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Sparking leadership and perceived organizational support as predictors of cyberloafing

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Abstract. Alongside numerous benefits in business life (such as additional business opportunities, increased labour productivity), the Internet is responsible for adverse effects like cyberloafing in the workplace. Accessing the Internet for personal purposes during work hours is a prominent reason for counterproductive employee behaviour. The current theoretical background, however, is not sufficient to explain the causes of such behaviour. The article aims to identify the role of such factors as sparking leadership and perceived organizational support in preventing employees' willingness to use their work time to engage in non-work-related internet activities. To do so, five dimensions of cyberloafing are discussed: sharing, shopping, real-time updating, accessing online content, and gaming/gambling. Leadership theories, social exchange theory, and organizational support theory constitute the methodological basis of the research. The methods used are confirmatory factor analysis, and the PLS-SEM technique to reach a path model revealing the direct, indirect, and total relationships between the given dimensions. The data were collected from March to September 2023 through a face-to-face survey with 95 respondents from over 40 SMEs operating in Türkiye. The results revealed that perceived organizational support mediates the relationship between sparking leadership and sharing, shopping, and real-time updating dimensions of cyberloafing. The results point to the need for reconsidering organizational practices, values, and policies in a way that would foster employees' well-being and happiness within the organization and mitigate their cyberloafing behaviour.

Keywords: HR management; cyberloafing; perceived organizational support; sparking leadership; employee engagement; organizational behaviour; Türkiye.

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Мотивирующее лидерство и организационная поддержка как предикторы киберлофинга

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Аннотация. Активное использование интернета имеет для деятельности компаний не только положительные (расширение бизнес-возможностей, рост производительности труда), но и отрицательные последствия, одно из которых – киберлофинг (кибербезделье). Под киберлофингом понимается использование сотрудниками рабочего доступа в интернет в личных целях. Несмотря на свою высокую актуальность, причины данного контрпродуктивного поведения изучены недостаточно. Статья посвящена исследованию влияния мотивирующего лидерства и воспринимаемой организационной поддержки на склонность сотрудников к нецелевому использованию интернет-доступа в рабочее время. Киберлофинг при этом рассматривается в контексте пяти измерений: обмен файлами, онлайн-шопинг, чтение новостной ленты, посещение развлекательных и игровых ресурсов. Методологический каркас работы представлен теориями лидерства, социального обмена и организационной поддержки. Методы исследования – подтверждающий факторный анализ, пат-анализ, метод частичных наименьших квадратов (PLS-SEM). Информационную базу составили данные личных интервью с 95 респондентами из 40 малых и средних предприятий Турции, собранные в марте – сентябре 2023 г. Результаты исследования подтвердили гипотезу о медиативной роли воспринимаемой организационной поддержки в рамках взаимосвязи мотивирующего лидерства с тремя аспектами киберлофинга: обменом файлами, онлайн-шопингом и посещением развлекательных сайтов. Показано, что для снижения частоты проявлений кибербезделья необходимо повышать благополучие и удовлетворенность сотрудников за счет актуализации организационных ценностей, политики и бизнес-практик.

Ключевые слова: управление трудовыми ресурсами; киберлофинг (кибербезделье); воспринимаемая организационная поддержка; мотивирующее лидерство; вовлеченность сотрудников; организационное поведение; Турция.

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INTRODUCTION

The Internet has emerged as a technological tool that leads to the development of critical business opportunities and increases the productivity of employees [Lim, Teo, 2005]. The nature of work has changed where and how business is conducted. As pointed out by Lim [2002], companies have quickly welcomed this opportunity because of its potential to enhance employee performance. However, along with several benefits in terms of reducing costs within the organization, shortening product cycle times, easy access to information, and effective marketing of products and services, it has also been observed to be responsible for specific adverse effects arising from employees' online activities [Lim, Teo, 2005]. Expressed as a problematic behaviour, personal internet use at the workplace negatively affects employee productivity [Garrett, Danziger, 2008], since the tendency to use it for non-work-related behaviours at work grows as Internet access becomes more common for employees [Blanchard, Henle, 2008]. As evidenced by the American Management Association's study, more than 50% of all Internet activities used within the workplace are unrelated to the work itself [Greengard, 2000]. Referred to as cyberloafing by Lim [2002], such amount of time being wasted within the work context via personal use of the Internet is regarded as one of the prominent reasons for counterproductive employee behaviour [Weatherbee, 2010; Akbulut et al., 2016]. Reading the news, chatting, using social media like YouTube, Facebook, and Instagram, shopping online, and playing online games on the Internet are cyberloafing behaviours frequently performed by employees [Sijabat, 2021]. However, it is necessary to highlight that the notion of cyberloafing is not limited to this, and literature offers an array of conceptualizations along with relational frameworks for cyberloafing. In this regard, we centre on the relationships between cyberloafing, sparking leadership, and perceived organizational support (POS).

Regarding the purpose and objectives of the study, the research heeds the significance of POS in a relatively new relationship structure by addressing one specific research question: *can POS mediate the relationship between sparking leadership and the cyberloafing behaviour of organizational members?* If the answer is 'yes', *what is the type of this mediation?* We focus on two long-established constructs in the literature, POS and cyberloafing behaviour, and we add a relatively significant leadership type into the equation, namely *sparking leadership*. We aim to build a unique model that will contribute to the understanding of the antecedents of cyberloafing behaviour in organizations in relation to the degree to which employees feel the support of their organizations and the effect of leadership within which they work.

