The role of consideration future consequences and job stress in the relationship between job demands, resources and cyberloafing: A conceptual paper

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ABSTRACT

The behaviours of an individual wasting organizations time for non-work related activities using internet called cyberloafing.

The current conceptual paper attempt to shed the light on factors that had been neglected from the previous literature that could play a role in influencing cyberloafing, by incorporate new theoretical perspective that could help for better understanding the phenomenon.

In addition, the current paper trying to explore to what extent psychological factors and individual differences construct can help to explain cyberloafing by incorporating individuals factor to the model such as consideration future consequences which is been neglected in the previous studies.

Therefore, the current study expected to have a promising result by incorporate job stress as a meditating between job demands and resources, as well as use CFC as a moderator in the relationship between job stress and cyberloafing. It is expected that extend the JDR model by including construal level theory to explain how individuals responding differently based on their personal future orientation. Thus, this study expected to provide a promising result.

Keywords:	Job Demands, Job Resources, Job Stress, Consideration Future Consequences, Cyberloafing, JD-R Model.

1.1 Background

The Internet has been in the workplace for nearly two decades (Koay, Soh, & Chew, 2017b). According to Castellacci and Viñas-Bardolet (2019), Internet use at the workplace has many desirable effects. For instance, the Internet allows employees to reach data and information faster. The Internet enables distant communication between workers through various tools that provide opportunities for internal communication and facilitate the flow of information between managers and employees (Castellacci & Viñas-Bardolet, 2019). The Internet could be a powerful supplement in the workplace; it could help in developing a market, delivering customer service, researching marketing conditions, recruiting employees, helping improve government transparency, boosting public participation, and creating better collaboration with citizens (Castellacci & Viñas-Bardolet, 2019).

However, despite the claimed benefits, Internet technology brings about many undesirable consequences, which Richards (2011) called a "double-edged sword." Internet usage at workplace for non-work related purposes by employees consider one of these negative cyber behaviours. Per Teo, Lim, and Oei (2017), the

internet technology helped employees to work faster, smarter and easier. At the same time, allowed them to procrastination without being caught. Hollis (2016) added, employees at workplace daily find out new way to misuse the internet technology such as sending harassing and abusive emails.

1.2 Introduction

A number of the studies have reported the negative impact of the cyberloafing phenomenon and most of these studies were conducted in the west context. For instance, Salary.com (2014) showed that 69% of employees wasted time at the workplace every day, with 64% visiting non-work-related websites, which could make a massive dent in a company's profit. A company with 100 employees, each of whom wasted one hour a day on personal Internet use, would result in a loss in excess of 25,000 man-hours a year ("Study confirms the high cost of cyberloafing," 2017). According to a University of Nevada study, cyberloafing costs American businesses as much as USD85 billion a year (Zakrzewski, 2016). In addition to the financial costs, cyberloafing can hurt an organization's security as it can expose the organization to computer viruses (Al Abbasi, 2018; Kluemper, Mitra, & Wang, 2016; Oosthuizen, Rabie & De Beer, 2018; Venkatraman, Cheung, Lee, Davis, Venkatesh, 2018). A global survey that Kaspersky Lab conducted in collaboration with global B2B in 2015, involving more than 5,500 companies in 26 countries, including the Hashemite Kingdom of Jordan, revealed that the average cost required to recover from security breaches amounted to USD551,000 for large companies and USD38,000 dollars for small-medium enterprise ("Businesses keep losing large sums to recover from cyberattacks, 2015").

1.3 problem statement

Previous literature have investigated Cyberloafing from different perspective such as Personal or individual factors conscientiousness (Jia, Jia, & Karau, 2013), self-esteem (Zhao & Xia, 2017; Zheng, Yang, Ngo, Liu, & Jiao, 2016), and the locus of control (Blanchard & Henle, 2008). Organizational factors such as Internet monitoring systems (Mooody & Siponen, 2013), Internet use policies (Jia et al., 2013), leadership (Andreassen, Torsheim, & Pallesen, 2014), and human resource practices (HRP) (Al-Shuaibi, Shamsudin, & Subramaniam, 2013). Social factors examined include family and friends' support (Huma, Hussain, Thurasamy, & Malik, 2017). However, there is one category has been neglected from the previous studies which is job related factors Which claims to have a great impact on people on people's attitudes and behaviours (e.g., Bakker & Demerouti, 2007).

