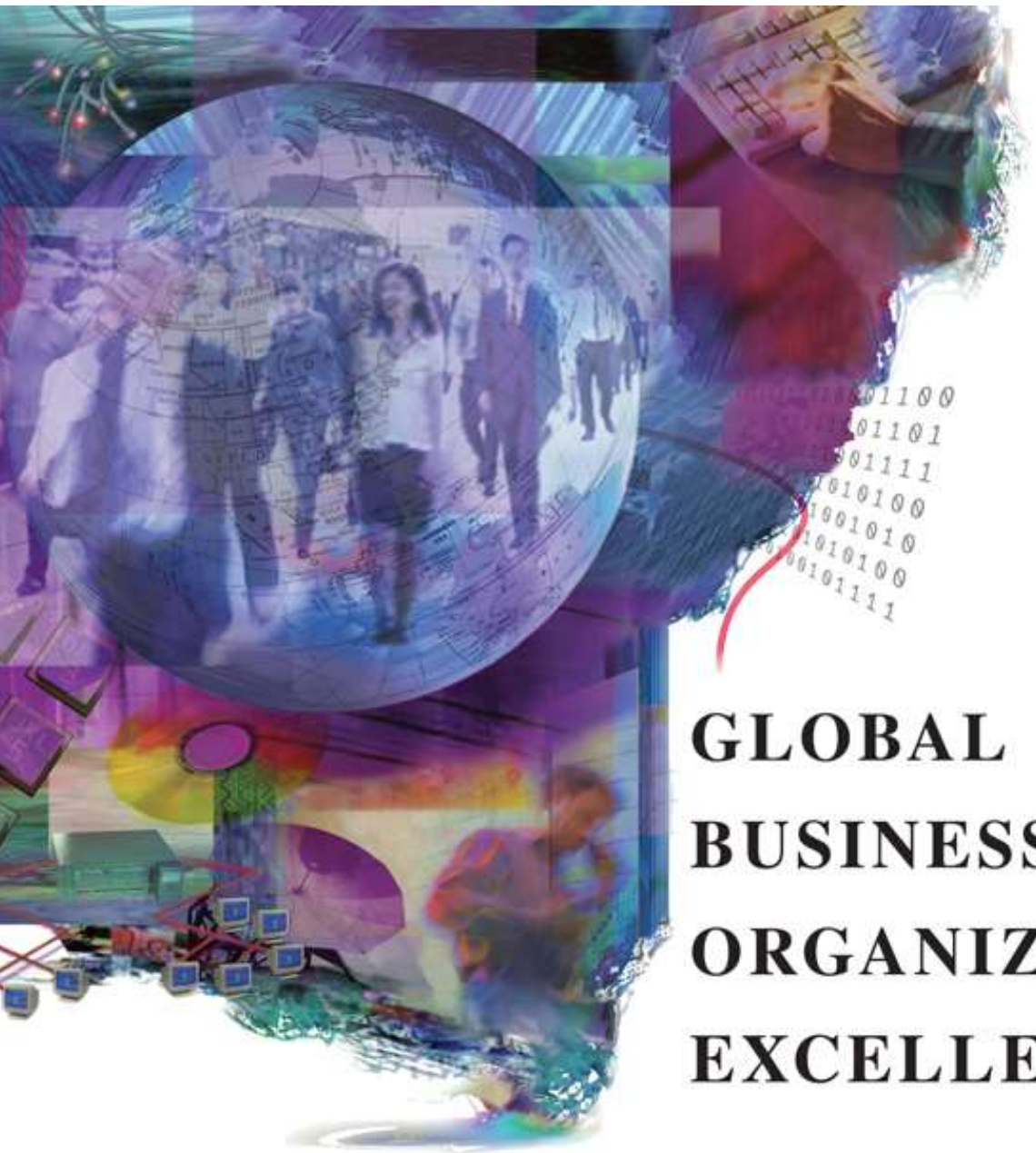

GLOBAL BUSINESS AND ORGANIZATIONAL EXCELLENCE

A Review of Research & Best Practices

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Single or multiple country evidence is acceptable if they are positioned as a "case" or "context" to validate a theoretical issue or proposition. The main contribution and positioning of submissions to *GBOE* should address a business-related issue that is relevant to the international community, though contextual evidence may be provided to validate or resolve that issue while acknowledging any limitations and future directions that may warrant additional attention.

Despite a generous all-inclusive word limit, all submissions to *GBOE* are expected to be written sharply and succinctly.

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APPLIED RESEARCH

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Does cyberloafing and person-organization fit affect employee performance? The mediating role of innovative work behavior

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Abstract

The aim of this study is to find out whether cyberloafing and person-organization fit has a positive effect on employee performance, and whether innovative work behavior plays a mediating role in this relationship. The study takes a quantitative approach using partial least squares structural equation modelling with data from 210 online questionnaires that were distributed to employees in the banking sector in Indonesia who had access to the internet at the workplace, and were allowed to use it for non-work activities (i.e., cyberloafing). The study shows a positive relationship between innovative work behavior, and both cyberloafing and person-organization fit. It also shows that innovative work behavior acts as a mediator between cyberloafing, person-organization fit, and employee performance. The study advances the management literature by showing how cyberloafing and person-organization fit influences employee performance through innovative work behavior, and provides new insights into the antecedents of cyberloafing. In addition, by clarifying the type of situations in which practitioners should adopt a positive or negative view towards cyberloafing, it provides guidance for those who wish to address the issue of cyberloafing and employee performance in their organization.

KEYWORDS

cyberloafing, employee performance, innovative work behavior, person-organization fit, social exchange theory

1 | INTRODUCTION

In the context of the globalization and internationalization of markets, innovation, product and service quality, and customer requirements, have led to the increasing use of IT (Wijayati et al., 2022). Over the past decade, the aspect of IT that has had the most dramatic effect on people's lives is the internet (Lim et al., 2001). Businesses, have been quick to identify and harness the potential offered by the internet as a digital platform for conducting business in non-traditional ways (Lim et al., 2001).

The digitization of workplaces and the consequent utilization of internet-based communication has transformed contemporary organizations (Wu et al., 2020; Zhang et al., 2019). Both academic and mainstream media have discussed how employees use IT devices that are connected to the internet, such as computers, tablets, and smartphones, for personal, non-work-related activities (Batabyal & Bhal, 2020). This behavior is referred to by various terminologies, such as 'workplace internet deviance' (Zoghbi Manrique de Lara, 2006), 'cyberslacking' (Lavoie & Pychyl, 2001) and 'cyberloafing' (Lim, 2002).

Formally, cyberloafing is understood to be employees' use of information and communication technologies, including devices such as laptops, desktop computers, and smartphones (Askew et al., 2019; Lowe-Calverley & Grieve, 2017), and the internet to access social media and websites (Andreassen et al., 2014) during work hours (Zhang et al., 2019) for personal or non-work-related reasons (Tandon et al., 2021). In this study, we will refer to such behavior as 'cyberloafing'. In addition, Blanchard and Henle (2008) propose that there are two types of cyberloafing – minor and serious. Minor cyberloafing consists of 'common' uses of email and the internet at work; serious forms of cyberloafing are behaviors which researchers warn are abusive and potentially illegal, such as online gambling, downloading music, or viewing 'adult' sites. Our research focuses on minor cyberloafing.

Despite this attention, the existing literature on cyberloafing has been constrained by several distinct limitations. The literature discusses cyberloafing from a dual perspective. Scholars have posited that cyberloafing may help employees relieve techno-stress (Güğerçin, 2020), job-related stress (Koay et al., 2017), and to find a work-life balance (Jian, 2013). Cyberloafing can be considered a constructive behavior (Derin & Gökçe, 2016; Wijanarko & Purba, 2018; Yogun, 2015), creating a positive impact on employee performance. However, concurrently, cyberloafing's potential for causing decreases in employee productivity (Andreassen et al., 2014), efficiency (Farivar & Richardson, 2021; Khansa et al., 2018), and employee performance (Ahmad et al., 2019; Olajide et al., 2018; Santos et al., 2020), is also discussed, implying that cyberloafing has a negative impact on employee performance.

