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MODERATING ROLE OF ORGANIZATIONAL COMMITMENT IN THE INFLUENCE OF WORKLOAD AND JOB BOREDOM ON CYBERLOAFING

Ni Made Devi Devanthi[1], Sarwo Edy Handoyo[2], Andi Harmoko Arifin[3]
[1,2,3]Faculty of Economics and Business, Universitas Terbuka, Denpasar

Abstract

In this digital era, cyberloafing—utilizing the internet for personal gains throughout workday—is progressively prevalent within the working environment, including within government institutions. Civil servants, as the backbone of public service, are expected to preserve work efficiency; however, widespread internet access opens opportunities to abuse working hours for personal online activities. This research intends to explore the influence of workload and job boredom on cyberloafing behavior and the moderating role of organizational commitment among civil servants in Central Jakarta. The research employed a quantitative method with data collected through surveys with a total of 222 respondents. AMOS 30 is utilized to analyze the data using Structural Equation Modelling (SEM). The results indicate that both workload and job boredom affect the cyberloafing behavior positively and significantly effect. Hence, organizations should assess workload distribution and avoid overloading employees, in addition, the employees should be introduced to job enrichment strategies, such as task variety or rotational tasks. Conversely, organizational commitment affects cyberloafing negatively and significantly. Furthermore, organizational commitment was found to weaken the positive influence of these variables. These findings highlight the importance of reinforcing organizational commitment to minimize cyberloafing behavior among civil servants. The organizations are ought to increase employees' emotional attachment to the organization through purpose-driven work and supportive management. They should focus on improving the work environment to reduce the root causes.

Keywords: civil servants, cyberloafing, job boredom, organizational commitment, workload.

Universitas Terbuka
Jl. Raya Sesetan No.121, Sesetan, Denpasar Selatan, Kota Denpasar, Bali 80223
E-mail: devidevanthi89@gmail.com

Introduction

The internet has become an essential resource for organizations, supporting their business operations and processes (Baturay & Toker, 2015). Ideally, it functions as a tool to enhance employee performance. However, using the internet for personal purposes throughout the workday can distract employees and serve as a medium for non-work-related activities (Bharucha, 2018). This misuse arises because the internet offers easy access to distractions such as social media, online shopping platforms, and online games, all of which can tempt employees during working hours. Such behavior is commonly referred to as cyberloafing (Nurhasanah et al., 2021).

Cyberloafing, also referred to as cyberslacking, denotes the utilization of organizational internet resources for personal activities, resulting in virtual disengagement from work tasks. Scholars have conceptualized cyberloafing as employees' involvement in non-work-related online activities during official working hours, thereby deviating from their assigned professional responsibilities (Koay & Soh, 2018). Various factors, including workload, role conflict, and the work environment, can influence cyberloafing. Several studies have found that employees in government-owned organizations are more prone to work-related stress due to their tasks' repetitive and heavy nature. Consequently, employees often resort to cyberloafing to cope with boredom, particularly when they have access to the internet on their devices and computers.

This study centers on the phenomenon of cyberloafing among civil servants, considering various factors, including the prevalent stigma surrounding their roles, such as monotonous tasks, low work productivity, and other related concerns. According to (Puspawardani, 2019) the performance of civil servants in Indonesia has been considered less than optimal, as evidenced by the operational effectiveness of government institutions and the quality of services they provide—particularly within central-level entities such as ministries and public institutions. Research by (Ardilasari & Firmanto, 2017) supported this claim, which reveals an increase in the frequency of social media usage, including platforms like Facebook and Instagram, among civil servants in different institutions throughout Indonesia. In addition, another study revealed that 75 percent of its participants, who were central civil servants, admitted to frequently engaging in cyberloafing during working hours. This included sending and receiving non-work-related emails with colleagues, as well as browsing news websites, sports pages, social media platforms, YouTube, and instant messaging applications (Laksana, 2019).

Workload has been found in several studies to be one of the main factors in cyberloafing behavior within the working environment. Howay and Suryosukmono (2024) found that workload positively and significantly influences the cyberloafing behavior of civil servants, serving as one of the primary causes of this behavior. This result is further supported by Husna et al. (2022), who reported that 53% of the variance in cyberloafing behavior among civil servants in a public institution is linked to workload. On the other hand, Luthfi (2023) found a different result in his study, where civil servants' workload does not significantly influence cyberloafing behavior.

