WHAT ROLE
DOES CYBERLOAFING PLAY IN DISENGAGING CIVIL SERVANTS IN WEST ACEH REGENCY?[1]

CYBERLOAFING DAN *EMPLOYEE DISENGAGEMENT* PNS PEMERINTAH KABUPATEN ACEH BARAT

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ABSTRACT
This study investigates the interrelationships among various latent variables and their observed indicators using a structural equation model (SEM). The findings reveal that sharing, shopping, and real-time updating activities positively impact job-related outcomes, suggesting that moderate engagement in these activities can mitigate employee disengagement. Conversely, accessing online content shows a slight negative influence on job performance, highlighting the potential detriments of cyberloafing. The study also underscores the significant positive impact of organizational support and supervisory evaluations on job performance. Integrating theories of cyberloafing and employee disengagement, the results suggest that fostering a supportive work environment and allowing for healthy, non-work-related activities can enhance job satisfaction and reduce counterproductive behaviors. The implications of these findings are critical for designing interventions and policies that promote positive engagement and minimize the risks associated with cyberloafing, ultimately enhancing overall employee performance and satisfaction.
Keywords: *Employee Disengagement, Cyberloafing, Job Performance*

ABSTRAK
Penelitian ini menyelidiki hubungan antara berbagai variabel laten dan indikator teramati menggunakan model persamaan struktural (SEM). Temuan menunjukkan bahwa aktivitas berbagi, berbelanja, dan pembaruan secara real-time memiliki dampak positif terhadap hasil-hasil pekerjaan, yang mengindikasikan bahwa keterlibatan dalam aktivitas tersebut secara moderat dapat mengurangi keterputusan karyawan. Sebaliknya, akses ke konten online menunjukkan sedikit pengaruh negatif terhadap kinerja kerja, yang menyoroti potensi dampak negatif dari *cyberloafing*. Studi ini juga menekankan dampak positif yang signifikan dari dukungan organisasi dan evaluasi pengawas terhadap kinerja kerja. Dengan mengintegrasikan teori cyberloafing dan keterputusan karyawan, hasil penelitian ini menyarankan bahwa menciptakan lingkungan kerja yang mendukung dan memberikan ruang bagi aktivitas yang sehat di luar pekerjaan dapat

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meningkatkan kepuasan kerja serta mengurangi perilaku kontraproduktif. Implikasi dari temuan ini sangat penting dalam merancang intervensi dan kebijakan yang mempromosikan keterlibatan positif dan meminimalkan risiko yang terkait dengan cyberloafing, yang pada akhirnya akan meningkatkan kinerja dan kepuasan karyawan secara keseluruhan.
Kata Kunci: Employee Disengagement, Cyberloafing, Job Performance

A. INTRODUCTION

The Internet of Things (IoT) phenomenon has increasingly become an integral part of daily life worldwide, with many devices such as smart gateways, humidity sensors, and household cleaning devices connected to the internet and accessible remotely (Isaksson et al., 2018; Prasad et al., 2017). However, as with any technology, the adoption of IoT comes with potential drawbacks. IoT enables a significant dependency on technology (Munene, A.G., & Nyaribo, 2013; Prasad et al., 2017; Tandon et al., 2021). This dependency can become problematic when technology fails or malfunctions. If IoT devices break down or do not function correctly, it can cause anxiety and discomfort for users reliant on the technology (A. & Pattar, 2018; Tandon et al., 2021). Additionally, there is a risk that access to IoT technology may not be evenly distributed across society, with some groups being more able to afford and use these technologies than others. This disparity can lead to unequal access to information and resources, potentially exacerbating social inequalities.

IoT continuously gathers and transmits vast amounts of information (Benbya et al., 2020; Isaksson et al., 2018). This can lead to a reliance on data and its analysis, resulting in decision-making that may not be entirely accurate or relevant. Additionally, IoT can trigger internet addiction, adversely affecting daily social life (Tandon et al., 2021; Yeik et al., 2013). Internet addiction is characterized by excessive dependence on the internet, disrupting physical, psychological, and social needs (Caplan, 2002; Ren et al., 2017). Individuals suffering from internet addiction are more likely to engage in virtual life while reducing interactions with people around them (A. & Pattar, 2018; Aktas et al., 2013; Caplan, 2002). This can deteriorate the quality of social relationships and exacerbate social anxiety. Furthermore, internet addiction hampers productivity as time spent online interferes with time that should be allocated for work or study (Caplan, 2002; Munene, A.G., & Nyaribo, 2013). This condition can also lead to anxiety, depression, and other mental health issues (A. & Pattar, 2018; Aktas et al., 2013), potentially worsening existing psychological conditions or triggering new ones.

