Exploring work-life balance and fear of missing out role in the impact of cyberloafing on employee productivity and employee well-being

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ABSTRACT

With the advent of communication technologies, the workplace is increasingly using the internet, mobile devices, and computers. The present study attempts to gather information about cyberloafing and its effects on employees. Based on the Conservation of Resources theory, we examine the mediating role of employee work-life balance and the moderating role of FoMO (Fear of Missing Out) in the relationship between cyberloafing and employee productivity and well-being. The study collected samples from 420 full-time employees at Vietnamese aviation service companies. The model testing results from SMARTPLS 4 software indicated that cyberloafing is a factor that leads to inefficient resource use, thereby negatively affecting work-life balance, employee productivity, and employee well-being.

Additionally, work-life balance influences how cyberloafing affects employees' work-life balance. FoMO also contributes to resource depletion and amplifies the negative effects of cyberloafing. The study extends the conservation of resources theory by integrating the psychological construct of the digital age and proposes managerial implications to help organizations better control the impact of cyberloafing.

1. Introduction

Nowadays, the popularity of technology platforms and digital transformation in the workplace has dramatically affected work practices and employee well-being (Cieslak & Valor, 2025). Cyberloafing is the behavior of using the internet during working hours for non-work-related purposes. Research shows that employees spend about 02 hours a day using the internet for non-work purposes, causing an estimated loss of 85 billion dollars each year (Andel et al., 2019). Besides positive factors, such as helping employees connect and process data quickly and effectively. Some studies have shown that cyberloafing at an appropriate level can help employees reduce stress and regenerate energy, thereby increasing productivity and work efficiency (Liu et al., 2025b). However, if managers do not monitor closely, employees can use the internet for personal purposes during working hours, a phenomenon known as cyberloafing. In today's online work environment, controlling working time is a prominent issue because it dramatically affects employee productivity, work-life balance, and well-being.

Work productivity represents an individual's ability to transform inputs into outputs. Currently, there are many different definitions of this concept, because it is often based on

quality, financial, human, organizational, and social capital factors (Isham et al., 2021). Highly productive employee complete tasks and help organizations achieve their goals. In the modern working environment, balancing work productivity and employee well-being is a dual goal for businesses to ensure the sustainable development of both employees and companies.

Hobfoll (2011) indicates that individuals have four resources: physical objects (tools, money, house), conditions (work hierarchy, financial security), personal resources (confidence, skills), and energies (time, focus, knowledge). The Conservation of Resources (COR) explains why employees try to retain their resources and call on those available to offset resource loss or gain resources. If an individual loses his resources, he tries to compensate or succeed by tapping into other resources. When individuals consume resources, they reduce their capacity to handle future threats, potentially triggering further "depletion cycles".

Furthermore, employees' reliance on social media to avoid missing trending topics is a concern for managers and researchers today. Therefore, we investigate how FoMO (Fear of Missing Out) moderates the link between cyberloafing and the factors in the research model. The research findings will contribute new knowledge about cyberloafing in the aviation industry by demonstrating how the COR theory is applied to assess the antecedent impact of cyberloafing on work-life balance, productivity, and employee well-being. The study also extends the COR theory to examine how FoMO moderates the relationships among cyberloafing, work-life balance, well-being, and productivity among aviation employees. Based on the results of the research model analysis, we also propose managerial implications to help aviation businesses control cyberloafing and improve employee productivity and well-being.

2. Theoretical basis

2.1. Conservation of Resources

Hobfoll's (1989) Conservation of Resources (COR) model is a suitable foundational theory to explain the impact of social media addiction and online loafing on employee productivity and Work-Life Balance (WLB). Resources such as time, energy, social support, and material conditions are important factors that help individuals cope with work and life pressures. These resources are not only independent but also linked together into a "resource caravan" that helps maintain stability and quality of life (Rashmi & Kataria, 2022). COR has also been applied in recent studies on the well-being of remote workers during the Covid-19 pandemic (Deranty & Corbin, 2024). The concept of "resources" refers to the means, supports, or provisions that facilitate knowledge-related actions and enhance the quality of human life. In other words, resources are the factors that support maintaining a balance between workflow and quality (satisfaction level) in daily operations. Therefore, the COR model provides a suitable foundation for understanding the types of resources that individuals use, for example, in work and family life (ten Brummelhuis & Bakker, 2012).