Civil servants in Central Jakarta are believed to spend more time accessing the internet and using computers due to their responsibilities, which are often related to administrative tasks rather than direct public service. This is suspected to contribute to the boredom experienced by central-level civil servants, which can lead to counterproductive behaviors. A study by Kamila & Muafi (2023) supports this claim, showing a positive and significant impact of job boredom on cyberloafing behavior among employees of a government ministry in Indonesia. Meanwhile, Azizah (2019) explained that job boredom could only produce cyberloafing behavior when employees are experiencing work underload.

In comparison to civil servants in other Indonesia's regions, a study by Epitia & Mardiana (2024) found that the workload which is experienced by civil servants in Lampung, didn't affect cyberloafing positively. Moreover, conducted a study using civil servants in nine local public offices and one public hospital as their subjects. They found that the job boredom which is experienced by

their subjects, didn't affect cyberloafing positively.

This study design chooses organizational commitment as a moderating variable due to a research gap identified in two studies. According to Oktavia (2023), the significant correlation between burnout and cyberloafing is not moderated by organizational commitment. In contrast, Lim et al. (2020) proposed that abusive supervision's impact on cyberloafing can be mitigated by organizational commitment. As a result, this study incorporates organizational commitment as a moderating variable to provide fresh insights into organizational commitment's moderating role in the connection between workload, job boredom, and cyberloafing behavior.

This study's primary purpose is to provide empirical evidence on how workload and job boredom influence cyberloafing behavior among civil servants in Central Jakarta. By exploring these relationships, the study aims to contribute to a better understanding of how these work-related factors can lead to counterproductive behaviors in the workplace. Furthermore, this research seeks to look into organizational commitment as moderating variable, examining how it might influence the effect of workload and job boredom on cyberloafing activity. The findings will offer insights on the significance of organizational commitment in mitigating the negative effects of these workplace stressors.

Conceptual Framework

The study's conceptual framework follows Social Learning Theory, which posits that people at work are more likely to mimic the conduct of their peers. Connecting this with the focus of this study, which is cyberloafing, several studies have found that coworker cyberloafing is a strong predictor of employees' cyberloafing behavior (Betts et al., 2014; Huma et al., 2017; Pee et al., 2008).

This study examines the relationships between workload and job boredom and their impact on cyberloafing behavior, with organizational commitment acting as a moderating variable. This framework builds upon prior research, indicating that workload and job boredom significantly and positively influence cyberloafing. Additionally, organizational commitment has been shown to moderate the negative effects of these independent variables on cyberloafing. The study's conceptual framework is shown in Figure 1.

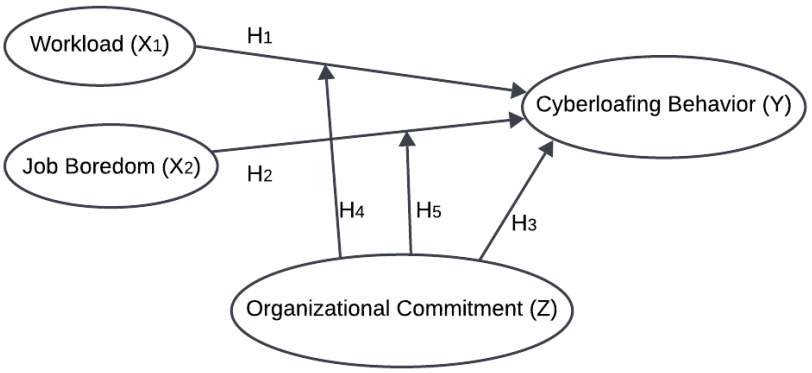

Figure 1. The Conceptual Framework

Civil servants are often assigned repetitive and monotonous tasks, which may shape a normative belief that engaging in cyberloafing is acceptable behavior. This perception is influenced by the existing stigma associated with civil servants' roles and the organizational culture of their workplace. Workload has been identified as a key factor contributing to cyberloafing behavior, with heavier workloads linked to increased instances of such behavior (Khan, 2021). (Sani & Suhana, 2022) also emphasize that workload plays a critical and significant role in triggering cyberloafing among employees.

H1: Workload has a positive and significant effect on cyberloafing behavior among civil servants in Central Jakarta.

Civil servants are likely to experience boredom when repeatedly performing the same routine tasks. Engaging in cyberloafing during work hours is often used as a coping strategy to maintain focus and prevent mental fatigue. This aligns with the findings of Husna et al. (2020), who reported that monotonous work can lead to exhaustion and job boredom, which significantly predict cyberloafing behavior among employees at University X. Similar results were also found in studies by Azizah (2019) and Fadhilah (2020), both of which identified job boredom as a contributing factor to cyberloafing.

