

Cyberloafing Behaviour On Employee Performance at PT. Telkomsel Serang Branch

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Abstract

This research aims to determine the effect of organizational commitment and cyberloafing behavior on employee performance at PT. Telkomsel Serang Branch. The method used is a quantitative approach to comparative causal. By using the census sampling method, the sample and population for this research, totaling 88 persons, were all employees at PT. Telkomsel Serang Branch. The data analysis in this research used multiple regression analysis obtained through a validity test, reliability test, and classical assumption test so that it can test the hypothesis by using the SPSS 23.0 program. The results of this study indicate that (1) There is a significant effect of organizational commitment (X1) on employee performance (Y) at PT Telkomsel Serang Branch With the correlation value of 0.248 means that the variable of organizational commitment has a low level of relationship with the coefficient of determination is 6.2%. (2) There is a significant effect of cyberloafing behavior (X2) on employee performance (Y) at PT Telkomsel Serang Branch, with a correlation value of 0.332 means the variable of cyberloafing behavior has a low level of relationship with a coefficient of determination of 11%. (3) There is a simultaneous significant effect between organizational commitment (X1) cyberloafing (X2) and employee performance (Y) at PT Telkomsel Serang Branch with a correlation value of 0.390 means that both variables have a correlation level with a coefficient of determination of 20.9%. Hypothesis testing obtained F count (11.203) > Ftable (3.10)

Keywords: *Organizational Commitment, Cyberloafing Behavior, Employee Performance*

1. Introduction

Facing the era of globalization, human resources (HR) play a very important role in the company's activities or activities in achieving predetermined goals. These goals can be successful depending on the ability of human resources. Companies need to think about ways that can encourage progress for the company. Therefore, companies need to encourage the advancement of human resources within the company to have high performance and loyalty to the company. Manpower is one of the company's most important assets, therefore it needs to be nurtured properly. As one of the most important assets in the company, of course, the workforce must work according to their abilities and skills so that maximum results are achieved. Because all activities or operational activities of the company are carried out by workers. Even though the company has many machines to support operational activities, the role of the workforce cannot be underestimated because to run all existing machines, the company needs manpower.

Demands an organization or company to carry out various innovations in anticipation of intense competition, so an organization or company must have a competitive advantage both in terms of quality, products, services, costs, and professional human resources. Organizational commitment can be described as the loyalty of

employees to the company. Organizational commitment is seen as a condition where an employee is in line with organizational goals (Novita et al., 2016). High commitment makes employees become more loyal and work hard to achieve company goals. In addition, organizational commitment is the best predictor of performance and contributes greatly to human capital (Zayas-Ortiz et al, 2015). Commitment can also affect the emergence of organizational citizenship behavior because employees who are committed to their organization, show a great desire to comply with organizational regulations, and have a low rate of absenteeism for their work (Zayas-Ortiz et al, 2015).

At PT. Telkomsel Serang branch, the turnover of employees was fluctuating over the past three years. The number of employees leaving is an indication of decreased organizational commitment possessed by employees so they prefer to leave the company. The decline in organizational commitment is influenced by many factors, including employee's age and years of service at the company. In PT. Telkomsel Serang Branch, the career path was long, this can be seen from the fact that there are still some employees who have been working for the company for a long time but still hold the same position. The employee's age also influences where employees who are not young will have less performance, get tired quickly, and not keep up with technological developments. Decreased organizational commitment is also influenced by employees' educational background, whereas some employees have an educational background different from the job qualification required and makes they don't understand what needs at work and the work becomes neglected. Decreased organizational commitment can also be seen in terms of gender where for female employees if they are married and still working, their focus will be easily divided with family. Not infrequently this causes the employee to often have permission for family matters, causing a lot of work to be delayed and not focused on her work. then the individual role factor in the company also affects the lack of commitment to the organization, if someone at work has a role that is unclear or not following the job desk given from the start then the work will not be optimal, besides that there are still many employees who don't want to be asked to work overtime. Declining organizational commitment can be seen from environmental factors at work where during a pandemic like now many employees are required to do WFH (work from home) but the company does not provide internet facilities for employees who carry out WFH (work from home). The less close relationship between superiors and subordinates also affects employee organizational commitment.

