

LEISURE OF INTERNET DURING OFFICE HOURS AND EMPLOYEE PRODUCTIVITY: MEDIATING ROLE OF EMPLOYEE COMMITMENT

LAZER DA INTERNET DURANTE O HORÁRIO DE TRABALHO E PRODUTIVIDADE DOS FUNCIONÁRIOS: PAPEL MEDIADOR DO COMPROMISSO DOS FUNCIONÁRIOS

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Abstract: Core purpose of the present study is to investigate the about the role of workplace internet leisure and to find out whether its productive or unproductive. Additionally, present study is to find out the impact on considered constructs; workplace internet leisure, workplace internet leisure policies, and workplace autonomy orientation that impact employee commitment and further leads to employee productivity. Total of 282 valid responses were obtained from the respondents. To analyze the data, SPSS latest version was used. Findings of the study clearly indicates the that workplace internet leisure, workplace internet leisure policies, and workplace autonomy orientation has a positive impact on employee commitment and that leads to employee productivity.

Present study findings are core to understand the organizational managers and policy makers, these results are useful in academic institutes in Saudi Arabia such as universities. Since, the respondents included both the stakeholders administrative staff and faculty members.

Keywords: Employee productivity. Workplace internet leisure policies. Employee commitment. Workplace autonomy orientation. Workplace internet leisure.

Resumo: O objetivo central do presente estudo é investigar o papel do lazer na Internet no local de trabalho e descobrir se é produtivo ou improdutivo. Além disso, o presente estudo é descobrir o impacto em construções consideradas; lazer na internet no local de trabalho, políticas de lazer na internet no local de trabalho, e orientação para a autonomia no local de trabalho que impacta o compromisso dos funcionários e leva ainda mais à produtividade dos funcionários. No total, foram obtidas 282 respostas válidas dos entrevistados. Para analisar os dados, foi utilizada a última versão do SPSS. Os resultados do estudo indicam claramente que o lazer no local de trabalho pela internet, as políticas de lazer na internet no local de trabalho e a orientação para a autonomia no local de trabalho têm um impacto positivo no compromisso dos funcionários e que leva à produtividade dos funcionários. Os resultados do estudo atual são fundamentais para entender os gerentes organizacionais e os formuladores de políticas, estes resultados são úteis em institutos acadêmicos

na Arábia Saudita, tais como universidades. Uma vez que os entrevistados incluíam tanto o pessoal administrativo das partes interessadas quanto os membros do corpo docente.

Palavras-chave: Produtividade dos funcionários. Políticas de lazer na internet no local de trabalho. Compromisso dos funcionários. Orientação para a autonomia do local de trabalho. Lazer no local de trabalho na internet.

1. Introduction

In contemporary era, the use of internet and new technologies equipment's cannot be ignored, these cannot be ignored due to its effectiveness and impacts on changing consumer needs and requests. These facilities and equipment's are important in order to compete in any businesses arena. This got global attention gradually and now almost every organization such as educational institutes, non-governmental organizations (NGO'S), banks, airline office etc. are using these technologies for the effective responses. Internet and other advanced technologies also helps organizations to transform the workplace into a global network by achieving competitive advantage (Chong et al., 2018; Hsu and Yen, 2016; (Heyam, 2022). Internet provides to the organization and its employees; the opportunity to enhance their capabilities, such as improving their communication, enhancing performance, and different other techniques to reach and target their consumers (Koay, 2018). Professional activity while using internet is acceptable, however, workplace during official hours becomes sometimes a crucial matter for employees, managers etc. (Cao et al., 2016; Heyam, 2022). Even sometimes at workplace internet provides novel activities that engaged employees for hours, which may have different effects on the workplace (Qiaolei, 2014). The bad impression of employees during the use of internet at workplace too some consideration in the earlier studies such as (Harcharanjit et al., 2019; Huma et al., 2017; Messarra et al., 2011). Conclusion and findings of these studies showed that this type of activities at workplace can waste organizational time. Further, this activity can distract from their actual objective and in resulting a decrease in productivity overall (Haseebullah & Saad Alflayeh 2021; Lim & Teo, 2005; Lim & Chen, 2009).