H2: Job boredom has a positive and significant effect on cyberloafing behavior among civil servants in Central Jakarta.

The employees who perceive that leaving their current organization would result in the loss of valuable resources, are more likely to maintain their position and demonstrate greater dedication to the institution. Such behaviors reflect a strong sense of organizational commitment, which can reduce the likelihood of engaging in cyberloafing. Furthermore, Putra & Nurtjahjanti (2019) identified a significant negative relationship between organizational commitment and cyberloafing—indicating that higher levels of commitment are associated with lower tendencies to engage in cyberloafing, and vice versa. This finding is also supported by (Sani & Suhana, 2022), who reported that organizational commitment has a statistically significant negative effect on cyberloafing behavior.

H3: Organizational commitment has a negative and significant effect on cyberloafing behavior among civil servants in Central Jakarta.

A heavy workload can lead employees to feel pressured and dissatisfied, potentially resulting in feelings of being undervalued and lacking control over their tasks. Such conditions may trigger cyberloafing behavior, where individuals use work hours for personal activities. Organizational commitment reflects the attitudes individuals hold toward their work and organization. According to Blanchard & Henle (2012) as cited in Putra et al. (2024), commitment is not only linked to various psychological and physical outcomes for employees but also plays a moderating role in the relationship between stressors and health. This moderating effect can act as a protective factor, shielding individuals from the adverse impacts of stress (Gaol, 2016). Employees with high organizational commitment, even when faced with demanding workloads, are more likely to remain focused and seek effective time management strategies, rather than resort to cyberloafing. Thus, the likelihood of engaging in cyberloafing under work-related stress depends on the strength of the employee's commitment to the organization.

H4: Organizational commitment moderates the effect of workload on cyberloafing behavior among civil servants in Central Jakarta.

Job boredom can lead to a decline in organizational commitment, which in turn may increase the likelihood of cyberloafing behavior. However, strong organizational commitment can serve as a buffer against the negative effects of job boredom on cyberloafing. Employees with higher levels of commitment are more likely to remain engaged in their work and are less inclined to participate in non-work-related online activities (Sucipto & Kusumah, 2024). Moreover, the moderating role of organizational commitment in the relationship between job boredom and cyberloafing may vary depending on the type of commitment. For example, affective commitment—defined as an employee's emotional attachment to the organization—has been shown to be a stronger predictor of reduced cyberloafing than continuance commitment, which is based on the perceived costs of leaving the organization.

H5: Organizational commitment moderates the effect of job boredom on cyberloafing behavior among civil servants in Central Jakarta.

Methods

Quantitative analysis is employed in this study to test the research hypothesis using statistical techniques. The data is collected through surveys using Google Form which was designed using a Likert scale of 1 to 5 around September-October 2024. The method used to analyze the collected data is Structural Equation Modeling

(SEM) with AMOS v30. AMOS was selected due to its user-friendly graphic interface which facilitates the representation of structural models (Ghozali, 2014).

Population and Sample

A non-probability sampling technique is utilized in this study, where the specific method employed is convenience sampling, which, as noted by Sekaran (2015), entails collecting data from individuals who are willing to participate.

This study's population consists of civil servants in an organization located in Central Jakarta. The civil servants may be those with Permanent Civil Servant (PNS) and Contract-based Government Employees (PPPK) status. The sample for this study uses the minimum sample size formula, following the SEM guidelines, where the number of indicators is multiplied by five. The calculation results in 40 (the number of indicators in the survey) multiplied by five, resulting in 200 samples.

Variables

As previously explained, this study uses three kinds of variables: moderating, independent, and dependent factors. The study's dependent variable is the practice of cyberloafing, the term for exploiting online resources for one's gain. Lim & Chen (2012)'s classification of cyberloafing, which is separated into two primary categories: emailing activities and browsing activities, is used to quantify cyberloafing behavior in this study.

There are two independent factors in this study: 1) the workload that civil servants believe they have to complete, and 2) the level of job boredom that they encounter while carrying out their duties. Workload indicators are based on Manuaba (2000)'s classification, which divides workload into physical and mental dimensions. Meanwhile, job boredom indicators referred to Anggraini (2015)'s study where the level of boredom experienced by employees is related to their work engagement. In this study, organizational commitment serves as the moderating factor. The components of Allen (2004)—affective, continuance, and normative commitment—cited by Islamy (2016) serve as the basis for measuring organizational commitment.

