



## Comparative Study of Cyberloafing Outcomes in Male and Female Employees

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### Abstract

Cyberloafing is a new organizational behavior triggered by increasingly easy internet access as a form of using internet facilities provided by companies that have no relevance to work matters. Previous studies have attempted to map variables that can explain cyberloafing even though the results are not yet conclusive. However, empirical testing on cyberloafing outcomes has not been carried out. This study developed a comprehensive research model by testing the variables at the organizational level and the individual level as independent variables as well as conceptualizing and empirically testing cyberloafing outcomes. Model testing was conducted on respondents obtained from several industries engaged in the automotive, education, banking, garment and pharmaceutical sectors using the SEM approach. The results of overall model test showed that there was a real effect of job characteristics, work stress and self-control in explaining cyberloafing. Furthermore, this study also found that cyberloafing could trigger creativity and laziness in employees. However, comparative testing based on gender showed that in male employees, cyberloafing was only explained by work stress while in female employees cyberloafing was explained by job characteristics. Outcome from cyberloafing was only obtained for female employees where cyberloafing could increase the creativity of female employees.

### INTRODUCTION

Surfing in cyberspace such as reading news, chatting, watching YouTube and Facebook or even updating status, Instagram, online buying and selling, and playing online games is an activity that has absolutely nothing to do with work in the office but is often carried out by employees on the sidelines of office hours. It can be done by using private internet facilities or using wifi provided by the company. This behavior is called cyberloafing.

Cyberloafing is a phenomenon of new organizational behavior along with the digitization that goes into all sides of life including at work. Cyberloafing behavior can have both positive and negative implications. The positive implica-

tion of cyberloafing behavior according to Lynn et al. (2011) is if it is done no more than 12% of all work time. Positive implications of cyberloafing behavior are increasing awareness of developing information (Seymour & Nadasen, 2007; Lynn et al, 2011), increasing employee creativity, increasing employee well-being, recreation and recovery solutions for employees (Malhotra, 2013), balancing life work and personal employees, reducing work stress and workload, and making life more interesting (Anandarajan, Paravastu & Simmers, 2006; Lim & Chen, 2012). Some studies also showed that cyberloafing behavior also leads to counterproductive behavior (Lim, 2002; Lim & Teo, 2005). As productivity declines (Griffiths, 2010; Weatherbee, 2010; Liberman et al., 2011; Malhotra, 2013), increases

in corporate finances, indisciplinary behavior, threats to corporate information security (Lim, 2002; Lim & Teo, 2005; Ozler & Polat, 2012; Malhotra, 2013).

The emergence of cyberloafing behavior can be triggered by individual employee factors (Lieberman et al., 2011; Ozler & Polat, 2012; Malhotra, 2013; Abidin et al, 2014) and organizational factors (Ozler & Polat, 2012; Al-Shuaibi & Shamsudin, 2013; Malhotra, 2013). One individual factor that can explain cyberloafing behavior is self-control (Ozler, & Polat, 2012). Self-control is related to the ability of employees to hold desires that are contrary to the norms prevailing in the company. Empirically, the effect of self-control on cyberloafing behavior has been investigated by Ramadan and Sari (2018). The results of the study showed a significant positive relationship between self-control variables on cyberloafing behavior. Still on testing the same variable, a study conducted by Sari and Ratnaningsih (2018) showed a significant negative effect of self-control on cyberloafing behavior while organizational factors focus on the work characteristics variable from the study of Malhotra (2013) and Ozler and Polat (2012) which have not been empirically tested in this study.

Although there have been many studies related to cyberloafing behavior, empirical studies are still limited to determinants of cyberloafing behavior. Studies that map positive and negative aspects of cyberloafing behavior and empirical testing have not been conducted. Referring to these findings, this study aims to develop a comprehensive model of cyberloafing behavior by testing the determinants and positive and negative outcomes of cyberloafing behavior and mapping the preferences of cyberloafing behavior according to gender.