2.2. Cyberloafing and Employee Productivity

When employees use the internet for personal purposes, such as surfing the web, playing online games, or sending emails during work hours, they often pretend to work hard while not actually doing so. This behavior is considered deviant work behavior. Several studies have shown that cyberloafing is very common in organizations, with employees spending at least 50 minutes a day, or 10% of their work time (Nguyen et al., 2025). Cyberloafing can help employees relax, increase job satisfaction, and potentially improve productivity (Liu et al., 2025a). However, cyberloafing not only increases cybersecurity risks and legal liability but also

increases costs by using corporate bandwidth and reduces employee productivity (Malik et al., 2025). Empirical studies have examined the negative effects of cyberloafing on job stress, reduced job performance, reduced job satisfaction, and increased addiction. Therefore, the following hypothesis is proposed:

H1: Cyberloafing hurts Employee productivity.

2.3. Cyberloafing and Work-life balance

Online activities for entertainment, knowledge acquisition, or social connection help individuals relax their minds and regain focus. Given the abundance of attractive but unrelated information, individuals are more likely to lose control and engage in more online Cyberloafing (Zhang et al., 2024). Conservation of resources theory suggests that when employees have abundant information and psychological resources, they are less likely to control their working time, have difficulty separating rest from addiction, and reduce their ability to concentrate and restore energy (Demerouti, 2025). Conservation of resources theory explains why employees engage in cyberloafing and have a reduced sense of responsibility for work and life. This creates a vicious cycle of thinking about rest instead of focusing on work, and an imbalance in work and life:

H2: Cyberloafing hurts Work-life balance

2.4. Cyberloafing and Employee Well-being

When employees engage in online activities, they feel less bored, recharged, and their mental health improves. The sense of autonomy that cyberloafing provides helps employees reduce stress in a fast-paced and demanding work environment (Nurtjahjanti et al., 2024). However, suppose employees spend a lot of time and attention on breaks interacting on social networks or playing online games. In that case, it will lead to procrastination and negative feelings, thereby reducing work productivity. This lack of separation of time and mind can result in uncontrolled use of mobile devices during work hours, causing feelings of effort, negative mood, imbalance, and reduced employee satisfaction (Hu et al., 2022). Therefore, the following hypothesis is proposed:

H3: Cyberloafing hurts Employee Well-being

2.5. Work-life balance and Employee Productivity

Work-life balance refers to the ability to prioritize and schedule effectively, and to demonstrate responsibility in both work and personal life, including aspects such as health and family (Filippi et al., 2024). Employees who achieve work-life balance will have time to rest, boost their immune system, enhance their health, and improve their work productivity. When energy and time are conserved and balanced, creativity, work focus, and productivity will improve. Lee et al. (2023) found that work-life balance positively impacts job performance, organizational commitment, and life satisfaction. This finding demonstrates that better work-life balance leads to increased productivity and happiness at work. Successful flexible work arrangements enable work-life balance. Therefore, the following hypothesis is proposed:

H4: Work-life balance has a positive impact on employee productivity

2.6. Work-life balance and Employee Well-being

Work-life balance helps employees maintain their health and increase employee satisfaction. WLB helps control work schedules, reduce time pressure, and enable employees

to adapt to changes in work and life proactively (Panda & Sahoo, 2021). Research shows that WLB helps improve mental and cognitive health, motivating employees to fulfill their roles in both work and life. Organizational support for work-life balance can include flexible working hours, job sharing, remote work, and paid leave, all of which improve health and support care for relatives. Resource conservation theory explains that helping employees balance time and health resources between work and non-work needs leads to employee satisfaction (Pensar & Rousi, 2023). WLB support policies can help organizations attract talent, increase employee engagement, create a reputation as a desirable working environment, and improve employee satisfaction.

H5: Work-life balance positively impacts employee well-being

2.7. The moderator role of FoMO

Although FoMO is a psychological state that promotes social connection, it is also important not to miss out on experiences, information, or opportunities without violating workplace regulations (Nesbit & Lole, 2025). However, FoMO can lead employees to confuse personal activities with working time, causing individuals to constantly connect without paying attention to their work or rest periods (Jabeen et al., 2023). When FoMO levels rise, the negative impact of online laziness on concentration, poor time management, reduced work productivity, and quality of life can increase.

