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**STRATEGIES OF CYBERLOAFING AND PHUBBING WHICH AFFECT  
WORKPLACE DIGITAL TRANSFORMATION  
СТРАТЕГИИ КИБЕРПРОСТРАНСТВА И ФАББИНГА, ВЛИЯЮЩИЕ НА  
ЦИФРОВУЮ ТРАНСФОРМАЦИЮ РАБОЧЕГО МЕСТА**



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**Abstract.** In today's difficult times, such as the COVID-19 pandemic, which made hybrid workplace a casual approach moving away from traditional workplace dynamics; there has been negative dimensions to dynamic approaches to how people behave in various circumstances which may impact managerial and economic turnarounds in various dimensions globally. The intellectual capabilities of business process restructuring make it possible to form digital competitiveness through the rational use of human capital. Strategic cyberloafing and phubbing have increased globally while jumping into the bandwagon of digitally innovating how and when 'Fortune 500' companies work and create agility. The purpose of this study is to understand the nature of cyberloafing in academia and industry. This study is a pilot research project to analyze and create a policy towards understanding behavioral aspects of both the cyberloafing and phubbing activities which directly impacts how global corporations and human actions are shaped and can create sustainability and managerial efficiency across various psychological dimensions. The study has employed three different methods of data collection, Interview Experimentation, and questionnaires. As a result, it was concluded that all the questionnaire items demonstrated high degree of internal consistency and factors can be used for further analysis. From an economic point of view, this study will assess the impact of distractions among employees and students, which in the future will provide an opportunity to identify specific measures to overcome them and prevent a decrease in the productivity of subjects in the workplace.

**Аннотация.** В сегодняшние трудные времена такие как пандемия COVID-19, которая превратила гибридное рабочее место в случайный подход, отходящий от традиционной динамики рабочего места; динамические подходы к тому, как люди ведут себя в различных обстоятельствах, имеют негативные аспекты, которые могут повлиять на управленческие и экономические изменения в различных измерениях по всему миру. Интеллектуальные возможности реструктуризации

бизнес-процессов позволяют формировать цифровую конкурентоспособность за счет рационального использования человеческого капитала. Стратегическое киберпространство и фаббинг расширились во всем мире, одновременно внедряя цифровые инновации в то, как и когда компании из списка Fortune 500 работают и создают гибкость. Цель этого исследования - понять природу киберпространства в академических кругах и промышленности. Это исследование является пилотным исследовательским проектом по анализу и разработке политики, направленной на понимание поведенческих аспектов как киберпространства, так и фаббинга, которые непосредственно влияют на то, как формируются глобальные корпорации и человеческие действия, и могут обеспечить устойчивость и эффективность управления в различных психологических измерениях. В исследовании использовались два различных метода сбора данных: экспериментальное интервью и анкетирование. В результате был сделан вывод, что все пункты анкеты продемонстрировали высокую степень внутренней согласованности, и факторы могут быть использованы для дальнейшего анализа. С экономической точки зрения данное исследование позволит оценить влияние отвлекающих факторов среди сотрудников и студентов, что в будущем даст возможность определить конкретные меры по их преодолению и предотвращению снижения производительности испытуемых на рабочем месте.

**Keywords:** cyberloafing, phubbing, hybrid workplace, behavioral economics, competitive advantage, human capital, intellectual economy

**Ключевые слова:** киберпространство, фаббинг, гибридное рабочее место, поведенческая экономика, конкурентное преимущество, человеческий капитал, интеллектуальная экономика

## **1. Introduction**

Information technology has become so very imperative today that firms have invested massively on it. The presence of computers and information and communication technology (ICT) at work has resulted in increased productivity among employees. A significant part of the information background of a product, enterprise or

brand is formed by their consumers, competitors or partners on the Internet, which considerably increases its accessibility and spread. However, the information space allows employees to use it for non-work-related activities, which is a common counterproductive behavior in the workplace. Just as in one side it is a great boon to the workplace, on the other hand, it has created new ways in which an employee can slack off at work, which is why ICT is believed to have dark sides [1; 2]. Organizations are concerned that, it has lead to sub-optimum utilization of resources and wastage of time. ICT has given employees the scope to connect with the outside world even when they are at work. So, the biggest challenge is how the employee manages his time in the overlapping boundaries of work and personal space [3].