Results and Discussions

Respondent Characteristics

There are 222 civil servants who responded to the survey. Table 1 shows the respondent characteristics based on their age, gender, latest education, and tenure. According to Table 1, the majority of respondents are civil servants aged 25–35 years with less than 10 years of tenure. This indicates that most civil servants in Central Jakarta belong to the Millennial generation which is generally more accustomed to proficient with technology.

Table 1 also provides information that the majority of the respondents is civil servant with a Bachelor's degree. Employees with a Bachelor's degree may be more familiar with digital tools and online platforms, which can increase both their efficiency and the likelihood of engaging in cyberloafing when job demands are low or routines become monotonous.

Table 1. Respondent Characteristics

Category		N	%
Age	< 25 years old	24	10.811
	25 - 35 years old	121	54.505
	35 - 45 years old	67	30.180
	> 45 years old	10	4.504
Gender	Male	120	54.054
	Female	102	45.946
Latest Education	Diploma	35	15.766
	Bachelor	136	61.261

Category		N	%
	Master, Doctor	51	22.973
Tenure	< 10 years	160	72.072
	10 -20 years	56	25.225
	> 20 years	6	2.703

Source: Processed Data using SPSS v29, 2025

SEM Analysis

AMOS version 30's was utilized to analyze the data gathered from the distributed surveys with Structural Equation Modeling (SEM) technique. Due to its confirmatory character, which necessitates an accurate parameter estimate, SEM-AMOS was chosen as the most suitable analytical tool and technique for this investigation. Moreover, the study's sample size—more than 200 participants—was comparatively large, meeting the normality assumption needed for SEM analysis. The first stage in SEM analysis is to investigate the data validity and reliability to guarantee that each item in the survey can accurately measure the intended constructs and contribute meaningfully to the overall model.

Data Validity Test

The survey administered to respondents were evaluated for its validity using Confirmatory Factor Analysis (CFA). CFA is a statistical approach that evaluates the construct validity of a preset theoretical model.

An indicator is valid if its related survey item has a factor loading (estimate) value greater than 0.5 (λ = 0.5) (Ghozali, 2014). Table 2 presents the validity test results for the data.

Table 2. Data Validity Test Results

Parameter			Estimate
BK1	<---	Work_Load	0.703
BK2	<---	Work_Load	0.639
BK3	<---	Work_Load	0.709
BK4	<---	Work_Load	0.708
BK5	<---	Work_Load	0.731
BK6	<---	Work_Load	0.721
BK7	<---	Work_Load	0.711
KK1	<---	Job_Boredom	0.757
KK2	<---	Job_Boredom	0.759
KK3	<---	Job_Boredom	0.780
KK4	<---	Job_Boredom	0.742
KK5	<---	Job_Boredom	0.768
KK6	<---	Job_Boredom	0.764
KK7	<---	Job_Boredom	0.726
C1	<---	Cyberloafing_Behavior	0.744
C2	<---	Cyberloafing_Behavior	0.702
C3	<---	Cyberloafing_Behavior	0.714
C4	<---	Cyberloafing_Behavior	0.713
C5	<---	Cyberloafing_Behavior	0.677
C6	<---	Cyberloafing_Behavior	0.720
C7	<---	Cyberloafing_Behavior	0.720
KO1	<---	Organizational_Commitment	0.797
KO2	<---	Organizational_Commitment	0.792
KO3	<---	Organizational_Commitment	0.695
KO4	<---	Organizational_Commitment	0.744
KO5	<---	Organizational_Commitment	0.760
KO6	<---	Organizational_Commitment	0.737

Parameter			Estimate
KO7	<---	Organizational_Commitment	0.746
C8	<---	Cyberloafing_Behavior	0.662
C9	<---	Cyberloafing_Behavior	0.678
C10	<---	Cyberloafing_Behavior	0.673
C11	<---	Cyberloafing_Behavior	0.752
C12	<---	Cyberloafing_Behavior	0.700
C13	<---	Cyberloafing_Behavior	0.700
C14	<---	Cyberloafing_Behavior	0.725
KO8	<---	Organizational_Commitment	0.739
KO9	<---	Organizational_Commitment	0.725
BK8	<---	Work_Load	0.732
KK8	<---	Job_Boredom	0.753
KO10	<---	Organizational_Commitment	0.730

Source: Processed Data using AMOS v30, 2025

According to Table 2, all survey items exhibit factor loading (Estimate) values above 0.5, indicating that each item is valid and accurately measures the corresponding latent variables. Therefore, the study can proceed to the next stage of analysis.

