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Understanding the effects of socially responsible human resource management on cyberloafing: a moderation and mediation model

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Understanding the effects of socially responsible human resource management on cyberloafing: a moderation and mediation model

Abstract

Purpose: This study examines the impact of socially responsible human resource management on cyberloafing and the mediating effect of felt obligation on the relationship. Job complexity is examined as a moderator of the relationship between socially responsible human resource management (SRHRM) and cyberloafing. The moderating role of organisational commitment on the relationship between felt obligation and cyberloafing is also investigated.

Design/methodology/approach: Using a survey research design, 262 full-time employees were recruited from Amazon Mechanical Turk (MTurk) to test the proposed research model. Partial least squares structural equation modeling was used to analyse the data.

Findings: Results show that SRHRM is positively related to cyberloafing. Socially responsible human resource management is positively related to felt obligation, which in turn is negatively related to cyberloafing. Felt obligation significantly mediates the relationship between SRHRM and cyberloafing. Furthermore, results show that job complexity moderates the relationship between SRHRM and cyberloafing. Also, organisational commitment moderates the relationship between felt obligation and cyberloafing.

Originality/value: To the best of our knowledge, this is the first study to propose and investigate a dual-path model that explains how SRHRM can simultaneously encourage and deter employees from engaging in cyberloafing behaviour. In addition, this study also idenfies the mediating role of felt obligation and the moderating role of job complexity and organisational commitment. This study sheds light on the interplay of SRHRM practices, job characteristics, employee attitudes toward their organisation, and discretionary behaviours, taking into account the increasingly flexible nature of employees' work lives.

Keywords: SRHRM; Cyberloafing; Felt obligation; Job complexity; Orgnisational commitment

1. Introduction

The Internet has become an essential component of both personal and professional aspects of individuals' lives (Anandarajan et al., 2011). Its integration has significantly enhanced the efficiency of employees in their day-to-day tasks, leading to increased overall job productivity (Koay and Soh, 2018). The shift towards digitised workplaces, along with the widespread adoption of Internet-based communication technologies, has brought about a profound transformation in modern organisations (Tandon et al., 2022). This transformation encompasses various aspects, ultimately shaping the way businesses operate and interact in the contemporary world. However, employees also take the opportunity to engage in cyberloafing behaviour (Koay and Lai, 2023; Lim, 2002; Lim, 2024a; Lim and Teo, 2005). Cyberloafing can be defined as "a set of behaviours at work in which an employee engages in electronically-mediated activities, particularly through the use of the internet, that his or her immediate supervisor would not consider job-related" (Askew et al., 2014, p. 510). Some of the cyberloafing activities include surfing non-work-related websites, browsing social media platforms (e.g., Facebook, Instagram, and TikTok), watching online videos, playing online games, and others (Lim and Chen, 2012).

Scholars and practitioners regard cyberloafing differently with some viewing it as a counterproductive work behaviour while others regarding it more positively (Lim and Chen, 2012; Lim and Teo, 2024b, 2024b). Some scholars argued that cyberloafing has adverse consequences on employee productivity and poses risks to a company's network security (e.g., Koay et al., 2022). This is because employees can inadvertently download harmful files from external sources, which may compromise the integrity and safety of the organisation's digital infrastructure (Koay, 2018; Moody and Siponen, 2013). As a result, certain companies have opted to prohibit their staff from engaging in online activities unrelated to work during work hours. The financial impact of cyberloafing on companies is estimated to be around $85 billion annually (Andel et al., 2019). Conversely, some scholars perceive cyberloafing positively, asserting that it may alleviate job-related stress and burnout (Zoghbi-Manrique-de-Lara, 2024). Additionally, they view it as a potential outlet for employees to foster creativity (Henle, 2024). This study recognises both the positive and negative aspects of cyberloafing. However, prolonged engagement in cyberloafing will inevitably have a detrimental impact on task performance (She and Li, 2023).

Extant systematic reviews on cyberloafing provided a comprehensive understanding of the factors impacting employees' cyberloafing behaviour (Lim and Teo, 2024; Tandon et al., 2022). The factors can be generally segregated into personal-, team-, task-, and organisational-related factors. The current study focuses on the impact of socially responsible human resource management (SRHRM) on cyberloafing, an

area that has not been well researched. Research has linked SRHRM to employees' positive conduct in the workplace such as knowledge sharing (Jia et al., 2019), organisational citizenship behaviour (Zhao and Zhou, 2021), and moral voice (Zhao et al., 2023). Based on social exchange theory, this is because when an organisation adopts SRHRM, employees are more likely to reciprocate by engaging in positive workplace behaviours. However, cyberloafing can be viewed as either positive or negative due to the nature of SRHRM, which may foster reciprocal exchanges between organisations and employees that are not constrained to office hours. In this study, we posit that SRHRM has a positive impact on cyberloafing as it often provides employees with better benefits and a positive work environment (Shen and Zhu, 2011) including flexible working hours and better work-life balance (Barrena-Martínez et al., 2019). For instance, employees often shift from the work domain to their private domain through activities like cyberloafing. Conversely, employees also tend to extend their work-related efforts, such as responding to emails, beyond standard working hours (Koay et al., 2017). However, SRHRM fosters a sense of moral duty among employees, known as felt obligation, prompting them to go beyond basic job expectations (Paillé and Valéau, 2021). This cultivated sense of obligation motivates individuals to actively participate in extra-role behaviours, contributing in ways that extend beyond their standard job responsibilities (Roch et al., 2019). Therefore, when employees feel that they are obligated to perform in the workplace, they will be less likely to engage in cyberloafing behaviour. Hence, this study proposes a dual path linking socially responsible human resource management and cyberloafing.

We also examine two boundary conditions. First, SRHRM is postulated to have a significant positive influence on cyberloafing. The positive influence is proposed to be higher when the job complexity of employees is high. This is because a highly complex job demands high levels of creativity, and cyberloafing can spark creativity (Tsai, 2023). As such, employees working in companies with SRHRM will feel safe to engage in cyberloafing activities to get fresh ideas for job purposes. Furthermore, this research proposes organisational commitment as a moderator influencing the negative relationship between felt obligation and cyberloafing. As elucidated earlier, a sense of duty reduces instances of cyberloafing. However, the intensity of this negative relationship is heightened for employees who exhibit a high level of commitment to the organisation. This heightened effect can be attributed to the fact that committed employees typically align their actions with the best interests of the organisation. Consequently, it is reasonable to assert that the negative impact of felt obligation on cyberloafing is significantly more pronounced when organisational commitment is high.

