



Research Paper

The Impact of Organizational Commitment And Job Satisfaction on Cyberloafing to Employees

Jonathan Pardede¹, Emmy Mariatin², Eka Danta Jaya Ginting³

^{1,2,3}Department of Industrial & Organizational Psychology,
Faculty of Psychology, Universitas Sumatera Utara, Medan, Indonesia
Corresponding Author: Jonathan Pardede

ABSTRACT: Cyberloafing which conducted by employees is a form of behavior that can interfere with their performance in completing their duties and responsibilities. Previous research proposed several factors that can influence cyberloafing, such as organizational commitment and cyberloafing. This research aims to examine the impact of organizational commitment and job satisfaction on cyberloafing. The data collection method used was by distributing a psychological scale to 107 employees of RSJ Dr. M. Ildrem Medan City. Data analysis in this research used SEM-PLS (Structural Equation Modeling Partial Least Squares) method with the help of the SmartPLS. The research results show that organizational commitment has a negative and significant impact on cyberloafing, job satisfaction has a negative and significant impact on cyberloafing, and organizational commitment and job satisfaction simultaneously have a significant impact on cyberloafing. The implications of this research for the management of RSJ Dr. M. Ildrem Medan City to maintain or increase employee organizational commitment and job satisfaction.

KEYWORDS: cyberloafing, organizational commitment, job satisfaction, smartPLS

Received 01 June, 2024; Revised 08 June, 2024; Accepted 10 June, 2024 © The author(s) 2024.
Published with open access at www.questjournals.org

I. INTRODUCTION

Internet technology has become a basic necessity needed by society in this current digital era. The number of people using it, is also increasing, which can be seen from the survey of the Asosiasi Penyelenggara Jasa Internet Indonesia (APJII) from 2017 to 2020 (APJII, 2017, 2018, 2020). The use of internet technology is also increasingly widespread, not only in the social or educational settings but also in the setting of work because it provides various positive and negative impacts. One of the negative impacts of internet use in companies is the behavior of employees that uses the internet for purposes that have nothing to do with their job.

This behavior also occurs in civil servants, one of which are civil servants who works at RSJ Dr. M. Ildrem Medan City. The behavior of civil servants who use the agency's internet access for personal matters that are not related to their job is called cyberloafing (Blanchard & Henle, 2008; Lim & Teo, 2005; Lim, 2002; Askew, 2013). Cyberloafing is influenced by three factors, namely individual, organizational, and situational (Ozler & Polat, 2012). Within organizational factor there are organizational commitment and job satisfaction.

This so called cyberloafing has more negative impacts than positive impacts such as undisciplined behavior, termination of employment, violation of company confidentiality and loss of reputation or personal privacy, personal and corporate liability and legal expenses, large loss of productivity, and waste of cognitive resources skills required for work. Cyberloafing can also cause problems in the security of information systems and their functioning in general (Blanchard & Henle, 2008; Lim & Chen, 2012; Ozler & Polat, 2012; Vitak et al., 2011).

II. LITERATURE REVIEW AND HYPOTESIS

A. Cyberloafing

Lim (2002) defines cyberloafing as the behavior of employees who voluntarily use the internet network owned by the company during working hours to access internet sites that are not related to the employee's work for personal reasons and receive or send personal electronic mail. Blanchard and Henle (2008) put forward cyberloafing by dividing it into two behaviors, namely minor cyberloafing and serious cyberloafing. Behaviors that fall into the minor category include sending and receiving personal electronic mail at work. Behaviors that fall into the serious cyberloafing include online gambling and accessing adult sites.

Aspect of cyberloafing according Lim and Teo (2005) are browsing activity which defined as employees open internet sites using the company's internet access to browse things that have nothing to do with their work. Examples include opening online shopping, infotainment and social media. Another aspect is emailing activity which defined as employees send, receive, and check personal electronic mail that has nothing to do with their work. Factors that affecting cyberloafing such as organizational commitment (Robbins & Judge, 2013; Garrett & Danziger, 2008; Lim, Chong, & Yeik, 2021; Putra & Nurtjahjanti, 2019), job satisfaction (Robbins & Judge, 2013; Uysal, 2019; Sofyanty & Supriyadi, 2021; Ogirima, Tolulope, & Temitope, 2020), company regulations (Jia, Jia & Karau, 2013), job stress (Blanchard & Henle, 2008; Hurriyati & Intan Marlinda, 2023; Moffan & Handoyo, 2020), and job characteristics (Vitak, Crouse, & LaRose, 2011; Dewinda, Rafli, & Okfrima, 2021; Arshad, Muhammad Aftab, & Hifza Bukhari, 2016).