Data Reliability Test

In this study, the reliability test was conducted by examining the Construct Reliability (CR) values obtained through Structural Equation Modeling (SEM). The instrument of a study is considered reliable if the construct reliability score is equal to or greater than 0.70. A higher CR value indicates greater consistency and reliability of the construct. In addition to CR, the Average Variance Extracted (AVE) is another important metric used to determine the percentage of variance in the indicators that is explained by the latent variable. Since an AVE value of 0.50 or higher indicates that the latent variable accounts for a significant amount of the variation in its observed indicators, it is typically regarded as acceptable.

The calculation results shows that the CR values for each indicator exceed 0.70. and the AVE values are equal to or greater than 0.50. These results suggest that the latent variables in this study are considered reliable, allowing for further analysis using the SEM model.

Path Diagram and Structural Equation

Once the data's validity and reliability have been verified, the SEM analysis can proceed to the next stages. A path diagram is created following the conceptual framework and hypothesis, as previously illustrated in Figure 1. Later, following AMOS principles, the path diagram is transformed into a structural equation. In Figure 3, the structural equation is displayed.

In Figure 2, the model is already attached with the interaction variances to moderate the influence of workload and job boredom on cyberloafing behavior. The value of interaction variances here was determined by using the method by Ping (1995) as cited in Haryono (2017). According to Ping, a moderating variable should be represented by a single composite indicator. This indicator is calculated by multiplying the indicators of the exogenous latent variable by those of the moderating variable. The formula for calculating this is as follows:

$$\boldsymbol{\lambda}\text{interaction} = (\boldsymbol{\lambda}\text{X variables})\ (\boldsymbol{\lambda}\text{Z variables})$$

$$\boldsymbol{\theta}\text{q} = (\sum\boldsymbol{\lambda}\text{X variable})2\text{VAR(X)}\ (\sum\boldsymbol{\theta}\text{Z variable}) + (\sum\boldsymbol{\lambda}\text{Z variable})2\text{VAR (Z)}\ (\sum\boldsymbol{\theta}\text{X variable}) + (\sum\boldsymbol{\theta}\text{X variable}).(\sum\boldsymbol{\theta}\text{Z variable})$$

Where:
$\boldsymbol{\lambda}$interaction = latent variables' loading factor
$\boldsymbol{\theta}$q = error variances of latent variables

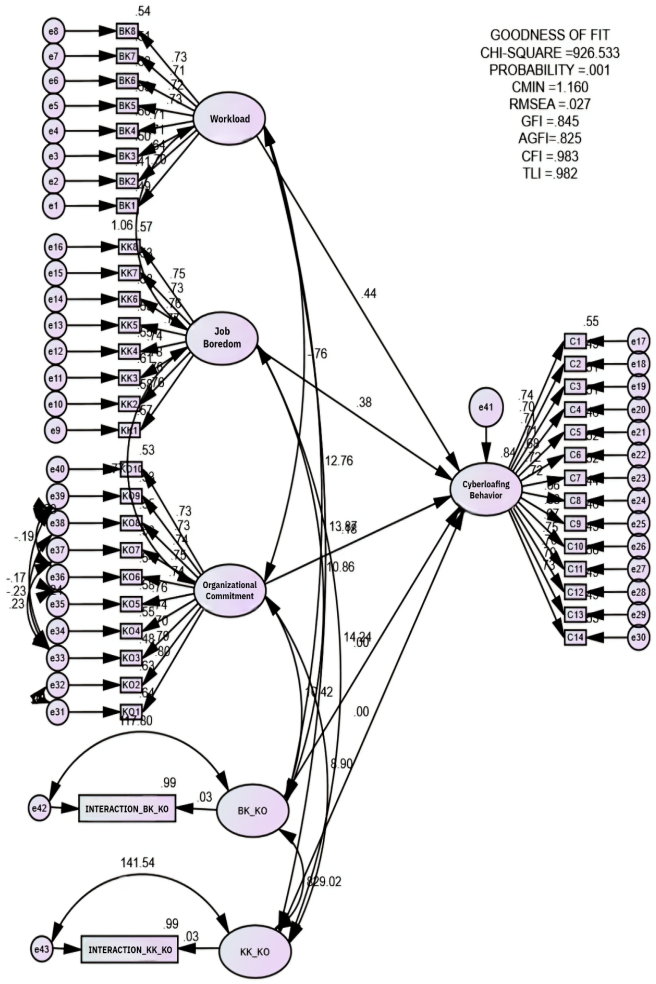

Figure 2. Structural Equation Model (Processed Data using AMOS v30, 2025)

The calculation is typically performed using Microsoft Excel to ensure accuracy in generating the interaction term. The calculation results are presented in Table 3.

