presentation or worker productivity within an institute. Person abilities, experience, and expertise may be examples of internal factors whereas the work surroundings, the features of allocated roles, benefits, logistic construction and Human Resource Management practices are samples of external factors (Luo, Lu, Guo, & Chen, 2015; Sani & Maharani, 2015; Meriçöz, 2015).

Saraç and Çiftçioğlu (2014) stated that predicted workplace internet leisure activities would cost U.S. employers missing productivity more than \$50 billion a year. Productivity loss, Internet expense, and Internet security issues are the most common issues researched on non-work-related Internet usage (Saraç&Çiftçioğlu, 2014).

Organizational leaders have not found a secure way to restrict or track the personal usage of Internet by workers when they are on the job via their personal tablets and smart phones. Beaton et al. (2009) contended that absenteeism and presenteeism can be used to calculate employee productivity. In comparison, Haynes (2007) claimed that no widely accepted methods of calculating productivity were available. Nevertheless, he recommended that most frequently followed approach is a self-evaluation approach developed by Leaman and Bordass in (2000), where supposed efficiency is as just as critical as real efficiency. Subsequently, Haynes' (2007) view, this research describes employee productivity as an attitude and behavior self-assessment of employees that influences their

Performance and efficacy at workplace. Previous research has shown that break rates can have a beneficial effect on net productivity. Owing to the rise in Internet misuse in the workplace (Saraç&Çiftçioğlu, 2014), corporate leaders face significant risks to their day-to-day operation. Internet leisure activities at the working place is a violation of corporate policy and can have detrimental effects on companies, such as lost working hours and a decreased productivity of workers.

#### **Workplace Internet Leisure and Employee Productivity**

During the previous few years, the Internet has turn into a frequently used device at place of work. Businesses, from diverse society sectors, were swift to hold the chances and prospective given by the web surfing and set them to decent usage to attain their goalmouths. Preliminary research, usage of the Internet for private purposes

during functioning hours declared that such use had an unconstructive force on efficiency. The logic for that was that workers would be wasting their time that can be used to accomplish their task, therefore probably make them infertile. However, recent literature has indicated that some kinds of disruptions could reinstate cautious discipline better than other types of breaks. Workplace internet leisure is a leisure action that involves wastage of time on the internet. Whereas the managers expected that workers are completing their job works. Likewise, Lim (2002) explained, that Workplace internet leisure happened when the workers, in return for the honest effort they made, acknowledged unfair handling by the company. Nevertheless, some other scholars have opposed that workplace internet use activities can have a constructive consequence on the agency setting. For instance, Job satisfaction is linked with enhance productivity, it is significant according to financial point of view. Personnel with Sophisticated participation at work place and responsibilities specifies augmentation in productivity, and workplace happiness. Additionally, advanced level of involvement at work diminishes turnover, cooperative workers' sense of achievement, , liberation, concentration at job and self-pride, consequently all these aspects in return pointers to enhance work gratification (Ollo-López et al., 2016) Additionally, Richards (2012) recommended that internet accessibility use can be advantageous in two means: firstly, as a device to be used by a worker for official drives; and secondly, the material retrieved is for the growth of the workers information and competence. Likewise, Anandarajan and Simmers (2005) demarcated that Job satisfaction is related to increase in productivity and employee engagement with eventually enhanced output. Furthermore, over 80% of companies have adopted electronic access policies (Flynn, 2005), 76% track the use of their employees' emails and website (AMA, 2005), and 68% perform compliance audits (Richardson, 2007). As per previous study, workplace internet usage also negatively influence employee productivity, attentiveness, performance and organizational citizenship behavior (Hartanto & Yang, 2016). Similarly, Candan and Ince (2016); Karatepe and Güngör (2017) studies designated that workplace internet have negative impacts on organizations in form of legal issues, postponement, behavior of employees towards their job, time and efficiency wastage of employees and organization.

On the basis of above discussion, it is hypothesized that

H1. Workplace internet leisure has a positive effect on employee engagement.

H2. Workplace internet leisure has a positive effect on employees' productivity.

