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Don't Be Afraid to Change: Work Environment and Workload Affects Cyberloafing Behavior

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ABSTRACT

Internet technology can have a positive impact on companies in helping the effectiveness and efficiency of company operations, such as faster information delivery, more up to date receiving information, reduced production time and more efficient service delivery. This study aims to analyze the work environment and workload on cyberloafing behavior and employee performance at the Tangerang I State Property and Auction Service Office. The population in this study was 30 employees. The sample used was all 30 employees, namely the saturated sample. The data collection method uses a survey method, with the research instrument being a questionnaire. The data analysis method uses Partial Least Square. The analysis used in this research is quantitative analysis using data collection methods through questionnaires. Structural equation modeling (SEM) is used as an analysis method and Smart PLS is used as an analysis tool. Findings: The work environment has a positive and significant effect on Employee performance, workload has a negative and significant effect on employee performance. The work environment and workload have a positive and significant effect on Cyberloafing. Meanwhile, cyberloafing has a negative and significant effect on employee performance.

Keywords: Work Environment, Workload, Cyberloafing Behavior, Employee Performance

INTRODUCTION

The demand for the use of work technology to be more efficient and effective in producing goods and services companies apply computerization supported by a set of internet-based information technology. This application is also carried out by several companies, companies facilitate each worker with one person and one computer. The existence of computer and internet facilities helps employees complete their tasks quickly and efficiently, increase employee creativity, build service character to the community based on modern technology so as to save time and company budget costs (Soelton, 2023). However, internet access for employees seems like normal. The effects of computerization and the internet have also revolutionized employees' laziness of their duties. The company's expectation by increasing the quantity and quality of existing infrastructure can be used by employees as efficiently as possible in order to improve the quality and quantity of production is actually misused by its employees (Soelton et al., 2023; Rohman et al., 2023; Andel et al., (2019); Chauhan, (2017). Preliminary findings show that the advice and infrastructure provided by the company are actually used for personal interests by employees. This seems to be, such as the behavior of using office phones for personal purposes, the use of official cars for family interests, and even interesting phenomena over the past decade is the way of avoiding work and engaging in unproductive work that leads to cyberloafing behavior (Soelton, 2023).

According to Syamsu et al., (2019); Nanda et al., (2020); Gökçearslan et al., (2018); Lim, (2002) in Zhang et al., (2019), another positive impact of using the internet in an organization is as a means of communication between divisions, searching for needed information, sending required files, accessing employee data through the organization's official website, and so on. However, the use of the internet in companies does not only have a positive impact. Some of the negative impacts of using the internet for companies include employees who use the internet can also leave their obligations even though they are doing important work. Cyberloafing is used to describe the act of an employee intentionally using company Internet access for non-work-related purposes during work hours. The use of cyberloafing such as using social media during working hours, watching movies all the time during working hours, responding to personal e-mails, downloading files and listening to music, watching videos, and so on that has nothing to do with tasks and work (Friedman, 2002; Garrett & Danziger, 2008). Cyberloafing in an organization certainly has a negative impact on a company. This is because, with cyberloafing behavior, the performance of employees in the company is not good so the work done by employees is not absorbed optimally. Acording to Akar and Karabulut Coskun, (2020); Andel et al., (2019); Chauhan, (2017) Cyberloafing behavior can not only occur in companies or government offices whose employees are guaranteed and are already working with benefits and so on. However, the dangers of cyberloafing can also occur in private companies, (Gökçearslan et al., 2018; Lim, 2002 in Zhang et al., 2019).

Using the internet for self-interest rather than work purposes can result in employees using the internet more often for self-interest than doing their core work. So there is a deviation between employees who work in the company and cyberloafing behavior among employees who work in the company (Firstian & Warsindah, 2022; Rajah & Lim 2011; Aladwan et al.,2021). This research is strengthened by references from previous studies that explain what causes cyberloafing to occur. In Hamrat et al., 2019; Hooper and Mullen, 2008; Nurfauzan and Halilah (2017), Job insecurity is a condition when someone who works experiences psychological