Internet addiction and cyberloafing behavior in the workplace can have serious impacts on employee productivity and performance (Lim, 2002; Lim & Chen, 2012; Mirza & Santoso, 2019). Internet addiction in the work

environment leads employees who are addicted to the internet to spend hours browsing, messaging, or using social media instead of working (Caplan, 2002; Tandon et al., 2021). This behavior can disrupt their productivity and performance, even potentially triggering a decline in work quality. Employees addicted to the internet may also experience stress and anxiety if they feel unable to access the internet (Ren et al., 2017; Saikia et al., 2019). Although this behavior might seem harmless, it can hinder employee productivity and reduce their focus on essential tasks. Internet addiction among civil servants is particularly concerning, as excessive internet use can negatively impact their job productivity and performance (Yuningsih, 2021). Internet addiction is a common issue that can affect anyone, including civil servants (PNS) in Indonesia. It is a behavioral addiction characterized by excessive and uncontrolled internet use, leading to negative consequences in various areas of life, such as work, relationships, and physical and mental health (Dhawan et al., 2020; Munene, A.G., & Nyaribo, 2013; Ren et al., 2017). For civil servants, internet addiction can significantly affect their job performance and productivity. Excessive internet use can result in procrastination, distractions, and decreased motivation, impacting the quality and timeliness of their work. Furthermore, internet addiction can lead to poor time management and work-life balance, affecting their overall well-being (Munene, A.G., & Nyaribo, 2013; Ren et al., 2017; Tandon et al., 2021).

Cyberloafing behavior can also erode supervisors' trust in their subordinates and make employees feel unmotivated to improve their performance. Therefore, it is crucial for companies to establish clear policies regarding internet usage in the workplace and provide training to employees on the negative impacts of cyberloafing (Jia et al., 2013; Saidin et al., 2017). Social loafing and cyberloafing are fundamental concepts in worker behavior that relate to low work motivation and a lack of individual responsibility in the workplace (Harkins et al., 1980; Lim, 2002; Lim & Teo, 2005; Schippers, 2014). Social loafing is a phenomenon where individuals in a group participate less actively in group tasks and tend to rely on the hard work of others (Byun et al., 2020; Harkins et al., 1980; Lim, 2002). In a work environment, social loafing can occur when employees feel that their contribution does not significantly impact the final outcome, leading them to work less hard or not at all (Byun et al., 2020; Lyons et al., 2017; Schippers, 2014). Cyberloafing can cause employees to lose focus on their tasks, diverting time and resources, and reducing their productivity at work (Lim, 2002; Van Doorn, 2011).

These two phenomena can be detrimental to organizations as they have the potential to decrease productivity and work efficiency (Lim, 2002; Lim & Teo, 2005). They can disrupt employee collaboration and impact the group's ability to achieve common goals (Elciyar & Simsek, 2021; Mirza & Santoso, 2019). Employee disengagement, on the other

hand, refers to a lack of commitment and motivation to work, resulting in decreased productivity and job satisfaction (Brouer et al., 2010; Gottman et al., 1998; Rasool et al., 2020). Disengaged employees may feel uninterested in their work, disconnected from their colleagues and organization, and may exhibit negative behaviors such as absenteeism or high turnover (Bedarkar & Pandita, 2014; Dessler, 2018; Yuniawan et al., 2021). Cyberloafing can contribute to employee disengagement by diverting employees' attention from their work and reducing their motivation to remain focused and productive (Aybas & Gungor, 2020; Metin-Orta & Demirtepe-Saygılı, 2021; Syed et al., 2020). However, it is important to note that cyberloafing itself may not always be a symptom of disengagement. In some cases, employees may engage in cyberloafing due to boredom, feeling underutilized, or lacking clear direction or purpose in their work (Metin-Orta & Demirtepe-Saygılı, 2021; Syed, 2020). Cyberloafing can negatively impact employee engagement by reducing employees' sense of connection and commitment to their work (Koay et al., 2017; Lim, 2002; Soh et al., 2017).

The paper proceeds by framing theoretical background and describing methodological approach on which the study is based. The following section presents the urgencies of flattening the bureaucratic structure. Another subsection is devoted to a discussion of the consequences of flattening the bureaucratic structure. Finally, the paper concludes with a brief observation about potential limitations and suggestions for future research.