### **Mediating Role of Employee Engagement**

Perryman, Robinson and Hayday (2004) pronounced employee engagement as an optimistic arrogance the worker has towards the company and its principles. An involved worker is vigilant of the company environment and performs for the betterment of the institute along with the coworkers to augment effectiveness within the occupation. Any organization which, involves a two-way partnership between employer and employee must try to cultivate,

Sustain and develop the engagement. Chartered staff and Development Institute (2006) describes commitment in three aspects—Emotional, cognitive and physical. Emotional involvement means personally involvement in one's work; cognitive engagement refers to working intensely while at workplace; and physical engagement is a desire for the employer to 'go the extra mile'.

Employee engagement is an important concept in organizational management because worker engagement positively impacts the partnership between leader and followers by fostering collaboration (Mishra, Boynton & Mishra 2014), leadership (Carter & Baghurst, 2014) and confidence (Ugwu, Onyishi & Rodriguez-sanchez, 2014). Kahn (1990) introduced the idea of engagement to clarify the full intellectual, emotional, and physical participation in the performance of their positions. Another conceptualization of employee engagement was the term against of the burnout (Saks & Gruman, 2014). Based on that conceptualization, researchers interpreted commitment the opposite of burnout characteristic inefficiency, fatigue, and pessimism (Saks & Gruman, 2014). Identifying the conditions that promote employee engagement is essential for the organizational survival and development (Bakker & Demerouti, 2008; Tims et al., 2011; DenHartog & Belschak, 2012). Possible variables that may affect work commitment include task, managerial and individual features. Employee engagement has been revealed to link soberly with work and managerial variables such as trade properties, work burdens, sovereignty, occupation controller, responses, and amount of work and role clash (Demerouti et al., 2001). Engaged workers will be those with high productivity, dedication and energy levels (Saks & Gruman, 2014). Subsequently, researchers conceptualized engagement as "preferred self" application and speech through role performances that promote links to jobs, coworkers, and personal presence, as well as constructive job involvement (Carasco-Saul et al., 2015). Concept of employee engagement identified by Carasco-Saul et al. (2015) as the mental, social, and cognitive state of the person directed toward the attainment of desirable institutional results. Completely engaged workers are more creative and more likely to support their organizational goals, enabling business to be more successful. (Abukhalifeh & Som, 2013; AL-Tit & Hunitie, 2015; Gupta & Sharma, 2016; Saks & Gruman, 2014).

Literature shows a predictive role of Workplace internet leisure with employee engagement & productivity, but in Pakistan's armed forces nursing services, the mediating role of employee engagement between employee

productivity and Workplace internet leisure was not measured. In this regard, current study will analyze the relationship between Workplace internet leisure on productivity of employees with mediating role of employee engagement in Armed forces nursing officers from various Army hospitals of Pakistan.

On the basis of above discussion, it is hypothesized that

H3. Employee engagement mediates the association between Workplace internet leisure and Employee productivity.

### Theoretical Framework

Aligned with the study of earlier work and to meet the goals of the present study, a framework has been shaped for the current study. The proposal shown in Figure (1) specifies the interaction of the research variables.

### Independent Variables

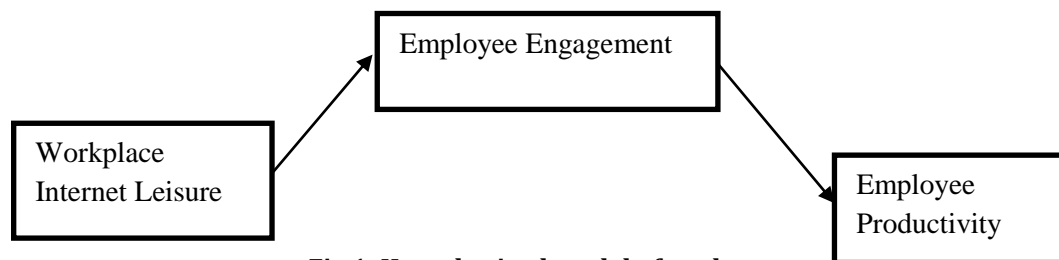


Fig.1: Hypothesized model of study

### RESEARCH METHODOLOGY

This section makes clear the stratagem that tracks right through the analysis effort. This includes sample architecture, population and measurement, methods, data processing and data interpretation. The target population will be Armed forces nursing services (AFNS) officers so they will fill questionnaires at their job setting in natural environment at different Armed Forces hospitals in province of Punjab. This is a measurable research study where the effects of work place internet leisure, work place internet leisure policy and workplace autonomy orientation on employee engagement and employee productivity will be calculated on respondents' feedback. Cross sectional study design was selected with the aim of data collection and examine the research model at one point of time. According to(Silva & Caetano, 2014), Cross sectional studies are stress-free, less time consuming, and engender various consequences in restricted time.

