

## Self Control and Organizational Commitment Views of Cyberloafing Behavior

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### ABSTRACT

Internet facilities in the workplace are often misused for personal purposes, known as cyberloafing behavior. This study utilizes multiple linear regression analysis to understand the influence of self-control and organizational commitment on employees' cyberloafing behavior in private companies in Kuningan Regency, both partially and simultaneously, through the distribution of questionnaires as a data collection technique on 100 sampled employees. The results show that organizational commitment does not have a significant impact, while self-control can reduce cyberloafing behavior. These research findings can serve as recommendations for local private business owners to improve their employees' performance by enhancing control over cyberloafing behavior, focusing on self-control aspects, and also increasing employee work commitment.

**Keywords : Cyberloafing; Self Control; Organizational Commitment; Employee Performance; Privat Employees**

### ABSTRAK

*Fasilitas internet di tempat kerja sering disalahgunakan untuk kepentingan pribadi, yang dikenal sebagai perilaku cyberloafing. Penelitian ini menggunakan analisis data regresi berganda linear yang bertujuan untuk memahami pengaruh kontrol diri dan komitmen organisasi terhadap perilaku cyberloafing karyawan di perusahaan swasta di Kabupaten Kuningan secara parsial maupun simultan melalui penyebaran kuesioner sebagai teknik pengumpulan data pada 100 karyawan yang menjadi sampel. Hasilnya menunjukkan bahwa komitmen organisasi tidak berpengaruh secara signifikan, sementara kontrol diri dapat mengurangi perilaku cyberloafing. Hasil penelitian ini dapat menjadi rekomendasi bagi para pengusaha swasta di daerah dalam meningkatkan kinerja karyawannya melalui peningkatan kontrol terhadap perilaku cyberloafing, meningkatkan aspek kontrol diri, dan juga meningkatkan komitmen kerja karyawan.*

**Kata Kunci : Cyberloafing; Kontrol Diri; Komitmen Organisasi; Kinerja karyawan; Karyawan Perusahaan Swasta**

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## INTRODUCTION

Currently, internet use is an inseparable part of human activity, especially in supporting employees' work. Internet usage at work is increasing dramatically in all countries, especially after the covid-19 pandemic. The company considers that internet facilities can support and improve employee performance. However, several studies have shown that employees often misuse internet facilities at work for personal gain unrelated to work interests, as evidenced by the large number of employees who use internet facilities for personal gain while working (Blanchard & Henle, 2008; Ek & Şimşek, 2019; Garrett & Danziger, 2008). This behavior is known as cyberloafing. Cyberloafing behavior is described as an employee's deviant behavior due to using internet access during working hours for non-work related activities (Lieberman et al., 2011). Some examples of cyberloafing behavior include receiving and sending emails that are not related to work, browsing websites that are not related to work, and downloading information that is not related to work (Blanchard & Henle, 2008; Restubog et al., 2011). Besides that, it is included in cyberloafing behavior, including opening social media, playing games, and watching movies during working hours (Rahmadi, 2022).

Cyberloafing behavior is considered to have a negative impact on companies, including reducing organizational performance (Ek & Şimşek, 2019; Sao\* et al., 2020; Sheikh et al., 2015), reduce organizational efficiency (Sheikh et al., 2015), and reduce employee productivity and performance (Cao & Yu, 2019; Demircioglu & Chen, 2019; Kularathne & Senevirathne, 2021; Lieberman et al., 2011; Rahmadi, 2022; Restubog et al., 2011; Syed, 2020). Cyberloafing behavior is even considered to be a serious threat to organizations because it can cover up actual employee performance (Lim & Teo, 2005).