B. Organizational Commitment

Mowday, Steers, and Porter (1979) defined organizational commitment as the relative strength of employee identification and involvement with a particular company. This can be characterized by at least three related aspects. Firstly, a strong belief in and acceptance of the company's goals and values. Second, the willingness to exert extra effort and third, a strong desire to maintain membership in the company. Robbins and Judge (2017) defined organizational commitment as the extent to which an employee identifies with a particular company and his goals is to maintain membership in that company. Luthans (2011) added organizational commitment as an attitude that reflects employee loyalty to the company and is an ongoing process in which employees express their concern for the company and its continued success and development.

Organizational Commitment will be measured by three characteristics of committed employees by Mowday, Steers, and Porter (1979) of which they created the Organizational Commitment Questionnaire (OCQ). The three characteristics are as follows strong belief in and acceptance of the company's goals and values, willingness to exert extra effort, and strong desire to maintain membership in the company.

C. Job Satisfaction

Luthans (2011) argued that the definition of job satisfaction is employee cognitive, affective and evaluative which is expressed by a pleasant or positive emotional state resulting from an assessment of their job or work experience. Job satisfaction is the result of employees' perceptions of how well their job provides the things they consider important. Robbins & Judge (2017) stated another definition of job satisfaction is a positive feeling about one's job resulting from an assessment of its characteristics. Employees with high job satisfaction have positive feelings towards their work while employees with low job satisfaction have negative feelings. Luthans (2011) proposed five aspects of job satisfaction which are (1) the work itself, (2) pay, (3) promotion opportunities, (4) supervision, and (5) coworkers

This study aims to examine the impact of organizational commitment and job satisfaction on cyberloafing:

H1: There is a negative and significant impact between organizational commitment on cyberloafing among employees at RSJ Dr. M. Ildrem Medan City.

H2: There is a negative and significant impact between job satisfaction and cyberloafing among employees at RSJ Dr. M. Ildrem Medan City.

H3: Organizational commitment and job satisfaction simultaneously have a significant impact on cyberloafing among employees at RSJ Dr. M. Ildrem Medan City.

III. RESEARCH METHOD

The research method used in this study is quantitative with multiple linear regression method. The population of this study consists of 347 civil servants of RSJ Dr. M. Ildrem Medan City. The hypothesis was tested using bootstrapping analysis with the help of smartPLS application. The measurement of this study used a modified scale from Lim and Teo (2005) cyberloafing scale, modified scale from Mowday, Steers, and Porter (1979) Organizational Commitment Questionnaire (OCQ) and modified scale from Luthans (2011) job satisfaction scale. All of the scales will be scored using a five-point Likert scale model (1=strongly disagree to 5=strongly agree).

IV. RESEARCH RESULT AND DISCUSSION

4.1 Outer Model Analysis

4.1.1 Convergent Validity

Based on the outer loading validity test in Figure 1 it can be seen that all outer loading values are > 0.7, which means they have met the validity requirements based on the outer loading value. Next, validity testing is carried out based on the average variance extracted (AVE) value. The recommended average variance extracted (AVE) value is above 0.5. It is known that all AVE values are > 0.5 which means they have met the validity requirements based on average variance extracted (AVE) in table 1.

