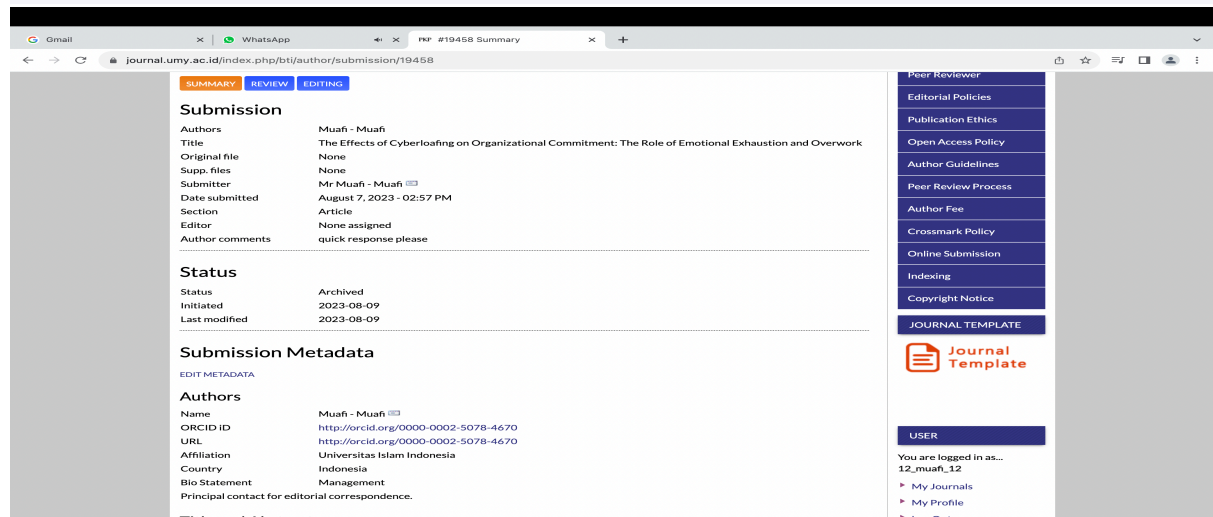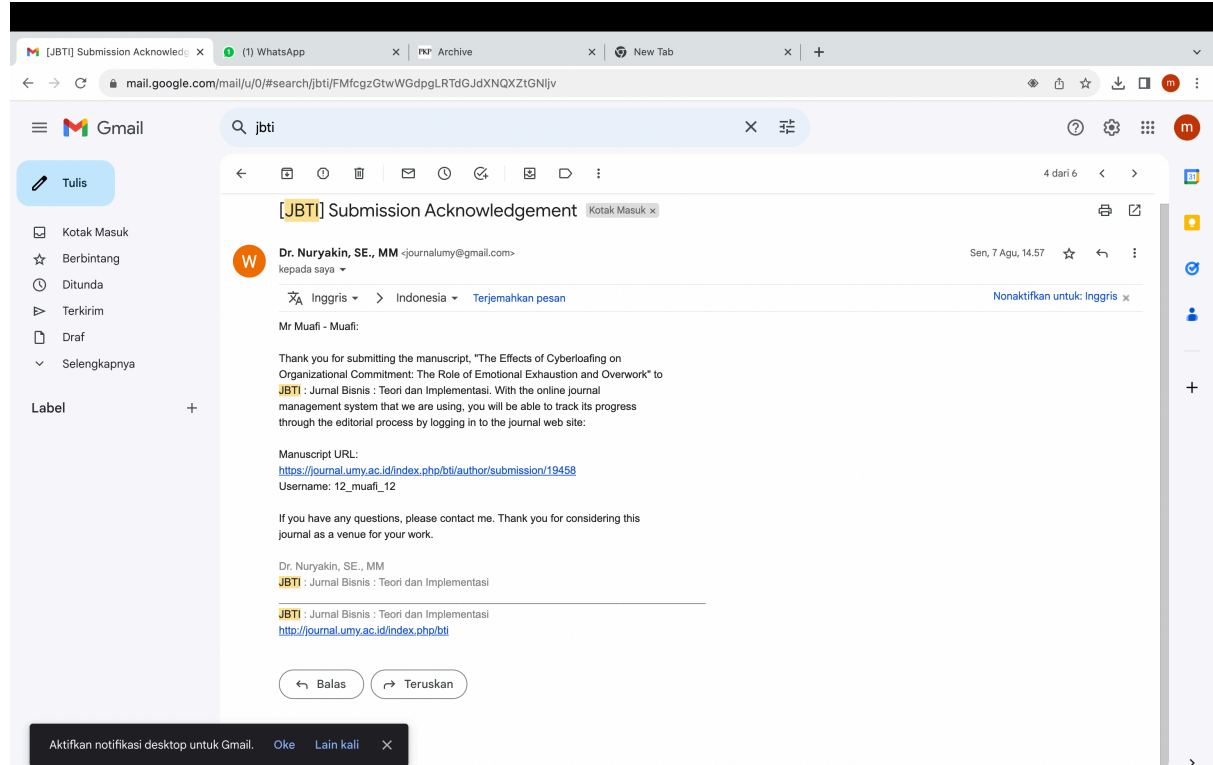**Korespondensi**