THEORETICAL BACKGROUND

Cyberloafing. The Internet, the central pillar of the cyber world has changed the business environment [Lim, 2002]

by virtue of its ability to provide more competitive and faster action. It has accelerated the emergence of widespread 24-hour connectivity, primarily through network-centric technologies such as mobile phones and wireless devices that can send and receive e-mail. With people that have such power in terms of any time and anywhere data access, the global economy has also started to reshape and become network-centric and highly competitive [Wallace, 2004]. As a result, personal use of the Internet has also increased dramatically as individuals positioned themselves within this new global network and enjoyed the phenomenon in many different areas of life. According to Household Information Technologies Usage in Türkiye Research¹, the rate of households accessing the Internet from home is 90%, the Internet usage rate is 82.6% for individuals between the ages of 16–74, the usage rate of men is 87.7%, and the usage rate of women is 77.5%. The rate of individuals using the Internet for private purposes to benefit from the services of public institutions or organizations and communicate with these institutions was recorded as 58.9% in 2021. The online purchasing rate is 44.3%, and 48.3% of the individuals who purchase are male, whereas 40.3% are female. It is also stated in the research that accessories, shoes, and clothing products are mostly purchased online, with 70.7%. The most purchased digital content is movie and TV series watching services, with 30.6%. Although the number of people who cannot make a purchase online is 34.8%, it is understood that the reason for not purchasing online is that they mostly prefer to buy by seeing the product. Moreover, as the core pillar of the modern information society, the current situation for Internet access does not differ significantly on a global scale. Worldwide statistics for 2024 show that the number of worldwide Internet users is 5.35 billion, and this accounts for 66.2 percent of the global population². Also, 62.3% of the world's population use social media³. These numbers display how much space the Internet occupies in human life and are an important source of insight into the future as well.

We should also note that inexpectable crises such as the COVID-19 pandemic we have experienced in the recent past could also affect the Internet use of individuals as the outbreak of the pandemic has led to unprecedented and rapid changes in people's life and work routines. Companies and employees had to switch to working from

¹ TÜİK. (2021). Household information technologies (IT) usage survey. [https://data.tuik.gov.tr/Bulten/Index?p=Survey-on-Information-and-Communication-Technology-\(ICT\)-Usage-in-Households-and-by-Individuals-2021-37437](https://data.tuik.gov.tr/Bulten/Index?p=Survey-on-Information-and-Communication-Technology-(ICT)-Usage-in-Households-and-by-Individuals-2021-37437)

² Internet use in 2024. Datareportal. <https://datareportal.com/reports/digital-2024-deep-dive-the-state-of-internet-adoption#:~:text=There%20are%205.35%20billion%20people,the%20first%20time%20during%202023.>

³ Number of Internet and social media users worldwide as of April 2024. Statista. <https://www.statista.com/statistics/617136/digital-population-worldwide/>

home due to requirements such as mandatory closure of workplaces and social distancing. Without a shadow of doubt, this process left a significant mark on all of our Internet usage routines and preferences.

Defined as *the act of employees using their companies' Internet access for personal purposes during work hours* [Lim, 2002], cyberloafing is among the problematic tech trends in contemporary work-based settings [Akbulut et al., 2016]. As a sort of counter-productive work behaviour [Blanchard, Henle, 2008], it is one of the challenging issues caused by excessive use of Internet technologies [Turan, Özer, Atan, 2020]. Although we have recently observed a notable increase in cyberloafing research [Hensel, Kacprzak, 2020], mainly in parallel with the increasing concerns of the business world and academia, it is worth emphasizing that the cyberloafing literature has a pretty long history. The extant literature reveals a wide range of conceptualizations and frameworks. In this regard, cyberloafing is defined as the act of employees using their companies' Internet access for personal purposes during work hours [Lim, 2002]. It is regarded among other prevalent manners through which employees waste time at work and behaviour that uses information and communication systems that threaten or harm the organization, its members, and stakeholders [Weatherbee, 2010], misuse of company Internet resources by its employees [Lim, Chen, 2012], personal use of e-mail and the Internet while working [Blanchard, Henle, 2008], and unlimited personal computer use [Askew, 2012].

As for the types or categorizations of cyberloafing, the literature also offers much research. Lim [2002], presumably the most widely accepted view, has discussed cyberloafing behaviour in two categories: either browsing (browsing non-work-related sites like online shopping, gaming, entertainment sites, etc.) or e-mailing (checking personal e-mails, sending non-work-related e-mails) activity. Anandarajan, Devine and Simmers [2004] subsequently classified personal web usage at work as disruptive, recreational, personal learning, and ambiguous use. As remarked by Akbulut et al. [2016], the classification was helpful as it addressed the underlying purpose of cyberloafing. Soon after, Mastrangelo, Everton and Jolton [2006] analysed employees' computer behaviours at work to explore definitions, frequencies, and motivation for personal use of work computers and classified personal use of work computers as counterproductive and non-productive. Accordingly, while the former included engaging in illegal activity and losing proprietary information, the latter involved behaviours like chatting, shopping, banking online, etc. Similarly, Blanchard and Henle [2008] categorized cyberloafing behaviour into two groups: serious (online gaming, gambling, browsing adult web pages, etc.) and minor (sending and receiving personal e-mails, visiting news or sports sites, etc.).