Among the dark sides of ICT, one of the majorly resulting deviant workplace behavior is cyberloafing (CL). CL is not hacking or spreading computer virus. Personal computers, using telecommuters are excluded from the definition of CL. However, if CL is defined based on company policy, then it would be almost impossible to observe its influence in companies that have liberal internet usage policies. Making the definition of CL independent of company policy preserves the relationship between CL and task performance. CL occurs when an employee uses any type of computer device, desktop, cell-phone or work on other activities that his/her primary supervisor would not consider being job-related [4].

Dangerous and inappropriate usage of smartphone can be predictors of CL. CL is possible through personal cell phones and tablets; and that is the major concern of the day because employees are subjected to 'bring-your-own-device' and are not under continuous organizational monitoring. The immediate supervisor is the one who determines what constitutes CL. Smartphone users are continuously on LinkedIn, e-mails, Google, Facebook, Twitter and WhatsApp, because such is the requirement in the current times. Now for an example, the Library Learning WhatsApp group of an institute or the Academic Learning WhatsApp groups of a student communicates through WhatsApp. So present day workspace demands people to be engaged with

smart devices; but at the same time it needs to be ensured that the engagement is purely work related.

CL has been variously studied by scholars and it is considered as the dark side of ICT, as it hampers productivity [5], has problems of security of information [6], and also impacts employee health [7]. Scholars have also tried to answer whether CL has only the dark sides or employees engage in CL because of some positive gains that enhances work commitment [8]. There is a contradictory opinion among scholars with respect to dark and bright sides of ICT usage for non-work-related matters at work. However sincere and committed task performers would never spend more time on unrelated sites. Thus, a clear understanding and guideline by respective organizations should be laid, so as to define, what is CL. Researches reveal that individuals with higher level of conscientiousness has lesser inclination to engage in CL behavior [9].

The importance of intangible assets is difficult to overestimate, and cyberspace is also a process of intellectualization and allows to rapidly reproduce intangible assets, influencing the human capital of the enterprise. The business is forced to invest a sufficient amount of money to ensure effective functioning, however, it is necessary to calculate this efficiency, for example, by calculating the intellectual leverage [10]. Understanding of CL, task performance and job requirement, would help company decision makers to make informed decisions on tradeoffs of different CL or internet usage policies. Organizations should consider adopting policies that are task specific. Ahmad and Jamaluddin [11] asserts that CL could be influenced by an individual's age, sex, conscientiousness and also perception of organizational justice. If an activity is found to lower task performance it's for sure a restrictive policy.

Phubbing is another concept which is finding interest among scholars these days. Phubbing is the process of getting attracted to smartphones even in the presence of other people in a social situation [12] and this in turn pull people apart, through the aim of ICT is to bring people together. As Chotpitayasunondh and Douglas [13] posits, phubbing has become an everyday norm now. The biggest difficulty of research in CL in the present-day context is the blurred nature of personal and professional time in an

employee's life. There is a blurred border and vagueness of home-office demarcation. Few things are very common like the emails, adult sites, online shopping, and other data browsing. People often take small breaks between work time, with an intention to recharge energy and concentrate back on work. Still the question remains, can CL truly recharge? Lim and Chen [4] had compared it with brief coffee breaks when the employee gains back energy and in that sense CL is a benefit. It cannot be ignored that too many of such coffee breaks implies stealing company time. This is parallel to more serious drain on company resources or economic security (for example, slower network performance or computer viruses).

