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# Cyberloafing and Employee Performance: A Bibliometric Synthesis Approaches

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**Abstract:**

**Purpose:** This bibliometric study aims to comprehensively synthesize existing research on the relationship between cyberloafing and employee performance. As digital technologies become integral to modern workplaces, understanding how employees' online activities during work hours affect their job performance is paramount.

**Design/methodology/approach:** The methodology involves systematically retrieving and analyzing scholarly articles from Scopus, resulting in a curated dataset of relevant studies. These studies are subjected to bibliometric techniques, including keyword co-occurrence analysis, to uncover patterns and insights within the literature. Search Data was collected from 2009–2023; initially, 95 articles were selected using syntax, and a further 63 articles were extracted after data filtration. Source types included journal, conference, and book series published in all open access, hybrid, and gold.

**Findings:** This study employs bibliometric analysis to systematically review and synthesize the extant literature, shedding light on key research findings, methodological approaches, and emerging trends in this field. By identifying influential articles, journals, and authors in this domain, this study offers a snapshot of the intellectual landscape surrounding cyberloafing and its connection to employee performance.

**Originality/value:** The study is the first to identify emerging research themes, including the role of organizational policies, technology-induced stress, and the potential mitigating factors to counter cyberloafing behavior.

**Keywords:** Cyberloafing, Employee Performance, Workplace Productivity, Digital Distractions, Online Activities, Bibliometric Analysis.

## 1. Introduction

Cyberloafing refers to employees using their work computers or internet access for non-work-related activities during working hours. It includes browsing social media, shopping online, watching videos, and chatting with friends(Akhtar et al., 2023; Shinde et al., 2021; Zhang et al., 2021). While it may seem harmless, cyberloafing can significantly impact employee performance and productivity. Firstly, cyberloafing can lead to a decrease in employee productivity. When employees engage in non-work-related activities, they divert their attention away from their tasks, leading to a drop in their work output. This affects individual performance and team and organizational productivity(Kamran et al., 2020). Secondly, cyberloafing can lead to increased stress and burnout among employees. Employees constantly distracted by online activities may find meeting deadlines and fulfilling their work responsibilities challenging. This can create a sense of frustration and anxiety, which can negatively impact their mental health and overall job satisfaction. Furthermore, cyberloafing can also result in losing trust between employers and employees. Employers may view excessive cyberloafing as a breach of trust and a violation of company policies(Akhtar et al., 2023). This can lead to disciplinary actions, including reprimands, reduced work flexibility, or even termination, further deteriorating employee morale and performance. To mitigate the negative effects of cyberloafing on employee performance, organizations can implement clear internet usage policies, provide time management and productivity training, and offer alternative ways for employees to take short breaks or relax during the workday. Open communication between employers and employees regarding expectations and the consequences of cyberloafing can also contribute to a healthier work environment and improved performance(Bai & Sarkis, 2022).

## 2. Importance of bibliometric analysis on Cyberloafing and Employee Performance

Bibliometric analysis is crucial in understanding the complex relationship between cyberloafing and employee performance. There are some of the key reasons why bibliometric analysis is important in this context:

Identifying Research Trends

Bibliometric analysis helps researchers identify the trends and patterns in the literature on cyberloafing and employee performance. Analyzing the publication history and citation patterns makes it possible to discern how the research in this area has evolved. This information is invaluable for understanding which aspects of the topic have received the most attention and which areas may require further exploration(Ren et al., 2023).

Mapping Research Networks

Bibliometric analysis can reveal the network of researchers, institutions, and journals that are actively contributing to the field. Understanding these networks can shed light on the collaborative nature of research in this domain and highlight key experts and thought leaders shaping the discourse(Geng & Maimaituerxun, 2022).

Assessing Research Impact

Through bibliometric analysis, researchers can gauge the impact of individual studies, authors, or journals. This impact can be measured through citation counts, indicating which papers have had the most influence on subsequent research. Identifying highly cited studies can help researchers pinpoint seminal works and build upon existing knowledge(Zhang et al., 2021).

