

INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY: APPLIED BUSINESS AND EDUCATION RESEARCH

2024, Vol. 5, No. 12, 4924 – 4931

<http://dx.doi.org/10.11594/ijmaber.05.12.03>

Research Article

Cyberloafing and Organizational Citizenship Behavior as Correlates of Performance: Towards an Enhanced Evaluation Tool

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Article history:

Submission 24 September 2024

Revised 07 December 2024

Accepted 23 December 2024

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ABSTRACT

This study examines the interplay between cyberloafing, Organizational Citizenship Behavior (OCB), and employee performance. Cyberloafing, defined as personal use of company internet during work hours, and OCB, comprising voluntary behaviors that enhance organizational effectiveness, are analyzed as predictors of job performance. The research aims to develop an Enhanced Productivity Evaluation Tool (EPET) to assess the impact of these behaviors on performance outcomes.

Using a quantitative approach, data were collected via surveys from employees across multiple industries. The study emphasizes the identification of least indicators in three cyberloafing categories: browsing-related activities, non-work-related email usage, and interacting behaviors, as well as in two OCB dimensions: organizational (OCBO) and personal (OCBP). Statistical analyses were conducted to explore correlations between these behaviors and performance metrics.

Findings reveal a nuanced relationship: while certain cyberloafing behaviors detract from productivity, others have negligible or even positive impacts under specific conditions. Strong OCB, however, consistently correlates with higher performance levels. These insights underline the importance of a balanced evaluation of employee behavior.

This research provides a novel framework for organizations to assess employee productivity comprehensively, accounting for both adverse and beneficial behaviors. The resulting EPET offers a practical tool to enhance organizational performance evaluation and decision-making processes.

Keywords: *Cyberloafing, Organizational citizenship behaviour, Performance*

How to cite:

Ortiz, M. A. L. (2024). Cyberloafing and Organizational Citizenship Behavior as Correlates of Performance: Towards an Enhanced Evaluation Tool. *International Journal of Multidisciplinary: Applied Business and Education Research*. 5(12), 4924 – 4931. doi: 10.11594/ijmaber.05.12.03

Introduction

In the rapidly evolving landscape of modern organizations, the role of employee performance evaluation is of paramount importance. This study explored the relationship between cyberloafing and organizational citizenship behavior (OCB) and proposed an enhanced evaluation tool to better account for these factors, enhancing employee contributions and organizational productivity. Cyberloafing, where employees engage in non-work-related activities while on the job, is a growing concern in the modern workplace due to blurred boundaries between work and personal life, impacting employee productivity, job satisfaction, and organizational performance. According to Luchka (2022), in a world where digital technology is an integral part of daily work routines, understanding the extent and consequences of cyberloafing is imperative for organizations seeking to optimize their workforce. On the other hand, organizational citizenship behavior (OCB) involves employees taking actions beyond their job description, such as helping colleagues, volunteering, and promoting a positive work environment, which improves team dynamics, job satisfaction, and organizational performance. Recognizing and rewarding OCB fosters collaboration.

The Philippine Drug Enforcement Agency (PDEA) was tasked with a critical mission—to combat the illicit drug trade and protect the nation's citizens from the harmful effects of drug abuse. In this high-stakes environment, employee performance was not merely a matter of organizational efficiency; it could be a matter of life and death. According to Brady. (2006), a comprehensive performance evaluation tool in PDEA that accounted for the nuances of cyberloafing and OCB could not be overstated. Technology was integral to their operations in many organizations, including law enforcement agencies like PDEA. The technology could boost productivity and information sharing, but it could also facilitate cyberloafing, potentially compromising law enforcement's performance in combating the drug trade.

Furthermore, PDEA's core value requires professional, dynamic, excellence-driven, and accountable public servants. All members of PDEA had to exemplify the core values in

performing their duties and responsibilities. Officers who went above and beyond their job descriptions, supported their colleagues, and contributed positively to the organization's goals could significantly impact the agency's effectiveness in achieving its mission.

Despite the critical importance of these factors, there needs to be more research examining the relationship between cyberloafing, OCB, and performance in a law enforcement context, particularly in the Philippines. This study sought to address this gap by conducting a comprehensive investigation tailored to the unique challenges and needs of PDEA.

In light of these considerations, according to Sajjad, Eweje, and Tappin (2020), this study sought to bridge the gap in the literature by investigating the relationship between cyberloafing and OCB and their collective impact on employee performance. The aim was to create a more accurate performance evaluation tool, incorporating factors like employee contributions, to enhance workforce optimization in the digital landscape.

