

CYBERLOAFING, ORGANIZATIONAL COMMITMENT AND EMPLOYEE PERFORMANCE MODERATED BY SELF- CONTROL

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ABSTRACT

This study aims to test and analyze the effect of cyberloafing and organizational commitment on employee performance directly mediated by self-control. The approach used in this research is an associative approach to determine the relationship of each variable. The population in this study were all employees at the Department of Youth and Sports of North Sumatra Province, totalling 87 respondents using saturated samples. The data collection techniques used were interviews, documentation studies, and questionnaires. The data analysis technique in this study uses a quantitative approach, using the Outer Model Analysis test, Inner Model Analysis and Hypothesis testing. Data processing in this study used the Partial Least Square (PLS) software program. The results showed that cyberloafing has a positive effect on employee performance. Organizational commitment has a positive effect on employee performance. In addition, self-control moderates the relationship between cyberloafing and employee performance and moderates the relationship between organizational commitment and employee performance.

Keywords: Cyberloafing, Employees Performance, Organizational Commitmen, Self Control.

INTRODUCTION

The organization's focus on human resources is development to increase work efficiency. Through human resource development, it is hoped that individual performance can improve to complete tasks and achieve desired results (Panjaitan, 2017). Human resources are a valuable asset for an organization and are essential to every activity to support its success. Human resources are important in planning, implementing and supervising various company operations. Indonesia must create quality human resources to overcome the problems of globalization. Human resources play an important role in company management and are important in achieving organizational goals. Increasing employee work involvement is one way to foster good quality human resources. Human resources must be managed professionally to create a balance between employee needs, namely the demands and capabilities of the company organization and the importance of quality human resources for the company's progress. This balance is key for companies to develop productively and achieve company goals (Felicia et al., 2022). In a government institution, employee performance is very important to support and help achieve the work targets of each employee. Therefore, institutions must always control employees to see whether they are working well to improve performance more effectively and efficiently to achieve work targets. Increasing each employee's effective and efficient performance is one of the most important things institutional leaders desire. In connection with decreased performance, cyberloafing

influences it by using the internet unproductively or having nothing to do with work when it should be working. Cyberloafing behavior can hurt organizational commitment; individuals who engage in cyberloafing tend to show lower levels of commitment to their work and organization. This can affect productivity and overall performance quality (Jufrizen et al., 2021).

The problem at the Youth and Sports Department of North Sumatra Province is the decline in employee context and performance. This is evidenced by less effective performance, which results in decreased organizational performance. Many employees need to work on properly using the internet during working hours, which delays work and makes organizational performance ineffective and inefficient. Low engagement, loyalty, and desire to contribute positively to the job or organization they work for also influence achieving shared goals. However, based on initial surveys in the field, several problems were found. The phenomenon at the North Sumatra Province Youth and Sports Service shows that employee performance still needs to improve in carrying out their duties and responsibilities. A work atmosphere that does not contribute positively in the work context and a lack of focus or involvement in the work that should be done by tending to switch to unproductive online activities, a lack of self-control or a person's ability to refrain from impulsive decisions that are personal to the employee. Employee performance achievement can be influenced by one factor, namely cyberloafing. Cyberloafing behavior is the intentional use of the internet within an organization or company by workers during working hours for activities that are not related to their work. Examples of cyberloafing behavior include visiting entertainment sites such as Facebook, Netflix, YouTube, and online shopping sites during working hours. Cyberloafing behavior is characterized by internet use that should be used for company needs. Employees prefer to do things that make them happy, which can reduce company performance (Budiarti & Pratama, 2022). Apart from cyberloafing, there are other factors, namely organizational commitment, which influence performance from within. Organizational commitment represents a person's overall loyalty to organizational identification. Dedication from employees is a force that can be relied upon to persuade someone to carry out activities related to organizational goals. Organizational commitment covers all aspects of value orientation and loyalty within the company. There will be many benefits to having dedicated employees in an organization. Organizational work results can benefit Employee behaviour and productivity (Adhan et al., 2019). Organizations can increase performance effectiveness with self-control. Self-control is the ability to control thoughts, feelings and behavior to avoid being tempted by oneself, other people or the surrounding environment and to behave appropriately. When a person has self-control, he will try to regulate and control his behavior to become more positive. In this way, a person will think about their choices before acting. Individual control over their behavior will be stronger and the greater their level of self-control (Paramithasari et al., 2022).