To obtain maximum efficiency from the personnel at the enterprise, it is necessary to consider the human factor and the needs of a modern person. CL is a good way of relieving some work stress. Technological interventions against CL could be effective but may be perceived as an invasion to their privacy. In practice, CL correlates with employee happiness. But how can CL determine the employee's intentions towards CL? Besides, CL is considered as a concern at workplace, yet it cannot be denied that computer and internet access has expanded in multiple times in academics as well as industry. To this effect, not many studies have been conducted in educational environment.

Reportedly, distractions in classrooms have increased in recent years. What could be the possible impact of CL in workplace? On an assumption basis it can be linked to attention shifts and cognitive overload; on the contrary it might also train multitasking. The immediate neighbors of the employees might also get affected by CL. However, CL and smartphone addictions can lead to disengagement, lack of motivation, too much of information, being careless at work and easy CL through smartphones could become a habit and lead to loss in productivity for companies. Such conditions directly affect the intellectual potential of the enterprise, which increases the relevance of managing CL processes to achieve economic success.

With this background the purpose of the present study to understand the nature of CL in academics and industry. To achieve the goal, we study the role of

conscientiousness in determining CL behavior; we study if predisposing factors (self-efficacy, attitude, conscientiousness and organizational control) are responsible for CL behavior; we explore whether conscientiousness moderate the relation between predisposing factors and CL behavior; and finally we study are cyberloafers also phubbers. From an economic point of view, this study will assess the impact of distractions among employees and students, which in the future will provide an opportunity to identify specific measures to overcome them and prevent a decrease in the productivity of subjects in the workplace. If we consider the context of classroom learning, the influence of CL can negatively affect the quality of human resources and will not allow for the reproduction of intellectual capital necessary for incoming economic development in the modern world, where people and digital transformation processes are the determining elements

## **2. Literature review**

States and enterprises strive for digital leadership, which allows subjects to obtain combinatorial effects and rationally allocate limited financial resources. However, the prediction of digital transformation is significantly limited by the human factor and the behavior of individual individuals in the information space [14]. In the context of the revolutionary transformation of modern civilization and the strengthening of network thinking, there is a fair convergence of digitalization into everyday reality. There is an increasing need to create favorable conditions for life, human improvement in terms of improving moral, ethical, psychological and intellectual qualities [14]. For the purpose of this study, the extant literature has been explored. There is a wide range of results coming from various categories of research that helped to understand the gaps in research and frame the current research.

Baturay and Toker [15] studied the impact of demographics on cyerloafing behaviors in educational settings and found: (1) males cyberloaf more than females, (2) Internet browsing experts use cyberloaf more than new users, (3) Regular users of internet cyberloaf more than people using internet occasionally, (4) it is also seen that male CL diminishes as social behaviors get more regulated, (5) CL happens either in the

need to reduce stress, to increase happiness at work or in search of higher earnings and higher status or simply engaging in internet activities. In another study by Derin and Gokce [16], it has been revealed that there is a weak positive impact of cyberloafing on innovative work behavior.

In another study, Akbulut et al. [17] found that employees exceeded students in terms of the impression management section of social appeal. Nevertheless, dissimilar style of CL highlighted diverse patterns in individual comparisons. The review of literature has also indicated certain behaviors in information technology that is considered as CL are, (i) receiving personal email, (ii) visiting non-work-related websites, (iii) visiting news websites, (iv) checking personal emails, (v) sending personal emails, (vi) instant messaging (phubbing), (vi) visiting sports website and checking results, (vii) Visiting entertainment websites, (viii) engaging in online shopping, (ix) job searches and looking for employment opportunities, (x) engaging in online games.

