

# Effect Of Cyberloafing Behavior, Organizational Commitment, And Locus Of Control On The Performance Of Generation Z Employees

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## Effect Of Cyberloafing Behavior, Organizational Commitment, And Locus Of Control On The Performance Of Generation Z Employees In Semarang City

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### ABSTRACT

This study aims to examine the effect of cyberloafing behavior, organizational commitment, and locus of control on employee performance (studies on gen Z in Semarang City). This type of research uses quantitative research methods with primary data sources. This study used a sample of 100 respondents who represent the Z generation population in Semarang City who are employees. The measurement of this study used a Likert scale which was processed with the help of IBM SPSS Statistic Version 26 using multiple linear regression analysis. The test results show that cyberloafing behavior has a negative and not significant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, and locus of control has a positive and significant effect on employee performance.

### KEYWORDS

Cyberloafing Behavior, Organizational Commitment, Locus Of Control, Employee Performance

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## INTRODUCTION

The more complex and difficult the task or work that must be completed, the more necessary a method is needed to complete it accurately and quickly. Fulfilling these needs is certainly not possible individually because every individual has limitations. Therefore, cooperation is needed to achieve a target/goal. Organizing is a form of cooperation to achieve goals. An organization is a group of people who work together to achieve a common goal that has been planned.

The success of an organization or company depends on the quality of the performance of its human resources. The quality of employee performance in an organization is expected to support the vision and mission to achieve the organization's goals and needs. According to (Mangkunegara, 2017) performance is the result of individual work which includes the quality and quantity achieved while carrying out their duties with the responsibilities given to them. According to (Ernawati et al., 2021)

good performance is the quality and quantity produced by employees in accordance with the work standards set by an organization. With good performance, agency productivity can increase.

With increasingly sophisticated developments and the impact of globalization, technology has a very important role in supporting employee performance. As technology develops, tasks can be completed effectively and efficiently. The technological development in question is the existence of computer and internet facilities. In the APJII survey of the Asosiasi Penyelenggara Jasa Internet Indonesia (APJII, 2020), there was a significant increase in internet use compared to the previous year, where the survey results showed that the percentage of internet use was 73.7% or experienced growth of 8.9% compared to 2018, which was 64.8%. Indirectly, technological developments can have a positive impact on companies and improve employee performance. The many benefits of the internet do not prevent employees from using it to reach things that are not related to their duties or work. This is known as cyberloafing. Examples of cyberloafing behavior carried out by employees in the workplace include shopping online, visiting entertainment sites, opening private social media networks, sending and receiving emails/private messages, and downloading files/files that are not related to their work.

Apart from cyberloafing behavior, organizational commitment is also a factor that can influence employee performance. Moving from one place to another is a pleasure that Gen Z has, this is supported by the Randstad Workmonitor survey where Gen Z and the millennial generation choose to be unemployed rather than unhappy at work. The survey was conducted in Asia Pacific, America and Europe among 35,000 workers aged 18-67 years and 41% of Gen Z or workers aged 18-24 years agreed with this opinion (Databoks, 2022). According to (Yusuf, Ria, M. dan Syarif, 2018) stated that organizational commitment is an attitude of employee loyalty towards the agency to remain in the organization, participate in achieving organizational goals, and do not have any reason not to leave the organization.

Another factor that influences employee performance is locus of control. In this case, locus of control in relation to employee performance can be interpreted as the belief that actions taken will be rewarded, therefore an employee will definitely work optimally. It is known that generally a company implements punish and reward where an individual performs well will get a reward, whereas if an individual with Poor performance will be punished. This is very relevant to The character of generation Z is that they are full of ambition to achieve something. Locus of control determines the extent to which an individual believes that his actions influence what happens to him.

### Performance

According to (Mangkunegara, 2017) performance is the result of work in terms of quality and quantity achieved by someone in carrying out their duties in accordance with the responsibilities given to them. Factors that influence performance according to (Djuremi, Leonardo Budi Hasiholan, 2016) include effectiveness and efficiency, authority, discipline, initiative and work environment. Indicators for measuring employee performance according to (Mangkunegara, 2017) include: (1) Quality of work, (2) Quantity of work, (3) Execution of tasks, (4) Responsibility.