Blanchard and Henle in Syukri (2017) make a typology of Cyberloafing, which argues that related to the impact, production deviance can be divided into minor or serious types. Minor Cyberloafing refers to Cyberloafing activities that are commonly carried out by employees and are normatively considered tolerable, while serious Cyberloafing refers to Cyberloafing activities that occur less frequently and are generally associated with internet use potentially producing legal issues. Cyberloafing behavior is all forms of employee behavior using the company's internet for personal purposes during working hours. Cyberloafing, also known as cyberslacking, is a deviant behavior in the workplace that uses "employee status" to access the internet and email during working hours for purposes that are not related to work (Blanchard and Henle in Syukri, 2017). Apart from the lack of good organizational commitment, the performance of employees at PT. Telkomsel Serang branch is also affected by cyberloafing behavior that occurs in an employee who does not have a good work ethic and has various negative impacts. These negative impacts reduce employee productivity, and reduce discipline. Based on observation, the researcher found that some of the workers are often visiting websites that are not related to work. The declining performance of employees is affected by minor cyberloafing behavior which can be seen in that there are still many employees who use office facilities for personal gain, use office computers to play games, shop online, and access personal social media. This causes a lot of work delayed and the work target were not achieved, if minor cyberloafing occurs continuously it does not rule out the possibility of serious cyberloafing, namely employees who cause legal problems such as online gambling and opening sites that contain pornography and even spreading company personal data. So it can be concluded that minor Cyberloafing or serious Cyberloafing both have an adverse effect on employee performance.

According to Mangkunegara (2017), work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The declining performance of employees can be seen in the lack of employee attendance. In 2021, the level of employee absenteeism at PT. Telkomsel Serang Branch were fluctuated. The number of employees who often come late and alpha affects the performance of these employees so that many work targets are not achieved or delayed. Declining employee performance makes the company's performance also decrease. Declining employee performance can be

seen from a personal perspective where there are still many employees who often procrastinate work, employees who do not understand and do not have enough control over their work so they are lazy to go to the office. In carrying out work, there are still some employees whose job responsibilities are lacking and there are still some employees who take advantage of their work time by chatting, playing games, and shopping online. The leadership factor is also very influential because leaders should set a good example for other employees to arrive on time but there are still bosses who arrive late. In terms of giving instructions, it is sometimes unclear, causing confusion among employees. In addition, superiors are also considered to lack motivation for their subordinates to be able to work better, and plus superiors do not supervise the work of subordinates so many mistakes occur at work. Lack of cohesiveness in the team in the work environment can also have an effect, if one of the members arrives late so that work is delayed. The relationship between employees is felt to be less intimate, there are still some employees who prefer to do their jobs alone.

Based on the above background, researchers are interested in conducting a study entitled "The Effect of Organizational Commitment and Cyberloafing Behavior on employee performance at PT. Telkomsel Serang Branch".

1.1 Objectives

The objectives to be achieved in this research are as follows:

1. Determine the effect of organizational commitment on the PT. Telkomsel Serang Branch employee performance
2. Determine the effect of cyberloafing behavior on the PT. Telkomsel Serang Branch employee performance
3. To determine the effect of organizational commitment and cyberloafing behavior simultaneously on the PT. Telkomsel Serang Branch employee performance

2. Literature Review

2.1 Management

Management is a tool to achieve what is desired. Proper management will facilitate the realization of goals for a company, an employee, and the Public. Management comes from the word "to manage". Arrangements are made through a process that is arranged in the order of functions management (planning, organizing, direction, and control). The management elements themselves are Men, Money, Method, Materials, Machine, and Market (6M). According to Terry in Hasibuan (2017) *"Management is a distinctive process consisting of actions planning, organizing, directing, and controlling carried out to determine and achieve predetermined targets through the use of human resources and other sources"*. According to Hasibuan (2017), *"Management is the science and art of regulating the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal"*. Based on the various definitions above, it can be drawn that the essence of management definition is action planning, organizing, direction and control with processes, methods, and arts to achieve an effective and efficient goal.

