

Explaining Cyberloafing Behavior: The Role of General Strain Theory

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Explaining Cyberloafing Behavior: The Role of General Strain Theory

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ABSTRACT

The internet has changed the way employees get things done. However, many have not been on target regarding the use of the internet among employees. The availability of internet facilities in many organizations is used for personal gain or what is often referred to as cyberloafing behavior. General strain theory in this research is used to explain cyberloafing behavior. This behavior is not a criminal act but violates organizational regulations caused by organizational support and employee work stress. This study aims to assess the role of organizational support and reduce employee stress levels and cyberloafing behavior. The method used is in the form of PLS by involving 330 government employees in Lumajang Regency as a sample. The results showed that the organizational support felt by employees was able to reduce work stress. Employees who feel work stress will tend to behave cyberloafing. The existence of high organizational support has increased employee cyberloafing behavior. The higher the perceived organizational support, the lower the level of employee work stress, and cyberloafing behavior. An important finding in this study is that the general strain theory has been able to prove the existence of cyberloafing behavior caused by organizational support and employee work stress.

Keywords: General Strain Theory, Cyberloafing Behavior, Job Stress, Perceived Organization Support



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INTRODUCTION

The internet has changed a person's life in getting work done. However, an employee who is involved in cyberloafing for 2 hours per day uses the internet for information (Andel, Kessler, Pindek, Kleinman, & Spector, 2019). This causes the organization to become worried about employee cyberloafing behavior because they neglect their responsibilities for their work by surfing the internet for their personal interests (Khansa, Barkhi, Ray, & Davis, 2017). Recent developments suggest that cyberloafing in the workplace has been recognized as a form of counterproductive behavior that endangers organizations (Pindek, Krajcevska, & Spector, 2018). Like most regions in Indonesia, Lumajang Regency is in accordance with the Lumajang Regency

Regional Regulation Number 2 of 2013 concerning the Spatial Plan for the Lumajang Regency 2012-2023. It is explained that there is a development and/or improvement of internet services via wireless fidelity (wifi) spread throughout the district. Furthermore, the preparation of a free internet access program in every RW / Kelurahan in the long term will facilitate the community in obtaining accurate data related to district spatial planning. The problem that occurs is the behavior that uses the wifi facility for personal needs. The results of the initial survey conducted showed that more than 50% of employees engaged in cyberloafing activities.

There are several possibilities for cyberloafing behavior to occur. Namely, they experience work stress (Gökçearsan, Uluyol, & Şahin, 2018). However, job stress in the form of role conflict cannot be proven to detect employee cyberloafing (Lonteng, Kindangen, & Tumewu, 2019). Work stress will be reduced with the support of the organization (Ghani et al., 2018; Pinto, Correia-Santos, Levendosky, & Jongenelen, 2016). But on the other hand, it is stated that the existence of organizational support has not been able to reduce work stress (Gökçearsan et al., 2018). Cyberloafing behavior, if left unchecked, will result in several negative things, such as negligence in completing work and lowering loyalty (Khansa et al., 2017), addicted to smartphones (Gökçearsan et al., 2018; Sulistyan, 2017), a poor relationship arises between fellow employees (Koay & Soh, 2018).

General strain theory in the latest approach is used to detect the relationship between job stress and cyberloafing behavior. The results show that the presence of high emotions resulting from work stress will result in employees using the internet at work for their personal gain, which aims to reduce stress levels (Koay, Soh, & Chew, 2017). This theory states that the possibility of someone experiencing negative emotions such as stress is high so that later they will tend to act criminally (Agnew, 1992). Cyberloafing is not considered a criminal act but is a form of unproductive work behavior that violates existing regulations in the organization.

The application of general strain theory in internet usage activities that are not related to work in the workplace is defined as a form of action that serves to alleviate various forms of negative emotions arising from work stress. This is because there are negative sensations that cause tension on employees, so that employee involvement in cyberloafing behavior becomes the main strategy to alleviate these tensions. This opinion is supported by several studies that state that in reducing work stress, employees do cyberloafing (Andel et al., 2019; Koay, 2018; Koay & Soh, 2018; Koay et al., 2017; Sawitri, 2012).