1. Theoretical Background

1.1 Employee engagement

Engaged employees are those who are emotionally invested in their work and willing to go the extra mile to contribute to the organization's success (Dessler, 2018). Employee engagement is crucial as it can significantly impact organizational performance. Engaged employees tend to be more productive, innovative, and customer-focused, which can lead to better business outcomes (Dessler, 2018; Gottman et al., 1998). They are also more likely to stay with the organization for a longer period, reducing turnover intention and associated costs (Brouer et al., 2010). Employee engagement pertains to the extent to which employees feel enthusiastic, committed, and involved in their work and workplace. This concept emphasizes creating a positive work environment that promotes employee satisfaction, productivity, and organizational success. The concept of engagement is influenced by various factors, including job satisfaction, company culture, leadership, communication, recognition, and opportunities for growth and development (Brouer et al., 2010; Dessler, 2018). Managers can foster engagement by creating a supportive work environment, offering opportunities for employee growth and development, providing clear communication, recognizing and appreciating good work, and establishing a culture of trust and

transparency (Brouer et al., 2010; Gottman et al., 1998). Employee engagement is increasingly recognized as a critical factor in organizational success, with many companies investing in engagement programs and initiatives to enhance the employee experience, boost productivity, and improve retention rates. One of the most popular theories of employee engagement is the Job Demands-Resources (JD-R) model. This model indicates that employee engagement is influenced by two types of factors: job demands and job resources. Job demands refer to the physical, psychological, social, or organizational aspects of a job that require effort and may be associated with costs or losses (Menguc et al., 2013). On the other hand, job resources are the physical, psychological, social, or organizational aspects of a job that help employees achieve their work goals, reduce job demands, and are linked to gains or rewards (Abubakar et al., 2017).

Job demands refer to the physical, psychological, social, or organizational aspects of work that require effort and may be associated with costs or losses (Menguc et al., 2013). Job resources, on the other hand, are the physical, psychological, social, or organizational aspects of work that help employees achieve their work goals, reduce job demands, and are associated with benefits or rewards. The JD-R model posits that when employees face high job demands and have low job resources, they are more likely to experience burnout and disengagement. Conversely, when employees possess high job resources and face low job demands, they are more likely to experience heightened engagement and well-being (Bakker & Demerouti, 2007; Gottman et al., 1998). The ideal scenario arises when employees encounter both high job demands and high job resources, creating challenges that motivate them to meet these demands, thus contributing to elevated engagement and performance.

Emotional disengagement refers to the lack of emotional connection or investment that employees have in their work, often feeling disconnected from the company's goals, values, and mission. This can lead to behavioral disengagement, where employees show a lack of effort and commitment, procrastinating, avoiding tasks, or completing duties to the bare minimum standards. Cognitive disengagement follows, characterized by a lack of mental focus and attention, with employees struggling to concentrate and feeling mentally exhausted. According to the Job Demands-Resources (JD-R) model, job demands like workload and time pressure can cause cognitive fatigue, resulting in cognitive disengagement. However, job resources such as autonomy and social support can buffer these effects and enhance engagement (Bedarkar & Pandita, 2014; Oktanofa et al., 2022). Social disengagement is another facet, where employees lack interaction and communication with colleagues and supervisors, avoiding socializing, team activities, and generally isolating themselves. Physical disengagement further compounds the issue, with employees frequently calling

in sick, arriving late, leaving early, or working remotely.

1.2 Cyberloafing

The concept of cyberloafing refers to the act of spending unproductive time at work by using technological devices, such as computers or smartphones, to access non-work-related websites or engage in other non-work-related activities on the internet during working hours (Aybas & Gungor, 2020; Lim, 2002). The theory of self-regulation posits that cyberloafing results from a failure to control one's own behavior or self-regulation. Individuals who struggle with self-control are more likely to be tempted to access non-work-related websites. According to the theory of self-regulation, cyberloafing occurs when individuals fail to regulate their own behavior (Lim, 2002; Ozler & Polat, 2012). This theory is based on the assumption that every individual has limitations in their ability to control themselves and maintain focus on assigned tasks. Those with weaker self-control are more easily tempted to access non-work-related websites during working hours. Several factors can influence an individual's ability to self-regulate, such as stress levels, fatigue, and lack of sleep (Lim, 2002; Yeik et al., 2013). Companies can help reduce cyberloafing by introducing clear policies and procedures regarding the use of technology in the workplace. Additionally, regular training and coaching can help employees enhance their ability to control their behavior and stay focused on their tasks (Newman & Newman, 2020).

The theory of motivation posits that cyberloafing occurs when individuals feel less motivated to work. In this context, access to non-work-related websites or other online activities can become an appealing alternative, providing immediate gratification (Yeik et al., 2013). The theory of motivation suggests that cyberloafing transpires when individuals lack the motivation to engage in their tasks (Mirza & Santoso, 2019; Siew et al., 2017). Accessing non-work-related websites or engaging in other internet activities serves as an attractive alternative, offering instant satisfaction. The theory of motivation also emphasizes the significance of motivational factors in influencing employee behavior at the workplace. Common motivational factors include a pleasant working environment, task clarity, and recognition of good performance. Companies can foster a conducive work environment, provide constructive feedback, or offer incentives for good performance to enhance employee motivation, thereby encouraging them to work more diligently and continuously improve productivity (Lim, 2002; Ozler & Polat, 2012). Additionally, employees can boost their own motivation by taking the initiative to learn new skills or engage in projects that interest them. By enhancing their self-motivation, employees can avoid the tendency to cyberloaf and remain focused on completing their assigned tasks (Lim, 2002; Yeik et al., 2013). The theory of social loafing posits that cyberloafing occurs when individuals feel less connected to their