### Cyberloafing Behavior

(Askew, 2012) argues that when an employee engages in cyberloafing activities, superiors see it as disconnected from the work being done and prohibit it from being carried out on company computers, laptops, smartphones and tablets during working hours. Factors that can influence the occurrence of cyberloafing behavior include organizational factors, situational factors, and individual factors (Ozler & Polat, 2012). The cyberloafing scale was measured using three indicators proposed by (Blau et al., 2006), namely browsing activities, emailing activities, interactive activities.

### Organizational Commitment

Organizational commitment is an attitude of employee loyalty to the agency to remain in the organization, participate in meeting organizational targets, and not have any reason not to leave the organization (Yusuf, Ria, M. dan Syarif, 2018). Job satisfaction and employee empowerment are factors that influence organizational commitment according to (Gulo & Yupiter, 2013). Organizational

commitment is a feeling of trust in a company whose size is influenced by supporting indicators. According to (Shaleh, 2018), organizational commitment indicators include employee willingness, loyalty and pride.

**Locus Of Control**

According to Schermerhorn (in Hermawan & Kabari, 2014) locus of control is a person's feeling of confidence that what is happening or is happening is within his control. Belief in everything that happens is within the individual (internal locus of control), and the perspective of everything good or bad is caused from outside his control or due to external factors such as fate and opportunity (external locus of control). According to (Azwar, 2004) locus of control can be measured by three indicators, namely internality, chance, and powerful others. Locus of control can be influenced by several factors, including family factors, motivation factors, and training factors.

**RESEARCH METHOD**

This type of research is quantitative research which aims to explain the relationship between independent variables and the dependent variable. The time of implementation of this research was carried July 2023, with the location of the research being carried out in the city of Semarang. The data collection technique used in this study uses primary data. In this study the instrument used was by distributing questionnaires via Google forms to the respondents in this study. The data analysis method used is descriptive analysis which aims to describe the characteristics of the assessment, respondents studied and the data collected. Hypothesis testing in this study was carried out using several tests, including: Multiple Linear Regression Test, T Test, F Test, Coefficient of Determination (R<sup>2</sup>)

**RESULTS AND DISCUSSION**

**RESULTS**

**Multiple Linear Regression Analysis**

**Table 1. Multiple Linear Regression Output**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients	Sp. Std. Error	Standardized Coefficients	t	
1	(Constant)	20.818	2.900		7.177	.000
	Cyberloafing	-.067	.084	-.078	-.795	.428
	Organizational Commitment	.278	.099	.277	2.808	.006
	Locus Of Control	.272	.095	.291	2.860	.006

Source : Data processed, 2023

Based on the calculation results above, the multiple linear regression equation is obtained as follows:

$$Y = 20,818 - 0,067x_1 + 0,278x_2 + 0,272x_3 + e \dots\dots\dots (1)$$

From the multiple linear regression equation above, it can be concluded as follows:

1. The constant value obtained is 20.818, so if cyberloafing, organizational commitment, and locus of control can increase by one point then followed by an increase in performance of 20.818.
2. The coefficient value of the Cyberloafing Behavior variable (X1) is -0.067, so if cyberloafing increases by one point, then every time there is an increase in the cyberloafing variable the performance decreases -0.067.

3. The coefficient value of <sup>1</sup> Organizational Commitment variable (X2) is 0.278, so if organizational commitment increases by one point, then every time there is an increase in the organizational commitment variable on performance it increases by 0.278.
4. The coefficient value of the locus of control variable (X3) is 0.272, so if the locus of control increases by one point, then every time there is an increase in the locus of control variable on performance it increases by 0.272.

**T Test (Partial Test)**

The t table value can be known from the statistical table for the level significant 0.05 with  $df = n-k-1 = 100-3-1 = 96$ , then the t value is obtained table of 1.984.