In today's always-connected work environment, low levels of social loafing can help employees relax and balance their work-life. However, when FoMO is not controlled, cyberloafing becomes more serious. Individuals will be immersed in a large amount of information, their minds overwhelmed by social trends, and they will forget their work and roles (Zhang, 2025). Employees will have difficulty controlling their behavior, time, and mood because they must constantly update information to keep up with trends. This increases the negative impact of cyberloafing on employee productivity. Therefore, the higher the FoMO, the higher the negative effect of cyberloafing on employee productivity.

H6a: FoMO moderates the relationship between cyberloafing and employee productivity

When employees cannot control their FoMO, they blur the boundaries between work and life. Cyberloafing and FoMO make employees dependent on constant connection, preventing them from being separated from their mobile devices, even during their breaks (Hessari et al., 2024). FoMO makes it difficult for employees to manage their time effectively, leading to a work-life imbalance.

H6b: FoMO moderates the relationship between cyberloafing and employee work-life balance

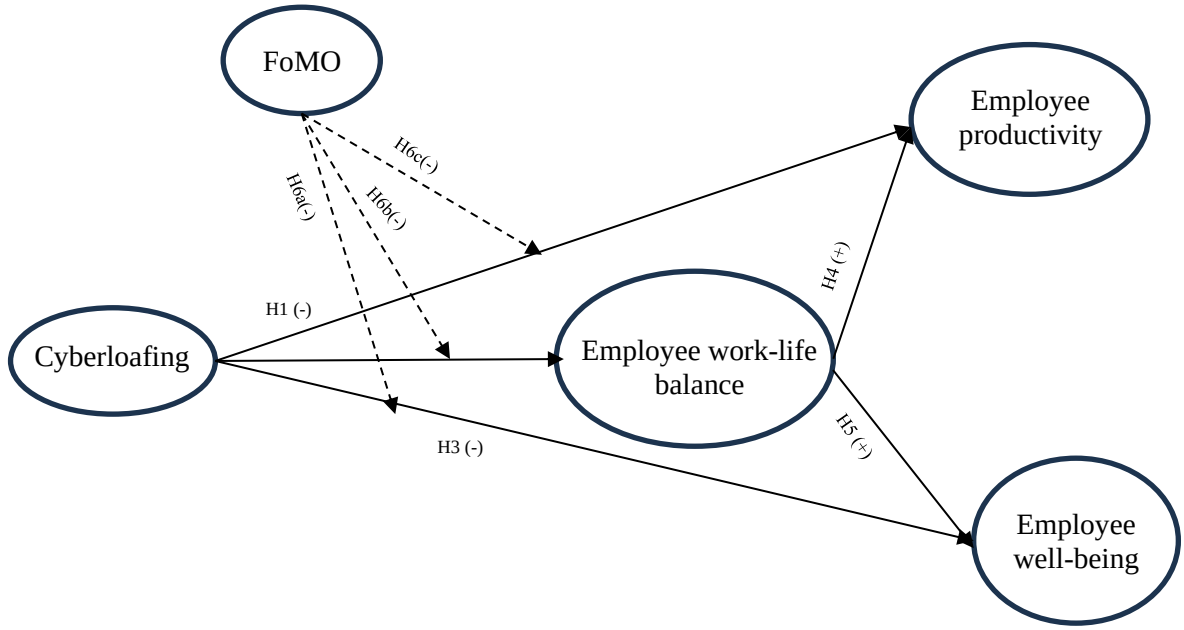
Regular social network interaction can reduce loneliness and release neurotransmitters that increase personal information sharing. However, when Cyberloafing time is poorly controlled, and the FoMO effect is high, employees feel guilty, experience increased stress, and thereby negatively affect satisfaction (Lu et al., 2024). Therefore, high levels of FOMO will exacerbate the negative impact of cyberloafing on stress, fatigue, and employee satisfaction.

H6c: FoMO moderates the relationship between cyberloafing and employee well-being

The research model is illustrated in Figure 1.

Figure 1

Research Model



Note. Compiled by the author

3. Methodology

This empirical study was conducted to provide evidence on the impact of cyberloafing on predicting employee productivity and job satisfaction. It also explored the mediating role of work-life balance and the moderating role of FoMO. The questionnaire, using a 5-point Likert scale (from 1: strongly disagree to 5: strongly agree), was standardized using scales derived from and calibrated in previous studies, as shown in Table 1.