Many factors can cause increased cyberloafing behavior in various industries or organizations, including bad relationships with superiors (Tepper et al., 2017), low employee self-control (Arli & Leo, 2017; Hafizh & Sumadhinata, 2022; Malau & Muhammad, 2015; Ozler & Polat, 2012), high levels of work stress (Blanchard & Henle, 2008; Skeja & Lorcu, 2022), and low organizational commitment (Hensel & Kacprzak, 2020; Sani & Suhana, 2022). Self-control is considered the human ability to direct thoughts and actions. Every individual needs self-control in resisting certain temptations (Ardilasari, 2017). Employees with high self-control tend to be more able to avoid delaying pleasure in personal internet use (Restubog et al., 2011). They can limit themselves in using the internet in the office so that it does not negatively impact their organization (Malau & Muhammad, 2015). Commitment is defined as a person's willingness to bind himself and show loyalty to the organization because he feels involved in organizational activities (Wibowo, 2014). Organizational commitment and loyalty have the same meaning, namely, the level of unity with the company and the desire to participate actively in the company (Newstrom, 2011). Employees with high organizational commitment tend to have low cyberloafing behavior (Sani & Suhana, 2022). Various studies have shown that self-control and organizational commitment significantly affect cyberloafing behavior (Arli & Leo, 2017; Hafizh & Sumadhinata, 2022; Hensel & Kacprzak, 2020; Malau & Muhammad, 2015; Ozler & Polat, 2012; Sani & Suhana, 2022).

There have been many studies examining cyberloafing with the influence of commitment and self-control. In this study the author tries to examine the conditions of employees in Kuningan district, specifically at private companies in Kuningan district, which have never been studied before. This research is very useful because it can provide practice policy recommendations for business owners at kuningan regency in improving

employee performance and implementing policies in controlling employee cyberloafing behavior.

## RESEARCH METHOD

This research uses quantitative methods. Sugiyono (2016) states that the quantitative research method is used to examine specific populations or samples, data collection uses research instruments, and data analysis uses quantitative statistics to test established hypotheses.

The population in this study are private employees in Kuningan Regency, West Java, Indonesia. The number of samples is determined based on the Lameshow Formula 1 as follows:

$$n = \sqrt{\frac{z^2 p(1-p)}{d^2}}$$

$$n = \sqrt{\frac{1.96^2 \times 0.50(1-0.50)}{0.10^2}} \quad (1)$$

$$n = 96$$

Based on Formula 1, n is Number of samples, z is Standard values, p is Estimated maximum and d is alpha or sampling error. It is obtained that the minimum number of samples required in this study is 96 respondents, which the researcher will round up to 100 respondents.

The sampling technique was carried out by purposive sampling with the criteria of employees working using computers equipped with internet facilities. There were no restrictions for employees using mobile phones during working hours. The data analysis method used is multiple linear regression where the regression equation contains an element of interaction (multiplication of two or more independent variables) using the SPSS application.

The following is the operationalization of the variables used in the research (See Table 1).

**Table 1. Variable Operationalization**

Variables	Definitions	Indicators	Scale
Cyberloafing Behavior	Activity of accessing the internet during working hours for personal purposes	1. Minor cyberloafing 2. Serious cyberloafing	Interval
Organizational Commitment	Source: <i>Blanchard &amp; Henle, 2008</i> A person is willing to bind himself and show loyalty to the organization because he feels involved in organizational activities	Source: <i>Blanchard &amp; Henle, 2008</i> 1. Affective commitment 2. Normative commitment 3. Continuance commitment	Interval
Self control	Source: <i>Wibowo, 2014</i> The capacity to modify or direct individual responses, including conscious thoughts, emotions, and actions, especially	Source: <i>Meyer &amp; Allen, 1996</i> 1. Behavior Control 2. Cognitive Control 3. Decision Control	Interval

controlling impulses and  
resisting temptation

Source: Baumeister & Vohs, 2007      Source: Averill, 2012

Source : Data processing result, 2022

## RESULTS AND DISCUSSION

Cyberloafing behavior has a negative impact on organizational development (Zhang et al., 2022). Based on the results of research on private sector employees in Kuningan Regency, the level of cyberloafing is as in Table 2 as follows:

**Tabel 2. Level of Cyberloafing Privat Sector Employee in Kuningan Regency**

No.	Score Intervals	Intervals	Criteria	F	%
1	$(\mu + 1\sigma) \leq X$	$10 \leq X$	Tinggi	29	29%
2	$(\mu - 1\sigma) \leq X < (\mu + 1\sigma)$	$11 \leq X < 20$	Sedang	71	71%
3	$X < (\mu - 1\sigma)$	$X > 21$	Rendah	0	0%
<b>TOTAL</b>				<b>100</b>	<b>100%</b>

Source : Data processing result, 2022

Based on Table 2, it can be seen that cyberloafing behavior among 100 private employees in Kuningan Regency is 29% grouped in the high category with a total of 29 employees and the remaining 71% are grouped in the medium category with a total of 71 employees.

Many factors, including the level of self-control and organizational commitment of employees, can cause a high level of cyberloafing. Based on the results of statistical calculations, the results obtained regarding the influence of self-control and organizational commitment of employees on cyberloafing behavior are as in Table 3 as follows:

**Tabel 3. The Result of Multiple Linear Regression**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.102	2.689		4.129	.000
	Self Control	-.149	.038	-.372	-3.956	.000
	Org Commitment	.074	.061	.115	1.224	.224

Dependent Variable: *Cyberloafing behaviour*

Source: Data processing result, 2022

Based on the calculation results from Table 3, it can be seen that self-control has a negative and significant effect on cyberloafing behavior. Thus, the higher the employee's self-control ability, the lower the cyberloafing behavior. Cyberloafing behavior can provide immediate pleasure or entertainment and distract employees from the pressures of work. However, employees with high self-control will be able to control impulses to access unproductive websites and focus more on the work or tasks being performed. They can maintain motivation to complete work and achieve set goals. It follows the opinion (Hafizh & Sumadhinata, 2022), which states that self-control is an essential aspect of using the

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internet during working hours because the existence of internet facilities provided by the company will lead to cyberloafing behavior if employee self-control is low. This study's results align with other studies, which state that self-control can reduce cyberloafing behavior (Ardilasari, 2017; Malau & Muhammad, 2015).

The study's results show that organizational commitment has no significant effect on cyberloafing behavior. This contains several assumptions, including are even though employees have high organizational commitment, they still feel bored and tired in carrying out their work; cyberloafing behavior is considered a way to overcome this boredom and fatigue. Employees who have high organizational commitment may still feel entitled to carry out cyberloafing behavior because they feel they have made many positive contributions to the progress of the company. Employees feel that cyberloafing behavior does not have a negative impact on their performance and does not harm the company.

This is not in line with the results of other studies, which state that organizational commitment has a negative and significant effect on cyberloafing behavior (Putra & Nurtjahjanti, 2019; Rahayuningsih, 2017; Sani & Suhana, 2022).

## CONCLUSION

Based on the study's results, it was found that cyberloafing behavior can be reduced significantly through the good self-control of employees. The higher the level of employee self-control, the greater the employee can control himself from the temptation of unproductive internet use while working. Some things that companies can do to improve employee self-control include providing time management training, implementing clear policies regarding internet use during working hours, creating a conducive work environment, and rewarding good employee performance. Regarding organizational commitment, it shows that organizational commitment has no significant effect on cyberloafing behavior. This shows that other factors have more influence on cyberloafing behavior that has not been examined in this study, including job satisfaction and work environment. Thus these aspects can be carried out for future research.

## RECOMMENDATIONS

The implication of this research is for entrepreneurs in Kuningan Regency, that they must realize that the internet is a very important factor in business development. However, employees often abuse internet facilities that should be used to support their work (cyberloafing). Therefore, based on research results, it shows that cyberloafing behavior can be reduced through good self-control, so companies need to provide regular coaching for employees regarding improving this aspect of self-control.

Future research can add other variables that can influence cyberloafing and have not been examined in this research, such as work discipline, employee engagement and leadership supervision.

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