

FREEDOM OF INTERNET DURING OFFICE HOURS, POLICIES, AUTONOMY, AND INCREASE WORK PERFORMANCE MEDIATING ROLE OF EMPLOYEE MOTIVATION

LIBERDADE DE INTERNET NO HORÁRIO DE TRABALHO, POLÍTICAS, AUTONOMIA E AUMENTO DO DESEMPENHO NO TRABALHO PAPEL DE MEDIAÇÃO DA MOTIVAÇÃO DOS FUNCIONÁRIOS

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Abstract: Basic purpose of this study is to investigate and find-out the freedom of internet and its effects on employee performance and work output during office hours. Additionally, present study is organized in order to investigate internet freedom policies, autonomy orientation and their impact on employee motivation towards their work which ultimately increase employee work performance. Total valid responses were 282, obtained from targeted respondents. Latest version 29 of the SPSS were used to analyzed the data. Present study findings clearly show that freedom to use internet, policies, and autonomy orientation has a positive impact on employee work motivation which further leads to impact on increase employee work performance. Contemporary study results clearly indicate the pros and cons of the using of internet during office hours, hence this study is also important for the academic and other organization manager who run their operations. This study included the participants both the academic (faculty members), and administrative staff.

Keywords: Employee work performance. Employee work motivation. Internet freedom policies. Autonomy orientation. Freedom of internet.

Resumo: O objetivo básico deste estudo é investigar e descobrir a liberdade da internet e seus efeitos sobre o desempenho do funcionário e a produção de trabalho durante o horário de expediente. Além disso, o presente estudo é organizado para investigar as políticas de liberdade na Internet, a orientação para a autonomia e seu impacto na motivação do funcionário em relação ao trabalho, o que acaba aumentando o desempenho do funcionário. O total de respostas válidas foi de 282, obtidas de respondentes-alvo. A última versão 29 do SPSS foi usada para analisar os dados. Os resultados do presente estudo mostram claramente que a liberdade de usar a internet, as políticas e a orientação para a autonomia têm um impacto positivo na motivação do funcionário no trabalho, o que leva ainda mais ao impacto no aumento do desempenho no trabalho do funcionário. Os resultados de estudos contemporâneos indicam claramente os prós e contras do uso da internet durante o horário de expediente, portanto, este estudo também é importante para o acadêmico e outros gerentes de organizações que executam suas operações. Este estudo incluiu os participantes tanto do corpo docente (membros do corpo docente) quanto do pessoal administrativo.

Palavras-chave: Desempenho do funcionário no trabalho. Motivação no trabalho do funcionário. Políticas de liberdade na Internet. Orientação para a autonomia. Liberdade na Internet.

1. Introduction

Latest technology such as using internet and other equipment's are bitter pills and cannot be ignored or undo. These technologies cannot be undo because of its importance and effectiveness. This effectiveness in shape of contributing to the knowledge, contributing to make easy ones living standard etc. These technologies are important for both the individuals and organizations. Individuals are facilitated on personal level, however, organizations are facilitated as collectively. With the span of time technology is getting more attention from researchers and practitioners. Technology oriented companies and organizations are well facilitated and are well able to compete in businesses. This practice is getting attention globally, even in educational institutes after the COVID-19 pandemic. Since daily routine converted to virtual during the pandemic and all the activities that includes lectures and other work conducted from home. Thus, virtual practice took importance everywhere. In addition, internet and other novel technologies help every organization to transform their workplace to a global network that can achieve the competitive advantage (Heyam, 2022; Hsu & Yen, 2016). Internet is considered a source for organization where the employees enhance their skills and abilities to improve performance and communication to reach to their targets and achievements (Koay, 2018). Using internet while at office for official cause is acceptable, however, it becomes a challenge when something noticed such as personal use (Cao et al., 2016; Heyam, 2022). More elaborately, even at workplace employees sometimes are engaged with internet and other virtual novel activities for hours, which has negatively impacts the organizational culture (Qiaolei, 2014). Impression getting the worse position among organizational ownerships, however this get importance from several aspects such as earlier studies considered this practice as a challenging action for instance (Harcharanjit et al., 2019; Huma et al., 2017; Messarra et al., 2011). Findings and results of their studies indicating that such activities with no principles and rules can harm organization in terms of wasting the office time. This activity took much consideration due to more chances of dis-tracking from the actual objectives which in resulting a decrease in overall employee performance (Haseeb & Alflayyeh 2021; Lim & Chen, 2009; Lim & Teo, 2005). Freedom of internet while at work is under discussion in the previous studies of (Lim, 2002; Lim & Teo, 2005), and elaborated this activity as self-choosing activity which is used during official hours in the organization and mostly have no concern with the goals and objectives of the organization

