

INFORMATIONAL CYBERLOAFING MANAGEMENT AND THE HEALTH OF PRIVATE SECONDARY SCHOOLS IN PORT-HARCOURT, RIVERS STATE

Ubah, H. T.

Department of Business Administration, Faculty of Administration and Management, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Nigeria
Email: ubahhenry28@gmail.com

Gbarale, K. D.

Department of Business Administration, Faculty of Administration and Management, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Nigeria

and

Bayo, P. L.

Department of Business Administration, Faculty of Administration and Management, Rivers State University, Nkpolu-Oroworukwo, Port Harcourt, Nigeria.

ABSTRACT

This study examined the relationship between informational cyberloafing management and the health of private secondary schools in Port-Harcourt, Rivers State. This focus stems from managing the incredible development of the internet from evading work obligations during working hours for the sustenance of the organization. The study adopted the open system theory. The study utilized a correlational research design. The population of this study was the one hundred and twenty-one (121) private secondary schools in Port-Harcourt City Local Government Area, Rivers State. However, for the purpose of questionnaire administration, two (2) management staff with job titles such as proprietors and head teachers from the one hundred and twenty-one (121) secondary schools in Port-Harcourt, Rivers State making a total of one hundred and forty-two (142) as the population element. Structured questionnaire, designed in Likert five-point scales was used in collecting primary data from the respondent. Its reliability was ascertained through Cronbach's Alpha reliability coefficient with a threshold of 0.70. Spearman's Rank Order Correlation Coefficient statistical tool was used to test the bivariate hypotheses. The study findings revealed that there was a significant positive relationship between informational cyberloafing management and both resource distribution and goal focus in private secondary schools in Port Harcourt, Rivers State, with a stronger correlation observed for goal focus. The study concludes that effective informational cyberloafing management enhances organizational health by improving staff focus, fostering efficient resource utilization, and strengthening alignment with institutional goals. The researcher therefore recommends that school administrators establish clear internet use policies and implement staff training programs to manage cyberloafing effectively, thereby promoting greater productivity and organizational effectiveness.

Keywords: Informational Cyberloafing Management, Organizational Informational Cyberloafing Management, Resource Distribution, Goal Focus.

INTRODUCTION

As the world adjusts to the post-pandemic era, private secondary schools are encountering a significant organizational challenge that threatens the integrity of their institutional structures: the erosion of organizational health. Despite longstanding reputations for academic excellence, many of these schools in Port Harcourt are grappling with dysfunctional internal practices such as poor communication, lack of staff cohesion, and ineffective leadership. These shortcomings not only undermine teaching quality but also affect teacher morale, student outcomes, and the sustainable development of the educational institution as a whole. Maintaining robust organizational health has thus become an essential focus in ensuring the long-term relevance and functionality of private schools in a highly dynamic and digitized world.

The proliferation of internet access and digital platforms has amplified a new form of employee disengagement known as cyberloafing, particularly among educators. This phenomenon, intensified by the COVID-19 pandemic's shift toward remote and hybrid work models, has enabled teachers to misuse internet resources during working hours for non-educational purposes such as entertainment, online shopping, and social media activity. Empirical evidence reveals that such behaviors are widespread, with studies indicating that up to 88% of employees, including educators, engage in cyberloafing, often for substantial portions of the workday. These trends have introduced new vulnerabilities within the administrative and instructional frameworks of schools, directly impacting operational efficiency and weakening the foundational aspects of organizational health.

In the context of Port Harcourt, the rise of cyberloafing in private secondary schools presents a distinctive managerial challenge. While much of the existing literature on cyberloafing and organizational health focuses on corporate environments or public-sector education, private institutions remain underexplored despite their unique operational constraints and expectations. The growing digital engagement among staff, coupled with a lack of structured oversight mechanisms, has led to measurable declines in job satisfaction, productivity, and academic performance. As a result, this study sought to close the literature gap by examining how informational cyberloafing management strategies influences the health of private secondary schools, offering valuable insights into how educational leaders in the region can tailor interventions to sustain institutional effectiveness in the face of digital distractions.