This paper is organised as follows. In the next section, we discuss the social exchange theory and present our hypotheses. Section 3 described the methodology and measures employed in this study. Section 4 presents our findings, and a discussion of the measurement model, and the structural model. Section 5 highlights the theoretical contributions and managerial implications. The final section concludes with a discussion of limitations and offers recommendations for future research.

2. Literature review

2.1 Social exchange theory

Social exchange theory posits that social behaviour is a product of reciprocal interactions, wherein individuals engage in transactions expecting future returns (Homans, 1961). This theory has been adopted by organisational researchers to elucidate how positive employee behaviours can be fostered through principles of reciprocity (Cropanzano et al., 2017). Within this framework, human interactions are viewed through a lens of social economic principles, whereby individuals assess the inputs they invest in relationships against the outcomes they receive. A quintessential example is the dynamic between employers and employees, wherein the fundamental exchange involves employees dedicating time and effort to work in exchange for compensation from their employers (Cropanzano et al., 2017). Social exchange theory posits that leaders or supervisors do not maintain uniform relationships with their followers, but rather cultivate distinct connections with each individual. Some followers experience higher-quality exchanges with the supervisor, marked by mutual respect, affect, and trust, while others engage in lower-quality exchanges primarily focused on task-related interactions (Cropanzano and Mitchell, 2005). High-quality relationships between leaders and followers are associated with various positive outcomes.

This study utilises social exchange theory to explore how SRHRM influences cyberloafing tendencies among employees. According to this theoretical framework, when organisations implement SRHRM practices, employees may feel a sense of obligation to reciprocate by demonstrating an increased commitment to their work, thereby reducing the likelihood of engaging in cyberloafing behaviours. However, the very nature of SRHRM often fosters an organisational culture that prioritises employee empowerment and autonomy (He and Kim, 2021). Consequently, employees may exploit this freedom to indulge in cyberloafing activities during designated work hours. Nevertheless, it is important to note that such behaviour may not necessarily lead to a decline in job performance (Spector and Fox, 2010). This is because individuals may compensate for time spent cyberloafing by exerting additional effort outside of

regular work hours (Lavelle et al., 2009). Consequently, employees may experience internal conflicts regarding the appropriateness of engaging in cyberloafing behaviours within organisations that uphold high standards of SRHRM. These conflicts may stem from a tension between the desire to reciprocate the organisation's commitment to employee well-being and the temptation to take advantage of the flexibility afforded by SRHRM initiatives.

2.2 Socially responsible human resource management and cyberloafing

SRHRM is "defined as corporate social responsibility (CSR) directed at employees" (Shen and Benson, 2016, p. 1723). It involves hiring and retaining employees with a commitment to social responsibility, offering CSR-related training, and considering employees' social contributions in decisions related to promotions, performance evaluations, and compensation (Shen and Benson, 2016). Implementing an SRHRM approach requires a nuanced strategy that intertwines personnel management with principles from both human resource management and CSR (Bombiak and Marciniuk-Kluska, 2019). As CSR has become a universally acknowledged benchmark for ethical business conduct, employees naturally gauge their organisation's performance through the lens of its CSR endeavours. Consequently, a company's active participation in CSR activities tends to garner favourable perceptions from employees, thereby nurturing a deeper sense of affiliation and loyalty towards the organisation (Shen and Benson, 2016).

According to social exchange theory, the implementation of SRHRM should be expected to decrease instances of cyberloafing among employees, as cyberloafing is commonly perceived as detrimental to productivity. However, it is crucial not to automatically equate cyberloafing with diminished job performance. Instead, we argue that SRHRM can actually have a positive impact on cyberloafing. SRHRM frequently adopts flexible working hours and emphasises maintaining a work-life balance (Barrena-Martínez et al., 2019). This is because organisations practicing SRHRM prioritise not just employee performance but also offer flexible employment arrangements and schedules to help staff manage family obligations (Shen, 2011). Consequently, employees may frequently shift between work and personal activities, such as engaging in cyberloafing, or extending work-related tasks, like responding to emails, beyond regular working hours (Koay et al., 2017). This behaviour aligns with social exchange theory, as allowing employees to engage in minor non-work activities during work hours often leads them to compensate by either working more efficiently or extending their workday (Spector and Fox, 2010). Thus, the organisation does not experience any net loss of resources in this exchange. Additionally, SRHRM practices typically grant employees high autonomy to manage their tasks, with performance

assessments focused on overall outcomes rather than daily activities. Therefore, we suggest that employees are unlikely to engage in cyberloafing deliberately; however, if they do, they are not penalised, as the organisation places less emphasis on monitoring minor deviations from standard work routines. Hence, the following hypothesis is proposed:

H1: Socially responsible human resource management has a significant positive influence on cyberloafing.

2.3 The mediating role of felt obligation

Felt obligation is defined as a "prescriptive belief regarding whether one should care about the organisation's well-being and should help the organisation reach its goals" (Eisenberger et al., 2001, p. 42). It serves as a crucial factor in facilitating social exchange between two parties aiming to establish and sustain a mutually beneficial collaborative relationship over time. Applying the principle of reciprocity to SRHRM suggests that when a company actively engages in activities that benefit its employees, it fosters a sense of obligation among them to perform well for the organisation. Employees are inclined to gravitate towards socially responsible companies over traditional ones due to the latter's adherence to human, social, and employment rights. Consequently, leveraging this inclination can lead to advantages such as increased loyalty, motivation, and commitment from the workforce (Sharma et al., 2009). A study conducted by He and Kim (2021) supports this notion, indicating a positive relationship between SRHRM and employees' felt obligation. Accordingly, this study proposes the hypothesis below:

H2: Socially responsible human resource management has a significant positive influence on felt obligation.

Felt obligation among employees reflects the ethical reasoning behind their decisions to either engage or disengage in exchange relationships with their organization (Koay, 2024). A low level of obligation indicates a perception of no obligation to support the employer, while a high level suggests a belief in owing loyalty to the organisation (Shore and Barksdale, 1998). Yu and Frenkel (2013) found that employees show better task performance when have high levels of felt obligation. Furthermore, a study by Lee et al. (2019) reported that felt obligation has a significant positive effect on organisational citizenship behaviour. Social exchange theory posits that in any exchange or interaction between individuals, there is a tendency for one party to feel obligated to reciprocate favourable treatment from the other party (Cropanzano and Mitchell, 2005). Building upon this principle, we propose that when employees perceive a sense of obligation to reciprocate positive treatment from their organisation, they

are less likely to engage in cyberloafing behaviours. This implies that when employees feel a duty to repay their employer's kindness or favourable treatment, they are more motivated to remain productive and refrain from activities such as excessive internet browsing or non-work-related online activities during work hours. Thus, we posit the following hypothesis:

H3: Felt obligation has a significant negative influence on cyberloafing.