Background

In today's digital age, organizations face challenges from technological advancements that reshape work behaviors, particularly cyberloafing and organizational citizenship behavior (OCB). This study examines their predictive relationship with employee performance, aiming to develop an enhanced evaluation tool. Cyberloafing involves non-work internet use during work hours, while OCB reflects voluntary, positive contributions beyond formal roles. Both impact organizational effectiveness globally, with cultural and international contexts playing crucial roles. By focusing on PDEA as a case study, the research explores these dynamics, addressing gaps in international perspectives to enhance organizational sustainability and productivity.

The study examined the link between cyberloafing and Organizational Citizenship Behavior (OCB) as factors influencing performance, focusing on the Philippine Drug Enforcement Agency (PDEA). Cyberloafing, as defined by Darbi et al. (2013), involves non-work internet use during office hours, potentially harming productivity and organizational

outcomes. Despite global research on this behavior, its impact within the Philippine context remained underexplored. Given PDEA's critical role in national security, understanding and mitigating cyberloafing was essential to enhance productivity and operational efficiency. The study aimed to fill gaps in literature and improve organizational practices through an enhanced evaluation tool.

Methods

The research method employed in this study was a correlational or predictive approach aimed at investigating the relationships between two key variables, cyberloafing and organizational citizenship behavior (OCB), with a specific focus on their predictive power concerning employee performance among employees of the Philippine Drug Enforcement

Agency (PDEA). The study collected data from a sample of employees within the organization and utilized statistical analyses to examine how cyberloafing and OCB could predict performance-level variations. Data was gathered through surveys or questionnaires, where employees were asked about their cyberloafing tendencies, their engagement in OCB, and their performance outcomes. According to Blaurock, Sleeper, and Bradley et al. (2008), the research method's core objective was to provide insights into the potential impact of these factors on employee performance, thereby contributing to the development of an enhanced evaluation tool for PDEA and potentially aiding in the optimization of organizational performance by addressing cyberloafing and fostering OCB among its casual workforce.

Result and Discussion

Table 1. Extent of Cyber Loafing Among Employees in Terms of Various Factors

Browsing-Related		N	%
On average, how many minutes/hours per day do you spend browsing non-work-related websites while at work			
0 – 15 Minutes		2	3.3
15 – 30 Minutes		7	11.7
30 Minutes – 1 Hour		20	33.3
1 – 2 hours		15	25.0
More than 2 Hours		16	26.7
	Med	Int	
Engage in browsing websites unrelated to work during work hours		4.14	F
Visit social media sites or news websites when working		4.19	F
Getting distracted by online shopping or entertainment websites during work hours.		4.18	F
Overall		4.02	F
Non-Work-Related E-mail		N	%
On average, how much time do you spend reading and responding to personal emails while at work			
Less than 15 Minutes		-	-
15 – 30 Minutes		1	1.7
30 Minutes – 1 Hour		13	21.7
1 – 2 hours		16	26.8
More than 2 Hours		30	50.0
	Med	Int	
How often do you check personal email accounts during work hours		4.33	A
Rate the frequency with which you access personal email accounts during work hours		4.12	F
Constantly check personal email even when you have work tasks pending		4.38	A
Overall		4.33	A

Interacting Cyberloafing	N	%
On average, how much time do you spend chatting with friends or colleagues about non-work-related topics during work hours		
Less than 15 Minutes	-	-
15 – 30 Minutes	1	1.7
30 Minutes – 1 Hour	12	20.0
1 – 2 hours	23	38.3
More than 2 Hours	24	40.0
	Med	Int
Engage in non-work-related conversations through messaging platforms during work hours	4.34	A
Rate the extent to which you agree with the statement: "Participating in non-work-related discussions or chats online while at work."	4.44	A
Initiating or responding to non-work-related messages more frequently than work-related ones during work hours	4.39	A
Overall	4.36	A

Legend: N – Never, R – Rarely, O – Occasionally, F – Frequently, A – Always; 15M – 0 to 15 minutes, 30M – 15 to 30 Minutes, 1H – 30 min to 1 hour, 2H – 1 to 2 hours, M2H – More than 2 hours

Table 2. Extent of Organizational Citizenship Behavior of Employees in Terms of Various Factors

