

ANTECEDENTS AND CONSEQUENCES OF CYBERLOAFING IN INDUSTRIAL REVOLUTION 4.0: TWO ALTERNATIVE PROPOSED MODELS

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Abstract

The plethora of previous research and literature review with regard to the manner of antecedents and consequences of cyberloafing in the world. However, in the last few years, there is little research in this regard carried out in Indonesia. In this article, the authors propose two alternative models regarding the antecedents and consequences of cyberloafing. The state of the art (novelty) with regard proposed model is located in the novelty of the proposed model. In the basic model and model 1, there are 7 variables and 15 hypotheses, while in model 2 there are 6 variables and 8 hypotheses. Proposed models and hypotheses will be tested in the service industry in Indonesia. Research regarding cyberloafing is rarely done in Indonesia. Therefore, the authors lodge two alternative proposed models and reviews regarding the antecedents and consequences of cyberloafing, which will be tested in the service industry in Indonesia.

Keywords: Cyberloafing, antecedents, consequences, model, Indonesia.

1. Introduction

In harmony with the progress of the era marked by the development of information systems (IS) and information technology (IT) in the industry, education, social, economic to the present, those aspects have entered the era of the industrial revolution 4.0. The era of the industrial revolution 4.0 marked the emergence of big data, internet of things (IoT), and cyber-physical systems (CPS) (Sung, 2018). The scale and extent of the technological revolution in the ongoing industrial revolution 4.0 era will lead us to economic, social, and cultural changes with such phenomenal proportions that it is almost

impossible to imagine (Schwab, 2016). However, the potential impact of the fourth industrial revolution on the economic, business, government and state sectors, society and individuals will gradually impact all countries, including Indonesia. The dynamics and changes that have occurred over the industrial revolution in the world have reduced the human workforce which is more replaced by machines, even robots. The following is the transformation of the industrial revolution 1.0 to 4.0, summarised from various sources and represented in table 1.1 below.

Table 1. Industrial Revolution

Industrial Revolution	Period (years)	Marked by emergence of
1.0 (Daene, 1979)	1789-1869	Steam (power) machines, water (power) machines, mechanisation, weaving machine technology, etc.
2.0 (Mokyr, 1993)	1870-1968	Mass production/assembly, electrical energy, chemical energy, artificial intelligence (AI), etc.
3.0 (Greenwood, 1997)	1969-2010	Automation, computers, electronics, information technology, information systems, etc.
4.0 (Fadilurrahman, Kurniawan, Ramadani, Misnasanti, & Shaddiq, 2019)	2011-currently	IoT, CPS, big data, cloud computing, augmented reality, blockchain, cryptocurrency, deep learning, machine learning, bitcoin, etc.

Sources: Saene, 1979; Mkyr 1993; Greenwood, 1997; & Fadilurrahman et al., 2019.

The long history of colouring the industrial revolution in the world is represented in table 1.1. above. Initially, the 1.0 industrial revolution took place in the United Kingdom (UK) in 1789, the 1.0 industrial revolution was marked by a machine invented by Thomas Savery and began its refinement by Thomas Newcomen and James Watt, then the discovery of air (power) machines, weaving machine technology, and so on (Daene, 1979). 81 years later exactly in 1870, the industrial revolution of the second revolution flared up, and the 2.0 industrial revolution was marked by a revolution of production, energy (power) electricity, energy (power) chemistry. In the 1950s the introduction of artificial intelligence (AI) technology was developed by Alan Turing, a scientist from the UK who was a mathematician, and other discoveries continued to be developed (Mokyr, 1993).

History continues, 99 years later precisely in 1969, the third industrial revolution emerged. The 3.0 industrial revolution was marked by automation, computers, electronics, information technology, information systems, and other

technologies (Greenwood, 1997). 42 years later, precisely in 2011, there was a fourth industrial revolution, initially taking place in Germany. Industry 4.0 is a term for the industry today (Zhou, Liu, & Zhou, 2015). The industrial revolution 4.0 we have felt the impact today, every one be able to connect via the internet, and everything (including data and information) is currently very easy to get. However, the technology that is developing currently has its own dilemma, namely: closer to the far, and keep them close. The industrial revolution 4.0 was marked by the presence of IoT, big data, cloud computing, augmented reality, blockchain, cryptocurrency, deep learning, machine learning, bitcoin, etc. (Fadilurrahman et al., 2019).

In all fields, one of the largest projected from the industrial revolution will be produced from one single power, namely: empowerment with regard to how government relates to prices; or how superpowers are related to small countries; how the company is related to the company, shareholders and customers (Schwab, 2016). The disruption that will occur in the industrial

revolution that opposes models in the economic, social, and political sectors that currently exist requires supporters in it related to involving parts of the system and distributed so that a more collaborative form of research is needed to succeed (Schwab, 2016).

On the other hand, the massive use of the internet at work which is marked by the presence of IoT has a role that obtains to be categorised into 2 sides, namely: positive and negative sides. The positive side of the internet attained to expedite work, but on the negative side, the internet obtains hamper work. The internet has revolutionised practice in the workplace and is an important tool for communication, disseminating knowledge, and global access to markets (Anandarajan Simmers, & Igarria, 2000).

At present internet service users in Indonesia have reached more than 171 million users in 2019 (APJII, 2019). Users of internet service users include employees, either from the sector of State-Owned Enterprises (BUMN), private sector, or so on. In addition, according to the percentage: employees do the activity of updating personal information in social media as much as 25.3%, in addition, there are as many as 11.2% of employees using office internet facilities (APJII, 2016). Based on its function, in recent years there have been many abuses of the use of internet facilities at work by employees (Doorn, 2011). This follows the company's concern about the impact of internet abuse (Rahmah, 2018).

In addition, the internet be able to analogous to a double-edged sword, which inadvertently opens up new avenues for employees to be lazy by engaging fraudulently in online activities not related to work (Jia, Jia, & Karau, 2013). Behaviour of employees who perform activities (a set of behaviours) in the workplace where employees are involved in activities mediated by electronic devices, especially activities using the internet that are done but not related to the work being done is known as cyberloafing (Lim, 2002).

Based on the typology of Robinson and Bennett (1995) about deviant behaviour in the workplace, cyberloafing is classified in the category of production (productivity) deviations in the workplace where employees deliberately avoid doing work (Lim, 2002). Meanwhile, this method is similar to traditional ways to be lazy, such as taking excessive breaks, leaving work early, or deliberately walking slowly. Cyberloafing is more dangerous in the sense that it allows employees to pretend to be diligent and increase security risks and litigation for companies. Employees generally use the internet during office hours for personal functions that are not related to work, such as playing online games, watching videos, personal communication, or exploring social networking sites (Lim, 2002).

A workplace is a place where there are processes of human interaction with fellow human beings (employees), human-computer interaction (HCI), transfer of knowledge between superiors and subordinates, and so on. The inclusion of the internet in all lines (internet of things) in the world of work generally has two impacts, namely positive and negative impacts. The positive impact is an increase in the speed of communication within the organisation, while the negative impact is like carrying out activities that are not related to work, but still using internet facilities, such as reading online newspapers and so on (Doorn, 2011; Zoghbi, 2012; Andreassens & Torsheim, 2014).

A common problem that arises in the era of the industrial revolution 4.0 today is a decrease in the level of the job performance of employees in doing work, this is, for instance: due to frequent employees doing activities that are online (Doorn, 2011; Koay, Sooh, & Chew, 2017). The behaviour of employees who carry out activities related to the internet, playing social media, for instance: Facebook (FB), WhatsApp (WA), Instagram (IG), etc. Are suspected to have an effect on job performance, job engagement, and be able caused employees to experience exhaustion (Oravec, 2002; Doorn 2011;

Jandhagi, 2015; Aghaz, 2016; Koay et al., 2017).

