

**ATILIM UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION
BUSINESS ADMINISTRATION MASTER'S PROGRAMME**

**THE ROLES OF WORKPLACE OSTRACISM AND WORK ENGAGEMENT
ON CYBERLOAFING BEHAVIOURS**



Master's Thesis

Victor Ochieng KOMBO

Ankara-2022

ATILIM UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION
BUSINESS ADMINISTRATION MASTER'S PROGRAMME

**THE ROLES OF WORKPLACE OSTRACISM AND WORK
ENGAGEMENT ON CYBERLOAFING BEHAVIOURS**



Master's Thesis

Victor Ochieng KOMBO

Thesis Advisor

Assoc. Prof. Dr. İrem METİN ORTA

Ankara-2022

ACCEPTENCE AND APPROVAL

This is to certify that this thesis titled “The Roles of Workplace Ostracism and Work Engagement on Cyberloafing Behaviours” and prepared by Victor Ochieng KOMBO meets with the committee’s approval unanimously as Master’s Thesis in the field of Business Administration following the successful defense conducted on 08/06/2022



Prof. Dr. Selin METİN CAMGÖZ (Chair)

Assoc. Prof. Dr. İrem METİN ORTA (Advisor)

Assoc. Prof. Dr. Elif EŞİYOK (Member)

Assoc. Prof. Dr. Şule TUZLUKAYA

Director

ETHICAL STATEMENT

I accept and acknowledge that I have prepared this thesis study, prepared in line with the Thesis Writing Guidelines of Atılım University Graduate School of Social Sciences;

- within the framework of academic and ethical rules;
- presented the information, documents, evaluations, and results in a way that meets the rules of scientific ethics and morality,
- I have referenced each work from which I have benefited while preparing my thesis, and that
- I hereby present a unique study.

I hereby also understand that I shall accept any loss of rights against my behalf in cases otherwise.

08.06.2022

Victor Ochieng KOMBO

ÖZ

KOMBO, Victor Ochieng. İşyerinde Dışlanma ve İşe Adanmışlığın Sanal Kaytarma Davranışları Üzerindeki Rolü, Yüksek Lisans Tezi, Ankara, 2022.

İnternet günümüzde her örgütün işlerini sorunsuz bir şekilde yürütebilmesi için bir gereksinim haline gelmiştir. Diğer yandan, sanal kaytarma işyerlerinde çalışanlar arasında artan bir eğilim olmaktadır ve bu durum özellikle çalışanların işle ilgili olmayan internet kullanımına çok fazla zaman harcamaları sebebiyle birçok örgüt için bir sorun haline gelmiştir. Bu çalışmanın amacı, işyerinde dışlanma ve işe adanmışlığın çalışanlar arasında sanal kaytarma davranışları üzerindeki etkilerini tespit etmektir. Çalışmanın verisi Kenya İçişleri Bakanlığı ve Ulusal Hükümet Koordinasyonunda çalışan 263 çalışandan toplanmıştır. Katılımcılar; işyerinde dışlanma, işe adanmışlık ve işyerinde sanal kaytarma davranışlarını değerlendiren maddelerden oluşan bir anket doldurmuştur. Bulgular, işyerinde dışlanmanın sanal kaytarma davranışlarını pozitif yönde etkilediğini göstermiştir. Bulgular ayrıca, işyerinde dışlanma ve sanal kaytarma davranışları arasındaki ilişkide işe adanmışlığın önemli bir aracılık etkisi olduğunu ortaya koymuştur. Diğer bir ifadeyle, işyerinde dışlanma, işe adanmışlığı negatif yönde yordamaktadır ve işe adanmışlık sanal kaytarma davranışlarını negatif yönde yordamaktadır. Bu çalışmanın bulguları, sanal kaytarma, işyerinde dışlanma ve işe adanmışlık kavramlarıyla ilgili mevcut teorilere ve görgül literatüre katkıda bulunmaktadır. Mevcut çalışma ayrıca, çalışanlar arasında dışlanmayı azaltmak için örgüt tarafından uygulamaya konulması gereken politika ve düzenlemelerin geliştirilmesine de katkıda bulunmaktadır.

Anahtar Sözcükler: Sanal Kaytarma, İşyerinde Dışlanma, İşe Adanmışlık, İnternet, Örgüt

ABSTRACT

KOMBO, Victor Ochieng. The Roles of Workplace Ostracism and Work Engagement on Cyberloafing Behaviours, Master's Thesis, Ankara, 2022.

Internet is presently being part of every organization's requirement in carrying out their operations smoothly. However, cyberloafing has been on rising trend among employees in various workplaces and this habit has in turn been rendered a challenge to many organizations specifically due to workers' squandering too much time on non-job-related online undertakings. The purpose of this study was to ascertain the influences of workplace ostracism and work engagement on cyberloafing behaviours among employees. The data were collected from 263 employees working at Kenya Ministry of Interior and Coordination of National Government. The participants completed a questionnaire consisting of items that assess workplace ostracism, work engagement and cyberloafing behaviors at work. Results have shown that workplace ostracism positively influenced cyberloafing behaviours. The findings also revealed a significant mediating effect of work engagement in the relationship between workplace ostracism and cyberloafing behaviours. That is, workplace ostracism significantly predicted work engagement, and work engagement negatively predicted cyberloafing behaviours. The findings of this study have contributed to existing theories and empirical literature in relation to concepts of cyberloafing, workplace ostracism and work engagement. The study has also contributed in the development of policies and regulations that the organization should put in place to tame ostracism among the employees.

Keywords: Cyberloafing, Workplace Ostracism, Work Engagement, Internet, Organization

ACKNOWLEDGEMENTS

This thesis would not have been possible without the support of many people. To begin with, I express my sincere gratitude to my supervisor, Dr. Irem Metin Orta, who voluntarily spared her extra time to read through my several revisions and offered good guidance. Her knowledge and mastery in the field of study is invaluable.

I would like to express my utmost appreciation Associate Professor and Head of Department of Business Administration at Atilim University, Dr. Şule Tuzlukaya, on behalf of all the staff at the Department for their support towards this realization.

I am grateful to my family for their selflessness and moral support that they accorded me during the period of my study and research.

I also appreciate the support of my employer, The Government of Kenya, that enabled me to pursue Master's Degree.

Finally, I really appreciate Atilim University Management for according me this valuable opportunity and support to undertake my Master's Degree in Business Administration.

TABLE OF CONTENTS

ÖZ	I
ABSTRACT	II
ACKNOWLEDGEMENTS	III
TABLE OF CONTENTS	IV
INDEX OF TABLES	VI
INDEX OF FIGURES	VII
INDEX OF SYMBOLS AND ABBREVIATIONS	VIII
INTRODUCTION	1
CHAPTER 1: LITERATURE REVIEW	5
1.1. Cyberloafing Behaviours and Theoretical Perspectives	5
1.2. Workplace Ostracism	6
1.3. Work Engagement	7
1.4. Conceptual Framework and Hypotheses of the Study	9
CHAPTER 2: METHODOLOGY	11
2.1. Research Design	11
2.2. Participants	11
2.3. Materials	11
2.4. Procedure	12
2.5. Data Analysis	13
CHAPTER 3: FINDINGS	14
3.1. Descriptive Statistics	14
3.1.1. Demographic variables	14
3.1.2. Cyberloafing behaviours.....	17
3.1.3. Workplace ostracism	20
3.1.4. Work engagement.....	21

3.2. Factor Analysis	22
3.2.1. Cyberloafing behaviours.....	23
3.2.2. Workplace ostracism	24
3.2.3. Work engagement.....	25
3.3. Test of Associations among Variables	25
3.4. Test of the Study Hypotheses	27
DISCUSSION	29
REFERENCES	32
Appendix 1: QUESTIONNAIRE.....	39
TURNITIN REPORT	45
RESUME.....	54

INDEX OF TABLES

Table 1: Characteristics of the Participants	16
Table 2: Cyberloafing Behaviours.....	17
Table 3: Workplace Ostracism	20
Table 4: Work Engagement	21
Table 5: Correlation Analysis	26
Table 6: Workplace Ostracism and Cyberloafing Behaviours Mediated by Work Engagement	28



INDEX OF FIGURES

Figure 1. Conceptual Framework.....	9
-------------------------------------	---



INDEX OF SYMBOLS AND ABBREVIATIONS

CLB: Cyberloafing Behaviours

IT: Information technology

SPSS: Statistical Package for Social Studies

TOJ: Theory of Organizational Justice

TPB: Theory of Planned Behavior

UK: United Kingdom

UWES: Utrecht Work Engagement Scale

WE: Work Engagement

WO: Workplace Ostracism

INTRODUCTION

Background and research problem of the study

Internet is presently being part of every organization's requirement in carrying out their processes smoothly (Kian, 2017). Therefore, effective usage of the internet can significantly impact employees' as well as organizations' productivity, since it decreases cost, time, and is a superior way for interacting with other business partners and/or stakeholders (Lim et al., 2020). However, cyberloafing has been on rising trend among employees in various workplaces and this habit has in turn been rendered a challenge to many organizations specifically due to workers' squandering too much time on non-job-related online activities (Koay et. al., 2017; Ugrin & Pearson, 2013).

Information technology (IT) devices that are connected to the Internet like tablets, computers, and smartphones, are ever-present at work and have greatly facilitated workers' job task performance (Dursun, Donmez & Akbulut, 2018). At the same time, employees increasingly use the technologies for non-job-related purposes while at work (Sampat & Basu, 2017; Kim, 2018). For instance, Restubog et al. (2011) found that approximately 30–50% of employees use the Internet for non-work activities during the workday. Accordingly, in contemporary years, the misuse of company's Internet facilities by workers has received a significant amount of attention among organizational scholars (Kong & Song, 2015).

A survey done by an Internet monitoring company (WebSense.com) in the year 2015, found out that 61% of American workers got involved in cyberloafing of some method. Likewise, anecdotal evidence disclosed that workers in United Kingdom used about 40% of their time cyberloafing and costed UK businesses approximately £154 million a year (Kluemper, Mitra & Wang, 2016). Kenya like other developing nations, has adopted the digitalization and realized extensive utilization of digital resolutions in numerous segments like transport, commercial sector, finance, communication, and banking (Central Bank of Kenya, 2018). However, usage of technology still remains a challenge in Kenya, especially for balance between work related activities and personal ones. That is why the subject of cyberloafing continues to dominate debate both within private sector and various governments' corridors (Juma, 2017).

