Volume 2 Number 1 Winter 2022 (155-165)

Contents lists available at HASES

Journal of Humanistic approach to sport and exercise studies (HASES)

Journal homepage: http://hasesjournal.com/

Original Article

Investigating the Effective Factors on Web Browsing of Human Resources in Sport Organizations (Case Study: Ministry of Sport and Youth)

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Citation: Saatchian, V. Azizi, B. and Mahmoudi, A. (2022). Investigating the Effective Factors on Web Browsing of Human Resources in Sport Organizations (Case Study: Ministry of Sport and Youth). *Humanistic approach to sport and exercise studies (HASES)*, 2(1), 155-165.

Received: 17 December 2021
Accepted: 28 March 2022
Published: 17 March 2022

Abstract: The purpose of this study was to investigate the effective factors on web browsing (Cyberloafing) of human resources in sport organizations. The research method was descriptive-correlational and based on structural equations and also the data were collected by questionnaire. The statistical population of the study consisted of all employees of the Ministry of Sport and Youth, among whom, 237 were randomly selected as sample and finally 225 (93.74%) questionnaires were analyzed. A 14-question questionnaire was used to collect the data. Finally, the collected data were analyzed in two parts: descriptive and inferential statistics using SPSS and LISREL software. The results showed that the predictive power of this model based on the sum of variance of the three factors was 61.52%. Also, there is a significant priority among the cyberloafing components, according to which the attitude of employees is in the first priority, descriptive norms in the second priority and perceived barriers in the third priority. Considering the way employees use the internet and web browsing, the need for more in-depth research and attention to these types of HR behaviors become more apparent.

Keywords: Cyberloafing, Human Resources, Sports and Youth Ministry

[DOI: 10.52547/hases.2.1.155]

1. Introduction

The internet has become an important and embracing aspect of today's working life and has similarly changed the way organizations operate on a day-to-day basis. Internet is used as a tool as well as a basis for all business affairs for employees, especially to stay updated with daily organizational activities, conduct research, collaborate on projects, develop new products or ideas, and communicate with customers and other employees (Yellowlees & Marks, 2007).

Just as any new method, tool, or technology which can have a variety of consequences in the workplace, the use of the internet has both opportunities and threats to work efficiency. Although the use of the internet to increase productivity, communication, and personal advancement has been recognized (Anandarajan, Igbaria, & Anakuh, 2002; Seymour and Nadasen, 2007), it also facilitates employees with non-work alternatives and, to that effect, has often been described as a 'double-edged sword' in the workplace (Lim, 2002; Seymour & Nadasen, 2007). Misuse of the Internet has been reported to be one of the most common sources of employee shortages and deviant organizational behaviors. Similarly, surveillance systems and internet monitoring methods only exacerbate the problem when employees tend to look for ways to hide their daily web surfing (Chou, Kondron, & Boland, 2005).

As one of the most acknowledged internet misuses, Cyberloafing (also known and referred to as cyberslacking) is defined as employees' non-work-related use of company provided email and Internet in the workplace (Blanchard & Henle, 2008; Lim, 2002). It has also been reported that cyberloafing is increasingly becoming the most common form of employee waste in the workplace (Martin, Brock, Buckley, & Ketchen, 2010). Human resource experts estimate that employees spend an average of approximately one hour a day working on non-work-related activities while surfing the Internet (Blanchard & Henle, 2008). To counter this issue of Internet abuse, companies are increasingly using Internet surveillance programs and enforcing explicit policies and penal systems designed to control Internet use (Bequai, 1998).

In addition, cyberloafing directly and indirectly leads to loss of wages through reduced productivity, especially in cases where the compensation and reward system is based on self-reports and completed tasks (König & Caner de la Guardia, 2014; Liberman, Seidman, McKenna, and Buffardi, 2011; Ugrin and Michael Pearson, 2013). These and other negative consequences similar to cyberloafing have led to increased research focus on this issue, especially in recent years.

