

Determinants of Employee Performance in the Manufacturing Industry

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ABSTRACT: Employee performance that is not optimal can cause the company to be unable to achieve the targets that have been set and if these targets are not met it will result in a decline in company performance. Cyberloafing has a negative impact on companies, cyberloafing behavior is the main cause of work not being completed according to target. **Purpose:** This research aims to analyze the influence of job insecurity and workload on cyberloafing behavior and employee performance among employees who work at PT. Karya Citra Cemerlang. The population in this study were 70 employees who worked in the state secretariat ministry. The method used for sampling is saturated sampling. **Method:** data collection uses a survey method, with the research instrument being a questionnaire. The data analysis method uses the SmartPLS application. **Finding:** Job Insecurity has a negative and significant effect on Employee Performance, Workload has a negative and significant effect on Employee Performance, Job Insecurity has a positive and significant effect on Cyberloafing, Workload has a negative and significant effect on Cyberloafing, Cyberloafing has a negative and significant effect on Employee Performance. **Uniqueness:** Cyberloafing has more expensive consequences for employers who still allow it to happen to their companies. Even though employees think that cyberloafing is done to reduce negative stress due to the mental burden of work, employees are still allowed to cyberloafing at work

KEYWORDS - Cyberloafing Behavior, Job Insecurity, Workload, Employee Performance

I. INTRODUCTION

In research conducted by the statistical service center (Informatics and Statistics Communication Service of DKI Jakarta Province) which was carried out in 2019, there was data showing that in the DKI Jakarta area, with respondents who had been informed, 82.63% had accessed the internet, (Soelton, 2023). Realizing this, many government and private agencies use the internet as one of the types of services they provide to the public. Data also included in this research is that 47.37% of DKI residents consider the internet to be very important for their lives. The figure is higher, 50.48% of people consider the internet to still be important in their lives. The remainder, only 2.17% of people consider the internet to be something that is not important in their lives. The internet has now become an inseparable part of human life. According to a report published by the research company Data Reportal in 2022, internet users in Indonesia reached 204.7 million people out of a total of 277.7 million Indonesian citizens (calculation for the period January 2022). In this case it can be interpreted that there are more than 70% of Indonesian citizens who actively use the internet. In a study conducted by the statistical services center (Informatics and Statistics Communication Service of DKI Jakarta Province) in 2019, the research was carried out in the DKI Jakarta province area which was carried out in 5 administrative cities (Central, South, West, North, East) and 1 Thousand Islands district and took a sample of 501 respondents divided into these regional groups.

Performance is a milestone in measuring the success of a company, according to research Soelton et al., (2023); Rohman et al., (2023); Rika (2020) states that employee performance is the employee's performance in carrying out all the tasks that are their responsibility. These tasks are based on employee success as determined by the company. This means that the success of a company depends on the quality of the performance of its human resources. The use of the internet helps employees' work processes become faster in fulfilling tasks. If employee performance cannot be managed well, it will have a negative impact on the company. Poor employee performance can cause the company to not be able to achieve the targets that have been set and if the targets are not met, it will result in a decrease in company productivity. Andel et al., (2019); Chauhan, (2017).

According to Syamsu et al., (2019); Nanda et al., (2020); Gökçearsan et al., (2018); Sofyanty (2019) that employees and company leaders use computers connected to the internet when carrying out their duties with applications or information systems, where the aim is to increase and facilitate the flow of information which is the lifeblood of the company. Without information, leaders have difficulty knowing the objective condition of the company. So, leaders will be able to carry out the managerial cycle, namely planning, organizing, leadership and controlling in a healthy manner. Leaders can also make decisions quickly and develop effective strategies to

improve the company's capabilities. The high use of the internet for applications or information access for employees does not rule out the possibility of employees using it for activities or things that are not related to work or what is known as cyberloafing behavior.

According to Lim (2002) in Zhang et al., (2019); Diastama dan Fajrianthi (2018), one of the factors supporting employee performance is the availability of the internet in the workplace. The company hopes that the presence of the internet in the workplace will help employees improve their performance. However, it turned out that the reality that occurred was inversely proportional to the company's expectations (Diastama & Fajrianthi, 2018). With internet facilities in the workplace, employees tend to misuse the available internet facilities for personal interests during working hours. Abuse of available internet facilities for personal gain during working hours is called cyberloafing (Lim, 2002; Rika, 2020; Sofyanty, 2019; Diastama dan Fajrianthi, 2018),

The act of cyberloafing in a company has a negative impact on a company, (Lim, 2002 dalam Zhang et al., 2019; Syah et al., 2021; Syamsu et al., 2019). This is because, with cyberloafing behavior, employee performance is not optimal so that the work carried out by employees is not completed according to target (Friedman, 2002; Garrett & Danziger, 2008). Cyberloafing behavior can not only occur in companies or state offices where employees are guaranteed and already work with benefits and so on. However, cyberloafing can also occur in private companies. According 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, (Gökçearsan et al., 2018; Lim, 2002 in Zhang et al., 2019). Job insecurity or job insecurity is translated as a feeling of anxiety, stress, worry, tension, and a feeling of uncertainty in terms of the nature and existence of the job that is felt. (Soelton et al., 2021).

