



The Effect of Workload on Organisational Commitment among Reservations Employees at Egyptian Hotels and Travel Agencies: Cyberloafing as a Mediator

Mohamed Ahmed Elsaied¹

Ahmed Anwar Elsaed²

Reham Mamdouh Abd El-Maksoud³

^{1 & 2} Department of Hotel Studies, Faculty of Tourism and Hotels, Mansoura University

³ Department of Tourism Studies, Faculty of Tourism and Hotels, Mansoura University

ABSTRACT

The current paper intended to inspect the effect of workload on organisational commitment via cyberloafing as an intervening variable among reservations employees at Egyptian hotels and travel agencies. This study applied a descriptive and analytical methodology through designing a questionnaire composed of (21) questions to be used as a study tool. (400) reservations employees in five-star hotels and travel agencies category A in all took part in the survey. The structural equation modeling (SEM) results indicated that there is a partial effect for the intervening variable (Cyberloafing) in the correlation between workload's variables (psychological and physical) and organisational commitment amongst the employees. The study importantly recommended imposing more control on employee's cyberloafing at Egyptian hotels and travel agencies, as well motivating employees to perform their tasks and reducing work pressure on employees by positive social connections at work.

KEYWORDS

Workload, organisational commitment, cyberloafing, travel agencies, hotels.

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تأثير عبء العمل على الإلتزام التنظيمي لدى موظفي الحجز بالفنادق ووكالات السفر والسياحة المصرية: التسكع السيبراني كوسيط

محمد أحمد محمود السعيد¹ أحمد أنور السعيد²

ريهام ممدوح محمد عبدالمقصود³

^{1&2} قسم الدراسات الفندقية- كلية السياحة والفنادق- جامعة المنصورة

³ قسم الدراسات السياحية - كلية السياحة والفنادق- جامعة المنصورة

الملخص

يهدف البحث إلى دراسة تأثير عبء العمل على الإلتزام التنظيمي من خلال التسكع السيبراني كمتغير وسيط بين موظفي الحجزات في الفنادق ووكالات السفر المصرية. وتم استخدام المنهج الوصفي التحليلي من خلال تصميم استبانة مكونة من عدد (21) عبارة لاستخدامها كأداة للدراسة. وقد شارك في البحث عدد (400) موظف من موظفي الحجزات في فنادق الخمس نجوم ووكالات السفر والسياحة فئة أ. وأشارت نتائج نمذجة المعادلة الهيكلية (SEM) إلى وجود تأثير جزئي للمتغير الوسيط (التسكع السيبراني) في العلاقة بين متغيرات عبء العمل (النفسية والجسدية) والإلتزام التنظيمي بين الموظفين. وأوصت الدراسة بضرورة فرض المزيد من الرقابة على التسكع الإلكتروني للموظفين في الفنادق ووكالات السفر المصرية، وتحفيز الموظفين على أداء مهامهم، وتقليل ضغوط العمل على الموظفين من خلال تشجيع العلاقات الاجتماعية الإيجابية في العمل.

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الإلتزام التنظيمي، عبء العمل، التسكع السيبراني، وكالات السفر والسياحة، الفنادق

1. Introduction

Tourist and hotels organisations seek to connect their employees, psychologically and emotionally, to ensure acceptance of the organisation's values and belief in them, which is expressed by organisational commitment, and thus their commitment is reflected in the quality of their performance (Tang, 2019). These organisations generally seek to achieve their goals efficiently and effectively by attracting qualified human resources that can be employed in a manner consistent with their organisational goals (Kim, 2020). On the other hand, caring for the psychological and physical health of employees in the establishment is an important issue, and it greatly impacts the work environment. At the forefront of these factors is stress associated with the functional and organisational environment, as workload is considered among the most important elements of stress (Yikilmaz et al., 2023). This comes through the increasing interest of researchers in focusing on studying workload (Arifah et al., 2023; Salama et al., 2022; Aladwan et al., 2021; Junaidi et al., 2020; Haldorai et al., 2019; Erat et al., 2017). In the past, the problem was viewed as a phenomenon related to the general health of the individual, and thus workload can lead to employees evading their work and duties (Chukwudi et al., 2022).

Many studies have shown that cyberloafing contributes to employees evading their job duties, regardless of gender: male and female, and type of use, such as browsing the Internet and email (Kaptangil et al., 2021; Wiastuti et al., 2019; Koay et al., 2017; Arshad et al., 2016). The ease of access to various information technology gadgets like computers, tablets, and smartphones, in addition to widespread Internet services, enables employees to utilise these devices for personal purposes throughout working hours (Krishna & Agrawal, 2023). Hence, this study aims to identify cyberloafing as an intervening variable in the impact of workload on organisational commitment among reservations employees at Egyptian hotels and travel agencies.