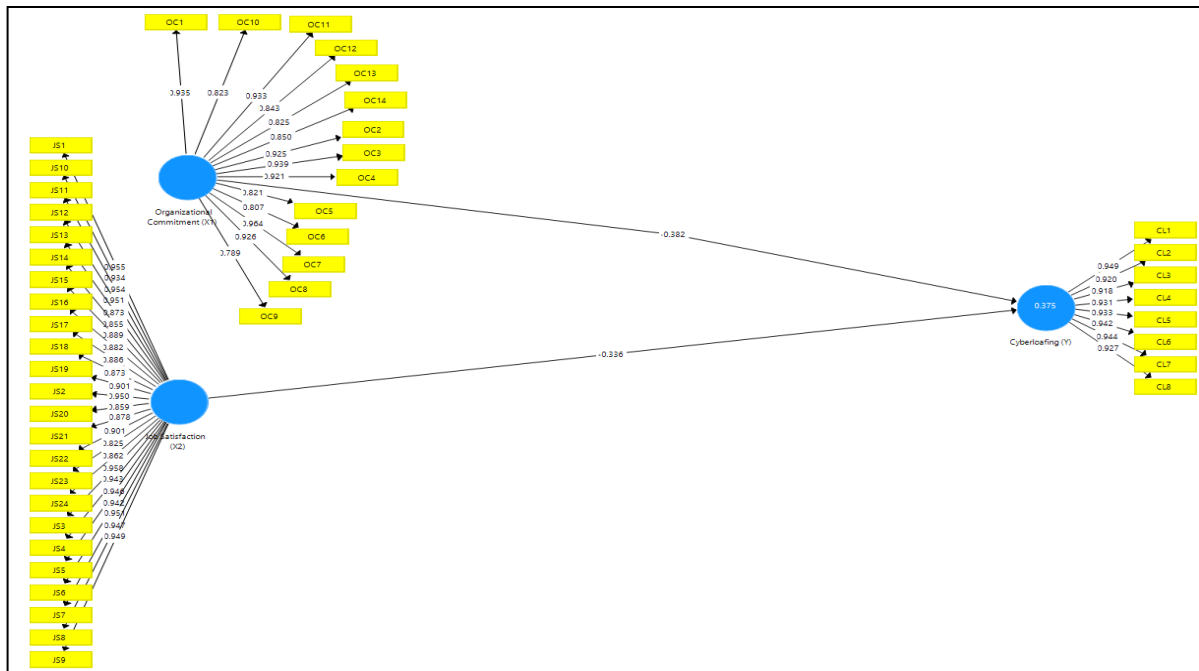


Figure 1: Measurement Model of Organizational Commitment, Job Satisfaction, and Cyberloafing

	Average Variance Extracted (AVE)
Cyberloafing (Y)	0,870
Job Satisfaction (X2)	0,832
Organizational Commitment (X1)	0,775

Table 1: Validity Testing based on AVE

4.1.2 Discriminant Validity

In discriminant validity testing, the AVE square root value of a latent variable is compared with the correlation value between that latent variable and other latent variables. It is known that the square root value of AVE for each latent variable is greater than the correlation value between that latent variable and other latent variables therefore it is concluded that it has fulfilled the discriminant validity requirements (table 2)

	Cyberloafing (Y)	Job Satisfaction (X2)	Organizational Commitment (X1)
Cyberloafing (Y)	(0,933)		
Job Satisfaction (X2)	-0,509	(0,912)	
Organizational Commitment (X1)	-0,534	0,453	(0,881)

Note: The value between “()” is the square root of AVE

Table 2: Fornell & Larcker's Discriminant Validity Test

4.1.3 Composite Reliability dan Cronbach Alpha

The recommended composite reliability value is above 0.7. It is known that all composite reliability values are > 0.7, which means they have met the reliability requirements based on composite reliability. Next, reliability testing was carried out based on the Cronbach alpha value. The recommended Cronbach alpha value is above

0.7. It is known that all Cronbach alpha values are > 0.7, which means they meet the reliability requirements based on Cronbach alpha (table 3)

	Composite Reliability	Cronbach's Alpha
Cyberloafing (Y)	0,982	0,979
Job Satisfaction (X2)	0,992	0,992
Organizational Commitment (X1)	0,980	0,979

Table 3: Reliability testing based on Composite Reliability and Cronbach's Alpha

4.2 Inner Model Analysis

4.2.1 Hypothesis Testing (T Test)

Based on the results in table 4 the results are:

1. Organizational commitment (X1) has a negative effect on cyberloafing (Y), with a coefficient value (original sample column) = -0.382, and significant, with t-statistics = 3.611 > 1.96 and p-values = 0.000 < 0.05 (**hypothesis 1 is accepted**).
2. Job satisfaction (X2) has a negative effect on cyberloafing (Y), with a coefficient value (original sample column) = -0.336, and significant, with t-statistics = 3.233 > 1.96 and p-values = 0.001 < 0.05 (**hypothesis 2 is accepted**).

