The alienated employee: The role of cyberloafing in coping with workplace incivility in manufacturing sector of Pakistan

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Abstract---Scholars have baptized to investigate the reasons behind cyberloafing of employees and means to condense it. In order to address the concern, the study is based on proposing a theoretical framework that explains the linkage between workplace incivility, work alienation and cyberloafing. We theorized that there is no significant impact of workplace incivility and work alienation on cyberloafing in the manufacturing sector of Pakistan. Further ahead, emotional exhaustion mediates the relationship between workplace incivility and cyberloafing and job stress mediates the relationship between work alienation and cyberloafing. Empirical validity of the research was established with the use of closed ended questionnaire from 300 employees working in the manufacturing sector of Karachi. Results proposed that there is no moderating effect of organizational commitment on emotional exhaustion and cyberloafing whereas psychological capital had no moderating effect between workplace incivility and cyberloafing.

Keywords---Workplace Incivility, Work Alienation, Cyberloafing, Emotional Exhaustion, Organizational Commitment, Psychological Capital, Job Stress, Structural Equation Modeling.

1. Introduction

Among organizational scholars, abusive use of internet resources by different organizations by employees has received considerable attention. The term cyberloafing is used in recent literature a lot and is defined as the voluntary act of staff that use the internet resources of their company for personal use other than

work during working hours. It is also known as a type of deviance from productivity (Sasyk, 2022). Studies have shown that cyberloafing is one of the concerns for businesses and is found to be one of the main reasons for employee unproductivity (Ewis, 2014). Since cyberloafing is referred to as cyber activity, several risky assumptions are associated with it (Andel, Pindek, & Arvan, 2022). Several researchers have also argued a connection between cyberloafing and incivility at workplace. Workplace incivility is referred to "low-intensity deviant behaviour associated with ambiguous intentions to target someone with harm". Uncivil behaviour is considered a result of stressors that may lead to negative consequences on health such as physical changes, depression and anxiety. Organizations face several crises due to the issues of workplace incivility (Vilarino del Castillo & Lopez-Zafra, 2022).

One of the important factors is organizational culture that led to such issues and promotes activities like cyberloafing. It is evaluated that many organizations after experiencing cases of cyberloafing, start to research certain factors that lead to cyberloafing (Andel, Pindek & Arvan, 2022). Studies have also highlighted that the increasing dependency on the internet and technology and the increased use of mobile at the workplace leads to increase risks of cyberloafing (Tandon et al., 2022). Furthermore, high levels of burnout and stress at work can also results in cyberloafing (Andel, Pindek & Arvan, 2022). When employees are overworked and stressed, they will become part of the activities that provide a temporary escape from work, such as browsing social media or shopping online.

In the manufacturing sector of Pakistan, there are issues related to workplace incivility and work alienation that results in decreasing the productivity of employees as they become involve in counterproductive work behavior such as cyberloafing. One of the research projects presented by Shahzad et al. (2021) has determined that workplace incivility have "negative impact" on the "organizational commitment and job satisfaction" of employees and this leads to work alienation. One of the other studies conducted by Frooq and Salim (2021) has analysed that workplace incivility may results in work alienation and high turnover of employees in the manufacturing sector of Pakistan. The negative impact of workplace incivility is more significant for employees who are having less organizational support. The issue of low productivity is faced by the economy of Pakistan for many years, and this has impacted the output of several sectors including manufacturing, agriculture, education, trade and health. The decrease in the level of productivity results in increasing the cost of production and this decrease profit generated. As per data collected from "International Labour Organization", there is an increase in the level of output per person in China which describes the labour productivity by 388%, in India by 177%, in Bangladesh by 109% and in Pakistan there is increase of 32% only from 2000-2019 (Sarwar, 2020). Therefore, it is necessary to analyse the reasons behind the decline in the level of productivity of people in the manufacturing sector of Pakistan.

Workplace incivility and work alienation are becoming increasingly prevalent in manufacturing and can have a negative impact on wellbeing of employees and their performance. Moreover, there is lack of recognition as result of which organizational commitment of employees is low and they feel that their work is unappreciated, thus, emotional exhaustion and job stress is created among them.

Moreover, they also feel emotionally exhausted because of unsafe working conditions and organizational culture is focused on productivity of employees rather than safety and there are high number of injuries and accidents. It is evident in the literature that workplace incivility and work alienation results in counterproductive work behavior of employees and this results in increasing additional cost for businesses like lower yield and turn-over. The impact of "workplace incivility and work alienation" on cyberloafing is not well understood (Andel, Pindek,& Arvan, 2022).

This research aims to explore the relationship between workplace incivility and work alienation and cyberloafing, and to understand the extent to which these factors contribute to the prevalence of cyberloafing in organizations. There are researches conducted to understand the relationship between workplace incivility and cyberloafing and work alienation and cyberloafing but only few researches have considered other associated factors such as organizational commitment, job stress, emotional exhaustion, and psychological capital. Thus, this research examines the impact of psychological capital and organizational commitment as moderators and emotional exhaustion and job stress as mediators. Employees from the manufacturing sector of Pakistan are selected as sample because they work under pressure and extension in the working hours. Thus, there are more chances of being stressed and involved in activities that are not related to work.