### Cyberloafing Behavior

Lim (2002) conceptualized cyberloafing behavior is as an activity carried out by employees to intentionally utilize internet access provided by the company to carry out actions that do not relate to work during working hours. By Blanchard and Henle (2008), cyberloafing behavior is categorized into two groups, namely minor cyberloafing and serious cyberloafing. Minor cyberloafing behavior includes using the internet and accessing email that is done during working hours such as receiving and sending private messages, visiting news sites, sports, and finance while serious cyberloafing behavior includes gambling online, downloading songs, or just opening or even watching online movie sites.

### Cyberloafing Based on Gender

Lim and Chen (2009) stated that there are differences in internet usage preferences according to gender. There are indications of the frequency, intensity, and nature of internet use by gender. As stated by Rahman and Abdul-Gader (1993), Anandarajan et al. (2000), Ono and Zavodny (2003), Colley and Maltby (2008), Garrett and Danziger (2008) that the emergence of differences in preferences is caused by differences in preferences in the purpose of using the internet. Women assume that using the internet will get a wide social network whereas men use the internet for reasons of relationship or to show their strength (Colley & Maltby, 2008; Garrett & Danziger, 2008).

A comparative study on cyberloafing behavior preferences by Lim and Chen (2012) showed different results. In his study, men tend to do more cyberloafing compared to women. Although some literature has tested differences in internet usage preferences according to gender, these results are not conclusive.

### Determinants of Cyberloafing

Determinants of cyberloafing behavior by Ozler and Polat (2012) and Malhotra (2013) are categorized in individual and organizational factors.

#### Individual Factors

This includes relating to individual perceptions and attitudes towards internet use, demographic characteristics, personality, self-control, self-efficacy, locus of control.

#### Organizational Factors

These include restrictions on internet use, job characteristics, manager support, and applicable norms

#### Work Stress

Work stress by Salleh et al. (2008) is interpreted as a pressure, strength or a tendency or a mental effort made by someone against their work. According to Robbins and Judge (2008), there are three categories of symptoms that appear to a person who is experiencing work stress, namely physical function disorder, psychological function disorder, and behavior disorder.

#### Self-Control

Self-control according to Baumeister (2002) is conceptualized as the ability possessed

by individuals to direct and regulate the feelings, thoughts and behavior needed in order to adapt to the environment or to meet certain needs or other temptations. Self-control is a determinant of cyberloafing behavior that comes from individuals (Ozler & Polat, 2012). Good self-control is thought to be needed to minimize cyberloafing behavior by employees. With good self-control, employees are able to restrain themselves from acting that is not in accordance with the norms at work which in this case is an act of cyberloafing.

### Job Characteristics

Ozler and Polat (2012) in their study stated that job characteristics are an explanation of cyberloafing behavior at the organizational level. Arshad and Bukhari (2016) in their study measured job characteristics in five aspects, namely skill variety, task identity, task significance, autonomy and feedback on cyberloafing behavior. The results of the study showed that variety and autonomy skills had a significant negative effect on cyberloafing behavior, task identity had no a significant positive effect on cyberloafing behavior, task significance and feedback had no significant negative effect on cyberloafing behavior.

### Cyberloafing Outcomes

The orientation of cyberloafing can be categorized in the following four groups:

#### Development behavior

This behavior assumes that cyberloafing behavior as a potential source for learning. Cyberloafing behavior from this perspective is considered to be able to improve skills that are useful for future employee activities that are able to provide benefits for individuals and organizations (Belanger & Slyke, 2002).

#### Recovery behavior

This behavior assumes that employee cyberloafing behavior can reduce discomfort and provide positive effects for employees and organizations (McLean et al., 2001; Lim & Chen, 2009).

#### Deviant behavior

This behavior assumes that cyberloafing behavior is a distortion of unwanted behavior and is directed at the organization. In this behavior, cyberloafing has negative consequences for

organizations (such as declining productivity) (Weatherbee, 2010; Young, 2010).

### Addiction behavior

Cyberloafing behavior in this context is considered as a habit that leads to the emergence of problematic behavior. Yellowlees & Marks (2007) revealed that severe internet addiction will encourage problems with work behavior. More specifically, Stanton (2002) and Yellowlees and Marks (2007) show that the consequences of internet addiction can cause performance degradation.