**Table 2. T Test Output**

Model		Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	20.818	2.900		7.177	.000
	Cyberloafing	-.067	.084	-.078	-.795	.428
	Organizational Commitment	.278	.099	.277	2.808	.006
	Locus Of Control	.272	.095	.291	2.860	.005

Source : Data processed, 2023

From the t test results in the table above, it can be said that:

1. The Cyberloafing Behavior variable obtained a t count of -0.795 with a sig value. 0.428. Based on these results,  $t \text{ count} < t \text{ table} (-0.795 < 1.984)$  with a sig value.  $0.428 > 0.05$  then it is accepted and rejected, which means that cyberloafing behavior has a negative and insignificant effect on employee performance.
2. The Organizational Commitment variable obtained a t count of 2.808 with a sig value. 0.006. Based on these results,  $t \text{ count} > t \text{ table} (2.808 > 1.984)$  with a sig value.  $0.006 < 0.05$  then it is rejected and accepted, which means Organizational Commitment has a positive and significant effect on Employee Performance.
3. The Locus of Control variable obtained a t count of 2.860 with a sig value. 0.005. Based on these results,  $t \text{ count} > t \text{ table} (2.860 > 1.984)$  with a sig value.  $0.005 < 0.05$  then it is rejected and accepted, which means that Locus of Control has a positive and significant effect on employee performance.

**F Test (Simultaneous Test)**

The F table value can be known from the statistics table for the level significant 0.05 with  $df1 = (\text{number of independent variables})$  and  $df2 = (n-k-1)$ , as information k is the number of independent variables and n is number of samples, so  $df1 = 3$  and  $df2 = (100-3-1) = 96$ , then we get The F table value is 2.70

**Table 3. F Test Output**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	136.344	3	45.448	7.923	.000 <sup>b</sup>
	Residual	550.646	96	5.736		
	Total	686.990	99			

Source : Data processed, 2023

Based on the table above, it shows that the calculated f value is  $7.923 > f$  table 2.70 and the significance value is  $0.000 < 0.05$  which can be concluded that it is rejected and accepted. So the variables Cyberloafing Behavior (X1), Organizational Commitment (X2), and Locus of Control (X3) have a significant effect simultaneously on Employee Performance (Y).

#### Coefficient of Determination Test ( $R^2$ )

**Table 4. Determination Coefficient Output**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
4	.445 <sup>a</sup>	.198	.173	2.39497

Source : Data processed, 2023

Based on the table above, the coefficient of determination obtained is 0.173 or 17.3%, this shows that Cyberloafing Behavior (X1), Organizational Commitment (X2), and Locus of Control (X3) influence Employee Performance (Y) by 17.3%, while the remaining 82.7% was influenced by other variables not used in this research.

#### DISCUSSION

##### Effect of Cyberloafing Behavior on Employee Performance

Based on the test results that have been carried out, it is obtained through the t test that it produces a t-value of -0.795 with a significance value of 0.428 and a t-table of 1.984 is obtained. So t count  $-0.795 < t$  table 1.984 and a significant value of  $0.428 > 0.05$ , it can be concluded that accepted and rejected means that cyberloafing behavior (X1) has a negative and partially insignificant effect on employee performance (Y). This means that the company/workplace still places limits on its employees' use of mobile phones/internet during working hours so as not to interfere with concentration at work so as not to reduce the employee's performance. And the level of employee performance is not entirely influenced by cyberloafing behavior in the workplace. This research is also supported by previous research such as research conducted by (Emawati et al., 2021) which states that cyberloafing behavior has a negative effect on employee performance. When you do not provide restrictions for employees to use the internet, cyberloafing behavior can arise among employees and can hinder employee performance.