2. Background to the Literature and Hypothesis

Conservation of resource (COR) theory was presented by Hobfoll in 1998. It is suggested by the theory that motivation of people is in retaining, obtaining and use of resources that are important for them. Resources are divided into "four different categories" which includes objects such as computer or car, individual traits such as character attributes or abilities, vitalities such as mental energy or self-esteem and conditions such as money or love. The depletion in any of the resources results in stress. Loss of resources impact a person more as compared with gain of resources, the reason behind it is that is not easy to maintained and gained resources. Human beings strive to preserve, secure and develop vital resources. In the case of loss of resources, they face resultant psychological strain and emotional exhaustion as they feel loss of power in securing resources (Halbesleben et al., 2014). Workplace incivility and work alienation have impact on the target and substantial energy is loss because of the problems related to performance of job in an unfriendly environment. Emotional exhaustion resulting in depletion of psychological capital and resources of employees become limited. Workplaces that are perceived negatively by employees results in making them emotionally exhausted and increase in intention to leave the job and experience stress when there is depletion in their resources (Hobfoll, 2011). Moreover, there will be depletion in the psychological resources of employees because of workplace incivility. Employees who are mistreated feel frustrated because of loss of vital resources and get involved in counter productive work behavior such as cyberloafing. While trying to retain and protect energy, they will become focused on exerting energy (Lim et al., 2021). This exertion will results in emotional exhaustion and job stress because of the incident of loss of resources. There will be development of negative emotions about organization and this will results in negative behavior (Butt & Yazdani, 2021). Furthermore, there will be low level of

optimism, self-efficacy, resilience and hope in the workplace. Thus, employees become motivated to take part in cyberloafing for the prevention of loss of resources and to regain the resources that are lost.

Workplace incivility, or uncivil behavior, is a prevalent issue affecting 95% of the workforce and can have significant financial consequences for organizations (Liu, Zhou, & Xuan Che, 2022). Incivility in the workplace can take various forms, including experienced incivility and instigated incivility, which can stem from generational issues and range from physical violence to psychological aggression (Tamunomiebi & Ukwuije, 2021).

In a competency-driven era, organizations strive to retain a competent workforce, and employees' behavior is influenced by the treatment they receive from their colleagues. A study conducted by Raza et al. (2022) highlights that respectful and dignified treatment fosters positive behavior, while negative treatment induces negative behavior, resulting in an incivility spiral.

Henry, Croxton & Moniz (2023) conducted a study with the aim to examine the internal workplace dynamics within libraries, focusing on incivility, conflict, and dysfunction. It sought to identify changes in these areas over a five-year period, as compared to a similar study conducted by Henry et al. in 2018. The study also examined the impact of COVID-19 on incivility in the workplace. The research was based on a self-reported survey of 643 library employees, which included both quantitative and qualitative data. The findings of the study showed an increase in workplace dysfunction, cyberloafing, and bullying behaviors in libraries since 2017, while mobbing and emotional intelligence declined. The study revealed that bullying and cyberbullying are prevalent in the library workplace, which can have a negative impact on the well-being of employees and the overall work environment. Moreover, the rise of cyberloafing (the act of wasting time on the internet during work hours) has also become a growing concern in the library workplace. Another study conducted by Hwang et al. (2022) found that the COVID-19 pandemic has exacerbated incivility in the workplace, with many employees reporting increased stress and tension due to remote work and the uncertain future of the workplace.

A hostile work environment is a toxic workplace scenario that can have a significant impact on an employee's well-being and job performance. It is characterized by behavior that creates a sense of intimidation, offence, or threat in the workplace (Weissenfeld, Abramova, & Krasnova, 2019). This behavior can take the form of discriminatory or harassing actions, comments, gestures, or gestures that are directed at an individual or group of employees.

A hostile work environment can lead to cyber loafing in several ways. When employees feel stressed, intimidated, or mistreated in the workplace, they may seek distractions to escape the negativity. As a result, they may turn to the internet for non-work-related activities during work hours, such as browsing social media, shopping online, or watching videos (Zhang et al., 2020). Furthermore, a hostile work environment can contribute to burnout and decreased job satisfaction, which can in turn lead to decreased engagement and motivation. Employees who feel unhappy or unsupported in the workplace may be less likely

to focus on their work and may be more likely to engage in cyber loafing as a way to relieve stress and boredom (Qureshi, Morris, & Mort, 2021). Privacy invasion refers to the unauthorized collection, use, or dissemination of personal information. In the workplace, this can occur in several ways, including monitoring employees' internet usage, email, or other forms of communication (Peng et al., 2022). When employees feel that their privacy is being violated, they may experience feelings of distrust, stress, or discomfort, which can negatively impact their work performance and well-being.

One way that privacy invasion may lead to cyber loafing is by creating a hostile work environment. When employees feel that their privacy is being violated, they may feel stressed and uncomfortable in the workplace, leading them to seek distractions to escape the negativity (Hill, 2019).

Exclusionary behavior refers to actions or behaviors that make an individual feel excluded or marginalized in a group or organization (Barthelemy, 2020). This can include things like exclusion from meetings, exclusion from social events, or exclusion from decision-making processes.

One way that exclusionary behavior may lead to cyber loafing is by creating a hostile work environment. When employees feel excluded or marginalized in the workplace, they may feel stressed, disengaged, and unmotivated, leading them to seek distractions to escape the negativity (Weissenfeld, Abramova, & Krasnova, 2019).

Gossiping publicly at the workplace refers to spreading rumors, disclosing confidential information, or talking negatively about colleagues, managers, or the company in a public setting (Clegg & Van Iterson, 2009). One way that gossiping can lead to cyber loafing is by creating stress and anxiety among employees (Barthelemy, 2020). When employees are subjected to negative gossip or rumors, they may feel uneasy, uncertain, or even afraid, which can negatively impact their work performance and well-being (Di Giacomo, Härri, & Chiasserini, 2022).

Based on the analysis, following hypothesis are developed:

H1: Exclusionary behavior EB has a significant influence on Workplace Incivility WPI.