Identifying Research Gaps

By analyzing the existing literature, bibliometric analysis can uncover gaps in the research on cyberloafing and employee performance. This information is crucial for guiding future research efforts, helping researchers focus on areas that have been underexplored or where conflicting findings exist(Kumari & Vasantha, 2019).

Supporting Evidence-Based Decision-Making

Policymakers and organizations can benefit from bibliometric analysis by gaining insights into the state of research on cyberloafing and its impact on employee performance. This information can inform decisions related to workplace policies, interventions, and strategies for managing cyberloafing to enhance productivity(Carissimi et al., 2023).

Enhancing Knowledge Synthesis

Bibliometric analysis aids in the synthesis of existing knowledge. Researchers can use this approach to consolidate findings from numerous studies and build a more comprehensive understanding of the relationship between cyberloafing and employee performance. This can be particularly valuable when concluding a large and diverse body of literature(Geng & Maimaituerxun, 2022).

Contributing to Theory Development

Bibliometric analysis can help identify theoretical frameworks that have gained prominence in the field. Researchers can use these insights to refine and develop new theoretical models that explain the mechanisms and factors underlying cyberloafing and its effects on employee performance.

Improving Research Quality

Bibliometric analysis encourages transparency and rigor in research. Examining citation patterns and research methodologies can highlight areas where research design, data collection, and reporting improvements are needed(Ahmed et al., 2025)

Bibliometric analysis serves as a powerful tool for systematically examining the existing body of research on cyberloafing and employee performance. It provides a comprehensive overview of the field, guides future research endeavors, informs decision-making in organizational contexts, and contributes to developing theories and interventions to optimize employee performance in the digital age(Dadhich & Yadav Neetu, 2024)

## 3. Review of Literature

(Wong et al., 2023) studied that empowering leadership may influence cyberloafing through competing mechanisms, and these effects are mediated by organization-based self-esteem (OBSE) and role ambiguity. Power distance refers to the extent to which employees accept and expect power differences to moderate the relationship between empowering leadership and cyberloafing. It weakens the positive consequences and strengthens the negative consequences of empowering leadership on cyberloafing. The study acknowledged the limitations of conducting the research in a single collectivistic culture and suggests that future research should explore the generalizability of the findings to other cultures. The study also highlighted the need to consider other cultural value orientations and adopt different research approaches to test causal relations rigorously. Further, empowering leadership can play a crucial role in managing cyberloafing in the hospitality industry, but its effects may vary depending on factors such as power distance and cultural context.

(Dadhich et al., 2022; Tsai, 2023) accustomed to cyberloafing and cyber-life-interruption during working and nonworking hours, respectively, due to the influence of information and communication technology (ICT) on the work-life relationship. A dynamic demands-resources model is proposed to understand the direct and interactional effects of cyberloafing and cyber-life-interruption on work and nonwork exhaustion.

(Skeja & Lorcu, 2022)provided measures of COVID-19-based informational cyberloafing, such as visiting news sites for COVID-19 prevention updates, financial websites for economic impact information, and social media platforms for public opinion. Job anxiety is also mentioned as a factor

related to cyberloafing during the pandemic. The references studies on cyberloafing, job burnout, and the relationship between online messages and their effects at work.(Akar & Karabulut Coskun, 2020)the relationship between creativity and cyberloafing was examined using a quantitative approach and a correlational research design. The reliability of the K-DOCS scale was assessed with coefficient alpha values ranging from .77 to .87, indicating strong internal consistency. Higher scores on the scale reflected greater levels of creativity. Data collection involved transferring survey items to an online format and distributing a link for participants to access the survey. It was assumed that participants completed the survey independently.