The specific objectives are:

- i. Examine the relationship between informational cyberloafing management and resource distribution in private secondary schools in Port-Harcourt, Rivers State.
- ii. Examine the relationship between informational cyberloafing management and goal focus in private secondary schools in Port-Harcourt, Rivers State

Conceptual Framework

The conceptual framework in figure 1 shows the relationship between informational cyberloafing management and Organizational Competitiveness. As shown in the framework, the predictor variable is job rotation. While the criterion variable is organizational health and measured with resource distribution and goal focus.

Conceptual Framework

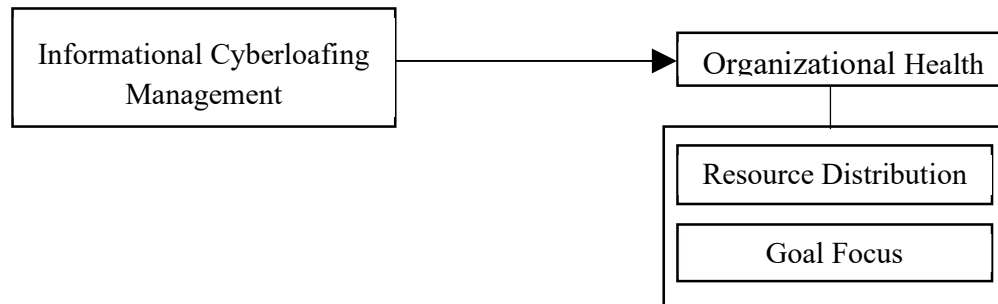


Figure 1.1: Informational CyberLoafing Management and Organizational Health

Source: Desk Research, (2025). Informational Cyberloafing management adopted from the work of Zhang, Guo, Ma and Zhang (2024), Aghaz and Sheikh (2016); while measures of organizational health are sourced from the work of Özer, Uğurluoğlu, Saygılı and Songur (2019)

Research Questions

In line with the research objectives, the following research questions were raised:

- i. What is the relationship between Informational cyberloafing management and resource distribution in private secondary schools in Port-Harcourt, Rivers State?
- ii. What is the relationship between Informational cyberloafing management and goal focus in private secondary schools in Port-Harcourt, Rivers State?

Statement of Hypotheses

H₀₁: There is no significant relationship between informational cyberloafing management and resource distribution in private secondary schools in Port-Harcourt, Rivers State.

H₀₂: There is no significant relationship informational cyberloafing management and goal focus in private secondary schools in Port-Harcourt, Rivers State.

LITERATURE REVIEW

Theoretical Foundation

Theoretical review is a baseline theory that governs variables in a research works. Since the major variables of this study are informational cyber loafing management and organizational health, the researcher adopted the Open System Theory.

Open System Theory

Open System Theory emphasizes the dynamic interactions between organizations and their external environments, highlighting the importance of adaptability to changing conditions. It posits that organizations capable of processing environmental information are better equipped to adjust to contextual shifts. Meles, Pels, and Polese (2010) describe two levels of adaptation: counteraction, which involves processing external information to guide purposeful behavior, and amplification, which aligns with constructivist thinking and self-organization. Scholars like Katz and Kahn (1978) and Emery and Trist (1960) further define organizations as energetic

input-output systems and socio-technical systems respectively, composed of both social (human) and technical (machine) components.

Within the framework of Open System Theory, cyberloafing can be interpreted as a manifestation of weak boundary management, where external technological and societal influences disrupt workplace productivity. To mitigate cyberloafing and sustain organizational health, schools and institutions must adopt a systems-thinking mindset, acknowledging the interplay between external forces and internal practices. This involves creating balanced policies that support both employee autonomy and accountability, using technology responsibly, and cultivating a positive work culture. By effectively managing these open-system interactions, organizations can reinforce resilience, enhance productivity, and foster a healthier working environment.

Conceptual Review

Information Cyber Loafing Management

Informational cyberloafing, as defined by Yogun (2015), refers to employees using work hours to browse or search for information or news unrelated to their job tasks. Kay, Yao, Alan, and Amanda (2009) further describe it as the use of the internet for non-work-related news surfing. The growing availability of interactive digital technologies has made it increasingly easy for employees to engage in such behaviors, leading to concerns about misuse of organizational resources. In response, informational cyberloafing management has emerged as a critical organizational strategy aimed at monitoring, regulating, and preventing the inappropriate use of information systems during work time.

