




# “Linking job insecurity and employee creativity: The role of social cyberloafing and talent management”

<b>AUTHORS</b>	Edi Sugiono  
<b>ARTICLE INFO</b>	Edi Sugiono (2025). Linking job insecurity and employee creativity: The role of social cyberloafing and talent management. <i>Problems and Perspectives in Management</i> , 23(2), 291-301. doi: <a href="https://doi.org/10.21511/ppm.23(2).2025.20">10.21511/ppm.23(2).2025.20</a>
<b>DOI</b>	<a href="http://dx.doi.org/10.21511/ppm.23(2).2025.20">http://dx.doi.org/10.21511/ppm.23(2).2025.20</a>
<b>RELEASED ON</b>	Friday, 18 April 2025
<b>RECEIVED ON</b>	Sunday, 20 October 2024
<b>ACCEPTED ON</b>	Tuesday, 08 April 2025
<b>LICENSE</b>	 This work is licensed under a <a href="https://creativecommons.org/licenses/by/4.0/">Creative Commons Attribution 4.0 International License</a>
<b>JOURNAL</b>	"Problems and Perspectives in Management"
<b>ISSN PRINT</b>	1727-7051
<b>ISSN ONLINE</b>	1810-5467
<b>PUBLISHER</b>	LLC “Consulting Publishing Company “Business Perspectives”
<b>FOUNDER</b>	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

**52**



NUMBER OF FIGURES

**1**



NUMBER OF TABLES

**4**

© The author(s) 2025. This publication is an open access article.



**BUSINESS PERSPECTIVES**



LLC "CPC "Business Perspectives"  
Hryhorii Skovoroda lane, 10,  
Sumy, 40022, Ukraine  
[www.businessperspectives.org](http://www.businessperspectives.org)

**Received on:** 20<sup>th</sup> of October, 2024

**Accepted on:** 8<sup>th</sup> of April, 2025

**Published on:** 18<sup>th</sup> of April, 2025

© Edi Sugiono, 2025

Edi Sugiono, Dr., Professor,  
Department of Management, Faculty  
of Economics and Business, Universitas  
Nasional [National University],  
Indonesia.



This is an Open Access article,  
distributed under the terms of the  
[Creative Commons Attribution 4.0  
International license](https://creativecommons.org/licenses/by/4.0/), which permits  
unrestricted re-use, distribution, and  
reproduction in any medium, provided  
the original work is properly cited.

**Conflict of interest statement:**

Author(s) reported no conflict of interest

Edi Sugiono (Indonesia)

# LINKING JOB INSECURITY AND EMPLOYEE CREATIVITY: THE ROLE OF SOCIAL CYBERLOAFING AND TALENT MANAGEMENT

## Abstract

This study investigates the relationship between perceived job insecurity and employee creativity, emphasizing the roles of social cyberloafing and talent management practices as mediators and moderators in this relationship. Data were collected from 308 supervisor-subordinate pairs across various sectors in Jakarta, Indonesia. This study utilized Macro Process 4.0 for data analysis, hypotheses testing, and assessing moderation and mediation effects. The findings indicate that job insecurity is positively associated with social cyberloafing and negatively impacts employee creativity. Additionally, social cyberloafing positively influences creativity and mediates the relationship between job insecurity and employee creativity. Furthermore, talent management practices significantly mitigate job insecurity's negative effects on social cyberloafing and creativity and influence the relationship between social cyberloafing and creativity. This study enhances the understanding of the process model connecting job insecurity and employee creativity in the workplace, highlighting the crucial roles that social cyberloafing and talent management play as mediators and moderators in these relationships.

## Keywords

job insecurity, social cyberloafing, creativity, talent management

## JEL Classification

L00, L20, M12

## INTRODUCTION

The current dynamic changes – encompassing demographic shifts, economic downturns, labor markets, technology, and politics – and the anticipated economic repercussions of the COVID-19 pandemic present a substantial risk of millions of job losses globally. Understanding this evolving landscape and its implications for employment is essential (Adekiya, 2024). As organizations strive to stabilize and recover, workers need more clarity about their job security and future employment opportunities. This heightened sense of insecurity can result in considerable psychological stress, adversely affecting employee morale, productivity, and overall well-being. Therefore, it is crucial to comprehend the ramifications of job insecurity and develop effective strategies to mitigate its effects, fostering a resilient workforce and enhancing organizational health during these challenging times.

As a developing country, Indonesia faces global economic challenges similar to those encountered by other nations. The Indonesian Ministry of Manpower reports that over 101,536 workers were laid off between January and June 2024, highlighting the issue of job insecurity that Indonesia must address this year. Projections suggest that this number may continue to rise by year-end and into the following year. Considering the possible effects of job insecurity on employee behavior, organizations must explore its potential influence on employee attitudes and behaviors in the workplace. While numerous studies have

established a connection between job insecurity and counterproductive behaviors – such as heightened absenteeism and diminished motivation – there is also evidence suggesting that, in certain situations, job insecurity can prompt employees to boost their effort and creativity (Guo et al., 2023; Jiang et al., 2022; Lawrence et al., 2021). Consequently, there is a need to explore these complex dynamics for organizations to develop effective interventions that alleviate anxiety while leveraging the motivating aspects of job insecurity to foster creativity, including developing talent management to enhance employee creativity and overall organizational performance.