As previously discussed, SRHRM might initially appear to increase employees' tendency to engage in cyberloafing. However, it also fosters a stronger sense of obligation to the organisation, ultimately reducing such behaviour. Specifically, SRHRM practices offer greater flexibility in how employees manage their work (Silva and Duarte, 2024), which can contribute to cyberloafing. For example, based on border theory, Koay et al. (2017) observed that employees who frequently shift between work and non-work domains to address personal demands during work hours are more likely to exhibit cyberloafing behaviour (Clark, 2000). However, applying the principle of reciprocity, employees are inclined to reciprocate by working harder for organisations that adopt SRHRM, as these practices cultivate a sense of duty. Consequently, employees may experience feelings of guilt when engaging in cyberloafing, reducing its overall occurrence (Martin et al., 2009). Based on this, we propose the following hypothesis:

H4: Felt obligation mediates the relationship between socially responsible human resource management and cyberloafing.

2.4 The moderating role of job complexity

A job is complex "when it involves mental processes such as problem-solving, applying discretion, and using technical knowledge" (Dean and Snell, 1991, p. 781). This study proposes job complexity as a moderating factor in the positive relationship between SRHRM and cyberloafing. Specifically, it posits that this relationship becomes stronger under conditions of high job complexity. Complex jobs, characterised by the need for high cognitive capabilities, often motivate employees to engage in cyberloafing behaviours as a means to refresh their minds, generate new ideas, and ultimately improve task performance. For instance, Chae and Choi (2018) demonstrated that complex job demands are more likely to foster employee creativity. Supporting this notion, Kuem and Siponen (2014) found that brief periods of cyberloafing or participation in low-effort online activities can enhance creative performance. Their research suggests that such breaks act as mental reprieves, allowing employees to momentarily disconnect from demanding tasks and return with renewed focus and creativity. Similarly, Akar and

Coskun (2020) observed a positive correlation between cyberloafing and creativity, further highlighting the potential productivity benefits of this behaviour. Additionally, Koay et al. (2017) asserted that cyberloafing can serve as a stress reduction mechanism, which may indirectly contribute to improved work performance. These findings align with the proposition that employees in companies practicing SRHRM, especially those with complex job roles requiring external sources of inspiration, are more inclined to engage in cyberloafing as a coping and enhancement strategy. Consequently, the positive impact of SRHRM on cyberloafing is expected to intensify in high-complexity job settings. Based on this reasoning, we hypothesise the following:

H5: Job complexity moderates the positive relationship between socially responsible human resource management and cyberloafing, such that the relationship is stronger when job complexity is high.

2.5 The moderating role of organisational commitment

Organisational commitment refers to" a person's mental bond to one's workplace entity" (Lim et al., 2021, p. 502). Organisational commitment is perceived as the conviction, embracing, and willingness to engage actively in the objectives and principles of one's workplace, demonstrated through diligent effort and a dedicated effort to sustain relationships, protocols, and achievements (Raji et al., 2021). It has been always linked with job performance (Donkor and Zhou, 2020; Yücel et al., 2020). Furthermore, employees who are committed to the organisation are more likely to have lower turnover intentions (Serhan et al., 2022) and engage in organisational citizenship behaviour (Pradhan et al., 2016). Felt obligation might decrease cyberloafing. However, this study proposes that the negative influence of felt obligation will be even stronger for employees who have high levels of orgnisational commitment. This amplification occurs because highly committed employees consistently prioritise the interests of their organisation. Consequently, their sense of obligation to reciprocate favourable treatment from the organisation is particularly potent, leading to a stronger deterrent effect on engaging in cyberloafing activities. Accordingly, the hypothesis is postulated below:

H6: Organisational commitment moderates the negative relationship between felt obligation and cyberloafing, such that the relationship is stronger when organisational commitment is high.

Figure 1: Research model

3.0 Methodology

3.1 Sampling and data collection

Data were collected using an online survey through Amazon Mechanical Turk (MTurk). Particularly, we posted the Google survey link on MTurk to recruit potential respondents in exchange for compensation. In order to be eligible as our respondents, they must meet the following criteria: (i) employed full-time, (ii) utilise the Internet for work-related tasks, and (iii) have access to a human resources department within their organisation. Participants who do not fulfill these criteria will not be allowed to participate in the study. This stringent selection process was implemented to ensure that participants possessed the requisite knowledge to provide accurate responses to the questionnaire. According to the calculation of a prior power analysis using G*power software (effect size = 0.15 (medium); alpha (α) = 0.05; number of predictors = 6, the power = 80%), the minimum sample size needed was 98. To collect adequate samples, 262 data were collected and processed for further analysis.

Respondents comprised 139 men (53.1%) and 122 women, (46.6%), with 1 respondent preferring not to disclose (0.4%). In terms of ethnicity, 231 (88.2%) are White/Caucasian, 6 (2.3%) are Black/African American, 6 (2.3%) are Hispanic/Latino, 6 (2.3%) are Asian, 6 (2.3%) are categorised as others, 5 (1.9%) are Chinese, and 2 (0.8%) are Indian. Regarding age distribution, 1 (0.4%) respondent is below 21, 47 (17.9%) are aged 21 to 30, 131 (50%) are aged 31 to 40, 42 (16.0%) are aged 41 to 50, 30 (11.5%) are aged 51 to 60, and 11 (4.2%) are 61 or older.

3.2 Measures

Cyberloafing was evaluated using a three-item scale adapted from the work of Moody and Siponen (2013). The measurement of SRHRM employed a scale consisting of six items sourced from Shen and Benson (2016). Felt obligation was assessed through seven items adapted from the research of Eisenberger et al. (2001). Job complexity was measured using a three-item scale adapted from Dean and Snell (1991). Finally, organisational commitment was gauged using a three-item scale adapted from the research of Giauque and Varone (2019). This study included two control variables including gender (Blanchard and Henle, 2008) and age group (Betts et al., 2014) in the PLS analysis as they were found to be significant demographic factors influencing cyberloafing. All statements were answered on a seven-point Likert scale ranging from strongly disagree (1) to strongly agree (7).