Effective management of informational cyberloafing requires a comprehensive approach that includes technological, policy-based, and cultural components. As Vitak, Crouse, and LaRose (2011) suggest, organizations must implement robust surveillance systems and communicate clear policies on acceptable internet use to guide employee behavior (Akbulut et al., 2016). The main objective is to safeguard organizational data, mitigate productivity loss, and prevent security risks (Lim & Teo, 2005). Furthermore, managing informational cyberloafing enhances operational efficiency and supports a culture of accountability and trust, ultimately contributing to a more focused, secure, and productive workplace (Garrett & Danziger, 2008)

Organizational Health

Hoy and Feldman (2017) defined organizational health as your organization's ability to unite around a shared vision and respond to change to meet company goals. In other words, it's your company's capacity to adapt to a world that is constantly evolving. And these days (and this comes as no surprise), the business environment is always shifting. Organizational health refers to a range of particular qualities that make up a forward-thinking, cooperative, dynamic, and innovative organization that is both high functioning and high performing in the long term (Cotton & Hart, 2013). According to Miles (cited in Nair, Kumar, & Sri Ramalu, 2015), organizational health, which refers to sustain life in its environment, to develop continuously and to develop itself, to cope with problems, to have the ability to live and to be able to develop these abilities, is considered as an indispensable element of success in today's business organizations.

Measures of Organizational Health

Resource Distribution

Resources are broadly defined as anything perceived by individuals to aid in achieving their goals (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014), and in the workplace context, these resources empower employees to complete tasks effectively, thereby enhancing

their well-being and performance (Bakker & Demerouti, 2007; Balducci, Schaufeli, & Fraccaroli, 2011). This paper focuses specifically on organizationally derived workplace resources—those that support task achievement and are within the organization’s capacity to develop—while excluding external or work–family interface resources, acknowledging ongoing debate around organizational influence over non-work domains (Hall & Richter, 2018). A common critique in the literature is the vague identification of resources; to address this, the authors propose categorizing workplace resources by their source, aligned with the IGLO (Individual, Group, Leader, and Organization) framework, to structure resource operationalization and support organizational health (Day & Nielsen, in press; Nielsen & Abildgaard, 2013).

Goal Focus

Goals are often seen as essential to the cognitive aspect of well-being, as this evaluation entails the judgment of how well one is doing vis-à-vis important goals. In such telic conceptions of cognitive well-being, satisfaction indicates the degree of goal achievement, which, in turn, is crucial for experiencing life satisfaction (Diener, 2014). In other words: when people achieve goals, they experience satisfaction, when they fail to achieve goals; they experience dissatisfaction (Brunstein, 2013; Emmons, 2016; Klug & Maier, 2015). This is also in line with control theory of goals (Carver & Scheier, 2013) and goal-setting theory (Latham & Arshoff, 2013), according to which goals are effective because they indicate the level of performance that is acceptable. Outcome expectancies are important because people are motivated by a belief that their respective actions (over a longer period) will result in positive outcomes (Ryan, 2012). Expectations of successful outcomes motivate people to put effort into their goals even when obstacles or difficulties arise.

Empirical Review

Hessari, Daneshmandi, Busch and Smith (2024) conducted a study on mitigating cyberloafing through employee adaptability: the roles of temporal leadership, teamwork attitudes and competitive work environment. The study aims to investigate the role of employee adaptability in mitigating cyberloafing, taking into account the influences of temporal leadership, teamwork attitudes, and competitive work environments. The study utilized the broaden-and-build theory and the job demands-resources (JD-R) model, data was analyzed from 245 employees through structural equation modeling (SEM) to investigate how various factors influence cyberloafing. The results indicate that employee adaptability significantly mitigates cyberloafing and serves as a mediating factor between temporal leadership, teamwork attitudes, and the impact of competitive work environments on cyberloafing. Temporal leadership and teamwork attitudes positively correlate with increased adaptability, thereby reducing cyberloafing. Conversely, competitive work environments, while slightly enhancing adaptability, substantially increase cyberloafing.