The JD-R theory as suggested by Bakker and Demerouti, (2007) it is one of the theories that greatly helps in an easier understanding of cyberloafing activities through the use of job aspects and dimensions. This theory has a great applicability to many aspects of work, although it was originally used to understand and explain burnout.

The JD-R theory had been used in different field to study employee innovativeness and creativity (Huhtala & Parzefall, 2007; Kwon, & Kim, 2020; WU, 2015) and workplace safety behaviour (Nahrgang, Morgeson, & Hofmann, 2011; Tong, Yang, Li, & Li, 2019), workplace bullying (Ariza-Montes, Leal-Rodríguez, & Leal-Millán, 2016). Also, used the theory to investigate absenteeism (Consiglio, Borgogni, Alessandri, & Schaufeli, 2013; Schaufeli & Bakker, 2004; Vignoli, Guglielmi, Bonfiglioli, & Violante, 2016), attitudinal outcomes (e.g., job satisfaction, organizational commitment, and turnover intentions (Baeriswyl, Krause, & Schwaninger, 2016; Bakker, Demerouti, & Schaufeli, 2003; Doargajudhur, & Dell, 2019), health-related problems (Bakker, Demerouti, & Sanz-Vergel, 2014; Hakanen, Bakker, & Schaufeli, 2006; Martinussen, Richardsen, & Burke, 2007), and job performance (Lee, 2019; Pandey, 2017; Rhee, Hur, & Kim ,2017; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). However, the model could be applied to explain cyberloafing as well.

This current study builds on Fichtner and Strader's (2014) recommendations that additional research is needed because of the consequences of job dimensions on cyberloafing because of the scarcity of existing studies and mixed findings of whether non-work-related activities at the workplace can distract or

motivate employees (e.g., Eastin, Glynn, & Griffiths, 2007; Lim, & Chen, 2012; Quoquab, Salam, & Halimah, 2015; Zhong, Chen, Yan, & Luo, 2022).

Previous studies have focused on job demands or job resources either singly or separately to explain deviant workplace behaviour (Arshad, Aftab, & Bukhari, 2016; Chen, Li, Xia, & He, 2017; Koay et al. 2017; Radzali, Ahmad, & Omar, 2013; Varghese & Barber, 2017). To date, few studies have considered job demands and job resources simultaneously in determining negative work outcomes. As the both factors do not happen at work settings in isolation. Therefore, it is necessity to gain theoretical knowledge; instead, they are seen as existing simultaneously, although, they effect the job outcomes differently (Bakker, Demerouti, Taris, Schaufeli, & Schreurs, 2003; Schaufeli & Bakker, 2004).

This present study postulates that CFC is a form of personal resource because CFC allows individuals to choose their current behaviour to expect future consequences. Individuals inclined to think about the potential future effects of their activities could be more involved in the thoughtful reappraisal of events than those who are not inclined to think about the potential future consequences of their activities (Anderson & Wood, 2005).

One neglected assumption in the JD-R model is that personality traits might cushion the impact of job demands on stress (Bakker, Boyd, Dollard, Gillespie, Winefield, & Stough, 2010; Bakker et al., 2004). As work stress has enormous implications for both institutions and employees, seeking mechanisms that reduce the adverse impacts of job stress is crucial (Bakker et al., 2010; Beh & Loo, 2012; Jawahar, Stone, & Kisamore, 2007). Previous research has revealed how personality traits such as agreeableness and conscientiousness can buffer the effect of stress on workplace deviance in the academic field (Enwereuzor et al., 2017). Strathman et al. (1994) indicated that the consideration of future consequences appears to a type of protective personality trait. Nevertheless, within the management literature, the role that a stress buffer like CFC

plays has garnered little attention. Furthermore, one recommendation is that the moderating role of CFC should be analyzed in different work settings and other cultures (Probst, Graso, Estrada & Greer, 2013).

Past studies have revealed that anticipating future consequences boosts the capacity of individuals to efficiently alter their behaviours when they encounter obstacles (MacLeod, Coates, & Hetherton, 2008; Vilhauer, Young, Kealoha, Borrmann, IsHak, Rapaport, & Mirocha, 2012). Being prepared for the future consequences can help individuals determine and pursue expected results, which has significant implications for emotions, cognition, and motivation (Carstensen, Carstensen, Isaacowitz, & Charles, 1999). This suggests that preparation could work as a stress buffer (Folkman & Moskowitz, 2004). In particular, creating concrete coping plans beforehand assists individuals in proactively preparing for upcoming challenges, accruing mental resources, and actively fashioning strategies to confront potential problems (Aspinwall, 2005; Johnson, Blum, & Cheng, 2014). However, to what extent CFC works as a buffer to mitigate the impact of stress on cyberloafing is still an area need to be explored.