Lastly, cyberloafing literature has shown that cyberloafing behaviour has been investigated multidimension-

ally through various relational frameworks by centering on the nature of cyberloafing, its causes, and its effects on organizational settings. Van Doorn [2011], for instance, stated the consequences of cyberloafing as loss of job performance, productivity, and job liability. Here, Doorn indicates job performance and job liability as the work-related consequences of cyberloafing and loss of productivity as the personal consequence of cyberloafing. The theory of planned behaviour was also utilized to understand cyberloafing behaviour by researchers like Moody and Siponen [2013] and Askew [2012]. Particularly, Moody and Siponen [2013] tested the theory of planned behaviour by conducting a survey with 238 people to explain personal, non-work-related use of the Internet at work and concluded that habits, affect, role, and self are effective in Internet use.

More recently, Makizadeh and Sharaei [2021] investigated the antecedents and consequences of cyberloafing in the public sector and concluded that job stress and emotional analysis directly affect cyberloafing and that cyberloafing has a significant effect on burnout. In the same vein, Novianti and Sjabadhyni [2021] investigated the mediating effect of cyberloafing on home-work interaction during the COVID-19 pandemic, and it was concluded that negative home-work interaction increases psychological distress and cyberloafing mediates psychological distress. Wulandari and Husna [2021] studied the effect of workload and work environment on cyberloafing behaviour and found a significant relationship between them. Abro et al. [2021] examined the effect of personality traits on cyberloafing with the Big Five personality model and identified significant negative and positive relationships in this framework.

Perceived organizational support (POS). Organizational support means that the basic values that make up the organization take into account employees and their well-being and adopt the qualities that will increase their happiness within the organization [Eisenberger et al., 1986]. The theory of organizational support remarks that employees develop a general perception of the extent to which the organization values their contributions and cares about their well-being to meet socio-emotional needs and determine the organization's readiness to reward increased efforts, [Eisenberger et al., 1986; Eisenberger et al., 2014]. Accordingly, this general perception directly affects how safe and powerful organizational members feel within the organization. The more organizational power and support are perceived by employees, the safer they feel within the organization. As behaviours of employees are influenced by organizational motivators, when the organization makes them feel this, it positively affects the emotional relations of the employees with the organization [Eisenberger et al., 1986]. If employees feel such support from the organization, they will not think of leaving their current job or seeking other alternatives as they are expected to be emotionally committed to

their employer. Such emotional commitment, moreover, increases employees' level of identification with the organization, contributes positively to the internalization of indigenous organizational values, and creates a positive bias in the employee regarding the actions of the organization [Eisenberger et al., 1986]. According to Özdevicioğlu [2003], there are five main characteristics of a supportive organization or management:

- they take employees' creative ideas, suggestions, and criticisms into account and put these suggestions into practice;
- they provide job security to employees and reassure them that they will continue to work as long as they are successful;
- they ensure that human relations within the organization are positive and keep organizational communication and public relations activities at high levels;
- they do not show favoritism within the organization and treat everyone fairly;
- they care about the employees and sometimes do not make some decisions despite them.

In their survey, Eisenberger et al. [1986] laid the foundations of perceived organizational support based on the three essential findings: "a) employees in an organization form global beliefs concerning the extent to which the organization values their contribution and cares about their well-being; b) such POS reduces absenteeism; and c) the relationship between POS and absenteeism is greater for employees with a strong exchange ideology than those with a weak ideology." Following this study, the number of research works examining the impact of POS on employees' performance and welfare levels continued growing, and the literature on POS was primarily grounded on the studies conducted by Eisenberger et al. [1986], Shore and Shore [1995], Rhoades and Eisenberger [2002], Yüncü and Fidan [2020]. With the substantial contributions of Eisenberger et al. [2014], Kurtessis et al. [2015], and Shanock et al. [2019], the understanding regarding the nature of POS theory has subsequently made significant progress.

In their Meta-Analytic Evaluation, Kurtessis et al. [2015] highlight three notions in the scope of POS: employee attributions, social exchange, and self-enhancement. Hereunder, it is stated that POS strongly depends on employees' attributions concerning the organization's intent behind their receipt of favourable or unfavourable treatment. Also, employees seek balance in their relationship with the organization by developing favourable attitudes and behaviours consistent with POS, which is assumed to fulfil socio-emotional needs, leading to identification with the organization.

Shanock et al. [2019] discussed the POS theory at the centre of the human resources management context. They suggested a practical framework to enhance the effectiveness of HR strategies designed to treat employees well. They also discuss five principles from organizational

support theory, followed by specific examples and information on supporting each principle within one's work organization. Considering the consequences of POS, which is malleable in response to HR policies and practices, for effective HRM, this study mainly provides valuable insight into the relationship between POS, employee engagement, turnover, performance, and fairness.

Sparkling leadership. Though various paradigms indicate that leadership can be understood as an attempt to influence the behaviour of others [Griffin, 2012], we still observe the concept of leadership, one of the most essential concepts of post-modern and contemporary approaches, to be defined differently. According to Koçel [2015], leadership is the ability of a person to direct the activities of others under certain conditions in order to achieve group or specific individual goals. For Bass and Avolio [1993], it is the process of influencing group activities, whereas it is the state of being able to undertake a responsible and complex task for Kowalski [1993]. On the other hand, the relevant literature also suggests conceptualizations of leadership in which the power and process of information and knowledge are emphasized. Özel [1998], for example, defines leadership as the process of informing, becoming informed, and turning information and knowledge into action. In a similar way, Ünal [2012] and Bakan [2011] embrace leadership as the sum of the ability and knowledge to mobilize those around it for a particular purpose.