##### Effect of Organizational Commitment on Employee Performance

A Based on the test results that have been carried out, it is obtained through the t test to produce a t count value of 2.808 with a significance value of 0.006 and a t table of 1.984 is obtained. So t count  $2.808 > t$  table 1.984 and a significant value of  $0.006 < 0.05$ , it can be concluded that rejected and accepted, meaning that Organizational Commitment (X2) has a positive and partially significant effect on Employee Performance (Y). This means that the company is able to increase the existing commitment of its employees so that employees can work well and have high loyalty to the company, because then they will provide maximum performance and be able to realize the goals of the company/organization. This research is in line with research by (Budiarti & Pratama, 2022) which states that Organizational Commitment has a positive and significant effect on Employee Performance. The influence of organizational commitment is a factor of employee performance which means that organizational commitment can have a good impact on employee performance.

##### Effect of Locus of Control on Employee Performance

A Based on the results of the tests that have been carried out, obtained through the t test, it produces a calculated t value of 2.860 with a significance value of 0.005 and a t table of 1.984. So that t count is  $2.860 > t$  table 1.984 and the significant value is  $0.005 < 0.05$ , it can be concluded that it is rejected and accepted, meaning that Locus of Control (X3) has a partially positive and significant effect on Employee Performance (Y). A person has a tendency between an internal locus of control (from within himself) or an external locus of control (from outside/other people) with the ability to believe in himself, not easily

influenced by the environment, have high initiative, and a high level of self-control on him will improve his performance. This research is in line with research conducted by (Rizana, 2019) which states that Locus of Control has a positive effect on performance. This proves that Locus of Control influences performance, so that in order to create maximum performance it needs to be improved by being sure that by working hard the performance target can be achieved, giving freedom to take initiative, and collaborating with each other.

### Effect of Cyberloafing Behavior, Organizational Commitment, and Locus of Control on Employee Performance

Based on the test results that have been carried out, Cyberloafing Behavior (X1), Organizational Commitment (X2), and Locus of Control (X3) on Employee Performance (Y) obtained through the F test, produces a calculated f value of  $7.923 > f$  table 2.70 and the significance value is  $0.000 < 0.05$ , it can be concluded that it is rejected and accepted, which means that the variables Cyberloafing Behavior (X1), Organizational Commitment (X2), and Locus of Control (X3) have a simultaneous and significant effect on employee performance (Y). This means that high and low employee performance is influenced by cyberloafing behavior, organizational commitment, and locus of control. This research is in line with research conducted by (Abid Muhtarom et al., 2021) which states that Locus of Control, Organizational Commitment, and Cyberloafing Behavior have a simultaneous effect on Employee Performance.

## CONCLUSION AND SUGGESTIONS

### CONCLUSION

From the results of the research and discussion above, it can be concluded as follows:

1. Cyberloafing behavior has a negative and partially insignificant effect on the performance of Gen Z employees in Semarang City. This is indicated by the calculated t value  $< t$  table ( $-0.795 < 1.984$ ).
2. Organizational commitment has a partially positive and significant effect on the performance of Gen Z employees in Semarang City. This is indicated by the calculated t value  $> t$  table ( $2.808 > 1.984$ ).
3. Locus of control has a positive and partially significant effect on the performance of Gen Z employees in Semarang City. This is indicated by the calculated t value  $> t$  table ( $2.860 > 1.984$ ).
4. Cyberloafing behavior, organizational commitment, and locus of control simultaneously and significantly influence the performance of Gen Z employees in Semarang City. This is indicated by the calculated t value  $> t$  table ( $7.923 > 2.70$ ).

### SUGGESTIONS

1. For future researchers, it is hoped that they can add other variables related to employee performance and can expand the object and use qualitative methods.
2. Generation Z in Semarang City is expected to maintain organizational commitment and locus of control and avoid cyberloafing behavior in order to create maximum performance.
3. For a company or organization, it is expected to provide support and encouragement to employees to have a sense of responsibility and commitment to the organization.

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**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



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**Article Error** You may need to use an article before this word. Consider using the article **the**.



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**Run-on** This sentence may be a run-on sentence. Proofread it to see if it contains too many independent clauses or contains independent clauses that have been combined without conjunctions or punctuation. Look at the "Writer's Handbook" for advice about correcting run-on sentences.



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**S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.



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**Confused** You have used **to** in this sentence. You may need to use **two** instead.