4. Data analysis

We utilised partial least squares structural equation modeling (PLS-SEM) to test the six hypotheses. Specifically, the analysis was conducted using Smart PLS (version 4). The selection of PLS-SEM in this study is grounded in several considerations (Guenther et al., 2023). First, this research is more exploratory than confirmatory, seeking to unravel the impact of SRHRM on cyberloafing. Second, the research model is intricate, encompassing a mediator and two moderators. Last, PLS-SEM is the preferred approach due to its flexibility in accommodating various sample sizes and data assumptions.

4.1 Common method bias

Evaluating common method bias (CMB) holds significant importance in survey studies as it has the potential to distort the estimates of the relationship between two variables (Lim and Koay, 2024; Wulff et al., 2023). To address this concern, this study prioritised the assessment of CMB and employed Harman's single-factor test through factor analysis. Results revealed that the first factor accounted for less than 50% of the total variance, indicating no indication of CMB (Tehseen et al., 2017). Subsequently, a full-collinearity test was conducted using a proxy variable generated with random numbers. This proxy variable was then regressed on all the variables, and the variance inflation factor (VIF) values were consistently below 3.3 (Kock, 2015). Both tests collectively provided robust evidence supporting the absence of common method bias in this research.

4.2 Measurement model

The full measurement model results are presented in Table 1. After confirming CMB was not a concern, this study evaluated the internal consistency of measures by looking at the composite reliability. All composite reliability values were greater than 0.7 (Bacon, 1995). Next, we assessed the convergent validity involving the examination of loadings and average variance extracted. Table 1 shows that all loadings and AVEs were greater than 0.7 and 0.5, respectively (Hair et al., 2019). Discriminant validity was examined based on the Fornell–Larcker criterion and the heterotrait-monotrait ratio of correlations (HTMT). Table 2 shows that the square root of AVE was greater than correlation values in rows and columns (Fornell and Larcker, 1981), satisfying the Fornell–Larcker criterion. Furthermore, Table 3 reports that all HTMT values were less than 0.9 (Henseler et al., 2015), indicating good discriminant validity. Four indicators including FO1, FO2, FO7, and JC2 were removed in order to satisfy the requirements for reliability, convergent validity, and discriminant validity.

Table 1: Measurement model (reliability and convergent validity)

Table 2: Fornell–Larcker criterion (discriminant validity)

Table 3: HTMT criterion (discriminant validity)

4.3 Structural model

The full structural model results are shown in Table 4. Results generated from bootstrapped 5000 resamples showed that SRHRM has a positive influence on cyberloafing (β = 0.201, $p < 0.05$) and felt obligation (β = 0.478, p < 0.001), supporting H1 and H2. Furthermore, felt obligation has a significant negative influence on cyberloafing (β = -0.261, $p < 0.01$). Thus, H3 was supported. Felt obligation was found to be a significant mediator of the relationship between SRHRM and cyberloafing (indirect effect = -0.125, $p < 0.05$) (see Table 5). Next, the moderating effects were also assessed. Support was found for H5, showing job complexity moderates the relationship between SRHRM and cyberloafing (interaction effect = 0.175, $p < 0.01$). Moreover, organisational commitment was found to moderate the relationship between felt obligation and cyberloafing (interaction effect = -0.124, $p < 0.05$), supporting H6.

Table 4: Structural model results (hypothesis testing)

Table 5: Mediating effect

Figure 2: The moderating effect of job complexity on the relationship between SRHRM and cyberloafing

Figure 3: The moderating effect of organisational commitment on the relationship between felt obligation and cyberloafing

5. Discussion

5.1 Theoretical implications

The study found that SRHRM has a significant positive impact on cyberloafing, suggesting that employees in organisations that embrace SRHRM are predisposed to engage in cyberloafing behaviour. This inclination stems from the inherent trust and autonomy afforded to employees within such organisations. SRHRM fosters a culture where employees are trusted to manage their tasks independently, contributing to a sense of empowerment in the workplace (Zhao et al., 2023). Moreover, these organisations prioritise work-life balance, recognising the importance of employees' personal lives alongside their professional responsibilities (Barrena-Martínez et al., 2019). Consequently, employees in SRHRM-driven environments may blur the boundaries between work and personal domains, often manifesting through activities like cyberloafing. Cyberloafing serves as a means for employees to address

personal obligations or desires during work hours, such as attending to household bills, responding to family messages, or making dinner reservations online (Soh et al., 2016). Importantly, within organisations embracing SRHRM, employees typically perceive little risk of reprisal for engaging in cyberloafing activities, fostering a sense of psychological safety. In return for the trust and flexibility extended to them, employees in these environments may exhibit heightened commitment and productivity. They may compensate for time spent cyberloafing by investing additional effort during or outside of traditional working hours, thereby maintaining overall productivity levels (Koay and Soh, 2018). This reciprocal dynamic underscores the symbiotic relationship between organisational culture, employee behaviour, and performance outcomes within the framework of SRHRM. This study highlights the role of SRHRM in unraveling the complexity of social exchange theory through its interplay with organisational citizenship and counterproductive work behaviour work (Spector and Fox, 2010). It underscores the necessity for agility in responding to the rapidly changing work environment, which is increasingly enabled by technology across various facets of employees.

This study shows that SRHRM fosters a heightened sense of duty among employees, leading to increased levels of felt obligation. This suggests that organisations implementing SRHRM are more likely to develop a work environment where employees are motivated to exert greater effort for their employer (He and Kim, 2021). This is because SRHRM initiatives typically include providing employees with essential training opportunities to enhance their skills, coupled with a merit-based approach to recognition and advancement (Barrena-Martíneze et al., 2019). Consequently, employees tend to reciprocate this investment by developing a strong sense of obligation towards the organisation. This increased sense of duty, in turn, relates to a reduced inclination among employees to engage in cyberloafing behaviour. Such behaviour involves idling away time on non-work-related activities online during work hours. Employees who feel obligated to perform at their best understand the importance of utilising work time efficiently and recognise the potential negative repercussions of cyberloafing, such as decreased productivity and missed deadlines. Furthermore, our findings indicate that the link between SRHRM and reduced cyberloafing is mediated by this sense of felt obligation. In essence, SRHRM plays a pivotal role in nurturing this sense of duty among employees, consequently leading to a decrease in cyberloafing tendencies within the organisational context.