(S.Alflayyeh et al., 2020; Vitak et al., 2011). Further elaborated that these activities may include irrelevant emails, social media interaction, engaged in online games etc. (Al Mousa et al., 2022; Baturay & Toker, 2015; Blanchard & Henle, 2008). According to (Fox, 2007), on average more than 5 hours each day the use of internet is surfed by employees. Another study claimed that approximately 41% of net access is spent on non-working activities, and approximately 61% are surfed for online shopping and buying activities (Snapshot Spy, 2008).

Use of internet for non-official activities while at work is cursed by several past studies, however, several studies are in favor to use the internet facility for the personal use with some limitations, such as this activity could reduce the stress, flow of work, extra official burden etc. Oravec, 2004; Stanton, 2002), further this activity may enhance the knowledge and other capabilities (Ferreira and Plessis, 2009), that also in return with fresh mental recovery and novel ideas (Al-Meshal et al., 2020; Ivarsson & Larsson, 2011), increase employee motivation and leads them for more work productivity.

Discussion above and past literature is inconsistent about the use of internet while at work, thus contemporary research will contribute in terms of identifying new constructs to test the relationship among with the other constructs. We in this study is suggesting somehow a little use of internet for employees which can motivate them for better performance. Past studies also cited the healthy environment creation through the moderate use of internet (Al Mousa et al., 2022; Oravec, 2002; Anandarajan et al., 2006).

Present study is conducted in Saudi Arabia, universities were targeted, faculty members and administrative staff were considered as respondents. Saudi Arabia is growing in educational sector and considered as 36th the best higher education system throughout the world. Included universities are offering different degrees' program such as bachelors, masters and PhD programs. Facilities such as offices for faculty and administrative staff, and well equipped class rooms are for students. Meaning, the internet facility is provided through cable and WIFI advance system. Meanwhile, the first objective of the present study is to examine the relationship between freedom of internet while employee at work and employee motivation, which further leads to employee work productivity. Due to the sensitivity of educational sector, the working force must be well trained and should be subjective to the goal oriented, and this could be possible when their employees are well motivated, since this motivation leads them to stick with the rules of their organization (Mohammad et al., 2011).

2. Literature Review

Underpinned Theory

JD-R, the job demand resource model has got attention from previous academicians and practitioners. Theory proposes that the well-being of employees is the output between constructive and positive that is organizations resources and destructive and negative the organizational demands job features (Demerouti & Bakker, 2011; Demerouti et al., 2001). Job demand is defined as the organizational; social and physical aspects that requires mental sustainability and physical exertion, which is further linked with psychological physiological costs. Additionally, included overloaded work, conflict in communication, hazard and risk, work delegation and status complex etc. however job resources encompassed with social support, feedback, supportive atmosphere and employee autonomy. The model has been revised several times by scholars, for instance (Schaufeli & Bakker, 2004), added the engagement term and job resources are suggested the mediating between job resources and employee turn-over intentions. Another revision has mentioned the innovative behavior of employee, which says that employee work engagement has influence on resources that are work related which has the ability to influence the employee behavior (Huhtala & Parzefall, 2007).