Saunders et al. (2007), specified that, time limits are useful to the research design of work irrespective of the research approach selected. I would use the cross-sectional time period because cross-section experimentations are limited to a firm timeline. The work is often restricted to a limited timeline. I did pilot study on 100 respondents from different clinical expertise in college of nursing Armed forces post graduate medical institute Rawalpindi and developed better understanding of my questionnaire. Statistical information was investigated using suggestion and statistical figures. In existing study I got permission from the commandants of different Army hospitals and after getting their consent I had collected data from Armed forces nursing officers of their units through objective questionnaires with statements measured on 5 point Likert scales from strongly disagree to strongly agree responses.

### Unit of Analysis

The unit of analysis for this study is healthcare members Armed Forces Nursing Services Officers (AFNS) of different Armed forces hospitals in province of Punjab.

### Population and sampling

#### Population

The study populace was Armed Forces Nursing Services (AFNS) Officers of various Army hospitals of Punjab province. Voluntary contributions of the respondents were well assured after they had been certainly explained for the purpose of the current research. They were probable to give their consent for the participation and commencement of the research. Permission was also taken from Commanding officers of particular hospitals and institution.

### Sampling techniques and sample size

Convenience-sampling technique was selected in current study. This technique is a type of non-random sampling where participants of the targeted population that fulfill the definite practical standards, such as conversational closeness, approachability at an agreed time, or the readiness to contribution are involved for the aim of the current research. Correspondingly, in every type of study, it would be unbeatable to use the whole

population, but in majority cases, it is not possible. Current sampling technique is also conducted following Haris et al(2010).as per Haris et al .(2010),sample observation must be equal to 5 times of variables used in study.

Following this rule, current study requires  $5 \times 30 = 150$  sample size or observation. The sample size of current study is 300. Based on convenient sampling, after getting approval from Commandant 20 questionnaires per day out of 300 were distributed for data collection in the break time of different shifts among the Armed forces nursing services officers of Rawalpindi Punjab.

### **Scales and Measures**

The items used to measure the study variables were revised from existing works. All major scales are based on a five-point Likert scale, ranging from (1) “strongly disagree” to (5) “strongly agree”. The items with negative wording are denoted by an asterisk and were reverse coded during the analysis process. A set of questionnaires is adjusted in Appendix.

Workplace Internet Leisure Will be measured by using 5-items scale developed by Ferreira and Plessis (2009).

One sample item is

“Workplace internet leisure encourages people to share knowledge and expertise”.

Employee Engagement we have used “The Utrecht Work Engagement Scale” UWES-9 presented by Schaufeli, Bakker, & Salanova, (2003, 2006) to measure the mediating variable.

One sample item is

“At my job, I feel strong and vigorous”

### **Employee Productivity**

Will be measured using 6-items scale developed by Lim and Chen (2009). One sample item is

“Workplace internet leisure makes it difficult for me to fulfill my work obligations”.

### **Data analysis Tools**

SPSS software was used for data analysis. The overall analysis such as

- Frequency distribution
- Descriptive statistics
- Reliability analysis
- Correlation Analysis
- Regression Analysis
- Mediation Analysis
- ANOVA Test

### **Demographics**

Demographic information of the defendants was also collected such as gender, age, education, marital status and experience to attain more precise and consistent data.

### **Control variable**

ONE-WAY ONOVA used to deal with demographic variables.

Procedure for Data Analysis

Data were analyzed using SPSS and the subsequent tests were conducted. In present study first of all before examination, the data was verified for missing values by confirming that there was really no missed value in the data afterwards the data was evaluated for out-liars. Subsequently, the reverse coded questions were verified in the results. There was no reverse coded problem in measurement tool in the current analysis. Second, the frequency analysis for populations was reviewed. Co-relationship, regression analysis and mediation analysis was performed in the last summarizing data to limit the findings of the study.