Table 1

Measures

Construct	Items	Source
Cyberloafing (CB)	5	Wu et al. (2020)
Work-Life Balance (WLB)	9	Brough et al. (2014)
Employee Productivity (EP)	9	Tran et al. (2024)
Employee Well-Being (EWB)	5	Pradhan and Hati (2022)
Fear of Missing Out (FoMO)	10	Przybylski et al. (2013)

Note. Compiled by the author

Vietnamese aviation services employees are the target population because highly specialized human resources are the key to ensuring safety, efficiency, and sustainability in operations. The digital environment makes them susceptible to internet-related work distractions and to digital psychological factors such as FoMO (Nguyen et al., 2025). We applied double-masked translation and focus groups, and had 10 aviation employees pretest the questionnaire to identify wording problems.

With the consent of the heads of five companies, we used convenience sampling to recruit employees at various levels. The questionnaire survey for in-person interviews took place between March and June 2025. Because precise employee counts were unavailable and resources were limited, the study used a convenience sample of 420 full-time employees at the Aviation Services in Ho Chi Minh City. This exceeds Hair et al.'s (2016) recommendation of 100 - 150 participants for SEM. Table 1 presents the descriptive characteristics of the sample.

Table 2

Descriptive Characteristics

Category		Frequency	Percentage (%)
Gender	Male	246	58.57
	Female	174	41.43
Position	Customer Service Representative	119	28.33
	Operation Coordinator	93	22.14
	Administrative Staff	83	19.76
	Technical Support	66	15.71
	Manager	59	14.05
Time spent on social media	More than 05 hours/day	44	10.48
	03 - 04 hours/day	156	37.14
	01 - 02 hours/day	126	30.00
	< 01 hour/day	94	22.38
Platform	Facebook	380	90.48
	Zalo	387	92.14
	Instagram	301	71.67
	Tiktok	198	35.04

Note. The author's computation

Table 2 presents the sociodemographic characteristics of the study participants, including the platforms they use most often during working hours. More male employees answered than female. The aviation industry workforce consists of diverse positions: customer service representative (28.33%), operations coordinator (19.76%), administrative staff (19.76%), technical support (15.71%), and manager (14.05%). 37.14% of employees report spending 03 - 04 hours/day on social media, and the platforms they often use are Facebook, Zalo, Instagram, and TikTok.

PLS-SEM software is believed to be more appropriate for analyzing multidimensional constructs when processing acquired data. We use a two-step process to test the existing research model: the measurement model and structural model. The PLS-SEM method and 5,000-repeat bootstrap simulations are well-suited to evaluating the structural model when sample sizes are small.

4. Result and discussion

4.1. Result

4.1.1. Measurement model

PLS-SEM is more suitable for analyzing multidimensional constructs and the relationships between latent and observed variables. To determine whether the research model is ideal for hypothesis testing and meaningful before analyzing the research path, the following indicators were analyzed. We assessed model suitability using standard indicators and stated the loading results succinctly (e.g., "Outer loadings > 0.60 indicate acceptable items; Table 3 shows most loadings > 0.75"). Table 2 suggests that all indicators associated with the constructs CB, EP, EWB, FoMO, and WLB achieved acceptable or strong loadings, with most exceeding 0.75, reflecting their significant contribution to the corresponding latent constructs.

Table 3

Outer Loading

Construct	CB	EP	EWB	FoMO	WLB	FoMO x CB
CB1	0.796					
CB2	0.789					
CB3	0.792					
CB4	0.788					
CB5	0.737					
EP1		0.884				
EP2		0.884				
EP3		0.889				
EP4		0.901				
EP5		0.903				
EP6		0.896				
EP7		0.841				
EP8		0.870				
EP9		0.876				
EWB1			0.757			
EWB2			0.782			
EWB3			0.720			
EWB4			0.726			
EWB5			0.799			
FOMO1				0.738		
FOMO10				0.772		
FOMO2				0.734		

