JBTI : Jurnal Bisnis : Teori dan Implementasi
Website: https://journal.umy.ac.id/index.php/bti/index
Vol 14, No 2 (2023): August 2023, page: 323-337 DOI: https://doi.org/10.18196/jbti.v14i2.19486

The Effect of Cyberloafing on Organizational Commitment: The Role of Emotional Exhaustion and Job Overload

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INFO
Article History
Received:
2023-07-09
Revised:
2023-08-19
Accepted:
2023-08-23

ABSTRACT
Technological developments and the increasing use of smartphones have significantly changed individual behavior in organizations. This era has created cyberloafing behavior at work. This study explores the antecedents and determinants of cyberloafing behavior by examining the role of emotional exhaustion and job overload and their effect on organizational commitment. The respondents of this study were 300 star-rated hotel employees in the Province of Special Region of Yogyakarta selected by purposive sampling. The data collected by distributing questionnaires were then processed using the Structural Equation Modelling method using Smart PLS. The results showed that emotional exhaustion increased employee cyberloafing behavior, while job overload decreased cyberloafing behavior. Cyberloafing was also found to hurt organizational commitment. Finally, cyberloafing was proven to mediate the effect of emotional exhaustion and job overload on organizational commitment. In conclusion, these findings suggest that creating a healthy and attractive work environment balanced with the right allocation of tasks will likely lead to reduced cyberloafing.

Keywords: Emotional Exhaustion; Job Overload; Cyberloafing; Organizational Commitment

INTRODUCTION

Organizations tend to perceive cyberloafing as a waste of time (Andel et al., 2019; Ozler & Polat, 2012). Yet, no one spends 100% of their time working (Sheikh et al., 2019). Cyberloafing can help workers deal with work stress because employees surf the Internet for non-business purposes when there is pressure at work, reducing work intensity and pressure (Blanchard & Henle, 2008; Hensel & Kacprzak, 2020). The next question is whether cyberloafing behavior shows employees are committed to the organization. This question still needs to be explored. Organizational commitment reflects the quality of work and employees' contribution to achieving organizational goals efficiently and effectively (Li et al., 2020). Aladwan et al. (2021) stated that organizational commitment requires employees to update their performance. Simultaneously with organizational demands to improve employee performance, factors such as emotional stress and increased workload become important elements that affect employees toward cyberloafing behavior, leading to organizational commitment (Fan et al., 2023; Sheikh et al., 2019; Yildiz Durak & Saritepeci, 2019). Hensel & Kacprzak (2020) stated

that cyberloafing behavior is one way for employees to avoid work stress. Therefore, an employee experiencing stress will engage in cyberloafing behavior, depending on how strong his commitment to the organization is. Therefore, employees who experience stress due to workload will engage in cyberloafing depending on how committed they are to their direct superiors and the organization (Aladwan et al., 2021; Lim, 2021; Usman et al., 2021). However, whether cyberloafing is positive or negative has been much debated by academics. Although most research shows that emotional exhaustion has a significant positive relationship with cyberloafing, Lim et al. (2020) determined no significant relationship between these variables in explaining organizational commitment.

Research on the relationship between work pressure and workload on cyberloafing tends to show otherwise (Hensel & Kacprzak, 2020). For example, Aladwan et al. (2021) and Hensel & Kacprzak (2020) found that job overload is associated with decreased cyberloafing. Two studies found that strenuous work demanded decreased rates of cyberloafing (Blanchard & Henle, 2008; Andreassen et al., 2014), while other studies showed that employees engage in cyberloafing when they are on less boring tasks (Mercado et al., 2017; Pindek et al., 2018). However, this clear picture was complicated when some studies showed an inverse relationship for exhausted employees (Sheikh et al., 2019). In addition, emotional exhaustion, according to Koay (2018), also correlates with an increase in cyberloafing, so it is often categorized as counterproductive work behavior. The increasing duration employees spend on online engagements unrelated to work assignments has become a growing concern for many organizations, especially with the increase in cyberloafing (Jandaghi et al., 2015; Lim, 2021). According to Ozler & Polat (2012), cyberloafing has become increasingly common in recent years due to the expansion of internet access that can be obtained on electronic devices (smartphones). Cyberloafing can harm productivity because it can distract employees from their work, causing a decrease in performance, which can be detrimental to the company. As access to the Internet has become more common for employees, their tendency to use it for entertainment is often carried out in the workplace.