H2: Gossiping publicly GP has a significant influence on Workplace Incivility WPI.

H3: Hostility H has a significant influence on Workplace Incivility WPI.

H4: Privacy Invasion PI has a significant influence on Workplace Incivility WPI

H5: Workplace Incivility WPI has a significant influence on cyberloafing CL.

The use of social media by employees in the workplace can also lead to some negative consequences, including work alienation and cyberloafing behavior. This highlights the need of investigating the impact of work alienation on cyberloafing (Demir & Demir, 2022). Work alienation refers to the disconnection that employees feel from their workplace and colleagues due to their lack of engagement and motivation towards their job (Soral, Arayankalam & Pandey, 2020). This can be the result of factors such as job rotation, work schedule changes, wage dissatisfaction, and a lack of creativity in their work. It can also be caused by oppressive workplace environments, hierarchical structures, and a lack of control over work conditions (Tandon et al., 2022).

The consequences of work alienation can include deviant behavior, reduced motivation and productivity, increased stress levels, and a decrease in job satisfaction (Zhong et al., 2022). Additionally, it can also lead to feelings of anger and hatred towards one's job and negatively impact the employee's social life (Soral, Arayankalam & Pandey, 2020). Cyberloafing, on the other hand, refers to employees using their work time to engage in non-work-related activities, such as browsing social media or shopping online. This behavior can be a result of work alienation, as employees who are not motivated or satisfied with their job may engage in cyberloafing as a form of escape (Tandon et al., 2022). Hence, the following hypothesis is developed:

H6: Work Alienation WA has a significant influence on cyberloafing CL.

Emotional exhaustion is a condition characterized by chronic emotional and physical depletion resulting from excessive job demands and continuous stress (Wright & Cropanzano, 1998).According to the COR theory, employees are inclined towards gaining and preserving resources. Thus, employees engage in cyberloafing to cope with workplace aggression and stress and to gain back lost resources. Workplace incivility and work alienation can deplete employees' psychological resources, which are needed to face other challenges, including low self-esteem, self-efficacy, and emotional exhaustion. In the absence of a supportive organizational culture, employees are more likely to experience emotional exhaustion (Grandey et al., 2004). In this research, emotional exhaustion is considered as a mediating factor between workplace incivility, work alienation, and cyberloafing. Hence, the following hypothesis is evaluated in the research:

H7: Emotional Exhaustion EE mediates the relationship between workplace incivility and cyberloafing CL.

H8: Emotional Exhaustion mediates the relationship between work alienation WA and cyberloafing CL.

Job stress is defined as state of fatigue that results in the creation of mental and physical balance problems in an individual. Koay et al. (2017) conducted research on 301 employees in ICT sector to determine the association between demands of job and cyberloafing and results have inducted that job stress is partially mediating the impact of private job demands on cyberloafing (Koay et al., 2017). One of the other studies conducted by Nasurdin et al. (2014), examined the role of organizational justice and organizational politics on deviant behavior through job stress. The data was collected from 400 employees in electrical sector of Malaysia and findings have revealed that there is a positive relationship between deviant behavior and job stress. Thus, it was concluded by the researcher that job stress mediated the association between justice, politics, and deviant behavior. Following hypothesis will be tested in the research:

H9: Job stress JS mediates the relationship between work alienation WA and cyberloafing CL.

Organizational commitment refers to an employee's emotional attachment and loyalty to their workplace and is considered an integral factor that influences job-related factors such as turnover, work performance, and organizational spirit (Yousef, 2017). In the current study, organizational commitment is seen as a

moderator between cyberloafing and emotional exhaustion. When there is a high level of commitment towards the organization, there is expected to be a weak impact of emotional exhaustion on cyberloafing as employees feel an attachment to their job and motivation to perform well (Antonovsky & Antonovsky, 1974). According to King and Sethi (1997), the impact of role stressors on burnout is higher for employees who have a low level of affective commitment. Similarly, it is argued that employees who experience emotional exhaustion are less likely to engage in cyberloafing if they are committed to the organization and their job role. The following hypothesis will be tested in the research:

H10: Organizational commitment OC moderates the relationship between Emotional Exhaustion EE and cyberloafing CL.

Luthans and Youssef (2007) presented the concept of "psychological capital (PSC) in organizational behavior. It is regarded as one of the highest constructs in the field of OB which is supported conceptually and empirically. One of the research projects conducted by Megerithi et al. (2018) on work teams in Jordan in the hospitality industry have determined that Psy-Cap moderates the link between WPI and authentic leadership. Woo and Kim (2020) have studied the connection between WPI and compassion competence (CC) and moderating role of Psy-Cap in Korea, data was collected from 192 participants from employees working in hospitals. It was revealed in the results of the study that Psy-Cap moderates the relationship between CC and WPI on CPWB. One of the other studies conducted by Nozlen (2018) have determined that Psy-Cap acts as a moderator between WPI and work stress. Manzoor et al. (2015) had conducted research on the teachers in universities of Pakistan and it was identified that there is a strong influence of Psy-Cap on CPWB. One of the other researchers conducted by Baloch et al., (2016) on employees in universities of Pakistan has indicted that there is positive impact on Psy-Cap on CPWB. It was concluded that employees having high Psy-Cap are least interested in any behavior that is not related to work. In accordance with the COR theory, the communication style and behaviors of others results in "personal resource- replenishes or drains" and this has an influence on the employee cyberloafing. The following hypothesis will be evaluated in the research:

H11: Psychological Capital PC moderates the relationship between workplace incivility WPI and cyberloafing CL.