This study's problem lies in highlighting the effect of physical and psychological workload on organisational commitment through cyberloafing as an intermediating variable. The problem of this study stems from the lack of previous researches that studied the impact of cyberloafing on organisational commitment in the tourism and hotel sector (Wiastuti et al., 2022; Soliman et al., 2023), while the largest number of studies that addressed the effectiveness of cyberloafing on organisational commitment were in other sectors, examples of which are; (Lu et al., 2024; Krishna & Agrawal, 2023; Aladwan et al., 2021; Gokcearslan et al., 2018; Pindek et al., 2018; Hardiani et al., 2017; Arshad et al., 2016), and that there is a difference in the findings of previous researches that studied the effectiveness of workload on cyberloafing (Wiastuti et al., 2022; Gokcearslan et al., 2018), so the aim of the research is to inspect cyberloafing as an intervening variable in the effect of workload on organisational commitment among reservations employees at Egyptian hotels and travel agencies.

2. Literature review

Workload at Tourism and Hotels Sector

Regarding the continuously changing environment of organisations, the issue of workload has been paid attention to academics and organisations. Although the workload

is not a newly discovered concept, in the current context it has drawn great attention for both academics and organisations (Arifah et al., 2023; Salama et al., 2022; Aladwan et al., 2021; Junaidi et al., 2020; Haldorai et al., 2019; Erat et al., 2017). More specifically, establishments have become searching for efficient ways to evaluate work performance, while there are several tools that measure the essential aspects of workload (Wibowo et al., 2021; Rehman and Mubashar, 2017). According to Boella and Goss-Turner (2019), workload can be perceived as the physical and mental effort correlated with performing a task, or a set of tasks, meeting work requirements and the interaction that occurs between the worker and a specific task under certain conditions, taking into account their special circumstances and the different mechanisms they face in their jobs (Abdou *et al.*, 2022).

The phenomenon of stress and psychological workload is a relatively novel topic. It is not only restricted to one field, but has extended to every field in which a person engages in a specific activity (Nain, 2018). Researchers attach importance to psychological stress and its negative and positive effects and its relationship to self-efficacy, as ignoring psychological stress can affect the extent of self-efficacy and consequently lead to the waste of enormous human and material resources (Inegbedion et al., 2020). Psychological workload can be illustrated as a state of severe tension because of external factors leading to pressure on the individual, and creating a state of imbalance and behavioral disturbance (Lantican, 2021).

Physical workload is defined as the work that demands the physical energy of human muscles as a source of energy, which is the measurable part when performing a specific task (Grobelna, 2021). This is influenced by a set of factors, e.g., the nature of the work, training, inducement and surrounding circumstances. Notably, physical work will lead to some changes in the function of the organs in the body (Anees et al., 2021). Thus, physical workload could be measured through changes in the function of bodily organs through oxygen consumption, heart rate, air circulation in the lungs, body temperature, and evaporation rate (Chukwudi et al., 2022). As a result of the increasing pressure on the worker, some negative effects occur that are harmful to the employees and their physical safety. The most significant physical diseases that the employees can suffer from due to pressure at work are the following: stomach ulcers, heart disease, diabetes, headaches, increased heart rate and blood pressure (Baquero, 2022).

Rising workload in the tourism and hospitality sector resulting from job requirements is considered among the critical factors contributing to workers' isolation in this sector (Rehman and Mubashar, 2017). Workload is determined by the required bodily and mental effort to accomplish job duties in the work environment. It can be determined by the extent of hardness employees face in the workplace and is often negatively recognised because of the ensuing psychological and physical stress (Prasetio et al., 2018; Bowling et al., 2015). There are some factors that pose psychological and social risk in the tourism businesses are job insecurity, work-life balance disturbance, and high workload, which in turn create a great burden on the employee, consequently affect primarily the employee's personal life (Tentama et al., 2019), resulting in low morale, burnout, and an increased absenteeism (Chukwudi et al., 2022). Strain factors within the work environment like workloads could drive workers to search for other jobs seeking to

recharge their exhausted resources (Yikilmaz et al., 2023), which in return can significantly affect their organisational commitment (Arifah et al., 2023; Aladwan et al., 2021).

The Phenomenon of Cyberloafing as a Consequence of Workload

The great technological progress that has stimulated other important changes has been observed throughout the world, and the growth of information technology and the Internet is the most important change that results to the information age, and in the information age, Internet technologies have been a portion of personal and business life, and have made numerous advantages (Jandaghi et al., 2015). Various information technology inventions, such as: computers, tablets, smartphones as well as the Internet have become widespread (Carlson et al., 2015). Employees in tourism and hotel establishments utilise these devices for personal purposes throughout working hours (Kaptangil et al., 2021). Cyberloafing implies the usage of the Internet by workers for private purposes within working hours in their organisations (Krishna and Agrawal, 2023). Cyberloafing includes many examples, including browsing websites that are not related to the job (such as social networks, sports, entertainment, news, checking and sending personal emails, and other activities, like online shopping and online games) (Lu et al., 2024).