Based on numerous factors such as technology, globalization, communication channels, and even crises, the conceptualizations of leadership have reached various dimensions, and leadership is a subject that is constantly being researched. This could mainly be attributed to the fact that leadership itself is one of the most significant parameters that have an effect on the success of organizations as leaders create their vision and guide their employees in line with this vision, ensuring that the organization reaches where it wants to go [Yıldız, 2021].

In this day and time, however, we see that all these views and approaches regarding the questions of *what leadership is?* are categorized into two main groups: leadership as a property and leadership as a process. With reference to the broadly accepted view that leadership is both a process and property, as a process, leadership is the use of noncoercive influence to shape the group or organization, which means that leaders are those who can influence behaviours of others without having to rely on force. As a property, on the other hand, leadership is the set of characteristics attributed to individuals who are perceived to be leaders [Griffin, 2012].

When contemporary leadership approaches are considered broadly, as stated by Çağlar [2012], pointing at the book (Level 5 Leadership) of Jim Collins, the leader supports employees in maximizing their current potential and contributes to their self-improvement rather than being the person who gets the job done. Accordingly, he-

roic leaders of the old times are left behind, and modern leaders exist as invisible people as they are egoless, humble, and devoted to their employees and, therefore, to the institution they work for.

Leadership, however, is also about lighting the fire or lighting the spark inside the employees regarding their potential, enthusiasm, determination, talents, or interests [Bilginoğlu, Yozgat, 2018]. Furthermore, Bilginoğlu and Yozgat [2020] state that the most essential thing in organizations today is to have passionate employees, and the challenge leaders face is how to ignite their passions. A leader must primarily know and encourage their employees' passion for work so that he/she can know exactly where the employees' fire burns. A leader must know what the employees are best at, what they like and dislike, and what they will contribute to the organization, as they need to be encouraged and directed to areas where they are solid and effective [Bilginoğlu, Yozgat, 2020].

According to Towers Perrin Global Workforce Study (2007–2008), only 21% of 90,000 respondents reported being engaged in their jobs and willing to carry on. In addition to this, many employees think that their employers do not care about them and only employ them for their personal benefits. These two are literally crucial findings. Because, if we want to ignite the passion of employees, the motivation tool should not only be confined to the desire for financial and corporate success, but the desire to keep the morale and well-being of the entire organization as high as possible. Employees must feel that their contributions are meaningful. It is essential to give employees the opportunity to shine in areas where they excel, as they will feel passionate about their work and desire to do their best. Supporting employees' needs outside of work can be another way to spark passion in the workplace. Praising employees' achievements is one of the most effective methods of igniting passion in them [Miller, 2017].

In this sense, though leadership literature offers very little about sparking leadership as a novel yet promising research concept, "it is believed that sparking leadership could be one of those effective leading styles with its powerful features like high motivation, eagerness, and participation" [Bebitoğlu, 2022].

RESEARCH METHODS

Participants and data collection tools. Data were collected through a survey that is composed of three scales. The measurement scale for cyberloafing was taken from Akbulut et al. [2016]. The measurement scale for sparking leadership was taken from Bilginoğlu and Yozgat [2020]. Moreover, the perceived organizational support (POS) scale by Shanock et al. [2019] was used. We reached 95 respondents from over 40 SMEs in the Afyonkarahisar city centre of Türkiye, and we used PLS-SEM [Ringle, Wende, Becker, 2022] for which a range from 30 to 100 cases is considered to be satisfactory [Chin, Newsted, 1999]. In

order to make sure that questions in the survey were correctly construed by respondents, thereby a more reliable data set could be gathered; each respondent was accompanied by at least one of the researchers. The respondents are office workers with various specializations from various sectors, including informatics, telecommunication, education, advertising, retail, engineering, health, tourism, accounting, food, etc.

Table 1 – Respondents' socio-demographic characteristics
Таблица 1 – Социально-демографические характеристики респондентов

Age			
Male	n	Female	n
19–24	8	19–24	9
25–30	16	25–30	23
31–34	7	31–34	10
35–40	10	35–40	4
41–48	5	41–48	2
Over 50	1		
Education			
Male	n	Female	n
High school	7	High school	15
Associate degree	6	Associate degree	13
Bachelor's degree	29	Bachelor's degree	16
Master's degree	4	Master's degree	4
PhD	1	PhD	0

Research model and hypotheses. In this study, we examined the mediating role of perceived organizational support in the effect of sparking leadership on cyberloafing behaviour through the structural equation technique. There are different approaches to structural equation models, including covariance and variance-based within the literature and we carried out with the least squares structural equation method (PLS-SEM) [Henseler, Ringle, Sarstedt, 2015; Ringle, Wende, Becker, 2022] in the context of the variance-based approach. During the hypothesis testing, reliability, validity, factor, and path analyses were performed using the SmartPLS package program [Ringle, Wende, Becker, 2022].