Employee performance is an indicator of an organization's efficiency and productivity (Colquitt et al., 2011). Additionally, employee performance is a vital criterion for organizational outcomes and success. For this reason, businesses strive to improve employee performance (Na-Nan et al., 2018). An employee needs time to rest to be able to replenish their energy after a tiring work activity. It can be argued that, compared with other traditional non-work-related activities such as long lunch breaks or socializing with co-workers, cyberloafing does not require employees to be physically absent from their desk (Khansa et al., 2018; Wagner et al., 2012). In addition, it is claimed that employees can gain new perspectives and ideas through these 'resting' activities, which are then translated through the learning process and reinvested in tasks related to their work (Derin & Gökçe, 2016; Koay & Soh, 2018), thus improving employee performance.

The conservation of resources theory (Hobfoll et al., 2018) indicates that when individuals are faced with the pressure of resource loss, they may develop behaviors for either resource conservation or resource acquisition. This article, will use the conservation of resources theory to actively respond to the call by Koay and Soh (2018) and Derin and Gökçe (2016) to study the mechanism of deviant internet use – cyberloafing – where it is used to reduce stress and work fatigue so that it can gain new perspectives and ideas – innovative behavior – that in turn has an impact on improving employee performance.

Innovative work behavior involves a pattern of activities, such as critical thinking, recognizing current and potential problems, exploring opportunities, identifying performance gaps, and searching for new methods and procedures (De Jong & Den Hartog, 2010). Chatzoglou and Vraimaki (2010) argue that the use of the internet can be considered an innovative work behavior. Similarly, Shanker et al. (2017) argue that innovative work behaviors, such as cyberloafing, can play an important role in improving employee performance. Innovative work behaviors can serve as a coping strategy that focuses on a problem experienced by an employee to overcome heavier or higher job demands (Chatzoglou & Vraimaki, 2010), as a means of improving employee performance (Lim et al., 2001). In addition, employees who have good innovative work behavior will apply it to match their personal values with the values of the company where they work, and improve their performance (Miron et al., 2004). This form of alignment is termed person-organization fit.

Person-organization fit is defined as the match of an individual's values with an organization's overall values (Afsar & Badir, 2017). Various scholars have argued that person-organization fit is a precursor for positive employee and organizational outcomes (Kasekende et al., 2020). Afsar and Badir (2017) indicate that a good match between employees and their organizational climate fosters creative thinking and helps to implement innovative ideas. Innovative work behaviors seek to pursue proactive activities in the form of personal initiatives and novel ideas which are directly linked to employee's job performance (Afsar et al., 2015). High levels of person-organization fit lead employees to display innovative work behavior in the organization (Akhtar et al., 2019), and increases employee performance (Demir, 2015).

Person-organization fit, emphasizes the role of exchange relationships (Akhtar et al., 2019). A positive exchange relationship between the organization and employees occurs when employees have high perceived organizational support, trust in the organization, and high commitment. Social exchange theory (Cole et al., 2002) states that individuals expect benefits of an equal amount or value as that which they give to others. The present study describes person-organization fit by making use of social exchange theory, because social exchange theory argues that individuals, as well as managers or supervisors, should develop good workplace relationships (Cole et al., 2002). Here we

will use social exchange theory as the basis for the underlying mechanism behind person-organization fit.

Research on cyberloafing, person-organization fit, and employee performance through innovative work behavior has not been studied before. Therefore, the present study sets out to address the following questions:

- What is the relationship between cyberloafing and person-organization fit on employee performance?
- Does innovative work behavior mediate the relationship between cyberloafing and person-organization fit on employee performance?

The context in which this work will be undertaken will be the banking industry, more specifically the Bank Indonesia, Indonesia's central bank.

Advances in IT have changed the conventional ways of delivering service in firms, and in financial institutions such as banks (Raza et al., 2020). A bank is a highly regulated financial institution, incorporated in the economy's social value systems, and a monetary and regulatory authority (Akther & Rahman, 2021). In Indonesia, the Bank Indonesia is tasked with the monetary banking and payment systems and, supported by internal management, with continuously developing, and improving. The issues faced by Bank Indonesia in the future are challenging, especially given the complex problems faced by the national economy (Rahman et al., 2020). The development of IT and the banking business has provided the Indonesian people with services such as ATM, mobile banking, and internet banking. The goal is to expand services for the customers across the whole of Indonesia and to develop transaction mechanisms that are more varied (Wijayati et al., 2022). Therefore, banks have started to focus on providing customized digital services to their customers through the internet (Shankar & Jebarajakirthy, 2019), as a means of improving employee performance (Lim et al., 2001). To achieve this, banks must not only recruit people who understand technology and are emotionally intelligent, but must also recognize that ensuring a good person-organization fit is imperative (Kumari & Pradhan, 2014).

Choerudin et al. (2014) reported that the banking sector in Indonesia has experienced decreased performance of employees due to a change in the management of human resources, and has not been able to adapt to the new management system in sharia banking. Proper work behavior is often one of the most important factors to achieve high employee performance (Moustaghfir et al., 2016). In today's competitive corporate environment, if employees have appropriate behavior in the workplace, implying that they have the necessary skills to do the job, behave in accordance with organizational goals, and avoid counterproductive behavior, they will be more likely to achieve high individual work performance (Koopmans et al., 2014). Thus, given the contemporary business environment, organizations are looking out for employees who are willing to contribute to effective organizational functioning (Kasekende et al., 2020).

Considering the significance of employee performance on profitability and on long-term organizational success, banks require specialized, skilled, and compassionate employees to sustain success (Akther & Rahman, 2021). Studies have suggested that, on average, employees spend one to 2 hours every weekday, while they are at work, using IT devices connected to the internet for non-work-related purposes (i.e., cyberloafing) (Kim, 2018), accounting for 10%–30% of their work time (Agarwal, 2019; Askew et al., 2019). This research aims to find out what effect this, and person-organization fit, has on employee performance.

The research will enrich the existing literature in the following ways. First, based on the conservation of resources theory and social exchange theory, it reveals innovative work behavior as the mechanism that can link cyberloafing and person-organization fit to employee performance. Second, integrating the social exchange and the resource conservation mechanisms in the same model has deepened the application of conservation of resources theory and social exchange theory in antecedent research on the positive side of deviant behavior. It also shows how the degree of fit of an individual with the organization can be used as an instrument to deal with the problem on employee performance. Finally, this work helps researchers understand innovative individuals' characteristics as boundary conditions that play a buffer role in the achievement of employee performance through cyberloafing and person-organization fit.

2 | THEORETICAL BACKGROUND

2.1 | Conservation of resources theory

The conservation of resources theory (Hobfoll et al., 2018) considers positive individual characteristics as an important resource. The first principle of conservation of resources theory is that resource loss is disproportionately more salient than resource gain. The second principle of conservation of resources theory is that people must invest resources to protect against resource loss, recover from losses, and gain resources. The third principle of conservation of resources theory is paradoxical, when resource loss circumstances are high, resource gains become more important – they gain in value. The fourth principle of conservation of resources theory is that when their resources are outstretched or exhausted, individuals enter a defensive mode to preserve the self that is often aggressive and

may become irrational. This is the least researched principle of conservation of resources theory but one that has high explanatory power.