(Dadhich & Bhaumik, 2023)investigated the impact of employee social cyberloafing on mental health, specifically fatigue and psychological detachment. It drew on ego-depletion theory and the effort-recovery model to develop a framework for understanding these effects. Data from 375 Chinese employees were analyzed using structural equation modeling and bootstrapping techniques. An online platform was used for data collection, providing greater anonymity and reliability than offline surveys. Preliminary tests were conducted to assess common method bias, reliability, and validity.

## 4. Research Methodology

Data Collection:The study accesses Scopus, a comprehensive source for scholarly literature. First, the authors defined Search Query and developed a precise search query that captures documents related to "Cyberloafing and Employee Performance." Consider keywords, Boolean operators, and inclusion/exclusion criteria. Sample query: TITLE-ABS-KEY ("cyberloafing" AND "employee performance").

Define Time Frame: Set the time frame for your analysis to 2009-2023 to capture relevant publications within that period.

Data Retrieval: Execute the search query in Scopus and retrieve the relevant bibliographic records. Export the data (CSV) in a format that allows for further analysis. Further, clean and standardize author names, affiliation details, and publication titles to ensure consistency and identify and eliminate duplicate records from the dataset.

Data Analysis: Conducted bibliometric analyses using VOSviewer to explore various facets of the data. Specific analysesareincluded:

Table 1. Search measures and article selection

| Filtering criteria | Accept |
|---|---|
| Database | Scopus |
| Search Date | September 29, 2024 |
| Period | 2009–2023 |
| Syntax: "Cyberloafing and Employee Performance"and"Internet Slacking, Digital Loafing"and"Job Performance" | 95 |
| Article type: Articles, Review, Conference Papers | 63 |
| Source Types | Journal, Conference, Book series |
| Publication stage | FinalArticle |
| Language screening | English |
| Access | All open access, Hybrid, Gold |

Source: Scopus Ranking 2022

## 5. Analysis and Interpretation

The study explored the subject areas, viz., cyberloafing and employee performance,where the research is very limited.
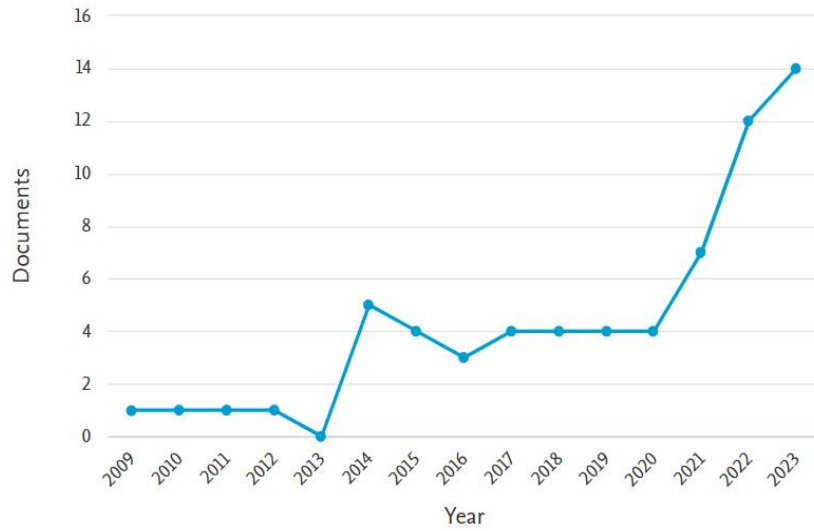
Fig. 1: Year-wise articles publication

