Cyberloafing In The Digital Age, Disrupting Or Enhancing Performance?: Literature Review

Nidya Dudija[1]*, Rizka Miranti[2]

[1,2] School of Economic dan Business, Telkom University, Indonesia
*Corresponding Author:
Email: nidyadudija@telkomuniversity.ac.id

***Abstract**.*

One aspect that becomes a reference for the development of a company is employee performance. In an effort to improve employee performance, several companies implement policies by providing technology benefits such as internet, cellphones and computers. The original aim of implementing this technology allowance was to maximize employee performance. However, the facts on the ground show that there is a phenomenon of irregularities in the use of these technological facilities which are used for personal interests, whether opening e-mail, playing games, accessing personal social media and accessing entertainment sites. This phenomenon is called cyberloafing. Cyberloafing is a serious problem related to employee behavior, where this behavior will be contrary to the employee's integrity in completing their duties. Cyberloafing is disciplinary behavior where a worker diverts concentration and work time to activities outside of work interests. This article reviews the literature on cyberloafing among Generation Z ASN employees to help readers better understand this condition. This aims to clarify the phenomenon of cyberloafing, the impact of cyberloafing, benchmarks and dimensions of cyberloafing.

***Keywords:** Cyberloafing, Performance and Behavior.*

I. INTRODUCTION

The company will try to create employees who can help achieve its goals. Human Resource Management (HRM) as a branch of management that specifically studies human relations in organizations, focuses on the human workforce who work in organizations. Companies can develop and progress because they cannot be separated from the role of competent human resources. The organization will manage people who are considered valuable assets to contribute to achieving organizational goals. Therefore, if a number of appropriate HR policies and processes are developed and implemented effectively, they will have a significant impact on organizational performance [1]. An organization hopes to employ workers who have high quality work in order to support the vision and mission to achieve organizational goals. Employee performance is the main benchmark in managing human resources, because good performance will contribute to achieving organizational goals, while low performance can hinder the organization [2]. Technology allowances are the provision of technological equipment and facilities as a form of allowance to employees to help them carry out their duties. Technology benefits can be in the form of cellphones, computers or laptops, internet and others. By providing technological facilities that function as a bridge to provide information and also as a medium for employees to express their creativity, it is hoped that providing technological benefits to employees can increase employee efficiency and performance.

In the current era of open information, the presence of the internet has had a big impact on society, so that the internet has become an important part of people's lives in getting information and entertainment. The emergence of the internet has reached various ages, starting with children, teenagers, adults and elderly people getting to know the internet. Organizations, institutions and agencies always strive to improve employee performance with the aim of maintaining the survival of the organization. Rapid developments in technology are very helpful and are considered to play an important role in supporting employee performance. Many jobs were originally done manually with time and effort, but after the introduction and development of technology the work can be done efficiently and effectively. Developing technology such as cellphones, computers and laptops. According to report data, Indonesian people spend an average of 9 hours

per day accessing the internet, a figure that is much higher than the global average of less than 7 hours per day [3]. Other data in the databox shows that internet users in Indonesia are dominated by the age range of 25 to 49 years. The highest domestic internet access is from the productive working age group of 19 to 24 years [4]. The APJII survey also shows that students and workers dominate internet users based on occupation, with percentages of 99.26% and 84.72% respectively. BPS survey in 2023 regarding the extent of internet access in Indonesia based on employment status. Reporting from [5] Generation Z's interest in social media is very high, a survey from Morning Consult showed that 88% of Gen Z spent time on YouTube, Insense reported that 76% of Gen Z actively interacted with Instagram and revealed that 68% of Gen Z used TikTok.