Table 3. Interaction Variances Calculation Results

Interaction between Workload and Organizational Commitment		Interaction between Job Boredom and Organizational Commitment	
λinteraction	***θ***q	**λ**interaction	***θ***q
66.02017	709.8134	66.44805	648.6888

Source: Processed Data using AMOS v30, 2025

SEM Assumption Test

After the model is formed, the model needs to be evaluated based on the SEM assumption test, which includes data normality test, data outliers test, and Goodness of Fit (GOF) test.

Data Normality Test

Data normality can be found through the Assessment of Normality section. The output of this assessment is that the data has a multivariate value of 12.7923, where the data is considered not normally distributed since the multivariate value falls outside the acceptable range of ±2.58. According to Ghozali (2014), SEM is highly sensitive to non-normality in the multivariate distribution or excessive kurtosis. Therefore, SEM requires data to be normally distributed on a multivariate level.

This issue may have arisen because the study's data came from primary sources, which frequently yield inconsistent responses from participants. Consequently, the researcher used the bootstrapping method to account for the non-normality of the data. Bootstrapping is used to generate additional samples when the original data distribution deviates from

normality. If the results from bootstrapping do not differ significantly from the original data, the dataset can be considered valid (Ghozali, 2016).

According to the output of the bootstrapping technique, with 237 bootstrap samples, it shows a Bollen-Stine bootstrap value of p = 0.1189, which is greater than 0.050. This result indicates that there are no significant differences between the primary data and the bootstrapping data, hence, the data above is considered normally distributed.

Data Outliers Test

The outlier test in this context is used to identify extreme values, both univariate and multivariate. Data points are considered outliers if the p1 and p2 values are less than 0.05. If outliers are identified, those data points must be removed from the dataset.

Therefore, the first 10 detected outliers in this study are checked beforehand. The result showed that all observed p1 and p2 values are greater than 0.05. This indicates that the data are free from outliers and that there are no significant differences between individual data points and the overall dataset. Therefore, the model is considered acceptable, with no samples classified as extreme or outlying cases.

Goodness of Fit Test

This test is an essential stage to evaluate the model's fit based on the criteria of Goodness of Fit (GOF). Table 4 presents the information related to the evaluation. Based on the Table 4, four indicators met the criteria for a good model fit: RMSEA, CMIN/DF, TLI, and CFI.

Table 4. The Model's Goodness of Fit Data

No.	GOF Index	Cut-off Value	Result	Source	Criteria
1.	Chi-square	Expected to be low	926.553	Ghozali (2014)	Poor Fit
2.	Probability	≥ 0.05	0.001	Ghozali (2014)	Poor Fit
3.	RMSEA	≤ 0.08	0.027	Ghozali (2014)	Good Fit
4.	GFI	≥ 0.90	0.845	Ghozali (2014)	Close Fit
5.	AGFI	≥ 0.90	0.825	Ghozali (2014)	Close Fit
6.	CMIN/DF	≤ 2,00	1.160	Ghozali (2014)	Good Fit
7.	TLI	≥ 0.95	0.982	Ghozali (2014)	Good Fit
8.	CFI	≥ 0.95	0.983	Ghozali (2014)	Good Fit

Source: Processed Data using AMOS v30, 2025

Therefore, the author refers to the principle of parsimony proposed by (Arbuckle, 1999), as cited in Haryono (2016), which states that if one or two goodness-of-fit criteria are satisfied, the model as a whole can be considered acceptable. Based on this principle, the results of the structural equation model test are accepted, and further analysis can be conducted.

Hypothesis Analysis

Hypothesis analysis is carried out by evaluating both the Critical Ratio (C.R.) and the p-value. A hypothesis is considered to have a significant effect if the C.R. value exceeds 1.96. Likewise, a p-value of ≤ 0.05 indicates a statistically significant influence (Ghozali, 2017). Furthermore, a p-value stated with 3 stars (***) indicates that the value is lower than 0.001 (Ghozali, 2014). The output of the regression weight of the model is shown in Table 8.