Mercado, Giordano and Dilchert (2017) study demonstrated that the ratio of employees using diverse social sites had increased by 84.1 percent. An alternative

study by Andel et al. (2019) show that employees spend at least two hours daily on social sites and non-work undertakings. Some studies showed that cyberloafing has some positive points like bringing extra knowledge, generating improved work-life balance, and augmenting organizational commitment (Wu et. al., 2020). Koay and Soh (2018) argues that workers who spend time on diverse websites become unassociated with their work roles, which may seem to be beneficial to them but on the other hand, delay tasks of their respective organizations and thus, can reduce their organization productivity.

The term cyberslacking or cyberloafing has been used to define voluntary actions of employees utilizing their organizations' internet resources for non-job-related activities in working hours (Jeong, Jung & Lee, 2020; Lim 2002; Vitak, Crouse & LaRose, 2011). According to Askew et. al. (2014, p. 510) cyberloafing refers to “a set of behaviours at work where a worker engages in electronically facilitated undertakings, mainly through the usage of internet, that his or her direct boss would not consider job-related”. This activity was described by Lim (2002) as “a form of workplace production nonconformity where workers deliberately waste time and resources on non-job-related assignments.”

Cyberloafing can be categorized as a deviant workplace behavior as it breaks rules and eventually wastes time and resources, and harms the organization (Tourigny, 2013). Deviant workplace behavior is commonplace and cyberloafing is predominantly problematic as it poses risk of reducing employees' production (Metin-Orta & Gungor, 2018). Researchers have indicated that over 60% of organizations had warned employees on cyberloafing behaviours (Mercado, Giordano & Dilchert, 2017) and over 30 percent had terminated employment contracts of their employees for cyberloafing (Jeong, Jung & Lee, 2020). Despite the documented individual, work-related, and organizational consequences on cyberloafing at the workplace, limited studies examined at how and when group factors affect workers' cyberloafing behaviors (Kong & Song, 2015).

It can be argued that workplace ostracism is related to cyberloafing behavior. Workplace ostracism was defined by Ferris et. al. (2008) as “the feeling that one is getting ignored or omitted by colleagues in the workplace setting.” According to Eatough and Chang (2018), employees who feel ostracized, tend to withhold their efforts at workplace upon perceiving that their existence is unrecognizable within their

respective organizations. Wu et. al. (2012) indicated that workplace ostracism results in employees suffering from a number of psychological impacts like work tension, depressed mood at work, and emotional exhaustion. The negative influences may consequently result into reduced job presentation as well as low work satisfaction (Liu & Xia, 2016). To add on that, studies have shown that workers who identify with increased level of workplace ostracism are highly prospective to participate in undesirable job-related behaviours such as knowledge hoarding (Zhao & Xia, 2017), knowledge hiding (Zha et. al., 2016), and unproductive behaviour (Zhao et. al., 2013).

Another factor that might be related to cyberloafing is work engagement. Work engagement was defined by Kahn (1990, p. 694) as “activities that harness organizational members to their job roles either emotionally, physically, and/or cognitively. Likewise, Luqman et al (2020) defined workplace engagement as any activity that both employee and employer engage to benefit them and their organization at large. In contrast, work disengagement refers to condition where employees uncouple themselves from work roles and withdraw emotionally and cognitively (Hochschild, 1983).

Purpose of and motivation for the study

The reviewed literature has shown limited evidences on association among workplace ostracism, work engagement and cyberloafing behaviors in workplace setups (Andel et al., 2019; Koay & Soh, 2018; Mercado et al., 2017). Accordingly, this research pursued to answer the question of “What influences do workplace ostracism and work engagement have on cyberloafing behaviours among employees?”

To ascertain the role of workplace ostracism and work engagement on cyberloafing behaviours, a sample of employees working in the Ministry of Interior and Coordination of National Government of Kenya is used. Specific objectives of this research were as follows:

- i. To establish the role of workplace ostracism on cyberloafing behaviours among employees.
- ii. To establish the mediating effect of work engagement on the relationship between workplace ostracism and cyberloafing behaviours among employees.

The findings of this research are set to assist the human resource management in coming up with strategic interventions that can help in curbing cyberloafing in organizations. The study might contribute in understanding and identifying challenges brought about by digital devices and demonstrate ways of mitigating them.

The findings of this study are of great importance to future scholars and academicians as it forms the basis for future research in the topic related to cyberloafing in workplace. The findings can also aid the management of various organizations work towards improving ways of handling employee by meeting their needs and therefore improved performance. The study is of great significance to the policy makers in both private and public entities in coming up with strategies to deal with cyberloafing in workplace.



CHAPTER 1: LITERATURE REVIEW

This chapter gives an examination of theories that informed the current research. It also provides a review of literature on the subject under study, and offers a summary of findings of the empirical research. Finally, the chapter gives the conceptual model formulated from the literature.

1.1. Cyberloafing Behaviours and Theoretical Perspectives

Cyberloafing behaviours are comprised of activities like online shopping and auctions, surfing on sites of social networking, sending and getting personal e-mails, reading blogs, checking on news or sports sites, among many more (Andel et. al, 2019; Jia et. al., 2013; Lim, 2002). Most workers choose to cyberloaf as compared to other off-job related activities such as making personal phone calls, chitchatting or long toilet breaks as cyberloafing seem to have limited risks of being noticed by supervisors/employer (Yeik, Soh & Chew, 2017).

One of the theories that explain cyberloafing behavior at workplace is the Theory of Planned Behavior (TPB) (Fishbein & Ajzen, 1975). The theory has assumption that “people tend to react rationally towards conscious behavior which the individual still can consider before action.” Evidence from studies has shown that the internal part of behavior such as subjective norms, attitude, as well as control of human behaviors influence cyberloafing (Glassman, Prosch & Shao, 2015). Yeik, Soh and Chew (2017) stated that the main antecedents of cyberloafing include capacity to hide cyberloafing attitudes and subjective norms.

Theory of Organizational Justice (TOJ) was also found to relate to aspect of cyberloafing. Restubog et al (2011) asserts that this theory helps in examining of perceptions of individuals based on the aspect of fairness in their work relationships. According to Miles (2012), organizational justice can be classified into three different categories, namely; procedural justice, distributive justice, interactional justice. Distributive justice surface in this theory by addressing the issue of perception of fairness in terms of resource distribution (Jamaluddin et. al, 2015). Interactional justice is applied in the TOJ to address the issue of fairness of treatment that an individual receives in the process of decision making and its outcome (Ögut, Sahin & Demirsel, 2013). Furthermore, procedural justice in the theory looks into to the perception of fairness in the decision-making procedures (Son & Park, 2016). It is proposed that

when employees perceive some kind of injustice at work, they tend to engage in more cyberloafing behaviors (Allam, 2017)

Askew et al., (2014) further highlighted more antecedents of cyberloafing behaviours in relation to TPB as attitudes, subjective social norms, as well as the perception to control individual behavior. Sheikh et. al. (2015) suggested descriptive norms as antecedents of cyberloafing behaviours, and attitudes and intentions to cyberloaf and ability to hide cyberloafing. Furthermore, Kong and Song (2015) addressed cyberloafing based on the aspects of perceived norms, perceived certainty sanctions, observability and harshness of possible sanctions for cyberloafing.

According to research carried out by Elciyar and Simsek (2021) the perceived penalties and benefits of employees that emerge predicted cyberloafing behaviours positively. Their research also indicated that positive emotions and social factors positively influenced cyberloafing behaviours. The study findings further showed that habits and intention to cyberloaf tend to increase cyberloafing behaviors among employees with the messaging and reading news being found as the most frequent cyberloafing behaviors.

1.2. Workplace Ostracism

Workplace ostracism might be manifested in various ways, including employees getting “the silent treatment” or failure to receive invites to meetings related to activities at place of work or social gatherings (Zheng et. al. 2016). Workplace ostracism has been found to have a bad effect towards employees’ psychological health like work tension, dejected attitude at job place and emotional exhaustion (Wu et. al., 2012).

Previous research has demonstrated the adverse consequences of workplace ostracism for the individual well-being and organizations. This kind of ostracism may lead to several negative consequences, such as suffering from physiological health problems, higher trends in emotional exhaustion, as well as increased turnover intentions (Zhao, Peng & Sheard, 2013). When workers trust that the surrounding job environment inhibits them from attaining their work duties and impedes their career prospects, they may get dissatisfied about their occupation situation and may contemplate exiting the organization (Chen et. al., 2011; Sampat & Basu, 2017). At

the same time, employees who are ostracized, cannot engage into social relations with other organizational members (Liu & Xia, 2016).

It is stated that “workers who underwent ostracism at the workplace may make a series of psychological dislike reactions like increased tension at work, emotional fatigue, mental dejection, and decreased job satisfaction” (Liu & Xia, 2016, p. 199). On the same note, Wu et al. (2011) found out that workplace ostracism was significantly positively related to workers’ psychological pressure including work anxiety, emotional fatigue, and depression, and these burdens could disturb their job, family and health, like job fulfilment and job conflict.

Research conducted by Koay (2018) to establish workplace ostracism and cyberloafing link revealed that workplace ostracism and emotional exhaustion positively influenced cyberloafing. It was further established that facilitating conditions did not have a substantial moderating effect on the relationship between workplace ostracism and cyberloafing. Likewise, emotional fatigue was not found to have a substantial mediating effect on the variables investigated.

Clercq, Haq and Azeem (2018) researched on the linkage between workplace ostracism and job performance focusing on roles of job level and self-efficacy. The researchers collected data from employees and supervisors of organizations in Pakistani. It was demonstrated that workplace ostracism had a negative influence on work performance, however, the relationship was found to be feebler at advanced levels of self-efficacy. On the other hand, the buffering role of self-efficacy was found to increase among employees within the higher job levels.

1.3. Work Engagement

Research carried out by Luqman et al (2020) revealed that one out of four organizations disclosed that their employees were not fully engaged to their respective jobs and that this condition was becoming worse where about 44% admitted that dealing with disengagement issues was a big challenge. Some forms of work disengagement were brought about by external environment such as unions, government, shareholders, and/or competitors in the neighborhoods. The study findings further indicated some workers had made a decision to remain in their respective organizations but had disengaged their minds and hearts from the roles assigned to them.

Work engagement can be revealed through employees embracing their work functions, high rate of job attendance reported among employees, and punctuality (Oosthuizen, Rabie & De Beer, 2018). Bailey et al (2017) cited employees' motivation as main contributors to work engagement. Perry and Mankin (2004) highlighted reliability, commitment, availability of resources, good performance, limited bureaucracy and high standards as some of the attributes of workplace engagement which signify positivity in employees' productivity.