For example, Manrique de Lara, Tacoronte, and Ding (2006) found that formal control and punishment structures for cyberloafing only intensify employee response and increase their cyberloafing activities. In another study, Blau, Young, and Ward-Cook (2006) found that employees use cyberloafing as a response to perceived organizational injustice. They also found that employees, consciously and unconsciously, use cyberloafing as a means of interacting with organizational policies. Weatherbee (2010) showed that cyberloafing can increase employee dissatisfaction and turnover. In another study, Bock, Park, and Zhang (2010) cited other negative consequences of cyberloafing, such as network and database security threats, as well as bandwidth overload.

Researchers have even noted that cyberloafing is increasingly becoming a constant threat to today's digital work environments and lives more generally. Cyberloafing can also provide a ground of cyberlife for employees in parallel with work life in which organizational resources and efficiency are sacrificed. Hence, organizational researchers are trying to discover the roots, antecedents, consequences, and complexities of cyber-slacking in the workplace (Zoghbi-Manrique-de-Lara, 2009).

The root causes of cyberloafing which are often referred to as 'cyberloafing antecedents' have been studied from different perspectives. Among others (Askew et al., 2014; Blanchard & Henle, 2008; Henle & Blanchard, 2008; Ugrin & Michael Pearson, 2013; Vitak, Crouse, & LaRose, 2011; Zoghbi-Manrique-de-Lara, 2009), the theory of planned behavior (Ajzen, 1991) has been adopted in some of these researches recently to explicate the ways in which cyberloafing is motivated and initiated. The theory of planned behavior well explains that intentions for cyberloafing are influenced by people's own cyberloafing attitudes, their perceived behavioral control and social norms supporting or otherwise limiting cyberloafing (Ajzen, 1991).

Recently, some studies have aimed to examine the theory of planned behavior more closely in new settings and have added theoretical and contextual insights to the extant theory of deviant behavior. Pelling and White (2009), for example, endorsed this model among college students and studied their behavioral intentions for cyberloafing on social networking websites. It was found that while adolescents' attitudes and mental norms were significant predictors of cyberloafing, perceived behavioral control did not appear to be a predictor of adolescent cyber behavior. It can be explained, in part, that teenager's everyday lives are enmeshed with online social networking communication, and therefore such interactions are not, in themselves, considered deviant behavior. Pling and White (2009) also found that self-identity and a sense of belonging to online communities are among the indicators of high levels of adolescent participation in social networks.

Askew et al. (2014) contributed to the cyberloafing theory by further clarifying the third antecedent in the theory of planned behavior. They showed that the ability to hide cyberloafing is more potent and prominent than perceived behavioral control. While

[DOI: 10.52547/hases.2.1.155]

the typical third antecedent in the Planned Behavior Theory model measures the degree to which a person believes behavior is under control, the third antecedent in the Askew's model measures how well one believes he or she can perform the behavior without being discovered by his or her supervisor or coworkers.

This paper builds upon the cyberloafing model developed by Askew et al. (2014) and aims to verify its reliability, add further empirical light to and unearth its nuances in a new setting. This paper also examines, on a practical basis, whether the theory of planned behavior can explain cyberloafing antecedents in Youth and Sports Ministry in Tehran, Iran or not. In doing so, we studied the impacts of descriptive norms, perceived barriers and employee attitudes on employees' intentions upon cyberloafing. Employees at a cross-section of organizational levels participated in this study. Hypotheses have been developed to measure and study the aforementioned attributes and their relationships with employees' intentions of cyberloafing.