Organizational commitment refers to the attachment and loyalty of employees to their organization. Some studies revealed that cyberloafing was related to organizational commitment (Aladwan et al., 2021; Khan, Saeed et al., 2023; Usman et al., 2021). In particular, employees who engage in cyberloafing may be less committed to their organization than those who are committed. Usman et al. (2021) stated that employees less committed to their company are more likely to engage in cyberloafing to deal with job dissatisfaction. Overall, the relationship between cyberloafing and organizational commitment is complex and multifaceted, so it is important for organizations to encourage their employees to remain committed and engaged in their work to maximize productivity. Previous research has contributed to exploring employee engagement in cyberloafing, such as formal oversight, policies, and regulations (Khansa et al. 2017). However, many factors cause an increase in cyberloafing behavior that requires more research to determine the factors that affect it, especially its relation to organizational commitment. Also, the debate about cyberloafing itself tends to be inconclusive (Blanchard & Henle, 2008; Andreassen et al., 2014; Pindek et al., 2018; Koay, 2018 Hensel & Kacprzak,

2020). Thus, further research is needed to understand cyberloafing behavior and its impact on organizations fully. This study aims to find out how emotional exhaustion and job overload affect cyberloafing behavior and its impact on the organizational commitment of hospitality employees in Yogyakarta.

LITERATURE REVIEW

Conservation of Resources Theory

The theory of conservation of resources is chosen to explain the proposed model. This theory was developed by Hobfoll (2011), stating that one's motivation in obtaining, maintaining, protecting, and maintaining resources is considered important in an organization. These resources can be divided into four categories: objects, conditions, individual characteristics, and vitality (Bai et al., 2021). When these four resources in the organization run low, it will result in stress at work. In this theory, stress occurs when a person experiences pressure, either in work or non-work (Beh et al., 2020). Thus, the loss of this resource will have a greater impact on a worker, which is why managing it becomes very important. In this study, emotional exhaustion and job overload can motivate employees to engage in cyberloafing, which impacts employee commitment (Parray et al., 2023).

Hypothesis Development

Emotional Exhaustion and Cyberloafing

Emotional exhaustion indicates a person's psychological state resulting from excessive work, personal demands, and continuous stress (Wright, 1988). This issue happens when he gets excessive work, causing psychological, emotional, and physical fatigue. According to Lim (2021), emotional exhaustion can be understood as tiredness arising from pressure accumulated from personal life, work demands, or a mixture of these factors. Anasori (2020) stated that emotional exhaustion marks the beginning of physical or mental collapse. According to Thompson (2020), emotional exhaustion causes a person to experience powerlessness in controlling events that occur both from aspects of life and work. It involves feeling trapped in a certain situation. Other weaknesses from emotional exhaustion can cause lethargy, reduced morale, and focus on work (Bhumika, 2020; Kong, 2020). According to Alonso et al. (2020) and Lim (2021), emotional exhaustion is usually caused by workload and performance issues. When the resources needed for a job are unavailable, it can lead to frustration, and as a result, employees can experience cyberloafing.

When employees become emotionally exhausted, they are more likely to surf the Internet (Oravec, 2018). Aghaz & Sheikh (2016) conducted a study on cyberloafing and work exhaustion in Iran's knowledge-intensive sector and observed a significant positive relationship between job burnout and cyberloafing. Koay (2018) observed that employees who became emotionally exhausted spent most of their time online. Lim (2021) defined cyberloafing as the use of the Internet by employees for non-work related purposes during working hours in their offices. Due to the presence and versatility of smartphones everywhere, cyberloafing is no longer desk-bound or limited to corporate internet access. Tandon (2022) argued that cyberloafing is the deviant

behavior of an employee during working hours who uses the company's internet facilities for purposes that have nothing to do with work due to a lack of self-control at work. Wong et al. (2023) found that emotionally exhausted employees are motivated to engage in cyberloafing. Thus, emotionally exhausted workers are more likely to use cyberloafing to deal with stress.
H1. Emotional exhaustion is positively related to cyberloafing.