A study from Greengard (2000) revealed that 56% of employees, who used the internet for personal purposes, said it helped them perform their jobs better, or simply made them happier or less stressed. When employees surf the web, they are likely to feel energized and experience positive affect (Lim & Chen 2012). This may be because surfing the web allows employees to take their mind off work temporarily and serve as a palliative coping strategy against negative workplace experiences (Stanton, 2002). Like other aspects of conservation of resources theory, this is likely to be a built-in evolutionary strategy that may be defensive (i.e., to conserve resources) or exploratory (i.e., to search for alternative survival or adaptation strategies that on their face or from experience do not seem adaptive). In this way, a defensive withdrawal allows time to regroup or to wait for help, or it allows the stressor to pass. Aggressive or seemingly irrational responses may also work because they can potentially change the array of stressors or allow for the emergence of a new coping strategy (Hobfoll et al., 2018).

2.2 | Social exchange theory

Definitions of social exchange theory are various. The classic formulation it is "the exchange of activity, tangible or intangible, and more or less rewarding or costly between at least two points" (Ohemeng et al., 2020, p. 20). Cost may thus be viewed primarily in terms of alternative activities or opportunities foregone by the actors, where behavior is a function of payoffs, whether the payoffs come from the nonhuman environment or other humans (Cook & Rice, 2006). Social exchange theory exhibits a number of characteristics: behavior is predicated upon the notion of rationality; the relationship is based on reciprocation; social exchange is based on the justice paradigm; individuals will seek to maximize their gains and minimize their costs in the exchange relationship; individuals participate in a relationship out of a sense of mutual benefit, rather than under coercion. Thus, coercion should be minimized; and relationships are interdependent (Ohemeng et al., 2020).

The present study described person-organization fit by making use of social exchange theory, because social exchange theory argues that individuals as well as managers or supervisors developing good workplace relationship (Cole et al., 2002). Cole et al. (2002) stated that good workplace relationships are reciprocal in nature, as they not only beneficial for employees or individuals but also for the organization as well. In the lens of social exchange theory, employees feel supported (person-organization fit) under ideal working conditions and motivated through this perception, they develop the uncanny knack of rendering back the organization with their maximum input in the form of trust, commitment, and innovative work behavior. Social exchange theory argues that effective workplace relationships produce innovation (Akhtar et al., 2019). Hereafter individuals can compare the value of what they have received to ensure that there is some form of equity in the exchange, based on their expectation (Jepsen & Rodwell, 2007). In this case, it is about a return in like value (Molm, 2010). If the return is likely to be equal in value or better, the relationship continues, and vice versa (Ohemeng et al., 2020).

3 | HYPOTHESES DEVELOPMENT

3.1 | Cyberloafing and employee performance

Lim et al. (2001) define any voluntary act of employees' using their companies' internet access during office hours to surf non-work-related web sites for non-work purposes and to check (including receiving and sending) non-work email as misuse of the internet, and Lim et al. (2001) use the term cyberloafing to refer to any such acts. Weatherbee (2010) states that with the increasing provision of supporting facilities for employee performance such as technology and the internet, employees tend to misuse the available internet facilities for personal interests during working hours. The time spent on the Internet for non-work purposes directly distracts workers from their tasks (Corgnet et al., 2015), and according to D'Abate and Eddy (2007) when people are distracted by personal interests and demands; their performance may be affected.

In summary, previous studies have provided evidence that cyberloafing produces various outcomes. Some cyberloafing outcomes (such as mental recovery, work-life balance, and increased positive emotion) can increase employee job performance; whereas other cyberloafing outcomes (such as reduced work time, mental distraction, and increased negative emotion) can decrease employee job performance (Jiang et al., 2021). The opposing viewpoints above have further led scholars to discuss cyberloafing antecedents (i.e., what factors may result in cyberloafing) and cyberloafing policies (i.e., what policies should be adopted to regulate cyberloafing) from two opposing perspectives (Jiang et al., 2021).

This study refers to the characteristics of the type of work in the banking sector in Indonesia; the demand for this sector has become even greater, given that the

challenges faced by Bank Indonesia in the future are not easy, especially given the very complex problems faced by the national economy (Rahman et al., 2020), based on this, banking employees tend to behave deviantly – that is, cyberloafing. Based on this perspective, several scholars have found that employees are likely to engage in cyberloafing as an escape of the normative conflict produced by perceived injustice (Restubog et al., 2011). Employees' perceptions of work role ambiguity and role conflict (Blanchard & Henle, 2008; Runing et al., 2012). Role ambiguity, role conflict and burnout, which refer to unspecified or incompatible demands regarding employees' job duties (Aghaz & Sheikh, 2016), may create employees' perceived uncertainty and frustration. Cyberloafing has been considered an ideal way for employees to escape or distance themselves from negative encounters (Blanchard & Henle, 2008; Griffiths, 2010).

If employees spend substantial amounts of time engaged in cyberloafing during work periods, their productivity may decrease (Johnson & Rawlins 2008) and the costs of this behavior can have a significant impact on organizations (Wagner et al., 2012). Vitak et al. (2011) explained that cyberloafing can reduce task performance based on wasted work time, based on the results of this study, cyberloafing has a negative effect on task performance for employees. Santos et al. (2020) in his research explains that cyberloafing has a negative effect on employees and affects employee performance such as reducing work quality, making work slower because cyberloafing activities are hampered, and can make employees make mistakes while working because they lose concentration. In sum, although employees may argue that surfing the web may help them feel happier, energized and less stress; cyberloafing behavior is time-consuming and a distraction from work, leading to a decrease in performance and in organizations' overall productivity (Santos et al., 2020).

Based on this, the present study proposes the following hypotheses:

H1: Cyberloafing will be negatively related to employee performance.

3.2 | Cyberloafing and innovative work behavior

Besides cyberloafing there are many terms explaining the same or similar behavior like non-work-related computing, cyberslacking, cyberbludging, on-line loafing, internet deviance, problematic internet use, personal web usage at work, internet dependency, internet abuse, internet addiction and internet addiction disorder (Kim & Byrne, 2011).

Generally speaking, the opposing viewpoints on cyberloafing outcomes have led scholars to discuss cyberloafing policies from two opposite perspectives (Jiang et al., 2021). The scholars' studies have suggested that cyberloafing should be allowed in some situations (Ivarsson & Larsson, 2011), and cyberloafing should not be addressed uniformly with deterrence policies. On the one hand, deterrence-related factors are less salient in explaining cyberloafing than other factors, such as the perceived benefits of cyberloafing and personal norms against cyberloafing (Li et al., 2010; Moody & Siponen, 2013). On the other hand, deterrence policies may elicit employees' resistance, such as increased cyberloafing behavior (Wang et al., 2013; Zoghbi Manrique de Lara, 2006) and decreased job satisfaction (Jiang et al., 2020; Shepherd & Klein, 2012; Urbaczewski & Jessup, 2002). Accordingly, these studies have discussed cyberloafing policies that are less coercive (Ivarsson & Larsson, 2011).

According to Derin and Gökçe (2016) the managers should consider cyberloafing as a break for employees to think innovative and be aware that measuring actual work hours may not be the correct measure for productivity. They should define the limits of acceptable cyberloafing and not see personal usage of internet as a total 'loafing' or 'slacking'. Employees feel that surfing the net while at work is generally a pleasurable activity that makes work more interesting (Lim & Chen, 2012). Chatzoglou and Vraimaki (2010) argue that the use of the internet is itself is considered an innovative work behavior. Employees can gain new perspectives or ideas and ideas through 'resting' activities in the sense (cyberloafing), which are then reinvested and translated through the learning process in tasks related to their work (Koay & Soh, 2018).

Thus, the hypotheses for the current study are formulated as below:

H2: Cyberloafing will be positively related to innovative work behavior.

