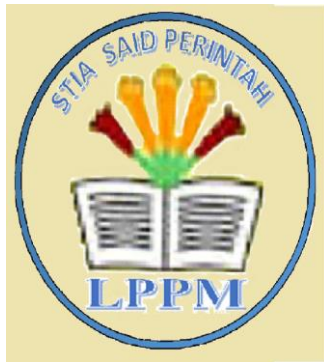

**Public Policy:
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**The Impact of Workload,
Burnout, and Organizational
Commitment on Cyberloafing
Actions**

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Abstract

This study analyzes the influence of workload, burnout, and organizational commitment on cyberloafing actions. The rapid advancement of technology has led to significant changes in work patterns. A negative effect of internet technology is the indication that internet usage has no relation to work-related interests (cyberloafing). Increasing workloads have caused burnout and impacted organizational commitment. The method used in this research is quantitative. The test results show that, of the three hypotheses tested, one hypothesis was not supported, namely the effect of workload on cyberloafing." This study concludes that organizations need clear regulations and internet usage monitoring. Development and training are also necessary to build a culture of innovation and creativity.

Keywords: Workload, Burnout, Organizational Commitment, Cyberloafing.



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Introduction

Internet technology has a positive impact in the era of globalization as it serves as a source of information for media, communication, and business. Internet technology within an organization, especially in the governmental sector, greatly assists employees in completing their tasks more effectively and efficiently. This is also because the government is committed to providing reliable and professional services to its citizens, including information services and bureaucracy (Harsono et al., 2014). However, using the Internet within an organization can also have negative impacts because it may decrease employee productivity. This is due to the internet facilities intended to enhance performance and work quality being misused by employees, resulting in reduced focus on their tasks (Astri & Zahreni, 2019). The misuse of the Internet by employees within an organization is called cyberloafing, where employees use Internet access during work hours for personal interests unrelated to their jobs (Block, 2001).

According to Ozler & Polat (2012), cyberloafing actions can be influenced by Situational, organizational, and individual factors. Within organizational factors, job characteristics can trigger employees to engage in cyberloafing. One such job characteristic is the workload assigned to employees. Previous research conducted by Ramadhan & Nurtjahjanti (2017), Ahmad et al. (2019), Yusnia (2021), and Nurhasanah et al. (2021) found a significant positive relationship between workload and cyberloafing actions, where a higher workload leads to increased cyberloafing activities. However, this finding is inconsistent with Ramadhan and Nurtjahjanti's (2017) research, which indicated a negative relationship between workload and cyberloafing, where higher workloads result in lower cyberloafing actions by employees.

In addition, the excessive workload can lead to burnout, which may cause employees to engage in behaviors outside their assigned duties and responsibilities, such as cyberloafing. This aligns with the findings of previous research conducted by Hardiani et al. (2018), Seckin et al. (2021), Aghaz and Sheikh (2016), and Khoirul and Eldes (2022) indicate that burnout positively influences cyberloafing behaviors, where high or excessive burnout levels tend to cause employees to engage in cyberloafing to alleviate boredom or fatigue due to job demands. Furthermore, the occurrence of cyberloafing, besides being influenced by workload and burnout, is also affected by organizational commitment. Employees with a

high level of organizational commitment are identified by their persistence in an organization and their additional efforts in achieving the goals of an organization Meyer et al., (1993). Therefore, organizations must pay attention to their employees' organizational commitment, as it positively correlates with the productive behaviors exhibited by employees.

Research conducted by Niaei et al. (2014), Putra and Nurtjahjanti (2019), Lestari & Hatta (2022), and Lase (2021) indicates that employees with high organizational commitment are less likely to engage in cyberloafing. However, this finding is inconsistent with the research conducted by Sage (2015), which shows that not all individuals with high organizational commitment exhibit low levels of cyberloafing. Low organizational commitment among employees tends to give rise to counterproductive behaviors, such as cyberloafing, which can be detrimental to an organization. The influence of organizational commitment on cyberloafing has been examined in previous research, yet there are some discrepancies among various study results.