Figure 1 outlines year-wise publication of articles from 2009 to 2023. It indicates that there is stride progress in publication and awareness towards cyberloafing and employee performance. Moreover, there is a hike in publication from 2020 onwards.
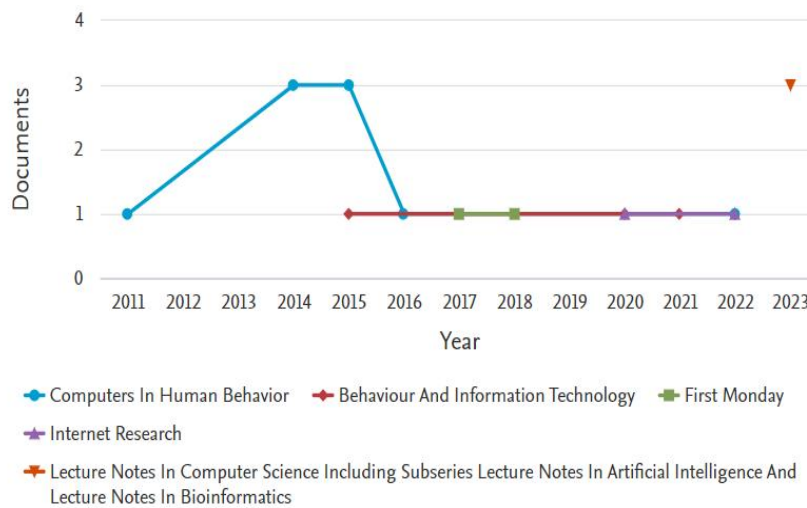


Fig. 2: Year-wise articles by source

Figure 2 delineates year-wise (2011-2023) articles published in different journals, most of which published in journals like Computers in Human Behavior, Behavior, and IT, first Monday, Internet Research, and the rest of the articles published in lecture notes, and book chapters concerning to computer science.
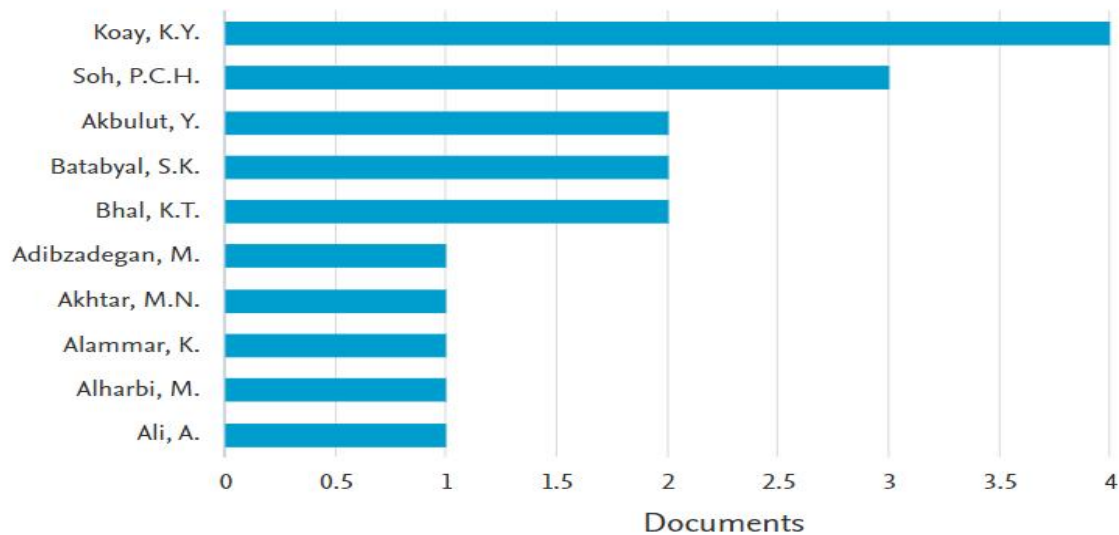
Fig. 3: Articles by top authors globally