3.3 | Person-organization fit and employee performance

Person-organization fit is defined as a general match of an individual's values with an organization's overall values (Afsar & Badir, 2017). Person-organization fit assumes compatibility between individual characteristics of an employee and conditions of their job environment. It is expressed through two main dimensions namely (1) fit of goals, values and needs of employees to an organization's possibilities of fulfilling them, and (2) fit between employee competencies and requirements of a job position (Wojtczuk-Turek & Turek, 2016). According to Khaola and Sebotsa (2015) person-organization fit enables employees to help the organization because they integrate

their self-concept with the organization and hence consider the success of the organization as their own achievement.

Employees will like to work in organizations where they feel that the values of the organization are aligned with their own values and organizations will try to recruit those employees whose values are consistent with the values of the organization match his abilities, he will perform the satisfactorily and shows the greater results or higher performance (Farooqui & Nagendra, 2014). Boon-itt and Wong (2011) stated that individuals within organizations display performance (in-role and extra-role) as per their fit matching with that of organizations. Person-organization fit has a salient effect on the increase in employee performance (Demir, 2015). Conformity between company goals and employee work goals and the company can provide opportunities for employees to achieve their personal goals, this encourages employees to want to carry out their duties and work optimally so that they can improve their performance (Maria & Yuniawan, 2016). The results of research conducted by Fatmasari and Budiono (2017) show that person-organization fit has a positive effect on employee performance.

Based on this, the present study proposes the following hypotheses:

H3: Person-organization fit will be positively related to employee performance.

3.4 | Person-organization fit and innovative work behavior

Better match between person and his or her organizational climate fosters creative thinking and support to others to implement innovative ideas, and such employees engage more in to innovative work behaviors. Employees with high level of fit reciprocate the support and fairness shown to them by the organizations by paying back in the form of positive work behaviors such as innovative work behavior (Afsar & Badir, 2017). In their research, Wojtczuk-Turek and Turek (2016) stated that person-organization fit is a key factor in innovative work behavior. Employees show innovative work behavior only when they have a greater level of person-organization fit (Afsar & Rehman, 2015), and by means of an organization that can inspire its employees (Afsar & Badir, 2015).

Past studies Afsar et al. (2018) suggested that person-organization fit helps employees for displaying innovative work behavior. Employees are more likely to be motivated to display innovative work behaviors when they feel a greater fit with the organization (Afsar, 2016; Afsar & Badir, 2016). Afsar and Badir (2017) assumed that organizations where the person-organization fit is present, extra-role behaviors are observed more often among employees. Innovative work is extra-role behavior for non-R&D employees, because it is not directly enforceable. Usually, innovative work behavior refers to discretionary behavior and employees do not find such behaviors to be obligatory, but nevertheless these behaviors are crucial for organizations.

Thus, the hypotheses for the current study are formulated as below:

H4: Person-organization fit will be positively related to innovative work behavior

3.5 | Innovative work behavior and employee performance

Innovative work behavior involves pattern of activities such as critical thinking, recognizing current and potential problems, exploring opportunities, identifying performance gaps, and searching new methods and procedures. It is followed by application-oriented behaviors such as social activities to acquire approval, build support, and then test, apply, and commercialize creative ideas in the organizational setting, known as idea implementation (De Jong & Den Hartog, 2010). Individual work performance defined as "behaviors or actions that are relevant to the goals of the organization", is an important outcome in multiple research fields, as well as in practice Koopmans et al. (2014, p. 331).

Research on the link between innovative work behavior and employee performance is sparse. Surjanti et al. (2020) stated that the innovation complexity includes the complexity of ideas related to the ease of understanding. Innovative employees tend to collect and apply a broad range of information to generate creative and new ideas as well as to improve existing processes (Aryee et al., 2012). Innovative work behavior seeks employees to pursue proactive behaviors in the form of personal initiatives and novel ideas which are directly linked to effective performance in organizations (Afsar, 2016). Innovative employees tend to be willing to learn, discover and develop new ideas to resolve pressing issues, thereby enhancing job performance (Kim & Koo, 2017). Shanker et al. (2017) show that innovative work behavior plays a mediating role in the connection between organizational climate for innovation on organizational performance. Higher innovative behavior in an individualistic culture leads to higher levels of productivity in the long term and will ultimately increase the level of performance (Rahman et al., 2020).

Based on this, the present study proposes the following hypotheses:

H5: Innovative work behavior will be positively related to employee performance.

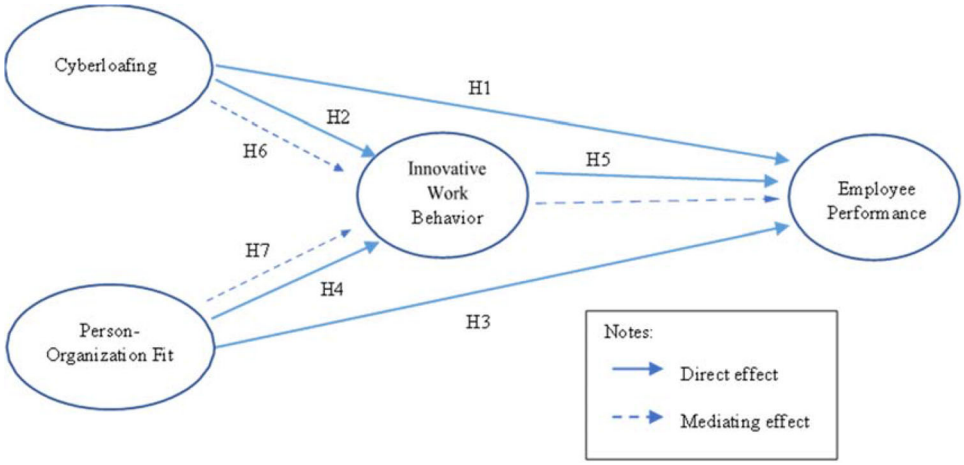

EXHIBIT 1 Conceptual framework

3.6 | The mediating role of innovative work behavior

For an individual to display innovative behavior, he or she must be creative, although a creative person does not need to exhibit innovative behavior. Some individuals can generate practical ideas, but they do not take the burden of pursuing those ideas to convert them into realities due to some hurdles they have to face while implementing those ideas. An individual can display innovative behavior only if idea generation works in tandem with idea implementation (Kistyanto et al., 2021).

Lim (2002) argues that cyberloafing has positive results because it encourages employees to be more innovative during working hours, which is thought to lead to higher performance and productivity (Johnson & Rawlins, 2008). Chatzoglou and Vraimaki (2010) explain that the use of an internet connection by an individual can be considered as innovative behavior in itself. Innovative work behavior implies self-modification or work environment through innovation (Janssen et al., 2004), meaning that innovative work behavior helps employees to adapt effectively to work, thus leading to increased work performance. Janssen (2000) found that innovative work behavior serves as a coping strategy that focuses on a problem experienced by an employee to overcome heavier or higher job demands, which in this case are governed by perceptions of effort – reward fairness. Innovative work behavior consists of the introduction and application of new technologies and new work methods that are better than existing ones (Yuan & Woodman, 2010).

The concept of person-organization fit involves personality, values, goals, individual matching attitudes and the need for an organization's values, organizational demands, and organizational culture (Kristof-Brown et al., 2005). Employees who have good innovative work behavior will apply it to match their personal values with the values of the company where they work to be able to help complete work tasks so that they will improve the quality of their job performance (Miron et al., 2004). Previous research has found results if someone who feels in himself there is a fit between the individual and his organization, this will help him to create a suggestion and be motivated to change in the environment where he works (Werbel & DeMarie, 2005), thus triggering innovative ideas and behaviors. Innovative work behavior seeks individuals to pursue their proactive behavior, for example in the form of personal initiative and new ideas that are directly related to a person's effective work performance in organizations (Jiménez-Jiménez & Sanz-Valle, 2011; Kickul & Gundry, 2002).