## 1. LITERATURE REVIEW

This study employs threat-rigidity theory (TRT) (Staw et al., 1981) to elucidate the impact of job insecurity on creativity, with further insights provided by transactional stress theory (TST) (Lazarus & Folkman, 1984). TRT suggests that when faced with threats like job insecurity, individuals and organizations tend to limit their information processing and behaviors, resulting in rigidity instead of flexibility and innovation. This threat-rigidity response prompts employees to prioritize immediate survival over long-term creative thinking, ultimately reducing creative outputs (Probst et al., 2007). The theory indicates that individuals react to perceived threats by narrowing their focus, which fosters a more rigid mindset and behavior (Van Hooetegem et al., 2019). Consequently, job insecurity, viewed as a perceived threat, can diminish cognitive flexibility and creativity due to heightened cognitive failures and negative emotions (Probst et al., 2020; Van Hooetegem et al., 2019). Additionally, the theory accounts for the indirect relationships between job insecurity and creativity, mediated by factors such as attentiveness and irritation (Teng et al., 2018).

Second, the TST suggests that individuals respond to stressors like job insecurity through cognitive appraisal and various coping strategies, including cyberloafing (Teng et al., 2018; Wang et al., 2021). Cyberloafing can mediate the relationship between job insecurity and creativity by acting as a coping mechanism that temporarily reduces stress, thereby preserving the cognitive resources necessary for creative tasks (Jamaluddin et al., 2023). While cyberloafing may help employees manage stress in the short term, its long-term effects on creativity can be mixed. Additionally, within the same theoretical framework, job resources are essential for fostering creativity, with talent management being a key focus of this study. This theory posits that job insecurity

induces stress, negatively impacting employee creativity through emotional processes. Talent management strategies can buffer the adverse effects of job insecurity and support employees. Furthermore, receiving support can enhance attentiveness, positively affecting creativity (Teng et al., 2018). From a TRT perspective, job insecurity can lead to cognitive failures and decreased affective well-being, negatively influencing creativity. However, effective talent management can intervene by creating an environment that minimizes cognitive failures and enhances job-related affective well-being, ultimately fostering a supportive atmosphere for creativity (Probst et al., 2020). In summary, TRT and TST serve as theoretical frameworks to explain the connections between job insecurity, cyberloafing, creativity, and the influence of talent management in this context, as depicted in Figure 1.

Job insecurity is generally defined as an employee's subjective feeling of threat regarding the possibility of losing their job or experiencing significant changes to key job attributes (Urbanaviciute et al., 2021). This concept has two main components: quantitative job insecurity, which refers to the fear of involuntary job loss, and qualitative job insecurity, which involves anxiety about potential changes in job conditions or status (Shoss, 2017). Numerous studies have demonstrated that job insecurity can lead to various negative consequences for employees, affecting their health, well-being, attitudes toward their jobs and organizations, and their behavior in the workplace (De Witte, 2005; Richter et al., 2020). Furthermore, job insecurity is linked to adverse effects on both psychological and physical health, as well as lower job satisfaction, increased negative emotions, and diminished mental health (Richter & Näswall, 2019).

Cyberloafing refers to the voluntary actions of employees who use internet technology for personal activities during work hours, such as brows-

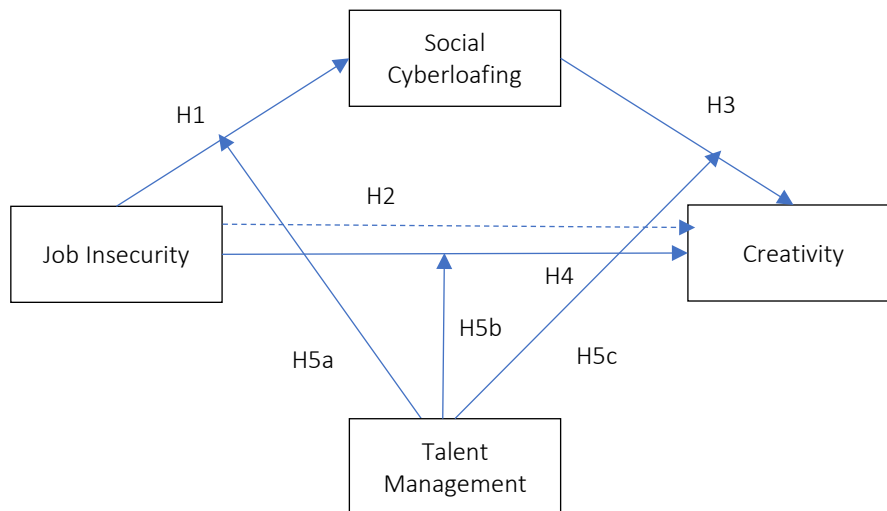
ing non-work-related websites, sending personal emails, playing online games, or engaging in social networking (Hendryadi & Mustika, 2023; Henle & Kedharnath, 2012; Lim, 2002). Many scholars classify cyberloafing as counterproductive work behavior and workplace production deviance, which can negatively impact employee productivity (Andel et al., 2019; Henle & Kedharnath, 2012). One significant factor influencing cyberloafing is job stress, which has been documented as a determinant of this behavior in the workplace. Recent studies indicate that employees may resort to cyberloafing as a coping strategy for managing workplace stressors, including exposure to workplace aggression (Andel et al., 2019) and other role-related stressors such as role conflict, role ambiguity, and role overload (Varghese & Barber, 2017). Additionally, research in the educational sector has consistently shown a positive correlation between academic and job-related stress and cyberloafing behaviors. Stress can lead to emotional exhaustion, which subsequently increases the likelihood of cyberloafing as a coping mechanism (Chen et al., 2021; Jamaluddin et al., 2023). Conversely, experiencing job insecurity can heighten stress and anxiety levels, leading employees to adopt rigid behaviors, such as cyberloafing, as a coping mechanism (Bhattacharjee & Sarkar, 2024; Van Hootegeem et al., 2019). This behavior is a strategy to mitigate the negative emotions linked to the fear of potential job loss (Andel et al., 2019; Reizer et al., 2022). Therefore, this study posits that job insecurity is a significant predictor of employee cyberloafing behavior in the workplace.