Research on cyberloafing behavior in the workplace has been widely carried out. Nevertheless, the development of studies related to cyberloafing behavior still requires development. Research development is carried out because the effects caused by cyberloafing behavior on emotions, cognitions and employee behavior can have positive or negative impacts (Lim & Chen, 2012; Malhotra, 2013). It was stated by Lim (2002), Johnson and Indvik (2003), Henle and Blanchard (2008), Bock et al. (2010) that studies related to cyberloafing behavior are often only associated with negative consequences. Declining productivity (Beugre & Kim, 2006; Weatherbee, 2010; Liberman et al., 2011; Malhotra, 2013), increasing costs of corporate internet use (Beugre & Kim, 2006; Liberman et al., 2011; Malhotra, 2013), increasing indiscipline (Weatherbee, 2010; Malhotra, 2013) is a negative outcome of cyberloafing that is widely expressed in various studies.

The use of the internet in working hours turns out according to Wasian (2019) can also provide motivation to employees to work better. Cyberloafing by employees also has an impact on employee emotional changes that are better because it can escape and take a break from stress and work routines to be able to restore concentration. Increased creativity and well-being, recreation and recovery are also thought to be positive effects from cyberloafing behavior (Malhotra, 2013). Belanger and Van Slyke (2002) and Oravec (2002) studies also showed that cyberloafing behavior can increase employee creativity and learning. Block (2001) stated that cyberloafing behavior enables employees to use information to solve problems and increase creativity. Increasing employee creativity was also identified as a positive outcome for cyberloafing by employees in the study of Vitak et al. (2011).

**Table 1.** Previous Study Mapping

Research Sources	Independent Variables	Dependent Variables	Findings
Garrett et al. (2008)	Difference in intensity of personal internet usage based on::		Men proved to use the internet more for personal gain than women.
	- Lower-upper occupational groups		
	- Job autonomy level		
	- Income level		
	- Educational level		
	- Male-female personal		
	- Male-female leisure		
Malhotra (2013)	- Male-female communication		Cyberloafing behavior outcomes:  Positive Impact: - Creativity - Well being - Recreation & recovery  Negative impact: - Decreased productivity - Decreased financial returns - Increased indiscipline
	Organizational factors:		
	- Restrictions on internet use		
	- Perceived Norms		
	- Commitment to work		
	- Job satisfaction		
	- Job characteristics		
	Personal factors:		
	- Personality (the big five)		
	- Locus of control		
	- Self efficacy		
	- Conscientiousness		
	- Achievement orientation		

Ozler and Polat (2012)	<p>Individual factors:</p> <ul style="list-style-type: none"> <li>- Perceptions and attitudes</li> <li>- Personal characteristics (shy, lonely, isolated, self-control, self-esteem, locus of control)</li> <li>- Habbits &amp; internet addiction</li> <li>- Demographic factors (status in the workplace, perceived work autonomy, income level, education, gender)</li> <li>- Involvement, social norms &amp; code of ethics</li> </ul> <p>Organizational factors:</p> <ul style="list-style-type: none"> <li>- Restrictions on internet use</li> <li>- Manager support</li> <li>- Perceived norms of colleagues</li> <li>- Employee work behavior</li> <li>- injustice</li> <li>- work commitment</li> <li>- Job satisfaction</li> <li>- Job characteristics</li> </ul> <p>Situational factors:</p> <ul style="list-style-type: none"> <li>- Office facilities</li> </ul>	Cyberloafing Behavior	
Ramadhan, and Sari (2018)	Self-control	Cyberloafing Behavior	Self-control had a significant positive relationship with cyberloafing behavior
Sari and Rananingsih (2018)	Self-control	Cyberloafing Behavior	Self-control had a significant negative effect on cyberloafing behavior
Ardilasari et al. (2017)	Self-control	Cyberloafing Behavior	Self-control had a significant negative effect on cyberloafing behavior
Kusumawati et al. (2018)	<ul style="list-style-type: none"> <li>- Work family conflict</li> <li>- Work stress</li> </ul>	Cyberloafing Behavior	Work stress had a positive effect but Not significant on cyberloafing behavior