Thus, the hypotheses for the current study are formulated as below:

H6: The relationship between cyberloafing and employee performance will be mediated by innovative work behavior.

H7: The relationship between person-organization fit and employee performance will be mediated by innovative work behavior.

Exhibit 1 shows the conceptual framework of the present study. The study investigates the mediating role of innovative work behavior between the influence of cyberloafing and person-organization fit with employee performance using data from banking sector in Indonesia.

4 | METHODS

4.1 | Design and data collection

The research was based on a quantitative methodology and data collection through online-based questionnaires.

The questionnaires were created via Google Forms and were distributed through online social media such as email, Instagram, and WhatsApp. This study's population is employees in the general banking sector in Indonesia. This consists of not-BPR (rural banking) and not-BPRS (Sharia people's financing bank); conventional banking – for both BUMN (state-owned enterprises) and not-BUMN – as well as BUMN sharia banking; not-BUMN Islamic banking and Sharia business units (UUS). The study does not provide a limit on the age of the respondent, the limit on the length of service of the respondent, as well as a limit based on the position or share of the respondent who can participate in this research. The research was conducted for 10 months (January 2021–October 2021) at Indonesia because the target data were extensive to provide representative and reliable results.

The ethical consideration procedure begins by appointing several people to enable researchers to access several banking sector employees in the Indonesia. The main investigator must have a partner or family working in the banking sector in Indonesia. So that researchers can distribute the questionnaire through people who have been appointed and deemed appropriate. After receiving approval from the colleague or family of the person appointed by the researcher before, data collection through online interviews, opinion polls, and online-based questionnaires were conducted by the researcher (e.g., Rahman et al., 2020).

The respondents were selected based on an initial investigation to confirm that they had fit the predetermined criteria. The qualified respondents were allowed to give their responses in the provided questionnaires. Before the respondents participate to answer the questionnaire statement items that have been provided, one key question is asked first to select the criteria for respondents according to the needs of this study: "does your company facilitate employees with internet access (e.g., Wi-Fi, LAN, or the like), and is it possible to use it via a PC or a hand-held phone during working hours?". The question is intended so that the respondents in this study really are those who are facilitated by internet access where they work and allow them to use them during working hours (as a condition for cyberloafing activities).

In general, the sampling method used is a non-probability technique known as purposive sampling. As per Sekaran and Bougie (2016), the purposive sampling process starts when the investigator identifies the study problem and the target will provide the information. Besides the nature of the problem, the reason for selecting a purposive sample instead of adopting a probability sampling technique because of its simplicity, rules, and costs, contrasted to the probability sampling techniques (Bagozzi & Yi, 2012). Moreover, it was easier to collect the data; this means due to the access demands these banks adopt when requesting formal lists of their employee or clients (Abu Zayyad et al., 2021). The sampling approach is consistent with Abu Zayyad et al. (2021) research, which also used a purposive sampling technique in the banking industry (Raza et al., 2020).

4.2 | Respondents' profile

Regarding the sample size question, as a rule, the minimum is to have at least five times as many observations as the number of variables to be analyzed (Hair et al., 2014). Overall, a total of 300 online questionnaires were distributed, from which 243 were returned; of 243, 210 (70%) questionnaires were useable and formed the basis for further analysis: worked in thirteen (13) Commercial Banks & three (3) Sharia Banks or UUS. Hair et al. (2014) recommends a sample size of 200 to provide a sound basis for estimation. Thus, the sample size for this study (n = 210) is considered adequate for the use of PLS-SEM in testing the proposed hypothesis.

A total of six demographic components were presented using a frequency test. The six demographic profiles are gender, age, last education, marital status, years of service, and department. The result, 80 (38.1%) were male and 130 (61.9%) were female. With details, 170 (81%) are aged 20–29 years, 30 (14.3%) are aged 30–39 years, six (2.9%) are aged 40–49 years, and four (1.9%) are aged 50–59 years. Overall, 10 (4.8%) have high school education, nine (4.3%) diploma, 189 (90%) bachelor, and two (1%) master program. Furthermore, 27 (12.9%) were married and 183 (87.1%) were still unmarried. Overall, 202 (96.2%) with 1–10 years of service, four (1.9%) with 11–20 years of service, and four (1.9%) with 21–30 years of service. Based on the field of work, 94 (44.8%) as frontliners; 57 (27.1%) as back office; 20 (9.5%) as marketing; and 39 (18.6%) we categorized with others.

4.3 | Measures

In this study, a total of 34 statement items were submitted. Cyberloafing was measured by 7-item scale which we made ourselves based on two indicators created by Lim (2002). This scale encompasses (1) email activity (2 items); and (2) browsing activity (five items). This study uses a 5-item scale to measure person-organization fit. Value congruence was measured through 1-items, culture personality congruence was measured through 2-items, employee need fulfilment was measured through 1-items, and for goal congruence was measured through 1-items were adapted from Fatmasari and Budiono (2017). This

study assessed innovative work behavior with a 10-item scale (idea exploration 3-item, idea generation 2-item, idea championing 3-item, and idea implementation 2-item) developed by De Jong and Den Hartog (2010). This study uses a 12-item scale to measure employee performance. Task performance was measured through 4-items, and for contextual performance, 8-items were adapted from the 18-item scale of task, contextual, and counterproductive work behavior dimensions of employee performance by Koopmans et al. (2014). All items were rated on a 5-point Likert scale (Sekaran & Bougie, 2016).

4.4 | Common method variance

A common questionnaire was used to collect the responses from participants. Common method bias is a common problem in survey-based research when data are collected using the same technique (same informants) (Bag et al., 2021). The research team used Harman's single-factor statistical method to check common method bias. The fundamental assumption of this method is that if common method bias is present then an individual factor will appear from the factor analysis or one common factor will account for the maximum covariance in the exogenous and endogenous variables (Podsakoff et al., 2003). Using SPSS 23.0 software, we put all constructs into the principal component factor analysis and ran the analysis. Common method variance exists when one factor explains more than 50% of variance in the study variables (Podsakoff et al., 2003). This test result indicated a restrictive extraction that a single factor only explains the variance of 27.17% percent, which indicates the data does not have a common method variance problem.

4.5 | Data analysis

The data analysis for this study was assessed by employing partial least squares – structural equation modelling (PLS-SEM). Our analysis uses the SmartPLS 3.0 software to estimate the model parameters. The latest guidelines on the use of PLS-SEM have proved its superiority in assessing mediation analysis. The model of prediction oriented and the model is a complex, so PLS-SEM is preferable. PLS-SEM has a high degree of statistical power compared to CB-SEM. It means PLS-SEM is more likely to identify relationships as significant as they are present in the population. Authors have preferred PLS-SEM in this study due consistent with the following latest studies in reputable journals (Hair et al., 2019; Raza et al., 2020). Two steps were performed by using Smart PLS, namely, measurement model and a structural model (Lata et al., 2021).

5 | RESULTS

5.1 | Measurement model assessment

In the first step, we ran the measurement model in SmartPLS 3.0 to ensure that the constructs were correctly correlated by the proposed variance. Therefore, convergent and discriminant validity were checked to assess the measurement model in this study. To evaluate the convergent validity, the factor loadings of each item were checked in the first stage. According to Lata et al. (2021), loadings should be equal to, or greater than, 0.50. Specifically, all items with outer loadings were above 0.50 (Exhibit 2). Composite reliability (CR) was assessed to check the internal consistency in this study. Hair et al. (2020) suggested the cut off value of 0.70 for CR. In this study, CR for all items ranged from 0.897 to 0.927, exceeding the recommended value of 0.7. Next, Cronbach's alpha (CA) can strengthen the reliability test results from the CR results. Or it can be said that the value of CA to evaluate internal consistency. The CA in this study ranged from 0.857 to 0.913 and was over 0.70. Finally, Average Variance Extracted (AVE) was checked to establish the convergent validity in the study. According to Hair et al. (2014), AVE represents the grand mean value of the squared loadings of the indicators related to the constructs of the study. The AVE value of 0.50 will show that 50% of the items give sufficient explanation about the construct that is enough (Hair et al., 2020). In this study, AVE values for all constructs were under the range from 0.514 to 0.638, which exceeded the recommended value of 0.5. Exhibit 2 shows the convergent validity of all the confirmed constructs in this study.