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disorders. This condition is influenced by other factors such as the work environment and certainty of work continuity within the organization (external factors) (Runing, 2012; Sawitri & Mayasari, 2017). Not infrequently something like this is accompanied by the condition that a person has high compatibility and attachment to the organization where he works, On the one hand, they want to continue to exist in the organization where they work, but they feel that their position (job and existence in the organization) is threatened. Meanwhile, according to Soelton (2019), the workload is a process carried out by a person in carrying out the duties of a job or group of positions carried out under normal circumstances within a certain predetermined period, (Inmor & Suwannahong, 2019; Hu & Bentler, 1999; House et al., 1979)

To find out the main problems found in cyberloafing behavior in companies, the main problem in cyberloafing behavior is the workload that exists in the company (Brewster et al., 2011; Martin et al., 2016; Lima & Galleli 2021; Zhang et al., 2019). That is, beban kerja can have a positive (increasing) or negative (weakening) effect on cyberloafing behavior (Bougre & Kim, 2006; Al-Shuaibi, et al., 2021; Hansel & Kacprzak 2020; Kara & Kose, 2022; Zhang & Bartol, 2010, Zhou et al., 2009). Based on the data, previous research, and the descriptions described above, it can be seen that the main problem in this study is (1) There is a deviation where employees use the internet during working hours, (2) The amount of work that must be done by employees causes excessive workload, (3) results of work volume and time norms.

LITERATURE REVIEW

Cyberloafing

Cyberloafing is a way of avoiding work and engaging in unproductive work resulting from the employee's thinking of maintaining justice on their own or without reason. Within organizations, the extensive use of technology, especially computers, has led to increased access to internet services and even organizations becoming dependent on online technology (Günay, Azizoğlu & akar, 2018). Cyberloafing behavior is the behavior of someone who deliberately uses information technology and personal internet access during working hours that has nothing to do with work that should be completed on time and can harm the organization or related agencies, so that the impact on the productivity of these workers (Rahayuningsih, 2017). This is reinforced by Aldilasari (2017) who explained that it is not surprising that internet use that is not related to work and work delays will lead to a decrease in productivity for organizations. with indicators: such as role ambiguity, conflict and excessive workload which are the main causes of burnout in the workplace.

Employee Performance

According to (Hasibuan, 2016) defines performance as a result of work achieved by a person in carrying out the tasks assigned to him based on ability, experience, sincerity and time. In addition, (Gomes, 2003) defines performance as a performance that is the result of work produced by employees or real behavior displayed in accordance with their role in the organization. Indicators: work results, work behavior, personal traits.

Work Environment

According to Sudaryo (2018) the definition of the work environment is the entire tools and materials faced, the surrounding environment where a person works, work methods and work arrangements both as individuals and as a group. Furthermore, according to Sofyan (2013)

stated that the work environment is everything that is around employees that affect them in carrying out and completing the tasks given to them in an area. Indicators: lighting / light in the workplace, air circulation in the workplace, noise in the workplace, unpleasant odors in the workplace, Soelton et al., (2020)

Workload

Workload Nanda, et al (2019), according to Rohman et al., (2023) is one aspect that every organization must pay attention to, because workload is one of the factors that affect employee performance. Workload analysis techniques require the use of standard staffing ratios or guidelines to determine personnel needs. Workload analysis identifies both the number of employees and the types of employees required to achieve organizational goals. Workload is a condition of work with its job description that must be completed by a certain time limit (Soleman (Joreskog & Sorbom, 1984; Schermelleh-Engel et al., 2003; Sosa, 2011).

Workload can be further differentiated into excessive or too little quantitative workload, which arises as a result of tasks that are given too much or little to the workforce to complete in a given time, and excessive or too little qualitative workload, that is, if people feel unable to perform a task, or the task does not use the skills and or potential of the workforce (Munandar, 2001). It can be concluded that workload is the extent to which the individual capacity of the worker is needed in completing the task assigned to him which can be indicated by the amount of work to be done, the time / time limit possessed by the worker in completing his task, and the subjective view of the individual regarding the work given to him. with indicators: Physical deman, effort, mental demand, temporal demand, frustration level, performance.