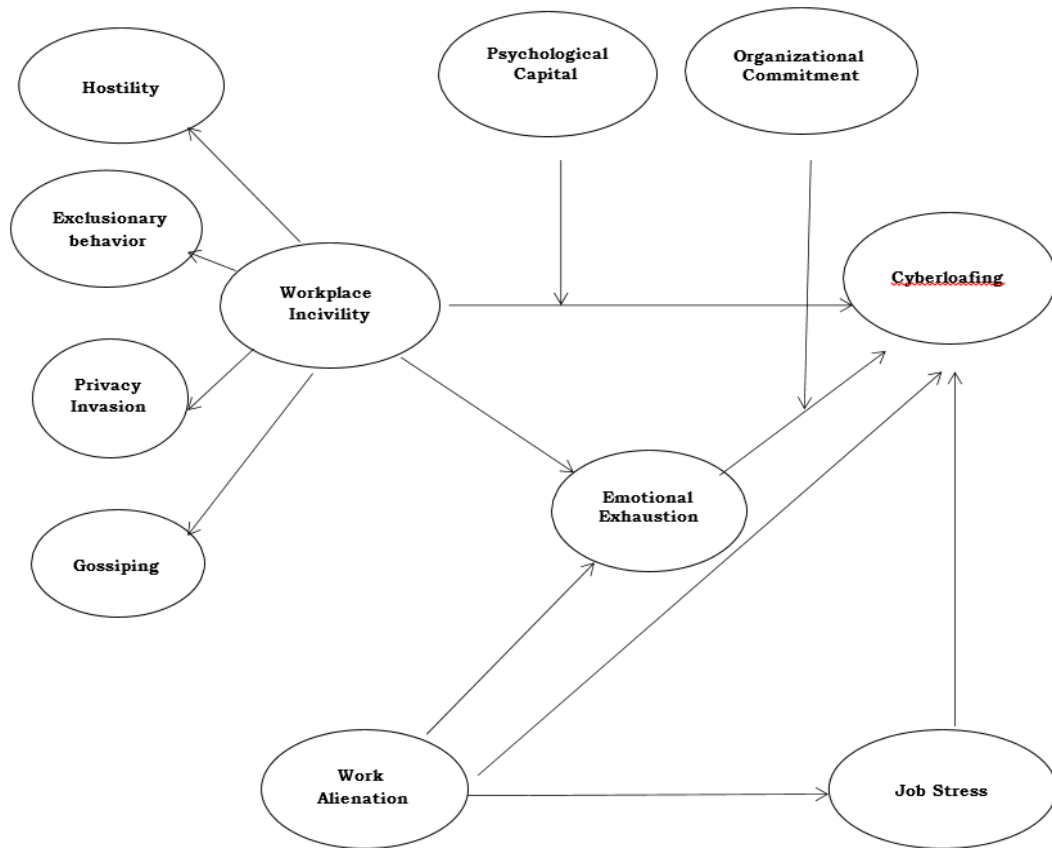**3. Method**
3.1 Conceptual Model

Figure 1. Conceptual Model
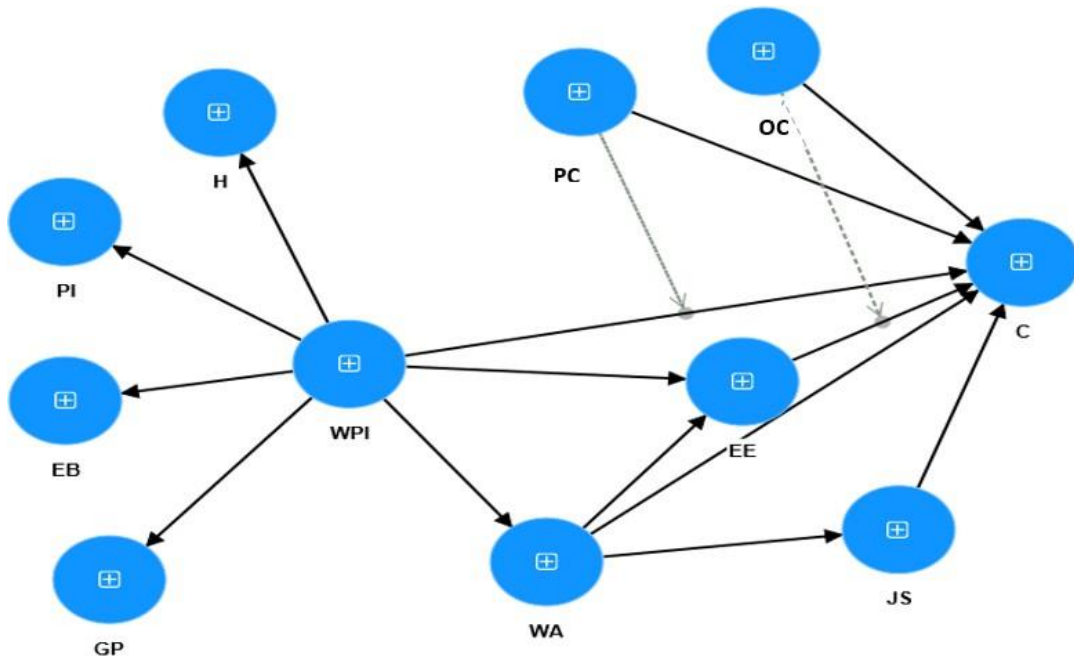
3.2 Hypothesized Model

Figure 2. PLS Model Diagram

3.4 Data Collection and Participants Characteristics

It has tabulated that in the study 28% people are of age up to 20 years, 55% respondents are of age 26-40 years and others, 13% are of age 41-50 years and 3% are of age 51-60 years. Regarding gender, 70% of male and 30% of female. About designation 27% are executive,70% are manager, directors are 1% while internee is 2% only. Department in surveyed hospitals are categorized as their domains, so 26% respondents are of IT, 60% are of HRM and 5% are of Finance, 5% are ofmarketing and 3% of accounting, respectively.