Thus, it can be concluded that the majority of internet access and users in Indonesia come from workers or employees and laborers who have accessed the internet in their daily activities [6]. Social media has become a platform for everyone to freely express opinions and various activities. However, this activity becomes a form of cyberloafing if done excessively and inappropriately [7]. The behavior of workers who voluntarily use office internet access for personal purposes that are not related to work during working hours is considered to disrupt workers' focus so that they need time to refocus on carrying out their duties [8]. Attention to activities unrelated to work, they can lose focus on the tasks that actually need to be completed. This can result in decreased work efficiency and less than optimal results, which in the end can have a negative impact on overall company performance. To overcome this problem, companies need to implement clear policies regarding internet use in the workplace. This policy should explain the limitations on personal use of the internet during work hours, as well as the consequences that may be faced if the policy is violated. Apart from that, companies can also consider increasing awareness and education regarding stress management and productive ways to deal with work pressure, so that employees are better able to manage stress without having to rely on cyberloafing [8]. Employees who do not spend time on the internet during working hours are proven to be more productive. Therefore, companies that limit access to social media and web browsing will see an increase in work-related and educational activities. Additionally, creating a balance between work and recreation time is essential to keep employees motivated and productive.

Recreational activities that are well integrated into the work schedule can reduce cyberloafing and increase focus and efficiency in completing work tasks. Cyberloafing, which is the activity of using the internet for non-work related matters during working hours, is an increasingly common phenomenon in the modern workplace. Companies can enhance awareness and education on stress management and productive ways to handle work pressure, enabling employees to manage stress without relying on cyberloafing. High stress levels deteriorate performance and health, jeopardizing the ability to cope with the environment [9]. This activity often arises as a response to high work stress or as a way to fill free time when there are no urgent tasks. Employees may spend their time accessing social media, playing online games, or doing other online activities that are not directly productive towards their duties. Although some people see cyberloafing as a way to escape the monotonous work routine, its impact can be significant on work productivity and focus. Misuse of technology and the internet in the workplace is one of the employee behaviors that is widespread, this deviant behavior is included in the category of cyberloafing. According to [10]. Cyberloafing is the use of the internet during working hours for personal interests carried out by employees. This deviant behavior has a negative impact on the organization, such as decreasing organizational performance, many employees neglecting their work, lack of work involvement, and many other factors.

This behavior is very dangerous, seen from the results of the survey by [11] revealed that organizations lose as much as $85 billion annually due to employees spending 2 hours per day accessing the internet at work for personal purposes. Employees spend about 2 hours per day. It is feared that cyberloafing behavior carried out by employees could affect employee performance. The existence of technology allowances and internet access in organizations has a positive impact by helping employees carry out their tasks and as for the negative impacts, one of the negative impacts is cyberloafing. The hope that organizations want from providing these technological facilities is to make employees' work easier so

that they can improve performance. But in reality, workers abuse the facilities provided for personal interests, causing minor violations such as checking email and social media to serious violations such as online gambling. This deviant behavior causes losses to the company and is feared to reduce employee and organizational performance.

II.   LITERATUR REVIEW
Cyberloafing

Cyberloafing is a time-wasting behavior carried out using cellphones and laptops or computers. This behavior includes activities such as watching YouTube videos, accessing social media and browsing various websites that are not related to learning activities [12]. According to [13] cyberloafing is the behavior of using the organizational internet carried out by employees for personal purposes while working during working hours. Cyberloafing often occurs when employees use the internet for entertainment activities, stock transactions, shopping, or online activities that are not related to work duties. Employees and cyberloafing can be counterproductive which can affect the quality of work and reduce employee performance ratings and can also have a negative impact on employee promotions.

According to [14] Cyberloafing is computing activities carried out outside work tasks, such as using the internet without work purposes, lack of internet use, inappropriate online behavior, unproductive internet use, accessing personal websites during work hours, dependence on the internet, internet addiction, and misuse of internet technology.Cyberloafing can also be interpreted as wasteful behavior and time irregularities where individuals use devices such as cellphones, laptops, or computers outside of work to carry out non-work activities, such as watching videos, accessing social media, and browsing websites that are not related to work tasks. This can disrupt an employee's productivity and performance at work, as well as potentially harming their chances of promotion. In other words, cyberloafing includes the unproductive and distracting use of technology in a work context.

Impact of Cyberloafing

Even though the cyberloafing phenomenon is a form of deviation, this makes the cyberloafing phenomenon have two different impacts when viewed from different perspectives [15]. These impacts include:

1.   Positive Impact

When referring to individuals or perpetrators of the cyberloafing phenomenon, there are several positive impacts that can be felt. This impact, among other things, is a form of response to excessive work stress and provides motivation at work if this deviation is carried out in the context of the individual's search for work motivation. In general, an individual's conscious decision to commit cyberloafing has different motives regarding the reasons why the individual commits cyberfloating. If the motive underlying the decision is as a means to relieve stress and workload, then this cyberfloating phenomenon will have a positive impact on the individual.