Koay et al. (2017)	- Private demands - Stress kerja	Cyberloafing Behavior	Work stress had a significant positive effect on cyberloafing behavior
Arshad et al. (2016)	Job characteristic): - Skill variety - Task identity - Task significance - Autonomy - Feedback	Cyberloafing Behavior	- Skill variety and autonomy had a significant negative effect on cyberloafing behavior - Task identity had a positive effect but Not significant on cyberloafing behavior - Task significance and feedback had a negative effect but Not significant on cyberloafing behavior

## Hypotheses Development

### The Effect of Job Characteristics on Job Stress

Stress that occurs at work or commonly referred to as work stress is a condition that often occurs in the workplace. One of the contributing factors is the characteristics of the job. These job characteristics can trigger work stress because it does not demand a variety of jobs and skills, job identity, job significance for employees and organizations that are considered low. This effect has been studied such as Malhotra (2013) and Ozler and Polat (2012).

H1: Job characteristics have a positive effect on work stress.

### Effect of Job Characteristics on Cyberloafing

Cyberloafing is an activity that is commonly carried out by employees during working hours and occurs in the workplace. Apart from the easy internet access facility facilitated by the company, it turns out that job characteristics can also encourage employees to do cyberloafing. The effect of job characteristics on cyberloafing has been investigated by Malhotra (2013) and Ozler and Polat (2012).

H2: Job characteristics have a positive effect on cyberloafing.

### The Effect of Work Stress on Cyberloafing

Work stress is one of the bodily and emotional responses shown by employees due to

unfavorable stimuli from the organization. The occurrence of work stress will encourage employees to look for solutions to suppress or eliminate work stress, one of which is through cyberloafing. Several previous researchers have studied the influence of this variable, namely Koay et al. (2017), Arshad et al. (2016).

H3: Work stress has a positive effect on cyberloafing.

### Effect of Self-Control on Cyberloafing

Cyberloafing carried out by employees can be based on a solution or a negative response. However, there are also employees who intentionally cyberloaf for personal enjoyment. In this condition, either looking for solutions or other reasons should not be done by employees during working hours and at work. Therefore, self-control is needed. The effect of self-control on cyberloafing has been studied by Ramadhan and Sari (2018), Sari and Ratnaningsih (2018), Ardilasari and Firmanto (2017).

H4: Self-control has a positive effect on cyberloafing.

### The Effect of Cyberloafing on Creativity

Cyberloafing is defined negatively by experts. However, several literature studies state that cyberloafing by employees does not always have a negative impact. Interludes or entertainment obtained when doing cyberloafing can in fact provide ideas that trigger creativity. This is

stated by Malhotra (2013) in his study.

H5: Cyberloafing has a positive effect on creativity.

### The Effect of Cyberloafing on Laziness

Initially, cyberloafing which was carried out to reduce boredom at work if carried out continuously would cause addiction for employees. If this happens, cyberloafing will cause employees to become lazy. This influence has been stated in a literature review submitted by Malhotra (2013).

H6: Cyberloafing has a positive effect on laziness.

### Differences in Cyberloafing Behavior by Gender

In the workplace, there are male and female employees. Theoretically, men and women have different characteristics. Of course, these differences in characteristics will have implications for different work behaviors. There are indications in the literature review of Garrett and Danziger (2008) which states that there are differences in internet use behavior between male and female employees.

H7: There are differences in cyberloafing behavior between men and women.

### Empirical Model

Effect between research variables was visualized in an empirical model developed and tested in this study.

## METHOD

### Population and Sample

The population studied in this study was company employees from several industries. The industries studied in this study were:

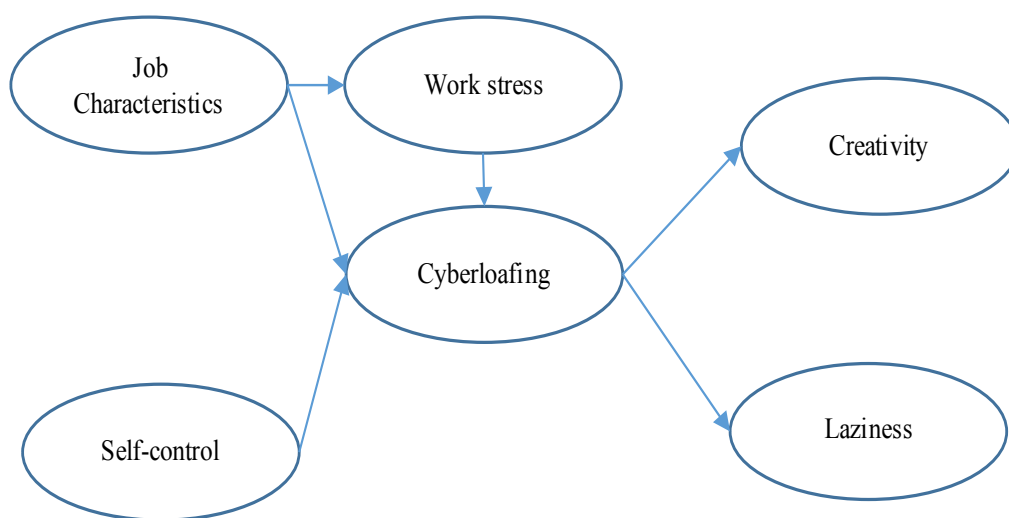
**Table 2.** List of Industries

No.	Industry
1.	Automotive
2.	Education
3.	Banking
4.	Garment
5.	Pharmacy

Based on the specified inclusion criteria, the distribution of the number of samples used in this study is as follows:

**Table 3.** Distribution of Samples for Each Industry

No.	Industry	Sample	
		Men	Women
1.	Automotive	35	12
2.	Education	27	31
3.	Banking	25	31
4.	Garment	15	25
5.	Pharmacy	12	15
Total		114	114



**Figure 1.** Empirical Model

### Data collection

Data was collected through interviews using interview guides that had been prepared. The interview guide contains statement items which are measurements of the variables studied. Respondents were asked to answer statements in accordance with the conditions at the time of the research done by providing responses to closed answers on a scale of 1-10 that was provided.

### Operationalization of Research Variables

Operationalization of variables is needed for the purpose of measuring research variables. Operationalization of variables was done by setting indicators adopted from the results of previous relevant studies.

### Job Characteristic Variable

Job characteristics were measured by indicators adopted from studies conducted by Arshad et al. (2016) which include five items, namely skill variety, task identity, task significance, autonomy, and feedback.

### Self-control Variable

The measurement of self-control was carried out by using items adopted from a study conducted by Gottfredson and Hirschi (1990), Ramadan and Sari (2018), Ardilasari and Firmanto (2017) consisting of six items, namely impulsiveness, preference for physical activity, risk-seeking orientation, self-centeredness, preference for simple tasks, short-tempered.

### Work Stress Variable

The measurement of work stress adopts indicators used in studies conducted by Rahmawati (2010), Kusumawati and Fransiska (2018) which include 11 items, namely experiencing digestive disorders, headaches caused by the workload, feeling desperate while working, easy to be offended, difficult to concentrate, like to procrastinate, feeling bored with work, feeling anxious at work, less satisfied with work, lack of enthusiasm in work and unhappy following office activities.

### Cyberloafing Variable

Cyberloafing behavior variables were measured by using seven items adopted from research conducted by Lim and Chen (2012), namely receiving or checking or sending personal emails, accessing websites that are not related to work (news, sports, entertainment / entertainment), sending Private messages, downloading non-work related information, online shopping, searching for job vacancies, and playing online games.

### Creativity Variable

This study developed an indicator to measure creativity consisting of four items developed for this research, namely taking "smart" risks, developing new approaches, integrating input and ideas, and encouraging new ideas.

### Laziness Variable

This study developed a laziness measuring indicator consisting of four items developed for this research, namely working slowly, grumbling, lingering with the internet, and delaying starting work.

### Analysis Techniques

For the sake of testing the research model and testing the effect between the research variables, this study used Structural Equation Modeling (SEM) as a data analysis tool.