HYPOTHESIS

The Effect of Work Environment on Employee Performance

Maintaining the comfort and cleanliness of the work environment is a factor that must be considered and influence employees in completing their work (Febriani &; Indrawati, 2013 &; Situngkir, 2013). Fostering relationships between employees and other employees and employee relationships with superiors also creates a good work environment, which will later affect employee performance in the company (Sanjaya &; Indrawati, 2014). Employee cooperation also needs to be improved so that work is completed appropriately and on target (Setiawan &; Dewi, 2014). Furthermore, according to Sofyan (2013) stated that the work environment is everything that is around employees that affect them in carrying out and completing the tasks given to them in an area. Indicators: lighting / light in the workplace, air circulation in the workplace, noise in the workplace, unpleasant odors in the workplace, Soelton et al., (2020)

- H1: Work Environment has a positive effect on Employee Performance

The Effect of Workload on Employee Performance

Workload Theory (X2) to Performance (Y) According to Jeky, Sofia and Wehelmina (202018: 20) Workload for employees in a company should not increase which can cause a decrease in employee performance potential. This means that companies do not give excessive workload to employees, because excessive workload can reduce employee performance at work, so that the effect of workload on employee performance is negative. The extent to which this capacity of the individual worker is needed in completing the task assigned to him can be indicated by

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the amount of work to be done, the time / time limit possessed by the worker in completing his task, and the subjective view of the individual regarding the work given to him. with indicators: Physical deman, effort, mental demand, temporal demand, frustration level, performance.

- H2: Workload negatively affects Employee Performance

The Effect of the Work Environment on Cyberloafing

According to research by Yulian Astri and Siti Zahreni (2017), there is a negative influence of the work environment on cyberloafing behavior, that is, the better the organizational climate of a company, the lower the frequency of someone doing cyberloafing behavior. , Garrett and Danziger (2008) and Blanchard and Henle (2008). That the work environment is everything that is around employees that affects him in carrying out and completing the tasks assigned to him in an area. Indicators: lighting / light in the workplace, air circulation in the workplace, noise in the workplace, unpleasant odors in the workplace, Soelton et al., (2020)

- H3: Work Environment negatively affects Cyberloafing

How Workloads Affect Cyberloafing

The workload is the task demands given by the company to employees with an estimated minimum time to complete the task. Research conducted by Al-shuaibi et al., (2021) proves the influence of a role stressor where in the role stressor there is a workload which has a positive effect on cyberloafing behavior. According to research conducted by Hensel and Kacprzak (2020), the workload has a negative effect on cyberloafing. Rohman & Ichsan (2021) workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period. Individual activities associated with increased cyberloafing, stress levels also increased. Sawitri (2012) shows a significant correlation between role ambiguity, role conflict, and cyberloafing. Meanwhile, Koay et al., (2017) reported that job stress has a positive relationship with cyberloafing.

- H4: Workload negatively affects Cyberloafing

The Effect of Cyberloafing on Employee Performance

Based on research by Mirza.et al., (2019) showed that from 100 samples of employees of the Banda Aceh City Government, it was found that 63 people or 63% carried out cyberloafing behavior during working hours, these results were also supported by research by Rika Wahyuni, et al (2020) which showed that cyberloafing behavior negatively affected the performance of employees of the Padang city education office. This explains that cyberloafing has a partial effect on employee performance, and this needs to be watched out by various agencies and company owners to start considering the impact of using the internet at work, because not always the internet provides benefits in a job but has a negative side that if not supervised its use will have an impact on employee performance and the company itself. Garrett and Danziger (2008) and Blanchard and Henle (2008)

- H5: Cyberloafing negatively affects Employee Performance

Based on the literature review, a theoretical model of the research variables is presented in Figure 1.