Term “workplace internet leisure” was initially defined by (Lim, 2002; Lim & Teo, 2005), which stated that “it is a self-choosing actions that is used in organizations during official hours for unconcerned organizational goals and objectives. Including other terms also describing non-work-related computing, such as cyberslacking and cyberloafing etc. (Alflayeh et al., 2020; Kim and Byrne, 2011; Vitak et al., 2011). The examples of such

activity during office hours are included, sending and getting irrelevant emails, playing online games, and use of other social network sites (Al Mousa et al., 2022; Baturay & Toker, 2015; Blanchard & Henle, 2008).

Different studies in past had conducted and findings showed that organizations on average spent more than 5 hours everyday surfing internet (Fox, 2007). Additionally, it was found by (Snapshot Spy, 2008), that more than 41% of internet access in the workplace is spent on irrelevant activities, and more than 61% online purchasing made during offices hours. Negative usage is cursed in the past studies, however, some studies even contented that this activity may reduce the work flow, burden and even reduce the stress (Oravec, 2004; Stanton, 2002), that stimulates knowledge and collaboration (Ferreira and Plessis, 2009), which resulting in facilitating fresh ideas and mental recovery (Al-Meshal et al., 2020; Ivarsson and Larsson, 2011); increase employee satisfaction and which in return increase productivity (Coker, 2011; Quoquab et al., 2015). As of discussion above literature is somehow inconsistent to decide and reach to the pros and cons of these activities, thus present study will have considered novel constructs that may have some new approaches and effects. Contemporary study however suggested the moderate use of internet which supposed to be within 18% to 20% of the official hours may have positive impact on workers that ultimately increase their satisfaction level which in turn get more into productivity. Additionally, past literature also witnessed the moderate use of internet is healthy in order to get more productivity (Al Mousa et al., 2022; Oravec, 2002; Anandarajan et al., 2006).

Henceforth, present study is conducting in Saudi Arabian universities, thus linking up the use of internet between administrative staff and faculty members. According to Saudi Arabian latest statistics reports, there are 7 seven Saudi Arabian universities ranked in the QS World University rankings 2021. Whereas 23 of the top 100 in the Arab world in Saudi Arabia. Quoted with quality and features Saudi Arabia is having 36th best higher education system globally. These universities are offering bachelors, masters, and PhD degrees. National and international students are enrolled in different offered programs. Diversification like everywhere, is found here in all organizations, since it could be a source of creativity, thus in academia also this formula has been adopted, thus faculty and administrative staff is comprised of different nationalities, such as Indian, Pakistanis, Egyptians, Sudanese, Lebanese, Yemen etc.

Facilities for students, faculty and other administrative staff are at utmost. These facilities included well-furnished classrooms, labs for students with well-equipped internet and other related formalities. In addition, for faculty there is a private room concept, private room scheduled with office hours etc. and also fully equipped with advance internet and other related formalities. Similarly, administrative staff are also having very well equipped internet facility, latest computer etc. thus all of them are having enough internet and computer for net surfing. These facilities such as internet will lead staff and faculty members. Thus according to the first objective of the present study, is to examine the relationship and effect of workplace internet leisure and employee commitment and employee productivity. Due to the importance of educational sector, the employees must be well trained and subjective to the organizations goal oriented, and this can be achieved any organization only if their staff is committed and satisfied with the provided environment (Mohammad et al., 2011). Based on the discussion above the internet facility in educational sector is very important, especially after the COVID-19. Educational sector like any other organization got improvement in their speed in internet and even after the break of COVID-19, the internet is considered as the backbone of educational sector. Thus this provides the opportunity to faculty and administrative staff to link-up the strong knot.

2. Literature Review

2.1 Underpinning Theory

Job demand resources model (JD-R), has gained vigorous importance among social researchers. JD-R model proposed that the employees well-being are the results between positive (i.e. organizational resources) and negative (organizational demands) job features (Ali et al., 2019; Demerouti & Bakker, 2011; Demerouti et al., 2001). Job demand can be defined as “those organizational, physical and social aspects which requires sustained mental and physical exertion, that are further associated with certain psychological and physiological costs. Jobs demand included extra overloaded work, personal communication conflict, physical demands, risk and hazards, position complex, delegation etc. whereas job resources included feedback, social support, autonomy, and supportive environment etc. Several times the JD-R model has been changed by scholars, such as (Schaufeli & Bakker, 2004), included work engagement where job resources considered as mediating between turnover intentions and job resources. Furthermore, another change has been occurred when JD-R model has been revised by (Huhtala & Parzefall, 2007), where they mentioned

the employee innovative behavior. They further explained work engagement through the influence of work-related resources that has the ability to influence the behavior of employees.