LITERATURE REVIEW

Cyberloafing and Employees' Performance

To improve employee performance, it is necessary to pay attention to the influence of cyberloafing and take steps to reduce its negative impact. By reducing cyberloafing behavior, employee performance will increase. Based on research conducted by (Adelina & Saputro, 2023), which shows that cyberloafing has a significant positive effect on employee performance, cyberloafing by workers positively impacts output. Employees who do

cyberloafing will feel more energized and relaxed at work. Workers are necessary, not a time machine, for replenishing their energy. Satisfied and motivated employees tend to put in much effort at work, which will increase output. Meanwhile, the results of other research conducted by Ernawati et al. (2021), Isman et al. (2023), Paramitha & Wahyuni (2021) show that cyberloafing behavior hurts performance; this shows that cyberloafing behavior contributes to decreased productivity in the business world because internet use is not related to work and work delays.

Organizational Commitment and Employee Performance

Organizational commitment is needed to improve employee performance. Organizational commitment is very influential in improving employee performance in the organization. The higher the level of organizational commitment, the greater the performance results. Based on the research conducted by Paramitha & Wahyuni (2021), which shows that organizational commitment hurts employee performance, this research shows that not all organizational commitment can produce high-quality employee performance. Meanwhile, the results of research conducted by Mahsyar et al (2023), Budiarti & Pratama (2022); Muhtarom et al (2021); Adhan et al (2019); Muis et al (2018) show that organizational commitment has a significant positive effect on employee performance. Organizational commitment is behavior that provides added value with more benefits than disadvantages. Because it is supportive, this organizational commitment is expected to improve employee performance results.

Cyberloafing and Employee Performance are moderated Self-Controls

Self-control will help reduce the negative impact of cyberloafing. Based on the results of the study done Adelina & Saputro (2023) and Paramitha & Wahyuni (2021), they show that self-control moderates the relationship between cyberloafing and performance with influence negative significance. Thus, it can be concluded that employee self-control will decrease comparable to the degree of cyberloafing, Which will influence the performance of the employee, so also on the contrary. Workers' ability to manage behaviour makes those with strong self-control less vulnerable to cyberloafing. Control internal Which Good can help moderate the habit of cyberloafing so that useful. Meanwhile, the results of research conducted by Mahsyar et al. (2023) show that self-control moderates the effect of cyberloafing on employee performance with a positive or significant influence. Self-control helps reduce one's tendency to engage in distracting cyberloafing while remaining focused and increasing productivity in the workplace. Controlling cyberloafing habits allows staff members to do more by focusing their attention and energy on job-related tasks, which will improve their overall performance.

Organizational commitment and employee performance moderated by Self Control

To improve employee performance requires organizational commitment. Organizational commitment is very influential in improving employee performance in the organization. The higher the level of organizational commitment, the better the results and performance. Based on the results of research conducted by Paramitha & Wahyuni (2021) show that commitment organizations have an influential negative on the performance of employees. It shows that not all commitment organizations can produce performance-qualified employees. Meanwhile, the results of research conducted by Mahsyar et al (2023); Budiarti & Primary (2022); Muhtarom et al (2021); Adhan et al (2019); Muis et al (2018) show that organizational commitment has a significant positive effect on employee performance. Organizational commitment is behavior that provides value. Plus, the benefits outweigh the

disadvantages. Because it is supportive, this organizational commitment is expected to improve employee performance results. Some are trending for cyberloafing, which bothers others while still focusing and increasing productivity in the workplace. Control habits in cyberloafing possible member staff do more. Lots matter, centre attention and energy they are on tasks which are related to their job, which will increase their performance as a whole.