1.4 Significant of the study

It is expected that the present study will have an a benefit for practitioners, theory development, and scholars.

In practical terms, the hope is that this study's findings lead to benefits for practitioners about methods to decrease cyberloafing among workers at universities. Practically speaking, the present study will help managers and decision-makers to formulate strategies that can curb cyberloafing at the workplace through tackling and eradicating the negative factors that contribute to the phenomenon.

Additionally, this current research contributes to the theoretical understanding of cyberloafing theoretically prospectively, the current paper tried to contribute by adds to the body of knowledge through an examination of the factors influencing cyberloafing from the perspective of an individual, and the influence of job stress, and the moderation effect of the

consideration of the future consequences in mitigating job stress impact that leads individuals to cyberloaf.

Specifically, the present study is among the first few studies to examine the moderating effect of CFC on the association between job stress and cyberloafing, which has never been tested before in the JD-R model. Past research on deviant workplace behaviour has examined CFC as an independent variable (Mashi, & Salimon, 2016). Thus, Xanthopoulou et al. (2007) suggested that a need exists for more studies examining personal resources as a moderator in the JD-R model, which helps to expand the model. In this environment, the current study contributes to JD-R and construal level theory (CLT) theories by empirically incorporating both moderation effects of CFC on the JD-R to a better understanding the cyberloafing, which was neglected in previous studies.

More importantly, the current study can enhance the extant body of knowledge by showing how job stress mediates the effect of job resources and job demands on cyberloafing via the application of JD-R and construal level (CLT) theory.

2.0 Literature Review
2.1 Deviant Workplace Behaviour (DWB)

Previous researchers have argued that employee performance is relevant to achieving an organization's goals. Many scholars have conceptualized employee performance within the three broad domains of deviant workplace behaviour, organizational citizenship behaviour, and task performance (Borman & Motowidlo, 1997; Dunlop & Lee, 2004; Viswesvaran & Ones, 2000).

Behaviours must be functional and purposeful to achieve organizational goals. However, when these behaviours cross the norms of the organizations, they indeed affect organizational performance (Coccia, 1998). Thus, this kind of norm violation is a primary concern of employers (Bennett & Robinson, 2000; Robinson & Bennett, 1995; Spector & Fox, 2002). Because DWB is posited to impact organizations' performance adversely, the

current research is interested in knowing what causes and influences deviant behaviour.

2.2 An Overview of Cyberloafing

The existence of the Internet at the workplace should increase productivity, but, in actuality, this assumption has proven to be inaccurate. Some have called this phenomenon a "productivity paradox" (Koay, & Soh, 2018, p. 901). Countless benefits, such as helping businesses minimize their product costs, boost internal and external communications, extend their market worldwide, and control their product and services, exist (Anandarajan et al., 2000). Internet technologies have created opportunities for new forms of deviant workplace behaviour. Utilizing Internet technology at the workplace for non-work-related activities like chatting, surfing sports and entertainment sites, and viewing videos have become an avenue for workers to procrastinate (Blancard & Henle, 2008; Lim & Chen, 2012). Because of the possible positive and negative effects of this technology, Richrds (2012) has called the Internet a "double-edged sword."

Cyberloafing considered a form of production deviance behaviour (Lim, 2002), cyberloafing is "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, Buckner, Taing, Ilie, Bauer, & Coovert, 2014, p. 510).

2.3 Job Demands, Resources with Job Stress and Cyberloafing

Mainly, two main types of task characteristics exist under the JD-R model. These are job demands and job resources. Initially, the JD-R was established to explain specific negative work outcomes, like absenteeism, cynicism, emotional exhaustion, and performance (Bakker et al., 2003; Demerouti et al., 2000, 2001; Hetty van Emmerik, Bakker, & Euwema, 2009). The model offers a cognitive-emotional framework for understanding human work outcomes under stress (Schaufeli & Barker, 2004).