Henceforth, present study will examine the association between job features, different psychological states of minds, and their outcomes within the employees. Linking-up the present study with the JD-R model, this provides the demands and its insightfulness, psychological states, resources, and other outcomes are linked. Thus, based on JD-R model present study contends that Workplace internet leisure, Workplace internet leisure policies, and Workplace autonomy oriented, are vigorous resources which will enhance employee commitment towards job and ultimately help in employee productivity. More specifically, the use of internet for leisure can be considered as crucial resource which the employees can utilize during work to release the work anxiety and stress, they can take a break to acquire important information and share. With the similar context, present study also contends that workplace internet leisure policies are the core source to monitor and organize the internet use while office hours. For instance, if any organization set the rules and regulation for using and defining the internet hours which is consistent and fair among all employees and departments, then this would be perceived positively by employees. These set rules and defined hours of internet, are helpful for employees to understand their rights, responsibilities and duties, which in return reduce ambiguity and uncertainty at workplace, that eventually enhance employee commitment towards work and productivity. Correspondingly, this study also contended that employee's autonomy at working hours is another crucial element which has positive effects on employee commitment, motivation and pleasure.

Consequently, it is considered as a degree of freedom where employees have over important decisions while they are at work (Parker & Wall, 1998).

2.2 Workplace Internet Leisure

Conventionally during at work the behavior is transformed in offices, for instance, taking a long break for lunch or tea break, workplace internet leisure does not require the employees to be disappear from the workplace (Huma et al., 2017). This openly clarifies that workplace internet leisure became the core form of non-work-related behavior in the place of work (Ivarsson & Larsson, 2011). Workplace internet leisure is considered as work time and resources provided by organization where employees are engage in non-work

virtual activities such as stock trading, online shopping, and planning for vacations (Anandarajan & Simmers, 2005). Different school defined these activity according to their approaches, for instance, (Mill et al., 2001), described that workplace internet leisure is considered as recreational activity that involves wasting of employee time, whereas the employer assumed that employees are involved in daily routine official work. This behavior is considered even deviant behavior, for instance if employee noticed any violation against his psychological contract with employer, in return the employees will retaliate to the facility provided by employer (Lim, 2002). Contrary, internet is considered as a facility that helps in boost employees work and performance, workplace internet leisure provides the workers with a brief escape from daily routine official tasks and thus both the parties employee and employer will assume that workplace internet leisure is appropriate (Muhl, 2003). It is suggested by (Richards, 2012), that internet while at work could be beneficial in two ways, since it's a facility that employees will utilized as formally, and other, it could be a source of knowledge, information, that can develop and enhance the employee skills to utilize them in their work. Based on this discussion and perceiving's of employees which is justifiable to spent time on workplace internet leisure during office hours that can balance the time taken at office and home tasks.

2.3 Workplace Internet Leisure Policy

Workplace internet leisure policy is considered as a social contract where both the parties' employee and employer have mutually agreed to guide the organization on the subject. It was earlier stated by (Lichtenstein & Swatman, 1997), that it is important to set the terms and conditions of using internet at workplace which should be acceptable for both the parties' employer and employees. The earlier construct "workplace internet leisure", is considered an addiction of employee while at work, thus second construct i.e. "workplace internet leisure policy" is found to be effective and fruitful as compare to other punishments such as firing or deduction from employee income. With the help of second construct, employees whose addicted with the first construct are given chance to look for other treatments instead of deduction from income, or fire someone.

Thus, an acceptable set of rules and regulations for internet using while at work can have positive results, such as less turnover ratio, that even could lead employee more committed towards organizational productivity. It's a matter of trust, for instance (Lim & Teo's, 2005), has described that prohibition against using internet during office hours can

be a source of distrust which increase disloyalty among employees. The formed policy that includes the allowed internet hours for employees during working hours should be subjective in organizations to avoid any conflicts. These set of policies should be transparent and should be very clear. Setting the regulations of using internet are suggested by earlier scholars however more cited suggestions are from (Siau et al., 2002), this basically states the organization values and the code of conduct which can guide the employee's behavior; to direct the attention and focus the organizational employees towards the using of organizations internet to achieve the real goals; it is to emphasize that unethical activities which contradicts the organization code of conduct; to enforce and motivate employees to follow these uniform manners; need to motivate employees, this motivation comes from employee involvement in order to develop with these policies which ensure they agree and understand with the defined policies; in addition, this should be crystal clear that monitoring system is active that has the ability to check each and every employee activity. Moreover, it is also recommended by the earlier scholars to obtained the signed consent along with the job contract (Towns & Girard, 1998). This signed consent can enhance the awareness among employees to understand the use of internet (Henle et al., 2009). Stepwise, it is also demonstrated by (Hovorka-Mead et al., 2002), that advance notice is highly appreciable by employees, so that they will be well prepared before joining any organization. Study of (Griffiths, 2010) considered workplace internet leisure policies as a taken action by any organization and that has the ability to promote workplace internet leisure behavior.

