



## The Mediating Role of Psychological Detachment and Relaxation between Social Cyber-loafing and the Psychological Well-being of Private Banking Sector Employees

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### Abstract

Social cyber loafing, the usage of the Internet for engaging in social networking activities, is prevalent in the workplace. Prior research efforts have been made to identify negative consequences of social cyber loafing; however, there is a dire need to highlight the potential positive outcomes. This research paper entails determining the psychological well-being of employees influenced by social cyber loafing at the workplace. By analyzing the relationship between social cyber loafing and employees' psychological wellbeing, this study adds to the body of knowledge about meditation.. An Effort-Recovery Model (ERM) is used to justify the relationship among the constructs in the conceptual model. A total of 310 private banking sector employees and managers were respondents for the study. The data was gathered through self-administered questionnaires, using a cross-sectional research design. PLS-SEM was employed to evaluate the data and assess the hypotheses. The statistical findings strongly support the theoretical framework of the study. The results indicate that social cyber loafing is positively and significantly related to the psychological well-being of employees. Moreover, the findings show that psychological detachment and relaxation significantly mediate the relationship between social cyber loafing and the psychological well-being of employees. In summary, the findings of this study suggest that it is the right time for organizations to realize that social cyber loafing is not always harmful, but it can provide potential benefits by improving the psychological well-being of employees.

## 1. Introduction

Due to the continuous advancements and digital transformations, employee work pressure and the stress to cope with the changes have increased (Nayal, Pandey, & Paul, 2021). The workplace surroundings are filled with hurdles and stress that the workers face on a daily basis. Being able to adapt to changes at work is also becoming more and more important for employees, and the constantly changing and demanding nature of business has raised concerns about the psychological issues that some employees may be experiencing. (Haridy, 2019). Work-associated psychological stress in employees is now an issue in the organizations of both developing and advanced countries (Yousaf, Rasheed, Hameed, & Luqman, 2019), and the well-being of employees has become a recurring theme in journals (Baldschun, Hämäläinen, Töttö, Rantonen, & Salo, 2019). Employees perform a vital role in any organization, so great consideration should be paid to improving their mental health or psychological well-being and minimizing their stress to ensure optimal work efficiency within the organization (Nor & Murni, 2019; Pitafi, Rasheed, Kanwal, & Ren, 2020). Employee-centric HR practices, especially those aimed at enhancing employee well-being, are of great interest to academics and practitioners nowadays, especially given the purported benefits to employees and organizations (Loon, Otaeye-Ebede, & Stewart, 2019; Rasheed, Jamad, Pitafi, & Iqbal, 2020).

In recent years, the COVID-19 pandemic acts as a main contributing resource to the poor mental condition of employees. Employees experience a lot of stress during the pandemic because organizations started downsizing employees on a larger scale. According to the analysis statement of the World Health Organization (WHO), almost 264 million individuals suffer from mental health problems worldwide, and job-related pressure and stress are one of the main contributing reasons to it. According to the mental health statistics, 1 out of 6.8 employees faces mental health difficulties globally at the workplace (*Mental health in the workplace*, 2021). These previous researches declare that there is a need to improve the psychological well-being of employees at the workplace.

This study is primarily concentrating on the employees of the banking area of Pakistan, specifically the employees of the private banking sector. For many years, banks are facing massive changes in their structure and way of operations. Employees in the banking area are suffering a lot of performance pressure due to an increase in global competition and complex policies adopted by banks. Technological advancements and the new ways of conducting operations change the entire working conditions of employees and have a great impact on their working environment. This continuous change and pressure adversely impact the employee's mental health (Giorgi et al., 2017; Iqbal et al., 2021). The National Institute for Occupational Safety and Health (NIOSH) conducted research and rated the professions according to their

stress levels. According to this research, 130 occupations were rated as most stressful. The employees associated with these occupations face a lot of stress and pressure, feel like they are stuck or trapped, and recognize that they are treated like machines, not humans. The NIOSH further breakdown the statistics which shows that the jobs of managers, supervisors, and administrators are included in the 12 most stressful jobs, and bank tellers feature in the list of 28 high-stress jobs (Salim, Shams Eldine, Zidan, & Aboal Asaad, 2019). According to the study, two out of five of every five banking officials define their job as “extremely stressful” (Krishnamurthy, 2018). The primary focus of this research is on the workers of the private banking zone of Pakistan, as they are said to be highly stressed because of the extreme workload, challenging tasks, and long working hours, so they couldn’t be able to find time to relax and socialize which eventually affects their morale and overall performance (Khalid, Pan, Li, Wang, & Ghaffari, 2020; Sattar, Rasheed, Khan, Tariq, & Iqbal, 2017). So these researches are creating the need to study the factors that could help in improving the psychological well-being amongst the employees of the private banking sector of Pakistan

A careful analysis of the literature on the psychological well-being of employees reveals that very little attention is being paid to the factors that will practically help in enhancing the psychological well-being of employees. One such factor that is still under-explored in relation to psychological well-being is “Social Cyber loafing”. Previous studies considered social cyber loafing as a performance deviance phenomenon and mostly associated it with negative outcomes e.g., a distraction from the work-related tasks, poor performance, and poor mental health (Luqman, Masood, Shahzad, Imran Rasheed, & Weng, 2020; Zhong, Chen, Yan, & Luo, 2022). Very limited studies exhibit the positive side of social cyber loafing. One such study explained social cyber loafing through the resource recovery model which describes that social cyber loafing helps to replenish the resources that employees consumed during working hours. The micro-breaks during the working hours that employees took to engage in social cyber loafing help to detach them from the work-related tasks, relax and refresh their minds which eventually increases their performance (Wu, Mei, Liu, & Ugrin, 2020). Thus, the limited studies on the positive aspects of social cyber loafing are not sufficient to explain this phenomenon. Further, previous researchers have overlooked the phenomenon of social cyber loafing with the psychological well-being of employees. This study gives major insights into how involvement in social cyber loafing can minimize the harmful effects of the stressful situation and eventually improve the psychological well-being of employees by acting as a resource recovery mechanism at the workplace (Wu, Mei, Ugrin, Liu, & Wang, 2020).