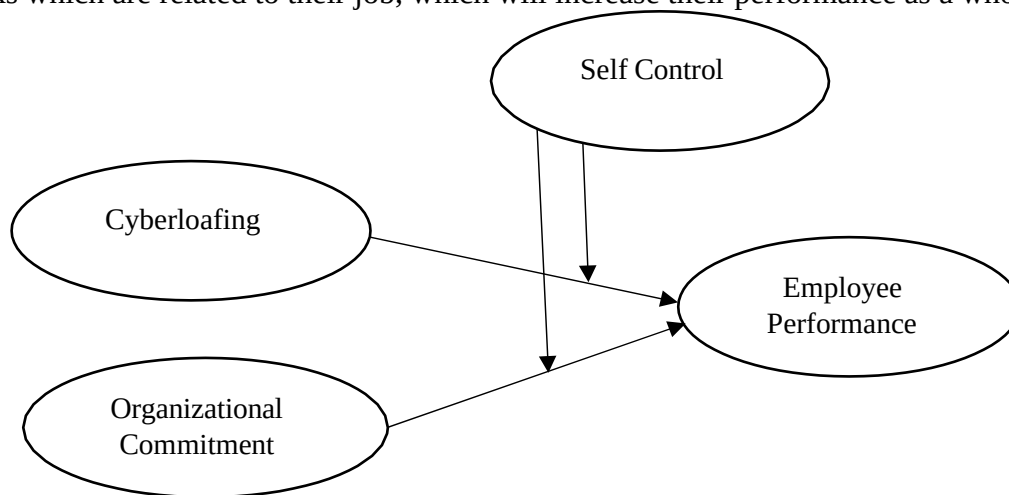


Figure 1. Conceptual framework

METHOD

This research was conducted using a quantitative research design. The survey instrument is a self-administered questionnaire consisting of four sections. The constructs include Cyberloafing, Organizational Commitment, Employee Performance and Self Control. Using a five-point Likert scale, all items were rated from 1 (strongly disagree) to 5 (strongly agree). Perception constructs are based on suggestions from previous research. The research sample included all employees of the Youth and Sports Department of North Sumatra Province, totalling 87 employees. Data collection was carried out by distributing survey questionnaires to employees. Data was collected through an online survey distributed on social media channels. Cluster analysis was carried out to group participants into groups based on age, education, marital status, and employee status. Then, it is represented in a path diagram and estimated using the PLS Structural Equation Modeling (SEM) technique.

RESULTS AND DISCUSSION

Analysis Model Structural (Inner Model)

Structural model analysis (inner model) is usually also called (inner relationship, structural model and substantive theory) which describes the connection between variable latent based on substantive theory. Analysis model structural (inner model) using three tests, including (1) R- square, (2) F- square, And (3) testing hypothesis, i.e. (a) direct effect, (b) indirect effect and (c) total effect (Juliandi, 2018).

R- Square

According to (Juliandi, 2018), R- Square is a measure of the proportion of variation in variable values, Which influenced (endogenous), Which can explained by the variable Which influence it (exogenous). This is useful For predicting whether the model is good/bad.

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1. If value (adjusted) = 0.75 → model is substantial (strong)
2. If mark (adjusted) = 0.50 → model is moderate (currently)
3. If mark (adjusted) = 0.25 → model is weak (bad)

Table 1. R- Square

	R- Square	R- Square Adjusted
Employees Performance	0.962	0.960

Source: SEM PLS 2024 data processing

Based on the table above, it can be concluded that the R-Square in the research is as follows: variable employees Performance own mark R- Square Adjusted at 0.960, meaning the ability of the cyberloafing, organizational variables deep commitment explains that the employee performance variable is equal to 96%. With this model, This is classified as strong (big).

F- Square

F-Square measurement or effect size is used to evaluate the relative impact of something variable That influences (exogenous) to influenced (endogenous) variables. Measurement (F- square) is also called effect change. This means the change in value when certain exogenous variables are removed from the model will be used to evaluate whether the omitted variable has a substantive impact on constructing endogenous (Juliandi, 2018).

Table 2. F- Square

	Cyberloafing	Employees Performance	Organizational Commitment	Self Controls
Cyberloafing		0.772		
Employees Performance				
Organizational Commitment		0.901		
Self Controls		0.212		