According to the data obtained, data submitted that employees in the United States (US) as many as 34 million employees conducted cyberloafing while employees worked, causing productivity in the company to decrease by 200.6 million hours per week (Lim & Chen, 2009), while in the Republic of Indonesia (RI) the percentage of employees using office internet facilities is 11.2% and the number of employees conducting activities to update personal information on social media is 25.3% (APJII, 2016). Based on the field of work, penetration of internet users is as follows: consultant services by 94.7%, regional-owned enterprises or abbreviated BUMD employees by 90.9%, state-owned enterprises (BUMN) employees by 88%, private employees by 85.7%, and contract employees 81.3% (APJII, 2018), including employees engaged in IT services, finance, and law. This figure is very fantastic, how the effect of cyberloafing that has been done by employees attain to actually be detrimental to the company. Although considered an acceptable practice at work (Ramayah, 2010), employees recognise cyberloafing as morally wrong behaviour (Ahmad & Jamaluddin, 2009). This research will discuss further issues related to the two alternatives proposed model of antecedents and consequences of cyberloafing in industrial revolution 4.0.

2. Literature Review

2.1. Cyberloafing

Cyberloafing is an activity and behaviour of a person which is characterised by the use of the internet while working, studying, and other matters. This behaviour is able to reduce productivity, job performance, and concentration. Cyberloafing, or spending work time using the internet for non-work activities, is a major concern for employers because access to the internet has expanded through the use of tablets, smartphones, and other electronic devices (Lim, 2002).

It is estimated that employees spend up over two hours every day to engage in cyberloafing behaviour at work, and organisational costs of up to \$85 billion dollars per year have been lost (Zakrsewski, 2016). As a result, cyberloafing is usually considered a form of counterproductive behaviour, and organisational leaders continue to invest in preventing employees from engaging in this behaviour (Ugrin & Pearson, 2013).

2.2. Exhaustion

In situations where job demands are higher than job resources, recovery is needed to prevent exhaustion (Bakker et al., 2004). Cyberloafing attains to play a role in this process and bestow have a positive effect on employee welfare (Oravec, 2002). Cyberloafing in relation to exhaustion be able to function as a micro-break; namely: "rest for a while, intermittently" (Bridegan, 2008). According to Bridegan (2008), rest is believed to reduce discomfort and thus must be considered regarding employee exhaustion. Employee exhaustion experienced, therefore, be related to the recovery process provided, namely cyberloafing (Doorn, 2011).

2.3. Job Engagement

Job engagement is defined as "a favourable two-way relationship where employees and superiors work harder for each other" (Fine et al., 2010). However, not much research has been done regarding cyberloafing and job engagement. Lim and Chen's article (2009), which distinguishes sending and e-mailing activities, turns out that sending e-mails reduces the level of job engagement, while browsing activity is found to be positively related to the level of work involved or in other words raises the level of job engagement (Doorn, 2011). The results of Lim and Chen (2009) thus show that cyberloafing activities play a role in its influence on job engagement because cyberloafing in this study considers four different activities. The inclusion of work involved in a framework allows more

specific insight into the relationship between cyberloafing activities and job engagement (Doorn, 2011).

2.4. Job Performance

As discussed in the background in chapter 1, this study will consider the effects of cyberloafing on employee job performance. The introduction of computers in the workplace has caused difficulties to connect the company with employees, as agreed by Kidwell (2010). Simply stated, job performance is the result achieved by someone according to the size needed for the work they have (As'ad, 2003). On the one hand, a compilation of job performance that is easily achieved in production units, efforts and job performance will be obtained to interrelated to find lower or higher job performance level (Doorn, 2011; Koay et al., 2017).

2.5. Descriptive Norm

The first variable of cyberloafing antecedents is descriptive norms. Descriptive norms are related to the theory of planned behaviour (TPB) or planned behaviour theory which are the theoretical basis for use in cyberloafing (Askew et al., 2014; Sheikh et al., 2015; Holguin, 2016). The theory of planned behaviour is some normative antecedent behaviour (in which there are descriptive and prescriptive norms), behavioural perception control, conceptual variables close to the construct of self-efficacy (Ajzen, 2011). There are two broad types of norms: what others do (descriptive norms) and what others say are acceptable norms (prescriptive norms) (Park & Smith, 2007).

2.6. Cyberloafing Attitude

The second variable of the antecedent of cyberloafing is the attitude of cyberloafing, related to the attitude of cyberloafing. The attitude of cyberloafing is an act committed by employees to conduct cyberloafing in the workplace (Askew et al., 2014). In essence, attitudes are somewhat different from behaviour. Attitude is an act and so based on

the establishment, belief, whereas behaviour is an individual response or reaction to stimuli or the environment (KBBI, 2019). Besides that, another way to conceptualise perceived behavioural control is employee self-perceived ability to conceal cyberloafing activities, and behaviour refer to how well an employee obtain to hide his computer activities from coworkers and supervisors (Askew et al., 2011).

2.7. Web Access Self-efficacy

The third variable of cyberloafing antecedents is self-efficacy (independence) in accessing the web (internet). With regard to these skills, which are determined non-linearly by the two previous variables above (descriptive norms and cyberloafing attitudes), "self-efficacy in accessing the web (internet)". Independence in navigating to access a website (internet) has yet to be thoroughly examined by cyberloafing researchers, giving rise to gaps, but the constructs related to corporate monitoring have been found and have only a simple relationship with cyberloafing (Mastrangelo et al., 2006).

3. Research Method

In chapter 3 the research methods are discussed. Research methods are generally classified into 3 (three), namely: the type of research, research data, and research analysis. This type of research is quantitative research, the data used was secondary data, and research analysis is carried out by classifying antecedents and the consequences of cyberloafing so that it will form the proposed alternative model viz antecedents and consequences of cyberloafing in the industrial revolution 4.0.

There are 7 variables in the basic model and model 1, whilst in model 2 consist of 6 variables. In model 1, the variables which are used: descriptive norms (DN), cyberloafing attitudes (CA), web access self-efficacy (WA), cyberloafing (CL), exhaustion (EX), job engagement (JE), and job performance (JP), whilst in model 2, the variables which

are used: descriptive norms (DN), cyberloafing attitudes (CA), web access self-efficacy (WA), cyberloafing (CL), exhaustion (EX), and job performance (JP).

4. The Proposed Alternative Model

The proposed alternative model consists of 2 models, namely basic model and model 1 which consists of 7 variables and 15 hypotheses; and model 2 which consists of 6 variables and 8 hypotheses. The following are the results of the basic model and the proposed alternative model 1 of cyberloafing shown in figure 1 and 2 below.