Effort-Recovery Model (ERM) supports the phenomenon of social cyber loafing as a resource recovery mechanism, which helps in attaining the psychological detachment and

relaxation of employees at the workplace (Y. Hu, Chen, & Ye, 2021). The ERM criticizes the aspect of social cyber loafing as a negative phenomenon and fully supports the notion that social cyber loafing might provide benefits to the employees by eradicating the harmful effects of the adverse situation by engaging employees in social networking activities, providing resource recovery through detachment and relaxation, and consequently improves the mental health of employees (Wu, Mei, Liu, et al., 2020). Based on ERM, the study examines the relationship of social cyber loafing and psychological well-being of employees. Moreover, this research assesses the mediation effect of psychological detachment and relaxation among independent variable social cyber loafing and dependent variable psychological well-being among employees of private banking sector.

This research contributes in several significant ways including: at first, it contributes to the literature that focuses on the aspects that assist in enhancing the psychological well-being of banking employees. Secondly, the study explores one such insufficiently examined factor that might help improve the psychological well-being of bank employees - that is “social cyber loafing”. The study addresses the positive side of social cyber loafing as it is still under-explored, and requires further investigation. Previous researchers have not yet considered the phenomenon of social cyber loafing with the psychological well-being of employees, so this is a major significant contribution. This study gives major insights into how to involve in social cyber loafing can buffer the adverse impact of the pressurized situation and eventually improve the psychological well-being of employees by acting as a resource recovery mechanism (Wu, Mei, Liu, et al., 2020). Furthermore, it provides valuable implications to managers or supervisors who take social cyber loafing as production deviance and want to eradicate cyber loafing from the workplace because social cyber loafing might provide benefits to the employees as a resource recovery mechanism (Rasheed, Weng, Umrani, & Moin, 2021; Wu, Mei, Ugrin, et al., 2020).

## **2. Theoretical Background and Hypotheses Development**

### **2.1 Effort-Recovery Model (ERM)**

The study is based on the Effort-Recovery Model to investigate the relationship between social cyber loafing and the psychological well-being of employees. The ERM also bolsters the role of psychological calm and separation in reducing the link between social online laziness and staff psychological health (Wu, Mei, Liu, et al., 2020).

Effort-recovery model suggests that “the cost of stress is related to short-term physiological and psychological costs. These costs are rescindable because the psychobiological systems would stabilize to an initial level after a short or long break from work (exertion), thus called the recovery” (Bennett, Bakker, & Field, 2018; Nisar, Rasheed, & Qiang,

2018). Recovery plays an important role in the psychological well-being of employees as it gives employees an opportunity to psychologically detach themselves from the work-associated activities through micro-breaks, and during this time the demands of the job will not consume the employees' limited resources. Employees can relax, recuperate, and repair their depleted resources, which results in enhancing their mental health (Sonntag, Reinecke, Mata, & Vorderer, 2018). According to the effort-recovery model (ERM), the micro-breaks during the working hours help employees to replenish the mental resources they consumed while working. Employees nowadays used social networking sites to take a break or to get psychologically detached from their work responsibilities and relax (Wu, Mei, Liu, et al., 2020). Surfing social networking sites and connecting with the friends and family via social media sites helps employees to get psychologically detached from their work responsibilities and better deal with the stress and pressure at the workplace, which consequently makes their moods better and makes them happy, resulting in improved mental health (V. K. Lim & Chen, 2012).

## **2.2. Social Cyber loafing and Psychological Well-being**

Due to the advancements in technology and the availability of Internet resources, the use of smartphones and other IT devices has increased in the workplace. Engaging in online social networking activities is now one of the most frequent purposes for consuming the Internet, and social media sites such as WhatsApp, Facebook, Instagram, Twitter, and We Chat, and We Ibo have penetrated the workplace (Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022). Employees have continuous access to these social networking sites (Masood, Feng, Rasheed, Ali, & Gong, 2021) and they can easily use or browse the sites using their smartphones at the workplace. In this context, studying and exploring social cyber loafing is becoming ever more important than before due to its prevalence in the workplace (Y. Hu et al., 2021). Social cyber loafing is defined as the intended practice of personal or organizational Internet by employees in the organization to involve in social networking activities irrelevant to the job (Wu, Mei, Liu, et al., 2020).

Researchers conducted several studies on the adverse effects and negative outcomes of social cyber loafing (Gulzar, Ahmad, Hassan, & Rasheed, 2022). For example, V. K. Lim (2002) referred to social cyber loafing as a workplace deviant behavior. Social cyber loafing has been adverse effects on the productivity of the organization, as employees might get distracted from their job duties and responsibilities to spend time on social networking sites (Taylor, 2007). Social cyber loafing can also present probable risks of legal liability, breach of information security, and breach of network security (Q. Hu, West, & Smarandescu, 2015). Social cyber loafing not only negatively impacts organizational outcomes but also adversely

affects employees' job satisfaction (V. K. Lim & Chen, 2012), and decreases the employee's engagement with the work responsibilities (O'Neill, Hambley, & Bercovich, 2014). In addition, social cyber loafing also causes mental stress in employees (Sonnetag et al., 2018), and initiates adverse feelings and behaviors in employees (Sonnetag, Venz, & Casper, 2017).