Table 1 Demographic Analysis

Frequencies			Percentage%
Gender	Female	90	30.8
		210	69.2
	Male		
Age	Up to 20 years	119	28.3
	26-40 years	155	55.3
	41-50 years	21	13.2
	51 or above	5	3.1
Designation	Associate/Executive	103	26.4
	Manager	192	70.4
	Director	2	1.3
	Internee	3	1.9
Department	IT	59	26.4
	HRM	181	60.4
	Finance	30	5
	Marketing	20	5
	Accounting	10	3.1
	Total	300	100%

Table 2 Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Work experience	300	2.1	26.0	8.214	5.184
Cyberloafing hours	300	1.1	5.0	1.48	18.76

Descriptive Statistics table of working experience shows significant results as it is shown in table 2 that N Statistic is 300, Minimum Statistic is 2, Maximum Statistic is 26, Mean Statistic is 8.21, Std. Deviation is 5. 1844. Mostly workers in surveyed firms are having 8 years of experience. This Descriptive Statistics table of Number of hours spent per week on the internet for non-work-related activities during office hours shows significant results as it is shown in table 4.2 that N Statistic is 300, Minimum Statistic is 1, Maximum Statistic is 5, Mean Statistic is 1.48, Std. Deviation is 2.7. It means manufacturing firm are not allowing too much free time spend on cyberloafing during office hours.

3.5 Measurement Scales

3.5.1 Workplace Incivility
WI was measured including four factors namely hostility, privacy invasion, exclusionary behavior and gossiping. The 20-items are adopted from Martin & Hine (2005) to evaluate the uncivil behavior at work. These items were measured using 5-point Likert scale (1= strongly agree, 5= strongly disagree).

3.5.2 Work Alienation
A 8-item scale was adopted from Nair & Vohra (2019). The items were measured with the use of 5- point Likert Scale (1= strongly agree, 5= strongly disagree).

3.5.3 Cyberloafing
The 22-item scale was adopted from Blanchard & Henle (2008) using 5 point Likert scale (1= Never, 5= always)

3.5.4 Job Stress
The 13-item scale was adopted from Parker & DeCotiss (1983). 5-point Likert Scale (1= stronglyagree, 5= strongly disagree) was used to measure the impact.

3.5.6 Emotional Exhaustion
The 9-Items scale was adopted from the "Maslach Burnout Inventory (MBI) which was developed in 1981 by Maslach. There are three components namely: depersonalization, exhaustion, and personal achievement and out of this only emotional exhaustion is selected. The responses were average on using 5 point Likert Scale (1= strongly agree, 5= strongly disagree).

3.5.7 Organizational Commitment
Benkhoff (1997) and Vandenabeele (2009) three-item scale was used for the measurement of responses. The responses from the participants were collected using 5 point Likert Scale 1= strongly agree, 5= strongly disagree).

3.5.8 Psychological Capital
Luthans et al. (2006) 24-items were adopted for the purpose of measurement using 5 point Likertscale Scale (1= strongly agree, 5= strongly disagree).

4. Results and Data Analysis

4.1 Reliability

The measurements scales used in the research are evaluated for reliability and validity with the use of common process for validation. The construct reliability was tested by using Cronbach's alpha coefficients. The reliability is considered as normal if the value is less that 0.6. The reliability of variables in Table 3 are normal.

Table 3 Reliability of Parameters

Variables	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho_c)	Average ariance extracted (AVE)
CL	0.812	0.929	0.923	0.631
EB	0.883	0.894	0.956	0.619
EE	0.898	0.906	0.917	0.555
GP	0.835	0.836	0.890	0.669
H	0.849	0.855	0.899	0.591
JS	0.888	0.898	0.906	0.529
OC	0.750	0.747	0.739	0.524
PI	0.825	0.825	0.877	0.590
PC	0.936	0.921	0.939	0.511
WA	0.872	0.888	0.907	0.553

4.2 Discriminant Validity

Validity is the evaluation of a scale that determines whether or not the instrument is measuring what it is intended to measure. Fornell and Larcker and Heterotrait–Monotrait (HTMT) Ratio are two tools to check the validity of the scales. Discriminant validity is the measure of how differently a model's constructs vary from one another (Carmines & Seller, 1979). There are three distinct tests that can gauge it. All diagonal values must be larger than non-diagonal values, according to Fornell and Larcker (1981), and discriminant validity is verified when each item with the highest value is one construct (Fabrigar et al .,1999) furthermore the value of Hetrotrail-Monotrait (HTMT) must be less than 0.8 (Henseler et al., 2015)

Table 4 Fornell and Larcker

Variables	CL	EB	EE	GP	H	JS	OC	PI	PC	WA
CL	0.677									
EB	0.028	0.782								
EE	-0.109	0.584	0.735							
GP	0.004	0.727	0.551	0.828						
H	-0.099	0.614	0.426	0.643	0.851					
JS	0.113	0.303	0.494	0.319	0.206	0.651				
OC	0.173	-0.159	-0.036	-0.025	-0.026	0.005	0.723			
PI	0.064	0.734	0.469	0.582	0.596	0.235	-0.190	0.766		
PC	-0.255	-0.053	0.006	0.077	-0.021	-0.093	0.577	-0.080	0.636	
WA	-0.084	0.558	0.770	0.490	0.414	0.408	-0.058	0.446	-0.037	0.745