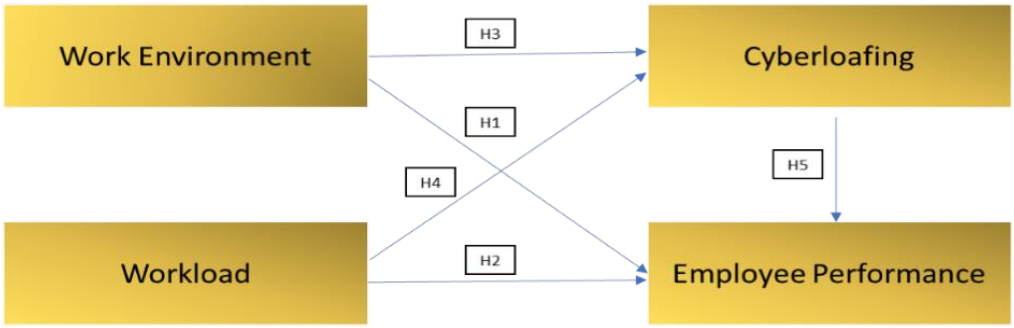


Figure 1: Theoretical Model

RESEARCH METHOD

The design of this research begins with identifying problems in research locations, formulating problems, and developing basic theories to strengthen the foundation of each variable. So the sampling technique in this study is a saturated sample, namely a sample treatment where all members of the population are used as samples. This study used a quantitative approach where the survey was conducted using a questionnaire method with the SEM (Partial Least Square) methodology. Based on this understanding, the population in this study is all employees of the Tangerang I State Wealth and Auction Service Office as many as 30 people.

This study uses primary and secondary data collected through an online questionnaire with an ordinal scale. Items for each variable (independent, mediating, and dependent variables) were adapted from previous studies (Soelton et al., 2020; Saratian, 2019; Soelton et al., 2023; Sudiro et al., 2023) with slight modifications. While this study measures Employee Performance as measured by indicators Level of important risk, Level of worry about losing a job will affect status and dignity, Level of the threat of losing a job originating from the company's internal environment, Level of concern over the difference in tasks given, Level of worry about being arrested will interfere with personal life and social, the Threat level of population reduction, Fear of being fired for violating company rules, the Threat level of sudden job stoppage. Work Environment is measured by indicators of lighting / light in the workplace, air circulation in the workplace, noise in the workplace, unpleasant odors in the workplace. Workload is measured by indicators Physical deman, effort, mental demand, temporal demand, frustration level, performance, cyberloafing measured by indicators such as role ambiguity, conflict and excessive workload which are the main causes of burnout in the workplace, employee performance is measured by indicators of work results, work behavior, personal traits.

Before using the questionnaire first test the validity and reliability. Structural Equation Modeling (SEM) is applied to econometric and psychometric insights in social science studies because it can causally test theoretically validated and additive models (Haenlein & Kaplan, 2004; Statsoft, 2013). Furthermore, data analysis using PLS-SEM (Partial Least Square structural equation modeling). These methods are based on the Covariance Approach SEM (CB-SEM) and Partial Least Square–SEM (PLS-SEM) with strengths and weaknesses, especially with the assumption statistics and resulting fit statistics. CB-SEM has several limitations and only follows certain criteria, 1) the sample must be large; 2) the data must be normally distributed; 3) construct indicators must be reflective; and 4) trigger factors (errors) caused by the program's inability to produce results because the model is not identified (Reinartz et al., 2009;

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Sarstedt & Hwang, 2020). Therefore, this limitation can be solved by Partial Least Square-SEM (PLS-SEM), the development of complex models of causal relationships with latent variables. In addition, it is robust or invulnerable to multivariate statistical statistics that simultaneously handle multiple response and explanatory variables (Ramzan & Khan,2010).

RESULT AND DISCUSSION

Result

Based on the results of data processing in Table 1 below, shows that out of 30 respondents, there were 14 (46.7%) male respondents, and 16 (53.3%) female respondents. The highest number of respondents aged between 18-25 years, namely 6 (20.0%) respondents and the lowest were respondents aged 25-32 years, namely 12 (40.0%) respondents. While the last level of education was S1 with 16 (53,3.9%) respondents, while respondents with a few other levels of education were 32-39 8 (26.7%) respondents. While employees with the longest working period of 1-3 years were 10 (33.3%) respondents, for the last working period <1 year there were 4 (13.3%) respondents.