Articles authored by globally recognized experts hold immense significance due to their unparalleled expertise, high-quality research, and credibility in cyberloafing and employee performance. These articles drive innovation, influence policy decisions, and shape discussions, making them crucial for scholars, practitioners, and policymakers. Their broad reach, collaboration, and educational value foster a robust knowledge ecosystem. Furthermore, reading their work promotes critical thinking. It ensures that individuals stay informed about the latest advancements. At the same time, their research can profoundly impact various sectors, from cyber security to employee engagement, ultimately guiding important decisions and contributing significantly to the advancement of knowledge (see Figure 3).
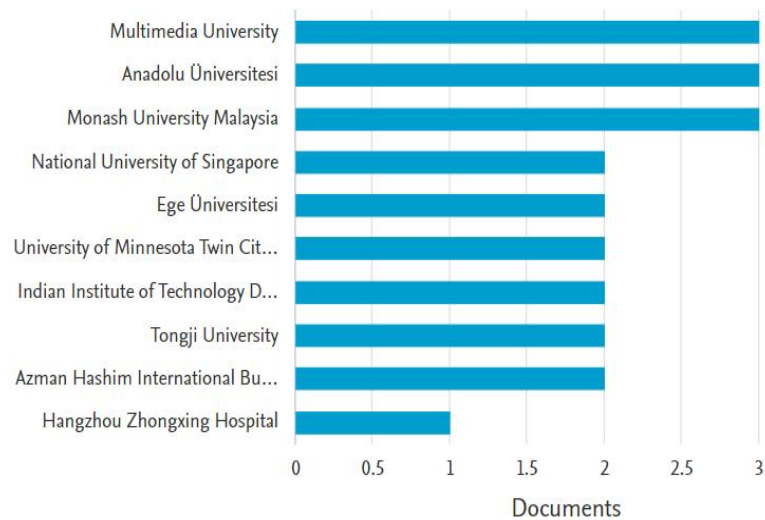


Fig. 4: Articles by Affiliation

Articles on cyberloafing and employee performance published by authors affiliated with respected academic institutions, research organizations, or reputable companies carry significant weight due to several key factors (see Figure 4). These affiliations enhance the credibility and reliability of the research findings, making them highly valuable for both academic and practical purposes. These articles often undergo rigorous peer review processes, ensuring the quality and validity of the research(Breitinger et al., 2020; Rakesh Kumar Birda & Manish Dadhich, 2019; Zhang et al., 2021). Moreover, such affiliations indicate that the research is backed by institutional resources, access to data, and the expertise of fellow researchers, further enhancing the research's quality and impact. Additionally, articles by affiliated authors may have practical implications for organizations seeking evidence-based strategies to address cyberloafing and to improve employee performance, making them particularly relevant and influential in the workplace.
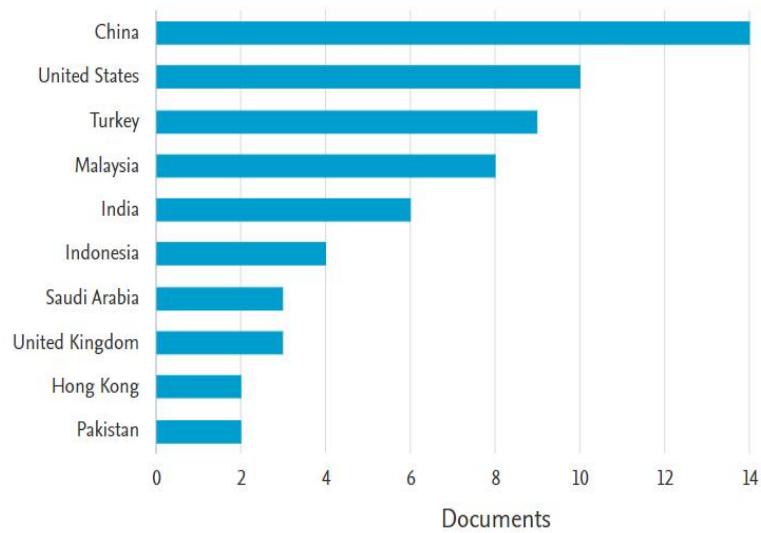
Fig. 5: Country-wise articles