CL =Cyberloafing, *EB* = Exclusionary behavior, *EE* = Emotional Exhaustion, *GP*= gossipingpublicly, *H* = Hostility, *JS* = Job stress, *OC*= Organizational Commitment, *PI* = Privacy Invasion, *PC* = Psychological Capital *WA*= Workplace

Table 5 Heterotrait–Monotrait (HTMT) Ratio

Variable	CL	EB	EE	GP	H	JS	OC	PI	PC	WA
CL										
EB	0.113									
EE	0.146	0.648								
GP	0.108	0.835	0.619							
H	0.151	0.701	0.479	0.768						
JS	0.188	0.327	0.529	0.357	0.243					
OC	0.165	0.227	0.136	0.112	0.107	0.132				
PI	0.112	0.855	0.543	0.693	0.711	0.271	0.207			
PC	0.218	0.175	0.193	0.186	0.143	0.201	0.784	0.178		
WA	0.137	0.628	0.854	0.565	0.472	0.430	0.161	0.523	0.210	

CL =Cyberloafing, *EB* = Exclusionary behavior, *EE* = Emotional Exhaustion, *GP*= gossipingpublicly, *H* = Hostility, *JS* = Job stress, *OC*= Organizational Commitment, *PI* = Privacy Invasion, *PC* = Psychological Capital *WA*= Work Alienation

4.3 Structural Modeling (Testing Hypothesis)

Using the use of variance-based structural equation modelling, empirical data that was gathered are examined. The measuring model was examined in the first step. After checking measurement, analysis moved toward structural model or formally known as hypotheses testing. Following validation of the measurement model, a structural model that included all direct, indirect, and conditional hypotheses was evaluated. According to the results presented in table 4.6, Exclusionary behavior has significant positive impact on workplace incivility (β = .916, p<.001) thus H1 which is "Exclusionary behavior EB has a significant influence on Workplace Incivility WPI is supported. H2 is proposed that "Gossiping publicly GP has a significant influence on Workplace Incivility WPI "has been accepted (β = .868, p<.001). H3 "Hostility H has a significant influence on Workplace Incivility WPI "(β = .803, p<.001) thus has been accepted. H4 which is "Privacy Invasion PI has a significant influence on Workplace Incivility WPI "(β = .835, p<0.001) is accepted. H5 which is Workplace Incivility WPI has a significant influence on cyberloafing CL is not also accepted (β = 0.089, p>0.05). H6 which is Work Alienation WA has a significant influence on cyberloafing CL has been not accepted (β = -0.087, p>.05). H7 which is Emotional Exhaustion EE mediates relationship etween workplace incivility and cyberloafing CL is accepted (β =0.051, p<.05). H8 which is Emotional Exhaustion mediates the relationship between work alienation WA and cyberloafing CL is supported (β = 0.127, p<0.05). H9 which Job stress JS mediates the relationship between work alienation WA and cyberloafing CL is accepted (β = 0.081, p<.05). H10 which is Organizational commitment OC moderates the relationship between Emotional Exhaustion EE and cyberloafing is not significant and moderates (β = 0.013, p>.05) thus hypothesis is not accepted. H11 which is Psychological Capital PC moderates the relationship between workplace incivility WPI and cyberloafing CL is not significant and moderates (β = 0.094, p>.05)thus hypothesis is not accepted.

Table 6 Path Coefficient Table

Hypotheses	Regression Path	Original sample(O)	Sample mean(M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P value
H1	WPI -> EB	0.916	0.915	0.011	84.432	0.000
H2	WPI -> GP	0.868	0.867	0.017	50.567	0.000
H3	WPI -> H	0.803	0.802	0.024	33.071	0.000
H4	WPI -> PI	0.835	0.834	0.021	39.090	0.000
H5	WPI -> CL	0.089	0.088	0.079	1.128	0.260
H6	WA -> CL	-0.087	-0.082	0.098	0.887	0.375
H7	WPI -> EE -> CL	-0.051	-0.048	0.029	1.776	0.006
H8	WA -> EE -> CL	0.127	-0.119	0.067	1.911	0.043
H9	WA -> JS -> CL	0.081	0.081	0.032	2.503	0.012
H10	OC x EE -> CL	0.013	0.012	0.077	0.168	0.186
H11	PC x WPI-> CL	0.094	0.093	0.071	1.324	0.867

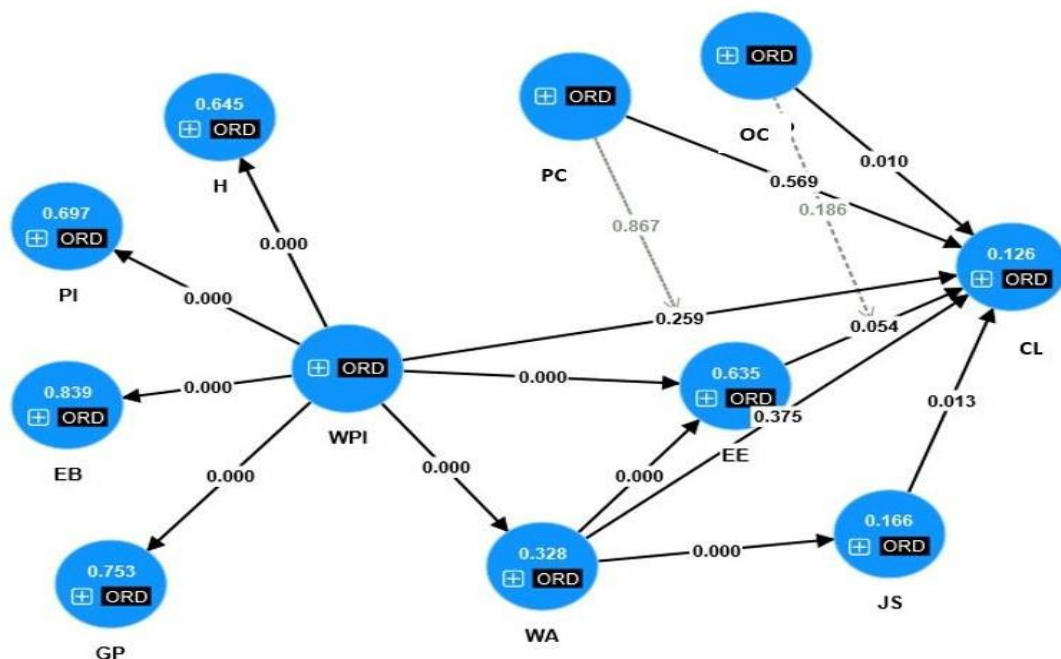*Note:* SRW = Standard Regression weight
*p<0.01, p<0.05, p<0.10