## **ANALYSIS AND RESULTS**

Moderate use of internet for activities not related to office work (less than 20 percent of employee working hour) can have a constructive impact on employee engagement and eventually upsurge their output. Hence, aim of recent research was to observe the impact of Workplace internet leisure on employee productivity with the mediating role of employee Engagement. The population of the present study was comprised of the individuals of healthcare sector (Armed Forces Nursing Service officers) of Rawalpindi province of Punjab. Based on convenient sampling, suitable number of questionnaires based on the population size was disseminated amongst the individuals of healthcare sector of Rawalpindi Punjab. The sample size of my study was 300. Data was examined using SPSS and subsequent procedures and tests were carried out.

Frequency Distribution There are nine demographics included in this research study. The summary of each demographic variable elucidated distinctly in following table.

**Table 4.1: of Demographic**

Demographics	Age	Frequency	Percent	Valid %	Cumulative%
Age	26-30	86	28.7	28.7	54.0
	31-35	72	24.0	24.0	78.0
	36-40	50	16.7	16.7	94.7
	above40	16	5.3	5.3	100.0
Gender	Female	300	100.0	100.0	100.0
	Male	-	-	-	-
Marital status	Single	171	57.0	57.0	57.0
	Married	124	41.3	41.3	98.3
	Widow	3	1.0	1.0	99.3
	Divorce	2	.7	.7	100.0
Qualification	Matriculation	31	10.3	10.3	10.3
	Intermediate	95	31.7	31.7	42.0
	Bachelors Degree	169	56.3	56.3	98.3
	Master degree	5	1.7	1.7	100.0
Professional Qualification	BSN	167	55.7	55.7	55.7
	Diploma General Nursing	72	24.0	24.0	79.7
	Post RN	58	19.3	19.3	99.0
	MSCN	3	1.0	1.0	100.0
Work Experience	Less than 2 Years	43	14.3	14.3	14.3
	2 - 5 Years	55	18.3	18.3	32.7
	5 - 8 years	55	18.3	18.3	51.0
	8 - 12 Years	36	12.0	12.0	63.0
	12 - 15 Years	32	10.7	10.7	73.7
	More than 15 Years	79	26.3	26.3	100.0
Work setting	Medical	75	25.0	25.0	25.0
	Surgical	41	13.7	13.7	38.7
	Pediatrics	40	13.3	13.3	52.0
	Emergency	41	13.7	13.7	65.7
	Intensive Care Unit	49	16.3	16.3	82.0
	Mental Health Setting	13	4.3	4.3	86.3
	GYN/Obs	28	9.3	9.3	95.7
	Faculty Member	13	4.3	4.3	100.0
Nature of hospital	Army Hospital	300	100.0	100.0	100.0
Registration	PNC	300	100.0	100.0	100.0

Table 4.1 indicates frequency distribution of respondent's age that majority of respondent are in age group of 26-30 and frequency is 86. Frequency distribution of respondent with age between 31-35 is approximately above 70. Moreover, 50 respondents are within age group of late thirty's. Respondent with age group above 40 are 16 of total sample. As survey is conducted among female members of healthcare sector so females are 100% in frequency distribution table. As per result, 171 respondents are single, while 124 are married. Whereas, 2 respondents are divorced and 3 are widow. Majority of respondents have Bachelors and intermediate Degree, i.e., closer to 60% and greater than 30% respectively. Likewise, rest of respondents contains Matriculation and Master Degree, 55% have BSN degree, while respondents with Diploma General Nursing and Post RN are 24.0 and 19.3% respectively. 1% of respondents have MSCN Professional Qualification. Regarding work Experience of respondents, 18% of population have 2 to 8 years' experience. Respondents with 8 to 15 years of experience have greater than approximately 10% of sample. 26.3% of respondents have more than 15 Years' experience. Respondents with Less than 2 Years are 14%. 25% of respondents works in medical unit, whereas respondents in Surgical, Pediatrics and Emergency Work Setting each have 13% of frequency distribution. 9% works in GYN unit, 16% in Intensive Care Unit, and 4.3 works in Mental Health Setting. All of 300 respondents were from Armed forces nursing services and they are under Pakistan nursing council.



### Descriptive Statistics

Table 4.10 illustrates descriptive analysis of whole data. Workplace internet leisure and Workplace internet leisure policy have mean value higher than 3 and closer to 4, it indicates that mostly respondents selected agreed from five points Likert scale. Mean value of Workplace autonomy orientation is slightly lower than 4, it indicates respondents are agreed that they received autonomy at workplace. Mean value of employee engagement is slightly higher than 4 and it represents “strongly agreed” Likert scale. So, respondents strongly agreed that they are engaged in their job tasks. Mean value of employee productivity postulates “neutral” Likert scale.