2.2 Human Resources Management

Human Resources is a provision of human thought and work that is still stored in oneself, which is necessary excavated, built, and developed to make the best use of good for the welfare of human life. Human resources are potential capabilities possessed by humans consisting of the ability to think, communicate, act, and be moral to carry out an activity (technical or managerial). This ability will be able to influence attitudes and human behavior in achieving life goals, good individual or Together. Human Resources is all the potential possessed by man which could donate or give to the public to produce goods and services (Sedarmayanti, 2017). According to Hasibuan (2017) human resource management is a science and art that regulates relationships and the role of the workforce to be effective and efficient in helping the realization of the goals of the company, employees, and society. Meanwhile, Mangkunegara (2017) said that human resource management is something planning, organizing, coordinating, implementing, and supervising to procurement, development, giving back service, integration, maintenance, and separation of workers in order to achieve company goals. From some of the definitions stated above, it can be concluded that human resource management is planning, organizing, directing, maintaining, and

dismissing employees in accordance with the policies, procedures, methods, and programs implemented in the company to achieve company goals, individuals, employees, and the Public.

2.3 Commitment Organization

Organizational commitment is the level at where is someone worker identifies an organization, its goals, and expectations to remain a member (Robbins and Judge, 2015). Organizational Commitment refers to the responsibilities or promises of the members of the organization towards the organization with the method of doing business or working earnestly to achieve organizational goals effectively and efficiently (Siburian, 2017) According to Mowday in Prasetyo (2017) organizational commitment is the identification and involvement of a person who is relatively strong to the organization. Meanwhile, Kaswan (2012) stated that the theoretical model states that committed workers have no will to resign, even if they are dissatisfied because they have a sense of loyalty, and attachment to the organization and are willing to sacrifice for the organization. On the other hand, for non-committed workers, who feel less loyal to the organization, attendance indicates a decrease.

According to Mowday et al in Harun Samsuddin (2018) there are several factors that can influence organizational commitment :

- a. Age and tenure where age and tenure are positively correlated with commitment.
- b. The level of education, the higher the level of individual education, the more expectations that may not be fulfilled or not in accordance with the organization where he works.
- c. Gender, generally faces greater challenges in achieving his career, so his commitment is higher
- d. The individual's role in the organization shows that there is a negative relationship between unclear roles and commitment to the organization.
- e. Work environment factors will affect individual attitudes in the organization

2.4 Cyberloafing Behavior

According to Blanchard & Henle in Syukri (2017) Cyberloafing is the intentional use of internet and email facilities provided by companies for non-work-related matters. Cyberloafing behavior can be said to be the same as the term personal web usage at work which was expressed by Anadarajan and Simmers quoted by Harapan (2016). According to Lim, Teo, and Loo in Harapan (2016) any intentional act of employees using company internet access during working hours to browse non-work related sites for personal purposes and checking (including receiving and sending) personal email as internet abuse. All of these activities are known as Cyberloafing. Both activities (such as browsing or checking email) are unproductive uses of time because they reduce employee performance to complete key work tasks. Based on several Cyberloafing theories that have been described above, it can be concluded that Cyberloafing behavior is an activity carried out by an employee by utilizing internet facilities provided by the company for the employee's personal needs and not related to work and carried out during working hours. Cyberloafing behavior that will be the focus of the research is the behavior of employees' activities using the company's internet access using any type of computer for personal purposes and not related to work.

Indicators of Cyberloafing according to Blanchard & Henle in Syukri (2017) :

1. Minor Cyberloafing (Using e-mail and the internet at work for private business such as sending and receiving private messages or visiting news, finance, and sports sites). Thus minor cyberloafing is similar to other behaviors that are not appropriate for the job but are tolerated. However, it cannot be said that minor cyberloafing does not have a detrimental impact on the organization, like reduce productivity.
2. Serious Cyberloafing, forms Cyberloafing others consisting of from shapes Cyberloafing which more are serious. This behavior is rude and has the potential to do things illegitimate like online gambling downloading songs, open mature sites. This type of cyberloafing has serious implications for organizations

2.5 Employee performance

Performance is often heard or important for a company to achieve its goals and objectives. In the context of developing human resources, an employee in a company is needed to achieve performance for the employee himself and also for the success of the company. Performance is the result of work in quality and quantity achieved

by an employee in carrying out his duties in accordance with the responsibilities assigned to him. (Mangkunegara, 2017). According to Wilson (2012) In a more detailed sense, it is explained that performance is the result of work achieved by a person based on requirements-job requirements. A job has certain requirements to be carried out in achieving goals which are also known as job standards. Performance Standards are the expected level of a particular job to be completed and is a comparison of the goals or targets to be achieved.