In another study, Olajide (2018) discovered in their research the relationship between informational and employee performance and came to the conclusion that as an employee's dependence on accessing the internet to look for information not related to his task during working hours increases, so does his or her performance. This conclusion is supported by (Askew, 2012), which also argued persuasively that employees who engage in informational searching are distracted by other websites, which impairs their performance. They came to the same conclusion that social loafing has a significant negative impact on employee performance. Facebook, Twitter, and other online social networking sites are frequently utilized at work and constitute deviant behavior that has a negative impact on employee performance.

Achakul and Yolles (2013) posit that informational cyberloafing lowers employees' task performance through work time spent surfing the internet instead of on work, which results in lower productivity (Kuschnaroff & Bayma, 2014). Thus, Moody and Siponen (2013) further assert that the relationship between cyberloafing and job performance is negative. On the other hand, Coker (2011) alludes that informational cyberloafing has the tendency of resulting in employee performance if reason for cyberloafing is for a work related task, such as finding ways to market the organization's products. Again, Coker (2011) perceives cyberloafing with a positive point of view from the perspective of what he called "opportunity to surf". To him, allowing an employee the opportunity to surf the web why at work empowers reclamation of mental limit and encourages sentiments of self-rule.

METHODOLOGY

This study adopted a correlation research design in investigating the relationships between informational cyberloafing management and Organizational health. The population of this study was the one hundred and twenty-one (121) private secondary schools in Port-Harcourt City Local Government Area, Rivers State. However, for the purpose of questionnaire administration, two (2) management staff with job titles such as proprietors and head teachers from the one hundred and twenty-one (121) secondary schools in Port-Harcourt, Rivers State making a total of one hundred and forty-two (242) as the population element. The study was conducted as a census. This method was adopted since the total population is not too large, and to eliminate errors in sample determination and bias. Data for this study were collected through primary sources. The primary data were raw data that were obtained through the use of questionnaire, which formed the nominal data that were used for data analysis. To ensure the validity of the instruments for this study, the content and face validity was adopted. The researcher used the measure of internal consistency dimension for the reliability by using Cronbach Alpha. as presented in table 1. This study employed inferential statistical analyses using SPSS version 27. Spearman's Rank Order Correlation was applied to test bivariate hypotheses at a 0.05 significance level.

Table 1: Cronbach Alpha Reliability Test Results

Variables	Dimensions/Measures	Items	Alpha
Information Management	Cyberloafing	3	.839
Organizational Health	Resource Distribution	3	.749
	Goal Focus	3	.884

Source: SPSS 23.0 Output 2025

DATA ANALYSIS AND DICUSSION OF FINDINGS

Bivariate Analysis

The Spearman's Rank Order Correlation was used to test the hypotheses at 95% level of confidence and a (0.05%) level of significance in order to draw conclusion and make generalization to the study population.

Information Cyberloafing Management and Organizational Health

Table 2 shows the result of correlation matrix obtained for Information Cyberloafing Management and measures of Organizational Health in water producing companies in Rivers State, Nigeria. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

Table 2: Correlation for Information Cyberloafing Management and Organizational Health

			Information Cyberloafing Management	Resource Distribution	Goal Focus
Spearman's rho	Information Cyberloafing Management	Correlation	1.000	.625**	.774**
		Coefficient			
		Sig. (2-tailed)	.	.000	.000
		N	213	213	213
	Resource Distribution	Correlation	.625**	1.000	.504**
		Coefficient			
		Sig. (2-tailed)	.000	.	.000
		N	213	213	213
	Goal Focus	Correlation	.774**	.504**	1.000
		Coefficient			
		Sig. (2-tailed)	.000	.000	.
		N	213	213	213

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

Source: Research Survey, 2025.

Research Question 1: What is the relationship between informational cyberloafing management and resource distribution in private secondary schools in Port-Harcourt, Rivers State?

Table 2 presents the Spearman Rank Order Correlation analysis addressing Research Question 1, which explores the relationship between informational cyberloafing management and resource distribution in private secondary schools in Port Harcourt, Rivers State. The analysis yielded a correlation coefficient (rho) of 0.625, indicating a strong positive relationship between the two variables. This suggests that effective informational cyberloafing management such as monitoring and regulating non-work-related online activities contributes to improved resource distribution, enhancing staff focus, productivity, and operational discipline. Furthermore, the hypothesis testing revealed a statistically significant relationship ($p = 0.000 < 0.05$), leading to the rejection of the null hypothesis and acceptance of the alternate. Thus, the study confirms a significant positive relationship between informational cyberloafing management and resource distribution in the studied schools.

