



Name of Publisher: GO GREEN RESEARCH AND EDUCATION  
Review Type: Double Blind Peer Review  
Area of Publication: Business, Management and Accounting (miscellaneous)



***Journal of Business and Management Research***

Online ISSN

**2958-5074**

Print ISSN

**2958-5066**

**Vol. 4, issue.1,2025**

# Impact of Narcissism on Cyberloafing: A Mediating Role of Dehumanization

**Khaliq Raza**

Iqra National University Peshawar, Pakistan

**Qaiser Mehmood**

Associate Professor, Faculty of Business Administration, Iqra National University Peshawar, Pakistan

**Shaukat Ayaz**

Lecturer, Department of Business Administration, Iqra National University, Peshawar, Pakistan



## **Abstract**

The current research examines the impact of narcissism on cyberloafing among the industrial workers of Khyber Pakhtunkhwa. Besides, it also investigates the impact of dehumanization on the relationship between narcissism and cyberloafing. The primary data was collected through questionnaires from the Nowshera, Hattar, and Hayatabad Industrial estate workers. The sample size of the study was 400 employees. The research was a time lag study, i.e., the data was collected in the T1 and T2 periods. The data collected was statistically analyzed using regression, correlation, and mediation analysis. The results show that narcissism has a significant effect on cyberloafing. While dehumanization mediates the relationship of narcissism and cyberloafing.

**Keywords:** Narcissism, Cyberloafing, Dehumanization, Industrial Estates, Khyber Pakhtunkhwa

## **Introduction**

Digital technology integration into today's workspaces completely changes how employees do their jobs and talk to systems. The new digital technology tools brought problems when employees use the internet at their desks for personal purposes rather than job tasks. Research shows cyberloafing disrupts work effectiveness and employee dedication at every level of business operations throughout the day (Lowe-Calverley & Grieve, 2017; Ghani et al. (2024). Recent studies of workplace deviance show we need to know more about how specific psychological attributes determine cyberloafing habits.

Researchers demonstrate that narcissism shows through frequent self-praise plus an ego attitude that ignores others' needs. Narcissistic employees usually put themselves first and ignore group duties, which motivates them to spend time online at work. Research now shows that narcissistic personality traits appear in professional conduct as self-centered decision-making and workplace exploitation (Cohen & Özsoy, 2025; Usman et al (2023). Narcissists see cyberloafing as their right to step away from work because they use their authority to control their work.

Dehumanization works as an important element to explain how narcissistic individuals act towards their coworkers at work. The brain function called dehumanization makes us see others as less than people, which causes us to treat their civil rights and care differently (Smith, 2018). Narcissistic individuals objectify their colleagues and higher-level officials because they treat them as blocks on their path to

personal victory. A dehumanized mindset weakens normal social and moral principles that stop individuals from performing counterproductive work actions. Narcissistic employees view internet misuse as a privilege that fits their decreased respect for work regulations, according to Phillips-Waller (2017).

This research study will examine the impact of narcissism on cyberloafing behavior and the mediating role of dehumanization in this relationship (Cohen & Özsoy, 2025; Lowe-Calverley & Grieve, 2017). Research examining these relationships between narcissistic employees and workplace deviance helps organizations solve productivity problems while creating better workplace cultures (Smith, 2018; Neuharth, 2021; Phillips-Waller, 2017).

The current research aims to answer the question that does narcissism affect cyberloafing? And does dehumanization affect the relationship between narcissism and cyberloafing?

## **Literature Review**

### **Narcissism**

The term narcissism first appeared in Greek mythology. Narcissus, a handsome young man, fell head over heels for his reflection in a pool of water. Upon realizing he couldn't woo his own mirror, Narcissus, enchanted by his own attractiveness, tragically passed away (Levy et al., 2011). According to Gleig (2020), Freud was the first to distinguish between basic narcissism—a personality disorder characterized by an unhealthy obsession with one's own self-love—and clinical narcissism in his writings from 1957 and 1914.

Based on the criteria mentioned before, organizational psychology defines narcissism as a personality feature instead of a mental condition. Everyone has it, to varied degrees, and it's considered to be very constant. In the field of organizational psychology, the term "narcissism" has been defined in a number of ways. A lot of people who study leadership have been thinking about the paradox and negative effects of narcissism. While there is theoretical evidence linking narcissism to leadership styles (Grijalva et al., 2015; Kets De Vries and Miller, 1984), empirical studies have shown conflicting or no association at all (Aslam et al., 2023; Campbell et al., 2011). At the dyadic level of analysis, meta-analytic results showed that leader narcissism was positively associated with self-rated efficacy and leader emergence, which was explained by leader extraversion (Grijalva et al., 2015). A curvilinear function was shown to be the best fit for the link between leader narcissism and leader

effectiveness as seen by others. According to recent research (Ong et al., 2016), narcissistic leaders' relationships with their followers tend to worsen with time.