Over the last few years, researchers have challenged the prevailing view that cyber loafing is consistently harmful; while recommending that it might have a "bright side" for employees. For example, the study by Mercado, Giordano, and Dilchert (2017) indicated that the social cyber loafing did not affect adversely the job performance of employees. Other scholars have gone even beyond and also observed that cyber loafing can have positive influences such as it increases the employee's engagement in the work (Syrek, Kühnel, Vahle-Hinz, & De Bloom, 2018), and improving employee morale (V. K. Lim & Chen, 2012). The researchers also found that social cyber loafing help employees deal with the stressful work conditions, providing evidence that cyber loafing might be a method for workers to manage work pressure (Pindek, Krajcevska, & Spector, 2018), workplace aggression (Andel, Kessler, Pindek, Kleinman, & Spector, 2019), discomfort at work (Ivarsson & Larsson, 2011), and negative emotions and feelings (V. K. Lim & Chen, 2012). Moreover, social cyber loafing helps in increasing the job satisfaction and commitment of employees, as employees could connect with their friends and family for a short period of time through internet resources used at the workplace (Moqbel, Nevo, & Kock, 2013). Connecting with their friends and family makes them feel happy and satisfied, makes their mood better, and create positive feelings and emotions in them, because through this connectedness they could also manage their work-life balance (Sakka & Ahammad, 2020).

Founded on the existing works, it can be concluded that previous researchers investigated and put major emphasis on the negative sides of social cyber loafing, but still, there is a little body of research on the positive side of social cyber loafing in relation to employee happiness and pleasure. One of the current studies by (Wu, Mei, Liu, et al., 2020), discovered social cyber loafing with the mental health of employees, but there is little to no study of social cyber loafing concerning the psychological well-being of employees, even though there might be a strong association between them. The following hypothesis is derived:

Hypothesis H1: Social cyber loafing influences the psychological well-being among employees of private banking sector

### **2.3. Social Cyber loafing and Psychological Detachment**

The idea of "psychological detachment" refers to be mentally detached from the work activities. It involves abstaining from all work-associated actions and thoughts (Sonnetag & Fritz, 2015). It is a crucial aspect of the retrieval experience. Prior findings show that

psychological detachment performs an important part in directly and indirectly boosting employee engagement, health, contentment, vigor, and positive feelings (Bennett et al., 2018).

Engaging in social activities i.e., frequent breaks to surf the social networking sites can help the employees to be psychologically detached from their work activities (Zhong et al., 2022). Employees mostly use social networking sites to connect with their friends and family, which helps them to forget about the workload and job stress for a short period of time (Sakka & Ahammad, 2020). This connectedness and interaction with the friends and family during the micro-breaks via social networking sites help the employees to get psychologically detached from the work activities, which consequently helps in replenish and recover the mental resources of employees being depleted during the work activities (Wu, Mei, Liu, et al., 2020). Employee's involvement in social cyber loafing would detach them from work-related activities and subsequently increase their psychological detachment (Hahn, Binnewies, & Haun, 2012). Established on this perspective, we propose the following hypothesis:

Hypothesis H2: Social cyber loafing influence the psychological detachment among private banking sector employees

## **2.4. Social Cyber loafing and Relaxation**

Relaxation is defined as the experience of reduced stimulation of the physical and cognitive efforts (Benson, 1983). Relaxation, in relation to social cyberloafing, means calming down from a working mode, resting, and recovering the resources that are being consumed during the job tasks. Employees can get relax by using surfing the social networking sites and connecting with friends and family (Wu, Mei, Ugrin, et al., 2020).

When employees are in a continuous condition of working for many hours, they keep on experiencing pressure and stress from the work-associated tasks and they could not replenish or recover the resources they are consuming while working, resulting in fatigue and emotional exhaustion. In this situation, the employees need to take a micro-break, step back from the work activities for a short period of time, and relax (P. K. Lim, Koay, & Chong, 2020). Based on the existing research, we suggest that social cyber loafing acts as a resource recovery activity for employees that provides a micro-break, allowing workers to relax and recuperate from the workload pressure and pressure (Andel et al., 2019). Social cyber loafing would allow the employees to interact and engage with others via social networking sites which help them to prevent the stressful condition and encourage the resource recovery activity by generating a relaxation experience. However, employees' involvement in social cyber loafing would refrain them from the stressful condition and subsequently increase their relaxation experience (Wu, Mei, Ugrin, et al., 2020). The following hypothesis is formulated:

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Hypothesis H3: Social cyber loafing is positively associated with the relaxation of banking sector employees.

## **2.5. Psychological Detachment and Psychological Well-being**

The idea of psychological detachment from the job was first defined by Etzion, Eden, and Lapidot (1998) as “the individual's feeling of being detached from the work activities or situation”. Being mentally detached from work means avoiding both work-related activities (e.g., not checking work-associated email) and not thinking about work-associated concerns (e.g., momentarily stopping thinking about a complicated task or a social dispute with a colleague). The practice of psychological detachment might be called as “switching off” in everyday life (Gaudiino & Di Stefano, 2021). Findings discovered that in a detachment phase, life gratification and positive feelings increase more, and thoughts of exhaustion decrease more for those who disengage from their work in comparison with those who cannot psychologically be detached from the work (Bennett, Gabriel, & Calderwood, 2020).

Employees that are continuously thinking about the work-associated issues even during non-working times would not be able to restore their resources and refresh their minds, consequently, they are more likely to deal with the pressure and stress. While, employees who take micro-breaks to restore their energies and refresh their minds, are most probably to be happy and gratified with their work-life, resulting in improved psychological well-being (Gordon, 2021). Established on the following discussion, we suggest the following hypothesis:

Hypothesis H4: Psychological detachment is positively related to the psychological well-being of banking sector employees.