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics (O/STDEV)	P Values
JS (X2) → CL (Y)	-0,336	-0,334	0,104	3,233	0,001
OC (X1) → CL (Y)	-0,382	-0,393	0,106	3,611	0,000

Table 4: Path Coefficient Test & Significance of Direct Effect

4.2.2 R-Square

It is known that the R-Square value of Cyberloafing (Y) is 0.375, which means that Organizational Commitment (X1), Job Satisfaction (X2) are able to explain or influence Cyberloafing by 37.5%, the remaining 62.5% is influenced by other factors.

	R Square
Cyberloafing (Y)	0,375

Table 5: R-Square

4.2.3 Q-Square

It is known that the Q-Square (Q2) value of Cyberloafing (Y) is 0.318 > 0, which means Organizational Commitment (X1), Job Satisfaction (X2) have predictive relevance to Cyberloafing (Y).

	Q ² (=1-SSE/SSO)
Cyberloafing (Y)	0,318

Table 6: Q-Square

4.2.4 Simultaneous Effect Test (F Test)

Based on the results of the simultaneous impact test in table 7, it can be seen that the calculated F value = 23.098 > Table F = 3.083 and Sig. = 0.000 < 0.05, then it is concluded that Organizational Commitment (X1), Job Satisfaction (X2) together or simultaneously have a significant effect on Cyberloafing (Y) (**hypothesis 3 is accepted**).

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig
Regression	41.764	2	20.882	23.098	.000 ^a
Residual	94.021	104	.904		
Total	135.785	106			

Table 7: F Test

V. DISCUSSION

There are three hypotheses in this study. First, there is a negative and significant impact between organizational commitment on cyberloafing among employees at RSJ Dr. M. Ildrem Medan City. Second, there is a negative and significant impact between job satisfaction and cyberloafing among employees at RSJ Dr. M. Ildrem Medan City. Third, organizational commitment and job satisfaction simultaneously have a significant impact on cyberloafing among employees at RSJ Dr. M. Ildrem Medan City.

The result show that first hypothesis is accepted which means there is negative and significant influence between organizational commitment on cyberloafing. This explained that the higher the organizational commitment an employee has, the lower the employee's cyberloafing behavior will be. Employees who have high organizational commitment to the agency will work regularly and fully, they will not engage in deviant behavior that can be detrimental to the agency, such as cyberloafing and trusting the agency's goals. Employees who have a strong identification with their agency can be said to have a high level of work involvement (Carmeli, 2005). The second hypothesis is also accepted and have a negative and significant influence too. Employees that have high job satisfaction will also have good performance (Halilintara & Sobirin, 2022; Egenius et al., 2020). Employees show their dissatisfaction in various ways such as complaining, stealing agency inventory, and trying to avoid work responsibilities (Sofyanty & Supriyadi, 2021).

The third hypothesis is also accepted. This shows that employees who have high organizational commitment adhere to a strong work ethic. Employees who diligently work during their hours have little time to do things that do not contribute to their work. They also don't want to engage in behavior that could be detrimental to their agency, such as cyberloafing (Putra & Nurtjahjanti, 2019; Robinson & Bennett, 1995). Employees with high job satisfaction will be active in carrying out their duties and responsibilities. This can be seen from the quality and accuracy of the work results. If these two variables are carried out together, they can improve employee performance as per the results of previous research (Syardiansah et al., 2012; Kristian & Ferijani, 2020).