Job Overload and Cyberloafing

Andreassen et al. (2014) described the dynamics of resource demands in the work domain. Job characteristics are the job's demands (Amponsah-tawiah, 2022). The job demands may include tasks the company gives that require time and effort. Overwork or job overload is a major problem in almost every sector of an organization (Altinay, 2019; Dodanwala, 2022). Work overload can be characterized as having long and difficult working hours, pressure to work overtime, fewer vacations or breaks, and impossible expectations of what can be accomplished in a limited amount of time and with available resources. In general, an employee does not have the power to refuse a job given by his superior. According to Aladwan et al. (2021), workload can be quantitative, meaning the quantity of work that must be completed at a certain time, or qualitative, meaning the ease or difficulty in achieving a given target. As market demands and competition for survival increase, so does the employee workload. Long working hours and heavy workloads, employees may experience stress and anxiety, leading to poor work performance, family interaction, and physical problems (Hensel & Kacprzak, 2020). The work itself is never a problem or concern, but job overload on an employee or job demands that exceed normal human limits are always a concern for both the employee and the employer (Amponsah-tawiah, 2022; Bai et al., 2021; Hensel & Kacprzak, 2020).

According to Zhang (2022), job overload is when time, ability, and other personal resources cannot complete the expected responsibilities and work activities. Hensel & Kacprzak (2020) showed that time pressure, assignments, and other job demands impacted employees' attitudes toward cyberloafing. Many studies found a correlation between job demands, especially job overload, and cyberloafing behavior. The effect of job overload and cyberloafing is also found in the study of Wilson et al. (2015), where workers who provide services and do not have enough time to complete their work tend to feel pressure, so they seek release through cyberloafing. Yet otherwise, Blanchard & Henle (2008), Andreseassen et al. (2014), Mercado et al. (2017), and Pindek et al. (2018) showed that employees who engage in cyberloafing behavior are due to lack of work or are bored with their jobs. Cyberloafing behavior does not increase when employees are given more work, but conversely, giving more work can reduce cyberloafing behavior (Hensel & Kacprzak, 2020) because employees tend to focus on completing their work rather than spending time cyberloafing. These two different findings showed inconclusive results between job overload and cyberloafing. In this study, the differences in the findings above will be explored further to ascertain the pattern of relationship between the two.
H2. Job overload harms cyberloafing.

Cyberloafing and Organizational Commitment

Organizational commitment is related to organizational effectiveness and work completion. Hensel & Kacprzak (2020) stated that organizational commitment could reflect individual attitudes towards the organization, including a strong desire to survive. Organizational commitment covers several areas, such as commitment to work, tasks, and work groups, representing the fundamental variables in organizational commitment (Shen et al., 2023). Organizational commitment is a psychological and social condition that shows employee goals align with organizational goals. A strong sense of belonging, persistence, and a desire to continue with the organization are all part of the commitment (Li et al., 2020). Some studies examined the relationship between cyberloafing behavior and employee organizational commitment (Moon & Hur, 2011). Employees who perceive their organization as unfair will engage in cyberloafing to avenge the injustice. Conversely, effectively committed employees are likelier to perceive their organization as fair and less likely to cyberloaf (Chen & Du, 2022). On the other hand, employees who may be more vulnerable to work stress will try to reduce stress through cyberloafing, which can affect employee commitment to their organization.

H3. Cyberloafing harms organizational commitment.

Cyberloafing as a Mediating Variable

Hensel & Kacprzak (2020) stated that cyberloafing is a counterproductive work behavior that can harm the organization. Yet, on the other hand, cyberloafing can help employees overcome work stress resulting from too many demands or boring work. Sawitri (2012) and Aladwan et al. (2021) mentioned that cyberloafing behavior can help employees avoid work stress. Fan et al. (2023) stated that the higher the workload, work stress, and emotional fatigue, the higher the cyberloafing behavior and the impact on organizational commitment. According to Amponsah-tawiah (2022), organizational commitment is closely related to employee behavior. Therefore, an employee who experiences emotional exhaustion at a given workload will engage in cyberloafing behavior, depending on his commitment to the organization. (Blanchard & Henle, 2008). That is why employees who experience stress due to workload will be involved in cyberloafing to impact organizational commitment to the organization where employees work. Organizational commitment generally refers to a person's mental bond with the entity in which he works (Parray et al., 2023). Hensel & Kacprzak (2020) stated that organizational commitment is a promise, attachment, devotion, or agreement to the organization. In this study, cyberloafing can mediate the role of emotional exhaustion and job overload on organizational commitment.