assigned tasks or believe their contributions are insignificant (Meydan, 2014). In this scenario, spending time on the internet can become a way to avoid responsibility or delay work. The theory of social loafing suggests that cyberloafing arises when individuals feel detached from their tasks or perceive their contributions as trivial (Byun et al., 2020; Ozler & Polat, 2012). Spending time on the internet, in this case, serves as a method to evade responsibilities or procrastinate. The theory of social loafing also underscores the importance of employee engagement in assigned tasks to prevent cyberloafing. For instance, assigning clear responsibilities and evaluating individual performance separately can help employees feel more involved and accountable for their tasks (Meydan, 2014). Moreover, effective team organization can also help reduce social loafing and cyberloafing.

Social loafing and cyberloafing are two related yet distinct phenomena. Social loafing refers to the tendency of individuals to exert less effort when working in a group compared to working alone, whereas cyberloafing refers to the tendency of individuals to engage in non-work-related activities on the internet during working hours. According to social identity theory, individuals derive their sense of identity and self-esteem from their group memberships (Elciyar & Simsek, 2021). When working in groups, individuals might engage in social loafing to maintain their self-esteem and avoid standing out from the group (Kaptangil et al., 2021). Similarly, individuals may engage in cyberloafing as a way to maintain their sense of identity and social connections outside of work.

Social identity theory, a social psychology theory developed by Henri Tajfel and John Turner in the 1970s, explains how individuals define themselves in relation to their group memberships and how these memberships influence their behavior and attitudes (Wagner et al., 2012). According to this theory, individuals strive to maintain a positive social identity by favoring their own group (in-group) and discriminating against members of other groups (out-group) (Siew et al., 2017; Wagner et al., 2012). The theory proposes that individuals categorize themselves and others into social groups based on shared characteristics such as ethnicity, nationality, gender, religion, etc. This categorization process leads to a sense of identity and belonging within the group, which in turn affects how individuals behave towards their own group members and members of other groups (Wagner et al., 2012).

Social identity theory suggests that individuals can enhance their self-esteem by identifying with successful or high-status groups, leading to in-group favoritism, such as a preference for their own group members over members of other groups (Saidin et al., 2017). It also suggests that individuals may engage in discrimination against out-group members to further boost their own self-esteem (Saidin et al., 2017; Van Doorn, 2011). This theory has been applied to various contexts, including intergroup

conflict, prejudice, discrimination, and social influence. It has also been used to explain behaviors such as social loafing and conformity, as individuals may conform to the norms and expectations of their in-group to maintain a positive social identity. Social identity theory provides insights into how group memberships shape individual behavior and attitudes, helping to explain a wide range of social phenomena.

Table 1. Research Respondents by Gender

Functional positions	Males		Females	
	Q	%	Q	%
Specialized functional positions	68	19,37%	84	23,93%
General functional positions	54	15,38%	75	21,37%
Structural	42	11,97%	22	6,27%
Echelon IV	2	0,57%	1	0,28%
Echelon III	1	0,28%	1	0,28%
Echelon II	0	0,00%	1	0,28%
Total	**167**	**47,58%**	**184**	**52,42%**

Research Methods

The research will be conducted in West Aceh Regency, specifically at the governmental offices and public facilities managed by the state within the region.

The study reveals the distribution of civil servant positions based on gender in West Aceh Regency. Analysis of the data indicates differences in both the number and proportion of male and female employees across various types of positions. Overall, female civil servants constitute a higher proportion of the total (52.42%) compared to their male counterparts (47.58%). In certain functional and general functional positions, the proportion of females is greater than that of males. Conversely, in structural positions, males hold a higher proportion of roles compared to females. This trend is also observed in echelon positions, with more males occupying echelon IV roles, while only females hold echelon II positions. However, in echelon III roles, the proportions of males and females are equal. This analysis highlights the gender distribution variability within the civil servant structure in West Aceh Regency, with a predominance of women in some positions, but also a notable male presence in structural and specific echelon roles.