Garrett and Danziger [18] reports that Higher education, high status jobs, high earning is positively correlated to CL. In a study by Derin and Gokce [16], on relationship between CL and innovative work behavior, 152 employees of Malatya University filled the survey. The survey results showed that though weak, there is a positive correlation between CL and innovative work behavior of employees. Innovative work behavior is defined as work role, conscious creation, promotion and implementation of new ideas to benefit the organization. This behavior of CL is believed to have a positive effect on innovation work behavior and should not be considered as CL. Often while surfing internet on relevant work-related sites, users/surfers can migrate to other unrelated sites, that is the challenge. WhatsApp use and engagement in a recent study has been found to be beneficial for well-being [3; 12].

The contrarian view to CL considers that CL might affect the system negatively due to (i) the inability to meet deadlines, (ii) leaving the workplace and completing less work, (iii) incomplete work obligation, (iv) spending less time spent on work done and (v) consumption of company's time and other members' time in unproductive work.



Quite relevant to this, in a study, it was found that cyberloafing fulfills the standards of withdrawal behavior, by reducing the time consumed by the employee at work than what is predicted by the organization [19]. While trying to relate with stress factors, a study revealed that both aspects of cyberloafing (activities and behaviors) bear considerable impact on job burnout among knowledge workers. However, the study also reveals that cyberloafing 'behaviors' is a stronger forecaster of job burnout than cyberloafing 'activities' [20].

Furthermore, one study identifies that stress, cyber loafing and smartphone addiction has a strong influence upon each other. Stress influences cyber loafing and smartphone addiction, while cyberloafing has a crucial impact upon smartphone addiction. Cyberloafing is affected by social support in a modest but prominent manner. Nevertheless social support has no noteworthy outcome on stress [21]. As conscientiousness has been found to predict CL, another similar study finds a negative correlation between CL and dimensions of organizational commitment [22]. While relating personality traits and cyberloafing, in a study by [23] it was found that conscientiousness, emotional stability, and the occurrence of an Internet usage policy are negatively correlated with cyberloafing whereas extroversion has a noteworthy affirmative relationship with cyberloafing. Kim et al. [2] identified that individuals high in conscientiousness cyberloaf less when they observe an enhanced level of organizational justice. Additionally found individuals with high level of conscientiousness cyberloaf less frequently, when they experience a lesser degree of psychological empowerment.

The change in consumer behavior in the context of the pandemic and the transition of traditional human processes to online has also affected the workers of enterprises, who are also forced to ensure the transition to the Internet to interact with consumers, which is confirmed by sociological research. However, this practice increases the negative attitude towards the use of modern telecommunications and the behavior of subjects in cyberspace [24]. It is noted that such factors began to influence not only the functionality of enterprises, but also the development of regional competitiveness; since

the basis of socio-economic development at any level is a person whose effective activity reflects the level of his human capital. Digitalization affects the competencies, human qualities and behavior of individuals in a market economy, creating a management basis for using certain characteristics of human capital in building strategies for sustainable growth with an increased value of innovation. Accounting for such parameters is possible with the help of index models [25; 26].

At the same time, it is necessary to understand the negative factors of people's behavior in the information space, adversely affecting the intellectual development of the company and reducing productivity. Unfortunately, from an economic perspective, such elements are not sufficiently elaborated in the scientific literature, which opens up opportunities to find points of interdisciplinary research through combining works from economics, psychology, sociology and education to create a new human resource management apparatus at the enterprise and develop training methods aimed at maximizing the intellectual efficiency of human resources and reducing the negative impact of CL.

### **3. Method**

Research questions: After studying the extant literature and understanding the variables studied, and the research gap thereafter, the following research questions have been developed.

1. Which type of CL behaviors are performed in classroom and at workplace in the new cyberspace?
2. Do people's CL behavior change from campus to workplace?
3. Does conscientiousness matter in order to determine CL behavior?
4. Are predisposing factors responsible for CL behavior?
5. Does conscientiousness moderate the relation between predisposing factors and CL behavior?
6. Are cyberloafers also phubbers?