Research Question 2: What is the relationship between informational cyberloafing management and goal focus in private secondary schools in Port-Harcourt, Rivers State?

Table 2 also presents the Spearman Rank Order Correlation analysis addressing the relationship between informational cyberloafing management and goal focus in private secondary schools in Port Harcourt, Rivers State. The analysis yielded a correlation coefficient (rho) of 0.774, indicating a strong positive relationship, suggesting that effective control of non-work-related internet use significantly enhances the schools' ability to maintain a clear focus on institutional objectives. This positive relationship implies that reducing online distractions promotes

organizational discipline, improved alignment with academic priorities, and goal-directed performance. The corresponding p-value of 0.000 ($p < 0.05$) confirms the statistical significance of this relationship, leading to the rejection of the null hypothesis and acceptance of the alternate. Therefore, the study establishes that there is a significant positive relationship between informational cyberloafing management and goal focus in private secondary schools in Port Harcourt.

Discussion of Findings

Information Cyberloafing Management and Organisational Health of Private Secondary Schools in Port-Harcourt, Rivers State

The findings of this study reveal a significant relationship between information cyberloafing management and resource distribution within private secondary schools in Port Harcourt. Specifically, the results indicate that the more effectively informational cyberloafing is managed, the more optimally resources are distributed across the schools. This is in line with the findings of Ace et al. (2024), who noted that cyberloafing control mechanisms enhance resource efficiency and organizational performance. Belanger and Van Slyke (2002) emphasized that while informational cyberloafing might sometimes facilitate better understanding of institutional data, it more often results in distraction, as also confirmed by Askew (2012), who asserted that diversions from task-focused online behavior compromise employee output. This underscores the critical need for organizations to strike a balance by curbing excessive personal internet use during work hours through structured policies and awareness initiatives.

Similarly, the study establishes a significant positive relationship between information cyberloafing management and goal focus in the same institutional context. The findings suggest that effective regulation of internet use leads to greater alignment of employee efforts with organizational goals, as employees become more focused and task-oriented. This supports Zhang et al. (2024), who highlighted the link between controlled cyberloafing and sustained employee concentration. Furthermore, the study echoes Muafi (2023), who recommended goal-setting, consistent feedback, and reward systems as part of broader cyberloafing management strategies. The implication is that schools that manage cyberloafing proactively are more likely to cultivate a workforce that is focused, disciplined, and aligned with institutional goals—thereby enhancing productivity and organizational health.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the study establishes that information cyberloafing management is positively associated with both resource distribution and goal focus as indicators of organizational health in government-approved private secondary schools in Port Harcourt, Rivers State, with a stronger influence observed on goal focus. By effectively regulating internet usage within the workplace, schools can shape staff behavior toward more purposeful and work-aligned technological engagement. This fosters a more disciplined and productive workforce, thereby enhancing the efficiency of resource allocation and reinforcing institutional focus on academic and operational goals. Based on the findings of the study, the following two recommendations are proposed:

1. Private secondary schools in Port Harcourt should develop and enforce comprehensive internet usage policies that specifically address informational cyberloafing. These policies should clearly define acceptable online behavior during work hours and incorporate regular monitoring mechanisms to discourage non-work-related internet

activities. By doing so, schools can enhance staff focus and ensure more effective alignment with institutional goals.

2. School administrators should invest in training and awareness programs that educate staff on the implications of cyberloafing and promote responsible digital behavior. Emphasizing the connection between reduced online distractions and improved resource distribution can cultivate a work culture that values productivity, efficiency, and collective responsibility, ultimately contributing to stronger organizational health.