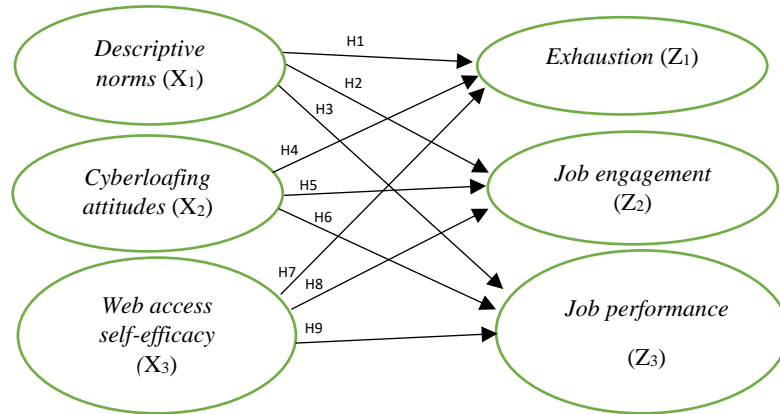


Figure 1. The basic model

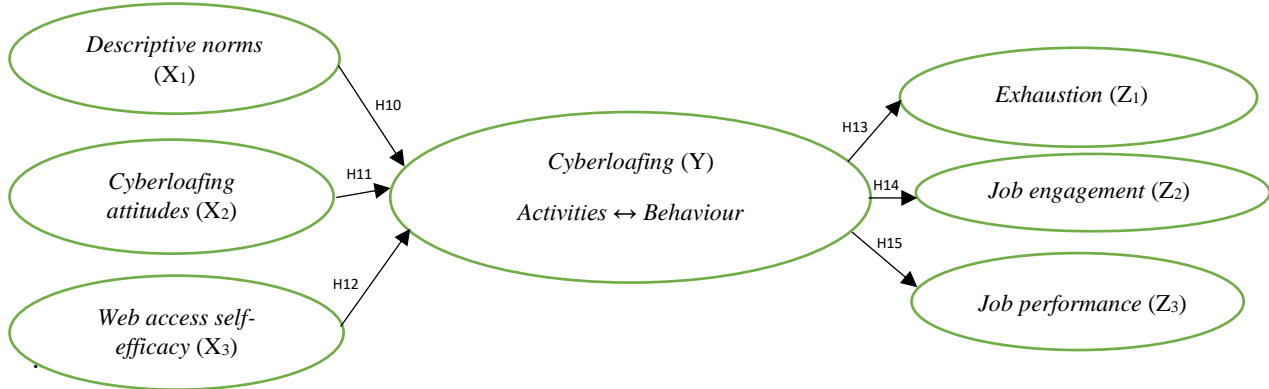


Figure 2. The proposed alternative model 1

The first antecedent of the cyberloafing conceptual framework is descriptive norms, descriptive norms regarding the theory of planned behaviour (TPB) or theories of planned behaviour that form the basis of theories for approaching cyberloafing (Askew et al., 2014; Sheikh et al., 2015; Holguin, 2016). Theory of planned behaviour argues that some behavioural antecedents are subjective norms (in which there are descriptive and prescriptive norms),

perceptions of behaviour control, variables that are conceptually close to the construct of self-efficacy (Ajzen, 2011). There are two broad types of norms: what other people do (descriptive norms) and what others say is acceptable behaviour (prescriptive norms) (Park & Smith, 2007).

With regard to cyberloafing, prescriptive norms meaning co-workers will approve

employees of cyberloafing activities and behaviour whereas descriptive norms mean co-workers and supervisors carry out cyberloafing activities and behaviour together with employees who are doing so (Askew et al., 2010). In summary, descriptive norms are norms that only describe what most people do in certain conditions and situations. Given the predictive power greater than descriptive norms over-prescriptive norms. Therefore, previous researchers consider that descriptive norms are strong candidates for subjective norm variables (Askew, 2009; Askew, 2012; Askew et al., 2014; Sheikh et al., 2015).

The second antecedent of the cyberloafing conceptual framework is the attitude of cyberloafing, related to the attitude of cyberloafing. The attitude of cyberloafing is an act committed by employees to conduct cyberloafing in the workplace (Askew et al., 2014). In essence, attitudes are somewhat different from behaviour. Attitude is an act and so based on the establishment, belief, while the behaviour is the response or reaction of individuals to stimuli or the environment (KBBI, 2019). Besides that, another way to conceptualise perceived behavioural control is employee self-efficacy to engage in cyberloafing behaviour without "getting caught" by the leader. The perceived ability to conceal cyberloafing activities and behaviour refer to how well an employee attains to hide his computer activities from coworkers and supervisors (Askew et al., 2011).

The third antecedent of the cyberloafing conceptual framework is self-efficacy (self-confidence) in accessing the web (internet). With regard to these skills, which are determined non-linearly by the two previous variables above (descriptive norms and cyberloafing attitudes), "confidence in accessing the web (internet)". Confidence in navigating to access a website (internet) has yet to be thoroughly examined by cyberloafing researchers, giving rise to gaps, but the constructs related to corporate monitoring have been found and have only a simple relationship with cyberloafing (Mastrangelo et al., 2006).

In addition, one way to conceptualise perceived behavioural control is an employee's confidence in navigating to a favourite website where the employee works. In theory, this skill depends on three factors: navigating to a website through a search engine (i.e.: Yahoo, Google, etc.) or the ability to navigate to the desired website by typing in a uniform resource locator (URL); the ability to circumvent blocking technology if available using a proxy server or other means; and the presence or absence of website blocking technology in the workplace (Lieberman 2011; Askew, 2012; Askew et al., 2014; Glassman, 2015). Employees who have high ability to hide cyberloafing ability have some or all of the following conditions: (a) attain to be heard or seen, (b) works in isolation, (c) computer screens are not easily seen, and (d) activities are not monitored (Askew et al., 2014).

In contrast to web site self-efficacy, the ability to hide cyberloafing has been established as a predictor of cyberloafing (Askew et al., 2011). Therefore, some researchers consider that the ability to hide cyberloafing as a stronger candidate for perceived behavioural control variables (Lim & Theo, 2005; Blanchard & Henle, 2008; Askew et al., 2014; Saidin, 2017; Koay, 2017). The main lines of reasoning to identify TPB as a potential model are: (a) withdrawal behaviour has been modelled successfully with TPB, (b) cyberloafing meets the definition of withdrawal behaviour, namely: cyberloafing reduces the number of time employees spend working less than expected by the organisation, and (c) therefore, TPB tends to be a useful theory in studying and understanding cyberloafing (Askew, 2012; Askew et al., 2014; Sheikh, 2015; J-Ho, 2017; Soh, Koay, & Lim, 2018). TPB as a model of cyberloafing is proposed in this study. In research proposal 1, the aim is to provide an initial test of TPB theory regarding cyberloafing antecedents. In research proposal 2, the aim is to cross-validate the results regarding the cyberloafing consequences of research proposal 1 and a sample that is close to representing the general employee population. In the next section, researchers will try to elaborate on the evidence that TPB is relevant as a cyberloafing model and explore possible variations of newly proposed models (conceptual

frameworks) (Askew, 2012; Askew et al., 2014; Rana, Slade, Kitching, & Dwivedi, 2019).

Confounders are variables that bias the relationship under study. In other words, the confounding effect is controlled in such a way that the confounding effect does not affect the relationship being studied. The confounders in this study were gender, age, education, function, sector, experience in the company, as well as experience in employee functions and hours per week. For some of these confounders, previous research has shown that this is related to cyberloafing (i.e.: sex, age, education, and experience) (Doorn, 2011). In addition, the mediator variables in cyberloafing are activities and behaviours (multi-construct) (Lim, 2002; Zoghbi, 2006; Doorn, 2011; Yasar & Yurdugül, 2013; Gökcearslan et al., 2016).

Behavioural intention is the desire of consumers to behave in certain ways in order to use, own, or even dispose of products or services (Mowen, 2002). Associated with cyberloafing, the intention to behave is an intention to behave cyberloafing in an office conducted by employees during working hours while activity refers to the activities of employees who carry out cyberloafing. Then, it is related to confounders in general, namely cyberloafing. Cyberloafing has 4 activities, namely: information activities, leisure activities, virtual emotional activities, and social activities (Li & Chung, 2006), whereas cyberloafing behaviour consists of 4 things, namely: deviant behaviour (Weatherbee, 2010), addictive behaviour (Yellowlees & Marks, 2007), developmental behaviour (Belanger & Slyke, 2002), and recovery behaviour (Lim & Chen, 2009).

The first consequence of a cyberloafing conceptual framework is exhaustion. Exhaustion is included in personal consequences. In this context, cyberloafing is considered as a recovery behaviour to charge the work (energy) of the employee's work and thus has positive and potential consequences on employee welfare. For other cyberloafing activities or behaviour, it is not known whether this attains to have a positive or negative effect on well-being (Coker, 2011; Doorn, 2011; Jandhagi et al., 2015; Gökcearslan, Mumcu, Haslamam, & Cevik, 2016).