Many researchers are trying to understand to what extent job stress and

engagement can predict work outcomes such as performance, citizenship behaviour, and workplace deviant behaviour expand the JD-R model (Balducci et al. 2011; Koay et al., 2017; Rich, Lepine & Crawford, 2010; Schaufeli, Leiter, & Maslach, 2011). Generally, the JD-R model proposed that cynicism, exhaustion, and an absence of efficacy can influence individual determinant outcomes and lead to workplace deviant behaviours such as absenteeism (Bakker & Demerouti, 2007; Bakker et al., 2004; Lazarova, Westman & Shaffer, 2010). Conversely, if employees focus on their emotional, physical and cognitive effort to be engaged to achieve work goals, then this can lead to desirable behaviours such as higher performance, citizenship behaviour, and a low level of workplace deviant behaviour (Ariani, 2013; Rich et al., 2010; Shantz, Alfes, & Latham, 2016).

Using the JD-R model provides researchers and practitioners with tenets to understand the numerous individual and contextual predictors and provides theoretical grounds for the association between these predictors and workplace outcomes (Lazarova et al., 2010). A conceivable explanation for such an effect under the JD-R model is that a boost in resources might increase work engagement and protect against undesirable work outcomes like stress and burnout (Knight, Patterson, & Dawson, 2017). Moreover, an abundance of resources leads to positive emotions like enthusiasm and happiness, better physical and psychological health, and the ability to sustain, mobilize, and create more resources. This leads individuals to become more engaged in their roles and, in return, contributes to achieving better outcomes (Lazarova et al., 2010).

2.3.1 Job demands and cyberloafing

In their study, Schaufeli and Fraccaroli (2011) added counterproductive work behaviour as a behavioural manifestation of stress to extend the JD-R model. They asserted that counterproductive work behaviour resulted from a health impairment process that led to negative outcomes. In sum, the JD-R model explained that a boost in job demand and a decrease in job resources would produce

employee stress, which, in turn, could lead an employee to participate in negative behaviour.

Several scholars have studied role conflict and cyberloafing. Varghese and Barber (2017) utilized the conservation of resources theory to look at whether work stressors (i.e., role ambiguity, role conflict, and role overload) strengthened the association between personality and cyberloafing among 343 workers, using the personal resources allocation (PRA) framework. They found that role conflict was the only role stressor that predicted cyberloafing in the workplace.

In their meta-analysis, Mercado et al. (2017) argued that the increase of non-work-associated activities resulting from the workload from a hospital workstation was unfortunate because this workload would cause losses for an organization and will endanger patient well-being. Arshad et al. (2016) used the JD-R model to examine the relationship between role stressors (role ambiguity, role conflict, and role overload). Three hundred and twenty-five questionnaires were sent to employees of a telecommunication company in Pakistan. After analyzing 289 questionnaires that fit the study's requirements, the results demonstrated that role ambiguity positively impacted cyberloafing. The researchers argued that role ambiguity happens when an individual does not have well-defined information about the expectations of his/her work or organization, which provoked uncertainty and stress that may lead employees to find means to cope with this situation by engaging in cyberloafing. Hence, the following hypothesis is posited.

H1: there is a significant relationship between job demands and cyberloafing.

2.3.2 Job resources and cyberloafing

Five core dimensions in the job characteristics theory Hackman and Oldham's (1976) perform as a job resource. These dimensions are, skill variety, job feedback, job autonomy, job identity, and job significance. Furthermore, Hackman and Oldham proposed that the job resources mentioned above could produce positive job results like higher productivity.

The literature has identified several factors that contribute to cyberloafing. Arshad et al. (2016) examined Pakistan Telecommunication Company Limited workers who had Internet access at work. The purpose of the research was to look at the association between the five core values of job characteristics, namely, feedback, job autonomy, skill variety, task identity, task significance, and cyberloafing. Data were obtained using a questionnaire from 325 employees using a convenience sample. The findings showed that of the five core values of job characteristics, only skill variety, job autonomy and task significance impacted cyberloafing. The researchers argued that when skill variety is limited, an employee will feel a job is boring. Hence, they will engage in cyberloafing to relieve that boredom. Moreover, Rahim, Rahman, Shabudin, and Mohd, Nasurdin (2016) used social exchange theory to study the influence of job characteristics on counterproductive behaviour (CWB). They found that among the job characteristics factors, only task identity demonstrated a significant and negative association with CWB. They rationalized that when job identity is high, an employee will perform and complete a job from the beginning. Having high involvement in doing and completing a job will create a sense of self-satisfaction, and, consequently, counterproductive acts will be reduced. Hence, the following hypothesis is posited.