Figure 3. Structure Equation Model (SEM)

5. Discussion

The first four hypothesis results exposed that all four independent variables (Hostility, Privacy Invasion, Exclusionary behavior, gossiping publicly) are significant impact on workplace incivility WPI because calculations show their p-value is 0.000, less than p<0.001.that is mean these subordinate factors (Hostility, Privacy Invasion, Exclusionary behavior, gossiping publicly) are playing important role for understanding impact of workplace incivility in firm.

Then two hypotheses (H5, H6) on relationship of independent and dependent variables, showed insignificant association of workplace incivility WI and workplace alienation WA with cyberloafing CL in our selected manufacturing sector as research context. Both variables are linked with each other in presence of mediator only which is discussed below. The reasons of hypotheses are not supported in manufacturing sector due to their organization environment. The scores of their work -life balance, cooperative culture, green management, smart pay and benefits, green rewards, job security and advancement have higher rating that is why employees are not move toward alienation and cyberloafing during working hours, moreover they have high level commitment. Moreover, in their company mobile is not allowing during duty timing and there is no internet access for employee.

H7 hypothesis examined the role of workers' emotional exhaustion (EE) in mediating the relationship between WPI and CL. The findings indicated that WPI was a major predictor of EE. In line with Chang et al. (2019), this. Additionally, the results showed that WPI and EE were excellent indicators of Cyberloafing CL. The findings of Enwereuzor et al. corroborate this (2017). Additionally, the

findings showed that WPI with CL in the presence of EE had a partial mediating effect. Malik et al. offer some evidence for this (2019). The mediating function of EE in studies of civility is also supported by earlier researchers (Alola, et al., 2020; Azeem et al., 2019).

Study findings indicated WA was significant and Positive predictor of EE, JS, CL. Emotional exhaustion EE and WA had significant and positive association with CL. Both EE and job stress JS partially mediated positive relationship between WA and CL. It is concluding remarks, H8 and H9 hypotheses were supported. As stress on job effect service quality and exhaust employee to do work with concentration. Then consequence of job stress will be targeting employees' confidence is lost towards the company and they become engaged in other activities that are not related to work. With the help of cyberloafing, employees who are not treated well within an organisation taken breaks by detaching themselves from the organisational culture that is stressful.

This study also found that relationship between "Emotional exhaustion EE and cyberloafing is moderated by organizational commitment" that is H10, the influence of Emotional exhaustion EE on cyberloafing via organizational commitment OC does not have impact on the employees with higher level of OC. When there is high level of OC, employees will overcome stressful condition and will not be engaged in cyberloafing as OC will reduce the influence of emotional exhaustion (Ogunfowora, 2013).

Additionally, Ghosh (2017) concluded that WPI might vary between civilizations. What is uncivilized behavior in Asia may not be uncivilized behavior in the West. Similarly, in an Asian context, factors like religion, class, regional background, and caste may have a negative effect on employees' psychological behavior, level of self-efficacy, and confidence. Impact of workers' physiological capital (PC) in relation to WPI and cyberloafing CL is the subject of H11. Results revealed that there is no discernible relationship between WPI and CL when PC is controlled, and that relationship weakens when PC is present. According to association values, PC and CL should be positively correlated. The relationship between CL and WPI was diminished by psychological capital in interaction with WPI. Literature from the past also supports the moderating function of Psy-Cap (Baloch et al., 2016).

Theoretical foundation based on COR theory (conservation of resources). Due to the fact that my chosen sample does not use these concepts as a foundation, hypotheses are not supported by theory (Azeem et al., 2019). Additionally, according to research results, there are differences between western and Asian contexts and cultures based on employees' unruly behavior, depending on its target's characteristics (like race or gender). However, some academics hold a different view and believe that rudeness is discriminatory, frequently affecting women and members of ethnic and cultural minorities (Abid et al., 2015). Among them, Lim and Lee (2011) argued that variations in cultural and social orientation cause WPI definitions to vary across nations. In the context of the manufacturing sector, certain behavior might not be regarded as uncouth. Thus, employees won't engage in a variety of unproductive behaviors like cyberloafing in reaction to perceived stimulus through the prism of those felt cognitively and emotionally. In

the setting of the manufacturing industry, religion, class, regional background, and caste may have an influence on employees' behavior and perception. Therefore, to explore these scholars' perspectives, future study should also take cultural impacts into account.