Henceforward, this study will suggest the link between different psychological states of employees, job features and employee outcome. In order to link up this research with the JD-R model, it provides demands, psychological states, insightfulness, organizational resources, and are other upshots. Based on JD-R model present study is however included, freedom of internet, internet freedom policies, and autonomy orientation, they are considered as vigorous which will enhance employee work motivation and consequently impact increase employee work performance. More evidently the freedom to use internet while at work is a crucial resource that can be used the employee to release their stress and anxiety, it is an opportunity where they can take some break and to gather the information from these resources and make a good contribution. Similar context and aspects are applied in the present study where freedom of internet while at work are the contends of and sources. The set and acceptable rules of using internet in any organization may have positive impact on employees. These rules are considered as very effective since it defined with the time frame that can help to divide work and internet leisure. This practice is considered very effective because it has impact on employee work motivation and ultimately enhance increase on employee increase work performance. Meanwhile, present study also considered the employee autonomy while they are at work, and considered as

important and crucial element which may have positive impact on employee motivation, commitment and pleasure. By all means it is considered a freedom degree where workers have over important decision while they are at workplace (Parker & Wall, 1998).

Development of Hypotheses

2.1 Freedom of Internet and Employee Motivation

To support the present study constructs several studies in the past has been conducted (Deci & Ryan, 2008; Demerouti et al., 2001). More precisely, self-determination theory has argued that the set rules and regulation by the organization are the back-support for the employees to motivate them which ultimately boost their energy and focused on more work productivity. This freedom enhances employee motivation, which in turns increase the level of commitment and motivation, employee feel more comfortable and satisfaction, that further leads them to loyalty and consequently employees are more productive. Present study then considered the self-determination theory which has the degree of freedom of using the resources which has positive impact on employee motivation. Freedom to use internet in the job-demand resource model however considered as a job resource. These are the resources which have potential to support workers in order to reduce a job demand, that can in return enhance employee motivation and commitment and leads to employee increase work performance. Empirical and theoretical literature, both are in the support of linking between freedom of internet and employee work motivation (Colquitt et al., 2001; Lind & Tyler, 1988). In addition, freedom to use internet while the employee is at work is considered a short break, which can assist and support in restoring the attention and focus of employees which might be loose due to exhaustion of work environment (Coker, 2011). In both the approaches theoretical and empirical are in support to argue the breaks while at work can have the ability to impact employee motivation. Thus, present study is then developed and considered the following hypothesis.

H1. Internet freedom has a positive impact on employee motivation.

2.2 Internet Freedom Policies and Employee Motivation

Connection between freedom of internet while at work and employee motivation and commitment can be elaborated as theory of procedural justice (Lind & Tyler, 1988), & job-demand resource typical (Bakker & Demerouti, 2014). Procedural theory is more concerned with

the sound effects and fairness of decision that are made based on attitude and behavior of individual which in return effect the same individual (Lind and Tyler, 1988). Fair procedure should be correctable and accurate, consistent and ethical (Leventhal, 1980).

These set and consistent rules and procedure should be applied reliably across on people over the time, these rules and regulations are required to be accurate and perfect in order to ensure the accuracy in the information collection and to make the decision, these are the rules which are correctable deals with the opportunities to change unfair decision, rules and regulation that involve ethics are entailed with the procedure to conform and prevail the morality and standard which effects the taken decision which have been taken into consideration.

Literature however evidenced with the positive link of procedural justice which encouraging outcomes, such as motivation, commitment, satisfaction and well citizenship behavior (Colquitt et al., 2001; Lind and Tyler, 1988). Henceforward, present study has argued that organizational internet freedom policies should be in a consistent and stable in all manners, that should be applied in all departments and sections, people around organization are set for the transparent and clear instructions in regards to use the facility of internet, though employees are engaged to customary these rules and policies, to edit and modify these policies in accordance with internal and external changes, to follow the ethical procedure in order to collect the information that can exert a positive effect on employee work attitude and behavior in the perspective of their motivation, commitment and increase in employee work performance.

Based on theoretical and empirical evidences however contemporary study suggested that internet freedom policy in organization has the probability to increase employee motivation towards work and motivate them, which consequently increase employee work performance and productivity. After the discussion, thus the following hypothesis is developed.