2.4 Workplace Autonomy Orientation

Workplace internet leisure defined regulation could be outdated and rusted, thus organizations can recourse the other ways to manage workplace internet leisure behavior. Moreover, to provide proper training and education of the usage of internet, or providing workplace internet leisure at designated places far from the organization specified stations. These activities are the examples of flexibility which is called autonomy, which is implemented by the employer. It represents the tendency towards “relating to the use of one's will”, (Deci et al., 2017). In self-determination theory, it is proposing that when the employees are aware with the importance and value of the organization they will show high motivational level of work. For instance, autonomous orientation is found to be the less burnout in the workplace (Fernet et al., 2010). Additionally, it was also argued by (Richer et

al., 2002), autonomous orientation for the employee's job is related to employee job commitment, which in return switched to less emotional exhaustion. Autonomy is considered as a freedom towards employees from employer to carry out the routine tasks and determine the method to complete the tasks (Hackman & Oldham, 1974). In addition, it is further explained that autonomy can causes severe psychological state where employees personally feel responsible towards their work. Autonomy can be considered as informational, since it is the activity where the employee is more into thinking mode (Deci et al., 1989). Further added that information is a source of self-determination and control can reduce employee's self-determination.

2.5 Employee Productivity

Productivity of employees in any organization is crucial because it enhance sustainability to strengthen the organization performance in businesses overall. In simple words productivity can be defined as how much and how well we produce from the resource used (Bernolak, 1997, p. 204). Producing more or better goods from the existing resources that increases productivity. Several scholars defined employee productivity, for instance, (Coker, 2011) has defined as "it is the level of employee which represents their performance as overall, such as their attendance, quality of work, personal factors and capacity of performance. Productivity even can be measured through the availability and non-availability of employees in workplaces even (Beaton et al., 2009). Contrary, there is no measure where one's can be measure for their productivity (Haynes, 2007). However, perceive productivity of employee is more important as actual productivity (Leaman & Bordass, 2000). Study of (Haynes, 2007) defined employee productivity as "employee self-assessment of behavior and attitude which influence their work effectiveness and performance.

2.6 Employee Commitment

Job commitment is a key factor which contributes to physical and mental well-being of the organization employee (Becker, 2004). It has a key effect on job-related activities such as availability, productivity, turnover, and employee relations (Cao et al., 2016). The core outcomes and favorable factor in any organization is the employee commitment, because it has the reflection in extension to which the employees have the identification and commitment with organizational goals (Owoyemi et al., 2011). It further

concerns with the faithfulness with the organization, the willingness and to excel the efforts on behalf of the organization, the extent of value and degree between organization and employee, and the wish of employee to be hired by the organization (Messner, 2013). Commitment of employee towards their organization is considered as important issue since it could be used to predict employee performance, and other behavior such as availability etc. (Dordevic, 2004; Owoyemi et al, 2011).

In literature there are three components of employee commitments were found which are reported by (Meyer & Allen, 1997), these three components are as; affective commitment, continuance commitment and normative commitment. Affective commitment is said to be more emotional attachment with the organization. Second, continuance commitment is said to be considered as individual may commit towards organization because these individuals may perceive high-cost of losing organizational membership. Thirdly, normative commitment is said to be individual commitment which remains with the organization because with the obligations of organization, old-fashioned value of duty and loyalty. Additionally, it is the extent to which the employee feels obliged to make sacrifices personally and avoid un-necessary criticism towards organization. Thus job commitment of employee is important from all the aspects. Thus, for an organization to retain talent and reducing the turnover ratio, employee loyalty and employee commitment need to maintained as a core condition for increasing the productivity. In support of (Colquitt et al., 2017), the contemporary research has defined the employee commitment is the extent in the study framework, where they may perceive when their needs are fulfilled.