6. Conclusion

In conclusion, according to Conservation of Resources Theory people experience worry when they lose or are unable to obtain essential resources (Hobfoll et al., 2018). Exposure to workplace uncivility will deplete employees' psychic resources (capital). In response, abused employees' resort to cyberloafing out of frustration over losing important resources. Humans experience exhaustion and psychic strain because of resource loss because they experience loss and lose their physiological capacity to recover resources.

Workplace incivility can cause its victim to expend a lot of energy due to improper performance in a hostile work environment. Such additional effort over time might result in emotional fatigue lasting longer (Viotti et al., 2018). Stress and fatigue primarily reduce psychological capital in people, which limits other employees' resources (Hobfoll, 2001; Siegall & McDonald, 2004). Employees who have a negative perception of their workplace are emotionally spent and want to quit. When their supplies run out, they become stressed. Exposure to workplace uncivility will deplete employees' psychic resources (capital). In response, abused employees' resort to cyberloafing out of frustration over losing important resources. They will put forth effort as they work to safeguard. The danger or likelihood of resource loss will cause emotional exhaustion as a consequence of such exertion. They will experience negative feelings about working for a company and act out in a negative way as a result. Additionally, they will work to develop and replenish resources with positive psychological wealth (Hobfoll, 2001; Siegall & McDonald, 2004).

7. Practical Implications

The findings will assist management of manufacturing services, in particular, and other service organizations in Pakistan, to become more aware of the causes of rudeness and cyberloafing. It is advised that management develop efficient methods to reduce such stressors at work. Due to the indirect effects of these stresses and negative behaviors are harmful to organizational outcomes in the form of higher employee turnover costs and decreased output due to cyberloafing. The results showed that psychological wealth is essential coping strategy to handle rude behavior and manage cyberloafing, it was associated negatively with cyberloafing. Management can perform in-house training sessions for employees who are emotionally stressed because Psy-Cap levels among employees may vary. Training sessions can teach them how to successfully deal with stressful situations and workplace bullying.

When considering organizations globally, this would help to ensure their general well-being and a lack of significant financial losses due to the aforementioned stated manifestations (e.g., theft, sabotage, conflict, etc.). Another important practical implication is the potential to address the alienation that workers

experience as a result of cultural differences. In order to combat the feeling of alienation and disconnect at work, strategies can be created. Important factors can include the different styles of leaders, the interactions between coworkers or within groups, as well as the intricate dynamics and different kinds of green organizational environments that develop within the organizational context.

8. Managerial Implications

It is required for managers to discuss about the issues of work alienation and workplace incivility and there should be positive environment created within the organization. The research has highlighted the importance of giving employees so that they are able to deal with emotional exhaustion and job stress. For this purpose, actions that can be taken are providing resources and training to employees so that there is management of level of stress such as mindfulness and meditation programs. Furthermore, opportunities should be provided to employees to provide feedback and discussion of their concerns to that issues are addressed. There is an important role played by Psy-Cap and organizational commitment and a culture should be developed within an organization by the creation of positive environment and opportunities for development and growth. There should be support provided by managers in the development of Psy-Cap so that optimism and resilience is created to overcome stress.

9. Theoretical Implications

In accordance with COR theory, workplace incivility and work alienation results in job stress and emotional exhaustion and employees become involved in cyberloafing. This is because personal resources of employees such as time and energy are drained and this results in strain. Hence, to overcome the situation, the last resort of employees is cyberloafing so that their resources are created virtually. Furthermore, cyberloafing is known as counterproductive behavior by management as too much time of employees is spend on the activities that are not related to work and this has a negative impact on their level of productivity. It has been indicated in the studies that cyberloafing is coping mechanism that is focused on emotion. Those who are not treated well within an organisation faced emotional exhaustion and become engaged in cyberloafing as it is a short break for them to produce more resources. It has been stated by COR theory, employees are motivated to engage in the activities that will contribute in refilling the resources that are depleted. There are not only negative implications of cyberloafing but positive outcomes as well because in the present environment it is not possible to eliminate it and employees should allow employees to do the activity for a shorter period of time as micro-break to overcome the challenges they are facing.

10. Future Recommendations and Limitations

Scholars should pay attention to a few limitations in the present study that call for additional research. First, future researchers can incorporate mediators (distributive/procedural injustice/emotional labour) and moderators (employee personality characteristics like agreeableness and neuroticism) into their models. Second, self-reported measures and scales were used to gather data for the WPI

assessment of the employee. This could lead to a typical technique variance issue. To avoid this issue, future studies should concentrate on numerous sources (such as supervisors and peers). By using a cross-sectional design, we were able to collect data at one moment in time. Future researchers may use longitudinal designs or time-lag data from various sources to understand the causal effects of the association between WPI and CL.

Future researchers may use longitudinal designs or time-lag data from various sources to understand the causal effects of the association between WPI and CL.The research design may also include the introduction of control variables. Fourth, future studies may evaluate WPI and CL using mixed method designs (interviews, focus groups, and surveys).Future researchers could compare how demographic changes in the industrial sector affect Western and Asian cultures. Finally, owing to inadequate research in the Asian context, Western scales have been used in the current study. Future studies should concentrate on scale development in the Asian context because, from the perspective of a small number of scholars, the definition of impoliteness is culturally unique. Because of lack of available sources, the sample size is small, sufficient that can be gathered in one of these quick durations. Some hypotheses are rejected, while possible explanation to this contradiction may be the sampling frame used in this study. Study must be completed in limited time frame that is the big limitation that the required sample size has not been completed. While our study has yielded several promising results, it is important to acknowledge its limitations. Firstly, despite collecting data from multiple sources, it was challenging to establish a cause-and-effect relationship between the constructs studied. Future researchers are recommended to utilize longitudinal or experimental designs to explore the causal relationships within this framework.

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