H2. Internet freedom policies has a positive impact on employee motivation.

2.3 Autonomy Orientation and Employee Motivation

Employee motivation plays a critical role in enhancing organizational performance and achieving desired outcomes. One factor that has gained significant attention in recent years is autonomy orientation, which refers to the degree to which individuals seek and value autonomy in their work environment. This paper aims to explore the relationship between autonomy orientation and employee motivation, highlighting the potential benefits and implications for organizations. Autonomy Orientation and Employee Motivation: Autonomy orientation refers to

an individual's inherent desire for self-direction and independence in their work. It involves granting employees a certain level of control and decision-making authority over their tasks, processes, and work schedules. When employees have a high autonomy orientation, they are more likely to experience increased job satisfaction, engagement, and intrinsic motivation. By providing employees with autonomy, organizations foster a sense of ownership and empowerment, leading to higher levels of motivation and performance.

Research conducted by Deci and Ryan (1985) demonstrated that autonomy support positively influences intrinsic motivation. When individuals are given the freedom to choose how to complete their tasks and are provided with meaningful feedback, they are more likely to experience higher levels of motivation. Additionally, Gagné and Deci (2005) found that autonomy orientation is related to the satisfaction of basic psychological needs, including autonomy, competence, and relatedness, which in turn contribute to higher levels of intrinsic motivation and well-being. Moreover, autonomy orientation has been linked to the fulfillment of higher-order needs, such as self-actualization and personal growth. According to Maslow's hierarchy of needs (1954), self-actualization is the highest level of motivation, where individuals strive to reach their full potential. Organizations that foster autonomy allow employees to pursue self-actualization by providing opportunities for creativity, innovation, and skill development, leading to increased motivation and job satisfaction.

Implications for Organizations: Recognizing the importance of autonomy orientation in employee motivation, organizations can implement several strategies to enhance autonomy and empower their workforce. Firstly, managers can provide employees with a certain level of decision-making authority, allowing them to have a say in matters related to their work. This can be achieved through participative decision-making processes or by granting more autonomy in task allocation and execution. Furthermore, organizations can promote a culture that values autonomy and encourages employees to take ownership of their work. This can be fostered through supportive leadership styles that provide guidance and feedback rather than strict control. Additionally, organizations can invest in employee development programs, training, and resources that enable individuals to acquire new skills and expertise, thereby expanding their autonomy and job scope. Autonomy orientation plays a vital role in employee motivation by promoting intrinsic motivation, job satisfaction, and the fulfillment of higher-order needs. By providing employees with autonomy, organizations can create a work environment that fosters creativity, engagement, and personal growth. Understanding the significance of autonomy

orientation and implementing strategies to support and nurture it can contribute to enhanced motivation and performance within organizations.

Based on this discussion and evidences the following study however suggested the following relationship between employee autonomy orientation and employee motivation and developed the following hypothesis.

H3. Autonomy orientation has a positive impact on employee motivation.

2.4 Employee Motivation and Increase in Employee Work Performance

Pleasing the employees in organization is at utmost. It is recommended that employees must be happy, pleased and satisfied which make them motivate and ultimately more into increase employee work performance (Halkos & Bousinakis, 2010; Sageer et al., 2012). Scholars such as (Chen et al., 2004), also support the same hypothesis and mentioned that motivation, commitment and satisfaction leads to more productivity, thus if employees are happy, then it could be a source to increase employee work performance. Social exchange theory postulates the link between these two parties, though the sequence is depending on the exchange process which yield to a reciprocal model and that obliged on every and each party (Blau, 1964). Theory in addition elaborated that individuals are more persuaded to respond to those who are helpful, supportive, guiding, and beneficial for them. Individuals who observe that sources of pleased environment are the employers, they may feel decent and will response more decently, such as they will demonstrate positive behavior and this will increase the individual behavior such as motivation, commitment, satisfaction etc. And that can have moved the organization ahead. Following is the discussion and evidences to support the relationship between employee motivation and increase in employee work performance. And thus the following hypothesis is developed.