2.   Negative impact

Apart from positive impacts, cyberfloating behavior also has negative impacts. These impacts include disrupting work focus, disrupting concentration and productivity, decreasing work efficiency, decreasing results that are less than optimal and lack of work involvement. This impact is actually felt by companies or organizations where the workers are involved directly or indirectly in work activities

Cyberloafing Dimensions

There are three types of dimensions of this cyberloafing phenomenon. This was stated by [16; 17] who stated that the three dimensions include:

1.   Browsing-related Cyberloafig

Browsing-related cyberloafing is employee deviant behavior that refers to the activities of opening, browsing, and viewing websites or online content that are not related to work during working hours. This activity includes browsing sports, investment, entertainment and other sites.

2.   Bon-workrelated Email Cyberloafing

*Non-work-related email cyberloafing*is deviant behavior that refers to activities of accessing, reading, sending or receiving personal e-mail that are not related to work.

3.   Interactive Cyberloafing

*Interactive cyberloafing*is the activity of using the internet and electronics to engage interactively in activities that are not related to work, and also activities related to cyberspace. One of these activities is playing online games.

Cyberloafing Benchmarks

According to the view of [15] the benchmarks for cyberloafing behavior are divided into two benchmarks. This benchmark is:

1.   Minor Cyberloafing

Minor cyberloafing is a type of workplace behavior that involves unproductive or non-work related activities such as using e-mail, browsing entertainment sites, browsing and other activities outside of work.

2.   Serious Cyberloafing

Serious cyberloafing is cyberloafing behavior that includes a variety of internet use behaviors by workers that are more dangerous and violate norms and are potentially illegal, such as online gambling, surfing adult-oriented sites, and serious deviant behavior regarding internet use that violates organizational norms.

III.   CONCLUSION

Discussions regarding cyberloafing among employees, especially Generation Z, focus on steps and ways to overcome this phenomenon to have a positive impact on individuals and the success of organizations or companies in achieving their work targets. The cyberloafing phenomenon is actually an internal aspect of the individual which then turns desires into motives for why cyberloafing is carried out. There are motives that result from the effects of work pressure and work stress, but in other cases this phenomenon can occur based on the individual's needs in terms of work motivation. Each process that occurs in the emergence of this motive produces different consequences, all of which can have an impact on the company or organization. If the motive or goal of cyberloafing behavior is based on the search for work motivation, it will improve the individual's performance and have a positive effect on the worker and the company or organization. However, if the motive for cyberloafing behavior is based on aimless desire, or because of social media addiction, then this will have a negative impact on the company or organization in the form of decreased work productivity, decreased work concentration, decreased worker function and various other negative things that can detrimental to the company or organization.

Generation Z workers are workers in the productive age range, where the social interaction required is a basic thing that cannot be abandoned. This triggers cyberloafing behavior which can have a bad effect on the individual. If addiction to accessing online media is the motive for this behavior, it will have an impact on psychological pressure and the emergence of excessive consumer behavior in the area of social media access. In general, this behavior is the impact of excessive interest in social media and other online media [18]. This has become a consequence that must be accepted due to the increasingly rapid development of information technology and science.Efforts to overcome this phenomenon can be made by both parties, both the individual himself and the company or organization. For individuals, this behavior can be suppressed or minimized by providing self-motivation, raising awareness of responsibility and professionalism at work. From the company or organization side, this behavior can be controlled by implementing rules and consequences for using the internet network or using devices that can support internet connections during working hours. The company will focus on the consequences received, so that these rules can be implemented and implemented simultaneously and sustainably. When both parties have responded to this cyberloafing behavior wisely, a synergy in work will be created and employee performance will be improved which will have a direct impact on the company's success in meeting targets.

IV. ACKNOWLEDGMENTS

REFERENCES

[1]   Armstrong, M., & Taylor, S. (2014). The SAGE handbook of human resource management. In*The SAGE Handbook of Human Resource Management*(13th ed.). Koganpage.