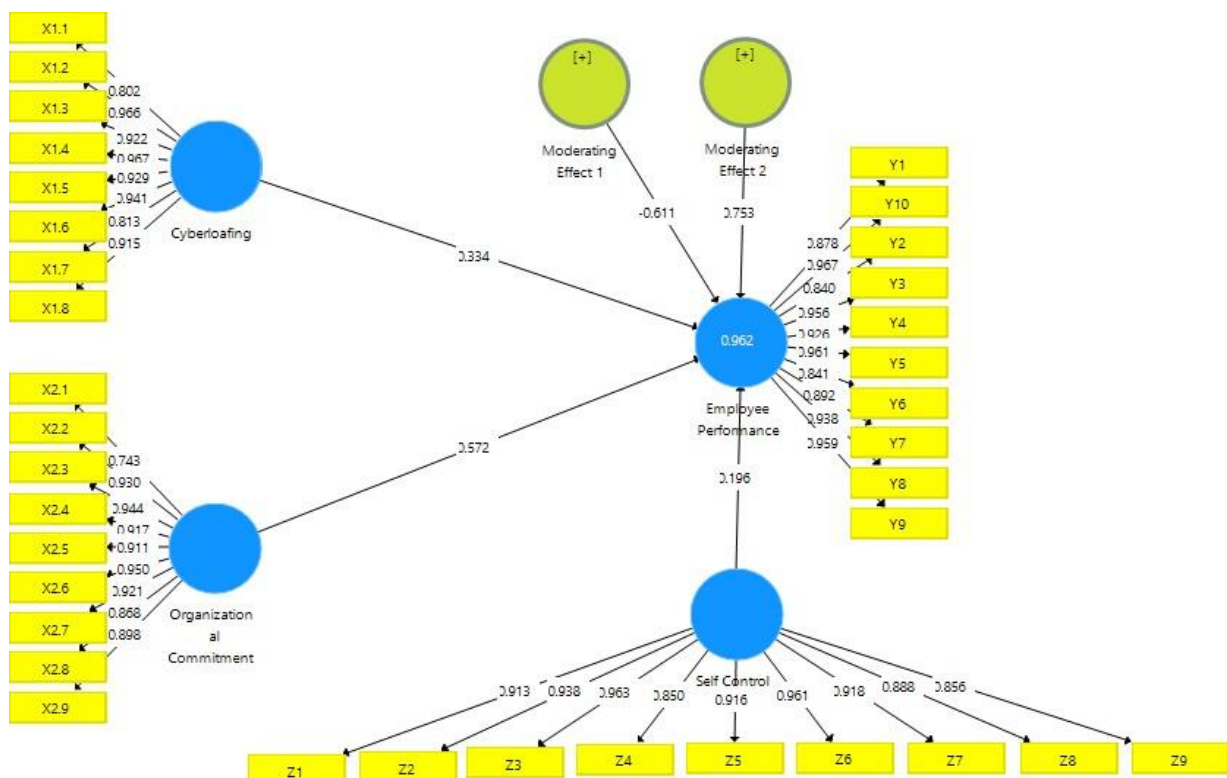
Source: SEM PLS 2024

Based on the table, one can conclude that F- Square on the study is as follows: Cyberloafing to Employees Performance own mark F- Square = 0.772 This means that there is a large effect of the exogenous variable (Cyberloafing) on variable endogenous (Employee Performance). Organizational Commitment to Employees Performance's mark F- Square = 0.901 means a big effect exists from variable exogenous (Organizational Commitment) to variable endogenous (Employee Performance). Self Control on Employee Performance F-Square value = 0.212, meaning there is an effect Which medium/moderate from variable exogenous (Self Control) to variable endogenous (Employee Performance).

The Effect of Cyberloafing on Employee Performance

Based on the results of data processing, which shows that there is a positive and significant influence between cyberloafing and employee performance at the North Sumatra Province Youth and Sports Service, it can be concluded that these findings provide an interesting understanding of the dynamics of the relationship between cyberloafing behavior and work productivity. Theories that align with these findings highlight the importance of

effectively paying attention to and managing cyberloafing to improve employee performance. The research results conducted by (Adelina & Saputro, 2023) show that cyberloafing can positively impact output because workers who do cyberloafing may feel more relaxed and can reduce stress at work. This can encourage employees to be more motivated and try harder, which in turn can increase productivity. However, the results of other studies state the negative impact of cyberloafing on performance, such as those conducted by (Ernawati, Rahayu & Lisdiana, 2021); (Isman, Hinggo & Kusumah, 2023); (Paramitha & Wahyuni, 2021) shows that cyberloafing behavior can cause a decrease in productivity due to internet use that is not related to work and work delays. Based on this perspective, the relationship between cyberloafing and employee performance can be complex and depends on context and other influencing factors. For example, cyberloafing may not negatively impact performance when non-work-related internet use does not significantly interfere with productivity or even help reduce stress. However, in contexts where cyberloafing causes significant time wastage or disrupts worker focus and responsibility, it can be anticipated that it will hurt employee performance. Therefore, the management of North Sumatra Province Youth and Sports Service can consider a holistic approach to managing cyberloafing. This can involve implementing clear policies on internet use in the workplace, training to raise awareness about the appropriate and productive use of the internet, and creating a work environment that supports employees in remaining focused and productive. Apart from that, it is important to continue to conduct further research to understand more deeply the mechanisms and factors that influence the relationship between cyberloafing and employee performance and develop more effective management strategies. Thus, managing cyberloafing can be an integral part of efforts to improve employee performance and overall organizational effectiveness.