**Table 4.2: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
WIL	300	1.20	5.00	3.4853	.50884
EP	300	1.00	5.00	2.5817	.90402
EE	300	1.22	5.00	4.0204	.56352

### Reliability Analysis

Internal consistency of item included in study is estimated through reliability analysis, by Cronbach's Alpha test. Results are indicated in table 4.11, variable WIL have Cronbach's Alpha Based on Standardized Items equal to 0.737\* with 5 items, and it is reliable as value is greater than 0.50. Similarly, employee engagement, employee productivity indicates Cronbach's Alpha Based on Standardized Items equal to 0.901\* with 6 items, 0.889\* with 9 items and these are reliable as value is greater than 0.70.

**Table 4.3: Reliability analysis**

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Workplace Internet Leisure	.727	.737
Employee Productivity	.900	.901
Employee Engagement	.882	.889

### Correlation Analysis

Correlation specifies relationship among variables i.e. negative or positive. Table 4.12 indicates correlation analysis among variables selected for current study. Empirical result indicates that Workplace internet leisure is positively and significantly correlated with Correlation value of workplace internet leisure with employee engagement is positive and significance at 5% with  $p < 0.05$ . This indicates that Work place Internet Leisure enhance employee productivity and engagement whilst results are significance at 5%. As per results correlation of employee productivity with employee engagement and workplace autonomy orientation is negative with insignificant results as the P value is greater than 0.05.

**Table 4.4: Correlation Analysis**

	WIL	WILP	EP	EE	WAO
WIL	1				
EP	0.01	.343**	1		
EE	.241**	.300**	-0.106	1	

$P < 0.05^*$ ,  $p < 0.01^{**}$ ,  $^{**}$ . Correlation is significant at the 0.01 level (2-tailed).

### Regression Analysis and Test of Hypothesis

#### Workplace Internet Leisure and Employee engagement

Workplace Internet Leisure refers to volunteer usage of internet and web surfing during official working hours (Lim &Teo,2005) and it is viewed as helpful for effectiveness and efficacy of workers and institute as well (Oravec, 2004). For analysis of Workplace internet leisure influence on employees ‘engagement regression is calculated results are given in table 4.13. Statistical results indicates that Workplace internet leisure have positive and significance impact on Employee engagement, as p value is  $< 0.01$  so results are significance at 1%. Hence our hypothesis that “Workplace internet leisure has a positive effect on employee’s engagement” is accepted. Oravec (2002) discovered that allowing staff a sensible and rational amount of internet leisure can have a momentous consequence on their fulfillment and presentation. Private Internet usage at the office varies from worthless web surfing to private goal-driven task that is not related to work. Workers used up at least 1 hour on actions not related to work throughout a normal working day, particularly utilizing the company Internet for private aims Vitak et al. (2011).

**Table 4.5 Workplace Internet Leisure and Employee engagement regression**

	Coefficient	Se	T	P
Constant	3.0894**	.2193	14.0882	.0000
WIL	.2671**	.0623	4.2902	.0000

\*\*,\* significant at the 1% and 5% level respectively

For analysis of Workplace internet leisure, influence on productivity of employee regression is intended results are prearranged in table 4.14. Statistical results reveals that Workplace internet leisure have positive but insignificance influence on Employee productivity, as p value is >0.05. Hence, our hypothesis that Workplace internet leisure has a positive effect on employee productivity is rejected. Self-determination theory support association between internet leisure at workplace and employees ‘productivity plus engagement. According to Messarra et al. (2011), workers can make choices to other behavior to manage Workplace internet leisure activities, such as provision of education and training on internet or provision of Workplace internet leisure at elected spaces apart from the workers ‘job settings. This suppleness, called autonomy orientation, is experienced and executed by managers in the place of work, as stated in self-determination theory.