According to Soelton (2019), Workload is a process carried out by a person in carrying out the tasks of a job or group of positions which are carried out under normal circumstances within a certain predetermined period of time. (Firstian & Warsindah, 2022; Rajah & Lim 2011; Aladwan et al., 2021). From various supporting data and data obtained from companies, the author concludes that the factors causing cyberloafing behavior and employee performance are job insecurity, workload. In Hamrat et al., 2019; Hooper and Mullen, 2008; Nurfauzan and Halilah (2017), Job insecurity is a condition when someone who works experiences psychological 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.

II. THEORETICAL REVIEW

Cyberloafing

According to Rajah dan Lim (2011) in Aladwan, et al., (2021), Cyberloafing refers to employees or employees who use the internet through their organization for their personal interests or purposes during work hours, including browsing non-work websites (social networks, sports, news, or checking and sending personal email. Indicators: browsing activity, email activity. 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

Performance is the work result of a person or individual's actions in a job according to Armstrong (1999). Performance is an action carried out or not carried out by employees on a job according to Mathis dan Jackson (2006). According to Mardiyanti, et al., (2018) performance is a part of work that is related to quality and strength in carrying out work. According to Efendi (2020) performance is the result of carrying out job duties and responsibilities that have been given by the organization. According to Afandi (2018), employee performance indicators are as follows: quantity of work results, quality of work results, efficiency in carrying out tasks, work discipline, initiative, thoroughness, leadership, honesty, creativity.

Job Insecurity

According to Soelton et al., (2020), Job insecurity is defined as fear or anxiety that arises from subjective perceptions about the possibility of losing one's job and situations that are undesirable for those who are not concerned. Apart from that, job insecurity can also be defined as employee expectations regarding job continuity and cannot be separated from attention to uncertainty about job continuation and uncertain situations resulting from organizational changes such as employee reductions.

According to Soelton et al., (2020), job insecurity is defined as feelings of tension, anxiety, stress, worry and uncertainty related to work experienced by workers. Indicator: Smithson and Lewis in Soelton et al., (2020): level of threat felt by employees regarding aspects of work, importance of work.

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 demand, effort, mental demand, temporal demand, frustration level, performance.

III. HYPOTHESES AND CONCEPTUAL FRAMEWORK

In summary, the hypotheses proposed in this study are as follows:

1. The relationship of the effect of job insecurity on employee performance behavior

Job Insecurity is closely related to the emotions and feelings of employees at work due to uncertainty about the status or contract of their work. With this unstable feeling, employee performance will decline if their job insecurity increases. In another study by Barsah (2017) also showed that the results of job insecurity have a significant effect on employee performance

H1: Job Insecurity affects employee performance.

2. The relationship of the effect of workload on employee performance behavior

In the journal Nanda, et al., (2019), according to Tarwaka, workload is the difference between the capacity and the ability of workers with the demands of the work to be faced. Munandar argues that workload is a condition of work with a description of work that must be completed by a certain time limit. The extent to which this capacity of the individual worker is needed in completing the task assigned to him 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 demand, effort, mental demand, temporal demand, frustration level, performance.

H2: Workload affects employee performance.

3. The relationship of job insecurity influence to cyberloafing behavior

Job insecurity is a job insecurity or anxiety felt by employees at work. In a journal written by Beugre and Kim (2006), states that "When the intention of employees is to break away from routine practices and release anxiety, cyberloafing activities become a form of constructive behavior" which means that job anxiety or job insecurity has a positive effect on cyberloafing behavior.

H3: Job insecurity affects cyberloafing behavior.

4. The relationship of workload influence to cyberloafing behavior

Workload is a task demand given by the company to employees with an estimated time to work on the task at a minimum. According to research conducted by Al-shuaibi, Subramaniam, and Shamsudin (2021) which

proves that there is an influence of role stressors where in the role stressor there is a workload that has a positive effect on cyberloafing behavior. According to research conducted by Hensel and Kacprzak (2020) states that workload negatively affects cyberloafing. Meanwhile, Koay et al., (2017) reported that job stress has a positive relationship with cyberloafing.

H4: Workloads affect cyberloafing behavior.

5. The relationship of the influence of cyberloafing on employee performance

Based on research by Mirza et al., (2019) showed that from 100 employee samples, 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 affects performance. This explains that cyberloafing has a partial effect on employee performance, and this needs to be watched out for by various agencies and owners, 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 behavior affects employee performance.