Theoretical Framework and Research Hypothesis Development

Cyberloafing

Cyberloafing refers to the utilization of Internet technology for personal activities during working hours Vitak et al. (2011). Employees often engage in cyberloafing to avoid their job responsibilities or to cope with personal boredom at the workplace. According to Hardiani et al. (2018), cyberloafing activities can lead to decreased work productivity, which is counterproductive. Cyberloafing can also result in employees dividing their concentration between their work responsibilities and cyberloafing activities. The emergence of cyberloafing can be attributed to the Presence of work-related responsibility Burdens, employee burnout, and organizational commitment (Azizah & Setyawati, 2019).

The Workload

Workload refers to the capacity of the body to handle a task, taking into account the physical and mental abilities of the personnel, within a specific time frame (Vanchapo, 2020). According to Paramitadewi (2017), workload is the number of activities a job holder or organizational unit must perform within a certain period.

There exists a cyclical relationship between workload and cyberloafing actions. A high level of workload can trigger actions of cyberloafing, yet conversely, excessive

cyberloafing can lead to an increase in workload. This aligns with Robbins and Judge (2006), who noted that workload can influence cyberloafing actions. The workload can be defined as a job-related factor that can pressure an individual if the task demands are perceived as overly rapid, increasing anxiety and reducing commitment. Based on previous research by Ramadhan and Nurtjahjanti (2017), Ahmad et al. (2019), Yusnia (2021), and Nurhasanah et al. (2021), a significant positive relationship was found between workload and cyberloafing actions. Earlier research findings indicate that a workload that is too high can lead to high cyberloafing actions. However, this is not consistent with the research by Ramadhan and Nurtjahjanti, (2017), which showed a negative relationship between workload and cyberloafing, where the higher the workload, the lower the cyberloafing actions performed by an employee. Based on the above statement, the hypothesis formulation related to this matter is as follows;

H₁; Workload has a positive effect on cyberloafing.

Burnout

Burnout is a condition of exhaustion. This exhaustion may include physical or emotional fatigue, resulting in a generally negative self-concept, a lack of concentration, and poor work attitudes or behaviors (Schaufeli et al., 2008). Furthermore, according to Gold & Roth (2013), burnout may arise due to The work performed by the employee and the outcomes they receive. Employees Experiencing burnout will have too little energy and interest in their work. They may suffer from depression, feel bored, apathetic, and easily irritated. They may also find errors in several aspects, such as relationships with colleagues and the work environment, and react negatively to feedback given to them Rajan and Engelbrecht, (2018).

Burnout significantly influences cyberloafing behaviors, as individuals experiencing burnout tend to feel emotionally, mentally, and physically exhausted. This condition leads to a decrease in motivation and productivity at work. To reduce the pressure and stress caused by job demands, employees often seek an escape by engaging in counterproductive activities such as cyberloafing. Burnout and cyberloafing are mutually reinforcing because both are associated with inefficiency and mental dissatisfaction at work. Burnout prompts individuals to engage in cyberloafing to escape from the mounting pressures of work. In contrast, cyberloafing Further exacerbates burnout by reducing productivity and work

efficiency. This is consistent with prior studies carried out by Hardiani et al. (2018), Seckin et al. (2021), Aghaz and Sheikh (2016), and Khoirul and Eldes (2022), which indicates that burnout has a positive influence on cyberloafing behaviors. Based on the above statement, the hypothesis formulation related to this matter is as follows;

H₂; Burnout positively influences cyberloafing.

