

JBTI MUAFI UMY

by Jbti Muafi

Submission date: 31-Aug-2023 02:40AM (UTC+0700)

Submission ID: 2154403574

File name: Muafi_Revised_JBTI_3.pdf (240.8K)

Word count: 6815

Character count: 37975

The Effect of Cyberloafing on Organizational Commitment: The Role of Emotional Exhaustion and Job Overload

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INDEXING	ABSTRACT
<p>Keywords: Emotional Exhaustion; Job Overload; Cyberloafing; Organizational Commitment;</p> <p>Kata kunci: Kelelahan Emosional; Beban Kerja Berlebih; Cyberloafing; K o m i t m e n Organisasional</p>	<p>Technological developments and the increasing use of smartphones have brought significant changes to individual behavior in organizations. On the one hand, this creates cyberloafing behavior at work. This study aims to explore the antecedents and determinants of cyberloafing behavior or by looking at the role of emotional exhaustion and job overload and their effect on organizational commitment. The respondents of this study were 300 star-rated hotel employees in the Province of DIY selected by purposive sampling. The data collected by distributing questionnaires were then processed using the Structural Equation Modelling method using Smart PLS. The results of the study show that emotional exhaustion increased employee cyberloafing behavior, while job overload decreased cyberloafing behavior. Cyberloafing was also found to have a negative effect on organizational commitment. Finally, cyberloafing was proven to mediate the effect of emotional exhaustion and job overload on organizational commitment. In conclusion, these findings suggest that creating a healthy and attractive work environment and balanced with the right allocation of tasks is likely to lead to a reduction in cyberloafing.</p> <p><i>Perkembangan teknologi dan meningkatnya penggunaan smartphone telah membawa perubahan signifikan pada perilaku individu dalam organisasi. Di satu sisi, hal ini menciptakan perilaku cyberloafing di tempat kerja. Penelitian ini bertujuan untuk mengeksplorasi anteseden dan determinan perilaku cyberloafing dengan melihat peran kelelahan emosional dan beban kerja serta pengaruhnya terhadap komitmen organisasi. Responden penelitian ini adalah 300 karyawan hotel berbintang di Provinsi DIY yang dipilih secara purposive sampling. Data yang dikumpulkan dengan menyebarkan kuesioner kemudian diolah dengan menggunakan metode Structural Equation Modeling menggunakan Smart PLS. Hasil penelitian menunjukkan bahwa emotional exhaustion meningkatkan perilaku cyberloafing karyawan, sedangkan job overload menurunkan perilaku cyberloafing. Cyberloafing juga ditemukan memiliki efek negatif terhadap komitmen organisasi. Terakhir, cyberloafing terbukti memediasi efek kelelahan emosional dan beban kerja yang berlebihan terhadap komitmen organisasi. Sebagai kesimpulan, temuan ini menunjukkan bahwa menciptakan lingkungan kerja yang sehat dan menarik serta diimbangi dengan alokasi tugas yang tepat kemungkinan besar dapat mengurangi cyberloafing.</i></p>

Article History

Received 5 Feb 2017; Revised 15 Sept 2017; Accepted 25 Oct 2017

INTRODUCTION

Organizations tend to perceive cyberloafing as a waste of time (Andel et al., 2019; Ozler & Polat, 2012). Yet in reality, no one spends 100% of their time working (Sheikh et al., 2019). Cyberloafing can help workers deal with work stress, because when there is pressure at work, employees surf the internet for non-business purposes, and this reduces work intensity and pressure (Blanchard & Henle, 2008; Hensel & Kacprzak, 2020). The next question is whether cyberloafing behavior shows that employees are committed to the

organization. This question still needs to be explored. Organizational commitment reflects the quality of work and contribution of employees to achieve organizational goals efficiently and effectively (Li et al., 2020). Aladwan et al. (2021) stated that organizational commitment requires employees to update their performance. Simultaneously with organizational demands to improve employee performance, factors such as emotional stress and increased workload become important elements that affect employees towards cyberloafing behavior so that it leads to organizational commitment (Fan et al., 2023; Sheikh et al., 2019; Yildiz Durak & Saritepeci, 2019). Hensel & Kacprzak (2020) stated that cyberloafing behavior is one way for employees to avoid work stress. Therefore, an employee who is experiencing stress will engage in cyberloafing behavior, depending on how strong his commitment to the organization is. That is why employees who experience stress due to workload will engage in cyberloafing depending on how committed they are to their direct superiors and the organization (Aladwan et al., 2021; Lim, 2021; Usman et al., 2021). However, whether cyberloafing is considered as a positive or negative thing has been much debated by academics. Although most research shows that emotional exhaustion has a significant positive relationship with cyberloafing, Lim et al. (2020) determined that there was no significant relationship between these variables in explaining organizational commitment.