The second consequence of a cyberloafing conceptual framework is job engagement. Job engagement is included in the work consequences. Job engagement is defined as “a beneficial two-way relationship in which employees and bosses work harder for each other” (Fine, Horowitz, Weigler, & Base, 2010). Job engagement literally has the same meaning as job involvement, namely: job engagement. However, there are essential differences with the two terms, namely: job engagement differs from job involvement (May, Gilson, & Harter, 2004), job involvement is the same as the involvement aspect of engagement, but it does not involve the effectiveness and energy aspects. On the other hand, not a lot of research has been done related to cyberloafing and job engagement. Lim and Chen (2009) differentiate activities of sending electronic mail (e-mail) and browsing, employees find that activities of sending e-mail activities decrease the level of job engagement, while browsing activity is found to be positively related to the level of job engagement or in other words increase the level of involvement work.

The third consequence of a cyberloafing conceptual framework is job performance. Job performance is included in the work consequences. The introduction of computers in the workplace has caused difficulties to connect an employee's efforts with job performance, as Kidwell (2010) discussed. On the one hand, when job performance attains to be easily measured in terms of unit production, efforts and job performance attain to be interrelated to find lower or higher job performance (Doorn, 2011; Koay et al., 2017). On the other hand, cyberloafing is also defined as the use of facilities in the form of the internet voluntarily in terms of things that are not related to the work done by employees in the company, such as providing e-mail when working (Blanchard & Henle, 2008). In addition, cyberloafing is also a relatively new topic in the scientific kind of literature (Lim, 2002; Krishnan et al., 2010; Doorn, 2011; Zoghbi, 2012; Gökcearslan et al., 2016).

The followings are hypotheses development of the proposed alternative the basic model and model 1:

1. Descriptive norms with exhaustion

Descriptive norms are regarding the theory of planned behaviour (TPB) that form the basis of the theory to approach cyberloafing (Askew et al., 2014; Sheikh et al., 2015; Holguin, 2016). The theory of planned behaviour argues that some behavioural antecedents are subjective norms (in which there are descriptive and prescriptive norms), perceptions of behaviour control, variables that are conceptually close to the construct of self-efficacy (Ajzen, 2011). There are two broad types of norms: what other people do (descriptive norms) and what others say is acceptable behaviour (prescriptive norms) (Park & Smith, 2007).

With regard to cyberloafing, prescriptive norms meaning co-workers will approve employees of cyberloafing activities and behaviour while descriptive norms mean co-workers and supervisors carry out cyberloafing activities and behaviour together with employees who are doing so (Askew, Vandello, & Coovert, 2010). In summary, descriptive norms are norms that only describe what most employees do in certain situations and conditions (Robert, 2005). Descriptive norms generally affect behaviour by informing employees about what is generally considered to be adaptive or effective in certain situations and conditions. Given the predictive power greater than descriptive norms over-prescriptive norms. Therefore, previous researchers consider that descriptive norms are strong candidates for subjective norm variables (Askew, 2009; Askew, 2012; Askew et al., 2014; Sheikh et al., 2015).

In situations where job demands are higher than job resources, recovery is needed to prevent exhaustion (Bakker, Demerouti, & Verbeke, 2004). Descriptive norms play a role in this process because these norms will adapt and will influence behaviour by informing employees about what is generally

considered to be adaptive or effective, such as cyberloafing when in a state of exhaustion, so that exhaustion be able functioned as a micro-break, namely: "intermittent rest/a moment" (Bridegan, 2008). Based on the explanation above, the hypothesis used is:

Hypothesis 1 (H₁): Descriptive norms affect exhaustion.

2. Descriptive norms with job engagement

Literally, descriptive norms are norms that only describe what most employees do in certain conditions and situations (Robert, 2005). Descriptive norms generally affect behaviour by informing employees about what is generally considered to be adaptive or effective in certain conditions and situations. Given the predictive power greater than descriptive norms over-prescriptive norms. Therefore, previous researchers consider that descriptive norms are strong candidates for subjective norm variables (Askew, 2009; Askew, 2012; Askew et al., 2014; Sheikh et al., 2015).

Job engagement is defined as "a favourable two-way relationship in which employees and superiors work harder for each other" (Fine et al., 2010). However, not much research has been done regarding descriptive norms and job engagement. Lim and Chen's article (2009), which distinguishes e-mail and browsing activities, employees find that e-mail activities reduce the level of job engagement while browsing activities (including descriptive norms) are found to be positively related to the level of job engagement or in other words raising the level of job engagement (Doorn, 2011). Based on the explanation above, the hypothesis used is:

Hypothesis 2 (H₂): Descriptive norms affect job engagement.

3. *Descriptive norms with job performance*

Descriptive norms are norms that only describe what most employees do in certain conditions and situations (Robert, 2005). Descriptive norms generally affect behaviour by informing employees about what is generally considered to be adaptive or effective in certain conditions and situations. Given the predictive power greater than descriptive norms over-prescriptive norms. Therefore, previous researchers consider that descriptive norms are strong candidates for subjective norm variables (Askew, 2009; Askew, 2012; Askew et al., 2014; Sheikh et al., 2015). Simply stated, job performance is the result (output) achieved by someone according to the size applicable to the work in question (As'ad, 2003). On the one hand, when job performance attains to be easily measured in terms of unit production, efforts and job performance obtained to be interrelated to find lower or higher job performance (Doorn, 2011; Koay et al., 2017). However, for jobs where this relationship cannot be done easily, employees usually have a higher level of autonomy. In this case, job performance also depends on employee commitment. In this type of work, commitment is important because it affects the likelihood of cyberloafing more than work with a clear effort-job performance relationship.

Cyberloafing activities have been considered a significant predictor of work inefficiency. Ramayah (2010) distinguishes four types of cyberloafing usage and found that personal electronic commerce (e-commerce), personal downloading, and personal information research (including descriptive norms) that are common in offices, all have a positive relationship with work inefficiency (Doorn, 2011), so it is feared that it will affect job performance degradation. Based on the explanation above, the hypothesis used is:

Hypothesis 3 (H₃): Descriptive norms affect job performance.

4. *Cyberloafing attitude with exhaustion*

Cyberloafing is an action done by employees to conduct cyberloafing in the workplace (Askew et al., 2014). In essence, attitudes are somewhat different from behaviour. Attitude is an act and so based on the establishment, belief, whereas behaviour is an individual response or reaction to stimuli or the environment (KBBI, 2019).

In addition, another way to conceptualise perceived behavioural control is employee self-efficacy to engage in behaviour and even cyberloafing without being “get caught” by the leader. The perceived ability to conceal cyberloafing activities and behaviour refer to how well an employee attains to hide his computer activities from coworkers and supervisors (Askew et al., 2011).

Exhaustion is included in personal consequences. In this context, cyberloafing attitude is considered as a treatment for recovery to fill the work-energy (power) of employees and thus has positive and potential consequences on employee welfare. For other cyberloafing activities or behaviours, it is not known whether this attains to have a positive or negative effect on well-being (Coker, 2011; Doorn, 2011; Jandhagi et al., 2015; Gökcearslan, Mumcu, Haslaman, & Cevik, 2016). Based on the explanation above, the hypothesis used is:

Hypothesis 4 (H₄): Cyberloafing attitude affects exhaustion.

5. *Cyberloafing attitude with job engagement*

In essence, the definition of attitude has a difference in the definition of behaviour. Attitudes are defined as actions and so on which are based on convictions,

beliefs, whereas behaviour is defined as an individual's response or reaction to stimuli or the environment (KBBI, 2019). Cyberloafing attitude is an act done by employees to conduct cyberloafing in the workplace (Askew et al., 2014).