Hypotheses Development

2.7 Workplace Internet Leisure And Employee Commitment

Several past studies were provided the support for the relationship between the defined constructs (Deci & Ryan, 2008; Demerouti et al., 2001). More specifically self-determination theory argue that the regulations provided by the organization where employees feel back-support in their autonomy can boost their commitment towards job, which ultimately improve loyalty and productivity. Present study considered with the accordance of self-determination theory that the freedom degree at work may exert a positive impact on employee's motivation, and thus contemporary study suggesting that there could be harmful effects to monitor the employee's activities, such as this could

decrease the motivation level and job commitment level. However, in the job-demand resource model, the reasonable and moderate use of internet for the purpose of recreation can be considered as a job resource. These resources are having the potential to assist the employees by reducing the job demand, which can in return boost the employee commitment and ultimately increase productivity. Besides theoretical justification, empirical research also supports the link between workplace internet leisure and employee commitment (Colquitt et al., 2001; Lind & Tyler, 1988). Additionally, workplace internet leisure can be considered as a short-break which help to restore the focus and concentration is loosed of employees due to exhaustion of working environment (Coker, 2011).

Besides theoretical support even the empirical evidences are in support to argue that breaks during working environment can have a positive impact on employee concentration. Thus based on the following assumptions and literature the following hypothesis is developed:

H1. Workplace internet leisure has impact on employee commitment.

2.8 Relationship Between Workplace Internet Leisure Policy And Employee Commitment

Link between workplace internet leisure policy and employee commitment with job can be described as procedural justice theory (Lind & Tyler, 1988), and job-demand resource model (Bakker & Demerouti, 2014). More specifically procedural justice theory is more concerned with the effects of fairness of making the decision on the behavior and attitudes of the involved individuals which effect those individuals (Lind and Tyler, 1988). The study of fair procedure should be correctable, consistent, accurate, ethical and representative (Leventhal, 1980). These consistent rules and procedure should be applied consistently over the time across on people, rules are required to be accurate which can ensure the accuracy in the collection of information and decision making, rules that are correctable deals with the opportunities to change the decision that are unfair, rules which involves ethics are require the procedure to conform or prevail the standards and mortality which effects the decision that have been taken into account. Literature has witnessed the link and association of procedural justice with positive outcomes for instance, commitment, satisfaction, and good citizenship behavior (Colquitt et al., 2001; Lind and Tyler, 1988). Henceforth, contemporary study argued that workplace internet leisure policy

of any organization in a consistent manner across all sections and department, and people all around the organization set transparent and crystal clear instructions in regards to use the internet while at work, while employees are engaged in setting these rules and policies, to modify and edit these policies in accordance with the changes such as internal and external changes, in-order to follow the ethical procedure in collecting the information which can exert a positive impact on employees behavior and attitude in perspectives of their commitment and productivity.

Bases on the provided evidences i.e. theoretical and empirical, present study considered the use of workplace internet leisure policy has the potential to increase employee commitment, which ultimately increase the employee productivity. Based on this suggestion, the following hypothesis is developed.

H2. Workplace internet leisure policy impacts employee commitment.

2.9 Relationship Between Workplace Autonomy Orientation And Employee Commitment

Link between workplace autonomy orientation and employee commitment can be justified through self-determination-theory (Deci & Ryan, 1985), and job-demand resource model by (Bakker et al., 2004). In self-determination theory it can be said that performance affects the job freedom. This further undertakes that one has to feel psychologically that the behavior is self-endorsed and self-chosen (Deci et al., 2017). Factors initiating according to this theory are intentional behavior and can be categorized into informational, for instance supporting competence and autonomy, such as pressurizing employees for thinking that leads to specific way and behavior. Additionally, employees where they have informational supporter employer are likely to have more positive behavior and attitude, while to control employers are tended to have workers with negative perception (Deci & Ryan, 1985). Thus, this theory proposed the degree of autonomy in the working environment that has a positive impact on employee's behavior and attitude. When employees are experiencing the support for autonomy they must texture a good connection with the employer, work output expectations are high, more efficiency and commitment are also expected (Deci et al., 2017). Eventually, the job-demand resource model considering employee's autonomy as a resource of job which can impact the employee commitment, satisfaction and ultimately increase productivity. Moreover, theoretical and empirical evidences in the previous literature has witnessed the relationship between

workplace autonomy and employee's commitment and employee's performance. For instance, greater autonomy in job leads to greater employee job commitment and satisfaction (Baard et al., 2004). Additionally, it is found in the conventional study of (Deci et al., 1989), that autonomy of work is providing the employees to accomplish their objective which leads them for more productivity and more committed towards their work. Based on the discussion and assumptions above present study however suggested and developed the following hypothesis.