Research on the relationship between work pressure and workload on cyberloafing itself tends to show otherwise (Hensel & Kacprzak, 2020). For example, Aladwan et al. (2021); Hensel & Kacprzak (2020) found that job overload is associated with a decrease in cyberloafing. Two studies have found that strenuous work demands decrease rates of cyberloafing (Blanchard & Henle, 2008; Andreassen et al., 2014), while other studies show that employees engage in cyberloafing when they are on less and boring tasks (Mercado et al., 2017; Pindek et al., 2018). Though this clear picture is complicated when there are some studies that show an inverse relationship for employees who show signs of exhaustion (Sheikh et al., 2019). In addition, emotional exhaustion according to Koay (2018) also correlates with an increase in cyberloafing, so it is often categorized as counterproductive work behavior. The increasing duration that employees spend on online engagements that are not related to work assignments at work has become a growing concern for many organizations especially in the increase of cyberloafing (Jandaghi et al., 2015; Lim, 2021). According to Ozler & Polat (2012), The cyberloafing phenomenon has become increasingly common in recent years due to the expansion of internet access that can be obtained on electronic devices (smartphones). Cyberloafing can have a negative impact on productivity because it can distract employees from their work, thereby causing a decrease in performance which can be detrimental to the company. As access to the internet has become more common for employees, their tendency to use the internet for entertainment is often carried out in the workplace.

Organizational commitment refers to the attachment and loyalty of employees to their organization. There is some evidence that cyberloafing has a relationship with organizational commitment (Aladwan et al., 2021; Khan, Saeed, et al., 2023; Usman et al., 2021). In particular, employees who engage in cyberloafing may be less committed to their organization than those who are committed. Usman et al. (2021) stated that employees who are less committed to their company are more likely to engage in cyberloafing as a way of dealing with job dissatisfaction. Overall, the relationship between cyberloafing and organizational commitment is complex and multifaceted, so it is important for organizations to encourage their employees to remain committed and engaged in their work

to maximize productivity. Previous research has contributed to exploring employee engagement in cyberloafing such as formal oversight, policies, and regulations (Khansa et al. 2017). However, there are many factors that cause an increase in cyberloafing behavior that requires more research to determine the factors that affect it, especially its relation to organizational commitment. In addition, the debate about cyberloafing itself tends to be inconclusive (Blanchard & Henle, 2008; Andreassen et al., 2014; Pindek et al., 2018; Koay, 2018 Hensel & Kacprzak, 2020). Thus, further research is needed to fully understand cyberloafing behavior and its impact on organizations. This study aims to find out how emotional exhaustion and job overload affect cyberloafing behavior and its impact on the organizational commitment of hospitality employees in the city of Yogyakarta.

LITERATURE REVIEW

Conservation of Resources Theory

The theory of conservation of resources is chosen to explain the proposed model. This theory is developed by Hobfoll (2011) which stated that one's motivation in obtaining, maintaining, protecting and maintaining resources is considered important in an organization. These resources can be divided into four categories, namely objects, conditions, individual characteristics, and vitality (Bai et al., 2021). When these four resources in the organization run low, it will result in stress at work. [In this theory, stress occurs when a person experiences pressure either in the form of work or non-work \(Beh et al., 2020\).](#) Thus, the loss of this resource will have a greater impact on a worker, which is why managing it becomes very important. In this study, emotional exhaustion and job overload can be a motivation for employees to engage in cyberloafing which has an impact on employee commitment (Parray et al., 2023).