Usage of Internet has caused some negative effects, including cyberloafing, which is caused by three determinants: individual determinants, situational determinants, and organisational determinants (Gokcearslan et al., 2018). Aladwan et al. (2021) and Pindek et al. (2018) noted that the largest proportion of work pressures that employees are exposed to has an influence on their tendency to cyberloafing or doing activities that lead to their cyberloafing at workplace. Additionally, Jian et al. (2023) argued that employees often engage in cyberloafing activities when they experience conflicts with colleagues or lack awareness of their duties, job responsibilities, and the role they play in the workplace.

Wiastruti et al. (2022) found that work pressures caused about 11% of cyberloafing, through a weak but positive correlation, as the more stress at work, the more employees tend to engage in cyberloafing activities. They also found an agreement among employees that they engage in cyberloafing activities during work time by doing some online activities such as browsing websites that are not related to work such as news and job vacancies. Yenita & Rahmadi (2023) and Hardiani et al. (2017) emphasized the significance of realizing the correlation between work pressure and worker engagement in cyberloafing activities in hotels and travel companies.

It is worth noting that there is a need to reduce work pressure on employees. This can be reduced by increasing socialization, in addition to promoting employees' familiarity with their job description and applicable standard operational procedures (Aladwan, 2021). Also, it is important for management to provide tasks and responsibilities for each employee in line with his job position, as well as the importance of motivating employees to accomplish their tasks, as the more motivated workers are, the higher their performance levels will be (Usman et al., 2021; Koay& Soh, 2018). It is also beneficial

for management, in the context of reducing cyberloafing for employees through work hours, to reinforce the role of mobile phones like media and communication gadgets within work, and to restrict Wi-Fi and LAN networks to websites not linked to work (Kaptangil et al., 2021; Wiastuti et al., 2019; Koay et al., 2017; Arshad et al., 2016).

Organisational Commitment at Work

Organisational commitment is one of the topics that has gained increasing interest in the latest decades in the area of management due to its connection to the effectiveness of work in corporations and the level of work accomplishment in it (Wahyono and Riyanto, 2020). Organisational commitment expresses the individual's attitude towards the organisation, and includes an intense willingness to stay a member of it (Ramalho et al., 2018). Commitment is shown in the employees' exertion of further efforts at work. Indeed, committed employees are a source of strength to their organisations supporting them to survive and compete (Liu et al., 2020). It can be said that organisational commitment is a mental and social state that refers to the compatibility of the employees' objectives with the association's objectives and each party's sense of their responsibilities to the other party, adherence to the association's values and goals, a strong sensation of belonging to it, defending it, and the willingness to remain in it (Afandi, 2019). Organization commitment includes three factors; affective, continuance and normative (Aladwan et al., 2021; Hefny, 2021; Celiker, 2020; Kartika and Pienata, 2020; Kim et al., 2020; Ruiz-Palomo et al., 2020; Tang et al., 2019; Yeh, 2019; Lee et al., 2018; Kartika et al., 2017; Musringudin et al., 2017; Devece et al., 2016).

Affective commitment is the level of the worker's awareness of the characteristics that differentiate his work, such as independence, required skills, and the closeness and guidance of supervisors (Musringudin et al., 2017). This pattern of commitment is influenced by the extent of the worker's feeling that the organisational environment in which s/he works endorses her/him to engage influentially in the course of decision-making, related to work or to his personal interest (Lee et al., 2018). Those with this orientation are those who work according to a self-assessment of the requirements imposed by various work circumstances. Indeed, the connection between the employee and the organisation is according to what their organisations provide them, and affective commitment is due to the sense of belonging and psychological attachment to the association. Hence, employees who have a strong commitment maintain their position (Guzeller and Celiker, 2020).

Normative commitment refers to the worker's sense that he or she should continue with the organisation (Devece et al., 2016). This emotion is usually enhanced by the association's great support for its workers, encouraging them to engage and interact positively, not only in the work implementation procedures, but also by contributing to putting goals, planning, and formulating the organisation's general policies (Jaros, 2017). Normative commitment generally increases when the individual is loyal to the employer, or feels responsible for the work or compensation for the benefits and advantages received from the corporation (Tang et al., 2019). The normative element of commitment depends on the worker's perception of his or her responsibility towards the organisation.

In addition, skills and education cannot simply be transmitted to another association, which tends to enlarge individuals' commitment to their actual corporations (Koo et al., 2020).

Continuing commitment is represented in controlling the degree of commitment of the employee to the corporation where he works, i.e., the investment worth which he can achieve whether he continues working with the corporation versus what he will lose if he decides to join other entities, i.e., this is a relationship of interest that is based primarily on the benefit s/he obtains from the organisation (Yeh, 2019; Kartika et al., 2017). As long as the organisation in which s/he works provides her/him with benefits (returns) that exceed what other organisations can provide, s/he will continue to be associated with it (Ruiz-Palomo et al., 2020). However, if the working individual finds another organisation that provides better returns than those provided by the organisation in which he works, s/he will not hesitate to move to it (Kartika and Pienata, 2020; Kim et al., 2020).

To completely grasp the mechanisms underlying this relationship in the tourism businesses, more research is required. The development of the model relied upon an exhaustive assessment of the research literature.