Job engagement is included in work consequences. Job engagement is defined as "a favourable two-way relationship where employees and bosses work harder for each other" (Fine, Horowitz, Weigler, & Base, 2010). Job engagement literally has the same meaning as job involvement, namely: job engagement. However, there are essential differences with the two terms, namely: job engagement differs from job involvement (May, Gilson, & Harter, 2004), job involvement is the same as the involvement aspect of engagement, but it does not involve the effectiveness and energy aspects. On the other hand, not much research has been carried out in relation to cyberloafing and job engagement. Lim and Chen (2009) differentiate activities of sending e-mail and browsing. Lim and Chen found that sending e-mail activities be able to reduce the level of job engagement while browsing activity was found to be positively related to the level of job engagement or in other words increase the level of job engagement. Based on the explanation above, the hypothesis used is:

Hypothesis 5 (H₅): *The attitude of cyberloafing influences job engagement.*

6. Cyberloafing attitude with job performance

Cyberloafing attitude is an act done by employees to conduct cyberloafing in the workplace (Askew et al., 2014). In essence, attitudes tend to be different from behaviour. Attitude is an act and so based on the establishment, belief, while the behaviour is the response or reaction of individuals to stimuli or the environment (KBBI, 2019). Therefore, the attitude of

cyberloafing is an act and so based on the establishment, the belief of employees to conduct cyberloafing in the workplace.

Job performance is included in the work consequences. The introduction of computers at work has caused difficulties to connect an employee's efforts with job performance (Kidwell, 2010). On the one hand, when job performance is attained easily measured in terms of unit production, efforts and job performance be obtained interrelated to find lower or higher job performance (Doorn, 2011; Koay et al., 2017). On the other hand, cyberloafing is also defined as the use of facilities in the form of the internet voluntarily in terms of things that are not related to the work done by employees in the company, such as providing e-mail while working (Blanchard & Henle, 2008).

In addition, cyberloafing is also a relatively new topic in the scientific pieces of literature (Lim, 2002; Krishnan et al., 2010; Doorn, 2011; Zoghbi, 2012; Gökcearslan et al., 2016). The cyberloafing attitude is suspected to affect job performance degradation. Based on the explanation above, the hypothesis used is:

Hypothesis 6 (H₆): *Cyberloafing attitude affects job performance.*

7. Self-efficacy with exhaustion

Self-efficacy (self-confidence) is the bravery in accessing the web (internet), with respect to these skills, which are determined non-linearly by two other variables (descriptive norms and cyberloafing attitudes), "confidence (self-efficacy) in accessing the web (internet)". Independence in navigating to access a website (internet) has yet to be thoroughly examined by cyberloafing researchers, giving rise to gaps, but the constructs related to corporate monitoring have been found and have only a simple relationship

with cyberloafing (Mastrangelo et al., 2006).

In addition, one way to conceptualise perceived behavioural control is the independence of an employee to navigate to a favourite website where employees work. In theory, this skill depends on three factors: navigating to a website through a search engine (i.e.: Google, Yahoo, etc.) or the ability to navigate to the desired website by typing in a URL; the ability to circumvent blocking technology if available using a proxy server or other means; and the presence or absence of website blocking technology in the workplace (Liberman 2011; Askew, 2012; Askew et al., 2014; Glassman, 2015).

Exhaustion is a result that arises from being too tired at work and when doing self-efficacy activities in accessing the web to do work and work turns out to have an impact also exhaustion. In this case, exhaustion is included in personal consequences. In this context, the self-efficacy of accessing the web regarding cyberloafing is considered as a way to shift focus to workload, recovery to replenish workforce energy and thus have positive and potential consequences on employee welfare. For other cyberloafing activities or behaviours, it is not known whether this obtains to have a positive or negative effect on well-being (Coker, 2011; Doorn, 2011; Jandhagi et al., 2015; Gökcearslan, Mumcu, Haslaman, & Cevik, 2016). Based on the explanation above, the hypothesis used is:

Hypothesis 7 (H₇): The self-efficacy of accessing the web has an effect on exhaustion.

8. Self-efficacy with job engagement

Self-efficacy is independence in terms of accessing the web, in that case, what is accessed is the internet, which is determined non-linearly by the two previous variables (descriptive norms and cyberloafing attitudes). Self-efficacy in

navigating to access websites (the internet) to date has not been examined in-depth and holistically (thoroughly) by cyberloafing researchers, but constructs related to company monitoring have been found and have only a simple relationship with cyberloafing (Mastrangelo et al., 2006).

Lim and Chen (2009) in their research showed that cyberloafing activities (including self-efficacy accessing the web) play a role and influence job engagement because cyberloafing in the research considers four different activities, the inclusion of job engagement variables in the framework that allows more specific insight about the relationship between cyberloafing activities and job engagement (Doorn, 2011). Based on the explanation above, the hypothesis used is:

Hypothesis 8 (H₈): Self-efficacy of accessing the web affects job engagement.

9. Self-efficacy with job performance

Self-confidence (self-efficacy) is bravery in accessing the web (internet), with regard to skills determined non-linearly by the two previous variables namely descriptive norms and cyberloafing attitudes. Independence in navigating to access a website (internet) has not yet been examined in-depth and in detail by cyberloafing researchers, giving rise to gaps, but the construct regarding company monitoring has been found and has only a simple relationship with cyberloafing (Mastrangelo et al., 2006).

The introduction of computers in the workplace has caused difficulties to connect an employee's efforts with job performance, as Kidwell (2010) discussed. Literally, job performance is the result achieved by someone according to the measurement that applies to the work in question (As'ad, 2003). It is feared that self-efficacy in accessing the web

attain to disrupt employee job performance. On the one hand, when job performance obtain to be easily measured in terms of unit production, efforts and job performance attain to be interrelated to find lower or higher job performance (Doorn, 2011; Koay et al., 2017). Based on the explanation above, the hypothesis used is:

Hypothesis 9 (H₉): *The self-efficacy of accessing the web has an effect on job performance.*

10. Descriptive norms with cyberloafing

Descriptive norms are norms that only describe what most employees do in certain conditions and situations (Robert, 2005). Descriptive norms will normally affect behaviour by informing employees about what is generally considered to be adaptive or effective in certain conditions and situations. Given the predictive power greater than descriptive norms over-prescriptive norms. Therefore, previous researchers consider that descriptive norms are strong candidates for subjective norm variables (Askew, 2009; Askew, 2012; Askew et al., 2014; Sheikh et al., 2015).

Cyberloafing is an activity and behaviour of a person which is characterised by the use of the internet while working, studying, and other matters. This behaviour attain to reduce productivity, job performance, and concentration. Cyberloafing, or spending working time using the internet for non-work activities (included in descriptive norms), is a major concern for employers because access to the internet has expanded through the use of tablets, smart phones, and other electronic devices (Lim, 2002). Based on the explanation above, the hypothesis used is:

Hypothesis 10 (H₁₀): *Descriptive norms affect cyberloafing.*

11. Cyberloafing attitude with cyberloafing

Cyberloafing attitude is an act done by employees to conduct cyberloafing in the workplace (Askew et al., 2014). In essence, attitudes tend to be different from behaviour. Attitude is an act and so based on the establishment, belief, while behaviour is the response or reaction of individuals to stimuli or the environment (KBBI, 2019). Consequently, the attitude of cyberloafing is an act and so based on the establishment (conviction), belief of employees to conduct cyberloafing in the workplace.

Cyberloafing is defined as “voluntary use of devices related to non-work related matters of employees in companies provided by the internet and e-mail while working” (Blanchard & Henle, 2008). Both cyberloafing and junk computing activities and activities mention the use of organisational resources for personal purposes, but cyberloafing aims specifically for personal use of the internet while junk computing also considers the use of organisational resources, but in private offline (Blanchard & Henle, 2008).