Sample: In the present study, a total of 475 respondents, from academics 250 students, from Industry 225 employees from knowledge industry, proportionately male

and female were employed for data collection purpose. Data collection was done through data triangulation method- Questionnaires, Interview and experiment. The timeline for data collection was from April to November 2018.

Tools: The study has employed three different methods of data collection, Interview

Experimentation, and questionnaires. Indicator items were prepared after studying the literature and speaking with experts. Face validity of the items were tested by the experts. Items that received 85% or more approval were retained for the study. Few items were revised in the light of experts' comments. The scale was of 70 items, 5-point Likert scale. The reported reliability value of the scale has been found to be 0.86. To make sure the dimension and reliability of the constructs used in the current study, we conducted a factor analysis, conducted an item-to-total correlation, and computed Cronbach alpha tests. Factor loading of items were found to be higher than 0.7 (0.708 ~ 0.934), all item-to-total correlation coefficients  $< 0.5$ , and all Cronbach's  $\alpha$  of all factors were found to be  $< 0.8$  (0.821 ~ 0.937). So that we can conclude that all of the questionnaire items demonstrated high degree of internal consistency and factors can be used for further analysis.

#### **4. Results**

From the data collected and the analysis done therein, the following results have been obtained and discussion have been made thereof (table 1).

The next section of the study attempts to answer the research questions. The first research question, with respect to which type of CL behaviors are performed in classroom and at workplace in the new cyberspace, the following table shows the frequency distribution of each cyberloafing behavior and the difference between each behavior in classroom and workplace. Among all the behaviors identified, significant difference has been found with respect to, email checking, news reading, visiting matrimonial sites, visiting gambling sites, online shopping and visiting financial product related sites (table 2; figure 1).

RQ 1: Which type of CL behaviors is performed in classroom and at workplace in the new cyberspace?

Table 1. Factor Loading and Reliability, Factor Loading and Cronbach alpha for the Research Constructs

Research Constructs	Factor Loading	Eigen Value	Accumulative Explained	Item to Total Correlation	Cronbach`s $\alpha$
Cyber Loafing Scale	0.883 ~ 0.905	3.206	80.153	0.790 ~ 0.826	0.917
Self-Efficacy	0.845 ~ 0.907	3.724	74.477	0.760 ~ 0.842	0.914
Attitude towards CL	0.845 ~ 0.899	3.724	74.477	0.760 ~ 0.825	0.914
Organizational Control	0.823 ~ 0.907	3.402	68.032	0.569 ~ 0.783	0.881
Conscientiousness	0.829 ~ 0.895	3.598	71.966	0.611 ~ 0.858	0.9

Table 2. Frequency and Difference in Type of CL Behaviors Performed in Classroom and at Workplace in the New Cyberspace

№	Type of CL behaviors	Classroom	Workplace	Difference	Chi-square	Probability
1	Facebook	80	70	10	6.34	0.011
2	WhatsApp	75	60	15	12.19	0.00005
3	Twitter	10	30	20	30.10	<0.0001
4	Emails	22	45	23	28.32	<0.0001***
5	Fortune-telling sites	2	10	8	13.86	0.0002
6	News Reading	17	40	23	31.08	<0.0001***
7	Visit Matrimonial Sites	5	25	20	38.18	<0.0001***
8	Visit Gambling Sites	2	47	45	133.83	<0.0001***
9	Online shopping	25	62	37	66.19	<0.0001***
10	Live Streaming	15	18	5	0.775	0.378
11	Online Photo editing	12	18	6	3.36	0.066
12	Selfie/photos sharing through Instagram	57	22	35	60.11	<0.0001***
13	Music Download	29	25	4	0.95	0.328
14	Sports Sites	62	78	16	14.29	0.0002
15	Financial Sites	2	47	45	133.83	<0.0001***