Table 1: The respondents' characteristics

No	Gender	Age's	Education level	Work Period
1	Male = 14	18-25 = 6	Senior High School = 2	<1 = 4 (13,3%)
	(46,7%)	(20.0%)	(32,9%)	
2	Female = 16	25 – 32 = 12	Dipl = 8 (26,7%)	1 – 3 = 10 (33,3%)
	(53,3%)	(40.0%)		
3		32 – 39 = 8 (26,7%)	S1 = 16 (53,3%)	3 – 5 = 11 (36,7%)
4		>39 = 4 (13,3%)	Lainnya = 4 (13,3%)	>5 = 5 (16,7%)

Source: Process Data

To assess this model using PLS, start observing the R-Square (Goodness of Fit/GoF) tested by R2 for each assigned latent variable. According to Ghozali (2014), an R2 value of 0.75 indicates strong, 0.50 indicates moderate and 0.25 indicates weak. The relevance of the predicted value (Q-squared) is 0.02 which means small, 0.35 means medium, and 0.35 means large. Testing the GOF/Goodness of Fit model uses Predictive Relevance (Q2) on the inner model. The value (Q2/Q-square) must be greater than zero (0) which indicates the model has predictive relevance.

Table 2: Model Goodness of Fit

Variable	Ave	Composite Reliability	Alpha	R-2
Work Environment	0.625	0.937	0.925	
Workload	0.590	0.895	0.859	
Employee Performance	0.566	0.839	0.743	0.713
Cyberloafing	0.516	0.838	0.759	0.720

Source: Process Data

The estimated values for the path relationships in the structural model must be significant. The significance value of this hypothesis can be obtained by the bootstrapping procedure. See the significance of the hypothesis by looking at the parameter coefficient values and the significance value of the T-statistic on the bootstrapping report algorithm. Find out whether it is significant or not can be seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with theT-statistics. The following table shows the hypothesis testing shows that: Work environment positive and significant effect on Employee performance, workload has a negative and significant effect on employee performance. Work environment and workload have a positive and significant effect on Cyberloafing. Meanwhile, cyberloafing has a negative and significant effect on employee performance

Table 3: Results of Hypothesis Testing

Variable	Original Sample	Standard Deviation	T-Statistics	P Values	Description
Work Environment → Employee Performance	0.350	0.118	2.952	0.003	Positive - Significant
Workload → Employee Performance	-0.245	0.106	2.302	0.028	Negative - Significant
Work Environment → *Cyberloafing*	0.419	0.108	3.863	0.000	Positive - Significant
Workload → *Cyberloafing*	0.375	0.123	3.051	0.000	Positive - Significant
Cyberloafing → Employee Performance	-0.310	0.134	2.315	0.020	Negative - Significant