After convergent validity, discriminant validity of the measurement model was employed. To measure the discriminant validity, the square root of AVE was compared to the correlation of the other constructs. The study indicated that the square root of AVE is greater than the value of the correlation of other constructs. The Fornell-Larcker criterion confirmed the discriminant validity of the measurement model as the constructs shared more variance with their associated indicator than any other constructs. Exhibit 3 shows the statistics for discriminant validity using the Fornell-Larcker criteria (e.g., Lata et al., 2021).

From the results of respondents, answers, we then interpreted using the three-box method. Based on the Likert-scale answer selection criteria, then the range of five must be divided by three resulting in a range of 1.33 (1.00–2.33 = low; 2.34–3.67 = moderate; 3.68–5.00 = high) and then used as the basis for the interpretation of the average value of the variable (e.g., Kistyanto et al., 2021; Surjanti & Soejoto, 2018). Based on respondents' assessment

EXHIBIT 2 Measurement model

Construct	Loadings	CR	CA	AVE
Cyberloafing		0.925	0.905	0.638
I check non-work-related emails during working hours	0.837			
I send non-work-related emails during working hours	0.833			
I check information on personal web pages (blog, LinkedIn, etc.) that have nothing to do with work during working hours	0.840			
I visit social media sites (Facebook, Twitter, Instagram, YouTube, Tik-tok, etc.) that have nothing to do with work during working hours	0.758			
I visit news sites (CNN, detik, kompas, etc.) that have nothing to do with work during working hours	0.759			
I visit sports sites (goal.com, bola.net, etc.) that have nothing to do with work during working hours	0.790			
I visit and make transactions on online shopping sites (shoope, olx, etc.) that have nothing to do with work during working hours	0.769			
Person-organization fit		0.897	0.857	0.636
There is a match between my values and the values of the organization I work for (knowledge, caring, truth, honesty, and fairness, etc.)	0.749			
There is a match between the working culture that I apply to the organizational culture that is applied to the organization where I work (disciplined, professional, neat, etc.)	0.825			
There is a match between my working characteristics that I adhere to with the organizational characteristics applied by the organization where I work (religion, decency, decency, and law, etc.)	0.804			
There is a match between my personal expectations and the opportunities given (promotion, salary, etc.)	0.813			
There is a match between my goals and the goals the organization I work for (potential development, success, etc.)	0.795			
Innovative work behavior		0.919	0.901	0.534
I often pay attention to problems that are not part of my job	0.519			
I often think about how something can be improved or improved	0.683			
I am often looking for new working methods, new technology or new instruments	0.732			
I often come up with creative solutions to problems	0.755			
I often come across new approaches to running errands	0.734			
I often make organizational leaders enthusiastic about innovative ideas	0.781			
I often try to convince people to support innovative ideas	0.802			
I often systematically introduce innovative ideas into work practices	0.733			
I often contribute to the implementation of new ideas	0.782			
I often put a lot of effort into developing new things	0.748			
Employee performance		0.927	0.913	0.514
I managed to plan my work so that it was done on time	0.727			
I was able to perform my work well with minimal time and effort	0.711			
I kept in mind the results that I had to achieve in my work	0.755			
I was able to separate main issues from side issues at work	0.770			
I took on extra responsibilities while working	0.778			
I started new tasks myself, when my old ones were finished	0.735			
I took on challenging work tasks, when available	0.738			
I worked at keeping my job knowledge up-to-date	0.755			
I worked at keeping my job skills up-to-date	0.728			

(Continues)

EXHIBIT 2 (Continued)

Construct	Loadings	CR	CA	AVE
I came up with creative solutions to new problems	0.647			
I actively participated in work meetings	0.621			
I did not show up late for work or when I returned to work	0.614			

Abbreviations: CR, composite reliability; CA, Cronbach's alpha; AVE, average variance extracted

EXHIBIT 3 Discriminant validity

Construct	Mean	SD	Cyberloafing	Employee performance	IWB	P-O fit
Cyberloafing	2.65	1.258	0.799			
Employee performance	4.17	0.757	0.116	0.717		
IWB	3.99	0.794	0.223	0.494	0.731	
P-O fit	3.74	0.858	0.217	0.546	0.350	0.798

Abbreviations: SD, standard deviation; IWB, innovative work behavior; P-O fit, person-organization fit.

EXHIBIT 4 Hypothesis testing of direct and indirect relationships

Relationship	Coefficient	*t*-statistics	*p*-value	Decision
Direct effect				
Cyberloafing → employee performance	−0.057	0.790	0.430	Rejected
Cyberloafing → IWB	0.154	2.380	0.018	Accepted
P-O fit → employee performance	0.434	7.292	0.000	Accepted
P-O fit → IWB	0.317	4.125	0.000	Accepted
IWB → employee performance	0.354	5.976	0.000	Accepted
Indirect effect				
Cyberloafing → IWB → employee performance	0.055	2.051	0.041	Accepted
P-O fit → IWB → employee performance	0.112	3.548	0.000	Accepted

Significance level (5%): *t*-statistics ≥ 1.96; *p*-value <.05.
Abbreviations: IWB, innovative work behavior; P-O fit, person-organization fit.

regarding research variables (cyberloafing = 2.65; person-organization fit = 3.74; innovative work behavior = 3.99; employee performance = 4.17), one the latent variable are moderate categories; and three the latent variables are high categories.

5.2 | Structural model assessment

It has been proposed to report the path coefficients, *p*-values, and *t*-statistics in the structural model to evaluate the significance of the hypotheses (Hair et al., 2019). Assessing the structural model by looking at the significant value to determine the effect between variables through the bootstrapping procedure. Exhibit 4 shows the results of the hypothesis testing of direct effects and indirect effect relationships.

In the previous H1 discussion, cyberloafing is suspected negatively related to employee performance. The results of path analysis show that this relationship is not significant ($\beta = -0.057$, *t*-statistics = 0.790, $p > .05$), so that H1 is rejected. Furthermore, the results confirm the acceptance of the hypothesis H2, which shows that the relationship between cyberloafing has a positive and significant effect on the innovative work behavior ($\beta = 0.154$, *t*-statistics = 2.380, $p < .05$). Hypothesis H3 is also supported, as the relationship between person-organization fit has a positive and significant effect on the employee performance ($\beta = 0.434$, *t*-statistics = 7.292, $p < .05$). Hypothesis H4 posits that person-organization fit is positively associated with innovative work behavior. The results of path analysis show that person-organization fit has a positive and significant effect on the innovative work behavior ($\beta = 0.317$, *t*-statistics = 4.125, $p < .05$), so that this H4 is accepted. Likewise, H5, because the results show that innovative work behavior positively and significantly affects the employee performance ($\beta = 0.354$, *t*-statistics = 5.976, $p < .05$), this hypothesis is accepted.

Furthermore, for the results of the statistical analysis of the effect of mediation, the results of the study present innovative work behavior as positively mediating the influence cyberloafing on employee performance ($\beta = 0.055$, t-statistics = 2.051, $p < .05$), so H6 is accepted. Lastly, H7 states that innovative work behavior would mediate positively affect the link between person-organization fit and employee performance. This relationship is accepted ($\beta = 0.112$, t-statistics = 3.548, $p < .05$). Hence, based on these results, H1 is rejected, and H2, H3, H4, H5, H6, and H7 are accepted.