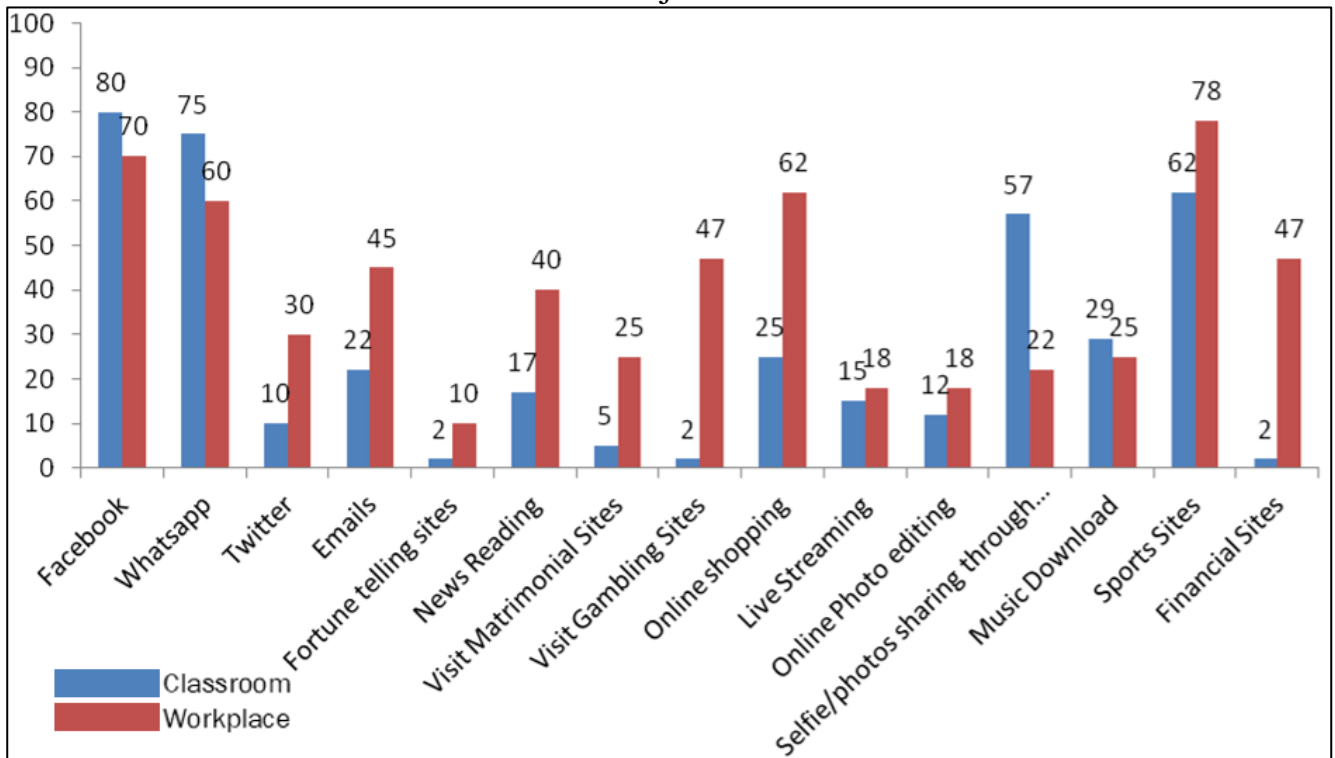


Figure 1. Bar Graph Showing the difference between CL Behaviors Performed in Classroom and at Workplace in the New Cyberspace

RQ 2: Do people’s CL behavior change from campus to workplace?

To answer this research question, Paired ‘t’ was conducted on the cyberloafing behavior of employees who passed out from B-schools and were employees at the time of data collection. Data was collected in two phases, 7 months difference post-employment. The results show there is significant difference with respect to cyberloafing behavior in classrooms and workplace (table 3).