A country-wise analysis is vital to this paper,indicating awareness of cyberloafing and employee performance. According to Figure 5, most of the studies were conducted in China, USA, Turkey, Malaysia, and India, whereas less than 4 articles were published in countries like Indonesia, Saudi Arabia, U, Hong Kong, and Pakistan.
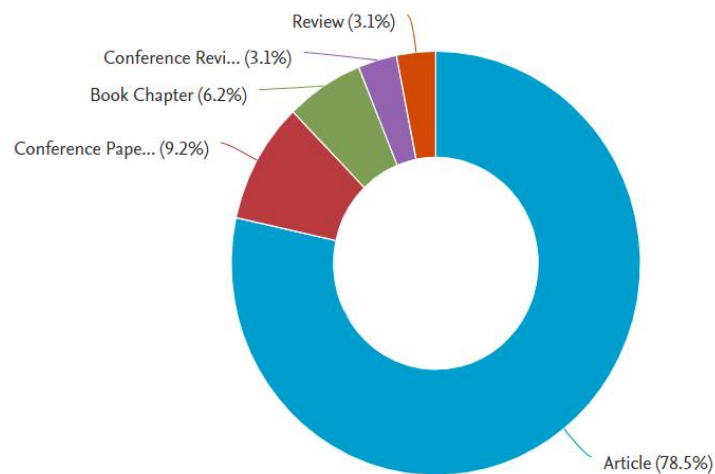


Fig. 6: Articles by types of publication

The significance of articles on cyberloafing and employee performance varies based on the publication type. Types of publication consist of 78.50% of articles, 9.20% were conference papers, book chapters 3.20%, and the rest were review papers. Peer-reviewed journals offer the highest level of rigor and credibility, while other types of publications cater to different audiences and serve various purposes, from academic research to practical guidance and policymaking. The choice of publication type depends on the specific needs and interests of the reader(Shinde et al., 2021).
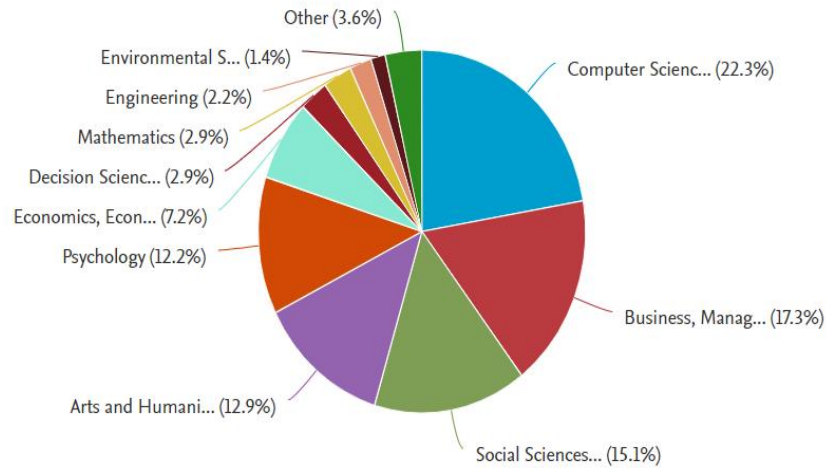
Fig. 7: Articles by subject of publication