Sources: Process Data

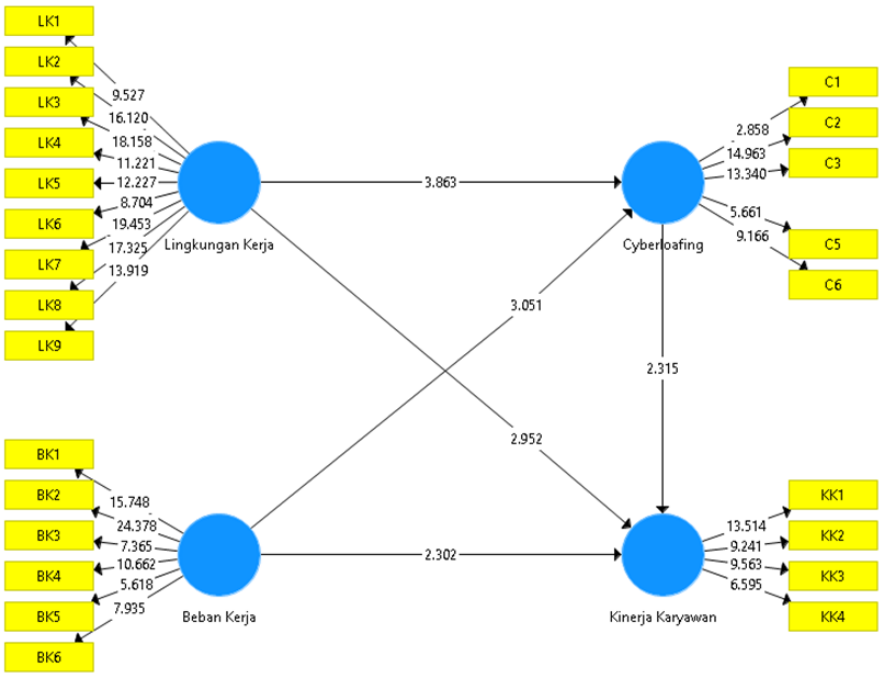


Figure 1: Bootstrapping Test Results
Source: Process Data

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The measurement is a model analysis to test the reliability and validity of each dimension and the indicators used to measure each variable that was built previously. The dimensional analysis of the model can be defined by explaining the discriminant validity value by assessing the square root value of AVE (Average Variance Extracted) with a boost value of more than 0.5 and a loading factor of more than 0.5, construct validity, and Cronbach Alpha because the composite reliability must be more than 0.70. The R2 (R-square) value indicates a strong creation. So, the proposed model is supported by empirical research where it is identified as the correct model. Likewise, the AVE value > 0.5 indicates that each variable in the model meets the standard of discriminant validity. Composite reliability and Cronbach Alpha values for each variable are greater than 0.7 (> 0.70), meaning that each variable is considered reliable. The measurement results based on fact analysis processing on dimensional model-based indicators show that each indicator processed in Table 2 above is categorized as invalid where most of the loading issue values are more than > 0.50 (more than 0.50).

The structural model indicates that the model on cyberloafing variables and employee performance variables can be said to be strong because they have values above 0.67. The model of the influence of independent latent variables (workload and work environment) on cyberloafing gives an R-square value of 0.720 which can be interpreted that the variability of the cyberloafing construct can be explained by the variability of the tr construct of workload and work environment of 72.0% while 28.0% is explained by other variables outside the studied. Employee performance has an R-Square value of 0.713, so it can be interpreted that the variability of employee performance constructs can be explained by the variability of workload constructs, work environment, and cyberloafing of 71.3% while 28.7% is explained by other variables outside the study.

Goodness of Fit Model Test Results

Goodness of Fit Testing The structural model on the inner model uses predictive-relevance values (Q^2). A Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value. The R-square value of each endogenous variable in this study can be seen in the following calculation:

The value of predictive relevance is obtained by the formula:

- Q^2 =1-(1-R1)(1-R_p)
- Q^2 =1-(1-0.720)(1-0.713)
- Q^2 =1-(0.280)(0.287)
- Q^2 =0.9196

The calculation results above show a predictive-relevance value of 0.9196, which is greater than 0 (zero). That means that 91.60% of cyberloafing and employee performance (dependent variable) is explained by the independent variable used. Thus, the model is said to be feasible to have relevant predictive value.

Results of Hypothesis Testing (estimation of path coefficients)

The estimated value for path relationships in the structural model should be significant. The significance value of this hypothesis can be obtained by the boostrapping procedure. See the significance of the hypothesis by looking at the value of the parameter coefficient and the

significance value of T-statistics in the algorithm boostrapping report. To find out the significant or insignificant seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistic).

DISCUSSION OF RESEARCH RESULTS

The Effect of Work Environment on Employee Performance

Based on the hypothesis test in this study, the results of the T-statistic value of 2,952, the original sample value of 0.350, and the P Values of 0.003. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that the work environment has a positive and significant effect on employee performance. The results of this study show that a good work environment system is able to guarantee employee performance which ultimately allows the company to obtain positive attitudes and behaviors that will work productively for the interests of the company so that it will also have a good impact and can provide benefits for the company. A comfortable work environment causes the level of employee concentration at work to increase, and these conditions cause the level of employee performance to increase. The results of this study are in line with the research of Ahmad et al., (2019) which found that the work environment has a significant positive effect on employee performance. (Sudiro et al., 2023; Bougre & Kim, 2006; Al-Shuaibi, et al., 2021)