Hypothesis Development

Emotional Exhaustion and Cyberloafing

Emotional exhaustion is a condition that indicates a person's psychological state resulting from excessive work, personal demands, and continuous stress (Wright, 1988). This can happen to a person when he gets excessive work, causing psychological, emotional, and physical fatigue. According to Lim (2021), emotional exhaustion can be understood as a feeling of tiredness that arises due to pressure that has accumulated either from personal life or work demands or a mixture of these two factors. Anasori (2020) stated that emotional exhaustion marks the beginning of physical or mental collapse. According to Thompson (2020), emotional exhaustion causes a person to experience powerlessness in controlling events that occur both from aspects of life and work. This involves feeling trapped in a certain situation. Other weaknesses that arise from emotional exhaustion can cause lethargy, reduced morale, and not focusing on the work at hand (Bhumika, 2020; Kong, 2020). According to Alonso et al. (2020) and Lim (2021), emotional exhaustion is usually caused by workload and performance issues, and when the resources needed for a job are not available, it can lead to frustration, and as a result, employees can experience cyberloafing.

When employees become emotionally exhausted, they are more likely to engage in surfing the internet (Oravec, 2018). Aghaz & Sheikh (2016) conducted a study on cyberloafing and work exhaustion in Iran's knowledge-intensive sector and observed that there was a significant positive relationship between job burnout and cyberloafing. Koay (2018) observed that employees who became emotionally exhausted spent most of their

time lazing around on the internet. Lim (2021) defined cyberloafing as the use of the internet by employees for non-work related purposes during working hours in their offices. Due to the presence and versatility of smartphones everywhere, cyberloafing is no longer desk-bound or limited to corporate internet access. Tandon (2022) argued that cyberloafing is the deviant behavior of an employee during working hours who uses the company's internet facilities for purposes that have nothing to do with work due to a lack of self-control at work. Wong et al. (2023) found that emotionally exhausted employees are motivated to engage in cyberloafing. Thus, emotionally exhausted workers are more likely to engage in cyberloafing to deal with stress.

H1. Emotional exhaustion is positively related to cyberloafing.

Job Overload and Cyberloafing

The resource theory of job demand introduced by Andreassen et al. (2014) describe the dynamics of resource demands in the work domain. Job characteristics can be thought of as the demands of the job itself (Amponsah-tawiah, 2022). The job demands themselves can be in the form of tasks given by the company that require time and effort to fulfill. Overwork or job overload, as we all know, is a major problem in almost every sector of an organization (Altinay, 2019; Dodanwala, 2022). Work overload can be characterized as having long and difficult working hours, pressure to work overtime, fewer vacations or breaks and impossible expectations of what can be accomplished in a certain limited amount of time and with available resources. In general, an employee does not have the power to refuse a job given by his superior. According to Aladwan et al. (2021), workload can be quantitative, meaning that the quantity of work that must be completed at a certain time; or qualitative, meaning that the ease or difficulty in achieving a given target. As market demands and competition for survival increase, so does the workload on employees. With long working hours and heavy workload, employees may experience stress and anxiety leading to poor work performance, poor family interaction, and some physical problems (Hensel & Kacprzak, 2020). The work itself is never a problem or concern, but job overload on an employee or job demands that exceed normal human limits are always a concern for both the employee and the employer (Amponsah-tawiah, 2022; Bai et al., 2021; Hensel & Kacprzak, 2020).

According to Zhang (2022), job overload is a situation where time, ability and other personal resources cannot complete the expected responsibilities and work activities. Empirical study of Hensel & Kacprzak (2020) showed that time pressure, assignments and other job demands had an impact on employees' attitudes towards cyberloafing. A number of studies state that there is a correlation between job demands, especially job overload, and cyberloafing behavior. The effect of job overload and cyberloafing is also found in the study of Wilson et al. (2015) where workers who provide services and who do not have enough time to complete their work tend to feel pressure so they seek release through cyberloafing. Yet otherwise, Blanchard & Henle (2008) Andreassen et al. (2014), Mercado et al. (2017), Pindek et al. (2018) showed that employees who engage in cyberloafing behavior are due to lack of work or are bored with their jobs. This shows that cyberloafing behavior does not increase when employees are given more work, but conversely, giving more work can reduce cyberloafing behavior (Hensel & Kacprzak, 2020). This is because employees tend to choose to focus on completing their work rather than spending their time cyberloafing. These two different findings show inconclusive results between job overload and cyberloafing. In this study, the differences in the findings

above will be explored further to ascertain the pattern of relationship between the two.
H2. Job overload has a negative effect on cyberloafing.