H4a. Cyberloafing mediates the relationship between emotional exhaustion and organizational commitment.

H4b. Cyberloafing mediates the relationship between job overload and organizational commitment.

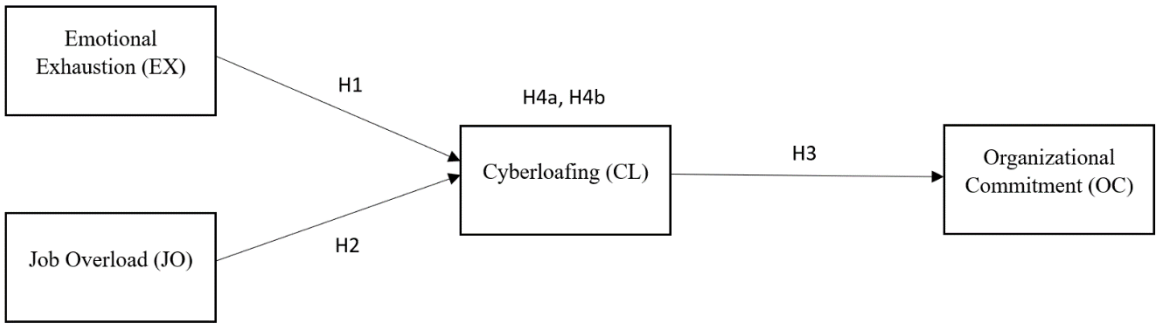

Figure 1. Conceptual Model

RESEARCH METHOD

Design, Sample, and Measurement

This study adopted quantitative research and a descriptive survey design to validate the formulated hypotheses. The population in this study were hotel employees in Yogyakarta with 3-to-5-star hotel criteria. Then, a sample of 300 respondents was selected using a purposive sampling approach based on the criteria of having worked for two years. In addition, the selection of 300 respondents was also based on work experience and commitment to the organization. The questionnaire instrument was adapted from several sources. Emotional exhaustion (EX) was measured by three items (quantity of work, fatigue, and boredom) adopted from Hulsheger et al. (2013). Job overload (JO) was measured by three items (heavy work, time-consuming work, and speed demands) adopted by Hensel & Kacprzak (2020). Cyberloafing (CL) was measured by three items (the use of the Internet unrelated to work, the intensity of accessing the Internet at work for personal gain, and spending a lot of time accessing the Internet). Finally, organizational commitment (OC) was measured by three items (commitment to organizational success, pride in the organization, and shared values) adopted from the research of Giauque & Varone (2019; Lim, 2021).

Data Analysis

The data collection instrument in this study was to distribute questionnaires to respondents. A questionnaire survey was administered to hoteliers in Yogyakarta, Indonesia, to analyze the hypothesis. The questionnaire format consists of four parts. The first part consists of the characteristics of the respondents and instructions on how the instrument should be answered. The second, third, and fourth sections include questions or items that address the research objectives. The questionnaire provides research objectives and guidelines, confidentiality, and anonymity of participants. The questionnaire also contains additional guidance on completing the questionnaire to minimize the risk of error. Likert scale of 1 to 5 was used in this study. Then, the data were processed using the Partial Least Square Equation Modeling (PLS-SEM) analysis technique using Smart PLS to test the hypotheses proposed in analyzing the model. The selection of the SEM model is considered suitable for examining complex models with many items (Hair et al., 2014).

RESULTS AND DISCUSSION

Respondents in this study were mostly males, with 176 people or 59%. The highest ages ranged from 18-28, with 97 people, and the least were hotel employees aged > 50 years with 27 people. At the education level, the highest number came from the senior/vocational high school education level, with 129 people. Then, the work tenure category was dominated by employees who worked for 1-3 years, with 104 people, or 35% of the total respondents.