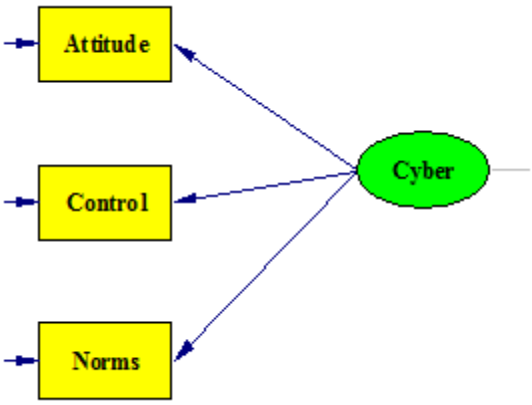

Figure 1. The Antecedents of Cyberloafing

2. Materials and Methods

The present study is a descriptive-correlational study based on structural equations that investigates the factor structure and aims to explain the measurement model is implemented in the field. The research population consisted of all employees of the Ministry of Sport and Youth. Given that it was intended to use confirmatory and exploratory factor analysis in this study, the number of research samples should be at least 5 and maximum 10 times the number of questions, so 237 of all experts was randomly selected as sample. For this purpose, in order to increase the accuracy of completing the questionnaires, the measuring tool was distributed among the staff in person at the Ministry and a total of 235 questionnaires were collected and 10 questionnaires were excluded for various reasons such as having more than 3 unanswered questions. Finally, 225 (93.74%) of the questionnaires were analyzed. Due to the limited scope of studies on organizational cyberloafing in the field of physical education and sport, a 14-question questionnaire based on the model was used to examine the dimensions of organizational web browsing using existing tools and interviews with sport management and management professionals (Askew et al, 2014). The questionnaire included 14 questions for 3 employees' ability including attitudes (items 1 to 5), perceived behavioral control (items 6 to 10), and subjective norms (items 11 to 14). The main questions of the questionnaire were designed using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and were submitted to 15 experts in sports management and management professionals for their opinions to validate the content and construct validity. After reviewing the comments and suggestions, the final questionnaire was designed and approved. Cronbach's alpha coefficient was used to determine the reliability of the questionnaire which was 0.91.

For assessing demographic characteristics and determination of the significance of variables, descriptive statistics methods (Frequency, mean and standard deviation) were used and for determination of organizational web browsing dimensions, and examining construct validity, exploratory and confirmatory factor analysis and to examining the reliability, combined reliability and Cronbach's alpha test was used by SPSS 23 and LISREL 8.80 software.

3. Results

The study of demographic characteristics of the subjects showed that 140 (62.2%) of the staff were male and 85 (37.8%) were female and most of the subjects (46.9%) were BS and 26.2 % were masters and PhDs. The mean age of the employees was ($\bar{x}$ =40.98, SD = 8.13) and according to their level of work experience, 25.8% were from 5 to 10 years, 16% from 11 to 15 years, 22.2% from 16 to 20 years and also 18% had more than 20 years of work experience. Also, according to the research findings, from the viewpoint of the employees, the most important question of organizational web browsing was "habituation to social networking agent operating hours" ($\bar{x}$ = 3.05, SD = 0.92) and the least important was "specific punishments for web browsing" ($\bar{x}$ = 2.37, SD = 1.09) (Table 1).

[DOI: 10.52547/hases.2.1.155]

Table 1. Summary of the most important and least important questions of organizational web browsing

Significance	Questions about corporate web browsing	Mean	SD
Least important	Are there any specific punishments for web browsing in your organization**?**	2.37	0.92
	Do you check for non-work-related emails during business hours**?**	2.63	0.83
	Is your organization monitoring the use of the Internet during business hours?	2.64	0.97
Most important	Do you think web browsing will reduce the effectiveness of the whole organization?	2.94	0.94
	Does the high cost of home internet drive you to use the Internet in the workplace?	3.01	1.04
	Is getting used to social networking the cause of using the internet during business hours**?**	3.05	1.09

Exploratory factor analysis with orthogonal rotation was used to identify the internal structure of the tool and its related factors. Three factors were obtained by combining multiple criteria. The first criterion was to determine the factors based on the eigenvalue. In this study, factors with eigenvalues greater than 2 were selected using the KMO criterion. The second criterion was the selection of factors based on the screen test. In this test, a graph is formed of eigenvalues and principal components and the jump point for rotating and determining the number of factors is where the slope of the line changes. Another criterion was the use of the variance descriptive criterion, whereby the three factors identified in this study explained 52.61% of the variance (Table 2).