H4. Employee motivation has a positive impact on increase in employee work performance.

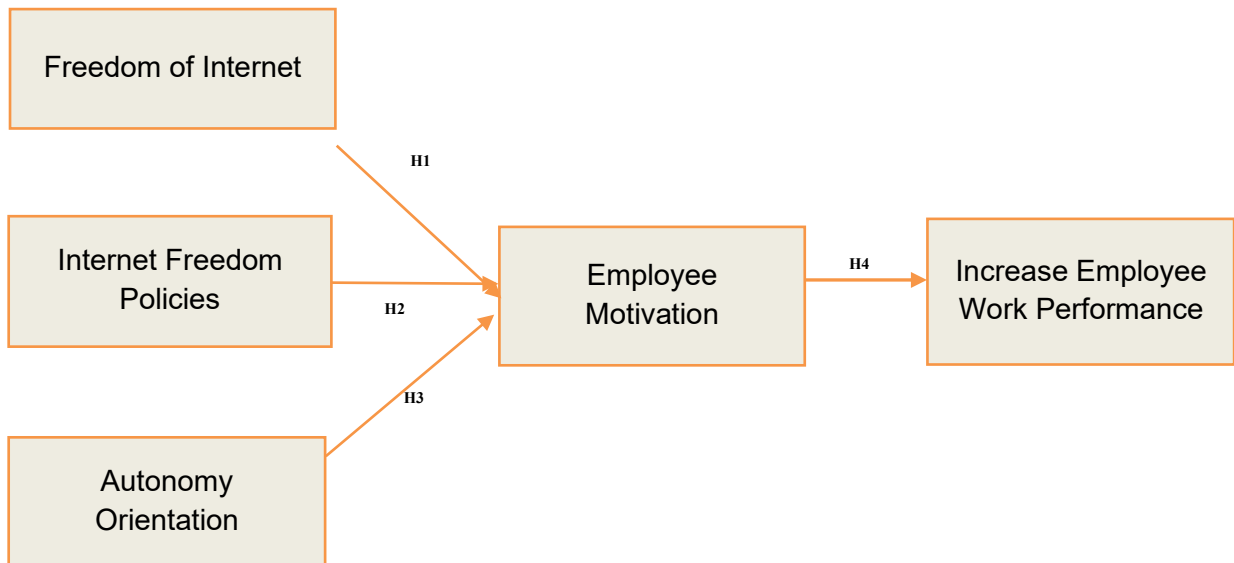


Figure 1. Research Framework

3. Methodology

3.1 procedure of data collection

Academic universities in Saudi Arabia were targeted for data collection process, three universities were randomly chosen for this purpose. One university private and the rest two were public sector universities. All three universities are situated in the capital city of Riyadh. Selection of universities were based on the convenient and easy access for the researcher. Unit of analysis were both the staff, i.e. academic and administrative staff. Academic included the faculty members, whereas administrative staff included management staff. Approval taken from the concerned authorities and then accessed them through their email addresses. The link of google docs has been created and shared with all the respondents.

4. Results

4.1 measurements

Respondents were considered from three different universities; thus 300 email addresses were utilized. Each university got 100 emails, the sample has been divided between faculty and administrative, this accurately, 50 members were chosen from each sample i.e. administrative and faculty. In order to calculate sample size, the recommendations are at least 5 times high the number of the considered constructs items (Hair et al., 2010). In this scenario, the total considered items for all the constructs are 25, thus $(25*5)$ makes 125. Thus the minimum respondents for the present study should not be less than 125. Since present study targeted 300 respondents, where 282 valid responses were returned and calculated.

Questionnaire items were measured through five point Likert scale i.e. (1) strongly disagree, to (5) strongly agree. Considered constructs items were 25 in total, where (4) four items were adapted for “freedom of internet” from the study of (Ferreira & Plessis, 2009). Seven (7) items adopted for “internet freedom policies” from (Messarra et al., 2011). Six (6) items were adopted for “autonomy orientation” from (Hackman & Oldham, 1974). Eight (8) items were adapted for “employee motivation” and “increase employee work performance”, from (Lim & Chen, 2009).