H2: there is a significant relationship between job resources and cyberloafing

2.4 Job demands-resources and job stress

The JD-R model has been utilized to explain the effects of job demands on job stress and how job resources decrease the effect of job demands on job stress. One assumption at the heart of the JD-R model is that every occupation has job stress because of its nature and the specific risk factors in that work (Bakker & Demerouti, 2007; Bakker et al., 2003; Demerouti et al., 2001). Skaalvik, & Skaalvik, (2018) concluded that job demands are usually related to workplace stress.

Pishgooie, Rahimi, and Khaghanizadeh (2014) conducted a computerized search for articles from January 1998 to May 2014 concerning the nursing education field. The study showed that role conflict had personal (stress) and organizational effects. The study concluded that conflicting expectations of each person's role gradually enhance stress or strain on the individuals. The results aligned with those of other studies (Hanna, 2000; Tzeng, Chen, Tu, & Tsai, 2009; Zagheri Tafreshi, 2013). Sutanto and Wiyono (2017) studied 316 employees in a cellular phone shop in a trade centre located in Surabaya, Indonesia. The study sought to determine the effect of role overload and role conflict on job performance through job stress. The result showed that role overload and role conflict had a positive association with job stress. Inoue, Kawakami, Eguchi, and Tsutsumi (2018) they found that job demands had a significant and positive association with psychological distress. The results of Inoue and his colleagues compatible with the meta-analysis studies that reported role ambiguity associated with depression (Schmidt, Roesler, Kusserow, & Rau, 2014) mental health problems (Harvey, Modini, Joyce, Milligan-Saville, Tan, Mykletun, & Mitchell, 2017).

Several meta-analyses of job resources have been conducted. For example, Lesener, Gusy, and Wolter's (2019) meta-analysis reviewed 74 studies. Of these studies, 18 studies had serious methodological shortcomings, and 29 studies were considered high-quality studies. The findings revealed that job resources significantly decrease burnout because job resources are the key elements that can decrease job pressure among employees (Lesener et al., 2019). The reason is that when a worker has all five job resources of the JD-R model, then he/she enjoys his/her job and may not feel pressure, thus decreasing job stress. Crawford, LePine, and Rich, (2010) conducted a meta-analysis to evaluate the link between job resources and burnout using the JD-R model. A total of 55 manuscripts and articles were included. The results disclose a significant negative effect of job resources on burnout. The researchers argued that job resources could trigger a motivational process that increases the willingness of someone to commit his/her efforts and abilities to a work task, thus producing increased engagement. Hence, this

protects individuals from strains associated with resource depletion that accrue over time resulting in burnout. Hence, the following hypothesis is posited.

H3: there is a significant relationship between job demands and job stress

H4: there is a significant relationship between job resources and job stress

2.5 *Job Stress and Cyberloafing*

JD-R theory postulates a negative correlation of job demands dimensions on desirable job outcomes because these demands typically invoke stress.

Few studies have looked at the link between job stress and cyberloafing in particular. For example, Koay et al. (2017) recently investigated the relationships among private demands, job stress, and cyberloafing. These researchers build their assessment by invoking border theory, conservation of resources theory, and general strain theory. PLS was used to analyze data collected from 301 workers in the ICT sector using a questionnaire. The result revealed a positive link between job stress and cyberloafing. The study concluded that cyberloafing occurs as a coping mechanism to buffer job stress resulting from a lack of ability to handle job-related demands.

In a more recent study, Koay (2018) conducted a study by using the conservation of resources theory to investigate the effect of job stress as a mediating variable on the relationship workplace ostracism and cyberloafing. Data were collected from 179 respondents working full-time in the United States who had access to the Internet as a part of their work. The participants were recruited via Amazon Mechanical Turk (MTurk). The findings demonstrated that emotional exhaustion had a significant relationship with cyberloafing. Further, the researcher argued that emotional exhaustion happened when individuals perceived limits, consumption, or potential loss of resources, spurring them to find a way to ease the situation. The results consistent with COR theory, stress caused by the depletion of employee resources will lead them to engage in cyberloafing to conserve and protect those resources from further drain (Hobfoll, 1989, 2002). Hence, the study posited that cyberloafing was a type of corrective action to alleviate emotional exhaustion.