Table 2. Bartlett and Kaiser-Meyer and Olkin test results

Assumption		Value
Quantity of Kaiser-Meyer and Olkin (Sample Size Adequacy)		0.748
Chi-square value	Bartlett's Test of Sphericity	1096.605
Degrees of freedom		91
Significance level		0.001

Based on the results of Table 2, it is found that all the required assumptions regarding the use of factor analysis are met. The Kaiser-Meyer and Olkin test is an indicator of sample adequacy. Based on the above test, it is possible to determine the degree of attribution of the variables to each other (factor causality) and thus their suitability for factor analysis and the suitability of each variable individually. Since its value is 0.748, the judgment is excellent. Then, in the Bartlett's Test of Sphericity, the assumption of correlation between questions is examined. Given the chi-square value and significance level (P= 0.001, X^2= 1096.605), it is concluded that there is a correlation between the questions, hence the continuation and use of other factor analysis steps is expressed.

Table 3. Results of the contribution of variance of each factor to the 3-factor model of cyberloafing

Factor number	Factor Name	The squares of the extracted loads		
		Percentage of cumulative variance	Percent of variance	Total variance
1	Factor 1 (Employees attitudes)	20.352	20.352	2.849

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2	Factor 2 (Perceived behavioral control)	40.138	19.785	2.770
3	Factor 3 (Subjective norms)	52.612	12.474	1.746

Table 3, shows the eigenvalues, factor variances, and percentages of their cumulative variance. The prediction power of this model based on the sum of the variance of the three factors is 52.61%.

Table 4. Results of Principal Components Analysis with Varimax Rotation on Factor Loading of Cyberloafing Questions

Questions	Factors		
	Factor 1	Factor 2	Factor 3
Is Internet use just a time-consuming way to finish working hours?			0.84
Do you think web browsing will reduce the effectiveness of the whole organization?			0.87
Does Web browsing Increase Your Job Satisfaction?			0.82
Do you think that web browsing can create better organizational tasks by creating some fun?			0.79
If you are the manager of the organization, will you handle employee web browsing?			0.78
Is your organization monitoring the use of the Internet during business hours?		0.81	
Does the high cost of home internet drive you to use to the Internet in the workplace?		0.83	
Are there any specific punishments for web browsing in your organization?		0.79	
Are you able to access all Internet sites through your organization's computers?		0.63	
Will the senior management of the organization do serious actions about employees when it comes to web browsing during working hours?		0.72	
Is social networking an important part of your web browsing during business hours?	0.88		
Is getting used to social media the reason for using the internet during business hours?	0.86		
Do you visit non-work-related websites during business hours?	0.77		
Do you check for non-work-related emails during business hours?	0.63		
Percent of variance	12.474	19.785	20.352
		52.61	

The results of factor analysis presented in Table 4, show that cyberloafing questions account for 52.61% of the total variance. The percentages of variance for factor 1 is 20/352, for factor 2 is 19/785 and for factor 3 is 12/474. The factor loadings of the questions indicate that the factor loadings of all questions are within acceptable range. The following will describe the status of the components under investigation on the basis of the spectrum measured. The W kendall's test was used to determine the priority of the mentioned components. Considering the significance level of W kendall's test of 0.001 components rankings are presented in Table 5.

Table 5. Mean ranks and priority of cyberloafing components

Row	Factors	Mean Ranks	Priority
1	Employees attitudes	2.18	First
2	Perceived behavioral control	1.99	Second
3	Subjective norms	1/83	Third

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Based on the information in the table 5, the employees' attitudes toward using web browsing (cyberloafing phenomenon) as first rank, and subjective norms and perceived behavioral control, respectively, were ranked next. Finally, considering the t-values for the three components of cyberloafing because they were in the range (-1.96 to 1.96) and with respect to the LISREL output, the calculated DF value was obtained (71). Also, the root mean square error of approximation (RMSEA) was 0.06 in the presented model. The components of GFI, AGFI, NFI and CFI in the model under study were 0.91, 0.93, 0.94 and 0.90, respectively. The RAMSEA value should also be less than 0.08 which is 0.06 in the model under consideration. Regarding the LISREL software outputs and indices, it can be said that the data are relatively consistent with the model and the presented indices indicate that overall the model presented is a good model and the experimental data are so well matched (Figure 2).