According to Edy Sutrisno (2017) Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals as well as ethics. It can be concluded that a person's performance is determined by his ability and motivation to carry out the work (Ismail, 2013). Performance can also be interpreted as the quality, quantity, and time used in carrying out tasks. Quantity is the result which can be calculated as the extent to which a person can successfully achieve the goals that have been set, quality is how somebody carries out their duties (Edy Sutrisno, 2017). Based on some above opinions, could be concluded that performance is a person's work in an organization or company based on ability and knowledge. The work achieved by a person must be able to make an important contribution to the company in terms of quality and quantity perceived by the company and very beneficial for the company's interests in the present and in the future.

According to Mahmudin in Harun Samsuddin (2018) Performance is a stage order that is a multidimensional construct that includes many factors that influence it. Employee performance can be measured in several ways. This measure reflects the size of the performance. The elements assessed are:

- a. Personal factors (individual skills) in controlling and dealing with the problem.
- b. The leadership factor is the manager and team leaders' expertise in developing employee motivation and commitment.
- c. Factor team that is togetherness and a sense of shared destiny, among team members.
- d. System factors are procedural rules that have been established in an organization

3. Methods

This research is included in the comparative causal quantitative research. This is because the purpose of this research is to identify the effect of one variable on another. Sugiyono (2015) explains that quantitative research is defined as a research method based on the philosophy of positivism, used to research populations. Sampling techniques are generally carried out randomly, data collection uses research instruments, and data analysis is quantitative/statistical with the aim of testing hypotheses which has been set. In this study, the population is all employees at PT. Telkomsel Serang Branch and the research sample were obtained by census technique so that the number of samples is the same as the total population, namely 88 people. The research was carried out for 3 months, (April - July 2021). This study used a convenience sampling approach because of the limited time for research and in order to obtain a sufficient number of samples, the questionnaires were distributed online so that users could easily access them and make it easier for researchers to collect the required data.

3.1 Framework

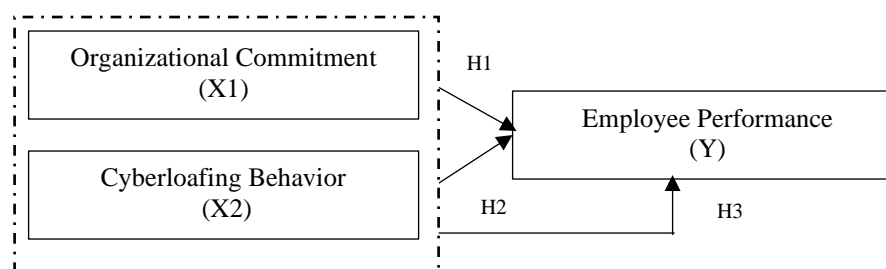


Figure 1. Framework

3.2 Hypothesis of Research

The hypothesis is a temporary answer to the research problem formulation, where the research problem formulation has been stated in the form of a question:

- H1 : there is a significant influence of organizational commitment on employee performance at PT. Telkomsel Serang Branch.
- H2 : there is a significant influence of cyberloafing behavior on employee performance at PT. Telkomsel Serang Branch.
- H3 : there is a significant influence of organizational commitment and Cyberloafing behavior simultaneously on employee performance at Telkomsel Serang Branch.

4. Data Collection

Data collection techniques in this study use: (1) **Questionnaire** is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. In this case, the questionnaire the questionnaires were distributed online so that respondents could easily access them, (2) **Documentation** can be in the form of writing, pictures, or monumental works of a person. Documents in the form of writing, for example, diaries, life history (life stories), stories, biographies, regulations, policies, (3) **Observations** are made by looking directly at the field, for example, the condition of the workspace and work environment which can be used to determine feasible factors which are supported by interviews and questionnaires regarding job analysis, (4) **Library Studies**, in this research, a literature study was carried out by looking for a theoretical basis related to the research title.