Moyo (2020) researched on "antecedents of employee engagement amid covid-19 pandemic". It was established that organizations that catered for their employees' health and safety needs in the era of covid-19 had higher likelihood of boosting their engagement towards their duties. On the other hand, the firms that failed in fulfilling that obligation risked creating disengagement among their employees. The study by Allam (2017) estimated employee engagement consequences to organization and its ameliorative measures. The study revealed the prevalence of employee disengagement being experienced in developed countries.

Walia (2020) analyzed the facets of engagement and disengagement among employees. The research findings showed that disengagement among employees impacted productivity of organizations negatively. Employees' engagement was found to be predicted by employees pay, performance appraisals, safe work environment, job securities, trust on management policies, government policies, anticipated job offers, as well as perceived organizational equities in terms of treatment. The results further indicated that employee engagement is determined by the type of leadership style being practiced in an organization.

The relationship between work engagement and cyberloafing behaviour was informed by Social Exchange Theory. The theory is popularly applied in researches that focus on employee engagement and/or disengagement (Bailey et al., 2017). The main principle of social exchange theory is to estimate the linkage between employees and employers which is founded on norm of reciprocity. When employees have a perception of being valued at their workplace and feeling of being treated well, they reciprocate by showing more efforts of being engaged more to their duties (Alfes et. al, 2013). At the same time, when employees feel disengaged, they reciprocate by decreasing their efforts and commitments towards their duties in in their respective

organisations (Allam, 2017). It might therefore be argued that when employee disengage, they are likely to cyberloaf.

Kim et. al. (2016) found out that workers who feel powerless in their job environment are more likely to engage in interactive forms of cyberloafing, including playing games. On the contrary, work satisfaction and organizational fairness perceptions are acknowledged as restraining factors of cyberloafing. The findings also revealed that employees' engagement affect changes in employees' behaviour positively, and this leads to positive consequences for both employees and their organizations.

1.4. Conceptual Framework and Hypotheses of the Study

Based on the literature reviewed, the subsequent conceptual framework was developed as shown in Figure 1 below.

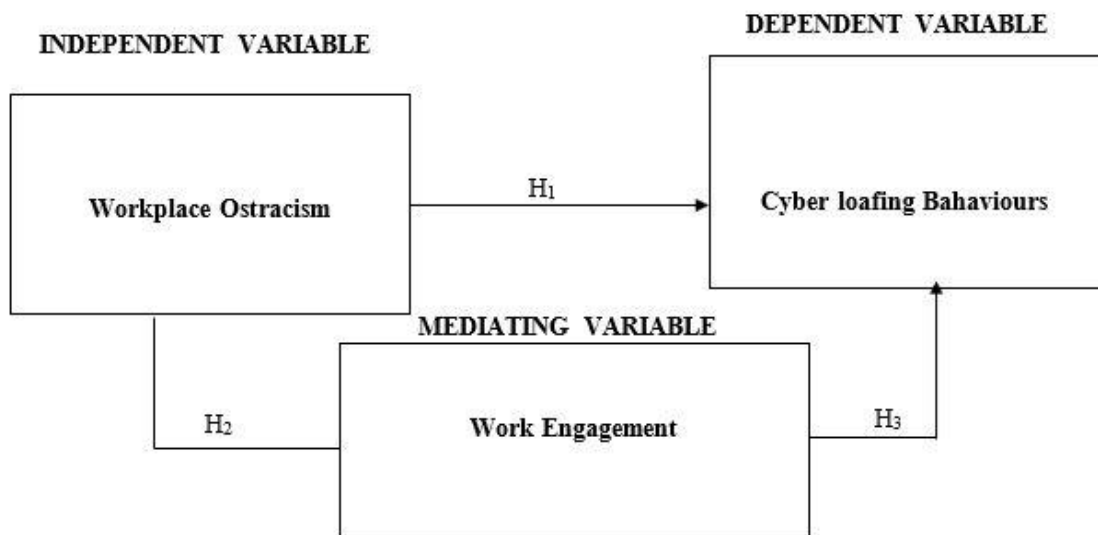


Figure 1. Conceptual Framework

For this study, the independent variable is workplace ostracism. The dependent variable is cyberloafing behaviours, consisting of five dimensions (real-time updating, shopping, sharing, accessing online content and gaming/gambling). To add on that, the mediating variable is work engagement, consisting of three dimensions (dedication, vigor and absorption).

Based on the conceptual model formulated by this study, the following hypotheses were generated:

H_1 : Workplace ostracism positively relates to cyberloafing behaviours.

*H*₂: Workplace ostracism positively relates to work engagement.

*H*₃: Work engagement positively relates to cyberloafing behaviors

*H*₄: Work engagement mediates the relationship between workplace ostracism and cyberloafing behaviors



CHAPTER 2: METHODOLOGY

This chapter discusses the methodology that the researcher utilized in this study. Specifically, it projects the research design, participants, sampling design, data gathering procedures and data analysis methods.

2.1. Research Design

This research utilized correlational design since it was established to be appropriate for this research because of its effectiveness in data collection from a particular target group of respondents within the population under study. Research design aids in gathering data from the population or a selected subset, at a particular point in time (Blumberg, Cooper & Schindler, 2014).

Correlation research design is considered ideal for the study since it allowed the researcher to gather data on people's opinions and attitudes on social issues (Creswell, 2009). This is due to the fact that the study was intended at collecting data from various employees working in the Ministry of Interior and Coordination of National Government based on the concepts of cyberloafing behavior, workplace ostracism and work engagement.

2.2. Participants

This study targeted all the employees in the Kenyan Ministry of Interior and Coordination of National Government. The data were collected from 263 respondents through use of convenient sampling technique. Data collection was done by use of a questionnaire consisting of items related to the topic under investigation. The response rate was 97.4% since out of 270 respondents targeted, 263 were able to answer and return the research instrument. Zikmund, Babin, Carr & Griffin (2010) indicate that a reply rate of seventy percent and over is good for analysis and arriving at conclusions. For that reason, the response rate for this study was considered excellent and adequate for further analysis.

2.3. Materials

Cyberloafing behaviors

Cyberloafing behaviors were measured by a 30-item scale developed by Akbulut, et. al. (2016). The scale consisted of five factors namely: "real-time updating"

consisting of five items (i.e. I comment on trending topics, I retweet a tweet I like etc.); “sharing” consisting of nine items (i.e. I comment on shared photos, I share content on social networks (photo, video, etc.); “accessing online content” consisting of five items (i.e. I watch videos online, I download applications I need etc.); “shopping” consisting of seven items (i.e. I visit online shopping sites, I visit online shops for used products etc.); and “gaming/gambling” consisting of four items (i.e. I bet/gamble online, I play online games etc.). Respondents indicated the frequency of engaging these behaviors by using by a scale ranging from 1 (never) to 5 (always). Higher score indicated presence of cyberloafing behavior among employees. The Cronbach alpha coefficient for cyberloafing scale was .91.

Workplace ostracism

Workplace ostracism was measured by a 10-item scale developed by Ferris, Brown, Berry & Lian (2008) (i.e. “you involuntarily sat alone in a crowded lunchroom at work, others at work shut you out of the conversation”). The items of workplace ostracism were rated by use of Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) where higher score indicated presence of workplace ostracism among employees. The Cronbach alpha coefficient for workplace ostracism was .80.

Work engagement

Work engagement was measured by 9-item scale developed by the Utrecht Work Engagement Scale (UWES) which has three dimensions namely vigor (i.e when I get up in the morning, I feel like going to work); dedication (i.e. I am proud of the work that I do); and absorption (i.e. I feel happy when I am working intensely) (Schaufeli, Bakker, & Salanova, 2006; Schaufeli, et al., 2002). The respondents rated each item on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Higher scores indicate higher levels of engagement experienced by the participants while low scores meant otherwise. The Cronbach alpha coefficient for work engagement was .80.

2.4. Procedure

Ethical approval was gathered from the Atılım University Human Research Ethics Committee. After being informed about the study, the participants were asked

to fill the questionnaire items in English as it is the official language in Kenya. Each participant was sent a copy of the study questionnaire via email. The filled questionnaires were sent back ready for analysis.

2.5. Data Analysis

Data gathered from the respondents were transformed into suitable information by means of quantitative method. Data were then analyzed through use of descriptive and inferential statistics. Descriptive statistics was utilized to give the extent of the variables being studied and was presented in the form of tables. On the other hand, inferential statistics was done in form of regression analysis to establish the relationship between the study variables. This was done through a statistical software SPSS version 25. The study also tested the mediating effect of work engagement on the relationship between workplace ostracism and cyberloafing behaviours using Hayes PROCESS Macro - Model 4.

CHAPTER 3: FINDINGS

The analysis of data was done in line with the methods highlighted in Chapter two. This chapter is comprised of descriptive statistics on demographic variables, cyberloafing behaviours, workplace ostracism and work engagement. The chapter also presents inferential statistics in terms of correlation and regression analysis of the concepts under investigation.

3.1. Descriptive Statistics

First, data cleaning was done to remove missing values in order to ensure consistency. However, the data filled in the questionnaires were found to be consistent without missing values. Thereafter normality tests were carried out to ensure that data were normally distributed. This is due to the fact that data that is not normally distributed, could exist a great chance of distortion in the relationships and the significance of the tests which may have adverse effect on the statistical inference. The data was found to be normally distributed having skewness and kurtosis close to zero with mean closer to median.

The data was further tested for normality using the Shapiro-Wilk test and confirmed using Kolmogorov-Smirnov and the Q-Q plots. Tabachnick and Fidell (2007) suggest that significance value more than 0.05 indicates that the data is normally distributed. On the other hand, a significance value below 0.05 suggests violation of the assumption of normality. In this case, the study realized that the data of variables under study followed a normal distribution such that cyberloafing 0.915, p – value = 0.280 (>0.05); workplace ostracism 0.964, p – value = 0.815 (>0.05); work engagement 0.858, p – value = 0.054 (>0.05). In this study, the Kolmogorov-Smirnov tests produced values bigger than 0.05 and it was concluded that the data was normally distributed.

3.1.1. Demographic variables

This subsection was comprised of results of items on background information of the respondents. These included information on respondents' gender, age, years spent in post high school education, years of service in the current job, type of mobile technologies, internet applications used at workplace, as well as time spent daily on internet or mobile technologies.

The results revealed that 54.4 percent of the respondents were female while 45.6 percent were male. The age range of the participants was from 23 to 50 years. On average, the study registered a mean age of 34 years ($SD = 7.81$) among the respondents. The majority of the respondents with a representation of 54.4% were reported to have spent 3 - 4 years in post high school education. About 27.4% of them were found to have spent 5 - 6 years in post high school education, while those who were found to have spent 1 - 2 years and 7 - 8 years each had a representation of 9.1.