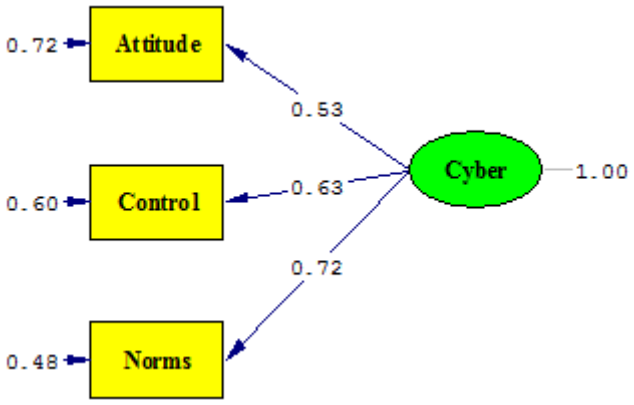

Figure 2. The effect of three antecedents of cyberloafing on intention to cyberloaf

4. Discussion

Many researchers have called for cyberloafing models, in part, because of its prevalence in today's organizational life (Blanchard and Henle, 2008; Weatherbee, 2010). The initial interest of the senior management of the studied organizations also confirms that cyberloafing has become an important management concern. Given that ministry of sports and youth is state-owned organization that is relatively bureaucratic and less agile than private organizations, senior management support for this study suggests that the implications of cyberloafing are senior management problems (Henle et al., 2009; Lieberman et al., 2011).

The demographic findings of this study are also consistent with some of them from previous studies; For example, men were more likely to be cyberloaf than women (De Lara and Rodriguez, 2007; Garrett and Danziger, 2008), and senior staff showed less inclinations to cyberloaf than junior staff (Blanchard et al. Henel, 2008; Garrett and Danziger, 2008). Likewise, cyberloafing have declined with increasing corporate education and experience (Chen, Ross, & Yang, 2011; Hartijasti & Fathonah, 2014).

Recent research has led to a possible model to demarcate cyberloafing and therefore the plausibility of this model in different settings should be tested in order to advance the model and enlighten its nuances (Askew et al., 2014). Not only would a model of cyberloafing's antecedents provide a framework for researchers, but also it is very helpful for practitioners in order to figure out the nature of cyberloafing and its motivations. Understanding the nature and motivations of cyberloafing antecedents at work can be an invaluable source of insight to direct and 'manage' cyberloafing in a way that not only its threats are negated, but also can be directed in favor of and at the service of organizational efficiency.

The purpose of this study was to examine the validity of the latest version of the Theory of Planned Behavior (TPB) and cyberloafing antecedents in Ministry of Sports and Youth of Iran. The results were promising as they endorse those belonging to previous studies (Askew et al., 2014). This study also enlightens some of the contextual aspects of the model as it is tested in the present setting.

Based on the results of the present study, the employee attitude component had the first priority in internet abuse and this finding is in line with the results of Gholipour and Bamdad (2012) and Cinar & Karciooglu (2015). The researchers noted that the lack of attention by the organization's manager to this phenomenon is recognized as the most important feature of this component. Also, based on the results, it can be said that there is a lack of suitable programs for spending time in the workplace, which has led to reduce in job satisfaction for experts, and Internet web browsing has become an effective temporary recreation for these individuals. Blanchard and Henle (2008) also stated that the internet enables

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organizations to reduce their costs and provide better products and services. However, with the emergence of new technologies, cyberloafing is one of the reasons why employees are not performing their duties properly. Therefore, it may be suggested that training in the proper use of modern technology and converting this concept into a value among human resources, along with developing culture in the workplace, can reduce the irreparable consequences. There has been a lot of neglect that due to sending inappropriate message, has led to the humiliation and change in the behavior of human resources.