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The Effects of Cyberloafing on Organizational Commitment: The Role of Emotional Exhaustion and Overwork

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Title and Abstract

Title — The Effects of Cyberloafing on Organizational Commitment: The Role of Emotional Exhaustion and Overwork

Abstract

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 by looking at the role of emotional exhaustion and job overload and their effect on organizational commitment. The respondents of this study wee 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 excessive workload actually 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.

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Academic discipline and sub-disciplines	Ilmu Manajemen
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KEYWORDS

Compensation Distributive Justice Gender Intrinsic Motivation Job Satisfaction Kebijakan Deviden Kebijakan Hutang Kepuasan Kerja Manajemen Motivation Organizational Commitment Performance Procedural Justice ROA Satisfaction Transformational Leadership job satisfaction motivation performance self efficacy work discipline

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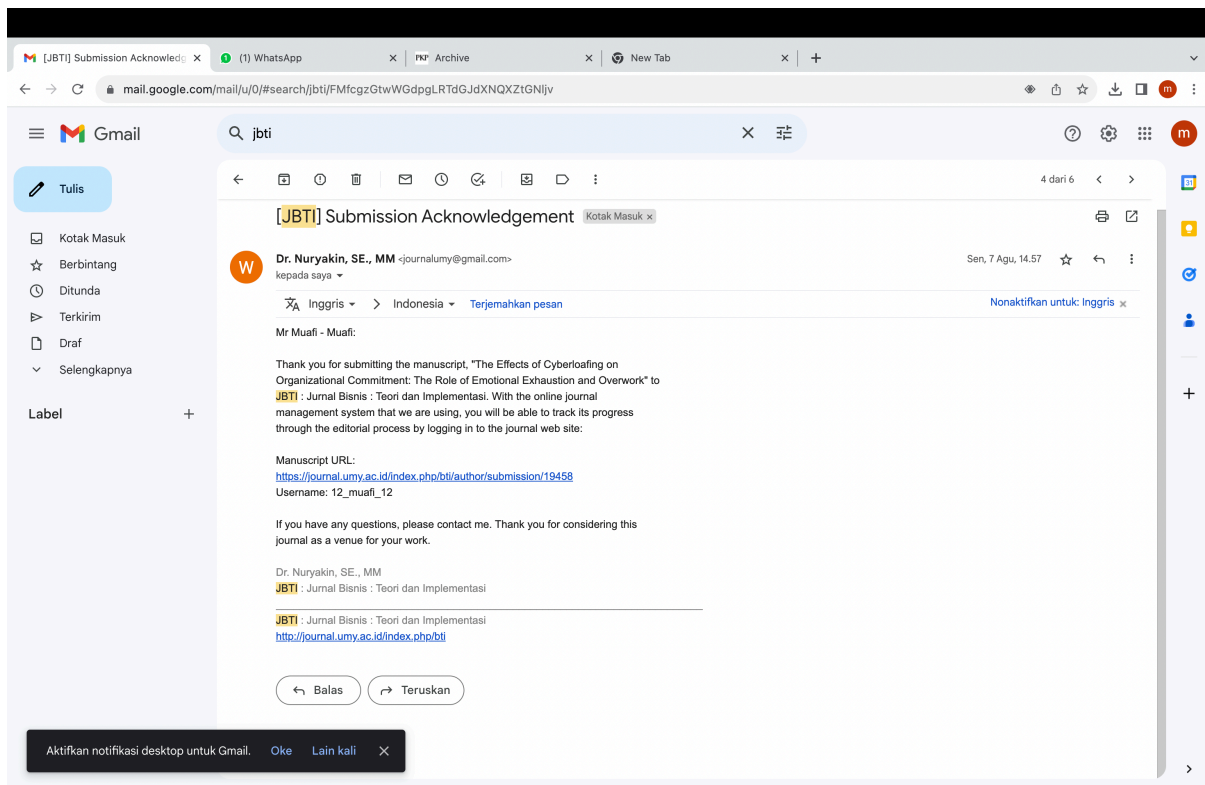If you have any questions, please contact me. Thank you for considering this journal as a venue for your work.

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Abstrak

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 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.

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.

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).

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.

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