Table 3. Mean Difference between Cyberloafing Behavior in Classroom and Workplace

Categories	Mean	SD	N	DF	t	P
CL in classrooms	106	4.5	50	473	-85.511	<0.00001
CL at Workplace	135	2.5				

RQ 3: Does conscientiousness matter in order to determine CL behavior?

To answer this research question, the whole sample (N=475) irrespective of academics and industry affiliation were divided in terms of high and low conscientiousness score. Especially for this part of the research, 9 items of Big Five

Personality Inventory were administered on the sample. The overall scores were divided into high and low CL scores. T-test run on upper and lower 25% score. No significant difference was found by t-test CL M1= CL M2 (table 4).

Table 4. Mean Difference between Cyberloafing Behavior between Respondents with High Conscientiousness and Low Conscientiousness

Categories	Mean items (9-45)	SD	N	DF	t	P
High Conscientiousness	40.5	1.9	118	234	-82.853	<0.0001
Low Conscientiousness	18.9	2.3	118			

To answer the RQ 4 & 5, Regression analyses were done. The following table reports the results (table 5).

Table 5. Evaluation of structural model and hypothesis testing

Path	Standardized Estimates	P Value	Result
Self-Efficacy	0.5385	<0.00001	Supported
Attitude towards CL	0.4623	<0.00001	Supported
Organizational Control	0.3562	<0.00001	Supported
Conscientiousness	0.2748	<0.00001	Supported
Predisposing Factors	0.4861	<0.00001	Supported
Self-Efficacy x Conscientiousness	0.5869	<0.00001	Supported
Attitude towards CL x Conscientiousness	0.6523	<0.00001	Supported
Org. Control x Conscientiousness	0.621	<0.00001	Supported
Predisposing Factors X Conscientiousness	0.6985	<0.00001	Supported
Δ R2	0.2124		

RQ 6: Are cyberloafers also phubbers?

The term "phubbing" represents the act of snubbing someone in a social setting by concentrating on one's phone instead of talking to the person directly. To answer this research question, an experiment was conducted. The subjects consisted of 20 classroom students and 20 employees. Those with high and low CL scores were employed. The group was engaged in a dyadic task of solving a moderate level mini

case study; after the completion of the solving the questions at the end of the case study, a Post task feedback was taken from partners in the paired group. The study found that, Low Cyberloafers (LCL) was reported to be looking at their phones by at least 2 times lesser than High Cyberloafers (HCL). HCL were reported chuckling and smiling in between. LCL reported greater satisfaction with the companionship of their partners during the task. On a mini quiz LCL were found to correctly answer questions on minute details of the case 30% more than HCL. In HCL group 10/20 as compared to 16/20 LCL group could recall all the names of the characters in the case post 1 hour of the experimental session.

## **5. Discussion and conclusion**

RQ 3: Does conscientiousness matter in order to determine CL behavior?

Digital transformation covers more and more spheres of life, having a direct impact on various aspects of the development of the whole society. For example, in the article [27] examines the impact of digital technologies and digital space on public administration. It is noted that the use of digital technologies helps to take “proactive” measures in accordance with external challenges, objective data and public opinion. The article [24] notes the ambiguous side of the use of digital technologies for the consumer sector and examines possible negative aspects of their application that adversely affect customer loyalty to business. The correlation of the formation of individual qualities and competencies of an individual with the influence of cyberspace is becoming stronger every year, however, it depends on situational factors, which was investigated by [23]. In the article [20] it is noted that for intelligent personnel, the unreasonable use of cyberspace leads to burnout at work, therefore, there is a decrease in productivity. At the same time, this fact may affect knowledge workers at enterprises, in the field of education and civil servants.

The global COVID-19 pandemic has led to the self-isolation of people and the transformation of many economic and social processes into an electronic version, thereby contributing to the digitalization of all spheres, which was discussed in great detail by [28]. In particular, a fuzzy-multiple approach was used to assess information

capital, which can also be used when analyzing the impact of the information space on the activities of employees of the enterprise. Until recently, there were certain difficulties in assessing the impact of cyberspace and the use of information for non-working purposes during working hours, which was noted in the article [11]. However, in modern conditions, it is possible to make accurate calculations to assess the counterproductive behavior of subjects in the workplace and prevent a decrease in worker productivity.