Creativity is often defined as the ability to generate new and original ideas, solutions, or approaches to problems and produce new and useful things or objects appropriate for a given situation or purpose (Boden, 2008; Hoda, 2023). In the workplace, creative performance refers to individuals or teams generating new ideas, methods, approaches, inventions, or applications (James et al., 2004; Kratzer et al., 2005; Probst et al., 2020). It encompasses the effectiveness and efficiency of producing novel and valuable outcomes within an organizational context (Szostak, 2024). Previous studies have confirmed that job insecurity has a complex relationship with employee motivation and performance, exhibiting positive and negative effects depending

on job insecurity (Jiang et al., 2022; Probst et al., 2020). At low to moderate levels, job insecurity can enhance employee motivation and creativity (Qu et al., 2023; Teng et al., 2018). However, at high levels, quantitative job insecurity (the fear of job loss) tends to reduce radical creativity, while qualitative job insecurity (the fear of changes in job quality) diminishes incremental creativity (Qu et al., 2023).

Job insecurity can lead to irritation and cognitive failures, which hinder creative performance. The stress and distraction from job insecurity reduce the mental resources available for creative thinking (Probst et al., 2020; Teng et al., 2018). Moreover, job insecurity negatively impacts proactive behavior, which is essential for fostering creativity. Hence, while low to moderate job insecurity may stimulate creativity by motivating employees, high job insecurity can significantly impair creative performance by inducing stress and reducing cognitive resources. In other words, high perceived job insecurity reflects employees' uncertainty about their future in the company, which tends to lower their motivation to engage in creative efforts. Consistent with this reasoning, research has confirmed a negative relationship between job insecurity and creativity (Jiang, 2018; Probst et al., 2007).

The relationship between cyberloafing and employee work behavior has been extensively researched, leading to various findings. A common conclusion is that cyberloafing is often viewed as counterproductive work behavior. According to Koay et al. (2019), the mixed results can be attributed to several factors. First, excessive engagement in non-work-related online activities can reduce employee productivity by distracting them from their responsibilities. Second, cyberloafing poses risks to network security; employees may inadvertently visit unsafe websites or click on suspicious links, potentially introducing viruses or spyware into the organization's network. Third, cyberloafing can hinder workplace engagement and collaboration, as employees might spend their time playing online games, browsing social media platforms like Facebook, or watching YouTube videos instead of using their free time to build meaningful relationships with colleagues. Conversely,



Note: H1-H3 (direct effect), H4 (indirect effect), H5a-c (moderation).

**Figure 1.** Hypothesized moderation and mediation model

more recent studies have generally highlighted the positive effects of cyberloafing on employee behavior, including increased creativity and innovation (Coskun & Akar, 2020; Derin & Gökçe, 2016; Koay, 2018; Tsai, 2023).

In this study, talent management involves identifying and developing employees' skills and competencies through training and development programs. Talent management is understood as the implementation of specific procedures and practices such as recruitment, selection, career development, and employee retention. These practices are designed to attract, develop, and retain talented individuals within the organization (Kravariti & Johnston, 2020; Sugiono et al., 2023). In the context of COR theory, job insecurity represents a threat to the resources of employment, and it also implies the potential loss of other valuable resources, including financial and social resources (Selenko et al., 2013; Teng et al., 2018; De Witte, 1999). Therefore, talent management, which focuses on enhancing employees' skills and abilities (Hassanein & Özgüt, 2022), can be a practical approach to providing employees with the necessary capabilities and emotional resources. This practice can enhance job security by increasing employees' confidence in their abilities and value to the organization.

The present study examines the relationship between perceived job insecurity and employee creativity, focusing on the mediating and mod-

erating effects of social cyberloafing and talent management practices. Specifically, the study investigates

- 1) the direct relationship between job insecurity and social cyberloafing, as well as creativity;
- 2) the relationship between social cyberloafing and creativity;
- 3) the intermediary role of social cyberloafing in the relationship between job insecurity and creativity; and
- 4) the introduction of talent management as a contextual factor that may act as a boundary condition in the interplay between job insecurity, social cyberloafing, and employee creativity.

The conceptual model illustrating these relationships is presented in Figure 1, and the research hypotheses are as follows:

- H1:** *Job insecurity is positively related to social cyberloafing.*
- H2:** *Job insecurity is negatively related to creativity.*
- H3:** *Social cyberloafing is positively related to creativity.*

- H4: *Social cyberloafing mediates the relationship between job insecurity and creativity.*
- H5: *Talent management moderates the relationship between (a) job insecurity and social cyberloafing, (b) job insecurity and employee creativity, and (c) social cyberloafing and employee creativity.*

## 2. METHODOLOGY

The data were collected from two universities in Jakarta that held management programs (undergraduate and master). This study's target respondents are students already working full-time in various sectors, including finance and banking, government, education, and other industries. At the time of data collection, the research team collaborated with the university and six lecturers as collaborators. First, collaborators asked for respondents' willingness to voluntarily be involved in the research process, including seeking approval from their supervisor. Secondly, the respondents were informed that the survey was intended for academic studies and improvement management through an official letter to each participant.

After obtaining approvals from each participating institution, 362 subordinates and 28 supervisors were randomly selected for the survey. To ensure confidentiality and independence, separate questionnaires were provided to subordinates and supervisors. The subordinate questionnaire was distributed in a paper-pencil format during classroom sessions, while supervisors received their questionnaires via email. Each questionnaire was assigned unique codes and links to ensure accurate matching between the responses of subordinates and their respective supervisors. From the subordinate questionnaire, the present study collected information about demographic data and self-assessments of job insecurity, social cyberloafing, and talent management. Conversely, the supervisor questionnaire focused on evaluating the creativity of their respective subordinates. Using this dual questionnaire approach, the present study aimed to gather comprehensive data while maintaining the integrity and confidentiality of the responses.