The employees who indicated to have worked for periods ranging from 2 – 5 years, and those of experience of over 13 years each had an equal representation of 27.4% respectively. About 27% of the respondents had a work experience in the ministry ranging from 10 – 13 years. The research findings further revealed that about 18.2 percent of the respondents had served at ministry for a period ranging from 6 – 9 years. The results revealed that majority (51.8%) mentioned presence of laptops/desktop computers at their place of work. About 42.7% of the responses on this question admitted to own smartphones at their workplace. While a few with representation of 5.5% confessed to have tablets within their place of work.

Approximately, 17.4% being majority of responses indicated that they usually send messages on platforms such as WhatsApp and Skype to their colleagues, relatives, and friends etc using internet technology. Those who mentioned usage of Twitter, Instagram, and YouTube each had a representation of 13%. Google+ was found to be utilized by about 12% of the respondents. The respondents who admitted to be using Facebook had a representation of about 11%. Furthermore, usage of Forum and LinkedIn received had stakes of 6.6% and 7.1% respectively. Ultimately, those who used Blog and Wiki were represented by 2.1% and 4.3% respectively. This shows that employees of the Kenyan Ministry of Interior and Coordination of National Government had adopted variety of internet services offered by modern technologies.

An estimate of 40.1% of the respondents disclosed to have spent between 4 – 5 hours daily on internet/mobile technologies. At the same time, those who indicated to have spent over 5 hours on internet/mobile technologies a day, had a score of 36.6%. On the same note, about 10.3% of the respondents indicated to be spending 3 – 4 hours on internet per day. On the other hand, those who reported a daily internet usage 1 – 2 hours, and 2 – 3 hours each had a representation of 6.5%.

Table 1: Characteristics of the Participants

	n	Percent (%)
Gender		
Male	120	45.6
Female	143	54.4
Years spent in post high school education		
0 years	0	0.0
1 - 2 years	24	9.1
3 - 4 years	143	54.4
5 - 6 years	72	27.4
7 - 8 years	24	9.1
Years of service at workplace		
Less than 2 Years	0	0.0
2 – 5 Years	72	27.4
6 – 9 Years	48	18.2
10 – 13 Years	71	27.0
Above 13 Years	72	27.4
Technology Used		
Laptop/Desktop computer	331	51.8
Tablet	35	5.5
Smart phone	273	42.7
Internet Application		
Facebook	97	11.0
Twitter	115	13.0
Blog	19	2.1
Forum	58	6.6
Google+	106	12.0
Instagram	115	13.0
Wiki	38	4.3
YouTube	115	13.0
LinkedIn	67	7.6

Messaging (i.e. WhatsApp, Skype, etc)	154	17.4
Vine	0	0.0
Foursquare	0	0.0
Hours spent daily on technologies		
Less than 1 hour	0	0.00
1 – 2 hours	17	6.5
2 – 3 hours	17	6.5
3 – 4 hours	27	10.3
4 – 5 hours	105	40.1
Over 5 hours	96	36.6

3.1.2. Cyberloafing behaviours

The respondents indicated the frequency of engaging cyberloafing behaviors by using a scale ranging from 1 (never) to 5 (always). They admitted that they often read tweets (Mean = 2.78, SD = 1.63). Given a mean value of 2.46 accompanied with a standard deviation of 1.64 the respondents indicated that they once in a while commented on trending topics. This was followed by respondents favouring tweets they like, retweeting tweets they like, and posting tweets they like respectively. The results shows that cyberloafing in terms of real-time updating was experienced through reading of retweets and comments made on trending topics.

Table 2: Cyberloafing Behaviours

Statement	N	Minimum	Maximum	Mean	Std. Deviation
Real-time updating					
I read tweets	262	1.00	5.00	2.78	1.63
I comment on trending topics	262	1.00	5.00	2.46	1.64
I favourite a tweet I like	262	1.00	5.00	2.26	1.29
I retweet a tweet I like	262	1.00	5.00	2.06	1.15
I post tweets	262	1.00	4.00	1.87	.84

Shopping					
I use online banking services	262	1.00	5.00	3.19	1.61
I check job advertisements	262	1.00	5.00	2.58	1.39
I shop online	262	1.00	5.00	2.27	1.30
I visit online shopping sites	262	1.00	5.00	2.27	1.51
I visit online shops for used products	262	1.00	5.00	2.06	1.15
I visit deal-of-the-day websites	262	1.00	3.00	1.83	.82
I visit auction sites (e.g. e-bay)	262	1.00	5.00	1.80	1.25
Sharing					
I chat with friends	262	2.00	5.00	3.34	.87
I watch shared videos	262	2.00	5.00	3.19	.87
I check my friends' posts	262	1.00	5.00	2.90	1.37
I like posts that are interesting	262	1.00	5.00	2.47	1.46
I check my friends' social networking profiles	262	1.00	5.00	2.40	1.36
I share content on social networks (photo, video, etc.)	262	1.00	4.00	2.26	1.03
I comment on shared photos	262	1.00	5.00	2.16	1.19
I post status updates on social networks	262	1.00	4.00	2.00	.77
I tag friends on photos	262	1.00	2.00	1.36	.48
Accessing online content					
I listen to music online	262	1.00	5.00	3.01	1.48
I watch videos online	262	1.00	5.00	3.01	1.48

I download applications I need	262	1.00	5.00	2.77	1.43
I download videos	262	1.00	5.00	2.71	1.41
I download music	262	1.00	5.00	2.67	1.64
Gaming/Gambling					
I check online sport sites	262	1.00	5.00	2.18	1.62
I visit betting/gambling sites	262	1.00	5.00	1.83	1.29
I bet/gamble online	262	1.00	3.00	1.34	.75
I play online games	262	1.00	3.00	1.23	.56

Likewise, the respondents further indicated that they often use online backup services (Mean = 3.19, SD = 0.87), checked for job advertisements (Mean = 2.58, SD = 1.39). The results also show that the respondents sometimes shopped online, visited online shopping sites, and visited online shops for used products. However, they indicated that they were less likely to visit deal-of-the-day websites, and auction sites (e.g., e-bay). The results showed that cyberloafing in terms of shopping was mostly experienced through use of online banking services, and checking of job advertisements.

In addition, most of the respondents indicated that they often chatted with their friends (Mean = 3.34); watched shared videos (Mean = 3.19); and checked their friends' posts (Mean = 2.90). Furthermore, the respondents stated that they once in a while liked interesting posts (Mean = 2.47); they checked their friends' social networking profiles (Mean = 2.40); shared contents like photo, video, etc on social networks (Mean = 2.26); as well as commented on shared photos (Mean = 2.16). Nonetheless, the respondents were less likely to post status updates on social networks, and tagged friends on photos during working hours with mean values of 2.00 and 1.36 respectively. The results shows that cyberloafing in terms of sharing was mostly experienced through chatting with friends during working hours, watching shared videos, and check friends' posts.

Most of the respondents who preferred to listen to music online and watching videos online each had an equal mean value of 3.01. Still with mean values of 2.77, 2.71 and 2.67, the respondents were found to have downloaded applications they need;

download videos and download music respectively. The respondents also reported to be checking online sport sites once in a while (Mean = 2.18). However, they were less likely to visit betting/gambling sites, bet/gamble online, and/or play online games during working hours.

3.1.3. Workplace ostracism

The respondents rated the workplace ostracism items on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). They disagreed with the statements that they involuntarily sat alone in a crowded lunchroom at work (Mean = 2.23); others at work treated them as if they were not there (Mean = 2.14); others at work had not invited them or asked them if they wanted anything when they went out for a coffee break (Mean = 2.03); the employees noticed others would not look at them at workplace (Mean = 1.91); their greetings have gone unanswered at work (Mean = 1.90); others at work had shut them out of the conversation (Mean = 1.81); others ignored them at work (Mean = 1.60).

Moreover, the respondents strongly disagreed with the statements that others had avoided them at workplace, others left the area when they entered, and others refused to talk to them at place of work. This is a clear indication that the employees working in the Ministry of Interior and Coordination of National Government seem to be less ostracized at work place.

Table 3: Workplace Ostracism

Statement	N	Minimum	Maximum	Mean	Std. Deviation
You involuntarily sat alone in a crowded lunchroom at work.	262	1.00	5.00	2.21	1.25
Others at work treated you as if you weren't there.	262	1.00	4.00	2.14	1.12
Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break.	262	1.00	4.00	2.03	.99

You noticed others would not look at you at work.	262	1.00	4.00	1.91	1.14
Your greetings have gone unanswered at work.	262	1.00	4.00	1.90	1.13
Others at work shut you out of the conversation.	262	1.00	4.00	1.81	1.17
Others ignored you at work.	262	1.00	3.00	1.60	.80
Others avoided you at work.	262	1.00	4.00	1.50	.92
Others left the area when you entered.	262	1.00	3.00	1.40	.67
Others refused to talk to you at work.	262	1.00	3.00	1.40	.66

3.1.4. Work engagement

The respondents rated Utrecht Work Engagement Scale (UWES) items on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Majority of the respondents reported that they were happy with the work they do (Mean 4.19). They further agreed with the viewpoint that their job had inspired them (Mean = 3.80). Nevertheless, the research findings have shown that employees were undecided on the issue of being enthusiastic about their job as it provided a mean value of 3.53.

Table 4: Work Engagement

Statement	N	Minimum	Maximum	Mean	Std. Deviation
Dedication					
I am proud of the work that I do	262	2.00	5.00	4.19	.98
My job inspires me	262	2.00	5.00	3.80	.75
I am enthusiastic about my job	262	1.00	5.00	3.53	1.23

Vigor					
At my work, I feel bursting with energy	262	2.00	5.00	3.53	.81
When I get up in the morning, I feel like going to work.	262	2.00	4.00	3.50	.81
At my job, I feel strong and vigorous.	262	2.00	4.00	3.50	.67
Absorption					
I am immersed in my work.	262	1.00	5.00	3.16	1.21
I get carried away when I am working.	262	1.00	5.00	3.06	1.26
I feel happy when I am working intensely.	262	1.00	4.00	2.89	1.30

The respondents seemed to be undecided with the statements of feel bursting with energy at their workplace; when they get up in the morning, they feel like going to work; and that of feeling strong and vigorous at work place given mean values of 3.53, 3.50, and 3.50 respectively. The respondents seemed to be undecided on the statements that they were immersed in their work (Mean = 3.16); they get carried away when they are working (Mean = 3.06); employees feeling happy when they are working intensely (Mean = 2.89).