The first hypothesis, that there is an impact of workload on organizational commitment, was based on the work of Arifah et al. (2023) and Aladwan et al.(2021) . The second hypothesis, that there is an impact of workload on cyberloafing, was formulated based on the research of Yenita & Rahmadi (2023), Wiastuti et al. (2022), Aladwan et al. (2021), Pindek et al. (2018), and Hardiani et al.(2017) . The third hypothesis, that there is an impact of cyberloafing on organizational commitment, is deduced from the studies conducted by Lu et al. (2024), Krishna & Agrawal (2023), Gokcearslan et al. (2018), Pindek et al. (2018), Hardiani et al. (2017), and Arshad et al.(2016) . Finally, the fourth hypothesis, the impact of cyberloafing on workload and organizational commitment, is relied on Aladwan et al. (2021).

The investigation's theoretical foundation is shown in Figure 1.

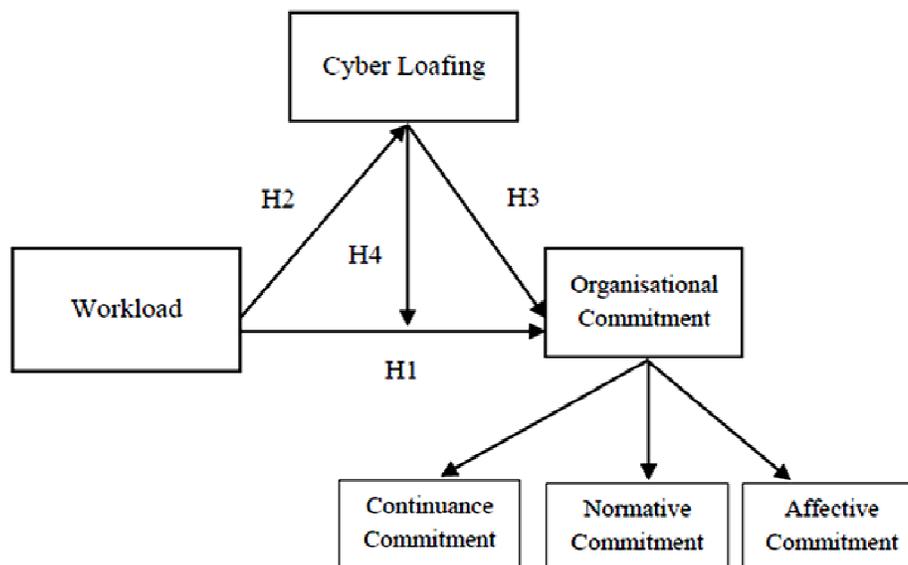


Figure 1: The conceptual model for research

Based on the earlier literature analysis, it has been assumed the following:

- H1.** Workload significantly affects Organisational Commitment.
- H2.** Workload significantly affects Cyberloafing.
- H3.** Cyberloafing significantly affects Organisational Commitment.
- H4.** Cyberloafing significantly and positively mediates the relationship between Workload and Organisational Commitment.

3. Materials and Methods

3.1. Measures and Instrument Development

In a sample of Egyptian Hotels and Travel Agencies "category A", the proposed study aims to investigate the effect of workload on organisational commitment amongst reservation employees at hotels and travel companies. The study also aims to inspect the role of cyberloafing in this relationship as a mediator. This was achieved by developing an online survey, addressed to reservation employees of hotels and travel companies through a Google Form, to collect relevant data. Online questionnaires have gained popularity for data gathering in the latest years due to the many advantages they offer, like cost effectiveness, time savings, reaching a larger and more varied population, increased reliability and accuracy, control over data storage and security, and the ability to incorporate multimedia content like images or videos to better illustrate the concepts being discussed (Braun et al., 2021; Wright, 2005).

In order to gather information for this research, participants filled out a questionnaire by themselves. Researchers found dependable and frequently used scales after examining the literature. A four-section standard questionnaire was developed using these scales. The questionnaire's first section asked about the participants' demographic data.

The second dimension, which is a five-point Likert scale with 1 denoting "strongly disagree" and 5 denoting "strongly agree," refers to the respondents responses to "workload at workplace", which include seven items (q1a1) Working in the organisation is stressful" WLW1", (q1a2) Working in the job requires high skills and diverse experiences" WLW 2", (q1a3) the number of working hours in the shift is long" WLW 3", (q1a4) There are always problems that are difficult to solve during work" WLW4", (q1a5) There is a possibility of risks and accidents during work " WLW5", (q1a6) The financial return of the job is weak" WLW6", (q1a7) There are disagreements and quarrels between employees during work" WLW7". Wibowo et al. (2021), Prasetio et al. (2018), Rehman and Mubashar (2017), and Bowling et al. (2015) all modified and employed this metric.