## **2.6. Relaxation and Psychological Well-being**

Relaxation can be described as a method of engaging in certain non-strenuous doings throughout non-working times, such as getting a period for relaxation, resting, and engaging in other calming actions. In an organizational setting, relaxation happens when workers get off-hours to take a break from the physical or intellectual exertion requirements of work-related responsibilities (Tinsley & Eldredge, 1995).

In the research by Sonnentag and Fritz (2007), relaxation was negatively related to health troubles, emotive tiredness, the need for recreation, and sleep disorders. The study indicated that relaxation, as a recovery experience, helps employees to sit back, relax, and recover the resources that are being consumed during working hours. Relaxed employees are more satisfied and happy as they recover their stressful resources while relaxing (Sonnentag &



Fritz, 2015). Another advantage of relaxation as a recovery experience is that it increases the positive effect and decreases the negative effect on employees. Consequently, it decreases the stress and fatigue caused by the stressful work environment and helps the employees to recover the resources that are being consumed during the working hours, resulting in the improved psychological well-being of employees (Bennett et al., 2018). So, based on this discussion we proposed the following hypothesis:

Hypothesis H5: Relaxation is positively associated with the psychological well-being of banking sector employees.

## **2.7. Mediation effect of psychological detachment**

Existing literature shows that mental detachment has a definite effect on employee mental health. A short break provides employees with a chance to mentally disconnect themselves from the work-associated activities, and during this time the demands of the job will not consume the workers' inadequate resources. Employees can relax, recuperate, and repair their depleted resources, which results in enhancing their mental health (Wu, Mei, Liu, et al., 2020).

Corresponding to the effort-recovery model (ERM), the short breaks during working hours help employees to replenish the psychological resources they spent while working. According to the study, a short break helps the employee to get psychologically detached from the work responsibilities. This break helps the employees to recover and replenish their mental resources, which he/she consumed during working hours. Employees these days used social networking sites to take a break to get psychologically detached from their work responsibilities. This phenomenon of social cyber loafing is emerging and has grabbed the attention of various researchers. Interacting with others and browsing social networking sites may help the employees to cope with the stress and pressure he/she is dealing with at the workplace (Wu, Mei, Ugrin, et al., 2020). Surfing social networking sites and connecting with the friends and family helps employees to get psychologically detached from their work responsibilities and deal with the fatigue and emotional exhaustion at the workplace, which consequently makes their moods better and makes them happy, resulting in improved mental health (V. K. Lim & Chen, 2012). Thus, following hypothesis is proposed:

Hypothesis H6: Psychological detachment mediates the relationship between social cyber loafing and the psychological well-being of banking sector employees.

## **2.8. The Mediating Role of Relaxation**

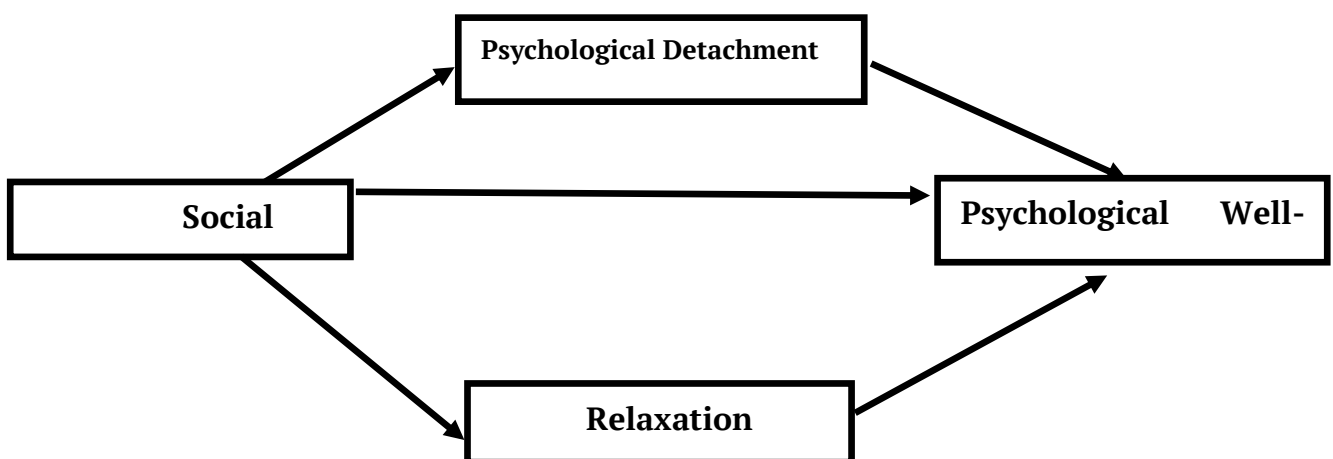
The literature on resource-recovery suggests that non-work activities lead to recovery through relaxation from work during periods of non-work situations (Fritz & Sonnentag, 2006).

When employees continuously work for many hours without any break, they keep on experiencing pressure and stress from the work-associated tasks and they could not replenish or recover the resources they are consuming while working, resulting in fatigue and emotional exhaustion. In this situation, the employees need to take a micro-break, step back from the work activities for a short period of time, and relax (P. K. Lim et al., 2020). Social cyber loafing helps them in this regard at the workplace, as they can use social networking sites to get a break and relax their minds. Social cyber loafing would allow the employees to interact and engage with others via social networking sites which help them to prevent the stressful condition. Surfing social media sites and interacting with their friends and family makes them happy and generate positive feelings in employees (Wu, Mei, Liu, et al., 2020).

Relaxation plays a major role in increasing the positive influence and decreasing the negative effect. Moreover, it helps in reducing the stress and fatigue occurred due to the continuous work activities, and also induces positive feelings and moods in employees (Bennett et al., 2020). When employees are in a state of relaxation at the workplace, they automatically feel better and their mental resources start getting replenished and recovered which they consumed while performing job duties. Therefore, recovery through relaxation makes them happy and satisfied which consequently improves the psychological well-being of employees. Thus, the following mediation hypothesized relationship is derived

Hypothesis H7: Relaxation mediates the relationship between social cyber loafing and the psychological well-being of banking sector employees.