This image features a detailed, colorful pie chart accompanied by explanatory text, serving as a graphical representation of statistical data. The pie chart is divided into sections, each representing a unique subject area. Some of the categories mentioned include Environmental (1.4%), Computer Science (22.3%), Engineering (2.2%), Mathematics (2.9%), Decision Science (2.9%), Economics (7.2%), Psychology (12.2%), Business, Management (17.396), Arts and Humanity (12.9%), social Sciences (15.1%), and Other (3.6%). Each section is associated with a specific percentage, demonstrating the distribution of documents across these subject areas. The pie chart's vibrant colors differentiate each category, enhancing its visual appeal and readability. The text is presented in a clear, legible format, further aiding in data interpretation on cyberloafing and employee performance.
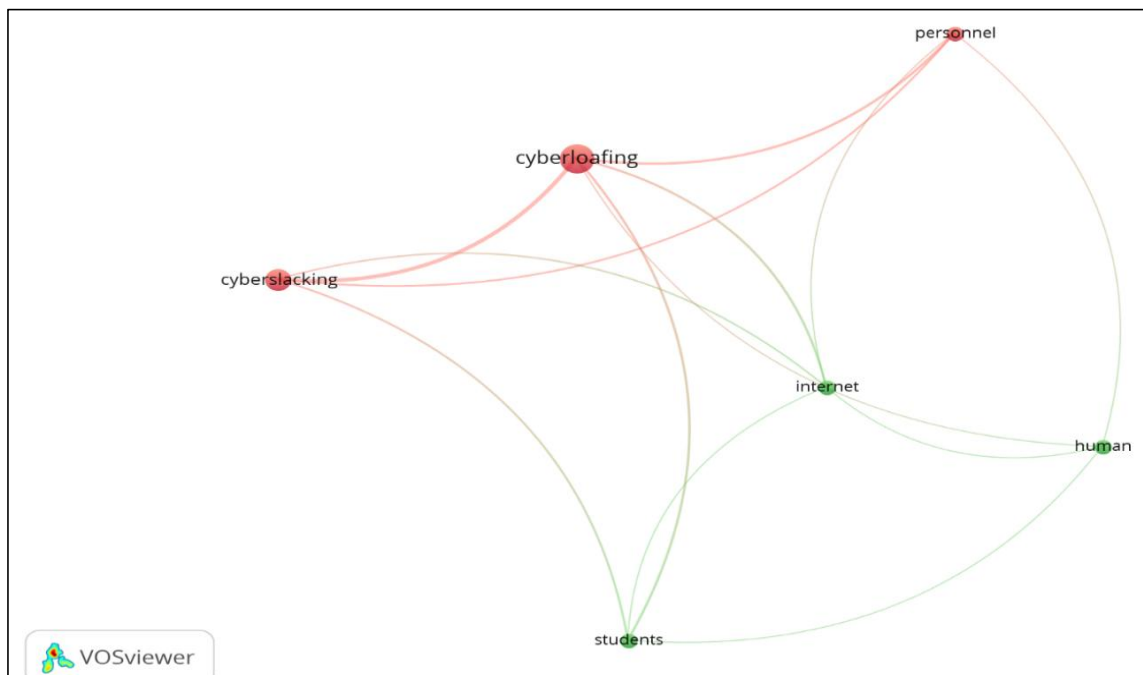


Fig. 8: Keyword co-occurrence network

A keyword co-occurrence network analysis can provide valuable insights into the relationship between cyberloafing and employee performance (see Figure 8). Cyberloafing denotes the act of employees using the internet for non-work-related activities during working hours. Understanding its significance in the context of employee performance through keyword co-occurrence network analysis can yield several insights:

Identifying Key Themes: Keyword co-occurrence network analysis can help identify key themes and topics associated with cyberloafing and employee performance. Examining which keywords frequently appear together, you can better understand the most relevant issues and concepts in this context.

Detection of Patterns: It allows fordetecting patterns and trends in the data. For example, you may discover that certain keywords related to cyberloafing frequently co-occur with keywords related to decreased productivity or job dissatisfaction, indicating a potential negative impact on employee performance.

Quantifying Relationships: Keyword co-occurrence analysis can provide quantitative measures of the strength of relationships between keywords. This can help you determine which aspects of cyberloafing are most strongly associated with declines in employee performance.

Insights for Intervention: Organizations can identify areas where intervention may be needed by understanding the significant co-occurrence patterns(Dadhich, Opoku-mensah, et al., 2024). For instance, employers may consider implementing internet usage policies or productivity improvement programs if certain non-work-related websites or social media platforms consistently co-occur with keywords related to decreased productivity.

Insights from keyword co-occurrence networks can inform the development of effective workplace policies and guidelines. Organizations can tailor their policies to address specific issues revealed in the analysis, promoting a more productive work environment(Zou et al., 2023). Organizations can benchmark and compare the impact of cyberloafing on employee performance by analyzing co-occurrence patterns across different departments, teams, or time periods. This can lead to more targeted interventions and resource allocation.