**Table 4.6: Workplace internet leisure and productivity of employee regression**

	Coefficient	Se	T	P
Constant	.0182	.1029	.1769	.8597
WIL	.0182	.1029	.1769	.8597

\*\*,\* significant at the 1% and 5% level respectively

**Effect of Employee engagement on Employee Productivity**

Employee Engagement is described as the emotional, behavioral, and cognitive state of the person aimed at achieving desired organizational results” (Carasco-Saul et al., 2015; Saks &Gruman, 2014).Plessis and Ferreira (2009) described Employee productivity as the time that employees vigorously utilize to perform and yield expected outcomes. Table 4.19 indicated influence of employee engagement on productivity with regression analysis estimated in SPSS. Statistically results indicated that Employee engagement is positively influenced by Employees productivity but results are insignificance as p value is greater than 0.05. As per previous study, workplace internet usage negatively influences employee productivity, attentiveness, performance and organizational citizenship behavior (Hartanto& Yang, 2016).

**Table 4.11: Employee engagement and Employee productivity regression**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	B		
Constant	2.830	.325		8.713	.000
EE	.112	.080	.081	1.404	.161

**Mediating analysis**

Current study is aimed to analyze mediating role of employees ‘engagement. Self-determination theory recommended that individuals have a tendency to be motivated by a requirement to nurture and gain satisfaction. Research endorses that workplace internet leisure is related to self-determination theory as SDT has constantly revealed that persons who are “engaged” in what they do frequently practice better physical and emotional happiness than those who are indolent or deficiency of own control (Ryan &Deci, 2000). Job demand resource model supports mediation role of employee engagement, as web leisure related policies and autonomy produces optimistic attitudes, lessens stress, encourage innovation and in turn boost productivity of both employee and organization (Gotvassli&Haugset, 2010). Richards (2012) indicates that internet access to employees encourage “positive flow of knowledge” and move employees from centralized to decentralized model thus enhance learning, productivity and progression in organization. Empirically mediation analysis is conducted through SPSS process model macro Version 3 (Hayes, 2018). This process contains three steps i.e. total effects, direct analysis, and indirect analysis. Mediating analysis of our research hypothesis are given below.

Employee Engagement mediates the association between Workplace internet leisure and Employees productivity

Total effect Total effect analyzes influence of independent variable on dependent variable without controlling influence of mediating variable. Results are given in table 4.20.

Total effects

Indicates Workplace internet leisure have positive influence on productivity of employees with

Coefficient=.0182, but results are statistically insignificant as p value is > 0.05. Hence, it indicates that Workplace internet leisure have insignificant influence due to attention diversion from official tasks to unofficial tasks.

**Table 4.12: Total effects**

Model	Effect	Se	T	P	LLCI	ULCI
WIL	.0182	.1029	.1769	.8597	-0.1843	0.227

\*\*, \* significant at the 1% and 5% level respectively

**Direct effect**

Analysis of direct effects postulates influence of independent variable on dependent variable after controlling influence of mediating variable. Results are given in Table 4.21. Here results indicates positive but insignificant influence of Workplace internet leisure on productivity of employees, as coefficient=.0674 and p value is > 0.05 and results are insignificant at 5% level;

**Table 4.13: Direct effect**

Model	Effect	Se	T	P	LLCI	ULCI
WIL	.0674	.1056	.6390	.5233	-0.1403	0.2752

\*\*, \* significant at the 1% and 5% level respectively

**Indirect effect**

Indirect analysis is calculated for mediation analysis, i.e. influence of predictor variable on dependent variable via pathway of mediating variable. For empirical analysis "Boot" column is examined. Boot column indicates true indirect effect of mean value of population (this is generally very close to the indirect effect of population calculated from the sample statistics). For significance analysis percentile bootstrap means are scrutinized (Shrout & Bolger, 2002). Results of mediating analysis via indirect effects are given in Table 4.22. Results indicate that EE positively mediates association between Workplace internet leisure and Employee productivity, with coefficient 0.0492. Statistically results are significance as zero do not lie between Boot lower and upper Quartile range, i.e. 0.1068 and .0016. Henceforth, hypothesis is accepted that Employee engagement mediates the relationship between Workplace internet leisure and Employee productivity.