Out of the total number of questionnaires distributed, the present study received a response rate of 86.7 percent from the subordinates, with 314 completed questionnaires. From the supervisors, a response rate of 96.1 percent was achieved, resulting in a total of 348 completed questionnaires. After thoroughly checking for completeness and data quality, the final sample for analysis comprised 308 supervisor-subordinate dyads. Among the 308 subordinates, 53.9 percent identified as male, while the remaining 46.1 percent identified as female. Regarding employment status, 69.2 percent of the subordinates reported being contract employees. The remaining 30.8 percent had permanent positions or other employment arrangements. These demographics provide a snapshot of the sample characteristics included in the study. The average age of the respondents was 29 years ( $SD = 6.89$ ), more than half (59.4 percent) were undergraduate students, and the majority were married (66.2 percent). Based on the employment sector, 34.7 percent of respondents worked in the finance and banking sector, 26.9 percent in the education sector, and 14.6 percent in the manufacturing sector. The other two sectors included government (11.7 percent) and service/hospitality (12 percent) of the total sample.

Job insecurity was evaluated using a five-item scale originally developed by Kraimer et al. (2005). This study follows Ma et al. (2019) using reverse-coded five items to reflect job insecurity rather than security. An example item from this scale is "I am secure in my job." Social cyberloafing was adapted from Andreassen et al. (2014) and subsequently retested by Hendryadi and Mustika (2023) with seven items. Example items include: "When I need to take a break from work, I use social media (e.g., WhatsApp, Instagram) during working hours," and "I would use social media to follow the current situation and update my family members or friends during working hours."

Talent management is measured using long-term strategy of talent management consisting of eight items developed by Singh and Sharma (2015). Example items are "providing extensive training and valuing employees" and "providing a clear career paths and opportunities to progress." The internal consistency Cronbach  $\alpha$  is .89. Finally, following Zhang et al. (2019), creativity measures

used five items (Farmer et al., 2003). Sample item is “This employee seeks new ideas and ways to solve problems.”

The present study includes demographics (employment status, age, gender) as control variables. In the literature on job insecurity, employment status influences employee attitudes toward work (Kim et al., 2020; Ma et al., 2019).

### 3. RESULTS

The first stage of analysis is to assess the validity and reliability of the scale used using confirmatory factor analysis (CFA). As shown in Table 1, all items met the eligibility criteria because they exceeded 0.50 (Hair et al., 2019). Moreover, the analysis results also show that all constructs have met the internal consistency reliability using Cronbach’s  $\alpha$  coefficient above the cut-off value of 0.70 (Nunnally & Bernstein, 1994).

**Table 1.** Measurement evaluation

Construct and indicator	Factor loading	Mean	SE
<b>Job Insecurity (CA = .86)</b>			
JINC1	.72	3.29	.81
JINC2	.75	2.94	.94
JINC3	.72	3.02	1.88
JINC4	.77	2.78	.95
JINC5	.78	3.52	1.25
<b>Social cyberloafing (CA = .82)</b>			
SC1	.85	3.08	.76
SC2	.79	3.26	.79
SC3	.85	2.78	.74
SC4	.53	3.08	1.05
SC5	.61	3.48	.84
SC6	.56	3.42	.93
<b>Creativity (CA = 0.91)</b>			
CREA1	.88	2.91	.79
CREA2	.87	3.78	.86
CREA3	.73	3.40	.83
CREA4	.80	3.68	.81
CREA5	.78	2.84	.83
<b>Talent Management (CA = .89)</b>			
TLM1	.75	2.82	.91
TLM2	.71	3.12	1.02
TLM3	.78	3.52	1.01
TLM4	.81	3.13	.95
TLM5	.81	2.78	.95
TLM6	.71	2.72	.99
TLM7	.73	2.81	.97
TLM8	.74	3.32	.94

Note: CA = Cronbach’s  $\alpha$ .

The means, standard deviations, and correlations among the variables are presented in Table 2. In general, all variables are at a moderate level: job insecurity ( $M = 3.11, SE = .94$ ), social cyberloafing ( $M = 3.18, SE = .92$ ), creativity ( $M = 3.32, SE = .89$ ), and talent management ( $M = 3.03, SE = .91$ ). As shown in Table 3, employees’ job insecurity was positively related to social cyberloafing ( $r = .28, p < .01$ ) and talent management ( $r = .11, p\text{-value} < .05$ ) and negatively related to creativity ( $r = -.19, p < .01$ ). Social cyberloafing was negatively related to creativity ( $r = -.19, p < .01$ ) but not related to talent management ( $r = .08, ns$ ). Additionally, creativity was positively related to talent management ( $r = .12, p < .05$ ).

**Table 2.** Descriptive statistics and matrix correlation

No.	Variable	Mean	Std. Deviation	1	2	3	4
1	Job Insecurity	3.11	.94	1	–	–	–
2	Social cyberloafing	3.18	.92	.28**	1	–	–
3	Creativity	3.32	.89	-.19**	.08	1	–
4	Talent management	3.03	.91	.11*	.08	.12*	1

Note: \*  $p\text{-value} < .05$ , \*\*  $p\text{-value} < .01$ .

Hypothesis 1 suggests a positive correlation between job insecurity and social cyberloafing. This hypothesis is supported by findings showing a significant positive relationship ( $b = .291, p < .01$ ), even after accounting for demographic factors such as employment status, age, and gender. Hypothesis 2 proposes a negative relationship between job insecurity and creativity. The results confirm this hypothesis, showing a negative correlation ( $b = -.22, p < .01$ ) after controlling for demographic variables. Hypothesis 3 posits a positive link between social cyberloafing and creativity. The findings also support this hypothesis ( $b = .16, p < .01$ ).