## 6. Limitations and future scope

While a bibliometric synthesis approach to studying "Cyberloafing and Employee Performance" can provide valuable insights into the existing research landscape, it also has its limitations and offers potential future directions for research. Bibliometric analysis relies on the availability and quality of published literature. It may not capture unpublished research, gray literature, or recent developments not yet included in databases. The results of a bibliometric analysis heavily depend on the choice of keywords and search terms. The accuracy of the analysis can be influenced by how well these terms capture the entire scope of the research field. Published studies may be biased toward certain findings(Gaurav Kumar Singh & Manish dadhich, 2023). Research that shows a strong relationship between cyberloafing and employee performance may be more likely to be published, leading to an incomplete picture of the research landscape. Bibliometric analyses often do not capture the temporal evolution of research trends. The importance and impact of cyberloafing on employee performance may have changed over time, but this may not be evident from static analysis. Cyberloafing and employee performance are interdisciplinary, involving psychology, management, information technology, and other domains. Bibliometric analyses may struggle to capture the full breadth of multidisciplinary research.

Conducting a longitudinal bibliometric analysis can help track how research in this field has evolved. It can reveal emerging trends, shifts in research focus, and the impact of new technologies on cyberloafing and employee performance. Supplementing bibliometric analysis with qualitative research, such as interviews or surveys with employees and employers, can provide a deeper understanding of the human factors and organizational dynamics involved in cyberloafing and its impact on performance. Future research can explore how cultural and contextual factors influence cyberloafing behaviors and their effects on employee performance(Sonali Bhati; Manish Dadhich; Anand A Bhasker; Kamal Kant Hiran; Roshni Sharma; Anurag, 2023). Cultural differences and workplace norms may play a significant role in this context. Investigate the effectiveness of interventions and policies designed to mitigate cyberloafing and enhance employee performance(Dadhich, Shukla, et al., 2024). This can include studies on implementing internet usage policies, employee training, and monitoring software. With the rapid advancement of technology, the types of cyberloafing activities and the tools used for them may change. Research should stay current with these developments and adapt methodologies accordingly. While bibliometric synthesis approaches are valuable for summarizing existing research, addressing the limitations and pursuing these future research directions can provide a more comprehensive understanding of the complex relationship between cyberloafing and employee performance.

## 7. Implications of the study

A bibliometric synthesis approach to studying Cyberloafing and Employee Performance can inform research prioritization, evidence-based decision-making, and organizational policy development. It provides researchers with insights to identify research gaps. At the same time, organizations can use the findings to enhance productivity, develop awareness and training programs, address ethical considerations, and adapt policies to changing work environments. Moreover, the analysis highlights the importance of employee well-being, cross-cultural sensitivity, and legal compliance, ultimately contributing to more effective strategies for managing cyberloafing and optimizing employee performance in the digital age.

## 8. Conclusion

The study of cyberloafing and employee performance through a bibliometric synthesis approach highlights its diverse and multifaceted implications for academic research, organizational practices, and policy development. By systematically reviewing and analyzing existing literature, this approach identifies critical research gaps and emerging priorities and lays the groundwork for future scholarly exploration. It offers practical, evidence-based insights for organizations aiming to optimize productivity while maintaining a positive and supportive work environment. Furthermore, the study emphasizes the importance of addressing the ethical and legal challenges associated with managing cyberloafing, particularly in contexts where blurred boundaries between personal and professional use of technology can impact workplace dynamics.Understanding the nuanced relationship between cyberloafing and employee performance becomes crucial in an era of rapid technological advancements and increasing reliance on digital communication tools. This understanding can help organizations foster a workforce that is not only productive but also engaged, resilient, and psychologically healthy. Moreover, the findings guide the creation of adaptive policies and interventions that balance employee autonomy with organizational goals. Recognizing and addressing the socio-cultural and technological factors influencing cyberloafing behavior is essential for organizations to remain competitive and foster a sustainable, inclusive, and forward-thinking workplace culture.

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