CL is one of the most common ways to cope up with the excessive stress that jeopardize both employees and workplace and students in classrooms. The process of CL that they resort to; to overcome this stress gradually increases their getting overly attuned to their smartphones. The study has majorly found that almost 100% of the respondents reported that they cyberloaf in some ways. In the new cyberspace, both campus and workplace experience CL, the two groups differ only on certain areas. There is a significant difference between mean campus and workplace CL behavior, workplace CL found to be more in nature. Conscientiousness not found to directly differentiate CL behavior, but interestingly enough, conscientiousness has been found to moderate the impact of overall predisposing behavior on cyberloafing. And cyberloafers could be phubbers as well. On the other hand, CL can happen in a workplace because many people find their work boring and less engaging. The first step in overcoming/reducing CL in workplace is to keep employees engaged and assign them meaningful work.

The question that comes to mind therefore is whether CL is negative, counterproductive or benign. In a research study of 463 non-instructional university personnel, it was found that employees who reported a relatively low workload were more likely to feel bored and use the internet recreationally at work. CL is a common phenomenon in educational setting as well. Since this current study has also engaged educational settings, it is possible that use of internet could have been for lecture preparation, research paper writing, case-study preparation and could be academics related. Students are found to engage in irrelevant activities during class [2].



Smartphones have greatly reduced the need for employees to use company computers/Internet access for personal matters, also making it harder for companies to restrict or track workers' internet activity. Under such circumstances, CL has some positive effects for the organization. This might lead to innovative work behavior. In the study [13] aspects that allow people to interact with other people and the information space in a social setting were also confirmed, however, there is a high probability of phubbing during social interaction, which leads to negative externalities. So, in a social situation, it is necessary to focus on interpersonal communication, and not on communication on the phone. Such psychological prerequisites are an important condition for improving the efficiency of workers' interaction with the information space.

We are in an era, where it is next to impossible to restrict the use of internet through 'bring your own device' at classrooms and offices. The Internet and digitalization cover all spheres of the state [29], business and society [8]. But it is definitely to be considered, how much can this be permissible. Managers and companies should work toward implementing acceptable internet use policy. A reasonable balance between some personal web usage and work needs to be adopted. Some web browsing should be allowed as a coping strategy against work stress. Informing the staff about what is an acceptable level of personal internet use and what constitutes unacceptable behaviour is important. Cyberloafing thus, is also a means of withdrawal from the regular activities. It thus, alleviates the time exhausted by the employee at work than what is asked for by the organization. [19]. This cyberloafing behaviour can be linked to the Theory of Planned Behaviour, which puts forth the fact that cyberloafing is caused by three previous experiences subjective social norms, cyberloafing attitudes, and professed behavioural control, which are mediated all along by the desire to connect to cyberloafing. Overuse should be monitored, followed by percussions. Blocks should be removed at intervals. Surveillance software to track employees' Internet activity should report weekly/monthly about the person's CL. Screening tests for recruitments needs to be revisited. If used as a coping strategy, it calls for a diagnosis of stress too.

Future research Directions: The present study opens a few question doorways that need to be answered. Future studies in this line can be conducted on- Whether we should call CL illegal anymore? What is the HR team's take on this? What screening techniques should be in place for personality tests during recruitment? What is the role of individual's attitude regarding CL and phubbing? What would work the best, positive or negative reinforcement? Is a hi-tech academia contributing to workplace CL? What is the role of all these activities in increasing the quasi-rental income of the organization?

**Примечание:** Данная статья является расширенной версией исследования, ранее опубликованным коллективом из Индии на конференции [30].

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