Following is the research framework of this study:



**Fig. 1. Conceptual Framework**

In summary, the theoretical model (Fig. 1) provides major insights into how engaging in social cyber loafing can buffer the harmful effects of the stressful condition and ultimately enhance the psychological well-being of employees by acting as a resource recovery mechanism i.e., psychological detachment and relaxation.

## 2. Research Methodology

### 3.1. Sample selection and data source

In this study, a questionnaire survey is used to collect the primary data. The data was collected through structured questionnaires, which were distributed to the managerial and administrative staff of the five major private banks from Southern Punjab. The five major private banks from Southern Punjab chosen as a population in the study includes: Habib Bank Limited, MCB Bank Limited, Allied Bank Limited, United Bank Limited, and Habib Metropolitan Bank (Mirrani, 2017). According to the table of Krejcie and Morgan (1970) to determine the sample size, for a certain population of 1600 employees, a sample size of 310 (n = 310) was considered as an appropriate sample size. A total of 400 questionnaires were distributed amongst the banking sector employees of South Punjab, Pakistan. Out of 400, only 325 questionnaires were returned showing a response rate of 81%. A total of 15 questionnaires were excluded because they were incomplete and recognized as improperly filled. Hence, 310 questionnaires were selected to conduct the analysis, making a valid response rate of 78%.

Table 1 show the demographic profile of the respondents who participated in the study. The sample consists of 193 (62.1%) male and 118 (37.9%) female employees. In addition, the statistics show that close to half of them (47.6%) were quite young and fall within the age group of 21-30 years, and more than half of the respondents were single (57.2%). Moreover, majority of respondents had Master's Degree (32.2%), and mostly their monthly income ranged from Rs. 50,000 - 100,000 (37.6%).

### 2.2. Measures

2.2.1. **Psychological Well-being:** To measure the psychological well-being of employees, Well-Being Manifestation Measure Scale (WBMMS) was adapted. The WBMMS scale was developed by (Massé et al., 1998). The scale consists of 25-items.

2.2.2. **Social Cyber loafing:** To measure the social cyber loafing at workplace, the 7-item by Wu, Mei, Liu, et al. (2020) was adapted to precisely measure the social cyber loafing at workplace.

2.2.3. **Psychological Detachment:** To measure the psychological detachment, we adopted the 4-item subscale from the scale of recovery experiences initially developed by Sonnentag and Fritz (2007), and recently used by Wu, Mei, Liu, et al. (2020) in a study exploring social cyber loafing.

2.2.4. **Relaxation:** To measure the relaxation, the 4-item subscale is used from the scale of recovery experiences initially developed by Sonnentag and Fritz (2007), and recently used by Wu, Mei, Ugrin, et al. (2020) in a study exploring social cyber loafing.

<b>Table1. Demographics Information</b>			
<b>Demographics</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	193	62.1%
	Female	118	37.9%
<b>Age</b>	21-30 Years	148	47.6%
	31-40 Years	105	33.8%
	41-50 Years	57	18.3%
	Above 60 Years	1	0.3%
<b>Education</b>	Masters (18 Years)	100	32.2%
	Bachelors (16 Year)	92	29.6%
	BA/B.Sc. (14 Years)	72	23.2%
	Ph.D. (Above 18 Years)	47	15.1%
<b>Monthly Income</b>	Rs. 50,000 - 100,000	117	37.6%
	Rs. 100,000 - 150,000	95	30.5%
	Below Rs. 50,000	76	24.4%
	Above Rs. 150,000	23	7.4%
<b>Marital Status</b>	Married	178	57.2%
	Single	133	42.8%

### **3. Results**

In this study, the PLS-SEM technique was employed to assess the measurement model and structural model of the studied variables. According to Henseler, Ringle, and Sinkovics (2009), Partial least squares (PLS) involve two steps to evaluate the results of the study: (i) the measurement model (to assess the reliability and validity of the constructs) and (ii) the structural model (to assess the relationship between the variables). Moreover, by using the PLS Bootstrapping technique, the mediation effects were also analyzed (Henseler et al., 2014).

#### **4.1. Results of the Measurement Model Assessment**

To evaluate the instruments' internal consistency (including Cronbach's Alpha and composite reliability), convergent validity (including average variance extracted), and discriminant validity (including the heterotrait-monotrait ratio, Fornell-Larcker criterion, and cross loadings), a confirmatory factor analysis (CFA) was carried out using PLS-SEM (Qu, 2007).

#### **3.2. Convergent Validity**

With the evaluation of the measurement model, convergent validity was assessed with the help of loadings, average variance extract (AVE), and composite reliability (CR). This measurement model is shown in Figure. 2. According to the (Henseler et al., 2014), the value

of composite reliability should be 0.7 or above. According to the results of this study, the composite reliability of all the four constructs ranged from 0.879 to 0.959 that exceeded the recommended threshold value of 0.7. Therefore, all the constructs of this study showed the high level of internal consistency reliability, which is shown in Table 2

The findings of this study showed that out of 40 items, only 3 items were deleted because they have loadings below the cut-off value of 0.5. For the reflective scale, removed items may not distort the conceptual meaning of the specific construct as long as it maintains required internal consistency. All the other 37 items were loaded significantly on their respective constructs and each of these items' loading exceeded the threshold value of 0.5. As indicated in Table 2, the loadings ranged from the lower bound of 0.617 to the upper bound of 0.930. Moreover, all the items loaded on their respective constructs more significantly than on any other construct. The AVE value of particular construct higher than 0.5 indicates that the items of that construct exhibit the significant characteristics of that variable (Couchman & Fulop, 2009). Table 2 shows the convergent validity of this study, which exhibited that the value of AVE of all latent constructs were above the recommended cutoff value of 0.5 and the values were in the range of 0.611 to 0.791.