### **Cyberloafing**

According to Koay and Soh (2018), "cyberloafing" refers to employees engaging in non-job-related online activities while at work. This includes activities like online shopping, viewing movies on websites like YouTube, and visiting social networking sites like Facebook and Twitter. Our modern lives are heavily reliant on various forms of electronic communication, such as the Internet, mobile phones, tablets, and laptops. Employees have lost focus on their work since computers have increased efficiency in organizations (Askew, 2012). Although information technology has several advantages, cyberloafing is one of those negatives (Cinar and Karcioğlu, 2015). Because of the proliferation of high-speed internet, which is essential for modern businesses' research and communications, cyberloafing has become an accepted part of modern workplaces (Cinar and Karcioğlu, 2015).

### **Dehumanization**

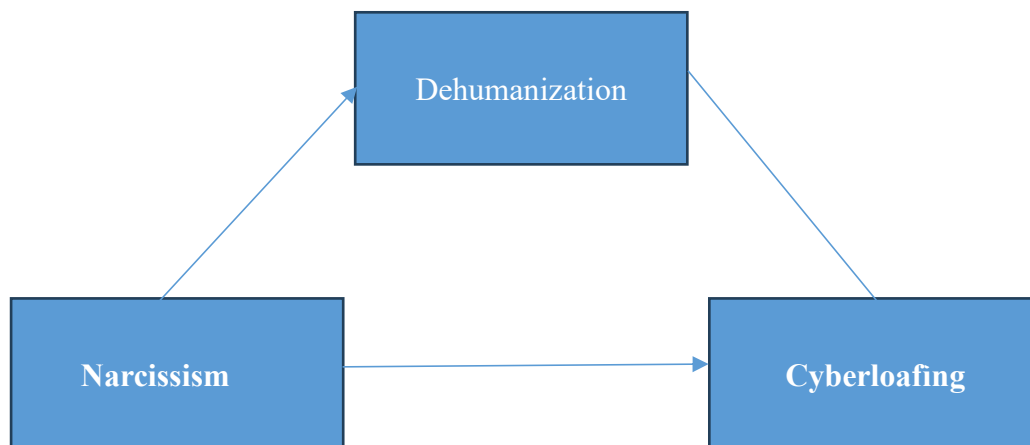
Perceiving or believing that another person is less than human is known as dehumanization (Haslam, 2006; Haslam & Loughnan, 2014). When other people's behaviors discredit a person's identity or social standing, it can lead to dehumanizing encounters (Capozza et al., 2019; Haslam, 2006; Haslam & Loughnan, 2014). Subtle kinds of dehumanization, such as being treated with subtle disdain, condescension, neglect, or social ostracism, can happen in ordinary social encounters, as most academics have now recognized (Bastian and Haslam, 2010; Bastian and Haslam, 2011). The widespread and devastating effects of dehumanization—a loss of respect for human dignity, decreased altruism, and heightened antisociality—make it a significant psychological phenomenon (Haslam & Loughnan, 2014). Two aspects of humanity have been brought to light by Haslam (2006). traits that are considered to set humans apart from other animals are referred to as "Human Uniqueness." These traits include things like maturity, reason, politeness, morality, and refinement. People are viewed as primitive, undeveloped, uncultured, or backward when their "Human Uniqueness" qualities are downplayed or ignored. When we talk about things like "Human Nature," we're referring to things like our common and basic human characteristics, including our emotionality, vital agency, warmth, and cognitive flexibility. People are portrayed as emotionless and impersonal when their "Human Nature" traits are disregarded, leading to comparisons to inanimate objects.

According to Cohen and Özsoy (2025), dehumanization is a key component that connects narcissism with workplace deviance and permits individuals to engage in immoral, self-centered behavior. By illuminating the dynamics of dehumanization in the workplace, we may combat toxic personality characteristics and foster more compassionate work environments.