Concerning the mediation hypothesis, social cyberloafing was suggested to mediate the connection between perceived job insecurity and creativity. The results displayed in Table 4 indicate a significant positive indirect effect of job insecurity on creativity through social cyberloafing (effect = .053; 95% bootstrap CI = .01, .10). These findings support Hypothesis 4, suggesting that social cyberloafing acts as a mediating factor in the relationship between job insecurity and employee creativity.

**Table 3.** Results of moderation mediation analysis

Variable	coeff	SE	t	p	LLCI	ULCI
<b>Model 1</b>						
<b>Control</b>						
Employment status	.24	.11	2.20	.03	.03	.46
Age	.00	.01	.26	.80	-.01	.02
Gender	.30	.10	3.98	.00	.10	.50
Job insecurity	.29	.05	5.49	.00	.19	.40
Mod 1	-.12	.06	-2.13	.03	-.23	-.01
<b>Model 2</b>						
<b>Control</b>						
Employment status	-.04	.11	-.34	.73	-.25	.18
Age	.00	.01	-.48	.63	-.02	.01
Gender	-.15	.10	-1.45	.15	-.34	.05
Job insecurity	-.22	.06	-4.03	.00	-.33	-.11
Social cyberloafing	.16	.06	2.92	.00	-.05	.27
Mod 2	.13	.06	2.22	.03	.01	.24
Mod 3	.21	.06	3.65	.00	.09	.32

Note: Model 1 = social cyberloafing is dependent; Model 2 = creativity is dependent.

The subsequent hypothesis proposes that perceived talent management moderates the relationship between job insecurity, social cyberloafing, and creativity. As shown in Table 4, the interaction effect between job insecurity and talent management (Mod 1) was significant ( $b = -0.12, p < 0.01$ ). The results, depicted in Table 4, reveal that when perceived talent management is high, the impact of job insecurity on social cyberloafing is notably reduced (simple slope = 0.19,  $p < 0.05$ ) compared to when talent management is perceived as low (simple slope = 0.40,  $p < 0.01$ ). These results support Hypothesis 5a, indicating that perceived talent management moderates the relationship between job insecurity and social cyberloafing.

**Table 4.** Mediation analysis and conditional effects

Simple slope model	Effect	SE	t	p	LLCI	ULCI
Indirect effect	.05	.02	-	-	.01	.10
<b>Moderation 1</b>						
-1SD Talent management	.40	.07	5.63	.00	.26	.54
+1SD Talent management	.19	.05	2.44	.02	.04	.34
<b>Moderation 2</b>						
-1SD Talent management	-.34	.08	-4.45	.00	-.48	-.19
+1SD Talent management	-.11	.07	-1.45	.15	-.26	.04
<b>Moderation 3</b>						
-1SD Talent management	-.02	.08	-.29	.77	-.17	.13
+1SD Talent management	.35	.07	4.70	.00	.20	.50

Note: Moderation 1 = moderating effect of talent management on job insecurity/social cyberloafing relationship, Moderation 2 = moderating effect of talent management on job insecurity/creativity relationship, Moderation 3 = moderating effect of talent management on social cyberloafing/creativity relationship.

The results indicated that talent management plays a moderating role in the relationship between job insecurity and creativity. As illustrated in Table 3, the interaction effect between talent management and job insecurity (Model 2) was significant ( $b = 0.13, p < 0.01$ ). Table 4 further demonstrates that when employees perceive talent management to be high, the negative impact of job insecurity on creativity is not significant (simple slope =  $-0.11, p > 0.05$ ). In contrast, when employees view talent management as weak within the organization, the negative effect of job insecurity on creativity becomes more pronounced (simple slope =  $-0.34, p < 0.01$ ). These findings support Hypothesis 5b, indicating that talent management moderates the relationship between job insecurity and creativity.

Finally, the findings indicate that talent management moderates the relationship between cyberloafing and creativity. As shown in Table 3, the interaction effect (Mod 3) is significant ( $b = 0.21, p < 0.01$ ). Moreover, Table 4 illustrates that the effect of social cyberloafing on creativity is significant only when talent management is perceived to be high (simple slope = 0.35,  $p < 0.01$ ). In contrast, when talent management is perceived as low, the effect is insignificant (simple slope =  $-0.02, p > 0.01$ ).

## 4. DISCUSSION

First, the study results indicate that job insecurity positively predicts employees' social cyberloafing. These findings suggest that social cyberloafing serves as a coping mechanism in response to various stressors, a notion supported by pre-

vious research (Andel et al., 2019; Bhattacharjee & Sarkar, 2024; Chen et al., 2021; Jamaluddin et al., 2023; Reizer et al., 2022; Van Hootegem et al., 2019). Specifically, employees who perceive high job insecurity are more likely to engage in non-work-related activities, such as social media during work hours, to alleviate stress. Job insecurity can trigger social cyberloafing because employees who feel insecure about their jobs look for ways to reduce stress or distract themselves from uncertainties related to their employment, leading them to spend time on social media or other online platforms. Furthermore, this study provides the first evidence of the relationship between job insecurity and social cyberloafing, contributing new insights to the existing literature on this topic.

Second, the findings also indicate that job insecurity is negatively associated with creativity, corroborating previous studies that highlight the harmful effects of job insecurity on creative behavior (Jiang et al., 2022; Probst et al., 2020; Qu et al., 2023; Teng et al., 2018). In line with transactional stress theory, job insecurity creates fear and unease among employees, distracting their attention and cognitive resources from engaging in creative activities. This study contributes new evidence to the limited literature exploring the link between job insecurity and creativity (Jiang, 2018; Probst et al., 2007). In particular, it reinforces prior research that found a negative relationship between job insecurity and creativity among employee groups in China (Jiang, 2018) and students in the United States (Probst et al., 2007).