General strain theory (GST) has provided another logical explanation for why individuals engage in deviant workplace behaviours such a cyberloafing. The theory posits that an individual's possibility for having experienced negative emotions such as exasperation, anxiety, or agitation will be greater when someone is faced with higher levels of stressors or strains (Koay et al., 2017). Consequently, these emotions create pressure for the counteractive steps to be followed that might even be criminal (Agnew, 1992). Even though cyberloafing is not a criminal or unlawful activity, cyberloafing remains a kind of counter-work-productive behaviour that breaches enterprise norms and traditions (Koay et al., 2017).

Stoddart (2016) provided another reason for the negative association between stress and cyberloafing. Stoddart used avoidant coping strategies (Krohne, 1996, 2002; Roth & Cohen, 1986) to explain how employees engage in cyberloafing by distance and distract themselves from any source of stress. The researcher argued that avoidant strategies are not always effective in reducing stress and that non-action and avoidance are not factors that make stress disappear.

Hence, the following hypothesis is posited.

H5: there is a significant relationship between job stress and cyberloafing

2.6 Job stress as a mediating

A few studies have examined job stress as a mediator variable. For instance, job stress has been examined as a mediator between job characteristics and job performance (Al-Homayan, Shamsudin, Subramaniam, & Islam, 2013; Rizwan, Waseem, & Bukhari, 2014), work-related dimensions and career commitment (Wickramasinghe, 2016), self-efficacy and burnout (Schwarzer & Hallum, 2008), work intensification and job satisfaction (Zeytinoglu, Denton, Davies, Baumann, Blythe, & Boos, 2007), job stressors and job satisfaction (Rizwan et al., 2014).

Few studies have examined the role of job stress as a mediator on cyberloafing, particularly in the field of non-work-related

activities. Among them is Koay et al. (2017), who conducted a study on 301 workers in the ICT sector to examine the association between private demands and cyberloafing. The results indicated that job stress partially mediated the influence of private demands on cyberloafing.

Nasurdin, Hazlina Ahmad, & Arwani Razalli, (2014) examined organizational politics and organizational justice (distributive justice and procedural justice) indirectly with deviant behaviour through stress. Data were collected from 400 employees in 20 firms in the Malaysian electrical and electronics sector through a questionnaire. The findings showed that organizational politics have a significant and positive link with deviant behaviour through stress. In contrast, organizational justice has a negative and significant link with deviant behaviours through stress. The researchers concluded that stress mediates the association between politics, justice, and deviant behaviour at the workplace.

Hence, the following hypothesis is posited.

H6: Job stress will mediate the relationship between job demands and cyberloafing

H7: Job stress will mediate the relationship between job resources and cyberloafing

2.7 The moderating role of consideration future consequences

Previous studies on the association between job stress and cyberloafing have had inconsistent results. As Baron and Kenny (1986) indicated, a moderator is introduced when the association between an independent and dependent variable is inconsistent or weak.

Previous literature revealed that future orientation could play the main role as a moderating effect on workplace deviant behaviour (Yang, Lin, Fang, & Huang, 2019). In their efforts to determines the job stress role on cyberloafing. Koay et al. (2017) revealed a positive link between job stress and cyberloafing. The study concludes that cyberloafing occurs as a coping mechanism to buffer job stress resulting from a lack of ability to handle job-related demands. Later, Koay (2018) tried to explore the role of job stress as a mediating effect between workplace ostracism

and cyberloafing. The findings suggested that emotional exhaustion had a significant and positive association with cyberloafing. Furthermore, Gökçearslan, Uluyol, and Şahin (2018) researched a sample of 885 undergraduate students attending public universities in Turkey to examine the association between stress and cyberloafing, smartphone addiction. The findings revealed that stress had a significant effect on cyberloafing and smartphone addiction. In contradicting the above findings, Şen, Tozlu, Ateşoğlu, and Özdemir (2016) reported that job stress had a significant and negative association with personal learning online activities. Stodder (2016) argued that stress is not always necessarily associated with cyberloafing. Stodder argued that avoidant strategy did not always function successfully. Hence, a coping mechanism like cyberloafing was not always effective in reducing stress (Krohne, 1996; Roth & Cohen, 1986). Yang et al. (2019), using uncertainty management theory, considered the moderating role of future orientation on the association between abusive supervision and counterproductive workplace behaviour. The results showed that abusive supervision positively affects counterproductive work behaviour, and future orientation positively moderates the relationship between abusive supervision and counterproductive work behaviour. Hence, the following hypothesis is posited.