**Table 4.14 Mediation Analysis**

Model	Effect	BootSE	BootLLCI	BootULCI
WIL → EE → EP	0.0492	.0272	0.1068	.0016

\*\*, \* significant at the 1% and 5% level respectively

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.746	4	10.186	14.758	.000 <sup>b</sup>
	Residual	203.615	295	.690		
	Total	244.360	299			

Above table depicts ANOVA analysis. ANOVA is calculated to view overall model significance. As per statistical results p value is less than 0.05, so model is significance at 5% level. Further, results of standardized coefficients are depicted in table given in table 4.30. As per results, Workplace internet leisure have positive but insignificant influence upon employee productivity, as p value is greater than 0.05. Further, Likewise employee engagement has positive and significance impact on employee productivity with p value less than 0.05

Model	Standardized Coefficients		
	Beta	T	Sig.
(Constant)	-	5.335	.000
WIL	0.031	0.563	.574
EE	0.210	3.233	.001

**Summary of Hypothesis Acceptance / Rejection**

Hypothesis	Statements	Results
H1.	Workplace internet leisure has a positive impact on employee engagement”.	Accepted
H2.	Workplace internet leisure has a positive impact on employee productivity.	Not accepted
H3.	Employee engagement mediates the association between Workplace internet leisure and Employee productivity.	Accepted

**DISCUSSION AND CONCLUSION**

Hence, purpose of current research was to observe the effects of Workplace internet leisure its policy and Autonomy Orientation on employee productivity with the mediating role of employee Engagement. Initially descriptive and correlation analysis is conducted. Further, reliability analysis also indicated consistency of item included in measurement. Afterwards, regression analysis is conducted, results are discussed below.

Workplace Internet Leisure refers to voluntary use of internet and web surfing during official hours (Lim &Teo, 2005). Reasonable utilization of internet for actions not related to work (less than 20 percent of employee working hours) can have a constructive impact on employee engagement and eventually enhance their efficiency. Hence, purpose of current study is to observe the effects of Workplace internet leisure on employee productivity and Engagement. For analysis of Workplace internet leisure influence on employees ‘engagement regression is calculated results indicates that Workplace internet leisure have positive and significance impact on employee engagement. Results are persistence with Anandarajan and Simmers (2005); Oravec (2004).As per previous studies, “Workplace internet leisure” is regarded as beneficial for efficiency of employees and organization as well. These activities reduce burnout, stress and anxiety at workplace and enhance efficiency of employees through mental recovery, knowledge allocation, and innovative ideas among employees (Anandarajan& Simmers, 2005; Ferreira & Plessis, 2009). Web surfing activity is an improvement in inspiration and net focused over the workday that eventually has a constructive impact on efficiency and productivity. Self-determination theory also proposes that individuals are capable to become self-directed when their requirements for competence, connection, and autonomy are fulfilled. The idea of intrinsic enthusiasm, or remain busy in events for the intrinsic plunder of the performance itself, contributes an imperative part in self-determination theory. Additionally, Job demand resource model (JD-R) support association between internet leisure at workplace and employees ‘productivity plus engagement. Accordingly, Demerouti et al. (2001) indicates that JD-R model supports employees to attain autonomy, provide freedom sensation at workplace, motivate employees to do official tasks efficiently, lessen job demands and these factors in turn enhance productivity of employees.

Previous research has shown that break rates can have a beneficial effect on net productivity. Current study is aimed to analyze Influence of employee engagement on productivity. Statistically analyzed with regression analysis estimated in SPSS. Results indicated that employee engagement is positively influenced by Employee productivity and statistically results are insignificance as p value is greater than 0.05. It indicates that productivity improvement encourage employee to work more devotedly and engaged in their official tasks more accurately. Job performance and engagement at workplace is unswervingly linked to the employee productivity, as worker presentation appears to improve due to a place of works train lessening schemes (Kumasey et al., 2014; Haque, Aston &Kozlovski, 2018). The administrations which are well alert of this element have concentrated completely on the factors influencing the work performance of the employees’ (Dinc, 2017).

Current study is aimed to analyze mediating role of employees ‘engagement. SDT recommends that individuals are skilled to become strong-minded when their requirements for competence, connection, and autonomy are satisfied. The idea of intrinsic inspiration, or keeping themselves busy in actions for the intrinsic plunder of the actions itself, contributes significant part in SDT.

Self-determination theory indicates that employee engagement is considered as mediating variable between internet leisure and employees’ productivity, as these policies encourage optimistic attitudes, boost research and innovation thus lift up productivity of both employee and organization (Gotvassli&Haugset, 2010). Current study finds out the mediating impact of employees ‘engagement the association between Workplace internet leisure and Employee productivity.