The Effect of Workload on Employee Performance

Based on the hypothesis test in this study, the results of the T-statistic value of 2.302, the original sample value of -0.245, and the P Values of 0.028. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a negative value, and the P Values value shows less than 0.05, this result shows that the workload has a negative and significant effect on employee performance. This is because the increasing burden borne by an employee will have an impact on the decline in the performance of the employee. This can also be caused by high job demands, so employees feel exhausted if the target is not achieved. In addition, a jobdesk that is always the same can make employees feel bored, because they always complete the same type of work and there is no jobdesk turnover and there is no rotation in employees, so employees can feel bored because they do not find new things or work atmosphere and performance will decrease. The results of this study support the research of Jalil et al., (2019) which found that workload has a negative effect both partially and simultaneously on employee performance. (Hansel & Kacprzak 2020; Kara & Kose, 2022; Syamsu et al., 2019; Nanda et al., 2020; Soelton et al, 2022, Zhou et al., 2009)

The Effect of the Work Environment on Cyberloafing

Based on the hypothesis test in this study, the results of the T-statistic value were 3,863, the original sample value was 0.419, and the P Values value was 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show less than 0.05, this result shows that the work environment has a positive and significant effect on cyberloafing. This is because the work environment in this company is very supportive and facilities connected to the internet influence employees to cyberloafing. Employees feel the relationship between employees never conflicts, work equipment and equipment are well available, the temperature in the workplace is very cool, encouraging employees to cyberloafing while working. The results of this study are in line with the research

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of Yusnia et al., (2020), and Zinul (2018) which states that the work environment has a significant positive effect on cyberloafing behavior. (Soelton et al., 2020; Sudiro et al., 2023; Syamsu et al., 2019; Rohman et al., 2023; Zhou et al., 2009)

How Workloads Affect Cyberloafing

Based on the hypothesis test in this study, the results of the T-statistic value of 3,051, the original sample value of 0.375, and the P Values of 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P value shows less than 0.05, this result shows that the workload has a positive and significant effect on cyberloafing. This is because it is too high for employees to do a lot of work every day and have to complete their work quickly, employees also have high work targets beyond their ability so that when there is fatigue and feel bored with work they open social media, play games and other online activities outside of work. The results of this study are in line with the research of Hardiani et al., (2018) which found that an employee who has a high workload tends to cyberloafing behavior. (Rohman et al., 2022; Sudiro et al., 2023; Soelton & Nugrahati, 2018; Zhang & Bartol, 2010; Zhou et al., 2009)

The Effect of Cyberloafing on Employee Performance

Based on the hypothesis test in this study, the results of the T-statistic value of 2.315, the original sample value of -0.310, and the P Values of 0.020. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a negative value, and the P Values value shows less than 0.05, this result shows that cyberloafing has a negative and significant effect on employee performance. This means that the higher the cyberloafing behavior, the lower the employee's performance. This can be because employees still use work time to access the internet that has nothing to do with work, boredom and fatigue at work can also trigger employees to access the internet outside of work during working hours to relieve boredom, so that employees can postpone work close to a predetermined time limit. The results of this study are in line with the research of Wahyuni et al., (2020) which found that cyberloafing behavior has a significant negative effect on employee performance. (Hansel & Kacprzak 2020; Kara & Kose, 2022; Zhang & Bartol, 2010; Zhou et al., 2009)

CONCLUSION

This research analyzes variables related to workload, work environment, cyberloafing, and employee performance. The results of this research were obtained from research on employees of the Tangerang I State Property and Auction Service Office (KPKNL). The work environment has a positive and significant effect on employee performance, workload has a negative and significant effect on employee performance. The work environment and workload have a positive and significant effect on Cyberloafing. Meanwhile, cyberloafing has a negative and significant effect on employee performance

Mental workload can cause cyberloafing behavior in employees where internal (individual) and external (agency) factors can trigger this behavior. Cyberloafing occurs when employees surf the Internet for their own pleasure, conduct business online, engage in social media activities and are not related to work. The impact of work organization as an external factor of mental workload can lead to cyberloafing behavior.

The fact is that cyberloafing has positive impacts such as information that is easier to find and makes employees work easier, but cyberloafing has more expensive consequences for employers of work information who still let it happen to their company. Even if employees assume that cyberloafing is done to reduce negative pressure caused by mental workload at work, employees are still allowed to do cyberloafing at work.

LIMITATIONS

This study focused on a weak division for sampling and utilized a one-dimensional scale. However, future studies can yield better results by employing a larger sample and considering the use of a more comprehensive multi-dimensional scale.

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