It is estimated that employees spend up to two hours every day to engage in cyberloafing behaviour at work, organisational costs of up to \$85 billion dollars per year have been lost (Zakrzewski, 2016). As a result, cyberloafing is usually considered a form of counterproductive behaviour, and organisational leaders continue to invest in preventing employees from engaging in this behaviour (Ugrin & Pearson, 2013). Based on the explanation above, the hypothesis used is:

Hypothesis 11 (H₁₁): *Cyberloafing attitude affects cyberloafing.*

12. *Self-efficacy with cyberloafing*

Self-efficacy is independence in terms of accessing the web, in that case, what is accessed is the internet, which is determined non-linearly by the two previous variables (descriptive norms and cyberloafing attitudes). Self-efficacy in navigating to access websites (the internet) to date has not been examined in-depth and holistically (thoroughly) by cyberloafing researchers, but constructs related to company monitoring have been found and have only a simple relationship with cyberloafing (Mastrangelo et al., 2006). Cyberloafing is included in addiction behaviour, and this behaviour obtains to be caused by engaging in cyberloafing activities as a habit and attain to lead to problematic behaviour. The origin of addiction obtain to lie in the history of an employee in terms of impulse control and addiction disorders (Yellowlees & Marks, 2007) or it obtained to be caused as a way to respond to dissatisfaction or boredom (LaRose, Kim, & Peng, 2010).

On the other hand, cyberloafing is a set of behaviours in the workplace where an employee engages in electronically mediated activities, specifically through the use of the internet (including self-efficacy), that the direct supervisor will not consider matters related to the work carried out by his subordinates (Askew et al., 2011) in Askew et al. (2014). Examples of cyberloafing activities and behaviour include checking Facebook and watching Youtube (Lim, 2002). Many trading behaviours related to cyber, such as browsing the web and trading on social media, this is already familiar to most people (Lim & Teo, 2005). Based on the explanation above, the hypothesis used is:

Hypothesis 12 (H₁₂): *The self-efficacy of accessing the web has an effect on cyberloafing.*

13. *Cyberloafing with exhaustion*

Cyberloafing is included in counterproductive behaviour (Ugrin & Pearson, 2013). An example of this behaviour that is often encountered is playing a gadget while working. Other behaviours, such as playing video games at work through the internet, although this is rare, this is still included in the scope of cyberloafing (Lim & Teo, 2005). Basically, behaviours related to waste of time at work through computers often occur under the guise of doing actual work, but in fact doing cyberloafing activities and behaviour (Blanchard & Henle, 2008). The repetitive activities and behaviours of cyberloafing are ultimately making employees spend all day doing cyberloafing (Wallace, 2004).

Exhaustion is a consequence arising from being too tired at work and when doing self-efficacy activities accessing the web to do work and work turns out to have an impact also exhaustion. In this case, exhaustion is included in personal consequences. In this context, the self-efficacy of accessing the web regarding cyberloafing is considered as a way to shift focus to workload, recovery to replenish workforce energy and thus have positive and potential consequences on employee welfare. For other cyberloafing activities or behaviours, it is not known whether this attains to have a positive or negative effect on well-being (Coker, 2011; Doorn, 2011; Jandhagi et al., 2015; Gökcearslan, Mumcu, Haslaman, & Cevik, 2016).

Cyberloafing is included in recovery behaviour, which is a recovery behaviour that takes into account employee health. Cyberloafing obtains to reduce discomfort and has a positive effect on employees and the organisation (Lim & Chen, 2009). Based on the explanation above, the hypothesis used is:

Hypothesis 13 (H₁₃): *Cyberloafing affects exhaustion.*

14. Cyberloafing with job engagement

Cyberloafing is included in the development behaviour, which is a developmental behaviour that considers the cyberloafing process as a potential source for learning, for instance: learning by using the personal internet. Cyberloafing from this perspective provides enhanced skills that attain to be used in future activities by employees to benefit employees and organisations (Belanger & Slyke, 2002).

Personal use of the internet during work has been researched in a lot of literature. Different definitions are used for the phenomenon of cyberloafing. Cyberloafing is deviant behaviour (Weatherbee, 2010). Decreased productivity in organisations is the result of cyberloafing. Another effect is a decrease in focus (concentration level). Bock and Ho (2009) discuss the use of the internet while working for personal purposes, this is referred to as non-work related computing (NWRC). NWRC is a collective term and contains junk computing and cyberloafing activities and behaviour. Junk computing is “the use of organisational information system resources for the personal needs of employees, not directly related to organisational goals” (Bock & Ho, 2009).

Job engagement is defined as “a favourable two-way relationship in which employees and superiors work harder for each other” (Fine et al., 2010). However, not much research has been done regarding cyberloafing and job engagement. Lim and Chen's article (2009) has distinguished issues related to sending e-mail and browsing activities, apparently, the activity of sending e-mail decreases the level of job engagement meanwhile browsing activity is found to be positively related to the level of job engagement or in other words increases the level of job engagement (Doorn, 2011). Based on the explanation above, the hypothesis used is:

Hypothesis 14 (H₁₄): Cyberloafing affects job engagement.

15. Cyberloafing with job performance

Cyberloafing is an activity and behaviour of a person which is characterised by the use of the internet while working, studying, and other matters. This behaviour attains to reduce productivity, job performance, and concentration. Cyberloafing, or spending work time using the internet for non-work activities, is a major concern for employers because access to the internet has expanded through the use of tablets, smartphones, and other electronic devices (Lim, 2002).

Cyberloafing includes deviant behaviour, which is characterised by unwanted behaviour directed at the organisation. This behaviour clearly considers cyberloafing as a behaviour with negative consequences (for instance: a decrease in productivity) for the organisation (Weatherbee, 2010). The introduction of computers in the workplace has caused difficulties to connect an employee's efforts with job performance, as Kidwell (2010) discussed. In summary, job performance is the yield achieved by someone according to the size applicable to the work in question (As'ad, 2003). On the one hand, when job performance obtains to be easily measured in terms of unit production, efforts and job performance attain to be interrelated to find lower or higher job performance (Doorn, 2011; Koay et al., 2017).

However, in jobs where the relationship cannot be done easily, employees usually have a higher level of autonomy. In this case, job performance also depends on employee commitment. In this type of work, commitment is important because it affects the likelihood of cyberloafing more than work with a clear effort-job performance relationship.

Cyberloafing activities have been considered a significant predictor of work inefficiency (Doorn, 2011). Based on the explanation above, the hypothesis used is:

Hypothesis 15 (H₁₅): *Cyberloafing influences job performance.*

On the other hand, in the following model 2, there is a novelty in the variation of the placement of the consequences that have never been studied by other researchers in the world. The following are the results of the proposed alternative model 2 of cyberloafing shown in figure 3 below.