Third-dimension included five items in the dimension, " Cyberloafing at workplace" (q2b1) Employees download non-work related information from the work computer during the shift "CLW1", (q2b2) Employees browse breaking news websites during the work" CLW2", (q2b3) "Employees play online games on their smartphone during shift "CLW3", (q2b4) "Employees send messages from the work computer to people who are not related to the job"CLW4", (q2b5) Employees check their emails from the work computer during the work "CLW5". Jian et al. (2023), Wiastuti et al. (2022), and Lu et al. (2024) modified and applied this measure.

Fourth-dimension “Organisational commitment” included three sub dimensions, the first sub dimension” Continuance Commitment” include three items; (q3a1) Employees worried about what might occur if they leave job without having another one lined up”CC1”, (q3a2) It would be very hard to leave the establishment right now, even if the employees needed to”CC2”, (q3a3) Right now, remaining with the organization is a matter of necessity as much as desire”CC3”. The second sub-dimension” Normative Commitment” include three items as follows; (q3b1) I believe that individuals these days move from corporation to another too rarely”NC1”. (q3b2) I think that an individual must always be loyal to his or her corporation “NC2”, (q3b3) Moving from corporation to another does seem at all immoral ”NC3”. The third sub-dimension” Affective Commitment” include three items as follows; (q3c1) I would be very delighted to spend the rest of my career with this association”AC1”, (q3c2) I really feel as if this corporation's problems are my own “AC2”, (q3c3) This corporation has a great deal of personal meaning to me “AC3”. Aladwan et al. (2021), Hefny (2021), Guzeller and Celiker (2020), Kartika and Pienata (2020), Kim et al. (2020), Ruiz-Palomo et al. (2020), Tang et al. (2019), Yeh (2019), Lee et al. (2018), Kartika et al. (2017), Musringudin et al. (2017), and Devece et al. (2016) all modified and employed this measure.

The questionnaire form was first written in English and subsequently translated into the respondents' native Arabic. To make sure the two versions were identical, the questionnaire was back-translated by two experts who were fluent in Arabic and English. Both the original and the updated translated version were the same. To ensure that the research instrument statistically measured the constructs intended for analysing the study variables, five academics from the tourism and hospitality industry evaluated the questionnaire's contents and provided feedback to demonstrate its validity. With a view to determine whether the questionnaire was appropriate and logical, as well as whether the questions were clear, succinct, and presented consistently, a pilot study was carried out on 40 reservation workers excluded from the primary sample of the study. As a result to feedback from test volunteers, certain modifications were made to the questionnaire's wording. Additionally, other things were changed and adjusted. The research dimension scale had a very high level of internal consistency, as shown by its Cronbach's alpha of 0.905.

3.2. Study Sample and Data Collection

Employees who handled reservations at Egyptian hotels and travel companies were the study's target group. These employees were selected as a sample because their nature of work highly depends on using the computer and Internet most the shift. A convenience sampling was utilised. Reservations employees at Egyptian hotels and travel agencies were first contacted and invited via email and “WhatsApp” to participate in the study. Just 430 employees of Egyptian hotels and travel agencies who handled reservations consented to participate in this survey. Second, individuals were contacted individually using their data to invite them to participate in this survey after being recognised by their place of employment. A link to the questionnaire form was sent to the participants in the investigation, who may utilise it to fill it out. A welcome message and a concise

description of the study's objectives were also provided. They were also prompted to review and resubmit their responses after completing the survey and were told that participation was entirely voluntary. 430 forms in all were gathered during the course of the roughly eight-week data collection period (November–December 2024). Only 400 forms were valid for analysis including participation of 212 employees in hotels representing 53% and 188 employees in tourism companies representing 47% of the study sample.

The right sample was chosen using Nunnally's (1994) criteria, which recommend a 1:10 ratio of items to sample. 210 people were therefore thought to be suitable for the 21-item question set. Additionally, this number ($N = 430$) complied with Hair et al.'s (2019) advice to utilise 100 to 150 samples for maximum likelihood estimation and represented the standard of having at least 200 samples for structural equation modelling (Boomsma, 1982).

3.3. Data Analysis

The data from the study were analysed using SPSS version 25 and AMOS version 26. Frequencies and percentages were computed to give an overview of the participant characteristics. Cronbach's alpha was combined with confirmatory factor analysis (CFA) to evaluate the reliability and validity of concept items. The common method variance (CMV) was calculated using the Harman single-factor test. Composite reliability (CR) and average variance extracted (AVE) were calculated to evaluate the study's convergent validity. Additionally, the Fornell-Larcker criterion, the Heterotrait-Monotrait Ratio (HTMT), and marker cross-loading were utilised to evaluate the discriminant validity. Lastly, the partial least squares structural equation modelling with bootstrapping technique was utilised to evaluate the study's assumptions and check the findings for statistical significance.

4. Results

4.1. Characteristics of the Research Sample

400 individuals made up the entire sample size for data analysis, with 72.25% of them being men ($N = 289$) and the remaining 27.75% being women. In terms of age, over two-thirds (61.00%, $N = 244$) were in the 25–35 age range. According to educational background, the majority of participants (77.5%, $N = 310$) held a university degree, with post-graduate degrees (22.5%, $N = 90$) coming second.