Third, the study finds that social cyberloafing positively influences employees' creative behavior, indicating that those who engage in this activity are more creative at work. This aligns with previous research on the positive effects of cyberloafing on

creativity and innovation (Coskun & Akar, 2020; Derin & Gökçe, 2016; Koay & Soh, 2018; Tsai, 2023). The findings also explore the implications of social cyberloafing and reveal that it partially mediates the relationship between job insecurity and creativity. This study introduces social cyberloafing as a new mediating factor in understanding the connection between job insecurity and creativity, complementing existing research on various mediators.

Finally, the study underscores the vital role of talent management in the interplay between job insecurity, social cyberloafing, and creativity. It reveals that talent management significantly influences three critical pathways:

- 1) the connection between job insecurity and social cyberloafing;
- 2) the link between job insecurity and creativity; and
- 3) the relationship between social cyberloafing and creativity.

Specifically, effective talent management hurts the relationship between job insecurity and social cyberloafing, suggesting that a higher perception of talent management can alleviate the impact of job insecurity on social cyberloafing. The analysis shows that individuals who perceive low levels of talent management are more adversely affected by job insecurity when engaging in social cyberloafing than those who perceive high levels of talent management. As a result, employees who believe their organization actively practices talent management are better equipped to navigate workplace changes and challenges, perceiving insecure situations as commonplace rather than threatening.

---

## CONCLUSION

This study examines the relationship between perceived job insecurity and employee creativity, emphasizing the mediating role of social cyberloafing and the moderating influence of talent management practices. The findings support all proposed hypotheses. First, there is a significant positive correlation between job insecurity and social cyberloafing; second, job insecurity negatively affects creativity; third, social cyberloafing is positively linked to creativity and acts as a mediator in the relationship between job insecurity and creativity. Finally, the study establishes that talent management practices moderate the link between job insecurity, social cyberloafing, and creativity. This study offers new theoretical

insights into the relationship between job insecurity and social cyberloafing, emphasizing how talent management can alleviate the negative effects of job insecurity on employees' behaviors and attitudes in the workplace.

The study's findings emphasize important management implications in the post-pandemic industry characterized by job insecurity. First, managers should prioritize transparent communication about the company's status and future, which helps manage employee expectations and reduce anxiety, fostering trust and morale. Second, organizations must invest in talent management practices that enhance employees' perceptions of job security through skill development opportunities, particularly in technical areas. Additionally, a constructive approach to social cyberloafing is necessary; rather than banning social media use, clear guidelines should be established to balance productivity and employee flexibility. Finally, effective talent management is essential for mitigating the negative impacts of job insecurity on social cyberloafing and creativity. By developing relevant skills and competencies, organizations can better prepare their workforce for competitive job markets, supporting employee development and enhancing overall organizational resilience.

Despite the valuable contributions made by this study, there are also certain limitations to consider. The initial limitation is associated with the cross-sectional research design, which restricts the ability to establish causal claims between the variables. Thus, future studies should employ longitudinal and experimental approaches incorporating a combination of methods to provide evidence of the causal effects. Second, this study was carried out in a post-pandemic transition situation, which caused the economic and business situation not to recover fully. Undeniably, job insecurity occurs almost all over the country, so this issue needs further attention in future studies.

## AUTHOR CONTRIBUTIONS

Conceptualization: Edi Sugiono.  
 Data curation: Edi Sugiono.  
 Formal analysis: Edi Sugiono.  
 Funding acquisition: Edi Sugiono.  
 Investigation: Edi Sugiono.  
 Methodology: Edi Sugiono.  
 Project administration: Edi Sugiono.  
 Resources: Edi Sugiono.  
 Validation: Edi Sugiono.  
 Visualization: Edi Sugiono.  
 Writing – original draft: Edi Sugiono.  
 Writing – review & editing: Edi Sugiono.

## REFERENCES

- Adekiya, A. (2024). Perceived job insecurity and task performance: What aspect of performance is related to which facet of job insecurity. *Current Psychology*, 43(2), 1340-1358. <https://doi.org/10.1007/s12144-023-04408-4>
- Andel, S. A., Kessler, S. R., Pindek, S., Kleinman, G., & Spector, P. E. (2019). Is cyberloafing more complex than we originally thought? Cyberloafing as a coping response to workplace aggression exposure. *Computers in Human Behavior*, 101, 124-130. <https://doi.org/10.1016/j.chb.2019.07.013>
- Andreassen, C. S., Torsheim, T., & Pallesen, S. (2014). Use of online social network sites for personal purposes at work: Does it impair self-reported performance? *Comprehensive Psychology*, 3(1), Article 18. <https://doi.org/10.2466/01.21.CP.3.18>
- Bhattacharjee, A., & Sarkar, A. (2024). Abusive supervision and cyberloafing: An investigation based on Stressor-Emotion-CWB theory. *Information Technology & People*, 37(3), 1126-1155. <https://doi.org/10.1108/ITP-05-2022-0353>