This study also highlights the significant moderating effect of job complexity on the relationship between SRHRM and cyberloafing. Specifically, findings showed that employees in roles of higher complexity demonstrate a greater tendency to engage in cyberloafing when SRHRM practices are more

pronounced, confirming the importance of the interplay between organisational initiatives and work factors in impacting cyberloafing (Martin et al., 2009). This finding aligns with the idea proposed by other researchers that cyberloafing can serve as a means of stimulating creative thinking (Akar and Coskun, 2020; Tsai, 2023). Employees in complex roles often encounter tasks that demand innovative problem-solving and creative solutions. In this context, engaging in cyberloafing activities such as browsing social media, playing online games, or watching videos can inadvertently trigger unexpected insights or ideas. These serendipitous encounters have the potential to enrich their approach to tackling job-related challenges that necessitate high levels of creative thinking (Koay and Soh, 2018). Therefore, while SRHRM practices may foster a culture of productivity and accountability within the organisation, employees in complex roles may still find value in occasional cyberloafing as a source of inspiration or creative stimulation. This underscores the nuanced interplay between job complexity, SRHRM, and cyberloafing behaviour within the modern workplace landscape.

Additionally, this study reveals that organisational commitment significantly moderated the relationship between felt obligation and cyberloafing. Specifically, we found that the deterrent effect of felt obligation on cyberloafing is more pronounced among employees with high levels of organisational commitment. This suggests that relying solely on felt obligation may not suffice to curb cyberloafing tendencies. When employees not only feel a sense of obligation to perform but also develop a strong commitment to their organisation, they are less inclined to engage in cyberloafing behaviour. This dual influence of felt obligation and organisational commitment creates a more robust deterrent against such activities. For example, a study by Koay et al. (2022) shows the significance of organisational commitment in mitigating negative workplace behaviours, showing its capacity to lessen the impact of factors like emotional exhaustion on cyberloafing. In essence, fostering organisational commitment alongside promoting a sense of duty among employees can enhance the effectiveness of strategies aimed at reducing cyberloafing within the workplace. This highlights the importance of cultivating a work environment where employees feel deeply connected and committed to the organisation's goals and values.

5.2 Managerial implications

This research has confirmed the value of SRHRM in relation to cyberloafing for employees with complex jobs. In order to further strengthen the value of SRHRM in this context, our research directs managers toward providing a more humanistic dimension to the current SRHRM practices. These practices

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promote reciprocal relationships through HRM practices that allow for cyberloafing during work hours, while still retaining responsible employees who feel obligated to complete complex tasks at any time of the day. Notably, we encourage SRHRM to adopt more humanistic approaches to promote corporate "humanistic" responsibility (CHR). This includes fostering more employee-centric workplaces (e.g., top management's respect for the personal lives of employees, openness to diversity), comprehensive training and development (e.g., providing skill upgrades and soft skill training), and holistic compensation (e.g., offering advance salary in cases of emergency) (Koon and Fujimoto, 2024). These humanistic practices by employers will further signal to employees their value, encouraging engagement in complex jobs and allowing flexible use of time, including cyberloafing during office hours. In increasingly digitalised workplaces, we encourage managers to allow for more humanistic work arrangements for employees with complex tasks, enabling them to engage in desired or necessary online non-work activities at any time (e.g., online grocery shopping for households and paying bills), thereby showing flexibility to meet the needs/desires of various employees from different demographic backgrounds. Although SRHRM directly increases cyberloafing, it also creates a sense of obligation to perform well in the workplace, thereby reducing their inclination to engage in cyberloafing behaviour.

Furthermore, it is important to recognize the importance of job complexity in affecting the impact of SRHRM on cyberloafing. Under high SRHRM conditions, employees tend to engage in cyberloafing behaviour when the job is complex and requires high levels of cognitive skills. This is because employees tend to obtain fresh ideas and replenish their mental energy when engaging in cyberloafing behaviour such as watching online videos and listening to music. Although organisations often perceive cyberloafing as a time-wasting behaviour, research suggests it can enhance employee job performance, particularly in roles requiring high levels of creativity (Akar and Coskun, 2020; Tsai, 2023). However, organisations must also recognise that cyberloafing can disrupt workflow, potentially causing employees to spend additional time recovering working memory (Zahmat Doost and Zhang 2024), which may hinder performance in complex tasks. Therefore, it is recommended that organisations not only implement SRHRM practices but also establish well-balanced cyberloafing policies that promote both flexibility and accountability. Furthermore, permitting employees to engage in non-work-related online activities should not be discouraged, provided it does not negatively impact their job performance.

In addition, organisational commitment enhances the strength of the negative influence of felt obligation on cyberloafing. As a result, organisations need to prioritise cultivating a sense of commitment among their employees, as these individuals are the backbone of the organisation, consistently delivering

results and prioritising its success (Filimonau et al., 2020). Nonetheless, nurturing this commitment within the workforce demands a substantial investment of time and resources from the organisation to establish strong connections with its employees (Lim et al., 2021).

5.3 Conclusion, limitations, and future research

In summary, this study unveils a compelling dual-path model that elucidates how SRHRM can simultaneously incentivise and discourage employees' engagement in cyberloafing behaviour. While SRHRM practices may initially lead to increased levels of cyberloafing, they also foster a sense of felt obligation among employees, which subsequently acts as a deterrent to such behaviour. Furthermore, this present study shows the significance of job complexity as a moderator in the relationship between SRHRM and cyberloafing. It highlights how the nature of an employee's work impacts the effectiveness of organisational HRM policies in shaping their engagement in non-work-related online activities. This demonstrates the nuanced interplay between job demands and HRM strategies in influencing employees' workplace behaviour. Next, this study also sheds light on the pivotal role of organisational commitment in amplifying the negative impact of felt obligation on cyberloafing. In essence, employees who exhibit high levels of organisational commitment demonstrate a greater willingness to prioritise the interests of the organisation over engaging in cyberloafing activities. This underlines the importance of fostering a strong organisational commitment among employees as a means of mitigating undesirable workplace behaviours. Overall, this study enriches our understanding of the complex dynamics surrounding SRHRM and cyberloafing within and outside organisational contexts, shedding light on the interplay between SRHRM practices, job characteristics, and employee attitudes towards their organisation spanning work and non-work contexts.

While acknowledging the strengths of this research, it is imperative to acknowledge its limitations. One limitation lies in the use of cross-sectional data, which inherently restricts the ability to draw causal inferences. To address this, future researchers could employ longitudinal research methods, such as multi-wave or cross-lagged panel designs, or adopt experimental approaches to provide a more robust and comprehensive analysis. Additionally, the reliance on data sourced from MTurk introduces potential limitations regarding the generalisability of findings. However, this study implemented rigorous screening measures to ensure the inclusion of appropriate respondents, thereby enhancing the validity of the results. Another limitation lies in the self-reporting format utilised for cyberloafing data, necessitated by the nature of this personal behaviour, which cannot be observed by peers or superiors. While imperfect, self-

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reporting remains the most viable method. Future investigations could explore alternative approaches, such as implementing internet monitoring systems on employees' devices, to attain more objective data.