3.2. Factor Analysis

Factor analysis (FA) is a type of analysis in which set of latent variables are displayed in a model that fits them to data. This method is used to help in identifying the number and nature of the factors which provide covariance or correlations among manifest variables (Woods & Edwards, 2011). The method applied in this study was Principal Component Factor analysis which helped the researcher in extracting fewer components that provided same information as that which is produced by many components. The factor loading of above .50 guided the present study when grouping variables within their respective items/factors. Kaiser-Meyer-Olkin (KMO) and Bartlett's test were used measure sample adequacy and sphericity where KMO values

between 0.7 and 1 is an indication that the sample was adequate. Total variance explained was produced to aid in measuring the extracted variables through use of Eigenvalues ≥ 1 . The scree plot was used in plotting the coefficient of the Eigenvalues. Thereafter, the study developed rotated component matrix to the item's variables.

3.2.1. Cyberloafing behaviours

The KMO and Bartlett's test results provided the sampling adequacy of .91 which was found to be sufficient since it was above .50. This was supported by a significant p value of 0.00 (<0.05), meaning that a number of items/statements on cyberloafing behaviours reported high homogeneity. Likewise, the results could imply that the factors tested under the construct of cyberloafing behaviours revealed high correlation and therefore giving a ground for factor analysis. Based on a rule of thumb of Eigenvalues ≥ 1 , five underlying factors out of 30 items were measured since they provided an Eigenvalue of at least 1. The results of scree plot also indicated five factors. Therefore, the data were forced to five factors and rotated accordingly.

The study further carried out an orthogonal rotation (Varimax method) and the results rotated to five strong components/factors. Factor 1 component variance of real-time updating consisted of four strong items out of the five statements. The factor loadings of these items range from .89 to .97 as follows: I comment on trending topics (.90), I post tweets (.93), I favourite a tweet I like (.89), and I retweet a tweet I like (.97).

Factor 2 component variance of shopping consisted of 6 strong items out of the seven statements. The factor loadings of the items range between .57 and .83 as follows: I shop online (.66), I visit deal-of-the-day websites (.83), I visit online shopping sites (.77), I visit auction sites (e.g. e-bay) (.53), I visit online shops for used products (.57), and I check job advertisements (.74).

Factor 3 component variance of sharing all the nine statements were found to have strong factor loadings. The factor loadings of the items ranged between .57 and .89 as follows: I check my friends' posts (.89), I check my friends' social networking profiles (.84), I share content on social networks (photo, video, etc.) (.84), I like posts that are interesting (.62), I comment on shared photos (.78), I post status updates on social networks (.75), I tag friends on photos (.75), I chat with friends (.57), and I watch shared videos (.70).

Factor 4 component variance of accessing online content consisted of 5 and all had strong factor loadings. Their factor loadings range between .73 and .95 as follows: I download music (.95), I watch videos online (.95), I listen to music online (.95), I download videos (.73), and I download applications I need (.93).

Factor 5 component variance of gaming/gambling consisted of 3 strong items out of 4 statements. Their factor loadings range between .69 and .91 as follows: I bet/gamble online (.91), I check online sport sites (.88), and I play online games (.69).

3.2.2. Workplace ostracism

The factor analysis results for KMO and Bartlett's test on the variable of workplace ostracism indicated that items measured gave sampling adequacy of .80 (>.50). The factors also provided a significant *p* value below .05 implying that different items/statements estimated in this model produced high homogeneity. An implication that the factors estimated under workplace ostracism revealed high correlation providing a ground for factor analysis.

The results on variance based on Eigenvalues show that only three underlying factors were measured under workplace ostracism as they provided Eigenvalues of at least 1. Nevertheless, these three factors accounted to a strong variance with a cumulative factor loading of 84.33 (>.70) for the remaining factors not assumed in the model. This would be interpreted to mean that the three factors explained a significant variance in the entire 10 items in the model. In addition, the results of scree plot showed four factors; however, the data were forced to three factors in line with the original model and rotated accordingly.

Orthogonal rotation using Varimax method was conducted and the findings indicate that component 1, explaining the workplace ostracism variance, consisted of 3 strong items. The factor loadings of the items range between .85 and .96 as follows: others avoided you at work (.85), others at work shut you out of the conversation (.96), and others at work treated you as if you weren't there (.92).

Component 2, explaining the workplace ostracism variance also consisted of 4 strong items. The factor loadings of the items range between .70 and .84 as follows: others ignored you at work (.70), others left the area when you entered (.84), your greetings have gone unanswered at work (.79), and others refused to talk to you at work (.79).

Component 3, explaining the workplace ostracism variance, consisted of 3 strong items. The factor loadings of the items range between .54 and .96 as follows: you noticed others would not look at you at work (.89), others at work did not invite you or ask you if you wanted anything when they went out for a coffee break (.96).

3.2.3. Work engagement

The results have shown that the items measured under work engagement had a KMO measure of sampling adequacy of .80 (>.50) with a *p* value of 0.00. Implying that the items/statements measured in this model were homogeneous, and thus revealed high correlation among factors which in turn warranted for factor analysis.

The results show that a total of three factors measured under work engagement each having three items totaling to nine items having Eigenvalues of at least 1. However, these three factors accounted for a strong variance with a cumulative factor loading of 89.22 (>70). An indication that the three factors explained the variance of the 9 items adequately. The results of scree plot as well shows three factors, and thus, the data were forced to three factors and rotated accordingly.

The results further show that component 1 variance for dedication consisted of 3 strong items. The factor loadings of the items range between .57 and .97 as follows: I am enthusiastic about my job (.57), my job inspires me (.80), and I am proud of the work that I do (.97). Component 2 of vigor as well consisted of 3 strong items. The factor loadings of the items range between .56 and .98 including: at my work, I feel bursting with energy (.56), at my job, I feel strong and vigorous (.98), and when I get up in the morning, I feel like going to work (.86). Component 3 factor of absorption also consisted of 3 strong items. The factor loadings of the items range between .83 and .93 and these included: I get carried away when I am working (.98), I am immersed in my work (.95) and I feel happy when I am working intensely (.83).

3.3. Test of Associations among Variables

The linear relationship between variables were examined through Spearman Correlation analysis. The results for these analyses are provided in Table 5 Correlation analysis shows a positive significant association between workplace ostracism and cyberloafing behaviours among workers ($r = .16, p < 0.01$). In other words, as the

participants experience more ostracism at work, they are more likely to engage in cyberloafing behaviors.

The results have further shown that work engagement had a significant and negative association with cyberloafing behaviours ($r = -.38, p < 0.01$). It indicates that as the participants' level of work engagement decreases, they are more likely to engage in cyberloafing behaviors. Furthermore, a significant and negative correlation was found between workplace ostracism and work engagement ($r = -.65, p < .01$). It indicates that as the participants experience more ostracism at work, they show less engagement to work.

The study reported a negative association between work experience and cyberloafing ($r = -.14, p < .01$). An indication that employees with more work experience tend to engage in cyberloafing less. Hours spent daily on the internet or mobile technologies is positively associated with cyberloafing behaviours ($r = .52, p < 0.01$). In other words, employees who spent more time on internet or mobile technologies are more likely to cyberloaf. However, gender, education level and age are not significantly associated with cyberloafing behavior among employees.

Table 5: Correlation Analysis

	1.	2.	3.	4.	5.	6.	7.	8.
1. CLB	1.00							
2. WO	.16**	1.00						
3. WE	-.38**	-.65**	1.00					
4. G	.02	-.08	.12	1.00				
5. A	-.06	-.29**	.22**	-.15*	1.00			
6. EL	-.11	.10	-.11	-.51**	-.04	1.00		
7. WEXP	-.14*	-.17**	.04	.09	.20**	.04	1.00	
8. HIS	.52**	.18**	-.42**	.23**	-.21**	-.32**	-.21**	1.00

Notes: *** $p < .001$, ** $p < .001$, * $p < .05$. CLB: Cyberloafing behaviours, WO: Workplace Ostracism, WE: Work Engagement, G: Gender, A: Age, EL: Education level, WEXP: Work experience, and HIS: Hours spent daily on the Internet or mobile technologies.

3.4. Test of the Study Hypotheses

Regression tests were carried out to test the study hypotheses. The significance of beta values was determined through parametric t – test statistics and p – value at 95% significance level when testing the hypothesized relationships between workplace ostracism, work engagement, and cyberloafing behaviours.

In the proposed mediation model, it was hypothesized that the relationship between workplace ostracism and cyberloafing would be mediated by work engagement. The study performed regression analysis as suggested by Hayes (2017) MACRO Process model for the mediation effect (Model 4). The results shows that workplace ostracism affected work engagement significantly and negatively ($\beta = -.72$, S. E.: .05, $t = 14.52$, %95 CI [-.81, -.62]). This indicates that employees who experience more ostracism tend to experience less work engagement. The findings also revealed that the workplace ostracism influenced cyberloafing behavior significantly and positively ($\beta = .22$, S. E.: .11, $t = 2.05$, %95 CI [.01, .42]), indicating that employees who experience more ostracism at workplace tend to engage in more cyberloafing behaviors.

In addition, the results show that work engagement had negative effect on cyberloafing behavior ($\beta = -.31$, S.E.: .10, $t = 3.16$, %95 CI [-.51, -.12]). This indicates that employees who are less engaged to their respective work are more likely to cyberloaf. Considering the mediating effect, the findings showed a significant indirect effect of workplace ostracism on cyberloafing behaviors through work engagement ($\beta = .22$, S.E.: .07, %95 CI [.10, .38]). Those results show a support for the mediating effect of work engagement in the relationship between workplace ostracism and cyberloafing behaviour. That is, employees who experience ostracism at work tend to feel less engagement at work, and thus, engage in more cyberloafing behaviors.

Table 6: Workplace Ostracism and Cyberloafing Behaviours Mediated by Work Engagement

	B	S.E.	t	p	%95CI Lower Bnd	%95CI Upper Bnd
Direct effects						
WO - WE	-.72	.05	-14.52**	.00	-.81	-.62
WO - CLB	.22	.11	2.05**	.04	.01	.42
WE - CLB	-.31	.10	3.16**	.00	-.51	-.12
Total effect						
WO - CLB	.44	.08	5.52**	.00	.28	.60
Indirect effect						
WO – WE – CLB	.22	.07			.10	.38

Notes: **p<.001. , *B*: unstandardized regression coefficient, *S.E.*: Standard Error, %95 *CI*: %95 Confidence Interval. CLB: Cyberloafing Behaviour, WE: Work Engagement, WO: Workplace Ostracism

DISCUSSION

This chapter first summarizes the study findings and then, discusses the findings in relation to previous research. Conclusions are also made with emphasis on the outcomes of the research as well as giving recommendations to be deliberated on by the relevant establishments. Suggestions for additional research are also offered at the end of the chapter.