<b>Table 2: Construct Reliability and Validity</b>					
<b>Factors</b>	<b>Items</b>	<b>Loadings</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Social Cyberloafing	SC1	0.803	0.893	0.916	0.791
	SC2	0.837			
	SC3	0.813			
	SC4	0.827			
	SC5	0.722			
	SC6	0.652			
	SC7	0.801			
Psychological Detachment	PD1	0.756	0.816	0.879	0.645
	PD2	0.809			
	PD3	0.851			
	PD4	0.793			
Relaxation	RL1	0.841	0.894	0.927	0.761
	RL2	0.876			
	RL3	0.930			
	RL4	0.839			
Psychological Well-being	PWB1	0.760	0.954	0.959	0.611

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	PWB2	0.780			
	PWB3	0.735			
	PWB4	0.688			
	PWB5	0.703			
	PWB6	0.786			
	PWB7	0.671			
	PWB9	0.758			
	PWB10	0.667			
	PWB12	0.617			
	PWB13	0.638			
	PWB15	0.692			
	PWB16	0.715			
	PWB17	0.691			
	PWB18	0.623			
	PWB19	0.752			
	PWB20	0.737			
	PWB21	0.771			
	PWB22	0.733			
	PWB23	0.754			
	PWB24	0.743			
	PWB25	0.718			

### 3.3. Discriminant Validity

Discriminant validity is described as “the degree to which a particular latent variable is different from other latent variables” (Farrell & Rudd, 2009). There are two ways to assess the discriminant validity: Fornell-Larcker criterion, and Heterotrait-Monotrait ratio.

### 3.4. Fornell-Larcker Criterion

According to Fornell-Larcker criteria, the discriminant validity was measured using AVE. It was evaluated by determining whether the square root of the AVE of a particular construct is greater than its correlation with the other construct. For a construct to exhibit significant discriminant validity, the square root of its AVE must be greater than its correlation with any other constructs (Gefen & Straub, 2005). As shown in Table 2, the square root of AVE values of all the constructs were greater than their correlation values with other variables. In other words, all the square root of the AVE values were greater than the off-diagonal elements or coefficients in the corresponding columns and rows, which revealed that each construct used in the model has its own individuality or they belong to different entities. Therefore, the measurement model of this study exhibited strong discriminant validity.

### 3.5.Heterotrait-Monotrait Ratio

This novel and advanced approach was introduced by (Henseler, Ringle, & Sarstedt, 2015). HTMT is defined as “a degree of similarity among latent variables”. According to the rule of thumb by Henseler et al. (2015), the HTMT value should be below 0.85, or in some publications, it is recommended as below 0.9. According to the Table 4, the results of this study revealed that all the HTMT values were below 0.85, as recommended. Therefore, the discriminant validity was established for all the constructs.

<b>Table 3: Discriminant validity</b>				
	<b>SC</b>	<b>PD</b>	<b>RL</b>	<b>PWB</b>
<b>SC</b>	<b>0.889</b>			
<b>PD</b>	0.712	<b>0.803</b>		
<b>RL</b>	0.766	0.698	<b>0.872</b>	
<b>PWB</b>	0.723	0.770	0.764	<b>0.781</b>

(SC = Social Cyberloafing, PD = Psychological Detachment, RL = Relaxation, PWB = Psychological Well-being)

<b>Table 4: HTMT</b>				
	<b>SC</b>	<b>PD</b>	<b>RL</b>	<b>PWB</b>
<b>SC</b>				
<b>PD</b>	0.825			
<b>RL</b>	0.842	0.814		
<b>PWB</b>	0.833	0.840	0.821	

(SC = Social Cyberloafing, PD = Psychological Detachment, RL = Relaxation, PWB = Psychological Well-being)

### 3.6.The Structural Model

Following the evaluation of the measurement model, the PLS-SEM was carried out. Path coefficients, t-values, and the standard error of the mean were used to evaluate the model's significance for this purpose. The hypotheses of this study were examined in the structural model using the PLS bootstrapping procedure.

The detailed findings of direct relationship shows a positive relationship between social cyber loafing and the psychological well-being of employees (as  $\beta = 0.364$ ,  $t = 4.296$ ,  $p = 0.000$ ). Social cyber loafing shows a positive and statistically significant relationship with the psychological detachment of employees ( $\beta = 0.711$ ,  $t = 16.529$ ,  $p = 0.000$ ). A statistically significant and positive association between social cyber loafing and relaxation is found ( $\beta =$

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0.764,  $t = 16.652$ ,  $p = 0.000$ ). As the results show ( $\beta = 0.336$ ,  $t = 4.261$ ,  $p = 0.000$ ), psychological detachment is positively and significantly related to the psychological well-being of employees. The findings indicate the positive and significant relationship between relaxation and the psychological well-being of employees ( $\beta = 0.251$ ,  $t = 2.743$ ,  $p = 0.006$ ).

Therefore, Table 5 indicates that all the hypotheses of this study were accepted and supported as they have their T-values greater than 1.96 and p values less than 0.05, which shows that all the predicted relationships are positive and significant.

As per the findings of mediation analysis, it revealed that the mediation effect of psychological detachment was statistically significant between the relationship of social cyber loafing and the psychological well-being of employees ( $\beta = 0.239$ ,  $t = 3.832$ ,  $p = 0.000$ ). For the second mediation construct, the results showed that the mediation impact of relaxation between the relationship of social cyberloafing and the psychological well-being of employees was statistically significant ( $\beta = 0.192$ ,  $t = 3.026$ ,  $p = 0.003$ ).