REFERENCES

- Ace N. Bombaes, A. N., Velarde, J. D., Leron, A. M., Bautista, J. C., & Piedra, K. D. (2024). Quantifying the effect of cyber-loafing on employees' job performance of Emilio Aguinaldo College-Cavite. *Psych Educ*, 16(10),1163-1169.
- Aghaz, A., & Sheikh, A. (2016). Cyberloafing and job burnout: An investigation in the knowledge-intensive sector. *Computers in Human Behavior*, 62, 51-60.
- Akbulut, Y., Dursun, O. O., Donmez, O., & Sahin, Y. L. (2016). In search of a measure to investigate cyberloafing in educational settings. *Computers in Human Behavior*, 55(2), 616- 625.
- Bakker, A., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22, 309–328.
- Balducci, C., Schaufeli, W., & Fraccaroli, F. (2011). The job demands-resources model and counterproductive work behaviour: The role of job-related affect. *European Journal of Work and Organizational Psychology*, 20, 467–496.
- Brunstein, J. C. (2013). Personal goals and subjective well-being: A longitudinal study. *Journal of personality and social psychology*, 65(5), 1061.
- Carver, C. S., & Scheier, M. F. (2013). Goals and emotion. *Guilford handbook of cognition and emotion*, 176-194.
- Diener, E. (2014). Subjective well-being. *Psychological bulletin*, 95(3), 542.
- Garrett, R. K. & Danziger, J. N. (2008). Disaffection or expected outcomes: Understanding personal internet use during work. *Journal of Computer-Mediated Communication*, 1(13), 937–958.
- Halbesleben, J. R. B., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “COR”: Understanding the role of resources in conservation of resources theory. *Journal of Management*, 40, 1334–1364.
- Hall, D. T., & Richter, J. (2018). Balancing work life and home life: What can organizations do to help? *Academy of Management Executive*, 2, 213–223.
- Hessari, H., Daneshmandi, F., Busch, P., & Smith, S. (2024). Mitigating cyberloafing through employee adaptability: the roles of temporal leadership, teamwork attitudes and competitive work environment. *Asia-Pacific Journal of Business Administration*.
- Hoy, W. K., Sabo, D., & Barnes, K. (2016). Organizational health and faculty trust: A view from the middle level. *Research in Middle Level Education Quarterly*, 19(3), 21-39.
- Hoy, W., K. & Feldman, J. A. (2017). Organizational health: The concept and its measure. *Journal of Research and Development in Education*, 20(4), 30-37.
- Kay, B., Yao, J., Alan, C., & Amanda H. K. (2009). Cyberloafing: A Modern Workplace Phenomenon. <http://www.alanhern.com/documents/Loafing>
- Klug, H. J., & Maier, G. W. (2015). Linking goal progress and subjective well-being: A meta-analysis. *Journal of Happiness Studies*, 16, 37-65.
- Latham, G. P., & Arshoff, A. (2013). *Goal setting*. Oxford University Press.

- Lim, V., & Teo, T. (2005). Prevalence, perceived seriousness, justification and regulation of cyberloafing in Singapore: An Exploratory Study. *Information & Management*, 42(8), 1081-1093.
- Nair, H. A., Kumar M, D., & Sri Ramalu, S. (2015). Instrument development for organisational health. *Asian Social Science*, 11(12), 200-214.
- Olajide, O., Abdu, M., & Abdul-Qadir, A. B. (2024). Effect of cyberloafing on employee performance among deposit money banks in Kaduna Metropolis. *Online Journal of Arts, Management and Social Sciences (OJAMSS)*, 3(1), 27 – 37.
- Özer, Ö., Uğurluoğlu, Ö., Saygılı, M., & Songur, C. (2019). The impact of work alienation on organizational health: A field study in health sector. *International Journal of Healthcare Management*, 12(1), 18-24.
- Ryan, R. M. (2012). *The Oxford Handbook of Human Motivation*. Oxford: Oxford University Press.
- Vitak, J., Crouse, J. & LaRose, R. (2011). Personal internet use at work: understanding cyberslacking. *Computers in Human Behaviour*, 27(5), 1751–1759.
- Yogun, A. E. (2015). Cyberloafing and innovative work behavior among banking sector employees. *International Journal of Business and Management Review*, 3(10), 61-71.
- Zhang, X., Guo, H., Ma, L., & Zhang, G. (2024). Minor and serious cyberloafing in the workplace: antecedents and effects on job satisfaction. *Behaviour & Information Technology*, 1-20.