H3. Workplace autonomy orientation has impact on employee commitment.

2.10 Relationship Between Employee Commitment And Employee Productivity

Study conducted by (Sageer et al., 2012), suggested that it is utmost important for a company to make their employees satisfied because it leads to more productivity. Moreover, (Halkos & Bousinakis, 2010), has also stressed that employees are more productive if they are committed and satisfied from the workplace environment. Chen et al., (2004), also in support of commitment and satisfaction leads to productivity. In order to understand the link between these two constructs, the social exchange theory by (Blau, 1964) can be utilized. The theory postulates the relationships between the parties, however it depends upon the sequence of exchange process which yield a reciprocal model that obligate in each and every party (Blau, 1964). Theory further elaborated that individuals are more inclined to response to those who can help, support, guide and beneficial for them. Individuals who perceive that their satisfaction is from the employer will feel decently and more obligated to respond in order to demonstrate positive attitude and other behavior such as commitment, patronizing and efforts etc. which can in return moved on the organization ahead.

Thus based on the discussion and evidences in the past literature, present study however suggested that employee commitment has the ability to increase the organization productivity, and following is the hypothesis developed.

H4. Employee commitment has a positive impact on employee productivity.

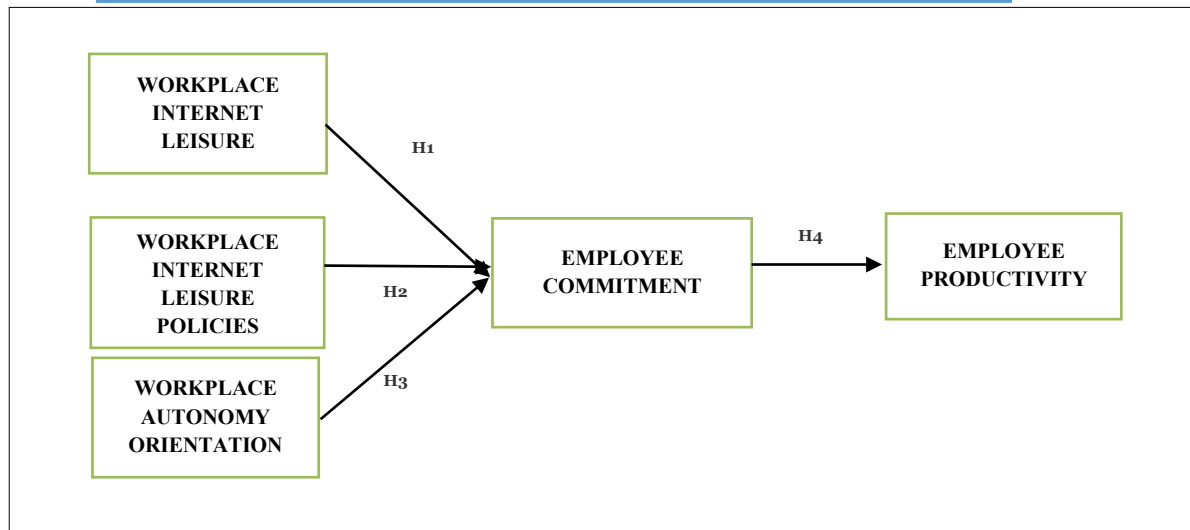


Figure 1. Research Framework

3. Research Method

3.1 Data Collection And Procedures

Data collection process was from Saudi Arabian universities, randomly three universities were chosen in the capital city of Riyadh. Two of them were public sector, however one university was private. These universities were chosen because of the convenient and easy access to the respondents. Unit of analysis were considered both the types of employees such as faculty member and administrative staff. After the approval and obtaining the email addresses of the respondents from the concern authorities, the respondents were contacted and approached through their official email addresses. The online questionnaire link, and request form for participation in the study, has been shared through the email addresses of these faculty members and administrative staff.

4. Data Analysis Process

4.1 Measurements

Since the respondents were three different universities faculty and administrative members. Thus, total 300 emails were drafted and sent, each university got 100 email addresses, where 50 for faculty and 50 for administrative staff were considered. Sample size was considered based on the recommendations of (Hair et al., 2010), i.e. to have at least 5 times the high numbers of the total variables. Thus accordingly the minimum respondents should be 125 (25*5). However, targeting almost 300 respondents and the return responses were 282. These returned responses were in usable form and ready for further analysis.