Therefore, Table 6 indicates that both the hypotheses concerning the indirect effect of this study were accepted and supported as they have their T-values greater than 1.96 and p values less than 0.05, which shows that both the predicted relationships are positive and significant.

<b>Table 5: Findings of Direct Effect</b>						
<b>Hypothesis</b>	<b>Relationship</b>	<b>Beta</b>	<b>SE</b>	<b>T-Statistics</b>	<b>P-Values</b>	<b>Decision</b>
<b>H1</b>	SC -> PWB	0.364	0.085	4.296	0.000	Supported
<b>H2</b>	SC -> PD	0.711	0.043	16.529	0.000	Supported
<b>H3</b>	SC -> RL	0.764	0.046	16.652	0.000	Supported
<b>H4</b>	PD -> PWB	0.336	0.079	4.261	0.000	Supported
<b>H5</b>	RL -> PWB	0.251	0.092	2.743	0.006	Supported

(SC = Social Cyberloafing, PD = Psychological Detachment, RL = Relaxation, PWB = Psychological Well-being)

<b>Table 6: Findings of Mediation Effect</b>						
<b>Hypothesis</b>	<b>Relationship</b>	<b>Beta</b>	<b>SE</b>	<b>T-Statistics</b>	<b>P-Values</b>	<b>Decision</b>
<b>H6</b>	SC -> PD -> PWB	0.239	0.062	3.832	0.000	Supported
<b>H7</b>	SC -> RL -> PWB	0.192	0.063	3.026	0.003	Supported

(SC = Social Cyberloafing, PD = Psychological Detachment, RL = Relaxation, PWB = Psychological Well-being)



## 4. Conclusion and Discussion

This study analyzed the influence of social cyber loafing on the psychological well-being of private banking sector employees of South Punjab, Pakistan. The study also analyzed the mediating role of psychological detachment and relaxation in the association between social cyber loafing and the psychological well-being of employees. The Effort-Recovery Model (ERM) was used as an underpinning theory to understand the theoretical relationships.

The conceptual framework of this research received enough empirical aid. The findings of the study strongly supported the key hypotheses. Particularly, the research has effectively responded all the research questions and objectives. As there are a lot of existing studies on the aspects that could improve the psychological well-being of employees, this study has addressed the theoretical gap by examining one such overlooked factor “social cyber loafing” that could improve the psychological well-being of employees at the workplace.

The findings of this study show that social cyber loafing influences the psychological well-being of employees at the workplace via psychological detachment and relaxation. The findings suggest that managers, owners, and policymakers think carefully before eradicating social cyber loafing behavior from organizations because social cyber loafing might not always be bad, but it could provide potential benefits to the employees by buffering from the harmful effects of the negative situation and consequently improving the psychological well-being of employees at the workplace.

### 5.1. Implications

#### 5.1.1 Theoretical Implications

The study makes several theoretical contributions to the literature. First, it contributes to the limited literature on social cyber loafing as a resource recovery mechanism. The existing literature overlooks the phenomenon of the “positive side of social cyber loafing”. Previous researches usually indicate social cyber loafing as a negative and harmful act and focus on eradicating it from organizations. This study shows that social cyber loafing is not always harmful, but it can provide potential benefits to employees (Anser et al., 2020; Wu, Mei, Ugrin, et al., 2020). Social cyber loafing, as a resource recovery mechanism, could provide employees with an opportunity to take micro-breaks during working hours, which increases the psychological detachment of employees from the work associated tasks and responsibilities. Being psychologically detached from the work-associated tasks and duties during the micro-break might help the employees to overcome the stress and pressure they are facing during working hours, which will eventually help in improving their psychological well-being (Wu, Mei, Liu, et al., 2020). Second, this research helps in expanding the findings on assessing the

recovery activities at workplace that impact the long-term outcomes. As the working environment has changed a lot in the past few years, researchers have now begun focusing on the ways to attain recovery during working hours (Bosch, Sonnentag, & Pinck, 2018; Sianoja, Kinnunen, Bloom, Korpela, & Geurts, 2016; Trougakos, Hideg, Cheng, & Beal, 2014). Particularly, Sonnentag and Fritz (2015) call for research to investigate the impacts of psychological detachment during work breaks and to take social and technological contexts into account. In response, this study is one of the first researches to assess the impact of social cyber loafing on the psychological detachment of employees. Third, a thorough study of the literature on the psychological well-being of employees shows that very little attention is being paid to the factors that will practically help in improving the psychological well-being of employees at the workplace. (Hameed, Ijaz, & Sabharwal, 2021). One such factor that is still under-explored concerning psychological well-being is “Social Cyber loafing”. Recently, the study by Wu, Mei, Liu, et al. (2020) analyzed the influence of social cyber loafing on the mental health of employees. As mental health is itself a very broad phenomenon that includes factors like depression, anxiety, stress, happiness, etc., there is a need to narrow down this phenomenon to get the better understanding about whether the social cyber loafing helps in improving the mental health. As a response, this study focuses on one major aspect of mental health that is the psychological well-being of employees. Fourth, the study contributes to the literature that concentrates on the aspects that help in improving the psychological well-being of private sector banking employees at the workplace. The previous studies overlooked the factors that could improve the psychological well-being of private sector banking employees. Private banking sector employees are the ones who face the most stress and anxiety on daily basis e.g., according to the study, two out of five of every five banking officials define their job as “extremely stressful” (Krishnamurthy, 2018). Therefore, this study is mainly based on how social cyber loafing could help in improving the psychological well-being of private banking sector employees. Finally, the role of psychological detachment and relaxation in the relationship between social cyber loafing and the psychological well-being of employees is also one of the significant contributions of this study to the literature. The recovery activities i.e., psychological detachment and relaxation are beneficial in improving the psychological well-being of employees at the workplace as indicated by previous research (Sonnentag & Fritz, 2015; Sonnentag et al., 2018; Sonnentag et al., 2017). Therefore, social cyber loafing improves the psychological well-being of employees via psychological detachment and relaxation.