Picture 2. Loading Factor Inner And Outer Model.

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Direct effects hypothesis testing can be seen if the path coefficient value is positive. The influence of one variable on another variable is in the same direction and the opposite. If the path coefficient value is negative, then the influence of a variable on the variable others in the opposite direction. The probability/significant value (PValue) is seen from the if value PValue < 0.05 is significant; conversely, if the PValue value is > 0.05, then it is not significant (Juliandi, 2018).

Table 3. Direct Effects and Moderating Effects

	Original Sample (O)	Samples Mean(M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Cyberloafing (X1) -> Employees Performance	0.334	0.327	0.090	3,692	0,000
Moderating 1 -> Employees Performance	-0.611	-0.613	0.063	9,747	0,000
Organizational Commitment (X2) -> Employees Performance	0.572	0.584	0.107	5,349	0,000
Moderating 2 -> Employees Performance	0.753	0.761	0.086	8,739	0,000
Self Controls (Z) -> Employees Performance	0.196	0.191	0.063	3,128	0.001

Source: SEM PLS 2024

Based on the table above, we can conclude that the testing hypothesis is as follows: Cyberloafing on Employee Performance has a path coefficient value as big as 0.334 with a P-Values value of 0.000 < 0.05 so we can say that the influence of Cyberloafing on Employees Performance positive And significant. Organizational Commitment to Employee Performance has a value coefficient track as big as 0.572 with P-Values as big as 0,000 < 0.05, so that can said that the influence of Organizational Commitment to Employee Performance is positive And significant. Cyberloafing to Employees' Performance moderated self-controls own The path coefficient value is -0.611 with a P-Values value of 0.000 < 0.05 so that can said that influence Organizational Commitment to Employees Performance moderated Self Controls negative And significant. Organizational Commitment to Employee Performance Self -Self-moderated control has a path coefficient value of 0.753 with a P-Values value as big as 0,000 < 0.05, so that can said that influence Organizational Commitment to Employee Performance is moderated by positive Self self-control and significant.

The Effect of Organizational Commitment on Employees' Performance

Based on the results, processing data show that there exists a positive and significant relationship between organizational commitment and employee performance in the Department of Youth And Sports Province Sumatra North, Where findings illustrate the important role of organizational commitment in forming and increasing the performance of employees in the environment the theory this is in line with findings This emphasizes that commitment organization plays a crucial role in improving employee performance. (Mahsyar et al., 2023) ; (Budiarti & Primary, 2022) ; (Muhtarom, Suprpto & Sa'adah, 2021) ; (Adhan et al., 2019) ; (Muis, Jufrizen & Fahmi, 2018) found that organizational commitment in a way positive

And significant impact on performance employee. Matter This shows that employees who feel engaged and committed to the organization tend to perform better. High organizational commitment also provides added value because it supports employees psychologically and gives intrinsic motivation To contribute maximally. However, It is known that other findings indicate the negative influence of commitment organization to performance employee, as found (Paramitha & Wahyuni, 2021) also give perspective important. This shows that not all forms of organizational commitment automatically produce performance employees, which is a high quality. Some dynamics are complex in connection. This needs to be understood more and carried on. From the perspective of the analysis that has been carried out, organizational commitment is its potency For increasing the performance of employees in Service Youth and Sports of North Sumatra Province. However, it is important to understand the factors that influence an organization's commitment and how the relationship dynamics with employee performance in a context-specific organization are important. To overcome matters, the management organization can strengthen the commitment to the organization between employees by creating an inclusive work culture, providing opportunities for participation in decision making and providing appropriate incentives. In addition, further research is needed to understand the relationship between organizational commitment and the performance of employees in a work environment. Thereby, the results study makes a valuable contribution to understanding the factors that influence employee performance and highlights the importance of paying attention and understanding the role of the commitment organization in reaching objective organization.