5. Boden, M. A. (2008). Computers and creativity: Models and applications. In T. Rickards, M.A. Runco, & S. Moger (Eds.), *The Routledge Companion to Creativity* (pp. 179-188). London: Routledge. <https://doi.org/10.4324/9780203888841>
6. Chen, Q., Su, X., Liu, S., Miao, K., & Fang, H. (2021). The relationship between moral sensitivity and professional values and ethical decision-making in nursing students. *Nurse Education Today*, 105, Article 105056. <https://doi.org/10.1016/j.nedt.2021.105056>
7. Coskun, B. K., & Akar, I. (2020). Exploring the relationship between creativity and cyberloafing of prospective teachers. *Thinking Skills and Creativity*, 38, Article 100724. <https://doi.org/10.1016/j.tsc.2020.100724>
8. De Witte, H. (1999). Job insecurity and psychological well-being: Review of the literature and exploration of some unresolved issues. *European Journal of Work and Organizational Psychology*, 8(2), 155-177. <https://doi.org/10.1080/135943299398302>
9. De Witte, H. (2005). Job insecurity: Review of the international literature on definitions, prevalence, antecedents and consequences. *SA Journal of Industrial Psychology*, 31(4), Article a200. <https://doi.org/10.4102/sajip.v31i4.200>
10. Derin, N., & Gökçe, S. G. (2016). Are cyberloafers also innovators?: A study on the relationship between cyberloafing and innovative work behavior. *Procedia – Social and Behavioral Sciences*, 235, 694-700. <https://doi.org/10.1016/j.sbspro.2016.11.070>
11. Farmer, S. M., Tierney, P., & Kung-Mcintyre, K. (2003). Employee creativity in Taiwan: An application of role identity theory. *Academy of Management Journal*, 46(5), 618-630. <https://doi.org/10.2307/30040653>
12. Guo, T., Shang, S., Wang, M., & Sun, P. (2023). Job insecurity and unsafe behavior: Exploring curvilinear and moderated relationships. *International Journal of Stress Management*, 30(1), 84-94. <https://doi.org/10.1037/str0000286>
13. Hair, J., Black, W., Babin, B., & Anderson, R. (2019). *Multivariate data analysis* (8<sup>th</sup> ed.). Cengage Learning.
14. Hassanein, F., & Özgüt, H. (2022). Sustaining human resources through talent management strategies and employee engagement in the Middle East hotel industry. *Sustainability*, 14(22), Article 15365. <https://doi.org/10.3390/su142215365>
15. Hendryadi, H., & Mustika, M. (2023). Cyberloafing: A preliminary study from Indonesian workers. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 6(2), 385-398. <https://doi.org/10.36407/jmsab.v6i2.1109>
16. Henle, C. A., & Kedharnath, U. (2012). Cyberloafing in the workplace. In Z. Yan (Ed.), *Encyclopedia of Cyber Behavior* (pp. 560-573). IGI Global Scientific Publishing. <https://doi.org/10.4018/978-1-4666-0315-8.ch048>
17. Hoda, J. A. (2023). Creativity. In C.A. Binns & B. Sackman (Eds.), *The Art of Investigation Revisited: Practical Tips from the Experts* (pp. 71-82). CRC Press. <https://doi.org/10.4324/9781003252283-8>
18. Jamaluddin, H., Ahmad, Z., & Wei, L. T. (2023). Exploring cyberloafing as a coping mechanism in relation to job-related strain and outcomes: A study using the mediational model of stress. *Cogent Social Sciences*, 9(2), Article 2278209. <https://doi.org/10.1080/23311886.2023.2278209>
19. James, K., Brodersen, M., & Eisenberg, J. (2004). Workplace affect and workplace creativity: A review and preliminary model. *Human Performance*, 17(2), 169-194. [https://doi.org/10.1207/s15327043hup1702\\_3](https://doi.org/10.1207/s15327043hup1702_3)
20. Jiang, L. (2018). Job insecurity and creativity: The buffering effect of self-affirmation and work-affirmation. *Journal of Applied Social Psychology*, 48(7), 388-397. <https://doi.org/10.1111/jasp.12519>
21. Jiang, L., Lawrence, A., & Xu, X. (V.). (2022). Does a stick work? A meta-analytic examination of curvilinear relationships between job insecurity and employee workplace behaviors. *Journal of Organizational Behavior*, 43(8), 1410-1445. <https://doi.org/10.1002/job.2652>
22. Kim, E. J., Choi, C., & Tanford, S. (2020). Influence of scarcity on travel decisions and cognitive dissonance. *Asia Pacific Journal of Tourism Research*, 25(7), 721-735. <https://doi.org/10.1080/10941665.2020.1720258>
23. Koay, K. Y. (2018). Workplace ostracism and cyberloafing: A moderated-mediation model. *Internet Research*, 28(4), 1122-1141. <https://doi.org/10.1108/IntR-07-2017-0268>
24. Koay, K.-Y., & Soh, P. C.-H. (2018). Should cyberloafing be allowed in the workplace? *Human Resource Management International Digest*, 26(7), 4-6. <https://doi.org/10.1108/HRMID-05-2018-0107>
25. Koay, KY., & Soh, P.C-H. (2019). Does cyberloafing really harm employees' work performance?: An overview. In J. Xu, F. Cooke, M. Gen, & S. Ahmed (Eds.), *Proceedings of the Twelfth International Conference on Management Science and Engineering Management*. Cham: Springer. [https://doi.org/10.1007/978-3-319-93351-1\\_71](https://doi.org/10.1007/978-3-319-93351-1_71)
26. Kraimer, M. L., Wayne, S. J., Liden, R. C., & Sparrowe, R. T. (2005). The role of job security in understanding the relationship between employees' perceptions of temporary workers and employees' performance. *Journal of Applied Psychology*, 90(2), 389-398. <https://doi.org/10.1037/0021-9010.90.2.389>
27. Kratzer, J., Leenders, R. T. A. J., & Van Engelen, J. M. L. (2005). Keeping virtual R&D teams creative. *Research Technology Management*, 48(2), 13-16. <https://doi.org/10.1080/08956308.2005.11657300>
28. Kravariti, F., & Johnston, K. (2020). Talent management: A critical literature review and research agenda for public sector human resource management. *Public Management Review*, 22(1), 75-95. <https://doi.org/10.1080/14719037.2019.1638439>
29. Lawrence, A., Jiang, L., & Xu, X. (2021). A meta-analysis of curvilinear relationships between job insecurity and employee workplace behaviors. *Academy of Management Proceedings*, 2021(1), Article 11448. <https://doi.org/10.5465/AMBPP.2021.259>
30. Lazarus, R., & Folkman, S. (1984). *Stress appraisal and coping*. Springer.