## 5.1.2. Practical Implications

The practical contributions of this study are significant to the private banks of Pakistan, especially to their owners, managers, strategists, and policymakers in improving their approaches, policies, and systems relating to the phenomenon of social cyber loafing. Firstly, there is the perception that social cyber loafing is a negative and harmful approach for employees, as it distracts the employee's attention from their job responsibilities, engages them in non-work associated tasks, and decreases their performance (Ötken, Bayram, Beser, & Kaya, 2020; Tandon, Dhir, Islam, Talwar, & Mäntymäki, 2021; Zhong et al., 2022). Due to this perception, most organizations have restricted or eliminated this approach from the workplace. Therefore, this restriction might lead to the negative and low morale of employees Grimshaw et al. (2004), and the organizations might neglect the positive effects of social cyber loafing. Policymakers and managers should be considerate while making a decision regarding social cyber loafing at the workplace and whether it should be restricted or not. This study provides valuable insights to the managers and policymakers regarding the positive side of social cyber loafing and ensures them that it could provide potential benefits to the employees. The study reveals that social cyber loafing, as an effective mechanism, provides an opportunity for employees to take micro-breaks during working hours to engage in social networking activities, which are beneficial in fulfilling the employee's recovery needs at the workplace (Saleem, Rasheed, Malik, & Okumus, 2021). Second, employees nowadays highly expect their organizations to put focus on their psychological well-being (Anas, 2021). Employees exhibit great satisfaction and performance when they are happy (Kundi, Aboramadan, Elhamalawi, & Shahid, 2020). So, this study offers valuable insights to policymakers and managers to focus on the factors that help banking employees in improving their psychological well-being at the workplace, as when they are happy, they could perform better. This study introduced the phenomenon of social cyber loafing as a recovery mechanism, which helps the employees to recover and replenish their mental resources during the micro-break, and eventually improves their psychological well-being in the workplace (Wu, Mei, Liu, et al., 2020). Finally, the study is of great importance for the policy makers and managers of the banking sector because of the fact that employees need recovery from work-associated tasks and responsibilities at the workplace (Sonntag et al., 2018). They should make policies not only about the work activities but also for the recovery activities from the work. Because the continuous consumption of mental resources leads to increased stress, which in turn negatively impacts their well-being. If employees take frequent micro-breaks to recover their psychological resources, it would help them to refresh their minds, relax, and refrain from stress. Consequently, the recovery experience of their mental resources helps in improving the

psychological well-being of employees (Gordon, 2021). This study indicates two recovery activities i.e., psychological detachment and relaxation as the ways to improve the psychological well-being of employees at the workplace.

### **4.2.Limitations and Future Research**

There are a few limitations on the study's findings that must be taken into consideration. First, the study employs a cross-sectional research design, in which information is gathered at a specific time. The cross-sectional research design is used due to the limited resources and time. Future research may use the longitudinal research design to expand the research findings. Second, the study is quantitative in nature and self-reported questionnaires were used for the data collection. The respondents who participated might have provided biased answers and hid their actual feelings. So, future researchers should use the qualitative or mixed method approach for the data collection. Third, the population of this study was limited to only one province, South Punjab of Pakistan, so the findings may not be valid for the other provinces of Pakistan because of the sub-cultural and demographical differences. Moreover, the study has been conducted in Pakistan; therefore, the results may not be generalizable to other countries. Future researchers should expand the research to other countries. Fourth, the scope of this study is only limited to the private banking sector of Pakistan. Future researchers should use other industries to analyze the impact of social cyber loafing on the psychological well-being of their employees at the workplace. This will give more reliable and valid results. Fifth, the study used the simple random sampling technique to determine the sample size. The sample size of this study consists of 310 employees of the private banking sector of South Punjab, Pakistan. There are several other banking employees working in Pakistan, so the sample size might not best represent the whole population. Future research should take into account the larger sample size for more thorough findings. Sixth, the study used psychological detachment and relaxation as the main dimensions of recovery experiences. Future studies should explore the other dimensions of recovery experiences (e.g., mastery experiences and control) between the relationship between different recovery activities and the psychological well-being of employees to expand the current findings. Finally, the study did not particularly investigate “when” and “at which point” social cyber loafing might become harmful to the psychological well-being of employees. Future research should carefully examine the boundaries and limits of social cyber loafing and recognize the point at which social cyber loafing turns harmful.

The limitations of the study provide opportunities for future research. First, a longitudinal research design should be used in future research so that relationship between variables can be understood. Longitudinal study and analysis can enhance the value of

understanding the complicated relations and changes that happen over a period of time. The study uses self-reported questionnaires of employees for data analysis. The data given by the respondents can be biased in this technique. Future research should employ other methods of data collection for more valid and reliable evaluations of variables e.g., interviews, peer evaluation, self-assessment, etc. The study was limited to only one province, South Punjab of Pakistan. Future research should include other provinces or regions of Pakistan for comparative analysis and to improve the generalizability of research. The study was conducted in Pakistan, so future research should be concerned about the applicability of this research in other Asian countries or beyond. Moreover, the study was performed on the employees of the private banking sector. Future studies should consider the applicability to other service industries for more reliable and valid results and for expanding the implementation of the theoretical framework. The study used the simple random sampling technique and takes a sample size of 310. Future research should conduct a similar study on a larger sample size to enhance the generalizability of the research. The study did not specifically focus on “when” social cyber loafing should might turn from good to bad. So, future studies should analyze the limitations of social cyber loafing and investigate at which point social cyber loafing should have to be controlled or limited.

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