The model was built to unveil the relationships (direct, indirect, total) between SL, POS, and five CL dimensions. However, we primarily aimed to test whether POS could mediate the relationship between SL and CL. SL and POS are initially single-factor scales, yet CL is a multidimensional construct of five factors. Since PLS is considered to be useful when the structural model is complex and includes many constructs, indicators, and/or model relationships [Hair et al., 2019], to increase the accuracy and reliability of the findings regarding this relationship, we analysed each factor of CL separately in the model. Based on the research model, the hypotheses below were tested:

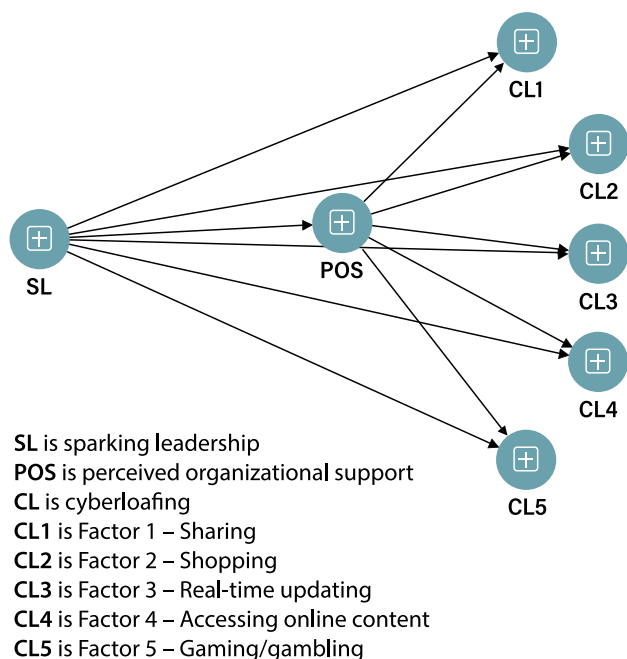


Fig. 1. Research model

Рис. 1. Модель исследования

Hypotheses 1: POS mediates the relationship between SL and CL1 (Sharing).

Hypotheses 2: POS mediates the relationship between SL and CL2 (Shopping).

Hypotheses 3: POS mediates the relationship between SL and CL3 (Real-time updating).

Hypotheses 4: POS mediates the relationship between SL and CL4 (Accessing online content).

Hypotheses 5: POS mediates the relationship between SL and CL5 (Gaming/gambling).

Data analysis. This study utilizes PLS-SEM employing SmartPLS 4 software [Ringle, Wende, Becker, 2022] to process data collected from respondents as PLS-SEM works efficiently with small sample sizes and complex models [Cassel, Hackl, Westlund, 1999], and it is believed to be more appropriate for analysing multidimensional constructs [Roldán, Sánchez-Franco, 2012; Dayan, 2022]. Concerning the sample size, though it is still a controversial issue among researchers stemming from misunderstanding regarding the confidence in the small-sample performance [Chin, Newsted, 1999; Latan, Noonan, Matthews, 2017] points to a range from 30 to 100. As the number of cases in this study is 95, the study's sample size is well within this range.

Path models are diagrams that visually display the hypotheses and variable relationships examined when SEM is applied [Hair, Ringle, Sarstedt, 2011; Hair et al., 2016; Hair et al., 2017]. The PLS-SEM model is a path model that demonstrates the effect of exogenous variables on endogenous ones given the sequence of causal hypotheses [Căpușneanu et al., 2021]. In a widespread manner, PLS path models consist of two elements: a structural (inner) model and a measurement (outer) model [Hair et al.,

2017], and in line with this, we followed the conventional two-step approach [Hair, Ringle, Sarstedt, 2013; Dayan, 2022], by testing the measurement model and the structural model respectively.

Measurement model. In PLS analysis, internal reliability, discriminant validity, and convergent validity are used to assess the measurement model [Nunnally, 1978; Dayan, 2022]. In this direction, we started the research by testing the constructed model with confirmatory factor analysis to see the relationship between latent variables and observed variables and whether the observed variables in the model accurately measure the latent variables they belong to [Hair et al., 2017]. At this stage, the model was created on the Smart PLS package program [Ringle, Wende, Becker, 2022], and it was examined whether the constructed model was suitable for testing the hypotheses, that is, whether the model was meaningful before the path analysis. Firstly, the outer loadings of the items were examined. Considering that the acceptable outer loadings should be 0.60 or higher [Nunnally, 1978; Dayan, 2022], the items of POS and CL entirely satisfied the requirements, but four items (CL11, CL12, CL24, CL27) that did not meet the criteria were deleted. It was also observed that removing these items from the model significantly affected the model fit values.

To test the construct reliability and validity of the measurement model, Cronbach's alpha, composite reliability, and the average variance extracted (AVE) values were examined (Table 2). Concerning internal consistency reliability, Cronbach's alpha values were observed to be between 0.865 and 0.977, proving good reliability ($CR > 0.7$). With relatively higher reliability estimates, composite reliability values often interpreted in the same way as Cronbach's alpha were observed to be between 0.909 and 0.981 [Hair et al., 2017]. As for convergent validity, which is the extent to which a measure correlates positively with alternative measures of the same construct [Hair et al., 2017], the average variance extracted for each construct was examined upon making sure that outer loadings of each item are satisfactory (> 0.60) [Nunnally, 1978]. Hair et al. [2017] define the average variance extracted as the grand mean value of the squared loadings of the indicators associated with the construct. It was observed that the average variance extracted (AVE) for all measurement constructs was between 0.681 and 0.864, thereby meeting the required scores (> 0.50) [Fornell, Larcker, 1981].