Table 1. Characteristics of Respondents

Respondent	Amount	Percentage
Gender		
Male	176	59%
Female	124	41%
Age		
18-28 years old	97	32%
29-39 years old	89	30%
40-50 years old	87	29%
>50 years old	27	9%
Education		
High/vocational high school	129	43%
Undergraduate degree	90	30%
Masters' degree	81	27%
Work Tenure		
1-3 years	104	35%
4-6 years	84	28%
7-9 years	78	26%
>9 years	34	11%

Source: Processed Data (2023)

Reliability and Validity of the Measurement Model

The reliability of the measurement model is examined using Cronbach's alpha, composite reliability (CR), and average variance extract (AVE) (Urbach & Ahlemann, 2010). The recommended value for AVE is 0.5, while for Cronbach's alpha and CR, the threshold value is 0.7 (Fornell & Larcker, 1981; Chin, 1998). As seen in Table 2, the minimum values for each test are Cronbach's Alpha (0.727), Composite Reliability (0.763), and AVE (0.524), so that it exceeds the threshold value and reliability in all constructs. The quality of the measurement model is then evaluated on the Variance Inflation Factor (VIF) based on Table 3, whose value is below 5, to meet the requirements suggested by Kock & Lynn (2012).

Table 2. Results of the Validity and Reliability Test

Employment Status	Cronbach's Alpha	rho A	Composite Reliability	AVE
Cyberloafing	0.832	0.789	0.763	0.524
Emotional Exhaustion	0.786	0.795	0.877	0.705
Job Overload	0.732	0.734	0.849	0.652
Organizational Commitment	0.727	0.755	0.842	0.641

Source: Processed Data (2023)

Discriminant validity refers to the ability of a construct or variable to differentiate itself from other constructs or variables in the conceptual framework used in research. Discriminant validity was tested using the square root of the AVE of each construct. As can be seen in Table 4, all of them outweigh the correlations with the other constructs (Fornell & Larcker, 1981). An alternative approach was used to assess discriminant validity by examining the HTMT correlation ratio (Henseler et al., 2014). All HTMT results presented in Table 4 are below the threshold of 0.85, indicating satisfactory discriminant validity of the measurement model.

Structural Model

The measurement model of the study can be seen in Figure 1. The model's predictive power was evaluated by the R2 score, 0.409 for cyberloafing and 0.413 for organizational commitment. It is generally assumed that the acceptance rate of R2 is discipline-dependent for fields involving human behavior because it is so unpredictable. A value of 0.1 R2 is considered acceptable in social science, while a value of 0.20 is considered high (Frank & Miller, 1992; Hair et al., 2012).

Table 3. Analysis Results of Confirmatory Factor

Construct and Item	Factor Loading	VIF
Cyberloafing (CL)		
Use of the Internet for non-related work (CL1)	0.796	1.121
Intensity of accessing the Internet at work for personal gain (CL2)	0.792	1.322
Spending a lot of time accessing the Internet (CL3)	0.757	1.218
Emotional Exhaustion (EX)		
Work quantity (EX1)	0.868	2.966
Fatigue (EX2)	0.903	3.097
Boredom (EX3)	0.738	1.248
Job Overload (JO)		
Hard work (JO1)	0.761	1.264
Time-consuming work (JO2)	0.801	1.665
Speed demands (JO3)	0.857	1.807
Organizational Commitment (OC)		
Commitment to an organization (OC1)	0.813	1.390
Pride in organization (OC2)	0.742	1.456
Shared values (OC3)	0.843	1.451

Source: Processed Data (2023)

A bootstrapping technique with 500 subsamples was used to test the model, making it possible to assess the significance of the path coefficients. Table 5 shows the complete structural model path analysis. The researchers examined the path coefficients between variables to test the hypotheses from H1 to H4b. Emotional exhaustion ($\beta = 0.349$; $t = 8.160$; p-values = 0.000) positively impacted cyberloafing, which supported hypothesis 1. Job overload ($\beta = -0.376$; $t = -8.516$; p-values = 0.000) harmed cyberloafing, which supported hypothesis 2. Cyberloafing ($\beta = -0.643$; $t = -18.366$; p-values = 0.000) harmed organizational commitment, which supported hypothesis 3. Cyberloafing as a mediator ($\beta = -0.225$; $t = -6.544$; p-values = 0.000) harmed the relationship between emotional exhaustion and organizational commitment, which supported

hypothesis 4a. Cyberloafing as a mediator (β = -0.242; t = -7.144; p-values = 0.000) harmed the relationship between job overload and organizational commitment, which supported hypothesis 4b.