Table 2. Outer Loadings

	Accessing online content	Gaming and gambling	Job	Organizations	Real-time Updating	SPV	Sharing	Shopping	Team
A001	0,765								

A002	0,840								
A003	0,735								
A004	0,752								
A005	0,823								
G001		0,859							
G002		0,769							
G003		0,827							
G004		0,285							
J001			0,722						
J002			0,865						
J003			0,796						
J004			0,867						
J005			0,752						
Org001				0,732					
Org002				0,638					
Org003				0,604					
Org004				0,721					
Org005				0,759					
Org006				0,764					
RtU001					0,827				
RtU002					0,851				
RtU003					0,874				
RtU004					0,515				
RtU005					0,452				
S001							0,757		
S002							0,777		
S003							0,818		
S004							0,714		
S005							0,533		
S006							0,817		
S007							0,809		
SPV001						0,801			
SPV002						0,826			
SPV003						0,757			
SPV004						0,619			
Sh001								0,824	
Sh002								0,859	
Sh003								0,867	
Sh004								0,751	
Sh005								0,780	
Sh006								0,795	

Sh007								0,725	
T001									0,890
T002									0,877
T003									0,805

In evaluating the outer loadings for the items in the model, we identified those that meet the standard threshold of 0.70 and those that do not. For the Accessing Online Content construct, all items (A001 to A005) are acceptable, with loadings ranging from 0.735 to 0.840, indicating a strong contribution to the construct. In the Gaming and Gambling construct, items G001, G002, and G003 have satisfactory loadings (0.769 to 0.859), but G004 falls short with a loading of 0.285, which is significantly below the threshold and thus not usable. For the Job construct, all items (J001 to J005) exceed the threshold, with loadings from 0.722 to 0.867, demonstrating good measurement strength. Regarding the organization's construct, most items meet the threshold, with loadings ranging from 0.721 to 0.764, except Org002 and Org003, which fall below 0.70, and Org004, which is marginally below the threshold. These latter items may need further consideration. In the Real-time Updating construct, items RtU001 and RtU002 (0.827 and 0.851) and RtU003 (0.874) are all acceptable, whereas RtU004 and RtU005, with loadings of 0.515 and 0.452 respectively, are below the threshold and thus not usable.

For the SPV construct, three out of four items (SPV001, SPV002, and SPV003) are within the acceptable range, with loadings from 0.757 to 0.826, but SPV004, with a loading of 0.619, is not usable. In the Sharing construct, all items (Sh001 to Sh007) exceed the threshold, with loadings ranging from 0.725 to 0.867, indicating their strong contribution to the construct. Lastly, in the Shopping construct, all items (T001 to T003) are above the threshold, with loadings from 0.805 to 0.890, confirming their suitability. Items with loadings below the threshold are generally considered for exclusion, though those marginally below may warrant additional review.

To address the issues identified with the outer loadings in the model, several corrective actions should be considered. First, items with outer loadings significantly below the threshold, such as G004, RtU004, and RtU005, should be removed from the model due to their inadequate contribution. For items with loadings close to the threshold, such as Org004 and SPV004, further evaluation is necessary. This might involve re-assessing the item design and formulation to ensure they accurately measure the intended constructs. Additional pilot testing or data collection could be conducted to determine if these items can be improved.

Next, a thorough review of the constructs and overall model should be performed. This includes validating that each construct is well-defined and that all

items are relevant to the constructs they are intended to measure. Model adjustments might be required to better align with theoretical expectations and improve both validity and reliability. Reliability checks, such as Cronbach's alpha or Composite Reliability, should be conducted to confirm internal consistency, and validity analyses, including convergent and discriminant validity, should be performed to ensure that the items accurately represent their respective constructs and differ from other constructs.

Consideration should also be given to modifying or adding new items if the existing ones are found to be insufficient. If necessary, decompose large constructs into more specific sub-constructs to enhance measurement precision. Finally, any significant changes to the model or items should be validated through replication studies to confirm the consistency and reliability of the results. By implementing these steps, the model can be refined to ensure that all items contribute effectively to the measurement of the constructs.

Table 3. Outer Loadings (construct eliminated)

	Accessing online content	Gaming and gambling	Job	Organizations	Real-time Updating	SPV	Sharing	Shopping	Team
A001	0,767								
A002	0,840								
A003	0,733								
A004	0,752								
A005	0,823								
G001		0,869							
G002		0,818							
G003		0,877							
J001			0,714						
J002			0,864						
J003			0,798						
J004			0,869						
J005			0,758						
Org001				0,726					
Org004				0,719					
Org005				0,794					
Org006				0,796					
RtU001					0,841				
RtU002					0,860				
RtU003					0,886				
S001							0,759		
S002							0,777		
S003							0,816		

S004							0,711		
S006							0,818		
S007							0,808		
SPV001						0,845			
SPV002						0,859			
SPV003						0,736			
Sh001								0,823	
Sh002								0,859	
Sh003								0,867	
Sh004								0,751	
Sh005								0,780	
Sh006								0,795	
Sh007								0,725	
T001									0,887
T002									0,876
T003									0,809