Regarding discriminant validity assessment, which has the goal to ensure that a reflective construct has the most vital relationships with its indicators, researchers seem to have relied on three measures: the crossloadings, The Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT) of the correlations. However, particularly for variance-based structural equation modelling like PLS, the second and the third approaches are the prevailing ones to assess discriminant validity [Hair et al., 2022]. Hence, in this study, the measurement model was tested through

Table 2 – Construct reliability and validity testing
Таблица 2 – Проверка конструктивной валидности и надежности

Variables	Statements	Items	Factor loadings	Cronbach's Alpha	Composite reliability	AVE
SL (Sparking leadership)	Motivates employees	SL1	0.932	.977	.981	.864
	Creates an environment where motivation is high	SL2	0.937			
	It ignites employees' passions and allows them to show what they can do	SL3	0.929			
	Inspires employees on how to be better	SL4	0.953			
	Leads employees' full potential and enables them to use it	SL5	0.952			
	Brings a unique perspective to the development of employees and allows them to discover their talents that they do not see or realize	SL6	0.922			
	Becomes a role model for employees by realizing his/her own passions	SL7	0.901			
	Inspires employees to tackle the toughest work challenges	SL8	0.909			
POS (Perceived organizational support)	The organization values my contribution to its well-being	POS1	0.873	.975	.978	.816
	The organization strongly considers my goals and values	POS2	0.869			
	Help is available from the organization when I have a problem	POS3	0.903			
	The organization really cares about my well-being	POS4	0.924			
	My organization wishes to give me the best possible job for which I am qualified	POS5	0.928			
	The organization cares about my general satisfaction at work	POS6	0.926			
	The organization takes pride in my accomplishments at work	POS7	0.939			
	The organization would forgive an honest mistake on my part	POS8	0.825			
	The organization is willing to extend itself in order to help me perform my job to the best of my ability	POS9	0.929			
	The organization cares about my opinions	POS10	0.909			
CL1 (Sharing)	I share content on social networks (photo, video, etc.)	CLF13	0.909	.938	.949	.729
	I like posts that are interesting	CLF14	0.879			
	I comment on shared photos	CLF15	0.800			
	I post status updates on social networks	CLF16	0.849			
	I tag friends on photos	CLF17	0.892			
	I chat with friends	CLF18	0.838			
	I watch shared videos	CLF19	0.802			
CL2 (Shopping)	I shop online	CLF21	0.869	.881	.914	.681
	I visit deal-of-the-day websites	CLF22	0.782			
	I visit online shopping sites	CLF23	0.907			
	I use online banking services	CLF25	0.827			
	I visit online shops for used products	CLF26	0.728			
CL3 (Real-time updating)	I retweet a tweet I like	CLF31	0.931	.954	.964	.842
	I favourite a tweet I like	CLF32	0.949			
	I post tweets	CLF33	0.943			
	I read tweets	CLF34	0.898			
	I comment on trending topics	CLF35	0.865			
CL4 (Accessing online content)	I download music	CLF41	0.846	.918	.938	.751
	I watch videos online	CLF42	0.898			
	I listen to music online	CLF43	0.906			
	I download videos	CLF44	0.795			
	I download applications I need	CLF45	0.883			
CL5 (Gaming/gambling)	I visit betting sites	CLF51	0.890	.865	.909	.714
	I bet online	CLF52	0.904			
	I check online sport sites	CLF53	0.819			
	I play online games	CLF54	0.759			

Note: SL is sparking leadership; POS is perceived organizational support; CL is cyberloafing; CL1 is Factor 1 – Sharing; CL2 is Factor 2 – Shopping; CL3 is Factor 3 – Real-time updating; CL4 is Factor 4 – Accessing online content; CL5 is Factor 5 – Gaming/gambling.

the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio measures, and the results (Table 3) demonstrated a good fit between the data and the model. This was also supported by the standardized root mean square residual (SRMR) values of 0.148 (<0.08) [Hu, Bentler, 1999].

The Fornell-Larcker criterion [Fornell, Larcker, 1981] suggests that the square root of AVE of each construct will be higher than the construct's highest correlation with any other construct in the model [Hair et al., 2017]. However, according to Henseler, Ringle and Sarstedt [2015], neither the cross-loadings nor the Fornell-Larcker criterion are fully reliable in terms of evaluating discriminant validity, and they suggest assessing the heterotrait-

monotrait ratio (HTMT) of the correlations instead. HTMT is the mean of all correlations of indicators across constructs measuring different constructs [Henseler, Ringle, Sarstedt 2015; Hair et al., 2017]. Henseler, Ringle and Sarstedt [2015] suggest two different threshold values of HTMT for two conditions. Accordingly, while the threshold value of 0.90 is desirable for the models composed of conceptually very similar constructs, for those models including conceptually more distinct constructs such as the structural model we propose here, this threshold value could be lowered to 0.85.

Structural model. The results of the structural model (Fig. 2) are seen in Table 4. The indirect effect (the effect

Table 3 – Discriminant validity testing
Таблица 3 – Проверка дискриминантной валидности

Fornell-Larcker Criterion								Heterotrait-Monotrait Ratio							
	CL1	CL2	CL3	CL4	CL5	POS	SL		CL1	CL2	CL3	CL4	CL5	POS	SL
CL1	0.854							CL1							
CL2	0.459	0.825						CL2	0.501						
CL3	0.464	0.326	0.918					CL3	0.493	0.347					
CL4	0.572	0.541	0.496	0.867				CL4	0.616	0.586	0.525				
CL5	0.402	0.220	0.461	0.281	0.845			CL5	0.451	0.276	0.509	0.337			
POS	0.466	0.449	0.209	0.424	0.101	0.903		POS	0.479	0.479	0.200	0.428	0.120		
SL	0.437	0.384	0.103	0.370	0.281	0.818	0.929	SL	0.453	0.412	0.099	0.384	0.304	0.835	

Note: SL is sparking leadership; POS is perceived organizational support; CL is cyberloafing; CL1 is Factor 1 – Sharing; CL2 is Factor 2 – Shopping; CL3 is Factor 3 – Real-time updating; CL4 is Factor 4 – Accessing online content; CL5 is Factor 5 – Gaming/gambling.

