Employees' Perceptions of CSR and Cyber-Loafing – The Role of Boredom and Moral Disengagement

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Research Goals: Existing research shows that employees' perception of corporate social responsibility (CSR) activities plays an important role in shaping employees' behaviors (Gond et al. 2017, Aguinis and Glavas, 2019). In this vein, this study examines the link between employee perception of CSR and cyber-loafing. Specifically, we propose a new underlying mechanism of that relationship through the integration of boredom as a mediating mechanism of the link between employees' perception of CSR and cyber-loafing. Indeed, when employees perceive that their organization fails to engage in CSR activities, it can cause boredom that ultimately might lead to cyber-loafing. We also study the role that employees' moral disengagement can have as a buffering factor of that relationship.

Design/ Methodology: We collected our data from a three-wave design from a sample of 156 employees working in the United States. We tested our hypotheses with PLS Structural Equation Modelling.

Results: Our results suggest that employees' perception of CSR is negatively and significantly associated with boredom but found an insignificant association with cyber-loafing. Boredom shows a positive association with cyber-loafing. These results indicate that boredom significantly mediated the relationship between employees' perception of CSR and cyber-loafing. Our results also support the interactive effect of perceived CSR and moral disengagement on boredom. It suggests that the negative relationship between perceived CSR and boredom becomes weaker for individuals who are morally disengaged.

Research Implications: This study contributes to the limited work assessing the importance of cyber-loafing to understand that how organizations may identify and avoid factors that could drag employees into negative behaviors. To reduce employees' negative behaviors, organization should enhance its CSR practices as it is an antecedent of cyber-loafing that could indirectly frame employees' behavior in a favorable manner. Also, our results indicate that cyber-loafing could be decreased if the organization engaged in ethical practices. Finally, we recommend managers may offer ethical/moral training to enhance employees' moral engagement to the organization and more involvement in CSR activities in the organization to reduce cyber-loafing through CSR.