Five point Likert scale for the measurement of the items were used as (1) strongly disagree and (5) strongly agree. Total 25 items were considered for the present study, where 4 items were adapted for “workplace internet leisure” from the previous study of (Ferreira & Plessis, 2009), 7 items were adopted from (Messarra et al., 2011) for “workplace internet leisure policy”. Total of 6 items were adopted from (Hackman & Oldham, 1974) for workplace autonomy orientation, whereas 8 items were adapted from (Lim & Chen, 2009) for the remaining two constructs i.e. employee commitment and employee productivity.

4.2 Descriptive Analysis

The table 1 shows the respondents descriptive analysis of the collected data from targeted respondents. Table shows the frequency of genders, nationalities, age group, education, age group, profession, service experience at present job and experience overall are included. Meanwhile total 122 respondents were Saudi nationals and 160 were non-Saudi respondents recorded. 188 respondents were male and 94 respondents were females. Similarly, age group from 18-27 was recorded the highest participation which is 93 respondents. The highest education group 154 respondents were recorded with the qualification of master’s degree. 165 respondents were faculty, whereas 117 were other administrative members. 106 respondents were recorded the highest who had more than 10 years of experience at the present job. However, 105 respondents were recorded as the highest experienced respondents who had 10-20 years of job experience.

Table 1: Descriptive Analysis of Respondents

Demographics of Respondents	Options (if any)..	Frequency Total = 282	Percentage %
<i>Nationality</i>	Saudi National	122	43.26
	Non-Saudi National	160	56.73
<i>Gender</i>	Male	188	66.66
	Female	94	33.33
<i>Age Group</i>	Less than 17	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	--	
<i>Education</i>	Diploma (college)	55	19.50
	Bachelor degree	41	14.53
	Master degree	154	54.60
	PhD degree	32	11.34
	Administrative	117	41.48

<i>Profession</i>	Faculty member	165	58.51
<i>Services at company</i>	Less than a year	6	2.12
	Half a year to one year	13	4.60
	One to two years	19	6.73
	Two to five years	62	21.98
	Five to ten years	76	26.95
	More than ten years	106	37.58
<i>Experience overall</i>	Less than 1	3	1.06
	1-2 years	25	8.86
	2-5 years	23	8.15
	5-10 years	59	20.92
	10-20 years	105	20.92
	20 years and above	67	23.75

4.3 Measure Validation And Reliability Analysis

In order to check the validity and reliability of the constructs items, there are two types of test i.e. Cronbach alpha and composite reliability. However, Cronbach alpha test recommended by (Cronbach, 1951), is still recommended by the past literatures in order to test the reliability of the constructs items. This test further is used to identify and explore the basic and fundamental importance to the defined constructs. The values of this test should not less than but should be greater than (0.70) (Vinzi *et al.*, 2010). Results of Cronbach alpha values can be seen in table 2.

Table 2: Cronbach's Alpha values

Constructs	Value of Cronbach Alpha
Workplace Internet leisure	0.854
Workplace internet leisure policies	0.819
Workplace autonomy orientation	0.848
Employee commitment	0.941
Employee productivity	0.857

4.4 Means And Standard Deviation

Table below shows the values of mean, standard deviation and mean level. Workplace internet leisure mean value calculated as 3.29 and standard deviation value calculated as 0.62351, both the values are considered as middle to the mean level. Similarly, workplace internet leisure policy mean level calculated as 3.14, and standard deviation value calculated as 0.86452, whereas the mean level calculated as middle for both the values. Workplace autonomy orientation mean value calculated as 3.33 and standard deviation value calculated as 0.77512, and both the values are considered as middle to the mean level.

Employee commitment mean value is calculated as 3.19 and standard deviation for the same constructs is 0.82878, both the values are considered as the middle to the mean. Similarly, employee productivity mean level calculated as 3.22 and standard deviation value calculated as 0.77154, whereas the mean level calculated as middle for both the values. Below table 3 shows all the values of means, standard deviation and the level to the mean.