Acts directed toward the organization that benefit the organization	Med	Int
1. Willing to go above and beyond my job responsibilities to help the organization.	4.21	A
2. Assisting my colleagues when they need help with their tasks without expecting anything in return/any considerations.	4.25	A
3. Participating in company events and initiatives.	4.58	A
4. Taking on additional tasks even if they are not part of my job description.	4.42	A
5. Resolving issues raised that may affect my performance.	4.45	A
6. Accept any corrections or failures for the improvement of my performance.	4.48	A
7. Well-organized employee that can demonstrate self-control, great team player and diligence.	4.46	A
8. Creating a sense of community and camaraderie within the organization.	4.42	A
Overall	4.40	A
Acts directed toward coworkers that help with work-related issues		
1. Assisted my colleagues with their work tasks without being asked.	4.30	A
2. Supporting and cooperating when working with my peers.	4.41	A
3. Sharing my knowledge and expertise with my colleagues.	4.44	A
4. Responsive to the needs and requests of my peers.	4.57	A
5. Resolving issues raised by my co-workers having troubles with certain work-related projects.	4.31	A
6. Creating a sense of community and camaraderie within the organization.	4.48	A
7. Interested in the overall well-being and success of the organization.	4.47	A
Overall Mean	4.37	A

Legend: N – Never, R – Rarely, O – Occasionally, F – Frequently, A - Always

Table 3. Level of Work Performance of the Employees in Terms of Various Factors

	Med	Int
Strategic Functions		
1. Monitoring of all PDEA and other Sensational cases	4.29	E
2. Monitoring and updating all pending cases	4.24	E
3. Maintain a masterlist of drug cases handled	4.23	E
4. Sorting and filling of decisions and orders	4.37	E
Overall Mean	4.23	E
Core Functions		
1. Encoding of newly filed in court cases	4.33	E
2. Filing and encoding of orders, decisions, and other court processes received in court	4.39	E
3. Filing of case folders of PDEA and other Sensational Cases	4.43	E
4. Encoding of new complaints filed with the prosecution office	4.13	VG
5. Verification and updating of case status of sensational cases on PDEA	4.34	E
6. Recording and management of case folders involving administrative cases and sensational drug cases	4.22	E
7. Encoding and recording of incoming and outgoing communications of the administrative and records division	4.20	VG
Overall Mean	4.34	E
Support Functions		
1. Submission of monthly reports	4.48	E
2. Updating the status of pending complaints with the prosecution office	4.53	E
3. Submitted weekly Sensational updates on PDEA	4.55	E
4. Preparation of travel order	4.66	E
Overall Mean	4.66	E

Legend: P – Poor, F – Fair, G – Good, VG – Very Good, E - Excellent

Conclusion

Based on the findings, the following are the conclusions of the study:

Within the workplace, employees commonly engage in cyberloafing activities to break and escape the monotony of their work and environment, as well as for self-gratification and awards, as it replenishes cognitive resources and improves focus and performance.

Intrinsic motivations like duty, loyalty, and satisfaction, as well as benefits like recognition and career advancement, make up a strong culture of the agency. Promoting teamwork, continuous improvement, and employee development tend to foster higher levels of OCB.

Achieving an "excellent" rating in certain functions may require a combination of factors such as attention to detail, streamlined processes, sufficient resources, and a proactive approach to addressing challenges.

The connection between browsing-related cyberloafing and core functions of work performance underscores the importance of addressing this behavior in organizational settings through implementing policies and interventions aimed at reducing excessive browsing during work hours.

The organizational citizenship behavior of employees and their work performance creates a symbiotic relationship, motivating employees to contribute to the organization's success and fostering a supportive work environment that encourages behaviors beyond formal job requirements to enhance employee engagement and performance.

Acknowledgement

Today, I stand with immense gratitude and humility as I acknowledge the remarkable individuals who have played pivotal roles in my research journey.

First, my heartfelt thanks go to my esteemed adviser, Dr. Imelda C. Runas, for her wisdom and unwavering mentorship. Her guidance has been the cornerstone of my academic growth. I am also deeply grateful to Dean Jezreel B. Vicente for his leadership and support, which have been vital in my journey.

To the distinguished panel members, your insights and critiques have been invaluable in refining my work. I extend my appreciation to Ms. Shaireen S. Lagaylay for her encouragement and constructive feedback.

Finally, my sincere gratitude to the participants who generously contributed to this study. Your input has enriched my research.

To all who have supported me, your contributions have profoundly shaped my academic and personal journey. Thank you for being part of this incredible experience.

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