Table 8. The Model's Regression Weight Output

Relationship between Variables			Estimate	C.R.	P	Note
Cyberloafing_Behavior	<--	Work_Load	0.4501	3.9345	***	Significant
Cyberloafing_Behavior	<--	Job_Boredom	0.361	3.4762	***	Significant
Cyberloafing_Behavior	<--	Organizational_Commitment	-0.1633	-3.5214	***	Significant
Cyberloafing_Behavior	<--	BK_KO (Interaction)	-0.0004	-4.1981	***	Significant
Cyberloafing_Behavior	<--	KK_KO (Interaction)	-0.0004	-4.3985	***	Significant

Source: Processed Data using AMOS v30, 2025

Table 8 presents the results of the regression weight analysis for the final model, showing that the C.R. values for each parameter or relationship between variables exceed 1.96, and the corresponding p-values are below 0.05. This indicates that each relationship between the variables is statistically significant.

Discussions

The Influence of Workload (X1) on Cyberloafing Behavior (Y)

Based on the answer from the respondents, the average score of workload indicators is 3.621 which is considered as a quite high number. This indicates that, overall, the respondents perceive a relatively high workload, though not to an extreme level. This is reflected in the statement *"I am always able to rest peacefully despite having many work-related issues,"* which received the highest average score. In general, this suggests that while the workload is substantial, it remains within the respondents' capacity to manage. Hence, this could lead to cyberloafing behavior.

The first hypothesis proposes that 'workload has a positive and significant effect on cyberloafing behavior among civil servants in Central Jakarta'. The path coefficient analysis, as shown in Table 8, reveals a C.R. of 3.9345 with a p-value of less than 0.001, suggesting that workload has a positive and significant impact on cyberloafing behavior among civil servants in the area. This implies that workers are more likely to participate in cyberloafing as their workload increases. Therefore, the first hypothesis of this study is supported.

These findings are consistent with previous research by Howay & Suryosukmono (2024), which demonstrated that workload affects cyberloafing behavior positively and significantly among civil servants and is a major contributing factor to its occurrence. The results are also supported by Husna et al. (2022), who found that 53% of the variance in cyberloafing behavior among civil servants in a government agency was influenced by workload. Furthermore, research by Sani & Suhana (2022) yielded similar results, indicating that workload has a significant and essential role in triggering cyberloafing behavior.

The Influence of Job Boredom (X2) on Cyberloafing Behavior (Y)

According to the respondents' answer, the average score of job boredom indicators is 3.678 which is considered as a high number. This suggests that the majority of respondents frequently experience feelings of boredom, lack of interest, or low motivation while performing their jobs. This is evident from the statement *"Monotonous tasks rarely make me feel enthusiastic about my work,"* which received the highest average score. Hence, this could lead to cyberloafing behavior.

The second hypothesis proposes that 'job boredom has a positive and significant effect on cyberloafing behavior among civil servants in Central Jakarta'. A C.R. of 3.4762 with a p-value of less than 0.001 is shown by the path coefficient analysis, as shown in Table 8. This suggests that cyberloafing behavior among civil servants in the area is positively and significantly influenced by job boredom. In other words, employees are more prone to participate in cyberloafing if they are feeling disinterested. Therefore, the second hypothesis is supported by the findings of this study.

These findings align with prior research conducted by Husna et al. (2020) which found that monotonous tasks can lead to fatigue and job boredom, which significantly predict cyberloafing behavior among employees at University X. In addition, a study by Kamila & Muafi (2023) reinforces this conclusion, showing a positive and significant relationship between job boredom and cyberloafing behavior among employees of a government ministry in Indonesia.

The Influence of Organizational Commitment (Z) on Cyberloafing Behavior (Y)

Based on the data collected from the respondents, the average score of organizational commitment indicators is 3.451 which is considered as moderately high. This indicates that most respondents have a sense of responsibility and attachment to the organization, although their level of loyalty and dedication may not yet be fully optimal. This is reflected in the statement *"Leaving this institution would only bring minor changes to my life,"* which received the highest average score.

The third hypothesis proposes that 'organizational commitment has a negative and significant effect on cyberloafing behavior among civil servants in Central Jakarta'. Table 8 shows that the path's coefficient analysis yielded a p-value of less than 0.001 and a C.R. of –3.5214. This indicates that organizational commitment negatively and significantly influences cyberloafing behavior in this context. In other words, a worker's tendency to engage in cyberloafing decreases as they develop organizational commitment. Thus, the third hypothesis of this study is supported.