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

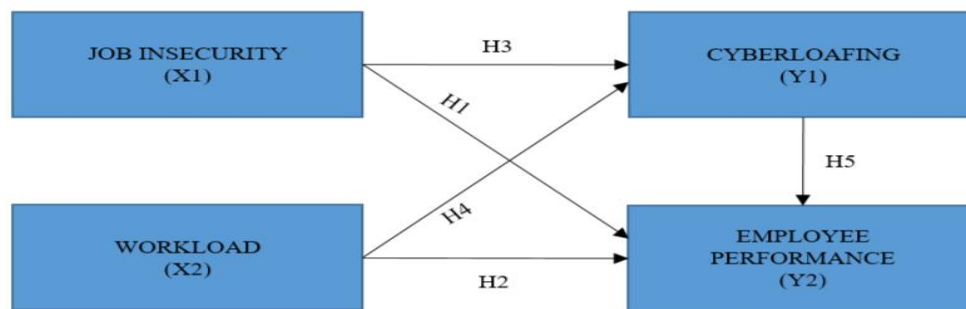


Figure 1. Conceptual Framework

IV. 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. The population in this study were 70 outdoor division employees who because of their jobs were required to use the Internet to support their successful performance.

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., 2020; Thaybatan and Santoso, 2019) with slight modifications. While this study measures Job Insecurity 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. Job insecurity is measured by indicators, the meaning of work for the individual, the level of threat that is currently occurring and affecting the individual's work as a whole, the helplessness that the individual feels. level of threat to jobs in the following year. Workload is measured by indicators, tasks carried out physically such as moving goods, arranging space, workplace, work equipment, and so on. work organization such as working time, rest time, work shifts, wage system and authority. work environments such as physical work environments, chemical environments, biological work environments, and psychological work environments. Internal factors are factors that originate from within the body which are the result of external factors. The body's reaction is called strain. The severity of the strain can be assessed both objectively and subjectively. Employee performance is measured by indicators, punctuality, good and correct. work discipline, professionalism, cooperation. skills, knowledge, honesty. punctuality, good and correct. Cyberloafing is measured by indicators, using email for personal purposes, doing online shopping, reading news during working hours, watching films during working hours, using office wifi for personal purposes, using social media during working hours.

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; 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).

V. RESULTS AND DISCUSSION

RESULTS

Based on the results of data processing in Table 1 below, shows that out of 70 respondents, there were 33 (47,1%) male respondents, and 37 (52,9%) female respondents. The highest number of respondents aged between 30-40 years, namely 28 (40,0%) respondents and the lowest were respondents aged >40 years, namely 10 (14,3%) respondents. While the last level of education was S1 with 35 (50,0%) respondents, while respondents with a few other levels of education were 9 (12,9%) respondents. While employees with the longest working period of 3-5 years were 21 (30,0 %) respondents, for the last working period >5 year there were 12 (17,1%) respondents

Table 1. The respondents' characteristics

No	Gender	Age's	Education level	Work Period
1	Male = 33 (47,1%)	<20 = 12 (17,1%)	Senior High School = 15 (21,4%)	<1 = 9 (12,9%)
2	Female = 37 (52,9%)	20 – 30 = 20 (28,6%)	Dipl = 11 (15,7%)	1 – 3 = 28 (40,0%)
3		30 – 40 = 28 (40,0%)	S1 = 35 (50,0%)	3 – 5 = 21 (30,0%)
4		>40= 10 (14,3%)	Others = 9 (12,9%)	>5 = 12 (17,1%)

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
Workload	0.720	0.911	0.870	
Cyberloafing	0.622	0.907	0.876	0.834
Job Insecurity	0.716	0.926	0.900	
Employee Performnace	0.692	0.918	0.889	0.841

Source: Process Data

The estimated value for the path relationship in the structural model must be significant. The significance value for this hypothesis can be obtained using the bootstrapping procedure. See the significance of the hypothesis by looking at the parameter coefficient values and the T-statistic significance value in the bootstrapping report algorithm. To find out whether it is significant or not significant, look at the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics). The following table shows that hypothesis testing shows that: Job Insecurity has a negative and significant effect on Employee Performance, Workload has a negative and significant effect on Employee Performance, Job Insecurity has a positive and significant effect on Cyberloafing, Workload has a negative and significant effect on Cyberloafing,

Cyberloafing has a negative and significant impact on employee performance.