31. Lim, V. K. G. (2002). The IT way of loafing on the job: Cyberloafing, neutralizing and organizational justice. *Journal of Organizational Behavior*, 23(5), 675-694. <https://doi.org/10.1002/job.161>
32. Ma, B., Liu, S., Lassleben, H., & Ma, G. (2019). The relationships between job insecurity, psychological contract breach and counterproductive workplace behavior: Does employment status matter? *Personnel Review*, 48(2), 595-610. <https://doi.org/10.1108/PR-04-2018-0138>
33. Nunnally, B., & Bernstein, I. (1994). *Psychometric theory* (3<sup>rd</sup> ed.). New York: McGraw-Hill.
34. Probst, T. M., Stewart, S. M., Gruys, M. L., & Tierney, B. W. (2007). Productivity, counterproductivity and creativity: The ups and downs of job insecurity. *Journal of Occupational and Organizational Psychology*, 80(3), 479-497. <https://doi.org/10.1348/096317906X159103>
35. Probst, T., Chizh, A., Hu, S., Jiang, L., & Austin, C. (2020). Explaining the relationship between job insecurity and creativity: A test of cognitive and affective mediators. *Career Development International*, 25(3), 247-270. <https://doi.org/10.1108/CDI-04-2018-0118>
36. Qu, H., Walter, F., Zhang, Y., & Zhang, X. (2023). Unpacking the role of job insecurity for employee creativity: A multidimensional perspective. *Journal of Management*, 51(4), 1514-1546. <https://doi.org/10.1177/01492063231213656>
37. Reizer, A., Galperin, B. L., Chavan, M., Behl, A., & Pereira, V. (2022). Examining the relationship between fear of COVID-19, intolerance for uncertainty, and cyberloafing: A mediational model. *Journal of Business Research*, 145, 660-670. <https://doi.org/10.1016/j.jbusres.2022.03.037>
38. Richter, A., & Näswall, K. (2019). Job insecurity and trust: Uncovering a mechanism linking job insecurity to well-being. *Work & Stress*, 33(1), 22-40. <https://doi.org/10.1080/02678373.2018.1461709>
39. Richter, A., Vander Elst, T., & De Witte, H. (2020). Job insecurity and subsequent actual turnover: Rumination as a valid explanation? *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.00712>
40. Selenko, E., Mäkikangas, A., Mauno, S., & Kinnunen, U. (2013). How does job insecurity relate to self-reported job performance? Analysing curvilinear associations in a longitudinal sample. *Journal of Occupational and Organizational Psychology*, 86(4), 522-542. <https://doi.org/10.1111/joop.12020>
41. Shoss, M. K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of Management*, 43(6), 1911-1939. <https://doi.org/10.1177/0149206317691574>
42. Singh, A., & Sharma, J. (2015). Strategies for talent management: A study of select organizations in the UAE. *International Journal of Organizational Analysis*, 23(3), 337-347. <https://doi.org/10.1108/IJOA-11-2014-0823>
43. Staw, B. M., Sandelands, L. E., & Dutton, J. E. (1981). Threat rigidity effects in organizational behavior: A multilevel analysis. *Administrative Science Quarterly*, 26(4), 501-524. <https://doi.org/10.2307/2392337>
44. Sugiono, E., Efendi, S., & Hendryadi. (2023). Linking talent management to thriving at work and employees' voice behavior: The moderating role of person-organization fit. *Cogent Social Sciences*, 9(2), Article 2244309. <https://doi.org/10.1080/23311886.2023.2244309>
45. Szostak, B. L. (2024). The creative performance of organizations. In G. Parmentier (Ed.), *Organizational Creative Capabilities: Management Factors, Processes and Devices* (Vol. 1, pp. 175-193). Wiley. <https://doi.org/10.1002/9781394284283.ch8>
46. Teng, E., Zhang, L., & Qiu, Y. (2018). Always bad for creativity? An affect-based model of job insecurity and the moderating effects of giving support and receiving support. *Economic and Industrial Democracy*, 40(3), 803-829. <https://doi.org/10.1177/0143831X17744026>
47. Tsai, H.-Y. (2023). Do you feel like being proactive day? How daily cyberloafing influences creativity and proactive behavior: The moderating roles of work environment. *Computers in Human Behavior*, 138, Article 107470. <https://doi.org/10.1016/j.chb.2022.107470>
48. Urbanaviciute, I., Christina Roll, L., Tomas, J., & de Witte, H. (2021). Proactive strategies for countering the detrimental outcomes of qualitative job insecurity in academia. *Stress and Health*, 37(3), 557-571. <https://doi.org/10.1002/smi.3023>
49. Van Hootegem, A., Niesen, W., & De Witte, H. (2019). Does job insecurity hinder innovative work behaviour? A threat rigidity perspective. *Creativity and Innovation Management*, 28(1), 19-29. <https://doi.org/10.1111/caim.12271>
50. Varghese, L., & Barber, L. K. (2017). A preliminary study exploring moderating effects of role stressors on the relationship between Big Five personality traits and workplace cyberloafing. *Cyberpsychology: Journal of Psychosocial Research on Cyberspace*, 11(4), Article 4. <https://doi.org/10.5817/CP2017-4-4>
51. Wang, Y., Huang, Q., Davison, R. M., & Yang, F. (2021). Role stressors, job satisfaction, and employee creativity: The cross-level moderating role of social media use within teams. *Information & Management*, 58(3), Article 103317. <https://doi.org/10.1016/j.im.2020.103317>
52. Zhang, K., Jia, X., & Chen, J. (2019). Talent management under a big data induced revolution: The double-edged sword effects of challenge stressors on creativity. *Management Decision*, 57(8), 2010-2031. <https://doi.org/10.1108/MD-06-2018-0711>