5. Results and Discussion

It is known from a total of 30 statement items consisting of Organizational Commitment, cyberloafing behavior and Employee performance variables are valid because all statement items have r count values greater than 0.209 (r table) and sig. every item in under 0.05. Organizational Commitment has the result Cronbach's Alpha 0.860 > 0.6 while the cyberloafing behavior variable is 0.753 > 0.6 and the variable Employee performance 0.833 > 0.6, so it can be concluded that the instruments of the three variables meet the reliability criteria

Table 1. Classic Assumption test results

| Variable | Normality | Multicollinearity | | Heteroscedasticity |
|---------------------------|--------------|-------------------|-------|--------------------|
| | Sig. ,200 | Tolerance | VIF | Sig. |
| Organizational Commitment | | ,967 | 1,034 | .102 |
| Cyberloafing Behavior | | ,967 | 1,034 | .330 |

Sources: SPSS Version 23 Processed in 2021

Based on the results of the Classic assumption test results, it shows that the results of the test Kolmogorov-Smirnov significance value 0.200 > 0.05, it can be concluded that all data were normally distributed. Multicollinearity known the value or amount of tolerance of 0.967 > 0.10 as well as the magnitude of the VIF at 1,034 < 10 so that the data examined did not happen multicollinearity. Heteroscedasticity test organizational commitment variable has a value of sig. 0.102 > 0.05 and cyberloafing behavior 0.330 > 0.05 so that there are no symptoms of heteroscedasticity.

Table 2. Multiple Linear Regression test results

| Variable Dependent | Variable Independent | B | Sig. | Description |
|----------------------|---------------------------|------|------|-------------|
| Employee Performance | Organizational Commitment | ,350 | ,002 | Effect |
| Employee Performance | Cyberloafing behavior | ,393 | ,000 | Effect |

Sources: SPSS Version 23 Processed in 2021

Table 2, the significance of the Organizational Commitment variable on Employee Performance as a result of 0.002 < 0.05 and B value of 0.350 so it is stated that there is an effect between the Organizational Commitment variable on Employee Performance. Also, know that the significance value between the cyberloafing variable on Employee

Performance has a value of $0.000 < 0.05$ and B value of 0.393 so there is a positive effect between the cyberloafing variable on Employee Performance.

Table 3. Correlation Coefficient test results

| Variable Dependent | Variable Independent | Pearson Correlation | Sig. |
|----------------------|---------------------------|---------------------|------|
| Employee Performance | Organizational Commitment | ,248 | ,020 |
| Employee Performance | Cyberloafing behavior | ,332 | ,002 |

Sources: SPSS Version 23 Processed in 2021

Table 3 above shows that between organizational commitment to employee performance there is a correlation coefficient (r) of 0.248 with a significance of 0.020. This means that there is a positive correlation between organizational commitment to employee performance with a low level of relationship, and the correlation is significant because of $\text{sig} < 0.05$ ($0.020 < 0.05$). Between Cyberloafing behavior with employee performance, there is a positive correlation with a low level of relationship (correlation coefficient (r) was 0.332), and the correlation is significant because of $\text{sig} < 0.05$ ($0.002 < 0.05$). Meanwhile based on the Coefficient Determination test result, organization commitment influence employee performance partially 6,2%, and cyberloafing behavior influence employee performance partially 11%. Organizational commitment and cyberloafing behavior simultaneously influence employee performance amount 20,9% and the remaining 79.1% is influenced by factors other than these two variables.

Based on the results of the t-test, the Organizational Commitment variable on Employee Performance has a t-count result = 3,249 but the t-table result is 1.988 with a significance value (Sig.) 0.002. So that $3.249 > 1.988$ and $0.002 < 0.05$ indicate that H1 is accepted while Ho1 is rejected with the understanding that Organizational Commitment has an effect on the Employee Performance of the PT. Telkomsel Serang Branch, then cyberloafing on organizational commitment, has the result t-count = 3.974 but the t-table result is 1.988 with a significance value (Sig.) 0.000. So that $3.974 > 1.988$ and $0.002 < 0.05$ it means that H2 is accepted with the understanding that Cyberloafing behavior has an effect on the Employee Performance of the PT. Telkomsel Serang Branch. Meanwhile Based on the F-Test results, it is known that the F-count value for organizational commitment variables (X1) and cyberloafing behavior (X2) on employee performance variables (Y) is 11.203 with a sig. of 0.000. It means F-count ($11.203 > 3.10$), then Ho3 is rejected and H3 is accepted. This means that there is an effect of organizational commitment and cyberloafing behavior simultaneously on employee performance.