Organizational Commitment

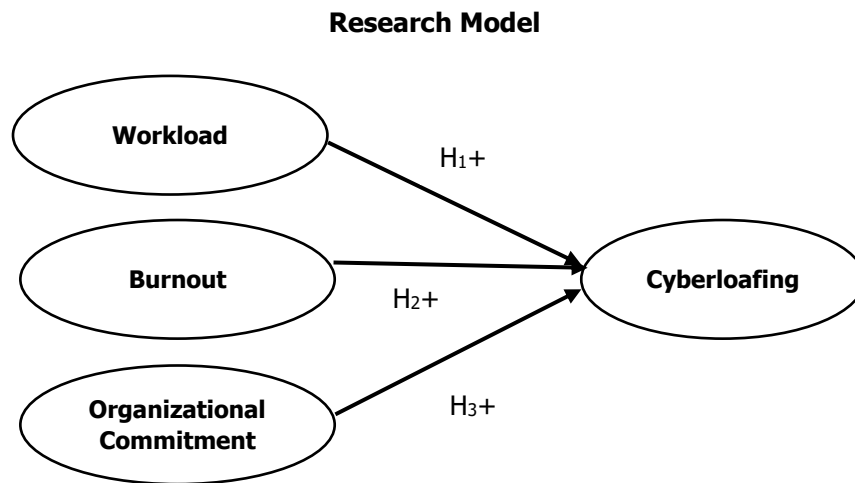
Organizational commitment refers to the state in which an employee holds a belief in the goals of the organization and possesses a strong desire to continue their affiliation with the company. It can be interpreted as an employee's attitude of willingness (loyalty) towards the organization, where the employee consistently shows commitment and effort in achieving the organization's goals (Herrera & De Las Heras-Rosas, 2021). Meyer et al. (1993) explain that there are three types of organizational commitment: (1) Affective commitment, which involves an emotional attachment that an employee has towards an organization and a belief in its values, thereby motivating the employee to continue contributing to the Organization; (2) Normative commitment, which is an employee's Desire to remain with an organization Due to a sense of duty or obligation that must be fulfilled; (3) Continuance commitment refers to an employee's inclination to remain with a company due to financial factors such as compensation and benefits, as well as the belief that quitting the business would lead to a substantial loss.

Employees with low organizational commitment tend to feel disengaged from their work and less concerned about the outcomes of their performance. Such employees feel unappreciated or dissatisfied with their jobs, which often leads them to seek variety and entertainment during work hours, one form of which is cyberloafing. Furthermore, low organizational commitment may also create a sense of irresponsibility towards the Organization and its performance outcomes, as these employees feel that the Organization does not reward or recognize them adequately, thus diminishing their motivation to perform well. Previous research has investigated the impact of organizational commitment on cyberloafing but there are gaps between some of the research findings. According to the research conducted by (Lase, 2021; Lestari & Hatta, 2022 Niaei et al., 2014 Putra & Nurtjahjanti, 2019), it is shown that when employees possess high organizational

commitment, their tendency to engage in cyberloafing is low. Based on the above statement, the hypothesis formulation related to this matter is as follows;

H₃; Organizational commitment has a positive impact on cyberloafing.

The research model created using the previously put-out ideas is depicted in the figure below.



Research Methodology

The research approach utilized in this study is quantitative, employing causation testing between variables. This involved collecting and analyzing data using statistical testing procedures. Data were gathered by a survey methodology, with questionnaires being delivered to participants. The respondents in this study comprised all employees at the Human Resources Bureau of the Ministry of Education, Culture, Research, and Technology, totaling 120 individuals. Cyberloafing refers to using electronic devices at the workplace that are not directly related to job responsibilities, a behavior commonly used by employees to pass the time at work. This variable was measured through 12 question items adopted from Blanchard and Henle (2008). Workload is the number of tasks an organizational unit must complete within a specified time. This variable was measured through 15 question items adopted from Koesomowidjojo (2017). Burnout is a syndrome experienced by an employee due to the inability to cope with various pressures and demands of the job, causing emotional, mental, and physical exhaustion resulting from prolonged stress. This variable was measured through 9 question items adopted from Leiter and Maslach (2005).

Organizational commitment is the level at which an employee supports an organization and its goals and desires to maintain membership. This variable was measured through 9 question items adopted from Meyer and Allen (1997). All questions used a Likert scale and the hypotheses were tested using multiple regression analysis, with the aid of SPSS software version 23.