Cyberloafing and Organizational Commitment

Organizational commitment is a factor that is related to organizational effectiveness and work completion. Hensel & Kacprzak (2020) stated that organizational commitment can reflect individual attitudes towards the organization and includes a strong desire to survive in the organization. Organizational commitment covers several areas such as commitment to work, commitment to tasks, and commitment to work groups, which represent the fundamental variables in organizational commitment (Shen et al., 2023). Organizational commitment is a psychological and social condition that shows employee goals are in line with organizational goals. Having a strong sense of belonging, persistence, and a desire to continue with the organization are all part of the commitment (Li et al., 2020). In this case, there are studies that examine the relationship between cyberloafing behavior and organizational commitment among employees (Moon & Hur, 2011). In general, employees who perceive that their organization is unfair will engage in cyberloafing to avenge the injustice. Conversely, employees who are committed effectively are more likely to perceive the organization as fair and less likely to cyberloaf (Chen & Du, 2022). On the other hand, employees who may be more vulnerable to work stress will try to reduce stress through cyberloafing, and this can affect the level of employee commitment to their organization.

H3. Cyberloafing has a negative effect on organizational commitment.

Cyberloafing as Mediating Variable

Hensel & Kacprzak (2020) stated that cyberloafing is categorized as a counterproductive work behavior, so it can have a negative impact on the organization. Yet on the other hand, the role of cyberloafing can help employees overcome work stress resulting from too many demands, or boring work. This is as stated by Sawitri (2012) and Aladwan et al. (2021) which stated that cyberloafing behavior is an activity that can help employees avoid work stress. Fan et al. (2023) stated that the higher the workload and work stress and emotional fatigue, the higher the cyberloafing behavior and the impact on organizational commitment will be. Organizational commitment, according to Amponsah-tawiah (2022), is very closely related to the behavior of the employees themselves. Therefore, an employee who experiences emotional exhaustion at a given workload will engage in cyberloafing behavior, depending on how strong his commitment to the organization is. (Blanchard & Henle, 2008). That is why employees who experience stress due to workload will be involved in cyberloafing so that it has an impact on organizational commitment to the organization where employees work. Organizational commitment generally refers to a person's mental bond with the entity in which he works (Parray et al., 2023). Hensel & Kacprzak (2020) stated that organizational commitment is defined as a promise, attachment, devotion, or agreement to the organization. In this study, cyberloafing can mediate the role between emotional exhaustion and job overload on organizational commitment.

H4a. Cyberloafing mediates the relationship between emotional exhaustion and organizational commitment.

H4b. Cyberloafing mediates the relationship between job overload and organizational commitment.

Figure 1. Conceptual Model

RESEARCH METHOD

Design, Sample, and Measurement

This study adopted quantitative research and a descriptive survey research design to validate the formulated hypotheses. The population in this study were hotel employees in the city of Yogyakarta with 3-to-5-star hotel criteria. Then a sample of 300 respondents was selected using a purposive sampling approach based on the criteria of having worked for 2 years. In addition, the selection of 300 respondents was also based on work experience and commitment to the organization. The questionnaire instrument was adapted from several sources. Emotional exhaustion (EX) was measured by three items (quantity of work, fatigue and boredom) adopted from Hulsheger et al. (2013). Job overload (JO) was measured by three items (heavy work, time-consuming work, and speed demands) adopted from Hensel & Kacprzak (2020). Cyberloafing (CL) was measured by three items (the use of the internet that is not related to work, the intensity of accessing the internet at work for personal gain, spending a lot of time accessing the internet). Finally, organizational commitment (OC) was measured by three items (commitment to organizational success, pride in the organization, shared values) adopted from the research of Giauque & Varone (2019; Lim, 2021).