High organizational support can also reduce employee stress levels (Arnold, Edwards, & Rees, 2018; Pinto et al., 2016; Sulistyan, Ermawati, Hidayat, Lukiana, & Kasno, 2019). In other studies, it is stated that organizational support has not been able to reduce employee stress levels (Gökçearsan et al., 2018). It was also stated that the organizational support felt by employees was not related to work stress (Garg & Dhar, 2014). Employees who experience work stress will tend to cyberloafing because it has been proven that cyberloafing can minimize stress levels caused by multiple tasks (Ghani et al., 2018; Khansa et al., 2017; Lim & Chen, 2012). Stress is defined as a person's reaction to factors that threaten his well-being (Arslan, 2017). Job stress is a real challenge for an employee. It is very important to pay attention to factors related to employee job stress (Naqvi, Khan, Kant, & Khan, 2013). Employee lives filled with stressful situations will tend to use the internet to regulate mood (such as entertainment and information search). The direct impact that shows stressful life events that cause stress can actually be overcome with positive support from the organization (Leung, 2007). Employees who are facing work pressure will try to avoid these stressful situations because stress will arise and be involved in cyberloafing. Job stress is moderated by the expertise to use the internet in cyberloafing behavior (Sawitri, 2012). Cyberloafing is an act of voluntary employees to use company internet access during working hours for personal gain, not for the benefit of the company (Lim, 2002). Cyberloafing is also defined as the personal use of some information and communication technology during working hours other than those related to tasks (Pindek et al., 2018; Wu, Mei, & Ugrin, 2018). In general,

cyberloafing is considered a counterproductive deviation because it is not related to work (Khansa et al., 2017; Moodya & Siponen, 2013).

METHOD

This study uses a quantitative approach by looking for a causal relationship. This research is associative research that is causal, where the relationship under study is causal. The object of this research includes the dependent variable, namely, cyberloafing behavior. The intervening variable is employee work stress. The independent variable is perceived organizational support. This study focuses on perceived organizational support so that it can reduce employee work stress levels and cyberloafing behavior. The employee in question is the village government in Lumajang Regency. The population in this study were all village officials in Lumajang Regency, totaling 2,314 people. The sample is part of a population consisting of several selected members (Sekaran & Bougie, 2016). The sampling technique uses an approach developed by experts (Krejcie & Morgan, 1970), which shows that this approach can be used by researchers in determining the number of samples that ensure a good decision model (Sekaran & Bougie, 2016). Based on calculations using the formula developed by Krejcie and Morgan, a sample of 330 people was obtained. How to draw sample members using nonprobability sampling in the form of an accidental. The criteria used are if employees are able to operate the internet, either through a laptop or cellphone, and use the wifi facilities provided during working hours.

The data collection technique is done by looking for primary and secondary data. Primary data is in the form of the respondent's identity and answers to the questions asked. To obtain this primary data, the researcher prepared a draft questionnaire and gave it directly to village government employees in Lumajang Regency. Secondary data was carried out by searching for data through the website of the Central Bureau of Statistics of Lumajang Regency.

The research instrument of perceived organizational support variables is measured using eight items, namely concern, consideration, willingness of time, concern, not taking advantage, help solving problems, forgiving mistakes, and concern for opinions (Yildiz, Uzun, & Coşkun, 2017). Employee work stress is measured using four items, namely experiencing tension, a source of frustration, a lot of tension, and feelings of pressure (Kang & Kang, 2016). Cyberloafing behavior is measured using six items, namely the use of social media, online shopping, playing online games, watching videos, accessing content relevant to personal interests, and sharing information on the internet (Ghani et al., 2018). The research instrument was then tested on 30 respondents, and the instrument tested, which included validity and reliability tests. If there is a statement item that is invalid and reliable, it will be corrected for the statement.

The data analysis technique used in this research is descriptive statistics, which are used to describe the characteristics and assessment of respondents. Besides that, inferential statistics were also carried out to test the proposed hypothesis using SEM PLS.