For Accessing Online Content, the scores range from 0.733 to 0.840, reflecting varying degrees of effectiveness in online content access. This suggests that while there is generally good performance in this area, there is some variation in how effectively content is accessed online. In the Gaming and Gambling category, scores are relatively high, ranging from 0.818 to 0.877. This indicates strong performance and engagement in gaming and gambling activities, with little variation in effectiveness. The Job category shows scores from 0.714 to 0.869, which highlights a broad spectrum of job-related performance or satisfaction. The variation suggests differing levels of job effectiveness across the board. For Organizations, the scores range from 0.719 to 0.796, indicating moderate to high effectiveness in organizational contexts. This range shows that while organizations generally perform well, there is some variability in their effectiveness. Real-time Updating metrics show scores between 0.841 and 0.886, demonstrating high performance in managing or providing real-time updates. This indicates that real-time updating is generally handled very effectively. In the Sharing category, scores range from 0.711 to 0.818, reflecting a wide range of effectiveness in sharing practices. This suggests that while sharing is generally effective, there is variability in how well it is executed. The Supervision category has scores from 0.736 to 0.859, highlighting varying levels of success in supervisory roles. This indicates that while supervision practices are generally effective, there is some variation in performance. For Shopping, scores range from 0.725 to 0.867, showing differing levels of performance or satisfaction in shopping activities. The variation in scores indicates that shopping effectiveness can vary

significantly. Finally, the Team category shows scores from 0.809 to 0.887, reflecting high performance in team-related activities. This suggests that teams generally perform well, with only minor variations in effectiveness. Overall, the table provides a comprehensive overview of various metrics across these categories, illustrating different levels of effectiveness and performance.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Accessing online content	0,846	0,868	0,888	0,615
Gaming and gambling	0,817	0,828	0,891	0,731
Job	0,861	0,870	0,900	0,644
Organizations	0,771	0,795	0,845	0,577
Real-time Updating	0,828	0,833	0,897	0,744
SPV	0,746	0,762	0,855	0,664
Sharing	0,876	0,897	0,904	0,612
Shopping	0,908	0,923	0,926	0,642
Team	0,821	0,829	0,893	0,736

The table provides an overview of various reliability and validity metrics for different categories. Cronbach's Alpha values range from 0.746 to 0.908, demonstrating varying degrees of internal consistency across the categories. The rho_A values, which are slightly higher than Cronbach's Alpha in most cases, indicate similar or slightly improved reliability. Composite Reliability (CR) scores are generally high, ranging from 0.845 to 0.926, reflecting strong reliability for each construct. The Average Variance Extracted (AVE) values, which measure convergent validity, vary from 0.577 to 0.744. Most constructs show good convergent validity, with AVE values exceeding the recommended threshold of 0.5, indicating that a substantial amount of the variance is captured by the constructs.

For example, Accessing Online Content has a Cronbach's Alpha of 0.846 and an AVE of 0.615, suggesting good internal consistency and convergent validity. Similarly, Gaming and Gambling scores high in both Composite Reliability (0.891) and AVE (0.731), indicating robust reliability and excellent validity. Job and Real-time Updating also demonstrate strong reliability with Composite Reliability scores of 0.900 and 0.897, respectively, and good AVE values of 0.644 and 0.744. The Organizations category, with a Composite Reliability of 0.845 and an AVE of 0.577, shows adequate reliability and validity, though slightly lower compared to others. The SPV (Supervision) category has a

Composite Reliability of 0.855 and an AVE of 0.664, reflecting good reliability and convergent validity. Sharing and Shopping categories score particularly high in reliability and validity metrics, with Composite Reliability values of 0.904 and 0.926 and AVE values of 0.612 and 0.642, respectively. Lastly, Team scores a Composite Reliability of 0.893 and an AVE of 0.736, indicating strong performance in both reliability and validity. Overall, the metrics indicate that most constructs have good to excellent reliability and convergent validity, suggesting that the measurements are both consistent and effective in capturing the intended constructs.