Data Analysis

The data collection instrument in this study was to distribute questionnaires to respondents. To analyze the hypothesis, a questionnaire survey was administered to hoteliers in the city of Yogyakarta, Indonesia. The questionnaire format consists of four parts. The first part consists of the characteristics of the respondents and instructions on how the instrument should be answered. The second, third, and fourth sections include questions or items that address the research objectives. The questionnaire provides research objectives and guidelines, confidentiality, and anonymity of participants. To minimize the risk of error, the questionnaire also contains additional guidance on how the questionnaire should be completed. Likert scale 1 to 5 was used in this study. Then the data were processed using the Partial Least Square Equation Modeling (PLS-SEM) analysis technique using Smart PLS to test the hypotheses proposed in analyzing the model. The selection of the SEM model is considered suitable for examining complex models that have a large number of items (Hair et al., 2014).

RESULT AND DISCUSSION

Respondents in this study were dominated by men with a total of 176 people or 59%. In the age category, the highest number was in the age range of 18-28 years with 97 people, and the least were hotel employees aged > 50 years with 27 people. At the education level, the highest number came from the senior/vocational high school education level with 129 people. Then in the category of work tenure, dominated by employees who worked for 1-3 years as many as 104 people, or 35% of the total number of respondents.

Table 1. Characteristics of Respondents

Respondent	Amount	Percentage
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Gender		
Male	176	59%
Female	124	41%
Age		
18-28 years old	97	32%
29-39 years old	89	30%
40-50 years old	87	29%
>50 years old	27	9%
Education		
High/vocational high school	129	43%
Undergraduate degree	90	30%
Masters' degree	81	27%
Work Tenure		
1-3 years	104	35%
4-6 years	84	28%
7-9 years	78	26%
>9 years	34	11%

Source: Processed Data (2023)

Reliability and Validity of the Measurement Model

The reliability of the measurement model is examined using Cronbach's alpha, composite reliability (CR), and average variance extract (AVE) (Urbach & Ahlemann, 2010). The recommended value for AVE is 0.5, while for Cronbach's alpha and CR, the threshold value is 0.7 (Fornell & Larcker, 1981; Chin, 1998). As seen in Table 2, the minimum values for each test are: Cronbach's Alpha (0.727), Composite Reliability (0.763), and AVE (0.524), so that it exceeds the threshold value, and it can be ensured that there is reliability in all constructs. The quality of the measurement model is then evaluated on the Variance Inflation Factor (VIF) based on table 3, whose value is below 5, so that it meets the requirements suggested by Kock & Lynn (2012).

Table 2. Results of Validity and Reliability Test

Employment Status	Cronbach's Alpha	rho A	Composite Reliability	AVE
Cyberloafing	0.832	0.789	0.763	0.524
Emotional Exhaustion	0.786	0.795	0.877	0.705
Job Overload	0.732	0.734	0.849	0.652
Organizational Commitment	0.727	0.755	0.842	0.641

Source: Processed Data (2023)

Discriminant validity refers to the ability of a construct or variable to differentiate itself from other constructs or variables in the conceptual framework used in research. Discriminant validity was tested using the square root of the AVE of each construct. As can be seen in Table 4, all of them outweigh the correlations with the other constructs (Fornell & Larcker, 1981). We also used an alternative approach to assessing discriminant validity by examining the HTMT correlation ratio (Henseler et al., 2014). All HTMT results presented in Table 4 are below the threshold of 0.85, indicating satisfactory discriminant validity of the measurement model.

Structural Model

The measurement model of the study can be seen in Figure 1. The predictive power of the model was evaluated by the R² score, namely 0.409 for cyberloafing and 0.413 for organizational commitment. It is generally assumed that the acceptance rate of R² is

discipline dependent for fields involving human behavior because it is so unpredictable. A value of 0.1 R2 is considered acceptable in social science, while a value of 0.20 is considered high (Frank & Miller, 1992; Hair et al., 2012).