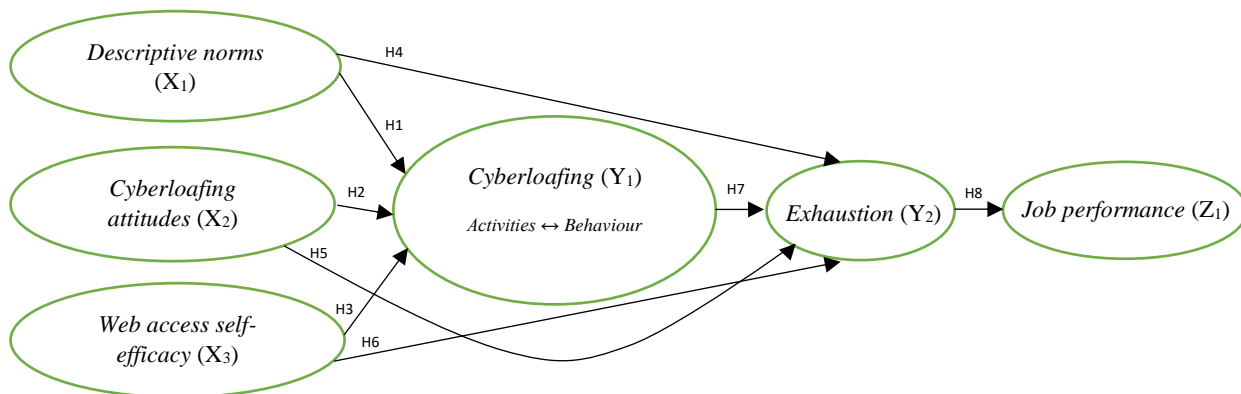


Figure 3. The proposed alternative model 2

From figure 3 above there is a novelty (state of the art) in the form of a research model characterised by antecedents and their consequences, which have never been studied before. In this technology focus world, the device plays a paramount role in improving job performance, even decreasing job performance, when employees are cyberloafing.

The followings are hypotheses development of the proposed alternative model 2:

1. *Descriptive norms with cyberloafing*

Descriptive norms are norms that only describe what most employees do in certain conditions and situations (Robert, 2005). Descriptive norms will normally affect behaviour by informing employees about what is generally considered to be adaptive or effective in certain conditions and situations. Given the predictive power greater than descriptive norms over-prescriptive norms. Therefore, previous researchers consider that descriptive norms are strong candidates for subjective norm variables (Askew, 2009; Askew, 2012; Askew et al., 2014; Sheikh et al., 2015).

Cyberloafing is an activity and behaviour of a person which is characterised by the use of the internet while working, studying, and other matters. It is estimated that employees spend up to two hours every day to engage in cyberloafing behaviour at work, organisational costs of up to \$85 billion dollars per year have been lost (Zakrzewski, 2016). On one hand, the antecedents of cyberloafing are closely related to work, personal life, and organisation (Weissenfeld et al., 2019). As a result, cyberloafing is usually considered a form of behaviour that is counterproductive, and organisational leaders continue to invest in order to prevent employees from engaging in this behaviour (Ugrin & Pearson, 2013). This behaviour attains to reduce productivity, job performance, and concentration. Cyberloafing, or spending working time using the internet for non-work activities (included in descriptive norms), is a major concern for employers because access to the internet has expanded through the use of tablets, smartphones, and other electronic devices (Lim, 2002). Based on

the explanation above, the hypothesis used is:

Hypothesis 1 (H₁): Descriptive norms have a negative effect on cyberloafing.

2. Cyberloafing attitude with cyberloafing

Cyberloafing attitude is an act done by employees to conduct cyberloafing in the workplace (Askew et al., 2014). In essence, attitudes tend to be different from behaviour. Attitude is an act and based on the establishment, belief, while the behaviour is the response or reaction of individuals to stimuli or the environment (KBBI, 2019). Consequently, the attitude of cyberloafing is an act and based on the establishment (conviction), the belief of employees to conduct cyberloafing in the workplace.

Cyberloafing is defined as “voluntary use of devices related to non-work related matters of employees in companies provided by the internet and e-mail while working” (Blanchard & Henle, 2008). Both cyberloafing and junk computing activities and activities mention the use of organisational resources for personal purposes, but cyberloafing aims specifically for the personal use of the internet while junk computing also considers the use of organisational resources, but in private offline (Blanchard & Henle, 2008). On the other hand, cyberloafing is a deviant behaviour in the workplace that is routine that has the potential to threaten security (Luo et al., 2019), then cyberloafing is often considered a type of counterproductive withdrawal behaviour (Andel et al., 2019). Withdrawal behaviour is simply the behaviour of a person (workers/employees) that occurs when they psychologically and physically have begun to feel will be separated from the organisation where they work. In addition, cyberloafing behaviour is common and increases during working hours ie at rest

time, in school, and also at leisure (Korunovska & Spiekermann, 2019), so some organisations take action to prohibit the use of cell phones in the office during working hours (Abdullahi et al., 2019).

It is estimated that employees spend up to two hours every day to engage in cyberloafing behaviour at work, organisational costs of up to \$85 billion dollars per year have been lost (Zakrzewski, 2016). As a result, cyberloafing is usually considered as a form of counterproductive behaviour, and organisational leaders continue to invest in preventing employees from engaging in this behaviour (Ugrin & Pearson, 2013). Based on the explanation above, the hypothesis used is:

Hypothesis 2 (H₂): Cyberloafing attitude has a negative effect on cyberloafing.

3. Self-efficacy with cyberloafing

Self-efficacy is confidence in accessing the web, in that case, the internet is accessed, which is determined non-linearly by the two previous variables (descriptive norms and cyberloafing attitudes). Self-efficacy in navigating to access websites (the internet) to date has not been examined in-depth and holistically (thoroughly) by cyberloafing researchers, but constructs related to company monitoring have been found and have only a simple relationship with cyberloafing (Mastrangelo et al., 2006).

Cyberloafing is included in addiction behaviour. This behaviour obtains to be caused by engaging in cyberloafing activities as a habit and attain to lead to problematic behaviour. The origin of addiction obtain to lie in the history of an employee in terms of impulse control and addiction disorders (Yellowlees & Marks, 2007) or it attains to be caused as a way to respond to dissatisfaction or boredom (LaRose, Kim, & Peng, 2010).

On the other hand, cyberloafing is a set of behaviours in the workplace where an employee engages in electronically mediated activities, especially through the use of the internet (including self-efficacy), that the direct supervisor will not consider matters related to the work carried out by his subordinates (Askew et al., 2011) in Askew et al. (2014). There is literature that offers insights on how to reduce the effects of habits and effects on cyberloafing behaviour (Luo et al., 2019), one of the ways is by prohibiting the use of mobile phones (including smart phones) in the office during office hours (Abdullahi et al., 2019), so that the greater the degree of individual frustration in the organisational environment, the more he will find ways to withdraw from it psychologically or deviate from his attention on activities such as cyberloafing, talking to coworkers or by telephone (Savitha & Akhilesh, 2019). Examples of cyberloafing activities and behaviour include watching Youtube and checking FB (Lim, 2002). Many trading behaviours related to cyber, such as browsing the web and trading on social media, this is already familiar to most people (Lim & Teo, 2005). Based on the explanation above, the hypothesis used is:

Hypothesis 3 (H₃): *The self-efficacy of accessing the web has a negative effect on cyberloafing.*

4. Descriptive norms with exhaustion

Descriptive norms are regarding the theory of planned behaviour (TPB) that form the basis of the theory to approach cyberloafing (Askew et al., 2014; Sheikh et al., 2015; Holguin, 2016). The theory of planned behaviour holds that some behavioural antecedents are subjective norms (in which there are descriptive and prescriptive norms), perceptions of behaviour control, variables that are conceptually close to the construct of self-efficacy (Ajzen, 2011). There are two

broad types of norms: what other people do (descriptive norms) and what others say is acceptable behaviour (prescriptive norms) (Park & Smith, 2007).

With regard to cyberloafing, prescriptive norms meaning co-workers will approve employees of cyberloafing activities and behaviour while descriptive norms mean co-workers and supervisors carry out cyberloafing activities and behaviour together with employees who are doing so (Askew et al., 2010). To sum up, descriptive norms are norms that only describe what most employees do in certain situations and conditions (Robert, 2005). Descriptive norms generally affect behaviour by informing employees about what is generally considered to be adaptive or effective in certain situations and conditions. Given the predictive power greater than descriptive norms over-prescriptive norms. Therefore, previous researchers consider that descriptive norms are strong candidates for subjective norm variables (Askew, 2009; Askew, 2012; Askew et al., 2014; Sheikh et al., 2015).