6 | DISCUSSIONS

These findings confirm the results of previous research conducted by Diastama and Fajrianthi (2018), where the results of this study indicate that cyberloafing has no effect on the employee performance. One of the causes that can occur is the result of differences in job characteristics regarding the subjects participating in this study. Field or position in the banking sector have a different workload, so their break hours are certainly different and cyberloafing activities and behavior are also different. Although the banking sector is prone to work stress and burnout, based on research results, banking employees carry out cyberloafing activities and behavior because their previous job assignments have been completed, so they do not have other jobs; and they decide to carry out activities related to browsing on social media, websites and use email – that is, minor cyberloafing (Blanchard & Henle, 2008) – because according to them the activity will not affect their performance even though it is still included in the working hours category. Blanchard and Henle (2008) explained that cyberloafing has no effect on performance because each individual employee has different tasks for the work they must complete individually. Santos et al. (2020) assume that the positive or negative impact of cyberloafing breaks on performance may depend on the characteristics of the tasks.

These findings confirm the results of previous studies conducted by Derin and Gökçe (2016) and Wijanarko and Purba (2018), where the results of these studies indicate that cyberloafing has a positive effect on innovative work behavior. In addition, the findings of this study also support Yogun (2015) and Van Doorn (2011) who claim that there is a positive influence or relationship between cyberloafing on an employee's innovative behavior. Based on the results, cyberloafing activities can lead to the context of meeting needs and social relationships through computers or smartphone and the internet. Interaction on social media can be suspected of increasing or triggering an emotional recession and trust between employees, which will not only have a conducive and good impact for someone to be able to share learning experiences and knowledge in terms of technology, but is also expected to broaden the work vision, promote new ideas, stimulate, or generate new ideas and relationships or networks that can support the progress of the company. Good interpersonal relationships between employees or other social relationships will make employees feel safer to voice and share new ideas openly (Zhou & Velamuri, 2018).

These findings confirm the results of previous studies conducted by Alfani and Hadini (2018), Demir et al. (2015), Dewi et al. (2016), Fatmasari and Budiono (2017), and Maria and Yuniawan (2016) which resulted that person-organization fit has a positive effect on employee performance. Based on the results of the study, it was revealed that when there were new employees; they would be given briefing and understanding of the meaning of the vision and mission through the guidelines provided. This is intended so that new employees understand each task in the mandated field of work, so that employees are expected to adapt quickly which can have an impact on improving their performance. Astuti (2010) suggests that the existence of a person-organization fit will have a good impact on the work performance of an employee. Person-organization fit which is generally described as the level of similarity or conformity between a person's individual values and the values of the organization where he or she works is one of the basic factors needed to achieve the success of an organization; so that an employee's work performance can be maximized Astuti (2010).

The results of this study confirm the findings of previous studies conducted by Afsar and Badir (2017), Afsar et al. (2015), Akhtar et al. (2019), Amalia and Wulansari (2017), Natalia and Sandroto (2020), and Suwanti et al. (2018) who produce person-organization fit has a positive effect on innovative work behavior. The concept of person-organization fit reflects the personality, values, goals, attitudes, and needs of employees in accordance with the values, demands, and organizational culture. Matching values between employees and organizations can help them make meaningful suggestions in the workplace (Werbel & DeMarie, 2005). When an employee's job characteristics, organizational demands, and the availability of organizational resources are in accordance with the abilities and intrinsic needs of each individual, they tend to respond to work situations more creatively and innovatively (Afsar et al., 2015; Kristof-Brown et al., 2005). Someone who is more in line with their organization will tend to feel satisfied with the tasks that have been given to them and they will tend to be intrinsically motivated, people who feel intrinsically motivated will be more likely to display innovative work behavior (De Jong & Den Hartog, 2007).

These findings confirm the results of previous studies conducted by Afsar et al. (2015), Jovita (2018), Kim and Koo (2017), Rahman et al. (2020), and Shanker et al. (2017) produce innovative work behavior that has a positive effect on employee performance. Innovative work behavior looks for individuals to stimulate proactive behavior which in this case can be in the form of personal initiatives or new ideas that can be directly related to the effective work performance of a person in an organization (Jiménez-Jiménez & Sanz-Valle, 2011; Kickul & Gundry, 2002). New ideas range from initiating innovations in the form of new products, services, or by proposing improvements in existing work procedures or work mechanism processes as well as finding alternative solutions that are effective and efficient to complete a given task (Zhou & Shalley, 2003). These ideas allow employees to improve their personal job performance (Shalley et al., 2004). Innovative work behavior consists of the introduction and application of new technologies and new work methods that are better than existing ones (Yuan & Woodman, 2010). Although this can disrupt work routines and lead to resistance to change and reactions from employees (Janssen et al., 2004), in the end, it is hoped that it will produce efficient and effective benefits. Innovative work behavior implies self-modification or work environment through innovation (Janssen et al., 2004), which means that innovative work behavior helps banking sector employees to adapt effectively to work, thus leading to increased work performance.

Based on the findings of statistical analysis, it is known that innovative work behavior mediates the positive influence of the relationship between cyberloafing and employee performance. Several research results and opinions from previous research suggest that cyberloafing in the workplace is generally a pleasure activity that makes employees happy and less stressed (Greengard, 2000), so it tends to have a positive impact on work performance (Lim & Chen, 2012); or even cyberloafing is also considered bad activity and behavior in the workplace, so that it has a negative impact on individual performance (Karim et al., 2019; Santos et al., 2020). However, our results are in the opposite direction, cyberloafing activities and behavior are proven to have no effect on the performance of banking sector employees, but when it is linked to the context of individual innovation behavior; it tends to increase the work employee's performance of banking sector. The results of this study are also consistent with Lim (2002) argument, which argues that cyberloafing has positive results because it encourages employees to be more innovative during working hours, which is thought to lead to higher performance and productivity (Johnson & Rawlins, 2008). Thus, short breaks (cyberloafing) of assigned tasks have been identified as best practice for enhancing creativity in teams (Paulus & Brown, 2003; Paulus & Nakui, 2005).

Based on the findings of statistical analysis, it is known that innovative work behavior mediates the positive influence of the person-organization fit relationship with employee performance. As previously explained, employees who have good innovative work behavior will apply it to match their personal values with the values of the company where they work to be able to help complete work tasks so that they will improve the quality of their job performance (Miron et al., 2004). Previous research has found results if someone who feels in himself there is a fit between the individual and his organization, this will help him to create a suggestion and be motivated to change in the environment where he works (Werbel & DeMarie, 2005). Innovative work behavior seeks individuals to pursue their proactive behavior, for example in the form of personal initiative and new ideas that are directly related to a person's effective work performance in organizations (Jiménez-Jiménez & Sanz-Valle, 2011; Kickul & Gundry, 2002).

6.1 | Theoretical implications

Research about the influence of cyberloafing and person-organization fit on employee performance with mediating of innovative work behavior never discussed in previous academic research. Therefore, this study advances the management literature by showing how cyberloafing and person-organization fit influence employee performance in the banking sector in Indonesia through innovative work behavior.

First, to the best of our knowledge, the theories used to ground the proposed framework have not yet been utilized to study cyberloafing. We used the conservation of resources theory to discuss mechanism of used the internet for personal purposes (cyberloafing), said it helped them perform their jobs better, or simply made them happier or reduce stress. Therefore, based on the two resource mechanisms (conserve resources and search for alternative survival) and mediation (innovative work behavior), this study helps to understand more comprehensively the regarding cyberloafing activities carried out by someone that can have an impact on improving their performance.