4.2 Descriptive Analysis

Table 1 below shows the descriptive analysis of the respondents. It shows the respondents frequencies of age, gender, service experience, profession, nationality etc. Local Saudi responses were recorded as 122, whereas 160 were non-Saudi participated in the study. Gender perspectives, 94 were females and 188 were recorded as male respondents. Respondents whose ages between 18-27 were recorded the highest 93. Respondents with the master’s degree recorded the highest 154. Total faculty responses were recorded as 165, whereas 117 recorded as administrative staff. Respondents who had more than 10 years of job experience were recorded as the highest 106. Whereas, respondents who had in between 10 to 20 years of job experience were recorded as the highest 105.

Table 1. Descriptive Analysis of Respondents

Demographics	Options (if any)..	Frequency Total = 282	Percentage %
Nationality	National (Saudi's)	122	43.26
	Non-Saudi Nationals	160	56.73
Gender	Male (1)	188	66.66
	Female (2)	94	33.33
Age Group	Less than (17 Years)	23	8.15
	18-28	93	32.97
	29-37	91	32.26
	38-48	69	24.46
	49-59	6	2.12
	60 & Above	--	
Education	Diploma	55	19.50
	Bachelors	41	14.53
	Ms. Degree Holder	154	54.60
	PhD Degree Holder	32	11.34
Profession	Administrative	117	41.48
	Faculty member	165	58.51
Services at company	< Less a year	6	2.12
	Half to a year	13	4.60
	1 to 2 years	19	6.73
	2 to 5 years	62	21.98
	5 to 10 years	76	26.95
	> More than 10 years	106	37.58
Experience overall	<Less than 1	3	1.06
	One (1)- two (2) years	25	8.86
	Two (2) - five (5) years	23	8.15
	Five (5) – ten (10) years	59	20.92
	Ten (10)- twenty (20) years	105	20.92
	20 years and above	67	23.75

4.3 measurement validity and reliability analysis

Most recommended tests that are used to test the constructs item reliability are “composite reliability” and “Cronbach alpha”. Thus present study will consider Cronbach alpha test in order to check the reliability and validity of the considered constructs (Cronbach, 1951). According to (Vinzi *et al.*, 2010), the minimum recommended value should not be less than (0.70), but should be a greater. Table 2 below show the values of Cronbach alpha.

Table 2. Cronbach's Alpha values

Constructs	Value of Cronbach Alpha
Freedom of Internet	0.944
Internet freedom policies	0.929
Autonomy orientation	0.813
Employee motivation	0.910
Increase employee work performance	0.767

4.4 Standard deviation and mean value

Standard deviation is the dataset average amount of variability. This basically tells us the average and how far each value lies from the mean. High standard deviation are the values that are generally far away from the mean, whereas, low-standard deviation designates the values are clustered and close to the mean (Pritha Bhandari, 2023).

Below table 3 shows all the calculated values of mean, standard deviation and mean level. Mean value for freedom of internet calculated as 3.37, standard deviation value 0.73447 and considered as middle level to the mean level. Mean value for internet freedom policies calculated as 3.29, where standard deviation value calculated as 0.95321 and considered to the middle to the mean level. Similarly, autonomy orientation the mean value calculated as 3.41, and standard deviation value is calculated as 0.86301 and both the values are considered as middle to the mean level. Mean value for employee motivation is calculated as 3.26, and the standard deviation is calculated as 0.72953, thus both the values are considered as middle to the mean level. Similarly, mean value for increase employee work performance is calculated as 3.31, where the standard deviation is calculated as 0.87411, and both the values are at the middle to the mean level.