Discussion of findings

This study aimed to examine the role of workplace ostracism and work engagement on cyberloafing behaviours among employees working in the Ministry of Interior and Coordination of National Government of Kenya. The correlation analysis indicated a positive relationship between workplace ostracism and cyberloafing. However, work engagement is negatively associated with cyberloafing behaviours.

The results of the regression analyses conducted to test the study hypotheses showed that workplace ostracism negatively predicts work engagement, and positively predicts cyberloafing behaviors at work. Furthermore, work engagement negatively predicts cyberloafing behaviors. Thus, H₁, H₂ and H₃ were supported.

The results are in line with that of Wu et al.'s study (2011) in which workplace ostracism was positively related to employees' psychological pressure. Koay (2018) also supports this argument by indicating that workplace ostracism and emotional exhaustion positively impacted cyberloafing. Likewise, the findings from the study of Clercq, Haq and Azeem (2018) established that workplace ostracism had a negative influence on job performance.

The results also supported H₄ proposing the mediating effect of work engagement in the relationship between workplace ostracism and cyberloafing behaviour. Consistent with the study findings, Kim et. al. (2016) found out that workers who feel powerless in their job environment are more likely to participate in interactive methods of cyberloafing. Khan et. al. (2021) found out that abusive supervision had significant effect on cyberloafing. Moyo (2020) established that organizations that catered for their employees' health and safety needs in the era of covid-19 had higher likelihood of boosting their engagement towards their duties. On the other hand, Allam (2017) established that prevalence of employee disengagement

was being experienced in developed countries and disengagement among employees impacted productivity of organizations negatively (Walia, 2020).

Practical implications

The present research investigated impact of workplace ostracism and work engagement on cyberloafing behaviours among employees working in the Ministry of Interior and Coordination of National Government, Kenya. Based on the study findings, it can be concluded that workplace ostracism has a positive influence on cyberloafing. This could imply that employees choose to cyberloaf when they feel ostracized, for example boredom, feeling neglected etc. The organization should therefore put in place policies and regulations to tame ostracism among the employees since an increase in the same may lead to more chances of cyberloafing.

People have choice to engage in any given activity that allow them to have a better feeling than discomfort. To avoid workplace ostracism being experienced at work places, organizations should improve on amount of resources available for their employees. This is because, the perpetrators of work ostracism within place of work are likely to threaten workers' meaningful existence in the organizations and creates a feeling of invisibility within employees, and this can result into workplace frustrations and hence, affect production.

The findings of the study also show that work engagement decreases the likelihood of engaging in cyberloafing behaviors. In other terms, when employees uncouple themselves from work roles and/or withdraw from workplace both emotionally and cognitively, they tend to engage in cyberloafing. This research has therefore contributed to the available literature related to concepts of cyberloafing behaviours, workplace ostracism and work engagement. It has also contributed to knowledge that can guide or inform practitioners/policy makers in process of formulating preventive measures regarding the consequences of cyberloafing. Organizations should ensure conducive working environment to promote engagement at workplaces. This can be done through motivating employees, giving appraisals, availing of resources, maintaining high standards etc

Limitations and suggestions for further research

The major limitation was that the research was done during Covid-19 pandemic where physical interaction was limited/prohibited in some cases. To circumvent this, the researcher exploited the use of the Internet to collect necessary data. Additionally, a small number of respondents were sceptical that their honest response may be used against them should the employer find out on their cyberloafing behaviours. The researcher assured them that their identity will not be shared out but the general findings of the research may be shared to improve on their work environment.

The study suggests for further research to be carried out to estimate cyberloafing using a blend of concepts other than workplace ostracism and work engagement. The study focused on the Ministry of Interior and Coordination of National Government as a unit for analysis. The contextual limitation can be countered by having similar study extended to other regions, sectors, and/or population other than employees of the ministry. Such research can enable generalization of the findings. The study had methodological limitation in terms of restricted sample size focusing only on employees of a ministry. The study also relied on a questionnaire as a data collection tool, hence collecting primary data. To address this limitation, future research may collect data from a larger sample and from other sources embracing different methods of analysis (peer- and supervisor- ratings, observational methods etc.) in assessing the relationship between workplace ostracism, work engagement and cyberloafing. This can be done by including more other methods of data collection like interviews, observation, secondary data sources etc.

REFERENCES

- Aghaz, A. & Sheikh, A. (2016). Cyberloafing and Job Burnout: An Investigation in the Knowledge Intensive Sector. *Computers in Human Behavior*, 62, 51 – 60.
- Akbulut, Y., Dursun, Ö. Ö., Dönmez, O., & Şahin, Y. L. (2016). In Search of A Measure to Investigate Cyberloafing in Educational Settings. *Computers in Human Behavior*, 55, 616 – 625.
- Alfes, K., Truss, C., Soane, E. C., Rees, C. & Gatenby, M. (2013). The Relationship Between Line Manager Behavior, Perceived HRM Practices, and Individual Performance: Examining the Mediating Role of Engagement. *Human Resource Management*, 52(6), 839 – 859
- Allam, Z. (2017). Employee Engagement: A Fatal Consequence to Organization and Its Ameliorative Measures. *International Review of Management and Marketing*, 7(2), 49 – 52.
- Andel, S. A., Kessler, S. R., Pindek, S., Kleinman, G., & Spector, P. E. (2019). Is Cyberloafing More Complex Than We Originally Thought? Cyberloafing as A Coping Response to Workplace Aggression Exposure. *Computers in Human Behavior*, 101, 124–130.
- Attuquayefio, S. N., & Addo, H. (2014). Using the UTAUT Model to Analyze Students' ICT Adoption. *International Journal of Education and Development using Information and Communication Technology*, 75 – 86.
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis. *International Journal of Management Reviews*, 19(1), 31 – 53.
- Bandura, A. (1977). Social Learning Theory. F Quinn in (ed.) *Principles and Practice of Nurse Education*. Cheltenham: Stanley Thornes
- Bandura, A. (1986). *Social Foundations of Thought and Action: A Social Cognitive Theory*. Englewood Cliffs, N. J.: Prentice-Hall.
- Beech, R., & Anderson, B. (2003). Corporate America: The role of HR in reengaging restless employees. *Benefits and Compensation International*, 33(5), 14 – 23

- Blumberg, B., Cooper, D. R. & Schindler, P. S. (2014). *Business Research Methods*, (4th ed.), Boston: McGraw-Hill.
- Buckner, J. E., Castille, C. M., & Sheets, T. L. (2012). The Five Factor Model of Personality and Employees' Excessive Use of Technology. *Computers in Human Behaviour*, 5, 1947 – 1953.
- Central Bank of Kenya (2018). *The Central of Kenya Annual Report*, Nairobi, Government Printers
- Chen, M. F., Lin, C. P., & Lien, G. Y. (2011). Modelling Job Stress as A Mediating Role in Predicting Turnover Intention. *Service Industries Journal*, 3(1), 1327 – 1345.
- Chen, Q., & Yan, Z. (2016). Does Multitasking with Mobile Phones Affect Learning? A Review. *Computers in Human Behavior*, 54, 34 – 42.
- Cherry, K. (2011). *Social Learning Theory: An Overview of Bandura's Social Learning Theory*. The New York Times Company.
- De Clercq, D., Haq, I. U., & Azeem, M. U. (2018). Workplace ostracism and job performance: roles of self-efficacy and job level. *Personnel Review*.
- Creswell, J. W. (2009). *Research Design: Qualitative and Quantitative Mixed Methods approach*. (3rd ed). Thousand Oaks, CA: Sage.
- Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS Quarterly*, 13(3), 319 – 340.
- Dery, K., & MacCormick, J. (2012). Managing Mobile Technology: The Shift from Mobility to Connectivity. *MIS Quarterly Executive*, 11(4)
- Durak, H. Y. (2020). Cyberloafing in Learning Environments Where Online Social Networking Sites Are Used as Learning Tools: Antecedents and Consequences. *Journal of Educational Computing Research*, 58(3), 539 – 569.
- Dursun, O. O., Donmez, O., & Akbulut, Y. (2018). Predictors of Cyberloafing Among Preservice Information Technology Teachers. *Contemporary Educational Technology*, 9(1), 22 – 41
- Eatough, E. M., & Chang, C. H. (2018). Effective Coping with Supervisor Conflict Depends On Control: Implications For Work Strains. *Journal of Occupational Health Psychology*, 23, 537.

- Elciyar, K., & Simsek, A. (2021). An Investigation of Cyberloafing in a Large-Scale Technology Organization from the Perspective of the Theory of Interpersonal Behavior. *Online Journal of Communication and Media Technologies*, 11(2), 1 – 15
- Ferris, D. L., Brown, D. J., Berry, J. W., & Lian, H. (2008). The Development and Validation of the Workplace Ostracism Scale. *Journal of Applied Psychology*, 93, 1348 – 1366.
- Glassman, J., Prosch, M., & Shao, B. B. M. (2015). To Monitor or Not to Monitor: Effectiveness of a Cyberloafing Countermeasure. *Information and Management*, 52, 170–182.
- Hayes, A. F. (2017). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*. New York, NY: Guilford Publications.
- Hochschild, A. R. (1983). *The Managed Heart. Commercialization of Human Feelings*. Berkeley CA: University of California Press
- Jamaluddin, H., Ahmad, Z., Alias, M., & Simun, M. (2015). Personal Internet Use: The Use of Personal Mobile Devices at the Workplace. *Procedia - Social Behaviour Science*. 172, 495 – 502
- Jeong, Y., Jung, H., & Lee, L. (2020). Cyberslacking or Smart Work: Smartphone Usage Log-Analysis Focused on App-Switching Behavior in Work and Leisure Conditions, *International Journal of Human – Computer Interaction*, 36(1), 15–30.
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Engagement at Work. *Academy of Management Journal*, 33, 692 – 724
- Khan, J., Saeed, I., Ali, A., & Nisar, H. G. (2021). The Mediating Role of Emotional Exhaustion in the Relationship between Abusive Supervision and Employee Cyberloafing Behaviour. *Journal of Management and Research (JMR)*. 8(1), 161 – 178
- Kian, Y. K. (2017). Workplace Ostracism and Cyberloafing: A Moderated–Mediation Model. *Internet Research*, 28(4), 1122 – 1141.
- Kluemper, D. H., Mitra, A., & Wang, S. (2016). Social Media use in HRM. Bingley in (ed.) *Research in Personnel and Human Resources Management* (pp. 153-207). United Kingdom: Emerald Group Publishing Limited.