Result and Discussion

The characteristics of the respondents, as shown in the following table, are based on Age, Gender, Level of Education, and Length of Work.

Respondent Characteristics

Characteristics	Category	Frequency	Percentage
Age (years)	21 – 30	17	14.1
	31 – 40	42	35.0
	41 – 50	24	20.0
	51 – 60	36	30.0
	> 60 years	1	0.09
Gender	Man	54	45.0
	Woman	66	55.0
Level of education	D3	29	24.16
	S1	68	56.66
	S2	22	18.33
	S3	1	0.09
Length of work (years)	0 – 5	32	26.67
	6 – 10	21	17.50
	11 – 15	20	16.66
	16 – 20	10	8.33
	21 – 25	5	4.17
	> 25	32	26.67

Source; Research findings, (2023)

The outcomes of the validity assessment, as displayed in the above table, indicate that all interrogative elements exhibit validity for their corresponding components, with factor loading values surpassing the 0.5 thresholds. Subsequently, the reliability testing results indicate that all variables are reliable, with Cronbach's Alpha exceeding 0.7 (Hair et al., 2019).

Validity and Reliability

Item	Component				Cronbach Alpha
	1	2	3	4	
wl.1		0,756			
wl.2		0,677			
wl.3		0,798			
wl.4		0,777			
wl.5		0,609			
wl.6		0,668			
wl.7		0,765			
wl.8		0,706			0,789
wl.9		0,734			
wl.10		0,732			
wl.11		0,698			
wl.12		0,621			
wl.13		0,632			
wl.14		0,754			
wl.15		0,761			
bo.1				0,668	
bo.2				0,645	
bo.3				0,754	
bo.4				0,659	
bo.5				0,661	0,774
bo.6				0,678	
bo.7				0,712	
bo.8				0,743	
bo.9				0,599	
oc.1	0,744				
oc.2	0,777				
oc.3	0,756				
oc.4	0,774				
oc.5	0,743				0,731
oc.6	0,711				
oc.7	0,669				
oc.8	0,687				
oc.9	0,722				
cl.1			0,742		
cl.2			0,700		
cl.3			0,678		
cl.4			0,737		
cl.5			0,777		
cl.6			0,632		
cl.7			0,664		0,794
cl.8			0,657		
cl.9			0,678		
cl.10			0,662		
cl.11			0,632		
cl.12			0,653		

Source; Research findings, (2023)

The above table below presents a comprehensive summary of the hypothesis testing results conducted through multiple regression.

Hypothesis Testing

	Hypothesis	β	t-test	Sig.	Description
1.	Workload positively affects cyberloafing	0,066	0,692	0,490	Hypothesis 1 is not supported
2.	Burnout positively affects cyberloafing.	0,323	2,626	0,010	Hypothesis 2 is supported
3.	Organizational commitment positively affects cyberloafing	0,683	8,713	0,000	Hypothesis 3 is supported

Source; Research findings, (2023)

The results of testing Hypothesis 1 show that workload does not affect cyberloafing. This is indicated by a t-test value of 0.692, $\beta = 0.666$, and a significance value of 0.490 ($p > 0.05$). According to these findings, Hypothesis 1 is not supported. Individual factors influence this behavior. Lim and Chen (2012) suggest that personal factors such as the need for relaxation and lack of intrinsic motivation can be significant causes of cyberloafing, not just high workloads. This also aligns with the self-regulation theory (Fitriya & Lukmawati, 2016), which states that self-regulation is an internal factor of procrastination and does not include mental behaviors like intelligence or reading, writing, and remembering skills. This study found that most employees of the HR Bureau at Kemdikbudristek are influenced by internal factors related to self-regulation and the inclination to postpone work from high work volumes to lower ones. These findings are also consistent with research by Rizki and Umayah (2021), which states that factors that can alter self-regulation include metacognitive levels, behaviors, and the environment. The dependency effect on internet information impacting cyberloafing actions, based on research results and questionnaire distribution, shows that 25.2% of employees engage in minor cyberloafing such as accessing news portal websites, sports portal websites, entertainment portal websites, matchmaking portal websites, online shopping portal websites, and others. According to DeFleur and DeFleur (2016), media dependency has specific reasons that are considered to play a role in modern society, especially regarding social change and its order. The cyberloafing actions conducted by the HR Bureau employees at Kemdikbudristek generate cognitive, affective, and behavioral effects, thus forming attitudes, agendas, and cultural values embedded internally and externally.