Table 3. Analysis Results of Confirmatory Factor

Construct and Item	Factor Loading	VIF
Cyberloafing (CL)		
• Use of Internet for non-related work (CL1)	0.796	1.121
• Intensity of accessing internet at work for personal gain (CL2)	0.792	1.322
• Spending a lot of time accessing the internet (CL3)	0.757	1.218
Emotional Exhaustion (EX)		
• Work quantity (EX1)	0.868	2.966
• Fatigue (EX2)	0.903	3.097
• Boredom (EX3)	0.738	1.248
Job Overload (JO)		
• Hard work (JO1)	0.761	1.264
• Time-consuming work (JO2)	0.801	1.665
• Speed demands (JO3)	0.857	1.807
Organizational Commitment (OC)		
• Commitment to organization (OC1)	0.813	1.390
• Pride in organization (OC2)	0.742	1.456
• Shared values (OC3)	0.843	1.451

Source: Processed Data (2023)

To test the model, a bootstrapping technique with 500 subsamples was used, which made it possible to assess the significance of the path coefficients. Table 5 shows the complete structural model path analysis. We examined the path coefficients between variables to test the hypotheses from H1 to H4b. Emotional exhaustion ($\beta = 0.349$; $t = 8.160$; p -values = 0.000), had a positive impact on cyberloafing, which supported hypothesis 1. Job overload ($\beta = -0.376$; $t = -8.516$; p -values = 0.000) had a negative impact on cyberloafing, which supported hypothesis 2. Cyberloafing ($\beta = -0.643$; $t = -18.366$; p -values = 0.000) had a negative impact on organizational commitment, which supported hypothesis 3. Cyberloafing as a mediator ($\beta = -0.225$; $t = -6.544$; p -values = 0.000) had a negative impact on the relationship between emotional exhaustion and organizational commitment, which supported hypothesis 4a. Cyberloafing as a mediator ($\beta = -0.242$; $t = -7.144$; p -values = 0.000) had a negative impact on the relationship between job overload and organizational commitment, which supported hypothesis 4b.

Table 4. Discriminant Validity

	Fornell-Larcker Criterion				Heterotrait-Monotrait Ratio (HTMT)			
	CL	EX	JO	OC	CL	EX	JO	OC
CL	0.724				CL			
EX	0.557	0.839			EX	0.722		
JO	0.570	0.552	0.808		JO	0.749	0.718	
OC	0.643	0.484	0.441	0.801	OC	0.822	0.589	0.569

Source: Processed Data (2023)

Figure 2. Path Coefficient Model

Source: Processed Data (2023)

Table 5. Path Coefficient

	Original Sample	Sample Mean	Std. Deviation	T Statistics	P Values	Support
EX → CL (H1)	0.349	0.349	0.043	8.160	0.000	Yes
JO → CL (H2)	-0.376	-0.381	0.044	-8.516	0.000	Yes
CL → OC (H3)	-0.643	-0.646	0.035	-18.366	0.000	Yes
EX → CL → OC (H4a)	-0.225	-0.226	0.034	-6.544	0.000	Yes
JO → CL → OC (H4b)	-0.242	-0.246	0.034	-7.144	0.000	Yes

Source: Processed Data (2023)

Discussion

This study aims to examine the role of emotional exhaustion, job overload and cyberloafing on organizational commitment, as well as examine the mediating role of cyberloafing among hotel employees in Yogyakarta. The results of this study indicate that the emotional exhaustion experienced by employees at work affects cyberloafing behavior. In line with the statement from Lim (2021) stating that emotional exhaustion is a state of feeling that is drained and often results in stress on a person. While cyberloafing can provide relief from work demands to deal with emotional exhaustion, it can also lead to negative outcomes such as decreased work productivity. The results of this study are in accordance with the study Lim et al. (2019) which stated that cyberloafing can be a significant predictor of employee emotional exhaustion and found that employees who engage in cyberloafing are often based on high levels of emotional exhaustion. *In addition, this study found that employees who frequently engage in cyberloafing may experience decreased job satisfaction and turnover intention, which can further lead to emotional exhaustion.* Job demands, lack of company support, and stress over personal life are all factors that lead to emotional exhaustion. *This finding relates to the condition of hotel employees which becomes the respondent of the study, as when they experience emotional exhaustion, this will lead them to carry out cyberloafing at work.* The results of this study also found that on the one hand cyberloafing behavior has a positive impact on overcoming emotional exhaustion, but at the same time it has a negative effect on companies because it can reduce productivity.