- Koay, K. Y. (2018). Workplace Ostracism and Cyberloafing: A Moderated–Mediation Model. *Internet Research*, 28(4), 1122 – 1141
- Koay, K. Y., Soh, P. C. H., & Chew, K. W. (2017). Do Employees’ Private Demands Lead to Cyberloafing? The Mediating Role of Job Stress, *Management Research Review*, 40(9), 1025 – 1038.
- Kong, S. C., & Song, Y. (2015). An experience of personalized learning hub initiative embedding BYOD for reflective engagement in higher education. *Computers & Education*, 88, 227 – 240.
- Kothari, C. (2011). *Research Methodology; Methods and Techniques*. New Delhi: New Age International Publishers.
- Lara, P. Z. M., Tacoronte, D. V., & Ding, J. M. T. (2006). Do Current Anti-Cyberloafing Disciplinary Practices Have A Replica in Research Findings? A Study of the Effects of Coercive Strategies on Workplace Internet Misuse. *Internet Research*, 16(4), 450 – 467.
- Lim, V. K. G. (2002). The IT Way of Loafing on the Job: Cyberloafing, Neutralizing and Organizational Justice, *Journal of Organizational Behavior*, 23(5), 675 – 694.
- Liu, H., & Xia, H. (2016). Workplace Ostracism: A Review and Directions for Future Research. *Journal of Human Resource and Sustainability Studies*, 4, 197 – 201.
- Luqman, A., Masood, A., Shahzad, F., Imran Rasheed, M., & Weng, Q. (2020). Enterprise social media and cyber-slacking: an integrated perspective. *International Journal of Human-Computer Interaction*, 36(15), 1426 – 1436
- Mercado, B. K., Giordano C., & Dilchert, S. (2017). A Meta-Analytic Investigation of Cyberloafing. *Career Development International*, 22(5), 546 – 564.
- Metin-Orta, I., & Güngör, E. (2018). A Review on Antecedents, Consequences and Control of Cyberloafing. “Is, Guc” *Industrial Relations and Human Resources Journal*, 20(1), 79–95.
- Miles, J. A. (2012). *Management and Organization Theory*. San Francisco: Jossey-Bass.
- Moyo, N. (2020). Antecedents of Employee Engagement Amid Covid-19 Pandemic. *Polish Journal of Management Studies*, 22(1), 323 – 334

- Mugenda, O. M., & Mugenda, A. G. (2012). *Research Methods: Quantitative and Qualitative Approaches*. Kisumu CBD: Acts Press
- Mutlu, H. M., & Der, A. (2017). Unified Theory of Acceptance and Use of Technology: The Adoption of Mobile Messaging Application. *International Scientific Conference on Economic and Social Development* 169 – 189
- O'reilly, J. A. N. E., & ROBINSON, S. L. (2009, August). The negative impact of ostracism on thwarted belongingness and workplace contributions. In *Academy of management proceedings* (Vol. 2009, No. 1, pp. 1-7). Briarcliff Manor, NY 10510: Academy of Management.
- Ögut, E., Sahin, M., & Demirsel, M. T. (2013). The Relationship Between Perceived Organizational Justice and Cyberloafing: Evidence from A Public Hospital In Turkey. *Mediterranean Journal of Social Science*. 4(10), 226 – 33
- Oosthuizen, A., Rabie, G. H., & De Beer, L. T. (2018). Investigating cyberloafing, organizational justice, work engagement and organizational trust of South African retail and manufacturing employees. *South African Journal of Human Resource Management*, 16, 1 – 12.
- Ozkalp, E., & Yıldız, H. (2018). The Effects of Positive and Negative Cyberloafing Behaviors on the Work Stress. “Is, Guc” *Industrial Relations and Human Resources Journal*, 20(1), 57–74.
- Perry, R. W., & Mankin, L. D. (2004). Understanding Employees’ Trust in Management: A Conceptual Clarifications and Correlation. *Public Personal Management*, 33(3), 277 – 291
- Restubog, S. L. D., Garcia, P. R. J. M., Toledano, L. S., Amarnani, R. K., Tolentino, L. R., & Tang, R. L. (2011). Yielding To (Cyber)-Temptation: Exploring the Buffering Role of Self-Control in the Relationship Between Organizational Justice and Cyberloafing Behavior in the Workplace. *Journal of Research Perspective*. 45, 247 – 51
- Sampat, B., & Basu. P. A. (2017). Cyberloafing: The Di(Sguised)Gital Way of Loafing on the Job. *IUP Journal of Organizational Behavior*, 16(1), 19–37

- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The Measurement of Work Engagement with A Short Questionnaire. A Cross-National Study. *Educational and Psychological Measurement, 66* (4), 701 – 716.
- Schaufeli, W. B., Salanova, M., Gonzalez-Roma. V., & Bakker, A.B. (2002). The Measurement of Engagement and Burnout and: A Confirmative Analytic Approach. *Journal of Happiness Studies, 3*, 71 – 92.
- Son, J. Y., & Park, J. (2016). Procedural Justice to Enhance Compliance with Non-Work-Related Computing (NWRC) Rules: Its Determinants and Interaction with Privacy Concerns. *International Journal of Information Management, 36*, 309–321.
- Stuart, R. (1989). Social learning theory: A Vanishing or Expanding Presence? *Psychology, A Journal of Human Behavior, 26*, 36 – 47.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics, (5th ed.)*. Allyn & Bacon/Pearson Education.
- Tasker, J. (2004). Engagement Equals to Productivity, *Personal Today, 5*, 8 – 9.
- Tourigny, L., Baba, H. V., Han, J., & Wang, X. (2013). Emotional Exhaustion and Job Performance: The Mediating Role of Organizational Commitment. *International Journal of Human Resource Management, 24*(3), 514 – 532.
- Ugrin, J. C., & Pearson, M. J. (2013). The Effects of Sanctions and Stigmas on Cyberloafing. *Computers in Human Behaviour, 29*(3), 812 – 820.
- Vitak, J., Crouse, J., & LaRose, R. (2011). Personal Internet Use at Work: Understanding Cyberslacking. *Computers in Human Behavior, 27*, 1751 – 1759.
- Walia, S. (2020). Facets of Employee Engagement & Engagement: A Conceptual Analysis. *Journal of Emerging Technologies and Innovative Research (JETIR), 7*(8), 1969 – 1983
- Williams, K. D. (2007). Ostracism. *Annual Review of Psychology, 58*, 425 – 452.
- Wood, R., & Bandura, A. (1989). Social Cognitive Theory of Organizational Management. *Journal of Academy of Management Review, 14*, 361 – 384.
- Wu, L., Yim, F., Kwan, H., & Zhang, X. (2012). Coping with Workplace Ostracism: The Roles of Ingratiation and Political Skill in Employee Psychological Distress. *Journal of Management Studies, 49*(1), 178 – 199.

Yeik, K., Soh, P., & Chew, K.-W. (2017). Antecedents and Consequences of Cyberloafing: Evidence from Malaysian ICT industry. *First Monday*, 22, 3 – 6.

Zhao, H., Peng, Z., & Sheard, G. (2013). Workplace Ostracism and Hospitality Employees' Counterproductive Work Behaviors: The Joint Moderating Effects of Proactive Personality and Political Skill. *International Journal of Hospitality Management*, 33, 219 – 227.

Zhao, H., Xia, Q., He, P., Sheard, G., & Wan, P. (2016). Workplace Ostracism and Knowledge Hiding in Service Organizations. *International Journal of Hospitality Management*, 59, 84 – 94.

Zheng, X., Yang, J., Ngo, H., Liu, X., & Jiao, W. (2016). Workplace Ostracism and Its Negative Outcomes: Psychological Capital as A Moderator. *Journal of Personnel Psychology*, 15(4), 143 – 151.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business Research Methods*. Cengage Learning.

Appendix 1: QUESTIONNAIRE

SECTION 1: DEMOGRAPHICS

1. State your gender

Male [] Female [] Other []

2. State your age

3. What is your highest level of education?

Primary certificate [] Secondary certificate []

Diploma [] Higher Diploma []

Bachelor's Degree [] Master's Degree []

Doctoral Degree [] Any other, kindly

specify.....

4. State the number of years in which you have served in the **Ministry of Interior and Coordination of National Government** (Please tick (√) where appropriate)

Less than 2 Years [] 2 – 5 Years []

6 – 9 Years [] 10 – 13 Years []

Above 13 Years []

5. What type of mobile technologies do you have **at your workplace**? (*You can choose more than one option*)

- Laptop/Desktop computer Tablet Smart
phone

6. Which of the following internet applications do you use **at your workplace**? (*You can choose more than one option*)

- Facebook Twitter Blog Forum Google+
 Instagram Wiki YouTube LinkedIn Vine
Foursquare
 Messaging (i.e. WhatsApp) Other (please
indicate).....

7. On average, how many hours do you spent **daily** on the Internet or mobile technologies? TICK (✓) as appropriate)

- | | | | |
|------------------|--------------------------|--------------|--------------------------|
| Less than 1 hour | <input type="checkbox"/> | 1 – 2 hours | <input type="checkbox"/> |
| 2 – 3 hours | <input type="checkbox"/> | 3 – 4 hours | <input type="checkbox"/> |
| 4 – 5 hours | <input type="checkbox"/> | Over 5 hours | <input type="checkbox"/> |

SECTION 2: CYBERLOAFING

Below, there are some internet-related activities. Please indicate how often you engage in each of these activities during work hours by using the following scale

1 – never, 2 – once in a while, 3 – sometimes, 4 – often, and 5 – always (Tick where appropriate)

Activity	1	2	3	4	5
Real-Time Updating					
1. I comment on trending topics					
2. I post tweets					
3. I read tweets					
4. I favourite a tweet I like					
5. I retweet a tweet I like					
Shopping					
I shop online					
I visit deal-of-the-day websites					
I visit online shopping sites					
I visit auction sites (e.g. e-bay)					
6. I use online banking services					
7. I visit online shops for used products					
12. I check job advertisements					
Sharing					
13. I check my friends' posts					
14. I check my friends' social networking profiles					

15. I share content on social networks (photo, video etc.)					
16. I like posts that are interesting					
17. I comment on shared photos					
18. I post status updates on social networks					
19. I tag friends on photos					
20. I chat with friends					
21. I watch shared videos					
Accessing Online Content					
22. I download music					
23. I watch videos online					
24. I listen to music online					
25. I download videos					
26. I download applications I need					
Gaming/Gambling					
27. I visit betting/gambling sites					
28. I bet/gamble online					
29. I check online sport sites					
30. I play online games					

SECTION 3: WORKPLACE OSTRACISM AND WORK ENGAGEMENT

The following are some of statements related to relationships with colleagues at workplace. Please indicate whether you agree to the statements by using the following scale 1 (strongly disagree), 2 (disagree), 3 (undecided), 4 (agree), and 5 (strongly agree)

	Statement	1	2	3	4	5
1.	Others ignored you at work.					
2.	Others left the area when you entered.					
3.	Your greetings have gone unanswered at work.					
4.	You involuntarily sat alone in a crowded lunchroom at work.					
5.	Others avoided you at work.					
6.	You noticed others would not look at you at work.					
7.	Others at work shut you out of the conversation.					
8.	Others refused to talk to you at work.					
9.	Others at work treated you as if you weren't there.					
10.	Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break.					