Organizational Commitment Has a Positive Effect on Employee Performance

The results of the first hypothesis test show that the regression coefficient organizational commitment can be interpreted as having an effect on employee performance, it obtained a t-count value of 3,249 and a t-table value of 1.988. Its significance value (Sig.) is $0.002 < 0.05$. So H1 is accepted, which means that the organizational commitment variable affects employee performance.

This result is consistent with research conducted by Kristanty Nadapdap (2017) shows a positive relationship between organizational commitment on employee performance. High organizational commitment will have a positive influence on employees, namely creating job satisfaction, morale, good work performance, and the desire to continue working in the company concerned (Fatmawati & Sri Gustina Pane, 2017). In contrast, research by Novita & Ruhana (2016) and Indrayanti & Riana (2016) actually shows that organizational commitment has no positive effect on improving employee performance. The existence of motivation within the individual is seen as the main factor in influencing the organizational commitment of an employee and is not influenced by external factors outside the individual.

Cyberloafing Behavior Has a Positive Effect on Employee Performance

Test results hypothesis both show that the regression coefficient Cyberloafing behavior can be interpreted as having an effect on employee performance, it is obtained t-count value of 3,974 and t-table value of 1.988. It is significance value (Sig.) is $0.000 < 0.05$. So H2 is accepted, which means variable Cyberloafing behavior affects employee performance.

This result is consistent with research conducted by Styawan Denis (2022) that the impact of cyberloafing behavior and self-control has a positive effect on employee performance. Lim & Chen (2012) states that employee Cyberloafing behavior can be seen by using internet access at work for personal purposes during working hours and spending an average of 51 minutes per day on Cyberloafing. The results of this study contrast with research by Sitorus et al. (2019) and research by Monica & Maharani (2020), that Cyberloafing has no effect on employee performance because it is not consistent and needs further research.

Organizational Commitment and Cyberloafing Behavior Have a Positive Effect on Employee Performance

Based on the results of data analysis it is known that the F-count value for organizational commitment variables (X1) and cyberloafing behavior (X2) on employee performance variables (Y) is 11.203 with a sig. of 0.000. In this study F-count (11.203) > F-table (3.10), then Ho is rejected and H3 is accepted. This means that there is an effect of organizational commitment and cyberloafing behavior simultaneously on employee performance. Thus it means simultaneously the hypothesis is proven. employee performance (Y) can be influenced by organizational commitment (X1), and cyberloafing behavior (X2), by 20.9%, while the remaining 79.1% are other factors not included in this study.

6. Conclusion

It can conclude from research that Commitment Organizational has a positive effect on Employee Performance at PT. Telkomserang Branch. Cyberloafing Behavior also has a positive effect on Employee Performance at PT. Telkomserang Branch and with the result of F-test show that there is a significant and positive influence of organizational commitment and Cyberloafing behavior simultaneously on employee performance at Telkomserang Branch. The implication of this study is that commitment organizational in PT. Telkomserang branch, although the career path at this company is good, but not all employees are willing to work overtime if needed. Some of the employees do other jobs that have nothing to do with the office during working hours. It impacts their performance because of unfulfilled targets and incomplete tasks. Supervisors must carry out stricter supervision of their subordinates and strictly impose sanctions on subordinates who are caught doing other work besides office work during office hours. Cyberloafing is actually understood as undesirable behavior in the workplace, respondents may not report the behavior of cyberloafing it. The management could take strict action by making regulation about who use office facilities such as computers and the internet for personal activities during office hours. Management can also use the internet empowerment program and implement tailored policies to control internet use in the workplace so that it can stimulate creativity and innovative behavior in employees which is expected to have an impact on improving employee performance and organizational commitment. To improve employee performance, management can form a solid team work by holding weekly meetings and holds gatherings or training which can improve existing teamwork so that it is even tighter.

For further research, this study provides information on the influence of organizational commitment and cyberloafing behavior on employee performance at PT Telkomserang Branch. There are factors related to achieving optimal employee performance in addition to organizational commitment and cyberloafing behavior. Therefore, it is recommended that future researchers to conduct further research on other factors that affect employee performance other than organizational commitment and cyberloafing behavior

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