Table 3. Means & Standard Deviation

Constructs	Mean	Standard Deviation	Mean Level
Freedom of Internet	3.37	0.73447	Middle
Internet freedom policies	3.29	0.95321	Middle
Autonomy orientation	3.41	0.86301	Middle
Employee motivation	3.26	0.72953	Middle
Increase employee work performance	3.31	0.87411	Middle

4.5 Hypotheses and correlation test

Testing a hypothesis is conducted in order to check the association and correlation between the considered variables in population. Thus, for the present study the Pearson correlation method adopted which is significant at 2 tailed. Considered constructs i.e. freedom of

internet, internet freedom policies, autonomy orientation, employee motivation and increase employee work performance can be seen in table 4 below. Results however shows all the values are fulfilling the minimum criteria that is supposed to be according to the rule of thumb should be 0.01 significant at level 2 tailed. All the values correlation tested and hypotheses can be seen in below table 4.

Table 4. Hypotheses Correlation Test

		Correlations				
		Freedom of internet	Internet freedom policies	Autonomy orientation	Employee motivation	Increase employee work performance
Freedom of internet	Pearson Correlation	1	.211**	.624**	.672**	.472**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	282	282	282	282	282
Internet freedom policies	Pearson Correlation	.318**	1	.332**	.462**	.399**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	282	282	282	282	282
Autonomy orientation	Pearson Correlation	.478**	.512**	1	.599**	.462**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	282	282	282	282	282
Employee motivation	Pearson Correlation	.424**	.534**	.588**	1	.431**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	282	282	282	282	282
Increase employee work performance	Pearson Correlation	.572**	.582**	.518**	.672**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	282	282	282	282	282

***Correlations are significant at 0.01 level (2-tailed)

4.6 Hypotheses results

Below table 5 shows all the results of considered hypotheses. T-values for hypothesis 1 that is linked between freedom of internet and employee motivation is recorded as 8.712 and found significant at 0.000. Internet freedom policies hypothesized with employee motivation, where the t-values recorded as 9.763 and found significant at 0.000. Autonomy orientation is hypothesized with employee motivation where t-value calculated as 6.996 and found significant at 0.000, similarly t-value for employee motivation and increase employee work performance calculated as 9.102 and found significant at 0.000.

Table 5. Hypotheses Results

	Constructs	t-value	Significant	Result
H1	Freedom of Internet → employee motivation	8.712	0.000	Positive
H2	Internet freedom policies → employee motivation	9.763	0.000	Positive
H3	Autonomy orientation → employee motivation	6.996	0.000	Positive
H4	Employee motivation → increase employee work performance	9.102	0.000	Positive

5. Discussion and Conclusion

Present study developed the study framework after extensive literature review. Study suggested (5) five constructs and (4) four hypothesis. Valid and usable responses were total in numbers were recorded as 282, these responses were collected from the faculty and administrative staff from three different universities in the capital city of Saudi Arabia. H₁ suggested the link between freedom of internet and employee motivation. H₂ suggested the link between internet freedom policies and employee motivation. Similarly, H₃ assumed the link between autonomy orientation and employee motivation. Whereas, H₄ suggested the link between employee motivation and increase employee work performance.

Present study provides the information about the use of internet while employees are at work. And this provides us the behavior and attitude of employees too. Because it is important issue for both the parties i.e. employee and employer, since both are effective for each other's. Suppose the misuse of internet will kill the time of employer, this is a loss from all aspects, such as resources loss, time lose, no productivity etc. thus study suggested the proper training to the employees before hire them and provide them with their autonomy, this autonomy and proper policies will give them a good opportunity to show respect towards their organization and use the resources in a good manner.

Study results also indicated the moderate use of internet for employees for recreation purpose is allowing. And considered internet facility as a resources provided by the organization to their employees.

Study limitations and future directions

Present study is consisting of few limitations. Firstly, study conducted in Saudi Arabia, future studies can consider other countries. Secondly, present study valid responses were 282 only, increasing and decreasing of respondents may have different results. Thirdly, number of hypotheses can be increased or decreased for different results. Fourthly, increase or decreasing the number of constructs may also have impact on results. Fifthly, sequences of constructs also may have different effects on each other, thus considering the different sequence is also recommendable. Sixthly, study did not consider any moderator, thus by considering moderator may have different results.

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