In situations where job demands are higher than job resources, recovery is needed to prevent exhaustion (Bakker et al., 2004). Cyberloafing generally has antecedents that are closely related to work, personal life, and organisation (Weissenfeld et al., 2019). Descriptive norms play a role in this process because these norms will adapt and will influence behaviour by informing employees about what is generally considered to be adaptive or effective, such as cyberloafing when in a state of exhaustion, so that exhaustion be able to function as a micro-break, namely: "intermittent rest/a moment" (Bridegan, 2008). Based on the explanation above, the hypothesis used is:

Hypothesis 4 (H₄): *Descriptive norms have a negative effect on exhaustion.*

5. *Cyberloafing attitude with exhaustion*

Cyberloafing is an action done by employees to conduct cyberloafing in the workplace (Askew et al., 2014). In essence, attitudes are somewhat different from behaviour. Attitude is an act and so based on the establishment, belief, whereas behaviour is an individual response or reaction to stimuli or the environment (KBBI, 2019).

In addition, another way to conceptualise perceived behavioural control is employee self-efficacy to engage in behaviour and even cyberloafing without being “be discovered” by the leader. The perceived ability to conceal cyberloafing activities and behaviour refer to how well an employee obtain to hide his computer activities from coworkers and supervisors (Askew et al., 2011). Therefore, prevention must be done by prohibiting the use of mobile phones (including gadgets) in the office during working hours (Abdullahi et al., 2019), so that the greater the level of frustration of an individual in an organisational environment, the more he will find a way to withdraw from it psychologically or deviate from his attention on activities such as cyberloafing (Savitha & Akhilesh, 2019).

Exhaustion is included in personal consequences. In this context, cyberloafing attitude is considered as a treatment for recovery to fill the work-energy of employees and thus has positive and potential consequences on employee welfare. For other cyberloafing activities or behaviours, it is not known whether this obtains to have a positive or negative effect on well-being (Coker, 2011; Doorn, 2011; Jandhagi et al., 2015; Gökcearslan, et al., 2016). Based on the explanation above, the hypothesis used is:

Hypothesis 5 (H₅): *Cyberloafing attitude has a negative effect on exhaustion.*

6. *Self-efficacy with exhaustion*

Self-efficacy (self-confidence) is bravery in accessing the web (internet), with respect to these skills, which are determined non-linearly by two other variables (descriptive norms and cyberloafing attitudes), “confidence (self-efficacy) in accessing the web (internet)”. Confidence in navigating to access a website (internet) has yet to be thoroughly examined by cyberloafing researchers, giving rise to gaps, but the constructs related to corporate monitoring have been found and have only a simple relationship with cyberloafing (Mastrangelo et al., 2006).

In addition, one way to conceptualise perceived behavioural control is a person's belief in an employee to navigate to a favourite website where an employee works. In theory, this skill depends on three factors: navigating to a website through a search engine (i.e.: Baidu, Google, etc.) or the ability to navigate to the desired website by typing in a URL; the ability to circumvent blocking technology if available using a proxy server or other means; and the presence or absence of website blocking technology in the workplace (Lieberman 2011; Askew, 2012; Askew et al., 2014; Glassman, 2015). The way to overcome this is by prohibiting employees from using cellphones (including smartphones) in the office during office hours (Abdullahi et al., 2019).

Exhaustion is a result that arises from being too tired at work and when doing self-efficacy activities accessing the web to do work and work turns out to have an impact also exhaustion. In this case, exhaustion is included in personal consequences. In this context, the self-efficacy of accessing the web regarding cyberloafing is considered as a way to shift focus to workload, recovery to replenish workforce energy and thus have positive and potential consequences on employee welfare. For other cyberloafing

activities or behaviours, it is not known whether this attains to have a positive or negative effect on well-being (Coker, 2011; Doorn, 2011; Jandhagi et al., 2015; Gökcearslan et al., 2016). Based on the explanation above, the hypothesis used is:

Hypothesis 6 (H₆): *The self-efficacy of accessing the web has a negative effect on exhaustion.*

7. Cyberloafing with exhaustion

Cyberloafing is included in counterproductive behaviour (Ugrin & Pearson, 2013). An example of this behaviour that is often encountered is playing a gadget while working. Other behaviours, such as playing video games at work through the internet, although this is rare, this is still included in the scope of cyberloafing (Lim & Teo, 2005). Basically, behaviour related to waste of time at work through computers often occurs under the guise of doing actual work, but in fact doing cyberloafing activities and behaviour (Blanchard & Henle, 2008). The repetitive activities and behaviours of cyberloafing are ultimately making employees spend all day doing cyberloafing (Wallace, 2004). Generally, this activity and behaviour (cyberloafing) tend to increase during working hours, ie at rest and also in leisure time (Korunovska & Spiekermann, 2019).

Exhaustion is a consequence arising from being too tired at work and when doing self-efficacy activities accessing the web to do work and work turns out to have an impact also exhaustion. In this case, exhaustion is included in personal consequences. In this context, the self-efficacy of accessing the web regarding cyberloafing is considered as a way to shift focus to workload, recovery to replenish workforce energy and thus have positive and potential consequences on employee welfare. For other cyberloafing activities or behaviours, it is

not known whether this obtains to have a positive or negative effect on well-being (Coker, 2011; Doorn, 2011; Jandhagi et al., 2015; Gökcearslan et al., 2016). Cyberloafing is included in recovery behaviour, which is a recovery behaviour that takes into account employee health. Cyberloafing attains to reduce discomfort and have a positive effect on employees and the organisation (Lim & Chen, 2009). Based on the explanation above, the hypothesis used is:

Hypothesis 7 (H₇): *Cyberloafing has a negative effect on exhaustion.*

8. Exhaustion with job performance

Exhaustion influences job performance, this is found in the literature: the potential for recovery from work exhaustion by playing online games during work (Reinecke, 2009). In this context, cyberloafing is considered as a recovery behaviour to fill the work power (energy) of employees and thus has positive and potential consequences for employee welfare, in this context is recovery from exhaustion, so job performance returns to improve. Employee exhaustion obtains, therefore, also be closely related to the recovery process that is done, namely by cyberloafing ria (Bridegan, 2008; Doorn, 2011).

Cyberloafing is often considered as a counterproductive withdrawal behaviour (Andel et al., 2019), in addition, cyberloafing is a deviant behaviour in the workplace that is routine which has the potential to threaten security (Luo et al., 2019), especially security of personal data and office data (firm/company).

The introduction of computers in the workplace has caused difficulties to connect an employee's efforts with job performance, as Kidwell (2010) discussed. In short, job performance is the result achieved by an employee according

to the measurement applicable to the work in question (As'ad, 2003). Job performance attains to be easily measured in terms of unit production, efforts and job performance that obtain to be interrelated (Doorn, 2011; Koay et al., 2017). When the exhaustion condition has recovered, the employee will return to enjoy his work, so that employee job performance will improve. Conversely, when there are exhaustion employees will feel boredom at work, so job performance will decrease. Based on the explanation above, the hypothesis used is:

Hypothesis 8 (H₈): Exhaustion has a negative effect on job performance.

5. Limitation, Further Research, and Conclusion

The limitation of this article's lies in the lack of results and discussion, because the 2 alternative models are the proposed model to be tested. Further research that be able to done is to test the model in the field, especially in the service industry in Indonesia. By way of conclusion, the description is related to two alternative models has been proposed, hopefully, attains be contributed to the knowledge.

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Notes:

Suffix/Postfix

US: Conceptualization, behavior, favorite, organization, etc.

UK: Conceptualisation, behaviour, favourite, organisation, etc.