Table 4. Discriminant Validity

	Fornell-Larcker Criterion					Heterotrait-Monotrait Ratio (HTMT)			
	CL	**EX**	**JO**	**OC**		**CL**	**EX**	**JO**	**OC**
CL	**0.724**				**CL**				
EX	0.557	**0.839**			**EX**	0.722			
JO	0.570	0.552	**0.808**		**JO**	0.749	0.718		
CL	0.643	0.484	0.441	**0.801**	**CL**	0.822	0.589	0.569	

Source: Processed Data (2023)

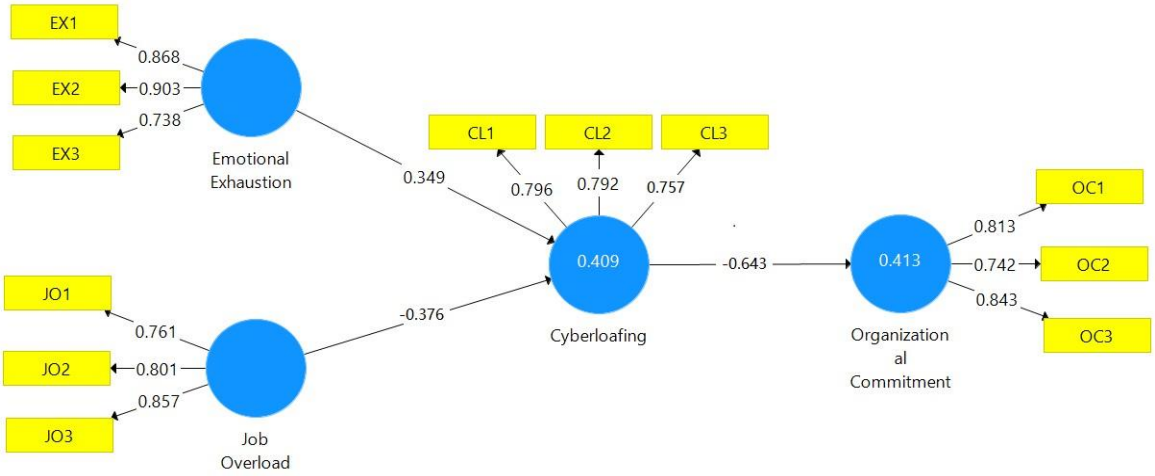

Figure 2. Path Coefficient Model

Source: Processed Data (2023)

Table 5. Path Coefficient

	Original Sample	Sample Mean	Std. Deviation	T Statistics	P Values	Support
EX → CL (H1)	0.349	0.349	0.043	8.160	0.000	Yes
JO → CL (H2)	-0.376	-0.381	0.044	-8.516	0.000	Yes
CL → OC (H3)	-0.643	-0.646	0.035	-18.366	0.000	Yes
EX → CL → OC (H4a)	-0.225	-0.226	0.034	-6.544	0.000	Yes
JO → CL → OC (H4b)	-0.242	-0.246	0.034	-7.144	0.000	Yes

Source: Processed Data (2023)

This study examines the role of emotional exhaustion, job overload, and cyberloafing on organizational commitment and the mediating role of cyberloafing among hotel employees in Yogyakarta. The results indicated that the emotional exhaustion experienced by employees at

work affects cyberloafing behavior. Similarly, Lim (2021) mentioned that emotional exhaustion is a feeling that is drained and often results in stress on a person. While cyberloafing can relieve work demands to deal with emotional exhaustion, it can also lead to negative outcomes such as decreased work productivity. The results align with Lim et al. (2019), stating that cyberloafing can be a significant predictor of employee emotional exhaustion, and found that employees who engage in cyberloafing have high levels of emotional exhaustion. In addition, this study found that employees who frequently engage in cyberloafing may experience decreased job satisfaction and turnover intention, which could further lead to emotional exhaustion. Job demands, lack of company support, and stress over personal life all lead to emotional exhaustion. This finding relates to the condition of hotel employees who become the study's respondents, as when they experience emotional exhaustion, this will lead them to carry out cyberloafing at work. The results also found that, on the one hand, cyberloafing behavior has a positive impact on overcoming emotional exhaustion. Still, at the same time, cyberloafing harms companies because it can reduce productivity.