These findings are consistent with previous research by (E. Y. Putra & Nurtjahjanti, 2019) which identified a significant negative relationship between organizational commitment and cyberloafing. This conclusion is further supported by the study conducted by Sani & Suhana (2022), which also found that organizational commitment has a statistically significant negative effect on cyberloafing behavior. Similarly, research by Putra et al. (2024) reported the same outcome, confirming that organizational commitment reduces the likelihood of cyberloafing.

The Influence of Organizational Commitment (Z) in moderating Workload (X1) on Cyberloafing Behavior (Y)

The fourth hypothesis proposes that 'organizational commitment moderates the influence of workload on cyberloafing behavior among civil servants in Central Jakarta'. Table 8 shows that the interaction effect between workload and organizational commitment on cyberloafing behavior yields a C.R. of –4.1981 with a p-value of less than 0.001. This suggests that cyberloafing behavior is significantly and negatively affected by the interaction. Therefore, it can be concluded that organizational commitment weakens the impact of workload on cyberloafing behavior. As such, the fourth hypothesis is supported.

These findings align with previous research by Gaol (2016), which demonstrated that the moderating effect of commitment can protect individuals from the negative consequences of work-related stress. Similarly, a study by Heti (2024) found that organizational commitment moderates the relationship between job burnout (stress caused by workload) and cyberloafing behavior.

When analyzed without the moderating variable, workload is found to significantly increase cyberloafing behavior. This suggests that as employees face heavier workloads, they may engage more frequently in non-work-related online activities as a form of psychological escape. However, when organizational commitment is introduced as a moderating factor, the interaction effect between workload and organizational commitment significantly and negatively influences cyberloafing. This indicates that employees with a strong sense of organizational commitment are less likely to engage in cyberloafing, even under conditions of high workload. In other words, organizational commitment weakens the direct impact of workload on cyberloafing.

The Influence of Organizational Commitment (Z) in moderating Job Boredom (X2) on Cyberloafing Behavior (Y)

The fifth hypothesis proposes that 'organizational commitment moderates the effect of job boredom on cyberloafing behavior among civil servants in Central Jakarta'. According to Table 8, the interaction effect between job boredom and organizational commitment on cyberloafing behavior yields a C.R. of –4.3985 with a p-value of less than 0.001. This indicates that the interaction has a negative and significant impact on cyberloafing behavior. Hence, it can be concluded that organizational commitment weakens the influence of job boredom on cyberloafing among civil servants. Thus, the fifth hypothesis of this study is supported.

These findings are consistent with previous research by (Sucipto & Kusumah, 2024), which explained that employees with a high level of organizational commitment are more likely to remain engaged in their work and less likely to engage in cyberloafing activities. As such, organizational commitment is believed to moderate the relationship between job boredom and cyberloafing behavior.

In the absence of moderation, job boredom is found to positively and significantly influence cyberloafing behavior, indicating that

employees who frequently feel bored or unmotivated at work tend to engage more in non-work-related internet activities. However, when organizational commitment is introduced as a moderating factor, the interaction between job boredom and organizational commitment has a significant negative effect on cyberloafing behavior. This demonstrates that organizational commitment mitigates the impact of job boredom, effectively reducing the likelihood of cyberloafing even when employees experience disinterest or monotony in their work. Thus, organizational commitment serves as a protective factor that buffers the detrimental effect of boredom on employee behavior.

Conclusion

The conclusions drawn from the findings of this study are as follows: (1) Workload has a positive and significant effect on cyberloafing behavior among civil servants in Central Jakarta. (2) Job boredom has a positive and significant effect on cyberloafing behavior among civil servants in Central Jakarta. (3) Organizational commitment has a negative and significant effect on cyberloafing behavior among civil servants in Central Jakarta. (4) The interaction between workload and organizational commitment has a negative and significant effect on cyberloafing behavior. (5) The interaction between job boredom and organizational commitment has a negative and significant effect on cyberloafing behavior. These findings highlight the importance of fostering organizational commitment as a protective factor against counterproductive behaviors under stressful work conditions.

As for the forthcoming research agenda, there are multiple imperative recommendations. Firstly, this study focused solely on civil servants in Central Jakarta. Therefore, future research could benefit from incorporating a broader sample, particularly by including civil servants from other regions of Indonesia or even from different countries, to allow for more comprehensive comparative analysis. Secondly, this study examined only two factors of cyberloafing as dependent variables. Therefore, future research could expand the scope by incorporating additional variables or modifying the relationships among existing variables, which would contribute to a deeper and broader understanding of cyberloafing behavior. Finally, choosing another data analysis method aside from SEM-AMOS would be beneficial to confirm the prior results of this study in the future.

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