Cyberloafing can lead to increased understanding of existing knowledge or to further increase the accuracy of knowledge. In addition, cyberloafing activities can serve to open blocked creative channels (Van Doorn, 2011). This means that there is an increase in creativity due to cyberloafing activities. Zhang et al. (2018) state that taking time to learn new things in the workplace can serve as a protective condition for deviants in a stressful work environment; whereas taking time for relaxation at work did not appear

to play a significant protective role against deviants. Thus, when employees are faced with stressful times, doing more to learn something than to relax is more beneficial because they have fewer deviants at work.

Referring to the literature belonging to Jiang et al. (2021), this research also provides new insights into previous studies on cyberloafing antecedents and policies by clarifying some possible situations in which a positive or negative perspective should be adopted to study cyberloafing antecedents and policies.

Second, from a social exchange theoretical perspective, it extends the work on person-organization fit. Person-organization fit has a positive effect on employee performance and innovative work behavior; Other than that, innovative work behavior mediates the positive influence of the person-organization fit relationship with employee performance. Individuals expect benefits of equal amount or values that they give to others as stated by social exchange theory. The relationship exchange is more positive between the organization and employees when employees are having high perceived organizational support, trust to the organization, and high person-organization fit which will invariably lead them to display innovative work behavior in the organization so that individuals are motivated to improve their performance.

It is essential to involve the employees, because they can repair the quality of the service and are always aware of customers' needs and demands. The most likely pitfall with innovation is not enough employee energy invested; despite that, they have the necessary knowledge and experience to create a unique customer service experience (Afsar & Badir, 2017). Lee et al. (2014) thought that the nature of service innovation is more social and organizational than in case of the manufacturing sector. Furthermore, service organizations are faced with employees who demand meaningful work to create and implement new ideas.

Finally, using an integrated theoretical approach (conservation of resources theory and social exchange theory) the findings may have implications for studying how both can help us better understand the activity of use internet deviant and how level of fit employee in building higher level of performance. Thus, the paper is one of the few papers that have using the integrated theoretical approach. We demonstrated that innovative work behavior, as a crucial individual resource, can effectively stimulate cyberloafing and person-organization fit to improve employee performance. In doing so, we also provide new theoretical guidance for future studies to empirically examine the impact of cyberloafing dan person-organization fit on employee job performance with mediating role innovative work behavior, which is rare in extant literature.

6.2 | Practical implications

These findings have significant implications for practitioners, such as HR managers, organizational policymakers, or supervisors, who wish to address cyberloafing. These concern how cyberloafing is dealt with, and the level of fit of the employee with the organization, both of which may contribute to tangible benefits, such as enhanced innovative behaviors and improved performance among employees.

Concerning cyberloafing, first, we recommend that employers consider evaluating potential candidates based on extended psychological profiles (e.g., during recruitment and selection procedures), for dark personality traits and other pre-existing issues, like Internet addiction. Managers can see and track records on the social media accounts of prospective employees, and investigate the type and intensity of their use of social media.

Second, the findings imply that consider an employee's response to the external environment (Jiang et al., 2021). Two types of attention have been discussed in cognitive psychology literature: involuntary attention, and executive attention (Pashler et al., 2001). Involuntary attention is a spontaneous reaction and requires little effort, such as the attention attracted by the sound of the smartphone when the meeting is in progress. By contrast, executive attention requires individuals' cognitive efforts. Executive attention is characterized by the ability to effectively block external distractions while focusing on a single object or task (Diamond, 2013). An example of using executive attention is an employee focuses on job tasks and ignores irrelevant stimuli or distractions. Previous studies suggested that cyberloafing can alleviate employees' mental fatigue (Coker, 2011, 2013; Lim & Chen, 2012). Mental fatigue and mental distraction, which are important predictors of job performance, are closely associated with executive attention.

Third, supervisors must also be trained to implement an enforce control and monitoring policies for cyberloafing with fairness and compassion, so that employees retain a positive outlook of organizational justice. Moreover, supervisors' training programs and counseling should be conducted to help them create mindful and challenging work environments that could potentially address the organizational-related antecedents of cyberloafing.

Lastly, any control strategies that are developed, such as blocking modules or a white-list of approved websites which employees can access through personal and employer-issued devices (Tandon et al., 2021), should be explained to employees. This should be done to stimulate the level of innovative work behavior so that cyberloafing will have a positive impact on improving employee performance.

In terms of person-organization fit of banking employees, HR managers may implement the screening process for recruiting the right persons who uphold the matching values with that of the organization. Additionally, HR managers should ensure a job-person match so that employees do not feel over-or-under-burdened and certify that an employee's qualifications and experiences are adequately utilized in their current work roles.

Organizational policy makers need also start the orientation programs to educate the new joiners about the importance of innovative work behavior and transmitting in them the organizational culture of promoting innovative work behavior to provoke in them the intentions of person-organization fit. Organization's vision, mission and value may be as such developed and devised that they are clearly understandable and banking managers must communicate all these extensively to the new-comers having the same features to fit with the organization and this will result in improved employee performance.

To contribute to the level of fit of employees who are already working in the organization, top management can arrange organizational socialization practices such as frequent company social gatherings and training programs (Kristof-Brown et al., 2005). The supervisors should communicate regularly with subordinates about the latest developments in the organization, expectations from individuals and values of organization.

The banking sector competes on creating unique customer experience and value proposition, which are largely dependent on experiences of banking staff with different customers. It is extremely important for banking employees to share their good and bad experiences. The managers should focus on supporting employees to share knowledge free of fear and punishment, and it creates value for everyone in banking. By fostering innovativeness among banking employees, bankers can help in creating unique customer experience for client and thus promote banking program.

6.3 | Limitations and future directions

Although the topics discussed in this study is rare or even have not been studied before, this study certainly has some limitations. First, the current study is a cross-sectional study that examines the relationships at a single point in time. Future researchers are advised to follow longitudinal analysis to predict behavior over time. Second, the data are based on self-report and, for this reason, results may be affected by common method variance problems. Future studies should collect data from multiple sources to avoid such problems. Third, the limited scope of the study raises some concerns about how representative the population is. It is suggested that future study research can collect data from various other work sector industries that focus on certain occupational fields. Fourth, in these findings an indication one of the reasons why employees were compelled to engage in cyberloafing activities was allegedly because the employee did not have a level of compatibility between a person-job fit (P-J fit). So, we recommend it for further studies to test this hypothesis. Finally, further study on this topic or field can consider other possible variables such as job perception, job stress, workload, burnout, job satisfaction, compensation, and organizational climate. The moderation test can also be included in further research development models.

7 | CONCLUSIONS

Innovative work behaviors are critical for individual and organizational performance. This study examined the influence of cyberloafing and person-organization fit on employee performance banking sector in Indonesia. The results show that cyberloafing not significantly affects the employee performance; and person-organization fit has a positive and significant effect on the employee performance. Moreover, innovative work behavior levels would mediate the effect of cyberloafing and person-organization fit on employee performance banking sector in Indonesia.

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AUTHOR CONTRIBUTIONS

Muhammad Fajar Wahyudi Rahman carried out the research framework, statistical calculation, participated in the sequence alignment, and drafted the manuscript. Anang Kistyanto carried out the design of study, participated in collecting the data and performed the statistical analysis. Jun Surjanti conceived the study and participated in its design and co-ordination and helped to draft the manuscript. All authors read and approved the final manuscript.

CONFLICT OF INTERESTS

The authors declare there are no competing interests.

DATA AVAILABILITY STATEMENT

Data is available and linked on the link: https://drive.google.com/drive/folders/1XiKH9p4sCnpUk5tmbI1P01o45e3J8nPh?usp=sharing.

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