[2]   Indiyati, D., Ghina, A., & Romadhona, AF (2021). Human Resource Competencies, Organizational Culture, and Employee Performance.*International Journal of Science and Society*, 3(1), 1–10.

[3]   Kemp, S. (2023).*DIGITAL 2023: GLOBAL OVERVIEW REPORT*. Datareportal.

[4]   Annur, C. M. (2023a).*The majority of Internet users in Indonesia come from the working age group*. Databox. https://databoks.katadata.co.id/datapublish/2023/09/06/mayoritas-user-internet-di-indonesia-berasal-dari-komunikasi-usia-pekerja

[5]   Noor, A. (2023).*20+ Gen Z Statistics For Employers in 2023*. Qureos

[6]   Rainer, P. (2023).*The majority of Indonesian Internet users are workers and employees*. Goodstats.

[7]   Dudija, N., Natalia, L., Alamsyah, A., & Romadhony, A. (2022). Identification of Extraversion and Neuroticism Personality Dimensions Using IndoBERT's Deep Learning Model.*Proceedings of the 2022 IEEE International Conference on Industry 4.0, Artificial Intelligence, and Communications Technology, IAICT 2022*, July, 155–159. https://doi.org/10.1109/IAICT55358.2022.9887476

[8]   Hartini, D. (2018).*Playing with cellphone while working, Deputy Mayor of Banjarmasin Angries ASN*. Compass. https://www.kompas.tv/nasional/27841/main-hp-saat-kerja-bangun-wali-kota-banjarmasin-marahi-asn

[9]   Marsithah, I., Benyamin, & Nasrun. (2016). The Effect Of Organizzation Culture, Rewards, Job Satisfaction And Job Stress On Lecturer's Performance. *International Journal OF Science, Technology & Management*, *2*(60), 685–691. https://doi.org/https://doi.org/10.46729/ijstm.v2i3.231

[10] Sulistyan, R.B., & Ermawati, E. (2020). Explaining Cyberloafing Behavior: The Role of General Strain Theory.*Wiga: Economic Research Journal*, 10(2), 148–156. https://doi.org/10.30741/wiga.v10i2.596

[11] Andel, S. A., Kessler, S. R., Pindek, S., Kleinman, G., & Spector, P. E. (2019). Is cyberloafing more complex than we originally thought? Cyberloafing as a coping response to workplace aggression exposure. *Computers in Human Behavior*, *101*, 124-130.

[12] Askew, K. (2012). The Relationship Between Cyberloafing and Task Performance and an Examination of the Theory of Planned Behavior as a Model of Cyberloafing.*ProQuest*, 1–55.

[13] Robbins, S. P., & Judge, T. A. (2018). *Essentials of organizational behavior*. pearson.

[14] Kim, K., del Carmen Triana, M., Chung, K., & Oh, N. (2016). When do employees cyberloaf? An interactionist perspective examining personality, justice, and empowerment. *Human Resource Management*, *55*(6),1041-1058.

[15] Blanchard, A. L., & Henle, C. A. (2008). Correlates of different forms of cyberloafing: The role of norms and external locus of control.*Computers in Human Behavior*, 24, 1067–1084. https://doi.org/10.1016/j.chb.2007.03.008

[16] Blau, G., Yang, Y., & Ward-Cook, K. (2006). Testing a measure of cyberloafing.*Journal of Allied Health*, 35(1), 9–17. https://www.researchgate.net/publication/7165535_Testing_a_measure_of_cyberloafing

[17] Bagis, F., Darmawan, A., Pratamasari, MA, & Kusuma, FA (2023). Cyberloafing Behavior and Self Control on the Performance of Islamic Clinic Employees: Organizational Commitment as Mediation Cyberloafing Behavior and Self Control on the Performance of Islamic Clinic Employees: Organizational.*Journal of Economics, Finance and Management Studies*, 06(06), 2774–2782. https://doi.org/10.47191/jefms/v6-i6-42

[18] Sao, R., Chandak, S., Patel, B., & Bhadade, P. (2022). Cyberloafing: Effects on Employee Job Performance and Behavior.*International Journal of Recent and Engineering*, 8(5), 1509–1515. https://doi.org/10.35940/ijrte.E4832.018520.