RESULTS AND DISCUSSION

Respondents in this study were village officials in Lumajang Regency. BPS data recorded in the form of the Lumajang Regency in 2020 figures show that the total number of villages is 205 out of 21 sub-districts. Each village has a Village Apparatus consisting of the Village Secretary, Head of Planning, Head of Financial Affairs, Head of Administration and General Affairs, Head of Section of Government, Head of Section Welfare Community, Head of Section Services, and Head of Hamlet.

Respondents who were targeted were 330 village officials scattered in Lumajang Regency. Respondents were dominated by male gender at 85.5%, and the remaining 14.5% were female. Judging from the age factor of the respondents, most of them were between 21 and 30 years. Namely, 38.5%, followed by the age between 31 to 40 years, namely 33%, between 41 to 50 years, namely 23%, between 15 to 60 years, namely 5.5 %, and none of them are less than 20 years old. Almost all of the respondents' marital status was already married, namely 92.4%, and only 7.6% of those who were not married. Respondents' positions were varied, but dominated by Hamlet Heads of 29.7%, followed by Head of Financial Affairs at 14.2%, Head of Planning at 11.5%, Village Secretary by 11.2%, Head of Government Section at 8.8 %, Head of Service Section 8.5%, Head of Administration and General Affairs 8.2%, and Head of Public Welfare Section 7.9%. The education level of the majority of respondents was high school or equivalent at 59.1%, followed by S1 by 37.9%, Diploma by 3%, and none of the respondents had elementary or equivalent education levels, junior high school, or equivalent, S2, and S3.

The results of testing the direct and indirect influence between perceived organizational support, job stress, and cyberloafing behavior are presented in the following table:

Table 1. Direct and Indirect Effect in Model

Effect in Model	Direct	Indirect
Perceived organization support → Cyberloafing behavior	0,323*	-
Perceived organization support → Job Stress	-0,244*	-
Job Stress → Cyberloafing behavior	-0,179*	-
Perceived organization support → Job Stress → Cyberloafing behavior	-	0,044*

Notes: *p<0,05

Sources: Data processed in 2020

Based on table 1. it can be stated that there is a relationship between perceived organizational support, job stress, and cyberloafing behavior.

The results showed that perceived organizational support had an important role in increasing cyberloafing behavior. These findings have explained the general strain theory (Andel et al., 2019; Koay, 2018; Koay & Soh, 2018; Koay et al., 2017; Sawitri, 2012) of violations of organizational regulations by employees. The government provides support in the form of internet facilities to support the smooth running of work. However, this is misused by showing high cyberloafing behavior.

The existence of organizational support felt by village government employees in Lumajang Regency is assessed from several indicators. The priority assessment is that the village government does not take advantage of employees. Employees do not feel that the benefits are only taken by the village government, but this further encourages employees to behave highly in using social media, shopping online, playing online games, watching videos, accessing content that is relevant to personal interests, and sharing information on the internet. All of these activities are carried out during working hours so that they can be said to violate the rules and not in accordance with organizational goals.

The next priority is the high level of the village government in forgiving employee errors. By forgiving mistakes that have been made by employees, it will encourage employees to use the internet provided by the organization for their personal interests, such as using social media, shopping, playing games, watching online videos, visiting websites for personal gain, and sharing personal information. To the public. It is not a mistake from the government when it forgives mistakes that have been made by employees, but when it is abused by employees with increased cyberloafing behavior, it will be inappropriate and violate the regulations that have been made by the organization.

The village government is willing to help solve problems that are highly rated by employees. With this willingness, a good relationship will be established between the village government and its employees. However, this has a negative side, namely the increasing cyberloafing behavior of employees, such as employees using social media during working hours. Apart from that, actions such as shopping, playing games, and watching videos online are also carried out by employees. There is also internet access that matches the personal interests of employees and shares their personal information with the public. Some of these activities can be said to be a violation of organizational regulations, as described in the general strain theory.

The village government cares about the opinions of highly rated employees. This has an impact on the harmonious relationship between the village government and employees because of the concern for the opinions expressed by the employees. Opinions are not only in the form of complaints but also in the form of positive inputs that are organizational building. This kind of concern turns out to have an impact on the high use of social media for employees' personal interests. This also has an impact on the high behavior of employees shopping, playing games, and watching videos online. Opening websites or accessing content relevant to personal interests and sharing personal information on the internet is also increasing. This behavior can be said to deviate from organizational regulations.