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Table 1: Measurement model (reliability and convergent validity)

Construct	Item	Loading	Composite reliability	Average variance extracted
Cyberloafing	CY1: In general, I use the Internet at work for non-work-related purposes	0.932	0.937	0.833
	CY2: I access the Internet at work for non-work-related purposes several times each day	0.882		
	CY3: I spend a significant amount of time on the Internet at work for non-work-related purposes	0.924		
Felt obligation	FO3: I have an obligation to the organization to ensure that I produce high-quality work	0.799	0.843	0.575
	FO4: I owe it to the organization to do what I can to ensure that the organization's customers are well-served and satisfied	0.747		
	FO5: I would feel an obligation to take time from my personal schedule to help the organization if it needed my help	0.787		
	FO6: I would feel guilty if I did not meet the organization's performance standards	0.695		
Job complexity	JC1: My job requires me to have high technical knowledge	0.737	0.842	0.731
	JC3: My tasks in my job are highly complicated	0.958		
SRHRM	SRHRM1: My company considers person identity-CSR identity fit in recruitment and selection	0.842	0.937	0.713
	SRHRM2: My company provides adequate CSR training to promote CSR as a core organizational value	0.851		
	SRHRM3: My company provides CSR training to develop employees' skills in receptive stakeholder engagement and communication	0.866		
	SRHRM4: My company considers employee social performance in promotions	0.833		
	SRHRM5: My company considers employee social performance in performance appraisals	0.824		
	SRHRM6: My company relates employee social performance to rewards and compensation	0.849		

Organisational commitment	OC1: I am willing to put in a great deal of effort beyond what is normally accepted to help this organization become successful	0.823	0.880	0.711
	OC2: I am proud to tell others that I am part of this organization	0.897		
	OC3: I find that my values and the organization's values are similar	0.806		

Note(s): Loadings should be greater than 0.7; values for composite reliability should be greater than 0.7; values for average variance extracted should be greater than 0.5

Source: Authors' own illustration

Table 2: Fornell–Larcker criterion (discriminant validity)

Construct	Mean	SD	1	2	3	4	5	6	7
1. Age	3.328	1.041	-						
2. Cyberloafing	4.348	1.675	-0.202**	(0.913)					
3. Felt obligation	5.546	0.978	0.045	-0.076	(0.758)				
4. Gender	0.473	0.507	0.002	0.017	0.048	-			
5. Job complexity	5.235	1.226	-0.159**	0.253**	0.310**	-0.071	(0.855)		
6. Organisational commitment	5.490	1.117	-0.022	-0.035	0.713**	0.065	0.272**	(0.843)	
7. SRHRM	5.095	1.248	-0.226**	0.134*	0.478**	0.071	0.286**	0.544**	(0.844)

Note(s): Values on the diagonal (italicized) represent the square root of the average variance extracted while the off-diagonals are correlations
** correlation is significant at 0.01 level (2-tailed)
* correlation is significant at 0.05 level (2-tailed)
Source: Authors' own illustration

Table 3: HTMT criterion (discriminant validity)

	Construct	1	2	3	4	5	6	7
1.	Age							
2.	Cyberloafing	0.209						
3.	Felt obligation	0.078	0.226					
4.	Gender	0.002	0.033	0.051				
5.	Job complexity	0.204	0.277	0.446	0.089			
6.	Organisational commitment	0.063	0.057	0.889	0.082	0.425		
7.	SHRM	0.236	0.137	0.533	0.085	0.407	0.629	

Note(s): HTMT values should be less than 0.9 to indicate no issues with discriminant validity
Source: Authors' own illustration

Table 4: Structural model results

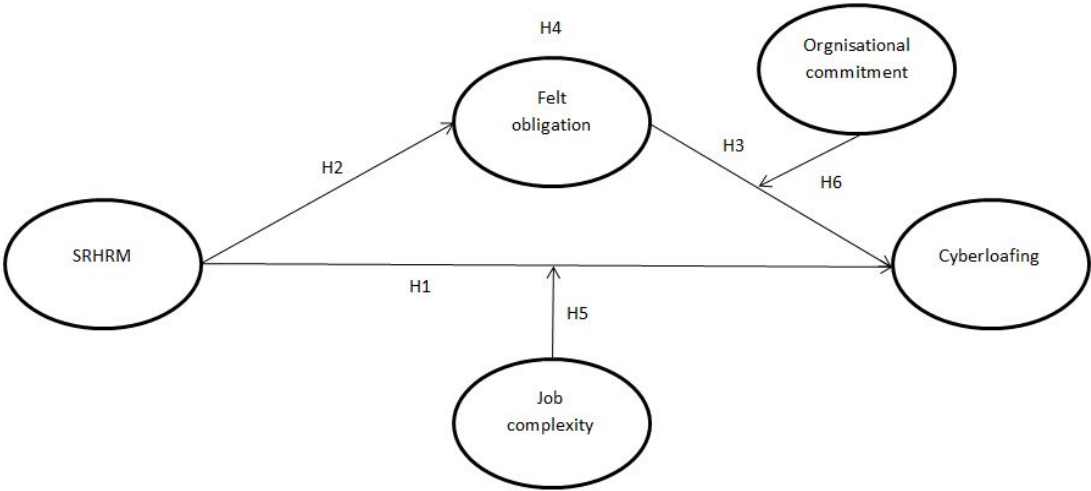| Relationship	Path coefficient	STD	t value	p value	5.0%	95.0%	Decision
Control variable							
Age -> Cyberloafing	-0.092	0.064	1.448	0.074	-0.185	0.025	
Gender -> Cyberloafing	0.029	0.055	0.520	0.301	-0.068	0.116	
Direct effect							
H1: SHRM -> Cyberloafing	0.201	0.115	1.753	0.040	0.001	0.380	Supported
H2: SHRM -> Felt obligation	0.478	0.056	8.583	0.000	0.368	0.556	Supported
H3: Felt obligation -> Cyberloafing	-0.261	0.109	2.389	0.008	-0.433	-0.077	Supported
Organisational commitment -> Cyberloafing	-0.119	0.108	1.104	0.135	-0.304	0.051	
Job complexity -> Cyberloafing	0.328	0.067	4.923	0.000	0.210	0.425	
Interaction effect							
H5: Job complexity x SHRM -> Cyberloafing	0.175	0.066	2.646	0.004	0.059	0.273	Supported
H6: Organisational commitment x Felt obligation -> Cyberloafing	-0.124	0.065	1.913	0.028	-0.208	-0.015	Supported

Note(s): One-tailed test
Source: Authors' own illustration

Table 5: Mediating effect

Relationship	Indirect effect	STD	t value	p value	2.5%	97.5%	Decision
H4: SHRM -> Felt obligation -> Cyberloafing	-0.125	0.057	2.194	0.028	-0.241	-0.016	Supported

Note(s): Two-tailed test
Source: Authors' own illustration

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Figure 1: Research model

Source: Authors' own illustration.