### **Narcissism and cyberloafing**

According to Raskin and Hall (1979), cyberloafing may be associated with narcissism, which is characterized by an exaggerated feeling of self-importance and an intense need for praise. According to Mehdizadeh (2010) and Cohen (2024), narcissists could use cyberloafing as a way to get approval and attention from others online. Cyberloafing may increase if their ambition to promote themselves causes them to put their online identities ahead of their professional responsibilities. Cyberloafing is one-way narcissists, who are notoriously selfish and prone to exploitative behavior, may utilize technology for their own selfish ends (Rahman and Muldoon, 2020). When individuals think they can get away with it, they act dishonestly and participate in such behaviors (Lowe-Calverley and Grieve, 2017; Cohen, 2024).

### **Conceptual Framework**



H1. There is a positive and significant relationship between narcissism and cyberloafing.

H2. There is a positive and significant relationship between narcissism and dehumanization.

H3. There is a positive and significant relationship between dehumanization and cyberloafing.

H4. Dehumanization mediates the relationship between narcissism and cyberloafing.

## **Methodology**

The sample of the study mainly came from Peshawar, Nowshera, and the Hatter Industrial Estate (KPK). We started by getting in touch with the company CEO and getting his OK. We assured the company CEO that the surveys would be utilized only for research purposes and that all information gathered would be kept secret. Afterward, we went ahead and sent out the surveys without involving the corporate managers in any way. A statement outlining the study, assuring the confidentiality of the responses, and stating that participation was entirely optional accompanied the surveys. Also, we asked that people fill out the questionnaires during regular business hours and send them back to our research team directly in an effort to boost participation. In order to participate in the study, all participants were required to sign an informed consent document. Due to the absence of any clinical studies involving human subjects or animal experimentation, the research process was conducted in an ethical manner.

The study's data was gathered in two rounds to minimize the effects of sample homology bias. Employees' gender, age, education level, length of service, and thoughts on the narcissism of their immediate boss were all part of the first survey's intended content. We opted for a short time frame for this result because we believed that employees would have a harder time remembering the amount of time theft they had committed over a long historical period (Pearson et al., 1991). Subordinates completed Survey 1 and Survey 2 one month later. Survey forms were numbered in order to facilitate data collection. Questionnaires were distributed once the investigators had been trained with the help of the company leader. Out of 400 questionnaires sent out, 314 were returned as legitimate, with a recovery rate of 78.5%. In the survey sample, the sample of the present study consists of 288 (91.7%) male and 26 (8.3%) female (N = 314). The age wise distribution of the study sample are depicted as above. There were 23 (7.3%) respondents whose age fall between 20-25 years. Those whose age fall between 26-30 years were 73 (23.2%) in number. Similarly, 92 (29.3%) respondents reported their age fall between 31-35 years, 78 (24.8%) reported their age fall between 36-40 years, and 48 (15.3%) respondents mentioned that their age were above 41 years. the highest respondents having diploma they are 169 in which 158 are Technicians, matriculate is 106 in which 68 are helpers. There is a noticeable concentration of respondents with Diplomas and Matric education, possibly reflecting educational patterns within the workforce sampled.

## Measurement

### Supervisor Narcissism

Hochwarter and Thompson (2012) created a scale to quantify supervisor narcissism based on specific personality traits found in leadership studies. For example, "My leader is a very self-centred person." One of six items on the assessment uses a 5-point scale, with 1 representing a strong disagreement and 5 representing a strong agreement. In this study, the Cronbach's alpha was set at 0.936.

### Dehumanization

Caesens et al. (2017) scale was used to quantify dehumanization in this study, with a Cronbach's alpha of 0.929. Question 1 asks, "My organisation considers me as a tool to use for its own ends." Question 5 asks, "How strongly do you agree?" with each of 11 things on the 5-point scale.

### Cyberloafing

For the measurement of cyberloafing, researchers used a scale originally devised by Moody and Siponen (2013). Examples of the three items used for measurement are "In general, I use the Internet at work for non-work-related purposes." Each item is assessed on a 5-point scale, with 1 representing strongly disagree and 5 strongly agree. A Cronbach's alpha of 0.901 was used in this investigation.

Table I provided a summary of all three scales by outlining the facts and figures for each, as well as the Cronbach's  $\alpha$  coefficients that showed how consistent the narcissism, dehumanization, and cyberloafing scales were internally.