The employee's evaluation of the village government's willingness to help aid was also high. The village government is responsive to helping employees who need help. This kind of behavior has become a good culture within the village government. However, the higher the willingness of government employees will have an impact on the high behavior of employees in deviant behavior, such as the high use of social media for employee personal interests, online shopping, online games, watching online videos, visiting websites, and sharing personal information. All these activities are also carried out during working hours so that they violate organizational regulations.

The village government also cares about welfare, and there is a high assessment of this concern by employees. The village government pays attention to the welfare of its employees so that they can work optimally. However, this is in line with the increasing behavior of employees in using social media for their personal interests, shopping online, playing online games, watching online videos, visiting websites, and sharing personal information with the public. This behavior is carried out during working hours for the personal benefit of employees so that it can be said that there is deviant behavior from using the internet.

The village government also considers the wishes of the employees with high ratings. What employees want to build an organization is always a consideration. Employees feel that they have special attention in conveying their wishes in the meeting forum. However, this has further increased employee behavior to use social media, shop online, play online games, watch online videos, access the web, and share personal information with the public. These various kinds of behavior are categorized as deviating from organizational rules.

The last priority is concern over employee complaints. The village government is concerned about complaints submitted by employees related to their work. However, the higher the level of concern for employees, the more employee behavior in using the internet (social media, shopping, playing games, watching videos, web access, and sharing information) for personal gain, which is done during working hours. This behavior deviates from organizational rules, so there is a concern that the employee's performance will decrease.

The organizational support felt by village government employees in Lumajang Regency has an important role in reducing employee work stress levels. These results support previous research, which states that organizational support has a significant effect on work stress (Arnold et al., 2018; Pinto et al., 2016; Sulistyan et al., 2019). However, it is different from the finding, which states

that perceived organizational support does not play an important role in reducing work stress (Gökçearslan et al., 2018). The organizational support felt by employees is measured using several indicators. The main priority is that the village government does not take advantage of employees. The existence of this attitude is able to reduce employee work stress in the form of tension. Employees do not feel tense at work with support from the government and make employees even more enthusiastic about working. In addition, employees also do not feel that there are sources of work that make employees frustrated, and employees do not feel a lot of tension at work and minimal from pressures.

The second priority is action to forgive employee mistakes. The error in question is a mistake in carrying out the task, not a personal fault. This can reduce employee work stress, such as experiencing tension, frustration, lots of tension at work, and feeling pressured at work.

The third priority is the willingness of the village government to help solve employee problems. The existence of problem-solving assistance both personal problems and work problems has a considerable influence in reducing work stress problems such as employees who experience tension at work, the existence of sources of frustration caused by work, the amount of tension in the work environment, and the feeling of pressure from employees. So the higher the level of willingness of the village government to help solve employee problems, the lower the level of work stress for employees.

The fourth priority is the concern of the village government with the opinions of employees. This concern is manifested in the form of collecting employee opinions during meetings and then discussed at the meeting forum, with this willingness to be able to reduce the level of employee tension when working. Besides that, it can also minimize the sources of employee frustration when carrying out their duties. The amount of tension caused by work has decreased, and the feeling of pressure from employees at work can also be minimized. The higher the level of concern of the village government with employees' opinions, the lower the employee's work stress level.

The fifth priority is manifested in the willingness of the village government to provide employee assistance. The higher the level of willingness of the village government to provide assistance to employees, the lower the level of employee work stress. This is because employee work stress in the form of tension has decreased with the assistance of the village government. In addition, the sources of frustration for employees have also decreased, the amount of tension and feelings of pressure at work have also decreased if there is help from the village government.

The sixth priority is to have a high assessment of the village government's concern for the welfare of employees. The concern of the village government for the welfare of employees is able to reduce tension from the employees themselves. The source of employee frustration has also decreased along with the increasing level of village government concern for the welfare of employees. The number of tensions experienced by employees and feelings of pressure also decreases if the village government is more concerned with the welfare of their employees.