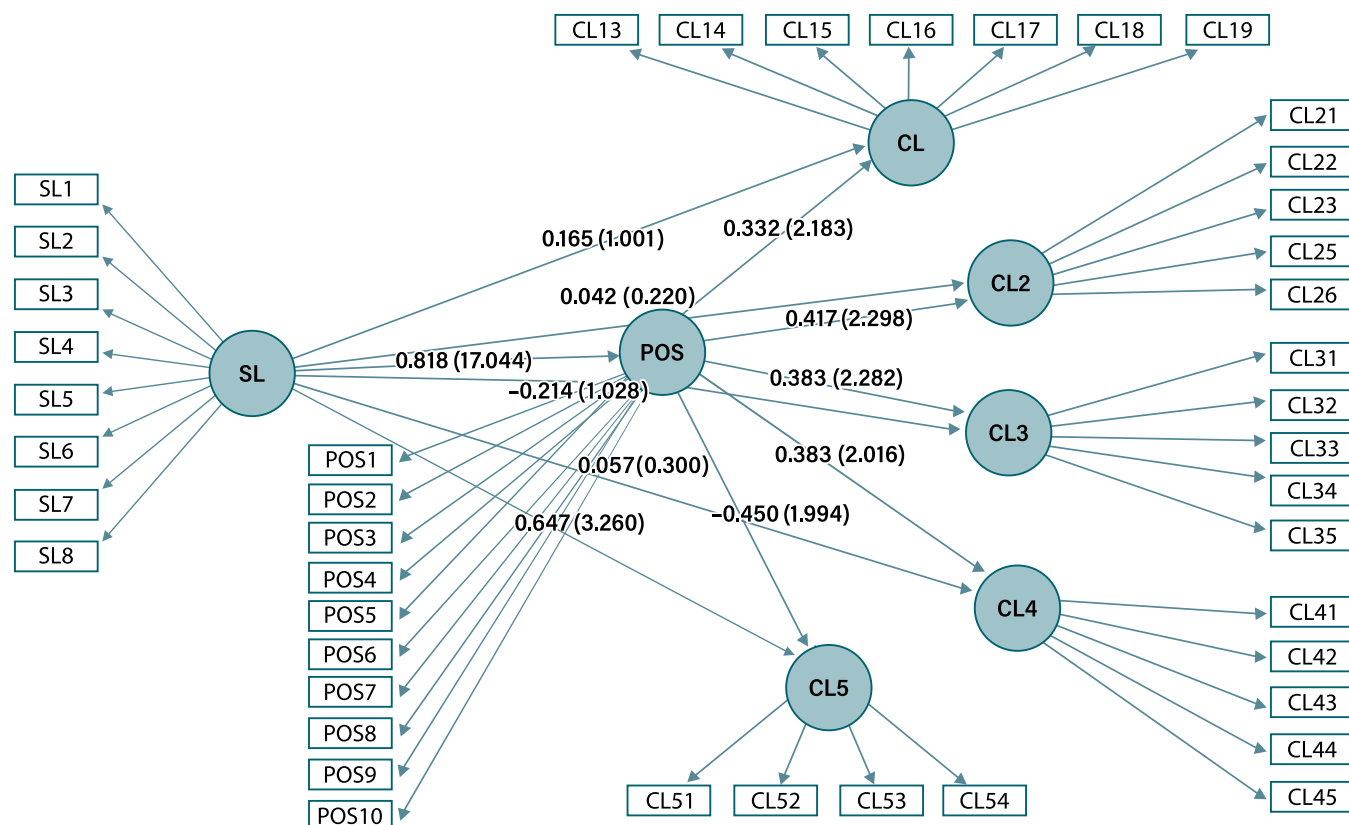


Fig. 2. The structural model

Рис. 2. Структурная модель

Table 4 – Direct and indirect effects
Таблица 4 – Прямые и косвенные эффекты

Effects	Variables	(O)	(M)	(STDEV)	(O/STDEV)	P
DE	POS -> CL1	0.332	0.339	0.152	2.183	0.029
DE	POS -> CL2	0.417	0.446	0.182	2.298	0.022
DE	POS -> CL3	0.383	0.389	0.168	2.282	0.023
DE	POS -> CL4	0.383	0.405	0.190	2.016	0.044
DE	POS -> CL5	-0.450	-0.494	0.226	1.994	0.046
DE	SL -> CL1	0.165	0.167	0.165	1.001	0.317
DE	SL -> CL2	0.042	0.021	0.193	0.220	0.826
DE	SL -> CL3	-0.214	-0.213	0.208	1.028	0.304
DE	SL -> CL4	0.057	0.042	0.189	0.300	0.764
DE	SL -> CL5	0.647	0.688	0.198	3.260	0.001
DE	SL -> POS	0.818	0.820	0.048	17.044	0.000
IE	SL -> POS -> CL2	0.342	0.369	0.160	2.134	0.033
IE	SL -> POS -> CL3	0.314	0.319	0.144	2.184	0.029
IE	SL -> POS -> CL1	0.272	0.277	0.127	2.137	0.033
IE	SL -> POS -> CL4	0.313	0.335	0.164	1.910	0.056
IE	SL -> POS -> CL5	-0.368	-0.410	0.198	1.856	0.064
TE	POS -> CL1	0.332	0.339	0.152	2.183	0.029
TE	POS -> CL2	0.417	0.446	0.182	2.298	0.022
TE	POS -> CL3	0.383	0.389	0.168	2.282	0.023
TE	POS -> CL4	0.383	0.405	0.190	2.016	0.044
TE	POS -> CL5	-0.450	-0.494	0.226	1.994	0.046
TE	SL -> CL1	0.437	0.444	0.094	4.665	0.000
TE	SL -> CL2	0.384	0.390	0.101	3.817	0.000
TE	SL -> CL3	0.100	0.106	0.113	0.880	0.379
TE	SL -> CL4	0.370	0.377	0.093	3.961	0.000
TE	SL -> CL5	0.279	0.278	0.082	3.398	0.001
TE	SL -> POS	0.818	0.820	0.048	17.044	0.000