Empirically mediation analysis is conducted through SPSS process model macro Version 3 (Hayes, 2018). This process contains three steps i.e. total effects, direct analysis, and indirect analysis. Total effect indicates work internet leisure have positive influence on productivity of employs with statistically insignificance results. Hence, it indicates that workplace internet leisure have insignificance influence due to attention diversion from official tasks to unofficial tasks. Additionally, indirect analysis is calculated for mediation analysis, results indicates that employees ‘engagement positively mediates association between work internet leisure and

employees productivity. Results are persistence with Halkos and Bousinakis (2010). According to Halkos and Bousinakis (2010) Workplace internet leisure increases productive ideas, lessens stress and encourage individual to pay more considerations towards official tasks, thus rises engagement and eventually augment employees 'productivity. Richards (2012). Richards (2012) specifies internet access to employees encourage "positive flow of knowledge, and novel ideas" thus move employees from centralized model to decentralized, consequently enhance learning, productivity and progression in organization. Kuem and Siponen (2014) indicate, internet access to employees is indicated as a means of mental recovery to reduce stress and enhance satisfaction, engagement and productivity.

## CONCLUSIONS

Purpose of current study is to observe the effects of Workplace internet leisure on employee productivity with the mediating role of employee Engagement. The population of the current study comprises of the members of healthcare sector (Armed Forces Nursing Services) of Rawalpindi Punjab. Initially descriptive and correlation analysis is conducted, as per results work internet leisure is positively correlated with employee engagement and productivity. Further, reliability analysis also indicated consistency of item included in measurement. For analysis of workplace internet leisure influence on employees 'engagement regression is calculated results indicates that workplace internet leisure have positive and significance impact on Employee engagement. Correspondingly, study analyzes association between Workplace internet leisure and employees' productivity, Statistical results reveals that Workplace internet leisure have positive but insignificance influence on productivity.

Present research is aimed to examine mediating role of employees 'engagement in relationship between Workplace internet leisure and productivity through SPSS process model macro Version 3 (Hayes, 2018). This process contains three steps i.e. total effects, direct analysis, and indirect analysis. Analysis of direct impact hypothesizes impact of dependent on independent variable after controlling influence of mediating variable. Results of total effects indicates positive and significance influence of Workplace internet leisure policy on productivity of employees, indirect analysis postulates influence of predictor variable via pathway of mediating variable. Results of mediating (indirect) effects of Employee engagement in association between Workplace internet leisure policy and Employee productivity indicate that Employee engagement do not mediate association between Workplace internet leisure policy and Employee productivity.

## Theoretical Implications and Practical Implications

Present research has several theoretical implications. It will accentuate health industry of Pakistan to formulate policies to enable Armed forces nursing services (AFNS) officers' to perform adequately and enhance their performance through reducing stress and anxiety at workplace. Workplace internet leisure policy enables hospital industry to formulate terms and conditions for internet leisure and its usage to retrain employers and employees from risks of internet usage and provide protection to both parties. Thus, reduces negative usage of internet and eradicate chances of job turnover and suspension. (Penalties and Punishments)

Workplace autonomy will provide sensation of independence regarding accomplishing and organizing work schedules and tasks and in turn enhance job satisfaction, enhance efficiency and engagement of Armed forces nursing officers.

Current study indicates implications of internet leisure and its policies for hospital industry to augment performance and productivity of Army nursing officers. Findings of study help management in different hospitals to formulate policies related to internet leisure to reduce stress and enhance satisfaction and productivity of healthcare staff. Implications of internet and internet leisure policies will increase the capability of healthcare system. Adequate internet

leisure policies will reduce stress and enable Armed forces nursing officers to treat patients

Professionally. Workplace autonomy orientation will enhance employee satisfaction through sensation of freedom and realizing their "psychological need".

## Limitations and Future Recommendations

Although study has its worth, current study have some limitation i.e. population of study is confined to only Rawalpindi Punjab, other sector are not analyzed. Likewise, sample is selected from members of healthcare sector Armed Forces Nursing officers, results of the current research cannot be generalized to the workforces of other businesses. Even though study is thoroughly analyzed, but further analysis can be conducted to analyze consequence of Workplace internet leisure on "Organization's capital information, modernization and tools". Additionally influence of multiple policies of organization for internet leisure and its influence on performance of employees can be analyzed.

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