VI. CONCLUSION

Based on the research results, it can be concluded that (1) the research results show that organizational commitment has a negative and significant effect on cyberloafing. (2) the research results show that job satisfaction has a negative and significant effect on cyberloafing. (3) the research results show that organizational commitment and job satisfaction together or simultaneously have a significant effect on cyberloafing. Researcher can offer several recommendations for the management based on the research results. With the intention to improve organizational commitment, replace the way they lead with a transformational leadership style, then invite employees to play an active role in the agency and show the agency's support to its employees and to improve job satisfaction building a healthy relationships between all employees, provide salaries that are appropriate to the workload and needs of employees, provide promotional opportunities, and provide opportunities for employees to develop themselves through training

REFERENCES

- [1]. 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(3), 1067–1084. <https://doi.org/10.1016/j.chb.2007.03.008>.
- [2]. Carmeli, A. (2005). Exploring Determinants Of Job Involvement: An Empirical Test Among Senior Executives. *International Journal Of Manpower*, 26(5), 457–472. <https://doi.org/10.1108/01437720510615143>
- [3]. Garrett, R. K., & Danziger, J. N. (2008). Disaffection Or Expected Outcomes: Understanding Personal Internet Use During Work. *Journal of Computer-Mediated Communication*, 13(4), 937–958. <https://doi.org/10.1111/j.1083-6101.2008.00425.x>.
- [4]. Halilintara, R., & Sobirin, A. (2022). *The Influence of Training and Organizational Commitment on Employee Performance through Job Satisfaction*. 01(05), 1–22. <https://doi.org/10.4108/eai.28-5-2022.2320419>
- [5]. Kristian, B., & Ferijani, A. (2020). The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with OCB as the Intervening Variables. *Journal of Management and Business Environment (JMBE)*, 2(1), 1. <https://doi.org/10.24167/jmbe.v2i1.2464>
- [6]. Lim, V. K. G. (2002). The IT Way Of Loafing On The Job : Cyberloafing , Neutralizing And Organizational Justice The IT Way Of Loafing On The Job : Cyberloafing , Neutralizing And. *Journal Of Organizational Behavior*, 694(May), 675–694.von Herrath, F. and S. Mandell, The Double Pendulum Problem. 2000.
- [7]. Lim, V. K. G., & Teo, T. S. H. (2005). Prevalence, Perceived Seriousness, Justification And Regulation Of Cyberloafing In Singapore: An Exploratory Study. *Information and Management*, 42(8), 1081–1093. <https://doi.org/10.1016/j.im.2004.12.002>.
- [8]. Luthans, F. (2011). *Organizational Behavior : An Evidence-Based Approach* (12th Editi). McGraw-Hill/Irwin.
- [9]. Ozler, D. E., & Polat, G. (2012). Cyberloafing Phenomenon in Organizations: Determinants and Impacts. *International Journal of EBusiness and EGovernment Studies*, 4(2), 1–15.
- [10]. Putra, E. Y., & Nurtjahjanti, H. (2019). Hubungan Antara Komitmen Organisasi Dengan Cyberloafing Pada Pegawai Fakultas Teknik Universitas Diponegoro. *Jurnal EMPATI*, 8(2), 472–477. <https://doi.org/10.14710/empati.2019.24414>
- [11]. Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. Pearson Education Limited.
- [12]. Robinson, S. L., & Bennett, R. J. (1995). a Typology of Deviant Workplace Behaviors: a Multidimensional Scaling Study. *Academy of Management Journal*, 38(2), 555–572. <https://doi.org/10.2307/256693>
- [13]. Sofyanty, D., & Supriyadi, T. (2021). Cyberloafing Ditinjau Dari Kontrol Diri Dan Kepuasan Kerja. *Jurnal Kajian Ilmiah*, 21(2), 135–146. <https://doi.org/10.31599/jki.v21i2.514>

- [14]. Syardiansah, Chandra, R., & Lestari, E. Y. (2012). *Organizational Commitment And Job Satisfaction On Employee Performance*. 13(1), 138–161. <https://doi.org/10.4018/978-1-61350-207-5.ch008>
- [15]. Uysal. (2019). Investigation Of Cyberloafing And Job Satisfaction Levels Of Technical Personnel Within Horticultural Services. *Acta Horticulturae*, 1258, 201–207. <https://doi.org/10.17660/ActaHortic.2019.1258.28>
- [16]. Vitak, J., Crouse, J., & Larose, R. (2011). Personal Internet use at work: Understanding cyberslacking. *Computers in Human Behavior*, 27(5), 1751–1759. <https://doi.org/10.1016/j.chb.2011.03.002>