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Figure 2: The moderating effect of job complexity on the relationship between SRHRM and
cyberloafing

Source: Authors' own illustration.

Figure 3: The moderating effect of organisational commitment on the relationship between felt obligation and cyberloafing

Source: Authors' own illustration.

"Understanding the effects of socially responsible human resource management on cyberloafing: a moderation and mediation model"

Dear EIC and reviewers,
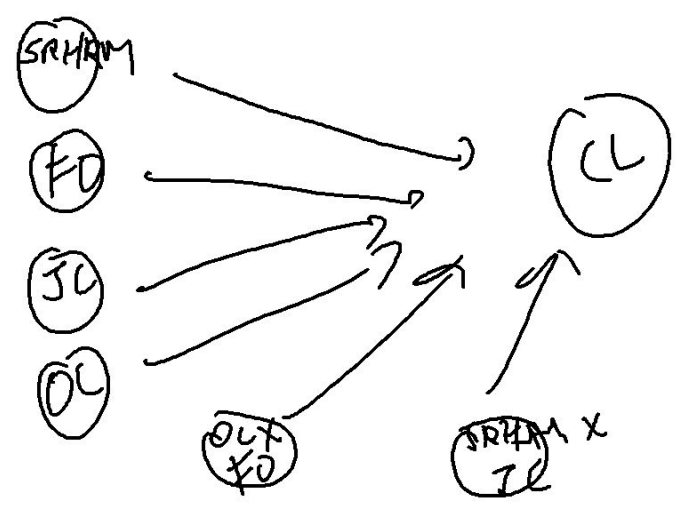
Greetings!

We appreciate the detailed feedback and constructive comments provided by the reviewers. They have undoubtedly strengthened the quality of our manuscript and further clarified our research's contributions. Here are our point-by-point responses to the reviewers' comments. Please do not hesitate to let us know if you need any clarification. We look forward to hearing from you.

Best Regards,
Authors

#	Feedback	Author's Response
	Reviewer 1	
1.	Recommendation: Accept	Thank you for all the previous comments which have made this manuscript better.

#	Feedback	Author's Response
	Reviewer 2	
	Recommendation: Minor Revision	
1.	1. The discussion of H4 is unclear and needs further clarification, supported by strong literature.	Thanks for the comment. Due to the word limitation (already exceeded 10%), we tried our best to condense our content as much as possible. H4 reflects the mediating effects of felt obligation. The theoretical logic and literature are based on H1, H2, and H3. We have revised the entire H4. Please see the below "As previously discussed, SRHRM might initially appear to increase employees' tendency to engage in cyberloafing. However, it also fosters a stronger sense of obligation to the organisation, ultimately reducing such behaviour. Specifically, SRHRM practices offer greater flexibility in how employees manage their work (Silva and Duarte, 2024), which can contribute to cyberloafing. For example, based on border theory, Koay et al. (2017) observed that employees who frequently shift between work and non-work domains to address personal demands during work hours are more likely to exhibit cyberloafing behaviour (Clark, 2000). However, applying the principle of reciprocity, employees are inclined to reciprocate by working harder for organisations that adopt SRHRM, as these practices cultivate a sense of duty. Consequently, employees may experience feelings of guilt when engaging in cyberloafing, reducing its overall occurrence (Martin et al., 2009). Based on this, we propose the following hypothesis:" Done.
2.	I am curious about how much data was actually collected for this study. The authors mention in the abstract and Section 3.1 that there were 261 participants, but according to the data presented in the second	Thanks for the comment. We updated our data collection procedure. Please refer to the below

2

#	Feedback	Author's Response
	paragraph of Section 3.1 describing the sample characteristics, there were a total of 262 participants. I hope the authors can provide a more detailed disclosure of the data collection process.	"Data were collected using an online survey through Amazon Mechanical Turk (MTurk). Particularly, we posted the Google survey link on MTurk to recruit potential respondents in exchange for compensation. In order to be eligible as our respondents, they must meet the following criteria: (i) employed full-time, (ii) utilise the Internet for work-related tasks, and (iii) have access to a human resources department within their organisation. Participants who do not fulfill these criteria will not be allowed to participate in the study. We double-checked the data, it is indeed 262; not 261. Sorry for the mistake. It has been corrected.
3.	Why did the authors set 6 predictors when using G*power? According to your research model, it only includes 5 variables.	Thanks for the comment. The number of predictors is calculated based on how many regression terms pointing at the dependent but not based on the number of variables in a given model. I have drawn statistical conceptual figure as below. Thank you very much for your kind suggestion.
4.	The numbering in Table 1 is still incorrect. Why is it not starting from 1, and instead retaining the original scale numbering? Additionally, there is also an error in the numbering of the Cyberloafing scale.	Thanks for the comment. This is because some indicators were removed. To clarify the confusion, we added a sentence below.

3

#	Feedback	Author's Response
		"Four indicators including FO1, FO2, FO7, and JC2 were removed in order to satisfy the requirements for reliability, convergent validity, discriminant validity."
		The number of the cyberloafing scale in Table 1 has been rectified as well. Please kindly refer to the modified Table 1.

Table 1: Measurement model (reliability and convergent validity)

Construct	Item	Loading	Composite reliability	A v e
Cyberloafing	CY1: In general, I use the Internet at work for non-work-related purposes	0.932	0.937	0
	CY2: I access the Internet at work for non-work-related purposes several times each day	0.882		
	CY3: I spend a significant amount of time on the Internet at work for non-work-related purposes	0.924		
Felt obligation	FO3: I have an obligation to the organization to ensure that I produce high-	0.799	0.843	0

#	Feedback	Author's Response
5.	The conclusion should focus on the main research findings, briefly introducing what the research has done, rather than elaborating on the research contributions. The conclusion section must be merged with theoretical and practical implications.	Thanks for the comment. We searched for 5 recent papers published in Management Decisionand took reference from Ahmed et al.'s (2024) paper by combining the conclusion, limitations, and future research into a section single under 5.3.