Furthermore, apart from emotional exhaustion, job overload could affect cyberloafing behavior. Based on previous literature from Li et al. (2020), employees may turn to cyberloafing to deal with stress and take a break from work when they feel overwhelmed by their workload. However, the results revealed that cyberloafing behavior appears when the workload is smaller. Similarly, Mercado et al. (2017) and Pindek et al. (2018) found that job overload did not always increase cyberloafing behavior. Cyberloafing decreases when workload increases.

Regarding hotel employees, smartphone use and Internet surfing are more directed towards filling free time than stealing time while working. Therefore, this study supports Hensel & Kacprzak (2020) that the language usually used to describe cyberloafing in the literature (time stealing) must be reconsidered. Within this study, employees are not stealing time by cyberloafing. Rather, they are using unused time or free time unrelated to work.

Furthermore, cyberloafing can mediate the relationship between emotional exhaustion and job overload on organizational commitment. When employees feel emotional exhaustion and job overload in the long term, they will use smartphones or computers to browse various internet services to overcome their emotional exhaustion, which affects their commitment to the organization. Employees who have an excessive workload and are emotionally exhausted do cyberloafing. Thus, the higher the emotional exhaustion the employee feels, the higher the cyberloafing behavior shown by the employee. Conversely, cyberloafing behavior can decrease when excessive workload is given to employees, and not all cyberloafing behavior is negative for organizational commitment. The findings showed that when employees completed their work quickly, they would use their free time to do cyberloafing, which did not affect their organizational commitment. Thus, these results confirmed the existing literature (Andel et al., 2019; Hensel & Kacprzak, 2020; Usman et al., 2021), stating that the impact of cyberloafing on organizational commitment must be adjusted to the context of the work itself and the characteristics of the job. However, if the effects arise from cyberloafing behavior, organizations can implement policies and procedures to limit personal internet use in the work environment.

In addition, the organization provides opportunities for employees to rest and provide activities that can reduce emotional exhaustion.

CONCLUSION

This research showed that emotional exhaustion and job overload were related to cyberloafing and its impact on organizational commitment. Emotional exhaustion on cyberloafing had a positive relationship, while job overload had a negative one. This study also found that cyberloafing could mediate the effect of emotional exhaustion and job overload on organizational commitment. The level of cyberloafing can be explained by the factors considered in the theoretical approach reviewed at the beginning of this paper and by factors related to the work organizational environment. The results also had a practical impact on managers by providing the optimal number of tasks. Well-defined goals can reduce the intensity of cyberloafing behavior. At the same time, goal setting also needs to ensure employees are not overburdened because job overload can lead to burnout and cyberloafing. Increasing organizational commitment is an indirect way to limit cyberloafing. Therefore, these findings suggest that creating a healthy and attractive work environment balanced with the right allocation of tasks will likely lead to reduced cyberloafing.

In addition, since the results of cyberloafing commitment showed negative results, these findings support the hypothesis proposed. For hotel employees, cyberloafing has been shown to reduce their commitment. The more employees are involved in cyberloafing behavior, the lower their commitment will be. This finding enriches the discussion on cyberloafing, which is still being debated regarding its impact or description. According to Hensel & Kacprzak (2020), cyberloafing is still not harmful to the organization, where this behavior is a stress reliever for employees to spend, not steal, time in the middle of work. However, when cyberloafing was examined further regarding its impact on commitment, it showed negative results, as described previously. However, the effect of cyberloafing may vary when viewed in different work contexts and pressures. Until now, research discussing the impact of cyberloafing on employee behavior in organizations is still limited, so understanding of this topic is not comprehensive enough /vague. Future research can explore other impacts of cyberloafing on organizational effectiveness or other outcomes, such as employee performance, turnover, or creativity. Furthermore, future research is also recommended to pay attention to the characteristics of the environment and work so that the understanding of this cyberloafing behavior can be further clarified.

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