Note: DE is direct effect; IE is indirect effect; TE is total effect; O is original sample; M is Sample mean; STDEV is Standart deviation; |O/STDEV| is T statistics; P is p-values.

through the POS as mediator) of SL on CL1, CL2, and CL3 is significant, while the indirect effect of SL on CL4 and CL5 is insignificant. Since a mediating effect always exists when the indirect effect is significant and when the indirect effect is not significant [Carrión, Nitzl, Roldán, 2017], the results indicate that POS could mediate the relationship between SL and CL1, CL2 and CL3 but not the relationship between SL and CL4, CL5. This means that Hypotheses 1, 2 and 3 are accepted, and Hypotheses 4 and 5 are rejected. In order to see the type of mediation, next, we examined the direct effect (in the presence of POS as the mediator) of SL on CL1, CL2 and CL3. Results showed that the p-values of each direct effect were insignificant, thereby indicating a complete mediation. This meant that the effect of SL on CL1, CL2 and CL3 is completely transmitted with the help of POS, which also meant that SL extracts its influence only under a particular condition of POS on CL1, CL2 and CL3 [Carrión, Nitzl, Roldán, 2017].

DISCUSSION

The results of the study prove that the current theoretical background is not sufficient to explain the causes of cyberloafing behaviour, particularly within the workplace context. We believe that with significant managerial implications, the unique model proposed here points to two inviting doors for future studies. Firstly, we know that employees' cyberloafing behaviour has been associated with different leadership theories in the literature, and the results of these studies have certainly had a significant impact on understanding the reasons for this demeanour. This study, however, contributes to this understanding from the perspective of a new leadership framework, underlining the fact that leadership is also about lighting the spark inside employees regarding their potential, enthusiasm, determination, talents, or interests [Bilginoğlu, Yozgat, 2018]. Hence, we believe that this study will serve as a basis for future research examining the relationships

between these two constructs. Secondly, the causes, antecedents, and consequences of cyberloafing behaviour in the workplace have been examined under different theories in organizational behaviour studies. But this study contributes to the existing literature by involving the theory of perceived organizational support [Eisenberger et al., 1986; Shore, Shore, 1995; Rhoades, Eisenberger, 2002; Eisenberger et al., 2014] to this complex equation. We believe this is a crucial step with outstanding managerial implications, because findings indicate that both direct and total effects (Table 4) of perceived organizational support on all of the cyberloafing factors are significant, and therefore, it is an essential predictor of cyberloafing behaviour. Moreover, results show that it is only through perceived organizational support that sparking leadership can impact the three types of cyberloafing behaviour (sharing, shopping, and real-time updating). This means that sparking leadership can be a predictor of cyberloafing behaviour only in the presence of perceived organizational support as the mediator. This also means that sparking leadership is not a predictor of accessing online content and gaming/gambling factors of cyberloafing behaviour in the presence of perceived organizational support as the mediator. We suggest that future research focus on this relationship to investigate the causes of this. By this means, we could have a better understanding of whether it is due to cultural dynamics, global versus local Internet habits, individual preferences, or particular research limitations such as the sample.

CONCLUSION

Empirical findings show that there is a complete mediation of POS between SL and three factors of CL: CL1 (Sharing), CL2 (Shopping), and CL3 (Real-time updating), verifying that the effect of SL on these three factors is completely transmitted with the help of POS. Accordingly, it is only through POS that SL can impact these fac-

tors. Getting a better grip on this role, however, requires a zoom on these specific factors. CL1 (Sharing) and CL3 (Real-time updating) factors include items that mainly measure employees' social media usage during work hours. These items include overall social media interaction and activities such as checking friends' posts and social networking profiles, sharing content and spending time on shared content, and chatting with friends via social media platforms. Besides, regarding the results given in Table 4, it is also evident, based on the empirical findings of the study, that the model suggested here is also open for improvement, mainly through attaching relevant factors within different contexts into the equation, yet abiding by the relational framework referring to the given total effect scores (Table 4). For instance, we observed that all p-values but one (SL → CL3) are significant, showing a strong association between the factors of the three scales without the involvement of a mediator. To return to the main problem of the research – should we rethink the predictors of cyberloafing? – the answer to this question based on the findings above is definitely 'yes'. In this sense, the study provides a basis for further research by pointing to the decisive role of POS, which has been widely discussed in several leadership studies but also seems to be ignored in understanding cyberloafing behaviour so far.

This research has shown that there may be different reasons than known for the emergence of cyberloafing behaviour in employees, and the level of perceived support by the employee or the leadership he/she works under may be very important. In this regard, senior managers have great responsibilities in terms of focusing on variables that trigger cyberloafing behaviour in the workplace and taking precautions to minimize the effects. We believe this should also include reconsidering organizational practices, values, and policies in a way that would foster employees' well-being and happiness within the organization. ■

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