The following statements are about **how you feel at work**. Please indicate whether you agree to the statements by using the following scale 1 (strongly disagree), 2 (disagree), 3 (undecided), 4 (agree), and 5 (strongly agree).

Statement	1	2	3	4	5
Dedication					
1. I am enthusiastic about my job					
2. My job inspires me					
3. I am proud of the work that I do					
Vigor					
4. At my work, I feel bursting with energy					
5. At my job, I feel strong and vigorous.					
6. When I get up in the morning, I feel like going to work.					
Absorption					
7. I get carried away when I am working.					
8. I am immersed in my work.					
9. I feel happy when I am working intensely.					

THANK YOU FOR YOUR TIME

TURNITIN REPORT

THESIS

ORJİNALLİK RAPORU

% **20**

BENZERLİK ENDEKSİ

% **10**

İNTERNET KAYNAKLARI

% **13**

YAYINLAR

% **10**

ÖĞRENCİ ÖDEVLERİ

BİRİNCİL KAYNAKLAR

1	erepository.uonbi.ac.ke:8080 İnternet Kaynağı	% 3
2	Submitted to Universiti Putra Malaysia Öğrenci Ödevi	% 2
3	Submitted to Hong Kong Baptist University Öğrenci Ödevi	% 1
4	"Workplace Ostracism", Springer Science and Business Media LLC, 2021 Yayın	% 1
5	Irem Metin-Orta, Dilek Demirtepe-Saygılı. "Cyberloafing behaviors among university students: Their relationships with positive and negative affect", Current Psychology, 2021 Yayın	% 1
6	Kian Yeik Koay. "Workplace ostracism and cyberloafing: a moderated-mediation model", Internet Research, 2018 Yayın	% 1
7	Submitted to Kenya College of Accountancy University Öğrenci Ödevi	% 1

8	Silvia K. Vundi, Alex C. Chepsoi, Frank K. Matanga. "An Examination of the Challenges the National Police Service (NPS) Face in Counter Terrorism (CT) Within Nairobi City County, Kenya", International Journal of Disaster Response and Emergency Management, 2020 Yayın	% 1
9	Dirk De Clercq, Inam Ul Haq, Muhammad Umer Azeem. "Workplace ostracism and job performance: roles of self-efficacy and job level", Personnel Review, 2019 Yayın	<% 1
10	Submitted to University of Greenwich Öğrenci Ödevi	<% 1
11	Submitted to Higher Education Commission Pakistan Öğrenci Ödevi	<% 1
12	Chien-Yun Yuan, Chien-Yu Chen, Yu-Ming Fei, Chu-Hwa Yan. "Workplace ostracism and prosocial service behaviours: the role of work engagement", Current Issues in Tourism, 2021 Yayın	<% 1
13	studentsrepo.um.edu.my İnternet Kaynağı	<% 1
14	Akbulut, Yavuz, Özcan Özgür Dursun, Onur Dönmez, and Yusuf Levent Şahin. "In search	<% 1

of a measure to investigate cyberloafing in educational settings", Computers in Human Behavior, 2016.

Yayın

15 pdffox.com <% 1
İnternet Kaynağı

16 Alicia S.M. Leung, L.Z. Wu, Y.Y. Chen, Michael N. Young. "The impact of workplace ostracism in service organizations", International Journal of Hospitality Management, 2011 <% 1
Yayın

17 Vanchai Ariyabuddhiphongs, Charoon Boonsanong. "Workplace Friendship, Trust in the Leader and Turnover Intention: The Mediating Effects of Work Engagement", International Journal of Human Resource Studies, 2019 <% 1
Yayın

18 Submitted to Aberystwyth University <% 1
Öğrenci Ödevi

19 Submitted to CSU, San Diego State University <% 1
Öğrenci Ödevi

20 link.springer.com <% 1
İnternet Kaynağı

21 Submitted to Sheffield Hallam University <% 1
Öğrenci Ödevi

22	fr.scribd.com İnternet Kaynağı	<% 1
23	trendchart.cordis.lu İnternet Kaynağı	<% 1
24	Hongling Liu, Hongsheng Xia. "Workplace Ostracism: A Review and Directions for Future Research", Journal of Human Resource and Sustainability Studies, 2016 Yayın	<% 1
25	pdfs.semanticscholar.org İnternet Kaynağı	<% 1
26	theses.lib.polyu.edu.hk İnternet Kaynağı	<% 1
27	www.sid.ir İnternet Kaynağı	<% 1
28	Submitted to Griffith College Dublin Öğrenci Ödevi	<% 1
29	www.frontiersin.org İnternet Kaynağı	<% 1
30	Rui Zhang, Haiying Kang, Zhou Jiang, Xiongying Niu. "How Does Workplace Ostracism Hurt Employee Creativity? Thriving at Work as a Mediator and Organization-Based Self-Esteem as a Moderator", Applied Psychology, 2022 Yayın	<% 1

31	homecarestudy.com İnternet Kaynađı	<% 1
32	repository.hkbu.edu.hk İnternet Kaynađı	<% 1
33	www.aialife.com.lk İnternet Kaynađı	<% 1
34	www.iaeme.com İnternet Kaynađı	<% 1
35	Submitted to De LaSalle University - College of Saint Benilde Öđrenci Ödevi	<% 1
36	Saleh Alharthi, Yair Levy, Ling Wang, Inkyoung Hur. "Employees' Mobile Cyberslacking and Their Commitment to the Organization", Journal of Computer Information Systems, 2019 Yayın	<% 1
37	Submitted to University of Queensland Öđrenci Ödevi	<% 1
38	apcz.umk.pl İnternet Kaynađı	<% 1
39	Submitted to Curtin University of Technology Öđrenci Ödevi	<% 1
40	www.ba.lv İnternet Kaynađı	<% 1

41	researchonline.lshtm.ac.uk İnternet Kaynağı	<% 1
42	Wen Wu, Haihua (Jason) Wang, Lu Lu. "Will my own perception be enough?", Chinese Management Studies, 2018 Yayın	<% 1
43	uir.unisa.ac.za İnternet Kaynağı	<% 1
44	www.abacademies.org İnternet Kaynağı	<% 1
45	www.sciedu.ca İnternet Kaynağı	<% 1
46	Hongxia Li, Xiugang Yang. "When a calling is living", Journal of Chinese Human Resource Management, 2018 Yayın	<% 1
47	Hongyan Jiang, Xianjin Jiang, Peizhen Sun, Xiuping Li. "Coping with workplace ostracism: the roles of emotional exhaustion and resilience in deviant behavior", Management Decision, 2020 Yayın	<% 1
48	assets.researchsquare.com İnternet Kaynağı	<% 1
49	docplayer.fr İnternet Kaynağı	<% 1

50	erepository.uonbi.ac.ke İnternet Kaynađı	<% 1
51	i-rep.emu.edu.tr:8080 İnternet Kaynađı	<% 1
52	jdh.adha.org İnternet Kaynađı	<% 1
53	repositorio.uloyola.es İnternet Kaynađı	<% 1
54	repository.nwu.ac.za İnternet Kaynađı	<% 1
55	www.kannadakavi.com İnternet Kaynađı	<% 1
56	Submitted to University of Leeds Öđrenci Ödevi	<% 1
57	Yiran Zhao, Xingchao Wang, Chen Chen, Kan Shi. "A moderated mediation model of workplace ostracism and task performance", Chinese Management Studies, 2019 Yayın	<% 1
58	eprints.hud.ac.uk İnternet Kaynađı	<% 1
59	etd.aau.edu.et İnternet Kaynađı	<% 1
60	journals.sagepub.com İnternet Kaynađı	<% 1

61 repository.uin-malang.ac.id <% 1
internet Kaynađı

62 su-plus.strathmore.edu <% 1
internet Kaynađı

63 wiredspace.wits.ac.za <% 1
internet Kaynađı

64 Elham Anasori, Steven W. Bayighomog, <% 1
Glauco De Vita, Levent Altinay. "The mediating
role of psychological distress between
ostracism, work engagement, and turnover
intentions: An analysis in the Cypriot
hospitality context", International Journal of
Hospitality Management, 2021
Yayın

65 Jessica C M Li, Chau-Kiu Cheung, Ivan Y Sun, <% 1
Yuen-Kiu Cheung. "Perceived work
engagement and performance amongst
police officers during the COVID-19 pandemic
in Hong Kong", Policing: A Journal of Policy
and Practice, 2022
Yayın

66 Pallant, Julie. "SPSS Survival Manual: A Step by <% 1
Step Guide to Data Analysis using IBM SPSS",
SPSS Survival Manual: A Step by Step Guide
to Data Analysis using IBM SPSS, 2020
Yayın

67

Priyanko Guchait, Xinyuan Zhao, Juan Madera, Nan Hua, Fevzi Okumus. "Can error management culture increase work engagement in hotels? The moderating role of gender", *Service Business*, 2018

Yayın

<% 1

68

doi.org
İnternet Kaynağı

<% 1

Alıntılarını çıkart Kapat
Bibliyografyayı Çıkart Kapat

Eşleşmeleri çıkar Kapat

RESUME

Full Name: Victor Ochieng KOMBO

Educational Status:

Degree	Major	University	Year
Bachelor of Business Administration	Finance	Maseno University	2002/2006
Post-Graduate Diploma	Security and Strategic Studies	University of Nairobi	2009/2011
Graduate Business Administration	Master of Business Administration	Atilim University	2020/2022
Graduate - school of Political Science	Master in Security and Strategic Studies	University of Nairobi	Ongoing

Work Experience:

Work place	Position	Year
Office of The President - Kenya	Divisional Head	2010 / 2013
National Police Service Commission	Head of Research and Investigations	2013 / 2015
Office of The President - Kenya	Director's Desk	2015 / 2018
Office of The President - Kenya	External Analyst	2018 / 2020
Ministry of Foreign Affairs – Kenya Embassy, Ankara, Türkiye	Consular officer	2020 to date

Foreign Languages: Proficiency in English, Basic Turkish, Basic French

Publications:

Date: 08/06/2022