## RESULTS AND DISCUSSION

There were two analysis processes carried out in this study, namely research model testing and comparative testing. The process of the two tests is described below:

### Research Model Testing

Empirical models and the effect between variables developed in this study used Structural Equation Modeling (SEM) as an analytical technique approach. In SEM there are two stages of testing carried out. These stages are described below:

### Confirmatory Analysis

Confirmatory analysis is the stage carried out to confirm the accuracy of the indicators in measuring the research variables. There are two outputs used as a reference in measuring the accuracy of indicators, namely by analyzing the value of Standardized Regression Weight which is presented in the following table:

**Table 4.** Confirmatory Analysis Output

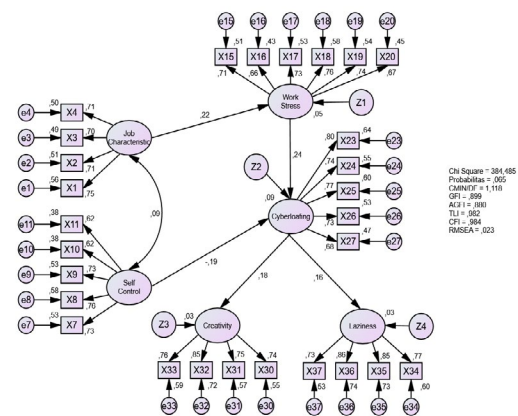
Variable	Indicator	Standard- ized Re- gression Weight	Conlu- sion
Job Char- acteristics	X1	0.752	Accepted
	X2	0.713	Accepted
	X3	0.702	Accepted
	X4	0.707	Accepted
	X5	-0.032	Rejected

Self-control	X6	0.166	Rejected
	X7	0.730	Accepted
	X8	0.761	Accepted
	X9	0.728	Accepted
	X10	0.620	Accepted
Work stress	X11	0.614	Accepted
	X12	0.289	Rejected
	X13	0.321	Rejected
	X14	0.285	Rejected
	X15	0.698	Accepted
	X16	0.679	Accepted
	X17	0.743	Accepted
	X18	0.755	Accepted
	X19	0.726	Accepted
	X20	0.645	Accepted
Cyberloafing	X21	0.121	Rejected
	X22	0.188	Rejected
	X23	0.793	Accepted
	X24	0.733	Accepted
	X25	0.778	Accepted
	X26	0.726	Accepted
	X27	0.673	Accepted
	X28	0.033	Rejected
	X29	-0.010	Rejected
Creativity	X30	0.741	Accepted
	X31	0.752	Accepted
	X32	0.849	Accepted
	X33	0.765	Accepted
Laziness	X34	0.774	Accepted
	X35	0.851	Accepted
	X36	0.861	Accepted
	X37	0.727	Accepted

Referring to the results of the confirmatory analysis presented in the Table above, the indicators that produce a Standardized Regression Weight below 0.5 are declared null because they cannot statistically reflect measurements on the research variable.

### Hypothesis Testing

At this stage, there are two tests conducted, namely testing the serviceability of the research model and testing the research hypothesis.



**Figure 2.** Results of Research Model Testing

The empirical model testing developed in this study produced a Chi Square value of 384,485 and a probability value of 0.065. The Chi Square value is smaller than the Chi Square table value (388,251) with a probability value greater than 0.05 so that it can be concluded that the research model is the right model.

After testing the feasibility of the model, it can be tested for the effect of the variables presented in the following table:

**Table 5.** Hypothesis Testing

		Std. Estimate	Estimate	S.E.	C.R.	P
Work_Stress	Job_Characteristics	0.220	0.291	0.109	2.675	0.007
Cyberloafing	Work_Stress	0.236	0.303	0.107	2.837	0.005
Cyberloafing	Self_Control	-0.191	-0.252	0.110	-2.282	0.023
Creativity	Cyberloafing	0.175	0.163	0.073	2.226	0.026
Laziness	Cyberloafing	0.163	0.165	0.078	2.121	0.034

Testing the effect between variables was done by analyzing the probability value and the value of the Critical Ratio (CR).