Construct	CB	EP	EWB	FoMO	WLB	FoMO x CB
FOMO3				0.773		
FOMO4				0.822		
FOMO5				0.773		
FOMO6				0.743		
FOMO7				0.756		
FOMO8				0.764		
FOMO9				0.785		
WLB1					0.826	
WLB2					0.830	
WLB3					0.760	
WLB4					0.746	
WLB5					0.735	
WLB6					0.739	
WLB7					0.666	
WLB8					0.712	
WLB9					0.724	
FOMO x CB						1.000

Note. Smart PLS-SEM 4 result

Cronbach's Alpha is used to assess the internal consistency of the measures. Rho_A calculates the reliability index for individual factors. Composite reliability is also a reliability pointer, but it also reflects the changing aspects of the constructs. Average variance extracted is a validity measure of the amount of variance accounted for after measurement errors are taken into account. Table 4 indicates construct reliability and validity of the measurement model. Cronbach's Alpha (> 0.7), composite reliability (> 0.7), and the Average Variance Extracted (AVE) (> 0.60) values meet the required scores.

Table 4

Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
CB	0.840	0.840	0.886	0.610
EP	0.965	0.965	0.970	0.780
EWB	0.813	0.815	0.870	0.573
FOMO	0.922	0.922	0.934	0.587
WLB	0.902	0.908	0.920	0.563

Note. Smart PLS-SEM 4 result

Discriminant validity is established when a reflective construct shows the most vital relationships with its indicators, with Standardized Root Mean Square Residuals (SRMRs) of 0.148 (< 0.08).

Table 5 tested the Fornell-Larcker Criterion, and the results are fully reliable for evaluating discriminant validity. The discriminant validity, according to the Fornell-Larcker criterion, is the top-most value (AVE Square root) in any factor column is higher than the values (Correlations) below it, then there is discriminant validity.

Table 5

Fornell-Larcker Criterion

Construct	CB	EP	EWB	FOMO	WLB
CB	0.781				
EP	-0.661	0.883			
EWB	-0.594	0.731	0.757		
FOMO	0.374	-0.686	-0.627	0.766	
WLB	-0.644	0.798	0.721	-0.620	0.750

Note. Smart PLS-SEM 4 result

According to the HTMT ratio, a discriminant validity value less than 0.85 is acceptable. From Table 6, all values are below 0.85; thus, discriminant validity has been established between the two reflective constructs.

Table 6

Heterotrait-Monotrait Ratio (HTMT)

Construct	CB	EP	EWB	FoMO	WLB	FOMO x CB
CB						
EP	0.733					
EWB	0.715	0.825				
FOMO	0.416	0.726	0.724			
WLB	0.731	0.853	0.837	0.672		
FOMO x CB	0.075	0.214	0.364	0.104	0.172	

Note. Smart PLS-SEM 4 result

The quality of the measurement model was examined using the Variance Inflation Factor (VIF), which must be below. As shown in Table 7, the values are slightly above 1 for both inner and outer collinearity, thus satisfying the threshold.

Table 7

Outer VIF Values

	CB1	**CB2**	**CB3**	**CB4**	**CB5**	**EP1**	**EP2**
VIF	2.019	1.872	2.084	1.901	1.638	3.944	4.457
	EP3	**EP4**	**EP5**	**EP6**	**EP7**	**EP8**	**EP9**
VIF	3.972	4.771	4.686	4.619	3.044	4.084	4.313
	EWB1	**EWB2**	**EWB3**	**EWB4**	**EWB5**	**FOMO1**	**FOMO10**
VIF	1.608	1.688	1.490	1.481	1.763	2.141	2.118
	FOMO2	**FOMO3**	**FOMO4**	**FOMO5**	**FOMO6**	**FOMO7**	**FOMO8**
VIF	1.966	2.391	2.583	2.097	1.935	2.030	2.158
	FOMO9	**WLB1**	**WLB2**	**WLB3**	**WLB4**	**WLB5**	**WLB6**
VIF	2.216	3.975	4.081	1.972	1.854	1.785	1.808
	WLB7	**WLB8**	**WLB9**	**FOMO x CB**			
VIF	1.552	1.709	1.797	1.000			

Note. Smart PLS-SEM 4 result

4.1.2. Structural model assessment

Table 8 shows that all Inner VIF values range from 1.011 to 2.873 and are below the threshold of 3, indicating that the model does not exhibit collinearity.