The Effects of Cyberloafing on Employees' Performance is Moderated Self-Control

Based on the results of data processing, it is known that cyberloafing influences employee performance through the mediation of self-control, which has a negative and significant influence on the Youth and Sports Department of North Sumatra Province. Similar theories emphasize the importance of self-control in reducing the negative impact of cyberloafing on employee performance. Results of research conducted (Adelina & Saputro, 2023); (Paramitha & Wahyuni, 2021) show that self-control moderates the relationship between cyberloafing and employee performance with a significant negative effect. This indicates that the lower the level of self-control, the greater the impact of cyberloafing on employee performance and vice versa. Employees with strong self-control tend to be better able to manage their cyberloafing behavior, improving their overall performance. However, the findings (Mahsyar et al., 2023) state that self-control moderates the influence of cyberloafing on employee performance with a positive or significant influence. This suggests that self-control helps reduce employees' tendency to engage in disruptive cyberloafing to stay focused and increase productivity at work. Based on the results of this analysis, there are different perspectives regarding how self-control mediates the relationship between cyberloafing and employee performance. However, overall, the results indicate that self-control plays an important role in reducing the negative impact of cyberloafing on employee performance. Management at the North Sumatra Province Youth and Sports Service can use these findings to develop more effective strategies for managing cyberloafing in their work environment. This may include training or education programs to improve employee self-control skills, clear organizational policies, and enforcement of discipline regarding internet use in the workplace. In this context, it is important to note that various factors, including organizational culture, management policies and individual characteristics, can influence the

relationship between cyberloafing, self-control and employee performance. Therefore, further research may be needed to understand the dynamics of this relationship in more depth and identify more specific and effective strategies for managing cyberloafing and improving employee performance.

The Effect of Cyberloafing on Employee Performance is Moderated Self-Controls.

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The Effect of Organizational Commitment on Employee Performance Moderated by Self-control.

Based on the data processing results, organizational commitment's influence on employee performance, mediated by self-control, has a positive and significant effect on the Youth and Sports Department of North Sumatra Province. Related theories highlight the importance of self-control in supporting and strengthening the relationship between organizational commitment and employee performance. Results of research conducted by (Paramitha & Wahyuni, 2021); (Mahsyar et al., 2023) show that self-control moderates the relationship between organizational commitment and employee performance with a positive and significant influence. This indicates that high self-control in employees can increase the effectiveness of organizational commitment in influencing their performance. Employees who can control themselves tend to be better able to comply with organizational rules and standards, improving their overall performance. From this analysis, self-control is important in mediating

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the relationship between organizational commitment and employee performance. Management at the North Sumatra Province Youth and Sports Service can use these findings to develop more effective strategies for improving employee performance. This includes training or education programs to improve employee self-control skills and organizational policies that support the development of strong organizational commitment. However, it is important to note that the results of this research may be limited to the specific context of the North Sumatra Province Youth and Sports Department and cannot be directly applied to other organizations or companies. Therefore, further research may be needed to confirm these findings and understand the relationship dynamics between organizational commitment, self-control and employee performance in various contexts. Thus, these findings provide valuable insight into the importance of self-control in optimizing the influence of organizational commitment on employee performance, which can be a basis for developing more effective human resource management strategies in the workplace.

CONCLUSION

Cyberloafing is influential, positive and significant to performance in North Sumatra Province Youth and Sports Service, which means that if cyberloafing is managed with Good and No bother productivity, these behaviors can help employees feel more relaxed, reduce stress and increase work motivation so that in the end can increase performance employee. Organizational commitment is influential, positive and significant to the performance of employees in Service Youth and Sports Province Sumatra North, which means that if each organization commits to employee organization, it will increase employee performance. Self-control moderate influence negative And significant cyberloafing on employee performance at the Sumatra Province Youth and Sports Service North, which means that if the level of employee self-control is low, there will be an impact negative cyberloafing performance more Great Control self (self-control) can moderate positive And significant Organizational Commitment to performance employee in Service Youth and Sports of North Sumatra Province, which means that With good self-control, organizational commitment can be greater effective increase performance employee.

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