Table 3. Testing the direct effect and Mediating Test

	Original Sample	Standard Deviation	T-Statistics	P Values	Description
Job Insecurity - > Employee Performance	-0.333	0.138	2.413	0.016	Negative Significant -
Workload -> Employee Performance	-0.272	0.094	2.892	0.004	Negative Significant -
Job Insecurity - > Cyberloafing	0.414	0.104	3.972	0.000	Positive Significant -
Workload -> Cyberloafing	-0.432	0.106	4.085	0.000	Negative Significant -
Cyberloafing -> Employee Performance	-0.353	0.119	2.964	0.003	Negative Significant -

Source: Process Data

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).

DISCUSSION

The Effect of Job Insecurity on Employee Performance

Based on hypothesis testing in this research, the T-statistic value was 2.413, the original sample value was -0.333, and the P value was 0.016. 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 show less than 0.05, these results indicate that job insecurity has a negative and significant effect on employee performance.

This is because employees feel that they have very little freedom in their work schedule, which gives rise to insecurity or a feeling of insecurity at work which causes employees to focus too much on this insecurity, resulting in a decrease in work effectiveness which results in a decrease in discipline and tasks not being completed on time. The results of this research are in line with research (Barsah, 2017; Sudiro et al., 2023; Bougre & Kim, 2006; Al-Shuaibi, et al., 2021) which shows that job insecurity has a negative and significant effect on employee performance.

The Effect of Workload on Employee Performance

Based on hypothesis testing in this research, the T-statistic value was 2.892, the original sample value was -0.272, and the P value was 0.004. 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 show less than 0.05, this result shows that workload has a negative and significant effect on employee performance.

This is because companies too often force employees to do overtime and very complex activities require sufficient mental effort with full awareness at work, so that employees often feel tired and this results in work that should be completed on time being delayed. The results of this study are supported by research Alwi, et al., (2020); Hansel & Kacprzak (2020); Kara & Kose, (2022); Syamsu et al., (2019); Nanda et al., (2020); Soelton et al, (2022), Zhou et al., (2009) which states that workload has a significant negative effect on employee performance.

The Effect of Job Insecurity on Cyberloafing

Based on hypothesis testing in this research, the T-statistic value was 3.972, the original sample value was 0.414, and the P 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 value shows less than 0.05, this result shows that job insecurity has a positive and significant effect on cyberloafing.

This is because employees have a feeling of helplessness when completing work which makes employees want to escape from the work and release anxiety, so employees tend to engage in cyberloafing activities. The results of this study are in line with research (Soelton et al., 2020; Sudiro et al., 2023; Syamsu et al., 2019; Rohman et al., 2023; Beugre dan Kim, 2006; Zhou et al., 2009) who found that due to high job insecurity at work, cyberloafing activities become a form of constructive behavior.

The Effect of Workload on Cyberloafing

Based on hypothesis testing in this research, the T-statistic value was 4.085, the original sample value was -0.432, and the P value was 0.000. 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 value shows less than 0.05, this result shows that workload has a negative and significant effect on cyberloafing.

This is because there is almost no free time at work and employees really need high concentration in completing work, so employees do not have time to carry out cyberloafing activities during work time. The results of research conducted by (Hensel dan Kacprzak, 2020; Rohman et al., 2022; Sudiro et al., 2023; Soelton & Nugrahati, 2018; Zhang & Bartol, 2010; Zhou et al., 2009) which states that workload has a negative influence on cyberloafing behavior.

The Effect of Cyberloafing on Employee Performance

Based on hypothesis testing in this research, the T-statistic value was 2.964, the original sample value was -0.353, and the P value was 0.003. 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 show less than 0.05, these results indicate that Cyberloafing has a negative and significant effect on employee performance.

This is because employees read online news while working, such as detik.com, etc., and employees often open social media to send messages that are not related to work (Whatsapp, Instagram, Twitter, Facebook), thus causing employees to not be punctual in their work. completing the work and employees ignoring the tasks given by the leadership. The results of this study are in line with research (Hansel & Kacprzak 2020; Kara & Kose, 2022; Zhang & Bartol, 2010; Zhou et al., 2009 Wahyuni, et al., 2020) which shows that cyberloafing behavior has a negative effect on employee performance.

VI. CONCLUSION

CONCLUSION

This research analyzes variables related to job insecurity, workload, cyberloafing, and employee performance. The results of this research obtained the following conclusions: Job Insecurity has a significant negative effect on employee performance, this means that the higher the employee's sense of insecurity at work, the lower the employee's performance. Workload has a significant negative effect on employee performance, this means that the higher the workload felt by employees, the employee performance will decrease. Job Insecurity has a significant positive effect on cyberloafing, this means that the higher an employee's sense of insecurity at work, the higher the cyberloafing behavior carried out by employees. Workload has a significant negative effect on cyberloafing, meaning that the higher the workload felt by employees, the lower the cyberloafing behavior while working. And Cyberloafing has a significant negative effect on employee performance, the higher the cyberloafing behavior carried out by employees, the lower employee performance will be.

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.

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