Table 8

Inner VIF Values

Construct	**VIF**
CB → EP	1.826
CB → EWB	1.826
CB → WLB	1.164
FOMO → EP	1.764
FOMO → EWB	1.764
FOMO → WLB	1.170
FOMO x CB → EP	1.178
FOMO x CB → EWB	1.178
FOMO x CB → WLB	1.011
WLB → EP	2.783
WLB → EWB	2.783

Note. Smart PLS-SEM 4 result

To assess the impact of one or more independent variables on a dependent variable in an SEM model, we use the R-squared or the adjusted R-squared. According to Hair et al. (2019), R^2 values above 0.50, and R-square adjusted above 50% can explain over 50% of the variation (variance) of the dependent factors (Table 9).

Table 9

R Square

Construct	R-square	R-square adjusted
EP	0.781	0.779
EWB	0.719	0.716
WLB	0.641	0.638

Note. Smart PLS-SEM 4 result

The Q-square value represents the predictive power of the independent variables on the dependent variable. A model with a Q^2 value greater than 0.5 indicates high predictive accuracy for the dependent variable. Furthermore, the Root Mean Square Error (RMSE) and Mean Absolute Error are lower than those of the linear regression model, indicating that the PLS-SEM model has high predictive power (Table 10).

Table 10

PLSpredict LV Summary

Construct	Q^2predict	RMSE	MAE
EP	0.734	0.519	0.417
EWB	0.681	0.569	0.451
WLB	0.628	0.613	0.493

Note. Smart PLS-SEM 4 result

After estimating the extended research model using the bootstrap method, we present the results for the indirect effects (Table 11).

Hypothesis testing results using t-statistics and p-values show that hypotheses H1 to H5 are accepted. Hypothesis 1: $\beta = -0.336$ ($p < 0.001$) indicates a negative relationship between cyberloafing and employee productivity. Hypothesis H2, which suggests that cyberloafing hurts employee work-life balance, is accepted ($\beta = -0.488$ and $p < 0.001$). Hypothesis H3: $\beta = -0.350$ ($p < 0.001$), indicating that cyberloafing on employee well-being is reduced. Hypothesis H4 is accepted ($\beta = 0.298$ and $p < 0.001$); it demonstrates a strong positive relationship between cyberloafing and employee productivity. The analysis shows that work-life balance positively affects employee well-being ($\beta = 0.171$, $p < 0.001$).

For instance, FoMO showed strong negative paths to EP ($\beta = -0.399$, $t = 12.799$, $p < 0.001$), EWB ($\beta = -0.427$, $t = 13.383$, $p < 0.001$), and WLB ($\beta = -0.462$, $t = 14.529$, $p < 0.001$). Similarly, CB exerted adverse influences on EP ($\beta = -0.336$, $t = 10.072$, $p < 0.001$), EWB ($\beta = -0.350$, $t = 9.340$, $p < 0.001$), and WLB ($\beta = 0.298$, $t = 15.193$, $p < 0.001$).

WLB significantly improves on both EP ($\beta = 0.298$, $t = 7.797$, $p < 0.001$) and EWB ($\beta = 0.171$, $t = 4.068$, $p < 0.001$), suggesting that improved work–life balance enhances both performance and well-being.

Hypothesis H6 posits that FoMO moderates the relationships among cyberloafing and the factors in the research model. H6a shows a negative correlation ($\beta = -0.217$, $p < 0.001$), indicating that the hypothesis is accepted at a p-value of less than 5%. Similarly, the coefficients of hypotheses H6b ($\beta = -0.237$, $p < 0.001$) and H6c ($\beta = -0.355$, $p < 0.001$) both demonstrate a significant moderating role of FoMO on work-life balance and well-being.