With mean scores of workload at workplace ($M = 3.94$, $SD = 0.921$); cyberloafing at workplace ($M = 4.34$, $SD = 0.594$); organisational commitment ($M = 4.16$, $SD = 0.534$); continuance commitment ($M = 4.26$, $SD = 0.681$); normative commitment ($M = 4.05$, $SD = 0.970$); affective commitment ($M = 3.81$, $SD = 0.630$).

4.2. Common Method Variance (CMV)

The researchers utilised anonymity, secrecy, and honesty to encourage accurate responses in order to lower the likelihood of CMV as a result of collecting data via the online questionnaire. Respondents were assured that their responses would be kept private and utilised only for research. While honesty was encouraged to provide dependable results, anonymity was ensured to minimise any biases. Furthermore, CMV was identified using

Harman's single-factor test. Podsakoff et al. (2003) state that if one component accounts for more than half of the variance, then CMV may be present. Unrotated principal component exploratory factor analysis with one-factor extraction was used to conduct Harman's test. In this study, there were no CMV problems because 41.03% of the variance could be explained by a single component.

4.3. Findings from the Evaluation of the Measurement Model

Examining the indicator loadings was the first step in evaluating the measurement model (Hair et al., 2019). It is recommended that the outer loading be greater than 0.70 in order for the construct to adequately explain more than 50% of the variability of the indicator. The majority of components had loadings more than 0.70 and statistically significant, as shown in Table 1. The second step was to evaluate the reliability of internal consistency. Both Cronbach's alpha and CR were used. In Table 1, the corresponding Cronbach's alphas and CR scores ranged from 0.709 to 0.815 to 0.852. Since these values are higher than the 0.70 threshold established by Hair et al. (2019), they ensure strong internal consistency dependability. The final evaluation stage of the measurement model focused on examining each construct convergent validity. This was achieved by determining the AVE. An AVE level greater than or equal to 0.50 is recommended (Hair et al., 2019). The appropriate level of convergent validity is demonstrated by the AVEs of the research constructs, which varied from 0.491 to 0.501. However, a variable less than 0.50 is lower in the level of convergent validity 0.297.

Table 1. Confirmatory factor analysis characteristics and reliability.

Variables		Sup-Variable s	Code s in Fig.3	Factor Loading	Estimate [^]	Theta	Sum (estimate)	Sum (estimate) ²	Sum Theta	CR ¹	AVE ²	MSV ³	SQR T (AVE)	SQR T (MSV)	
Workload at Workplace							4.537	20.58436	3.56	0.852	0.491	0.108	0.700	0.329	
Independent variable	Workload		WL W1	0.006	0.000036	0.999964									
			WL W2	0.667	0.444889	0.555111									
			WL W3	0.81	0.6561	0.3439									
			WL W4	0.767	0.588289	0.411711									
			WL W5	0.741	0.549081	0.450919									
			WL W6	0.717	0.514089	0.485911									
			WL W7	0.829	0.687241	0.312759									
Cyberloafing at Workplace							3.317	11.002	2.49	0.815	0.501	0.362	0.708	0.602	
Mediating variable	Cyberloafing		CLW 1	0.236	0.055696	0.944304									
			CLW 2	0.816	0.665856	0.334144									
			CLW 3	0.884	0.781456	0.218544									
			CLW 4	0.851	0.724201	0.275799									

¹ CR = Composite Reliability

² AVE = Average Variance Extracted,

³ MSV = Maximum shared variance

			CLW 5	0.53	0.2809	0.7191									
Organisational Commitment							3.93	15.444	6.3	0.70	0.29	0.01	0.54	0.11	
Dependent variable	Organisational Commitment	Continuance Commitment	CC1	0.517	0.2672 89	0.7327 11		9	2	9	7	3	5	6	
			CC2	0.553	0.3058 09	0.6941 91									
			CC3	0.763	0.5821 69	0.4178 31									
		Normative Commitment	NC1	0.853	0.7276 09	0.2723 91									
			NC2	0.847	0.7174 09	0.2825 91									
			NC3	0.227	0.0515 29	0.9484 71									
		Affective Commitment	AC1	0.142	0.0201 64	0.9798 36									
			AC2	0.038	0.0014 44	0.9985 56									
			AC3	-0.01	0.0001	0.9999									

Lastly, three different kinds of statistical data were used to evaluate a research study's discriminant validity. According to Fornell and Larcker (1981), the square root of the construct's average variance extracted (AVE) had to be greater than its correlation with any other construct in the structural model in order to establish the discriminant validity of the construct. The data in Table 2 demonstrated strong discriminant validity, with the AVE square root of each construct being greater than its association with other components.

Table 2: Correlation and discriminant validity of constructs according to the Fornell-Larcker criterion.

Construct	IE	EL	EE
1. Workload	0.700		
2. Cyberloafing	0.33	0.708	
3. Organisational Commitment	0.12	0.60	0.545

Note: The square root of the research constructs used by AVE is shown by **bold** diagonal numbers.