The probability value in job characteristics and work stress testing was  $0.007 < 0.05$  and CR was 2.675, meaning that the job characteristics statistically had a positive effect in explaining work stress. Probability value in work stress and cyberloafing testing was  $0.005 < 0.05$  and CR was 2.837, meaning that work stress statistically had a positive effect in explaining cyberloafing. Probability value in self-control and cyberloafing testing was  $0.023 < 0.05$  and CR was -2.282, meaning that self-control statistically had a negative effect in explaining cyberloafing. Probability value in cyberloafing and creativity testing was  $0.026 < 0.05$  and CR was 2.226, meaning that cyberloafing statistically had a positive effect in explaining creativity. Probability value in cyberloafing

and laziness testing was  $0.034 < 0.05$  and CR was 2.121, meaning that cyberloafing had a statistically a positive effect in explaining laziness.

### Comparative Testing

Comparative testing is a test carried out to determine differences in research models and the effect of variables based on gender.

The table above showed that the Chi Square value for each group was smaller than the critical Chi Square value as well as a significance value greater than 0.05. These results indicated that there was no difference between the sample covariance matrixes with the estimated population covariance matrix or in other words the model was accepted or fit.

This subsection provides an explanation of the effect between variables based on each gender group.

**Table 6.** Results of Goodness of Fit Testing of Research Models Based on Gender

Goodness of Fit Indeks	Cut off Value	Men		Woman	
		Result	Model Evaluation	Result	Model Evaluation
Chi-Square (df = 344)	< 388.251	374.015	Good	379.101	Good
Probability	0.05	0.128	Good	0.093	Good
CMIN/DF	2.00	1.087	Good	1.102	Good
GFI	0.90	0.824	Marginal	0.827	Marginal
AGFI	0.90	0.792	Marginal	0.796	Marginal
TLI	0.95	0.971	Good	0.973	Good
CFI	0.95	0.973	Good	0.975	Good
RMSEA	0.08	0.028	Good	0.030	Good

**Table 7.** Hypothesis Testing Based on Gender

Effect Between Variables		Men				Women			
		Std. Estimate	C.R.	P	Finding	Std. Estimate	C.R.	P	Finding
Work Stress	← Job Characteristics	0.217	1.804	0.071	Not significant	0.238	2.101	0.036	Significant
Cyberloafing	← Work Stress	0.301	2.465	0.014	Not significant	0.204	1.794	0.073	Not significant
Cyberloafing	← Self-Control	-0.199	-1.678	0.093	Not significant	-0.180	-1.563	0.118	Not significant
Creativity	← Cyberloafing	0.072	0.643	0.520	Not significant	0.272	2.491	0.013	Significant
Laziness	← Cyberloafing	0.103	0.926	0.355	Not significant	0.203	1.898	0.058	Not significant

The results of testing the effect between variables based on gender groups showed that in men, work stress had a significant positive effect on cyberloafing. It means the higher work stress experienced by male employees will increase cyberloafing. Male employees become happy to linger surfing in cyberspace during work hours. But different in the findings produced by female employees, stress did not actually cause cyberloafing. The results of testing the effect on women's groups indicated that the increase in cyberloafing was caused by the increasing characteristics of work. This test also showed that cyberloafing by female employees can in fact increase creativity.

## CONCLUSION AND RECOMMENDATION

Empirical phenomena indicated that cyberloafing conducted by employees during working hours by using internet facilities provided by the company is getting higher. Cyberloafing carried out was indicated to have no relevance to the work process. Some previous studies mention many factors that trigger the increasing cyberloafing with the results of studies that are not yet conclusive. In addition, previous research also has not conducted empirical testing of the effects arising from cyberloafing. From these findings, this study developed a comprehensive research model by examining variables at the organizational level, namely the job characteristics and variables at the individual level, namely self-control as a cyberloafing explanation. This study also seeks to empirically examine cyberloafing outcomes both positively and negatively.

The results of overall model tests showed that there was a real effect of job characteristics, work stress and self-control in explaining cyberloafing. Furthermore, this study also found that cyberloafing could trigger creativity and laziness in employees. However, comparative testing based on gender showed that in male employees, cyberloafing was only explained by work stress while in female employees it was explained by job characteristics. Outcome from cyberloafing was only obtained for female employees where in fact cyberloafing could increase the creativity of female employees.

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