Table 11

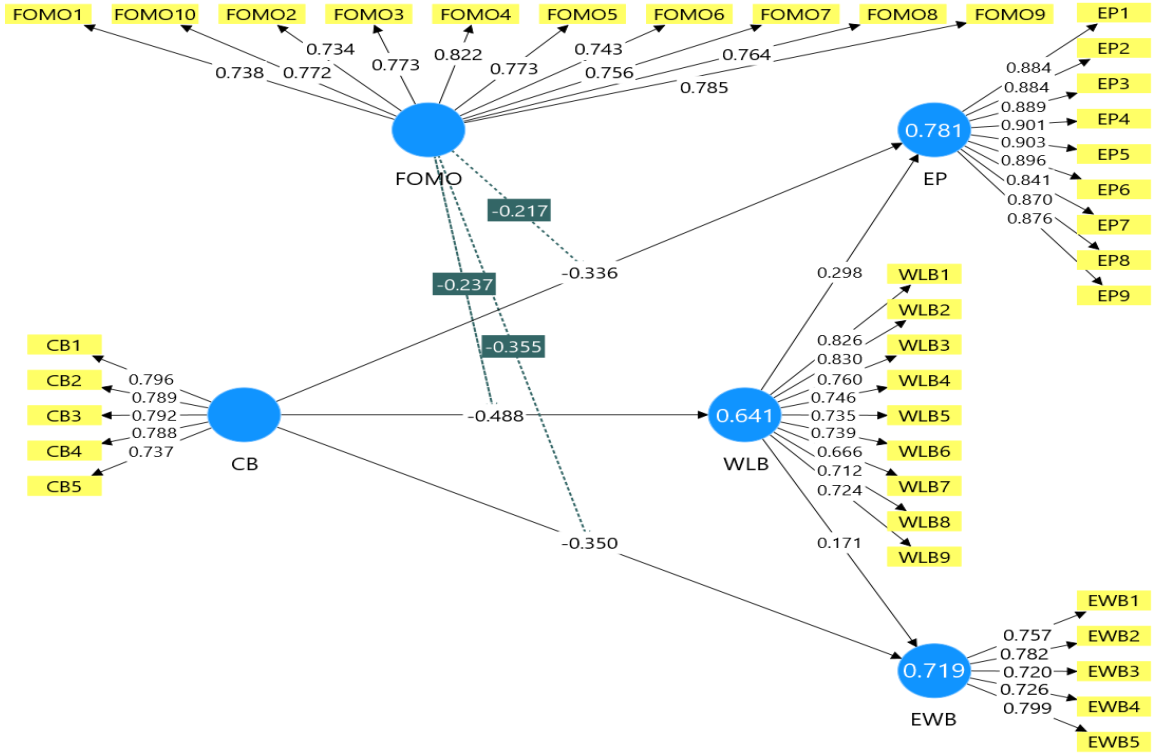
Path Coefficients

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
CB → EP	-0.336	-0.337	0.033	10.072	0.000	H1: Accepted
CB → EWB	-0.350	-0.349	0.037	9.340	0.000	H3: Accepted
CB → WLB	-0.488	-0.489	0.032	15.193	0.000	H2: Accepted
FOMO → EP	-0.399	-0.399	0.031	12.799	0.000	
FOMO → EWB	-0.427	-0.425	0.032	13.383	0.000	
FOMO → WLB	-0.462	-0.460	0.032	14.529	0.000	
FOMO x CB → EP	-0.217	-0.216	0.023	9.253	0.000	H6a: Accepted
FOMO x CB → EWB	-0.355	-0.353	0.031	11.369	0.000	H6c: Accepted
FOMO x CB → WLB	-0.237	-0.237	0.024	9.743	0.000	H6b: Accepted
WLB → EP	0.298	0.296	0.038	7.797	0.000	H4: Accepted
WLB → EWB	0.171	0.173	0.042	4.068	0.000	H5: Accepted

Note. Smart PLS-SEM 4 result

Figure 2

PLS-SEM Result



Note. The author's computation

4.2. Discussion

The model testing results show that cyberloafing has a significant negative impact on Employee Productivity (β = -0.336, p < .001), Work-life balance (β = -0.488, p < .001), and Employee well-being (β = -0.350, p < .001). Cyberloafing strongly reduces Employee Productivity (β = -0.336, p < .001), Work-life balance (β = -0.488, p < .001), and Employee well-being (β = -0.350, p < .001). This shows that frequent cyberloafing can lead to long-term damage to employees' work performance, health, and psychology. Because cyberloafing blurs the line between work and individual needs, employees gradually lose resources that should be used for work and spirit, leading to a decline in work efficiency and mental disorders. The chain effect of cyberloafing causes fragmented attention and time, a decline in mood, work-life imbalance, and reduced work productivity. The research results also confirm the positive impact of WLB on employee productivity and satisfaction, aligning with previous studies that view WLB as an essential mechanism for protecting employee health and well-being.