---

Variable	No. of items	$\alpha$	Decision
Supervisor Narcissism	06	.936	excellent
Dehumanization	11	.929	excellent
Cyberloafing	03	.901	excellent

---

### Data Analysis Strategy

We used SPSS 26.0 to analyze the data. Table 2 shows descriptive statistics like the mean and standard deviation. We inferred that the data should have a normal distribution by looking at the values of skewness and kurtosis. We first used correlation to see how the variables were related. Then, following Preacher and Hayes (2008), we ran the bootstrap algorithm to see how dehumanization mediated the relationship between narcissism and cyberloafing.

**Table 2: Mean, standard deviations, skewness, and kurtosis of the variables in the study**

	Mean	Std. Dev.	Skewness		Kurtosis	
			Stat.	Std. error	Stat.	Std. error
NR	4.19	.759	-1.25	.138	1.27	.274
DH	4.09	.825	-.713	.138	-.070	.274
CY	4.11	.840	-.792	.138	.050	.274

As elaborated earlier, the main purpose of the descriptive statistics is to summarize and easily understand the behavior of the dataset. As seen from Table 2, the mean, standard deviation, Skewness and Kurtosis were reported. The mean values for all variables lies between 4.07 and 4.19. Similarly, the deviation from the mean varied from .759 to .840. As mentioned, there is no significance difference in the mean values of all variables. Moreover, the values of standard deviation are also not significantly deviate, showing that the data is normally distributed. However, to further confirm about the data normality and the existence of no significant outliers, Skewness and Kurtosis values were also reported. Kim (2013) argued that for both small and large sample size the most effective statistical tool used to check the data normality is Skewness and Kurtosis. In the present study, the researcher employed Skewness & Kurtosis test to better judge whether the data of the current research is normally distributed or not.

Skewness measured the asymmetry of the distribution of the variable while Kurtosis measured the peakedness of the distribution (Kim, 2013). A positive skewed value shows that the distribution right side tail is longer and majority of the values fall in the left of the mean. On the other hand, the negative skewed value shows that the distribution left side tail is longer and majority of the values lie in the left of the mean (West et al., 1995). Positive excess Kurtosis distributions is called leptokurtic distribution meaning high peak, and negative excess Kurtosis distributions is called platykurtic distribution meaning flat-topped curve (West et al., 1996). The acceptable values of Skewness and Kurtosis is largely dependent on the sample size. For example, if the sample size is small, i.e.,  $n < 50$ , the acceptable values of both Skewness and Kurtosis is  $\pm 1.96$ . For medium sample size, i.e.,  $50 < n < 300$ , the acceptable values of Skewness and Kurtosis vary from  $\pm 1.96$  to  $\pm 3.29$ . For large sample size  $n > 300$ , there is no uniformly criteria for Skewness and Kurtosis values, however, researchers recommend to depend on histogram (Orcan, 2020; Kim, 2013; West et al., 1996).



The correlation findings in Table 3 show that the results are consistent with the objectives of the study. The results show that all the three variables (Narcissism, dehumanization, and cyberloafing) are positively correlated.

**Table 3: Correlation between the Variables**

Variables	1	2	3
Cyberloafing	1		
Narcissism	.734**	1	
Dehumanization	.704**	.759**	1

\*\* . Correlation is significant at the 0.01 level

### Mediation Analysis

We looked at the correlation between narcissism (a predictor) and cyberloafing (a criterion) and how dehumanization (a mediator) may have played a part in it. The four discovered relationships—Path A, Path B, and Path C—must have a substantial mediating impact of dehumanization for it to be meaningful (Baron and Kenny, 1986).

**Table: 4 the Mediation Model**

Model (Hypothesis)	Path	Effect						
		$\beta$ (Coefficient)	SE	t- value	p- value	LL CI	UL CI	Standardized (Coefficient)
			0.0			0.7	0.8	
H1: NR (IV) CL (DV)	NR→C L	0.812	0.0425	19.1029	0.0000	0.74	0.897	0.7342
H2: NR (IV) on DH (mediator)	NR→D H	0.8252	0.0400	20.6147	0.0000	0.75	0.904	0.7594
H3: DH (mediator) on CL (DV)	DH→C L	0.7170	0.0410	17.5240	0.0000	0.60	0.797	0.7040
H4: Mediation effect of DH b/w NR and CL	NR→D H→CL	0.2911	0.0632	—	—	0.15	0.459	0.4088

## Results

H1. There is a positive and significant relationship between narcissism and cyberloafing.

Hypothesis 1 proposed that narcissism is positively related to cyberloafing. To test this hypothesis, we conducted a simple regression analysis using the Model 4 of Hayes PROCESS Macro was applied with narcissism as the independent variable (X) and cyberloafing as the dependent variable (Y).