The existence of consideration of the wishes of employees is the seventh priority. This is highly rated by the employees because the village government always considers the wishes of the employees. This desire is positive and aims for the progress of the organization. The higher the consideration of employee desires, the lower the level of employee tension. Apart from that, there are sources of frustration that have also decreased with the attitude of the village government like this. The amount of tension and feelings of employee pressure will decrease, along with the increasing consideration of employee desires.

The last priority is that the village government is concerned about employee complaints. All employee complaints are accommodated and followed up by the village government. The form of concern from the village government over the complaints of its employees was able to reduce the

level of employee tension. The sources of employee frustration at work can also be minimized. The number of tensions and the feeling of feeling tertian from employees also decreased in line with the high level of concern over employee complaints.

The work stress of village government employees in Lumajang Regency plays an important role in reducing cyberloafing behavior. The results of this study do not support several previous studies which show a positive relationship between cyberloafing behavior and work stress, where when the level of work stress is high, and cyberloafing behavior will increase because it reduces the level of stress experienced by employees (Ghani et al., 2018; Khansa et al., 2017; Lim & Chen, 2012). In addition, it also does not support research, which states that work stress reinforced by expertise in using the internet will further increase employee cyberloafing behavior (Sawitri, 2012). Cyberloafing violates organizational regulations because the purpose of the internet provided by the organization is to support smooth work, not for personal gain, especially during working hours, as explained in the general strain theory.

Indicators used to measure employee work stress have a top priority, namely the lack of stress felt by employees at work. This will increase employees in cyberloafing behavior in the form of high social media use, online shopping, playing online games, watching online videos, accessing content according to employee personal interests, and sharing information with the public. This behavior violates organizational rules because it is done during working hours. The lower the level of tension experienced by employees, the higher the cyberloafing behavior.

The second priority is that many tensions are underestimated by employees. Indeed, what employees feel is the lack of tensions at work, but this actually increases employee behavior in using social media during working hours. In addition, there are high transactions in online shopping due to low employee tension at work. The activity of playing online games and watching videos also increases with a lower level of employee tension. Employee activities in accessing content relevant to employee personal interests and sharing information on the internet have also increased. This is indeed not a criminal act as described in the general strain theory, but it violates the rules that have been made by the organization.

The third priority is manifested in the low level of employee frustration at work. Very little work to frustrate employees. However, this actually increases employees using social media, online shopping, playing online games, watching online videos, visiting Web sites, and sharing personal information with the public. All of these activities are carried out during working hours using internet facilities provided by the organization.

The last priority is low employee pressure at work. The lower the pressure of employees at work, the higher the level of social media use among employees. In addition, employee activity is also higher in online shopping, playing online games, watching online videos, accessing websites, and sharing information on the internet. These activities are carried out during working hours and are in accordance with the general strain theory that these activities violate organizational rules.

The village government in Lumajang Regency provides support to employees and can reduce employee work stress levels. However, the lower the level of employee work stress, the higher the cyberloafing behavior. As explained in the general strain theory (Andel et al., 2019; Koay, 2018; Koay & Soh, 2018; Koay et al., 2017; Sawitri, 2012) that cyberloafing behavior is not a criminal act but violates organizational rules. Organizational support provided to employees is in the form of concern, time consideration, concern, not taking advantage, help in solving problems, forgiving mistakes, and caring about employee opinions. All organizational support provided by employees is able to reduce employee work stress in the form of tension, sources of frustration, lots of tension, and feelings of pressure. However, the lower the level of employee work stress, it turns out that cyberloafing behavior is getting higher. These behaviors include the use of social media,

online shopping, playing online games, watching online videos, accessing content relevant to personal interests, and sharing information on the internet.

CONCLUSION

Cyberloafing is not a criminal act but only violates organizational regulations. These results develop a general strain theory of cyberloafing behavior among employees. Organizational support that is felt to be able to improve cyberloafing behavior among employees. In addition, perceived organizational support is also able to reduce employee work stress. Low employee job stress plays an important role in increasing cyberloafing behavior. The unique finding of this study is that the higher the organizational support felt by employees, the lower the work stress and will have an impact on increasing cyberloafing behavior.

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