Ahmed, F., Naqshbandi, M.M., Waheed, M. and Ain, N.u. (2024), "Digital leadership and innovative work behavior: impact of LMX, learning orientation and innovation capabilities", Management Decision, Vol. 62 No. 11, pp. 3607-3632.

The conclusion has been revised focusing on the findings rather than the contributions. Please see the below.

"In summary, this study unveils a compelling dual-path model that elucidates how SRHRM can simultaneously incentivise and discourage employees' engagement in cyberloafing behaviour. While SRHRM practices may initially lead to increased levels of cyberloafing, they also foster a sense of felt obligation among employees, which subsequently acts as a deterrent to such behaviour. Furthermore, this present study shows the significance of job complexity as a moderator in the relationship between SRHRM and cyberloafing. It highlights how the nature of an employee's work impacts the effectiveness of |

#	Feedback	Author's Response
		organisational HRM policies in shaping their engagement in non-work-related online activities. This demonstrates the nuanced interplay between job demands and HRM strategies in influencing employees' workplace behaviour. Next, this study also sheds light on the pivotal role of organisational commitment in amplifying the negative impact of felt obligation on cyberloafing. In essence, employees who exhibit high levels of organisational commitment demonstrate a greater willingness to prioritise the interests of the organisation over engaging in cyberloafing activities. This underlines the importance of fostering a strong organisational commitment among employees as a means of mitigating undesirable workplace behaviours. Overall, this study enriches our understanding of the complex dynamics surrounding SRHRM and cyberloafing within and outside organisational contexts, shedding light on the interplay between SRHRM practices, job characteristics, and employee attitudes towards their organisation spanning work and non-work contexts."

#	Feedback	Authors' Response
Reviewer 3		
1.	The hypotheses are well-defined; however, some rationale, especially for H5 (job complexity's moderating role), could benefit from more empirical citations. Including specific studies that link job complexity with creativity through cyberloafing would strengthen the argument.	Thanks for the comment. There is no direct evidence as requested. However, we added a few new evidence to show how they can be related to strengthen the development of H5. Please kindly see the below "A job is complex "when it involves mental processes such as problem-solving, applying discretion, and using technical knowledge" (Dean and Snell, 1991, p. 781). This study proposes job complexity as a moderating factor in the positive relationship between SRHRM and cyberloafing. Specifically, it posits that this relationship becomes stronger under conditions of high job complexity. Complex jobs, characterised by the need for high cognitive capabilities, often motivate employees to engage in cyberloafing behaviours as a means to refresh their minds, generate new ideas, and ultimately improve task performance. For instance, Chae and Choi (2018) demonstrated that complex job demands are more likely to foster employee creativity. Supporting this notion, Kuem and Siponen (2014) found that brief periods of cyberloafing or participation in low-effort online activities can enhance creative performance. Their research suggests that such breaks act as mental reprieves, allowing employees to momentarily disconnect from demanding tasks and return with renewed focus

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#	Feedback	Authors' Response
		and creativity. Similarly, Akar and Coskun (2020) observed a positive correlation between cyberloafing and creativity, further highlighting the potential productivity benefits of this behaviour. Additionally, Koay et al. (2017) asserted that cyberloafing can serve as a stress reduction mechanism, which may indirectly contribute to improved work performance. These findings align with the proposition that employees in companies practicing SRHRM, especially those with complex job roles requiring external sources of inspiration, are more inclined to engage in cyberloafing as a coping and enhancement strategy. Consequently, the positive impact of SRHRM on cyberloafing is expected to intensify in high-complexity job settings. Based on this reasoning, we hypothesise the following:"
2.	Discussion of Practical Implications: Expand on how organizations should balance the positive and negative aspects of cyberloafing when implementing SRHRM, especially in high-complexity job roles.	Thanks for the comment. We have revised it accordingly. Please see the below "Furthermore, it is important to recognize the importance of job complexity in affecting the impact of SRHRM on cyberloafing. Under high SRHRM conditions, employees tend to engage in cyberloafing behaviour when the job is complex and requires high levels of cognitive skills. This is because employees tend to obtain fresh ideas and replenish their mental energy when engaging in cyberloafing behaviour such as watching online videos and listening to music. Although organisations often perceive cyberloafing as a time-wasting behaviour, research suggests it can enhance employee job performance, particularly in roles requiring high levels of creativity (Akar and Coskun, 2020; Tsai, 2023). However, organisations must also recognise that cyberloafing can disrupt workflow, potentially causing employees to spend additional time recovering working memory (Zahmat Doost and Zhang 2024), which may hinder performance in complex tasks. Therefore, it is recommended that organisations not only implement SRHRM practices but also establish well-balanced cyberloafing policies that promote both flexibility and accountability. Furthermore, permitting employees to engage in non-work-related online activities should not be discouraged, provided it does not negatively impact their job performance."
3.	The discussion appropriately links findings to theory, but the managerial implications could benefit from examples or case studies. For instance, mention a hypothetical or real-life scenario where SRHRM successfully managed cyberloafing in complex jobs. Address the ethical implications of allowing cyberloafing, especially in high-stakes industries where performance is critical.	Thank you for your comments and thoughtful recommendations. We genuinely appreciate your insights. However, due to word limitations and the fact that our study did not have any case studiesnor data that directly support the suggested points—such as a hypothetical or real-life scenario where SRHRM successfully managed cyberloafing in complex jobs and the ethical implications—we are

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		unable to add this discussion in the current paper. That said, we will certainly consider incorporating these valuable suggestions, particularly addressing the ethical aspects, in our future projects. We hope that this approach is acceptable and appreciate your support
4.	While limitations are noted, suggesting more specific longitudinal designs or experiments could guide future researchers effectively.	Thanks for the comment. We have revised it accordingly. Please refer to the below "One limitation lies in the use of cross-sectional data, which inherently restricts the ability to draw causal inferences. To address this, future researchers could employ longitudinal research methods, such as multi-wave or cross-lagged panel designs, or adopt experimental approaches to provide a more robust and comprehensive analysis."
5.	Tables 1–4 are comprehensive, but captions could include brief interpretative remarks to guide readers.	Thanks for the comments. We have revised our tables by giving clear captions and notes (guidelines).

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