The results H1 reveal that narcissism positively affects cyberloafing ( $\beta=0.812$ ,  $t=19.1029$ ,  $p= 0.0000$ ). The result is in line with previous studies like Mehdizadeh (2010) and Cohen (2024), state that narcissists could use cyberloafing as a way to get approval and attention from others online. Cyberloafing may increase if their ambition to promote themselves causes them to put their online identities ahead of their professional responsibilities.

The results of H2 reveal that narcissism have a significant effect on dehumanization ( $\beta=0.8252$ ,  $t=20.6147$ ,  $p= 0.0000$ ). The previous studies on narcissism and dehumanization state that narcissists may dehumanize others to justify exploitative or self-serving behaviors, creating a workplace culture of disrespect and interpersonal conflict (Locke, 2009).

The results H3 revealed that a significant positive effect of dehumanization on cyberloafing ( $\beta=0.7170$ ,  $t=17.5240$ ,  $p= 0.0000$ ).

H4. Dehumanization mediates the relationship between narcissism and cyberloafing.

In Step 1 of the mediation model the regression of narcissism on cyberloafing, ignoring the mediator (dehumanization), (H1 is confirmed). Step 2 showed that the regression of the narcissism on the dehumanization (mediator) was also significant, (H2 is confirmed). Step 3 of the mediation process showed that the mediator (dehumanization), controlling for narcissism on cyberloafing was significant, (H3 is confirmed). Step 4 of the analyses showed that, controlling for the mediator (dehumanization), narcissism was also significant predictor of cyberloafing,  $\beta=0.2911$ ,  $SE=0.2632$ , the completely standardized indirect effect was 0.4088, further indicating a small but significant mediation effect. Table 4 represents the total, direct, and indirect effects of the model. It was found that dehumanization partially mediated the relationship between narcissism and cyberloafing, So H4 is confirmed.

## **Conclusion and Recommendations**

### **Conclusion**

The current research aims to examine the impact of narcissism on cyberloafing with a mediating role of dehumanization in the relationship between narcissism and cyberloafing. The results show that narcissism has a significant effect on cyberloafing, while dehumanization mediates the relationship between narcissism and cyberloafing.

### **Recommendations**

Following recommendations are brought forward for reducing narcissistic behaviors among industrial workers.

- i. Organizations should have a higher number of psychiatrists to provide counseling to employees. Moreover, they should assign responsibility to employees with narcissistic tendencies. During the recruitment process, candidates with narcissistic tendencies should be screened. A culture of harmony and team spirit can also help curb narcissistic behaviors among employees.
- ii. Management should be sympathizer of its employees. Hence, a culture of sympathy and empathy should be developed so that employees may not be humiliated.
- iii. Create inclusive and transparent HR rules on cyberloafing. Determine in advance how much time and under what conditions employees may use company-issued devices for personal, non-work-related internet use. Please make a note of the social media platforms and websites that would be forbidden.
- iv. The best course of action for employees who go to cyberloafing as a means to enhance their well-being or alleviate emotional or physical suffering is to determine what sets them off and then have talks about it.

### **Theoretical and Managerial Implications**

The current research study has theoretical and managerial implications. It extends the body of knowledge on narcissism, cyberloafing, and dehumanizing by conducting a study on the industrial employees of Khyber Pakhtunkhwa.

Moreover, the research study also has managerial implications as it provides a framework for HR practitioners to devise policies for establishing a culture of harmony, respect, and sympathy. Secondly, HR can develop policies for reducing cyberloafing in organizations, which helps to conserve the organizations' resources.

### **Limitations and Future Directions**

The current study has several limitations that can help future researchers overcome.

First and foremost, it used a quantitative research design. Secondly, it only takes dehumanizing as a mediating variable. Thirdly, it focuses on Hattar, Nowshehra, and Hayatabad industrial estates of Khyber Pakhtunkhwa. Hence, future researchers should focus on qualitative research design or mixed method techniques for better insight into the problem. Besides, future researchers should take other mediating or moderating variables such as organizational culture or supervisor role, etc. Lastly, the research study can be extended to other service sectors, such as educational institutions and banks, to investigate the phenomenon.