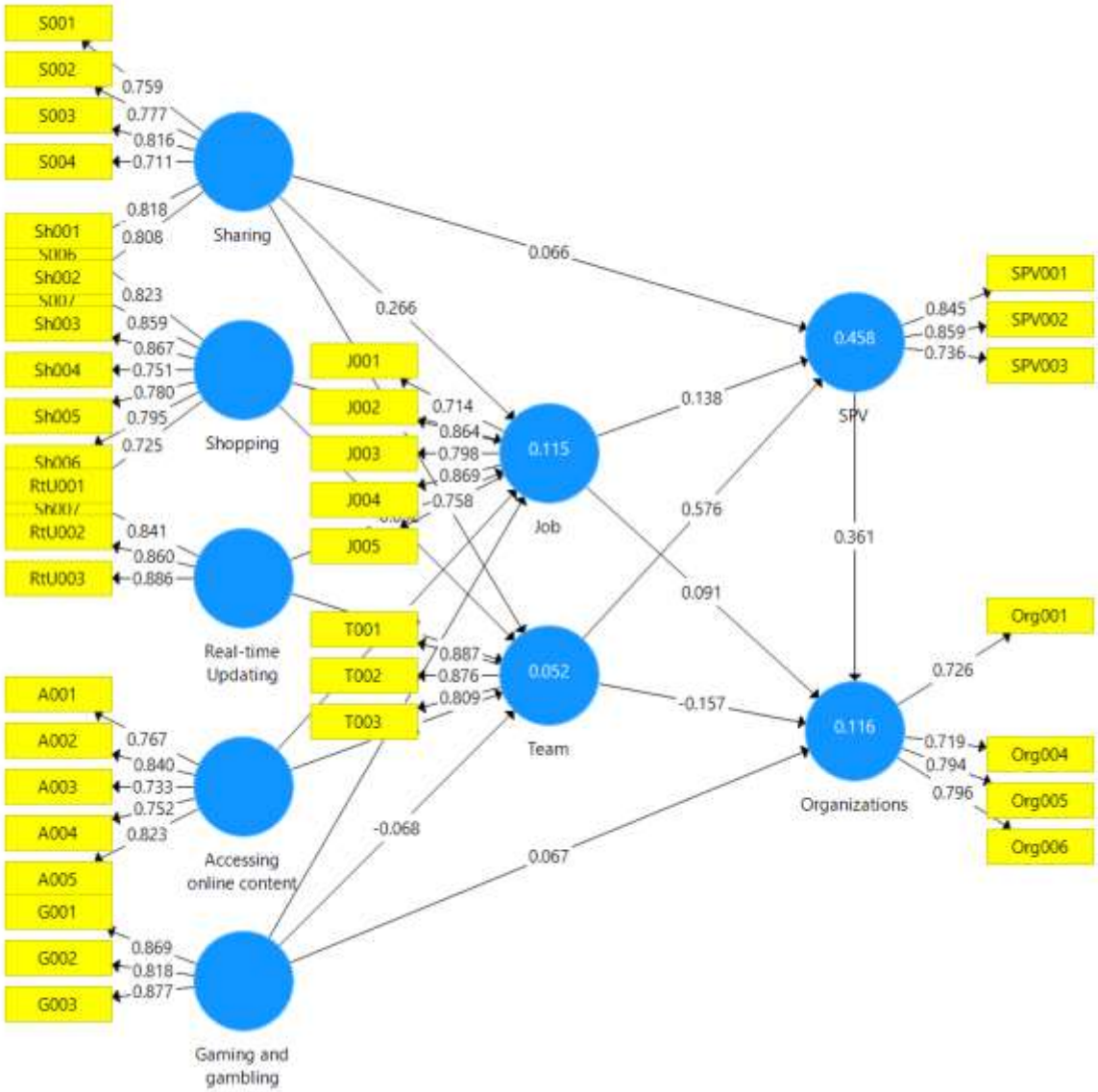

Figure 1. Research result

The structural equation model (SEM) presented in the diagram offers valuable insights into the interrelationships among various latent variables and their observed indicators. Analyzing these relationships can help understand how different factors interact and influence each other within the dataset.

Influence of Sharing: The latent variable Sharing exhibits positive loadings with its observed indicators (S001 to S004), suggesting a consistent and strong relationship. The path from Sharing to Job has a coefficient of 0.066, indicating that sharing activities have a modest positive impact on job-related outcomes. Shopping's Role: Shopping demonstrates strong loadings across its indicators (Sho001 to Sho006 and Rt001 to Rt003), with values mostly above 0.75. This variable has a significant positive path coefficient to Job (0.266), suggesting that shopping behaviors considerably influence job outcomes. This could imply that engagement in shopping activities might be linked to job satisfaction or performance.

Real-time Updating and Job Performance: Real-time Updating shows high loadings with its indicators (T001 to T003). The path coefficient from Real-time Updating to Job is 0.091, indicating a slight positive influence on job performance. This suggests that staying updated in real-time can contribute positively, albeit modestly, to job-related outcomes. Accessing Online Content: This variable also has strong loadings with its indicators (A001 to A005). However, its influence on Job is negative, with a path coefficient of -0.068. This might indicate that excessive access to online content could be detrimental to job performance, potentially due to distractions or information overload. Gaming and Gambling: The latent variable Gaming and Gambling exhibits strong loadings with its indicators (G001 to G003). It has a positive path coefficient of 0.067 to Job, suggesting a minor positive influence. This could be interpreted as gaming and gambling activities providing stress relief or enhancing cognitive skills that marginally benefit job performance. Job's Impact on Other Variables: The variable Job significantly influences SPV (Supervisory) with a path coefficient of 0.138, indicating that job performance or satisfaction positively affects supervisory evaluations. Conversely, the negative path from Team to Job (-0.157) suggests that team dynamics might sometimes hinder individual job performance, possibly due to conflicts or inefficiencies within the team.