H:8 Consideration future consequences will moderate the link between job stress and cyberloafing.

3.0 Conceptual Framework and Conclusion

The current study has two independent variables. They are job demands and job resources. The dependent variable is cyberloafing. The relationship between the two is postulated to be moderated by considering future consequences and mediated by job stress. The variables mentioned earlier are believed to be critical factors in investigating the phenomenon of cyberloafing.
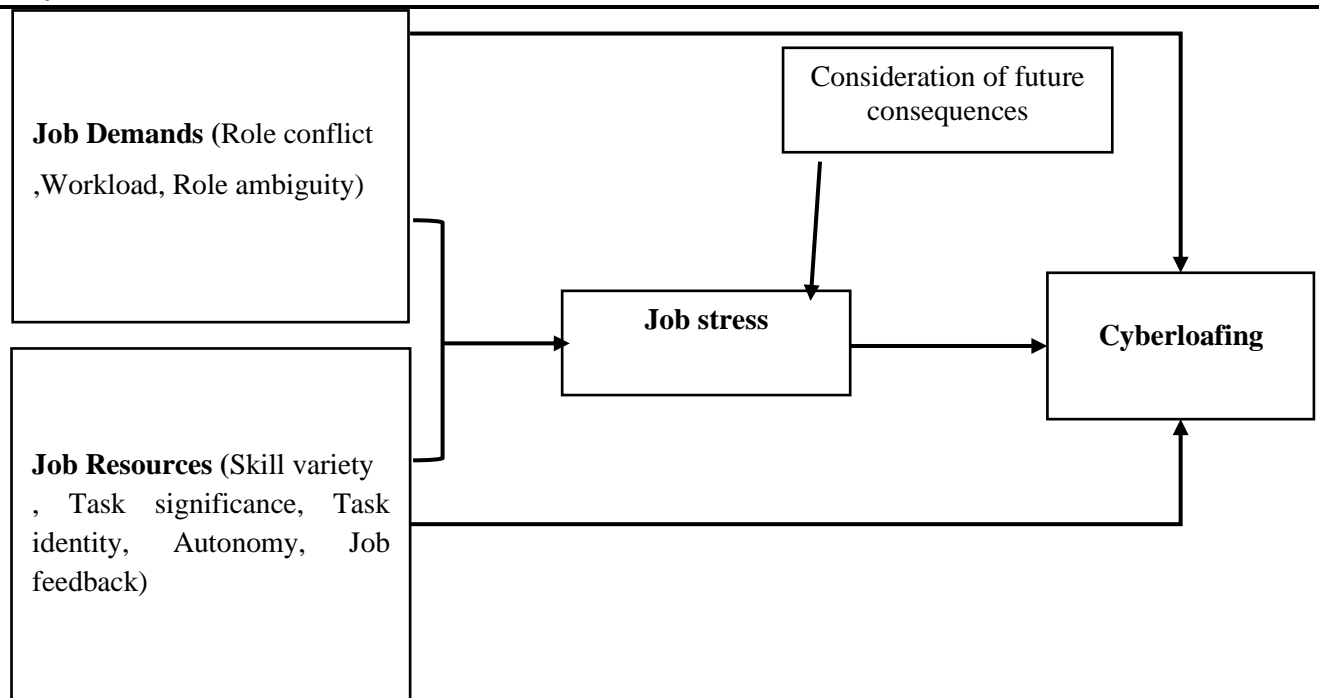
4.0 Implications of the study

There is a hope this conceptual paper to provide a various implications accompany the findings derived from the study. These implications lead to the provision of recommendations to varying stakeholders and ascertaining how the research has advanced the frontiers of knowledge on subject matters of this study. These implications are categorized into theoretical and managerial implications

4.1 Theoretical Contributions

Theoretical implications hold that though studies have been conducted on job demands, cyberloafing and job stress. There seems to be paucity of literature that has integrated the consideration of future consequences in the JD-R model to predict cyberloafing. Specifically, other researchers have not focused on the moderating role of consideration of future consequences on the association between work stress and cyberloafing. By addressing this gap, this research will develop new knowledge and shed light on deviant behavior research, especially in Internet infiltration (cyberloafing). Therefore, this study attempted to advance the model by integrating other variables. Based on this observation, this study contributes by adding consideration of future consequences. The current study contributes to JD-R and construal level theory (CLT) theories by empirically incorporating both moderation effects of CFC on the JD-R to a better understanding the cyberloafing, which was neglected in previous studies.