Table 3: Means and Standard Deviation

Constructs	Mean	Standard Deviation	Mean Level
Workplace Internet leisure	3.29	0.62351	Middle
Workplace internet leisure policies	3.14	0.86452	Middle
Workplace autonomy orientation	3.33	0.77512	Middle
Employee commitment	3.19	0.82878	Middle
Employee productivity	3.22	0.77154	Middle

4.5 Hypotheses And Correlation Test

In order to test the considered hypotheses, the contemporary study however utilized the Pearson correlation method that is significant at 2 tailed. These considered constructs that includes workplace internet leisure, workplace internet leisure policies, workplace autonomy orientation, employee commitment and employee productivity can be seen in below table 4. The results indicating that all the values are fulfilling the required and minimum criteria. The values according to the rules of thumb should be 0.01 considered as significant at level 2 tailed. Values for correlation test and hypothesis can be seen in table 4 below.

Table 4: Correlation test for hypothesis

		Correlations				
		Workplace internet leisure	Workplace internet leisure policies	Workplace autonomy orientation	Employee commitment	Employee Productivity
Workplace internet leisure	Pearson Correlation	1	.206**	.512**	.575**	.562**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	282	282	282	282	282
Workplace internet leisure	Pearson Correlation	.416**	1	.433**	.461**	.206**
	Sig. (2-tailed)	.000		.000	.000	.000

policies	N	282	282	282	282	282
Workplace autonomy orientation	Pearson Correlation	.512**	.413**	1	.630**	.341**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	282	282	282	282	282
Employee commitment	Pearson Correlation	.525**	.431**	.610**	1	.332**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	282	282	282	282	282
Employee Productivity	Pearson Correlation	.585**	.471**	.630**	1	.396**
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	282	282	282	282	282

**Correlation is significant at the 0.01 level (2-tailed)

4.6 Hypothesis Results

Table below shows the results of suggested hypotheses. Value t, for hypothesis 1 which is linked between workplace internet leisure and employee commitment were 9.643 and significant at 0.000. T-value for the second i.e. workplace internet leisure policy and employee commitment were 8.981 and significant at 0.000. similarly, third link is workplace autonomy orientation and employee commitment, where t value is 5.896 and significant at 0.000. Lastly, the link between employee commitment and employee productivity t-value recorded as 10.113 and significant at 0.000. Henceforth, all values of table 5 were found significant at 0.000.

Table 5: Hypotheses Results

	Constructs	t-value	Significant	Result
H1	Workplace internet leisure → employee commitment	9.643	0.000	Positive
H2	Workplace internet leisure policy → employee commitment	8.981	0.000	Positive
H3	Workplace autonomy orientation → employee commitment	5.896	0.000	Positive
H4	Employee commitment → employee productivity	10.113	0.000	Positive

5. Discussion and Conclusion

Contemporary study was conducted in Saudi Arabia. Study framework has been developed after extensive literature review and total 4 (four) hypotheses were developed.

Total 282 valid responses were, faculty members and administrative members, were received from the considered three universities situated in Riyadh the capital city of Saudi Arabia, where two of them were public and one university was private university. Hypothesis 1 was suggested the link between workplace internet leisure and employee job commitment. Hypothesis 2 was suggested the link between workplace internet leisure policy and employee commitment. Hypothesis 3 considered the link between workplace autonomy orientation and employee commitment. Whereas, hypothesis 4 suggested the link between employee commitment and employee productivity.

Present study then provides the use of internet for employees and employers while they are at work. This study is basically providing us the employee behavior and attitude towards the use of internet. Since, it's important matter, and both the stack holders, employee and employers are involved and effect. Study considered the suggested constructs and hypothesized. Results overall shows that workplace internet leisure has positively impacts employee commitment, secondly, workplace internet leisure policy also impacts positively employee commitment, thirdly, workplace autonomy orientation of employee at work place positively impacts employee commitment, and employee commitment positively impacts employee work productivity. Thus the results are in favor to use the moderate internet facility while employees are at work, but important point is the real commitment of employees towards their job.

Future Directions

Research studies exists with limitations. Likewise, other study this research also has some limitations that can be addressed by upcoming researchers. Present study took place in Saudi Arabia, future study can consider other Arab countries or any other country, by applying this action, results and findings may be different. Secondly, present research conducted in academia, whereas future studies can consider other organizations such as banks, hotel industry, garment industry etc. Thirdly, present study considered only five constructs, future studies can consider more and other constructs too. Fourth, future studies could change the sequence and order of the current study framework. Fifth, future studies can also consider employee motivation as moderator or mediator.

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