According to the results of the research, one of the other important components was descriptive norms. This, in addition to limiting free use of the Internet in the workplace and access to all sites, undermines the role of regulatory body in the organization. This is also consistent with research by Manrique et al (2006) and Askew et al. (2014). These individuals indicated that there was a negative correlation between internet web browsing and performance. Also, social behaviors have a more detrimental effect on productivity because the nature of establishing the relationship between such behaviors requires more time, energy, and perceptual resources. Therefore, breaking off such relationships and returning to organizational work are harder for the employee than returning to non-social behaviors such as internet web browsing. Blau et al (2004) also reported a similar result for interactive behaviors including social behaviors and online games. If this is true, then social behavior may be expected to be negatively correlated with performance, and on the other hand, the relationship between such behaviors with reducing the productivity is more severe than the relationship between internet web browsing and organizational performance. Of course, Manrique et al (2006) in a study stated that despite companies' use of control systems, it seems that this approach alone cannot prevent cyberloafing. Therefore, it may be argued that verbal hints can be executed by senior managers as the most serious control measure. Of course, you can help create a healthier & more flexible work environment by taking control measures, such as setting specific times of day to utilize technology or checking personal emails. In this regard, Blau et al (2004) believe that Internet strolling reduces stress at work and helps employees to manage their time better. In this regard, Blau et al (2004) believe that internet web browsing while eating food reduces stress at work and helps employees to manage their time better. However, the results of the study suggest that applying specific policies and strategies, and using spyware and control devices, will eventually lead to inappropriate actions by staff. Therefore, learning how to use them correctly and have flexibility in dealing with these people will be a better motivating factor.

Finally, the perceived barriers component as the third feature was also effective in web browsing. This can be justified on the basis of habituation and conversion to human norms and behavior. In this regard, Eddy et al (2010) suggest that factors such as fatigue, easy access to the internet, excessive leisure time, and distraction may lead people to internet web browsing. This view, of course, states that internet web browsing creates a break at work time and continue to work more effectively when the employee resumes office work. In this view, it is assumed that the increase in productivity is enough to compensate the time wasted on internet web browsing. In fact, based on the research by Manrique et al (2006) and Mousavi Arfa and Rouhani (2013), it may be argued that today there is no scope for computer influence and intervention in business. But using cyberloafing as a solution can be effective in causing this phenomenon to be inappropriate and changing the behavior of human resources. With this description, given the duality of the role of job identity in the Ministry of Sport and Youth, it seems that the employee performance evaluation system by customer can be effective as a control tool based on how technology is used when responding to audience needs.

The missing link of all these studies, therefore, is that none of these studies have been evaluated in a real organization. Analyzing the relationships between internet web browsing and organizational performance allows researchers to determine which of these conditions could be useful or destructive. These may include increasing employees' need for attention, increasing the risk of depression, destroying people's creativity through overuse of social media, performance loss due to their constant comparison with others on social networks, laziness and boredom at workplace and endanger staff privacy. It also causes undesirable factors such as loss of intellectual property, reduced productivity due to over-browsing the web, security threats and the need for more bandwidth for organizations. Obviously, changing the attitude of human resources, especially in the leading organizations in big decision making, requires more appropriate and desirable supervision in order to create an administrative norm to prevent waste of resources and increase productivity in the workplace. Therefore, considering the way employees use the internet and web browsing, the need for more in-depth research and attention to these types of HR behaviors become more apparent.

5. Conclusions

Overall, our findings suggest that by being aware of cyberloafing antecedents, managers can set some specific policies in parallel with organizational goals. They can also change current policies according to the findings of this article. For example, incentives are of the factors that can be modified so that employees are more encouraged toward organizational goals and less engage in cyberloafing. Currently, the issue of cyberloafing has received considerable attention from many organizations. They often deal with cyberloafing by filtering specific websites, implementing electronic surveillance, and / or enforcing formal Internet usage policies (Zoghbi-Manrique-de-Lara & Olivares-

[DOI: 10.52547/hases.2.1.155]

Mesa, 2010). Cyberloafing will continue to be a locus of organizational management and concern for the foreseeable future (Henle et al., 2009). Mobile-cyberloafing is another trend and paradigm shift in the field of cyberloafing that has even more limited access to organizational management and control. Mobile phones are increasingly becoming a ground for cyberloafing as well as a source of distraction.