4.2 Managerial contributions

Many managerial contributions can be extracted from this study as follow; firstly, it has exposed the effect job demands have on employees have in workplace. Thus, it will held Organizations in determining the optimal code of conducts to develop for its employees. Secondly, this study has revealed the importance of developing work ethics to mitigate the effect of job demands on job stress such that employees may feel relax to work optimally. In addition, its hope that the findings of this study lead to benefits for practitioners about methods to decrease cyberloafing. Practically speaking, the present study will help managers and decision makers to formulate strategies that can curb cyberloafing at the workplace through tackling and eradicating the negative factors that contribute to the phenomenon. Furthermore, this research will give empirical evidence concerning the role of job demands, job resources, and CFC on cyberloafing.

5.0 Suggestions for Further Research

As theoretical basis, the current study shed light on the proposed factors in the JD-R model. It is highly recommended in the future that these factors be studied, examined and implemented by using another theories and models so as to help confirm the validity of the importance of these variables and their role in relation to the main indicators and if they have a role to be accepted in these theoretical models.. Apart from that, variables tested in this study were limited to job demands (workload, role conflict and role ambiguity), job resources (task identity, autonomy, skill variety, task significance and feedback), and job stress. Other situational factors that beyond the scope of this study such as organizational structure, organizational culture and personality trait was not included in this study. This provides another direction for future research.

Furthermore, A set of predictive factors that can contribute to expanding the current research model in the future, from these factors that can be consider using this model, for instance, job satisfaction with using internet technology, employee citizenship behaviors, ostracism at workplace, cyber sexual harassment. In addition, and taking into account future research might investigate the behaviours of students and their addiction into the internet. Given that most of them addictive tendencies to social network in particular and internet in general. That would be helpful to give better understanding on how this behaviours would influence their academic achievement and development in the academic field

6.0 Conclusion

For the last two decades the growing of the internet usage has growing tremendously, and its effect on individuals at workplace has taken a place of that usage, which leads to emergence challenges for the organization and the their decision makers to deal with this phenomenon.

Indeed, internet allows people to communicate faster and easier at workplace, yet the concern for the management of the organization is how to control this communication in a way to make it beneficiary for their organization and to avoid procrastination, which may lead to many losses on productivity and performance. In order to deal with this issue, managers should understand why their employees engage in such activities during work hours primarily in order to solve this issue.

The current study, tried to shed the light conceptually on the factors that might leads employees to engage in deviant behaviours at workplace by considering factors related to job itself, which could influence employees behaviours negatively and psychologically and justifying such engagement in order to balance their vigor, stress, and their loss of resources.

The previous discussion has suggested job characteristics both (demands and resources) besides psychological factor (job stress) that may be affected by these variables as factors that have the ability to explain this behaviour. This study proposed that JD-R model and conservation of resources theory besides construal level theory will giving a better understanding why and how would or would not individuals decided to engage in cyberloafing.

We assumed that job demands increase stress for individuals by drain their energy which makes them search for a alternative to conserve the loss of these resources as suggested by COR. Cyberloafing could be the gateway for individuals to avoid, decrease and deal with this stressful situation. On the other hands, we postulate that job resources viewed as positive things in work, promoting motivation among employees and enhancing the achievement of work goals (Schaufeli & Barker, 2004). Therefore, will help employees to overcome and decrease the effect of job stress by decreasing stress and hence, makes them feel more attached to their work and finally decrease unlikely behaviours.

Furthermore, the current study explains the importance to extend the JD-R model by incorporate the individual future orientation by includes the consideration future. We postulate, an employee with a future orientation is willing to sacrifice immediate happiness to gain his/her long-term goals. Thus, an employee holding a high future orientation is less likely to cyberloaf than some who have a low future orientation.

In fact, this study can contribute by providing an important implications for the expansion of the current literature and practice at the organization in particular regarding the importance of formulating and designing the jobs in a proportional manner that help to reduce cyberloafing during working time in view of JD-R model and COR theories if the assumptions represented are valid.

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