The results of testing Hypothesis 2 show that burnout influences cyberloafing. This is indicated by a t-test value of 2.626, $\beta = 0.323$, and a significance value of 0.010 ($p > 0.05$).

According to these findings, Hypothesis 2 is supported. When employees feel burnt out, they may seek ways to avoid or escape from the work pressures causing burnout, and by engaging in cyberloafing, employees can momentarily detach from the stress and demands of their jobs. Additionally, other factors contributing to the emergence of cyberloafing include loss of motivation, negative impacts on work behavior, and lack of attention to consequences. In line with this, Aghaz and Sheikh (2016) explain the relationship between burnout and cyberloafing, where higher levels of employee burnout positively correlate with higher levels of cyberloafing. Burnout refers to the state of physical, emotional, and mental exhaustion experienced by an individual due to prolonged and intensive exposure to stress in their work environment. This can lead to cyberloafing, where employees engage in activities unrelated to their work using internet technology, such as browsing, watching videos, or playing online games. This study found that 35% of HR Bureau employees aged 31 to 40 years and 30% of employees aged 51-60 years, the relatively large percentage in these age groups may correlate with the level of burnout experienced. Based on flow theory, individuals tend to feel trapped in routines or bored when there are no challenges or sufficient job satisfaction, which can occur when someone has worked for a long time. From this study, 26.67% of employees have been working for over 25 years, thus feeling that the job has become monotonous, leading them to seek job satisfaction by engaging in cyberloafing.

The results of testing Hypothesis 3 show that burnout affects cyberloafing. This is indicated by a t-test value of 8.713, $\beta = 0.683$, and a significance value of 0.000 ($p < 0.05$). Based on these results, Hypothesis 3 is supported. Organizational commitment refers to how employees feel an emotional attachment, identify with the Organization's values, and are involved in their work. Sage (2015) explains that employees with high organizational commitment tend to engage less in cyberloafing. These findings are consistent with those of P. K. Lim et al. (2021), who concluded that organizational commitment positively relates to cyberloafing. Their research showed that employees who lack attachment to their organization intend to leave the job and tend to engage more frequently in cyberloafing. According to the results of the study conducted, it was found that 26.67% of employees have been working for 0-5 years, 26.67% of employees have been working for more than 25 years, and 17.5% of employees have been working for 6-10 years, which can be

connected with the concept of organizational commitment. Employees working for a long time tend to have high organizational commitment because they have invested time and effort. These employees are more likely to engage in actions that support the Organization rather than harmful actions like cyberloafing.

Conclusion

The workload does not have a significant effect on cyberloafing actions. This is because individual factors influence this behavior, meaning that whether an employee has a high or low workload does not determine whether they will engage in cyberloafing, as the workload is not the main factor affecting someone's cyberloafing actions. Burnout significantly affects cyberloafing because employees may feel momentarily detached from their job pressures and stressful duties. The second factor is a loss of motivation, negative influence on work behavior, and lack of attention to consequences. Thus, burnout can significantly influence cyberloafing actions, where employees experiencing burnout are more prone to engage in cyberloafing as a coping mechanism for stress and the inability to manage work tasks. Therefore, employees and organizations must recognize and manage burnout well to prevent its negative impact on productivity and individual well-being. Organizational commitment has a significant effect on cyberloafing actions. Employees who have worked for an organization for a long time tend to have a high organizational commitment as they have invested time and effort in that Organization. For future research, it is suggested that variables such as perceived organizational support and digital culture be used to make the study more comprehensive.

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