Furthermore, following the recommendations of Henseler et al. (2015), the discriminant validity of the model was evaluated utilising the heterotrait monotrait correlation ratio (HTMT). The researchers found that when the HTMT value increases above 0.85, discriminant validity becomes unstable. The HTMT values below were all less than 0.85, which is in line with the data shown in Table 3. Supporting the discriminant validity of all pairs of latent constructs.

Table 3. Discriminant validity via HTMT.

Construct	IM	EL	EE
1. Workload			
2. Cyberloafing	.074		
3. Organisational Commitment	.041	0.944	

Note: According to Henseler et al. (2015), the HTMT should be less than 0.85.

4.4. Assessment of the Structural Model

In practice, structural equation modelling (SEM) is often utilised in an exploratory manner, even though it is a confirmatory approach by nature. Several tools have been developed to adapt this confirmatory technique to exploratory usage (MacCallum, 1986). These include the use of Wald tests and z statistics, also referred to as crucial ratios, for the selective removal of parameters from a model and the use of modification indices and Lagrange multiplier tests for the selective inclusion of parameters (Jöreskog & Sörbom, 1996; Bentler, 1989).

4.5. Testing the Study Hypotheses

Table 4 describes the direct effects of workload on organisational commitment and cyberloafing, whereas Figures 2, and 3 illustrate the indirect effects on organisational commitment. The findings of this study confirm H1, indicating that workload significantly improves organisational commitment ($\beta = 0.041$, C.R = 3.742, $p < 0.001$). Therefore, H1 was accepted. Similarly, cyberloafing is significantly impacted by workload ($\beta = 0.074$, C.R = 3.023, $p < 0.001$). Therefore, we agree with H2. Moreover, according to the third hypothesis ($\beta = 0.944$, C.R = 4.052, $p < 0.001$), cyberloafing affects organisational commitment. Therefore, we agree with H3. Cyberloafing function as a mediator in the interaction between workload and organisational

commitment was examined. To confirm this indirect association, a bootstrapping technique was employed. Workload had a positive and statistically significant indirect effect on organisational commitment through cyberloafing, as shown in Table 4 ($\beta = 0.198$, C.R = 2.1623, $p < 0.001$). Therefore, we agree with H4. To test the mediating role of cyberloafing in the link between workload and organisational commitment, partial and complete mediation concepts from Zhao et al. (2010) and Kelloway (1995) were used in path analysis. This proved that whereas complete mediation can only be established when the indirect effects are significant and the direct effects are not, partial mediation can only be proven when both channels are fundamental. The SEM findings demonstrate that cyberloafing acts as a partial mediating factor in the link between workload and organisational commitment.

Table 4. Estimates of structural parameters.

Hypothesized Path		Standardized Path Coefficients	C.R	t-Value	Results
Direct Path					
H₁:	Workload → Organisational Commitment	0.041	3.742	***	Accepted
H₂:	Workload → Cyberloafing	0.074	3.023	0.003	Accepted
H₃:	Cyberloafing → Organisational Commitment	0.944	4.052	***	Accepted
Indirect path					
H₄:	Workload → Cyberloafing → Organisational Commitment	0.198	2.1623	***	Accepted

Note: Model fit; $\chi^2/DF = 3.776$ $p < 0.001$; CFI = 0.931; NFI = 0.910; IFI = 0.932; TLI = 0.908; RMR= 0.215; RMSEA = 0.083. *** $P < 0.001$.

Seven measures of fit, NFI, RFI, IFI, TLI, CFI, PNFI, and PCFI, require a "null" or "baseline" bad model against which other models can be compared.

Tucker-Lewis coefficient (TLI) = 0.908; comparative fit index (CFI) = 0.931; (PNFI) = 0.679; (PCFI) = 0.692; normative fit index (NFI) = 0.910; (RFI) = 0.879; incremental fit index (IFI) = 0.932. (DF) = The default model has 156 degrees of freedom; (CMIN) = the default model has a discrepancy of 589.011. CMIN/DF= the discrepancy divided by the number of degrees of freedom for the default model is $589.011 / 156 = 3.776$. For the default model, (GFI) =0.894. For the default model, (RMR) = 0.215. For the default model, the root mean square error of approximation (RMSEA) is equal to.083.