Furthermore, the findings found that apart from emotional exhaustion, job overload is a factor that can affect cyberloafing behavior. Based on previous literature from Li et al. (2020), when employees feel overwhelmed by their workload, they may turn to cyberloafing as a way to deal with stress and take a break from work. However, the results of this study found that cyberloafing behavior actually appears when the workload is smaller. This finding is in line with the results of Mercado et al. (2017) and Pindek et al. (2018), that job overload does not always increase cyberloafing behavior. In fact, the findings show that cyberloafing decreases when workload increases. *In terms of hotel*

employees, smartphone use and internet surfing at work is more directed towards filling free time than stealing time while working. Therefore, this study supports Hensel & Kacprzak (2020) that the language usually used to describe cyberloafing in the literature (time stealing) must be reconsidered. It is also confirmed that within the context of this study, employees are not stealing time by cyberloafing, rather they are using unused time or free time that is not related to work.

Furthermore, these findings also show that cyberloafing can mediate the relationship between emotional exhaustion and job overload on organizational commitment. The explanation of these results found that when employees feel emotional exhaustion and job overload in the long term, they will use smartphones or computers to browse various internet services as a way to overcome their emotional exhaustion, and this affects their commitment to the organization. Employees who have an excessive workload and are emotionally exhausted often do cyberloafing. Thus, the higher the emotional exhaustion felt by the employee, the higher the cyberloafing behavior shown by the employee. Conversely, cyberloafing behavior can decrease when excessive workload is given to employees, and not all cyberloafing behavior is negative for organizational commitment. The findings show that when employees complete their work quickly, they use their free time to do cyberloafing and this does not affect their organizational commitment. Thus, these results confirm the existing literature from (Andel et al., 2019; Hensel & Kacprzak, 2020; Usman et al., 2021) which stated that the impact of cyberloafing on organizational commitment must be adjusted to the context of the work itself and to the characteristics of the job. However, if the effects arise from cyberloafing behavior, organizations can implement policies and procedures to limit personal internet use while in the work environment. In addition, the organization provides opportunities for employees to rest and provide activities that can reduce emotional exhaustion.

CONCLUSION

This research shows that emotional exhaustion and job overload had a relationship with cyberloafing and its impact on organizational commitment. Emotional exhaustion on cyberloafing had a positive relationship, while job overload had a negative one. The result of this study also finds that cyberloafing could mediate the effect of emotional exhaustion and job overload on organizational commitment. This study shows that the level of cyberloafing can be explained not only by the factors considered in the theoretical approach reviewed at the beginning of this paper, but also by factors related to the work organizational environment. The results of this study also have a practical impact on managers by providing the optimal number of tasks to be done. Well-defined goals can reduce the intensity of cyberloafing behavior. At the same time, goal setting also needs to ensure that employees are not overburdened, because job overload can lead to burnout, which in turn can lead to cyberloafing. The results also show that increasing organizational commitment is an indirect way to limit cyberloafing. Therefore, these findings suggest that creating a healthy and attractive work environment and balanced with the right allocation of tasks is likely to lead to a reduction in cyberloafing.

In addition, because the results of cyberloafing commitment show negative results, these findings support the hypothesis that has been proposed. For hotel employees, cyberloafing has been shown to reduce their commitment. The more employees are involved in cyberloafing behavior, the lower their commitment will be. This finding enriches the discussion on cyberloafing, which is still being debated in terms of its impact

or description. In research from Hensel & Kacprzak (2020), cyberloafing is still seen as behavior that is not harmful to the organization, where this behavior is a stress reliever for employees to spend, not steal, time in the middle of work. However, when the effect of cyberloafing is examined further in terms of its impact on commitment, the effect shows negative results as described previously. However, it needs to be understood that the effect of cyberloafing may vary when viewed in different work contexts and pressures. Until now, research discussing the impact of cyberloafing on employee behavior in organizations is still limited, so understanding of this topic is not comprehensive enough /vague. Future research can explore other impacts of cyberloafing on organizational effectiveness or other outcomes such as employee performance, turnover, or creativity. Furthermore, future research is also recommended to pay attention to the characteristics of the environment and work so that the understanding of this cyberloafing behavior can be further clarified.

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