This paper demonstrates that cyberloafing is influenced by the ability to hide cyberloafing, attitudes, and subjective norms, and confirms that the theory of planned behavior is a good model for explaining cyberloafing antecedents. Thus, by identifying some of the most important predictors, it can provide reasons why employees engage in some form of cyberloafing behavior. This article also proves that behavioral attitudes about cyberloafing, subjective norms, and the ability to hide cyberloafing are key antecedents for cyberloafing. In addition, it helps managers develop clearer Internet usage policies, strengthen organizational culture, and increase employee independence and engagement to reduce cyberloafing.

Author Contributions: The authors participated in Conception of the work, Acquisition of data, Analysis and interpretation of data for the work, Writing, and revising the work, Final approval of the version to be published and agreement to be accountable for all aspects of the work.

Data Availability Statement: The measured data used to support the findings of this study are available from the corresponding author upon request.

Conflicts of Interest: Authors indicate no conflict of interest.

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دوره ۲ - شماره ۱ - زمستان ۱۴۰۰ (۱۶۵-۱۵۵)

فصلنامه رویکرد انسانی در مطالعات ورزشی

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بررسی عوامل موثر بر وب گردی (سایبرلوفینگ) منابع انسانی در سازمان های ورزشی (مورد مطالعه: وزارت ورزش و جوانان)

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ارجاع: ساعتچیان، و؛ عزیزی، ب. محمودی، ا. (۱۴۰۰). بررسی عوامل موثر بر وب‌گردی (سایبرلوفینگ) منابع انسانی در سازمان های ورزشی (مورد مطالعه: وزارت ورزش و جوانان). فصلنامه رویکرد انسانی در مطالعات ورزشی. ۲(۱): ۱۶۵-۱۵۵.

دریافت: ۲۶ آذر ۱۴۰۰

پذیرش: ۹ اسفند ۱۴۰۰

انتشار: ۲۷ اسفند ۱۴۰۰

چکیده: هدف پژوهش حاضر، بررسی عوامل موثر بر وب گردی (سایبرلوفینگ) منابع انسانی در سازمان های ورزشی بود. روش پژوهش، توصیفی-همبستگی و مبتنی بر مدلسازی معادلات ساختاری بود که داده های آن به صورت میدانی جمع آوری گردید. جامعه آماری پژوهش، شامل تمامی کارکنان وزارت ورزش و جوانان می باشد که ۲۳۷ نفر از آنان به صورت تصادفی به عنوان نمونه انتخاب شدند که در نهایت ۲۲۵ پرسشنامه (۹۳/۷۴٪) مورد تحلیل قرار گرفتند. برای جمع آوری داده ها از پرسشنامه ای دارای ۱٤ گویه استفاده شد. در نهایت، داده های جمع آوری شده در دو بخش مورد تجزیه و تحلیل قرار گرفتند: آمار توصیفی و استنباطی با استفاده از نرم افزارهای اس پی اس اس و لیزرل. نتایج نشان می دهد که قدرت پیش بینی این مدل براساس مجموع واریانس سه عامل، ٦١/٥٢ بود. همچنین، اولویت معناداری در بین مولفه های سایبرلوفینگ وجود دارد که بر این اساس، نگرش کارکنان در اولویت اول، هنجارهای توصیفی در اولویت دوم و موانع ادراک شده در اولویت سوم قرار داشتند. با توجه به شیوه ی استفاده ی کارکنان از اینترنت و وب گردی آنان، نیاز به انجام پژوهش های عمیق و توجه به انواع رفتارهای منابع انسانی، بیش از پیش ضرورت می یابد.

واژه‌های کلیدی: سایبرلوفینگ، منابع انسانی، وزارت ورزش و جوانان؛

[DOI: 10.52547/hases.2.1.155]