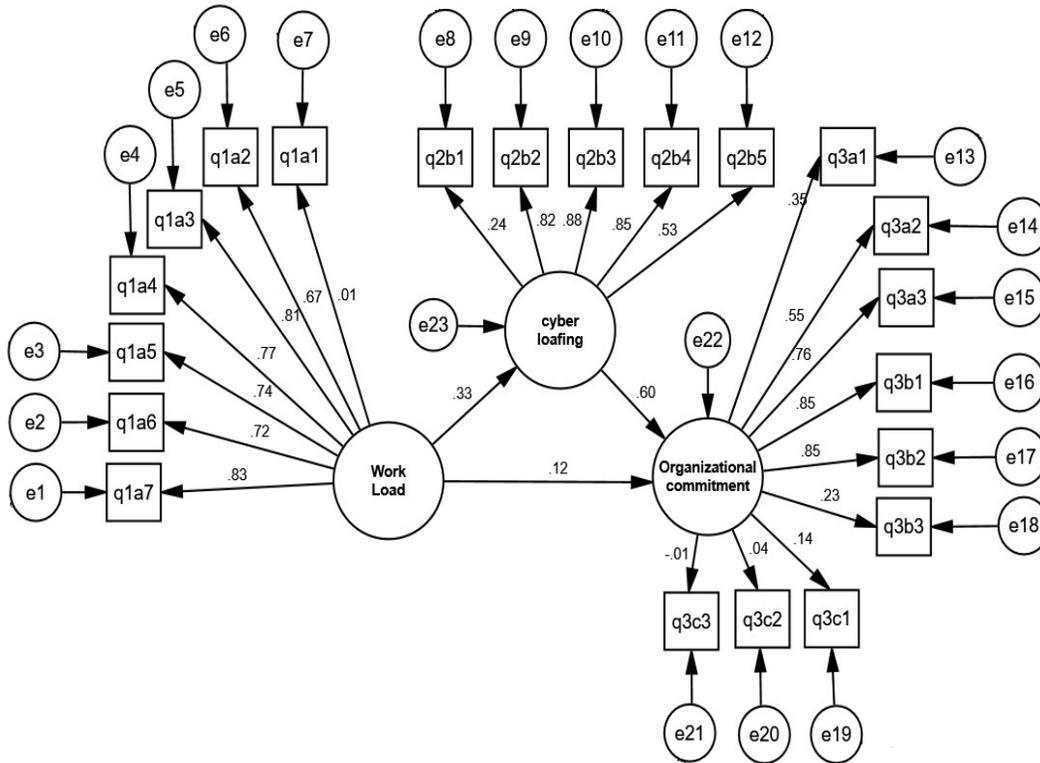


Figure2: Research conceptual model standardized estimates

5. Discussion

The current study measures the mediating role of cyberloafing, perceived by reservation employees in five-star hotels and travel agencies, in order to examine the effect of workload on organisational commitment. The research hypotheses were investigated and validated using the methodology, tools, and research technique. Regarding the findings of structural equation modelling, the constructed model is of excellent quality and has been validated. The hypotheses test results also demonstrated that the dependent variable, organisational commitment in the research sample, is significantly impacted by the independent variable, workload. This result agrees with results of Arifah et al. (2023) and Aladwan et al. (2021) that have emphasised the impact of workload on organisational commitment. Cyberloafing is affected by workload as well, the more workload there is, and the more cyberloafing there is, that is confirmed by results of Yenita & Rahmadi (2023) and Wiastruti et al. (2022). The findings also demonstrated that organisational commitment is impacted by cyberloafing which is consistent with the findings of Lu et al. (2024) and Krishna & Agrawal (2023). Although the findings indicated that workload had an effect on organisational commitment, testing for the presence of the mediating variable—cyberloafing—showed that workload has an impact on organisational commitment when hotels and travel agencies’ staff were engaged in cyberloafing.

6. Implications

6.1. Theoretical Implications

The theoretical ramifications of this study are directly linked to the variables under investigation. The following are some of the theoretical ramifications. The study's

findings, derived from the methodology used, focused on assessing the extent to which workload impacts organizational commitment within Egyptian hotels and travel agencies. This was achieved by analyzing the mediating role these organizations play in facilitating cyberloafing. The study's findings demonstrated that workload, an independent variable, had a discernible effect on organisational commitment, a dependent variable. Second, the findings also show how crucial workload is to boosting cyberloafing in Egyptian hotels and travel agencies. Third, the findings also demonstrated how crucial cyberloafing is to raising organisational commitment at hotels and travel agencies. Without a doubt, the relationship between workload and organisational commitment involves cyberloafing as an intermediary element. By creating a theoretical framework that incorporates the research variables and the hypotheses that were validated in the study, the researchers claim that selecting the three variables collectively is a theoretical contribution in the context of Egyptian hotels and travel companies. Future studies that examine the most effective factors influencing organisational commitment in the study sample of Egyptian hotels and travel agencies can also test these hypotheses on a different sample of Egyptian hotels and travel agencies using the theoretical framework and research relationships.

6.2. Practical Implications

Workers in the study sample at Egyptian hotels and travel agencies should be taken into account while discussing the practical and applied implications. The study concluded that workload has both direct and indirect benefits on enhancing organisational commitment and supporting it through positive treatment. Additionally, it was shown that cyberloafing had a significant and partial moderating effect on the relationship between workload and organisational commitment. Additionally, the study found that protecting the staff at Egyptian hotels and travel agencies from cyberloafing greatly enhances organisational commitment. Hence, this study recommends imposing more control on employee's cyberloafing at Egyptian hotels and travel agencies, as well motivating workers to perform their job duties, and reducing work pressure on employees through improving the workplace towards a stress-free environment by positive social connections at work, which in turn may reduce the workload, and increase organizational commitment among its employees.

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