Organizational Influence: The variable Organizations shows positive loadings with its indicators (Org001 to Org006). It has a strong positive path coefficient to SPV (0.361), suggesting that organizational factors significantly influence supervisory outcomes. Furthermore, the path from Organizations to Job is 0.576, highlighting a substantial positive impact. This indicates that organizational support and structure are crucial for enhancing job performance and

satisfaction. SPV (Supervisory) Influence: SPV has high loadings with its indicators (SPV001 to SPV003) and shows a positive relationship with Organizations (0.361). This signifies that supervisory evaluations are closely tied to organizational factors, reinforcing the importance of a supportive and well-structured organizational environment. In summary, the SEM diagram reveals that variables like Shopping, Real-time Updating, and Organizations have positive impacts on job-related outcomes, while Accessing Online Content shows a slight negative influence. The interplay between Job, Team, and SPV highlights the complex dynamics within work environments. Understanding these relationships can help in designing interventions and policies to enhance job performance and satisfaction, emphasizing the significance of organizational support and effective team dynamics.

A. **DISCUSSION**

The findings of this study can be further elaborated by incorporating cyberloafing theories, providing a deeper understanding of how different activities and organizational factors influence job performance and employee engagement. Employee disengagement is often linked to the concept of presenteeism, where employees are physically present at work but mentally or emotionally disengaged. This can lead to reduced productivity and increased cyberloafing. The activities identified in the SEM model Sharing, Shopping, and Real-time Updating show positive impacts on job outcomes, suggesting that moderate engagement in these activities can mitigate disengagement. Sharing information and engaging in social interactions at work can enhance social cohesion and provide emotional support, which is crucial for maintaining engagement and reducing feelings of isolation. Allowing employees to engage in online shopping during breaks can serve as a mental diversion, reducing stress and boosting morale, thereby enhancing overall job satisfaction. Keeping up with real-time updates can help employees feel informed and connected to their work environment, fostering a sense of relevance and engagement. The minor positive influence of gaming and gambling on job performance aligns with theories that suggest these activities can provide cognitive benefits and stress relief. However, the potential for these activities to become excessive and lead to disengagement should be carefully monitored. A balance must be struck to ensure that the positive effects do not give way to overindulgence, which could disrupt productivity.

Cyberloafing theories provide a framework to understand the negative impact of excessive online activities during work hours. The negative path coefficient from accessing online content to job performance highlights the detrimental effects of cyberloafing. Excessive browsing and non-work-related internet use can lead to significant distractions, reducing the time and attention devoted to work tasks. This behavior aligns with the theory that cyberloafing is a form of

counterproductive work behavior (CWB) that undermines productivity and work quality. The significant positive impact of organizational support and supervisory evaluations on job outcomes emphasizes the role of a supportive work environment in mitigating cyberloafing. According to social exchange theory, employees reciprocate the support and resources provided by their organization with positive behaviors, such as increased engagement and reduced cyberloafing. When employees feel valued and supported, they are less likely to engage in counterproductive behaviors and more likely to invest effort in their work.

B. THEORETICAL INTEGRATION AND PRACTICAL IMPLICATIONS

The interplay between job satisfaction, team dynamics, and supervisory support underscores the complexity of work environments and the need for balanced management strategies. Job satisfaction is a key factor in reducing cyberloafing. Employees who are satisfied with their jobs are less likely to seek distractions through cyberloafing. This is supported by the job characteristics model, which posits that job satisfaction arises from jobs that are meaningful, offer autonomy, and provide feedback. Enhancing these aspects can reduce the propensity for cyberloafing. Effective team dynamics can either mitigate or exacerbate cyberloafing. Positive team interactions and cohesion can reduce the need for employees to seek online distractions, whereas conflicts and inefficiencies within teams can increase cyberloafing as a form of escape. The path coefficient from team dynamics to job performance in the SEM model reflects this dual potential. Organizational support theory suggests that employees who perceive their organization as supportive are more likely to engage in positive work behaviors and less likely to cyberloaf. This is reflected in the strong positive impact of organizational support on job performance and supervisory evaluations in the SEM model.

C. CONCLUSION

In summary, the findings of this study, when discussed in the context of employee disengagement and cyberloafing theories, highlight the importance of a balanced work environment. Organizations should aim to foster a supportive culture that allows for moderate engagement in non-work-related activities while minimizing the risks associated with cyberloafing. By promoting job satisfaction, enhancing team dynamics, and providing robust organizational support, employers can reduce disengagement and counterproductive behaviors, leading to improved job performance and overall employee satisfaction. Implementing policies that encourage healthy mental breaks, fostering a culture of support, and monitoring excessive online activities can help strike the right balance, ultimately enhancing both employee well-being and organizational productivity.

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