In addition, WLB mediates the relationship between cyberloafing and both employee productivity and employee well-being (Table 12). According to COR, cyberloafing consumes time and energy, reducing employees' resources for maintaining work-life balance, which in turn lowers productivity and well-being (Koay, 2018; Uslu, 2025). When employees lack work-life balance, it can exacerbate the undermining impact of cyberloafing on productivity and well-being. This result aligns with COR: when internet-related work distractions consume time and energy, the ability to maintain work-life balance decreases. This imbalance can further lead to reduced productivity and well-being (Demerouti, 2025; Filippi et al., 2024). The empirical findings indicate that work-life balance mediates the relationship between internet-related work distraction and EP and EWB. The impact coefficients for FoMO are all negative and statistically

significant, suggesting that as FoMO increases, it amplifies the negative impact of cyberloafing on productivity, work-life balance, and employee satisfaction. Previous studies have also reported similar results, such as FoMO making employees want to stay online, reducing concentration and satisfaction (Tandon et al., 2021, 2022).

Table 12

Specific Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CB → WLB → EP	-0.145	-0.145	0.021	6.902	0.000
CB → WLB → EWB	-0.084	-0.085	0.021	3.885	0.000

Note. The author's computation

Our research shows that FoMO prevents employees from controlling the time they spend on social networks and diminishes their ability to manage their behavior, thereby reducing work performance.

5. Conclusions & recommendations

In contrast to some studies that have shown the positive effects of cyberloafing in reducing stress and creating psychological comfort, the results of the study have contributed to the theoretical basis in demonstrating the negative impact of cyberloafing in depleting resources in terms of time spent on work and mental energy, thereby leading to reduced labor productivity, work-life imbalance, and reduced personal satisfaction. The study has reinforced and expanded the conservation of resources theory, explaining how individuals protect, maintain, and accumulate personal resources such as time and energy.

The study also contributes to understanding the application of COR in explaining how inefficient use of time and concentration resources leads to the loss of other resources, such as energy, concentration, and happiness. Each individual's resources are limited, so the habit of cyberloafing, coupled with the impact of FoMO, is a decisive factor influencing employee productivity, work-life balance, and well-being. Because cyberloafing blurs the line between work and personal needs, employees gradually lose the resources they need for their jobs and well-being.

We believe this study provides a foundation for future research on the impact of cyberloafing on employee psychology and behavior and identifies control mechanisms for related variables. The study's findings highlight the need for effective cyberloafing control to prevent time and resource waste for both employees and organizations. In addition, managers need policies to manage and control time effectively, which helps employees cope with the negative impacts of technology and improves productivity and employee satisfaction.

Managers also need to focus on implementing policies to improve Work-life balance through limiting access to non-work-related sites and flexible working schedules. In addition, employees can be re-energized through mental health programs. Companies can also implement a comprehensive resource management policy combined with FoMO awareness training. These programs can help employees understand the nature and effects of the fear of missing out and how to control it effectively.

In addition to the theoretical and practical contributions mentioned, the study also has some limitations. First, the cross-sectional research design cannot confirm causal relationships as well as longitudinal or experimental designs to test the overall direction of impact. Second, the study is limited to examining the effects of cyberloafing in the airline service industry. Further research could clarify other organizational environmental factors that play an antecedent role, such as social media addiction, leadership, and other mediating mechanisms, to better understand the impacts of digital environments on employee productivity and well-being.

SCIENTIFIC CONTRIBUTION

The manuscript clearly identifies a research gap; the manuscript extends and refines existing theories; the manuscript proposes a new theoretical and analytical model; the manuscript introduces/improves research methods; the manuscript provides new datasets and empirical evidence; the manuscript presents statistically and practically significant findings; the manuscript offers policy/managerial/technological implications; the manuscript opens new directions for further research.

AUTHOR CONTRIBUTIONS

CRediT: **Nguyen Dinh Manh**: Conceptualization, Methodology, Writing - Original Draft, Software, Formal Analysis, Data Curation, Investigation; **Nguyen The Khai**: Conceptualization, Validation, Resources, Visualization, Supervision, Project Administration, Funding Acquisition; **Nguyen Thuan**: Methodology, Validation, Writing - Review & Editing, Supervision.

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NO CONFLICT OF INTEREST STATEMENT

All authors declare that they have no conflict of interest.

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