## References

- Askew, K. (2012). *The relationship between cyberloafing and task performance and an examination of the theory of planned behavior as a model of cyberloafing*. University of South Florida.
- Aslam, S., Tahir, M., & Mehmood, Q. (2023) “Buffering role of Transformation leadership and Emotional Intelligence in the relationship between Team Conflict and Team Performance?” *Journal of Management Sciences*
- Caesens, G., Stinglhamber, F., Demoulin, S., & De Wilde, M. (2017). Perceived organizational support and employees’ well-being: The mediating role of organizational dehumanization. *European Journal of Work and Organizational Psychology*, 26(4), 527-540.
- Campbell, W. K., Hoffman, B. J., Campbell, S. M., & Marchisio, G. (2011). Narcissism in organizational contexts. *Human resource management review*, 21(4), 268-284.
- Çınar, O., & Karcıoğlu, F. (2015). The relationship between cyber loafing and organizational citizenship behavior: A survey study in Erzurum/Turkey. *Procedia-Social and Behavioral Sciences*, 207, 444-453.
- Cohen, A., & Özsoy, E. (2025). *The Dark Triad and cyberloafing: Unveiling the shadowy nexus*. Management Research Review.
- Ghani, U., Usman, M., Cheng, J., Mehmood, Q. & Shao, X. (2024) “Does Professional Self-Efficacy Provide a Shield in Troubling Situations? Evidence of Performance and Thriving Through Perceived Strength Use” *Sage Open*, DOI: 10.1177/21582440241252507
- Gleig, A. (2020). Narcissism. In *Encyclopedia of Psychology and Religion* (pp. 1559-1562). Cham: Springer International Publishing.
- Grijalva, E., Harms, P. D., Newman, D. A., Gaddis, B. H., & Fraley, R. C. (2015).

- Narcissism and leadership: A meta-analytic review of linear and nonlinear relationships. *Personnel Psychology*, 68(1), 1-47.
- Grijalva, E., Newman, D. A., Tay, L., Donnellan, M. B., Harms, P. D., Robins, R. W., & Yan, T. (2015). Gender differences in narcissism: a meta-analytic review. *Psychological bulletin*, 141(2), 261.
- Hochwarter, W. A., & Thompson, K. W. (2012). Mirror, mirror on my boss's wall: Engaged enactment's moderating role on the relationship between perceived narcissistic supervision and work outcomes. *Human Relations*, 65(3), 335-366.
- Kets de Vries, M. F., & Miller, D. (1984). Neurotic style and organizational pathology. *Strategic management journal*, 5(1), 35-55.
- Kim, H. Y. (2013). Statistical notes for clinical researchers: assessing normal distribution (2) using skewness and kurtosis. *Restorative dentistry & endodontics*, 38(1), 52-54.
- Koay, K. Y., & Soh, P. C. H. (2018). Should cyberloafing be allowed in the workplace?. *Human Resource Management International Digest*, 26(7), 4-6.
- Levy, K. N., Ellison, W. D., & Reynoso, J. S. (2011). A historical review of narcissism and narcissistic personality. *The handbook of narcissism and narcissistic personality disorder: Theoretical approaches, empirical findings, and treatments*, 1-13.
- Locke, K. D. (2009). Aggression, narcissism, self-esteem, and the attribution of desirable and humanizing traits to self versus others. *Journal of Research in Personality*, 43(1), 99-102.
- Lowe-Calverley, E., & Grieve, R. (2017). *Web of deceit: Relationships between the dark triad, perceived ability to deceive, and cyberloafing*. *Cyberpsychology: Journal of Psychosocial Research on Cyberspace*, 11(2).
- Margolis, J. D., & Molinsky, A. (2008). Navigating the bind of necessary evils: Psychological engagement and the production of interpersonally sensitive behavior. *Academy of management journal*, 51(5), 847-872.
- Moody, G. D., & Siponen, M. (2013). Using the theory of interpersonal behavior to explain non-work-related personal use of the Internet at work. *Information & Management*, 50(6), 322-335.
- Ong, C. W., Roberts, R., Arthur, C. A., Woodman, T., & Akehurst, S. (2016). The leadership is sinking: A temporal investigation of narcissistic leadership. *Journal of personality*, 84(2), 237-247.

- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, 40(3), 879-891.
- Usman, M., Mehmood, Q., Ghani, U., & Ali, Z. (2023) “Does Positive Supervisory Support impede Knowledge Hiding via Psychological Ownership and Workplace Thriving?” *VINE Journal of Information and knowledge management system* <https://doi.org/10.1108/VJKMS-08-2022-0278>
- West, S. G. (1995). Structural equation models with nonnormal variables: Problems and remedies.