The Importance of Minimizing Cyberloafing Behavior in Village Apparatus Employees

Riza Bahtiar Sulistyan[1], Budiyanto[2], Suhermin[3]

1,2,3 Department of Management, Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya, Indonesia

Abstract: This study aims to analyze cyberloafing behavior among employees in Lumajang Regency, as well as the factors that affect it. In addition, this study also evaluates the impact of cyberloafing on work productivity and the effectiveness of organizational policies in overcoming this phenomenon. This study uses a qualitative approach with data collection methods in the form of in-depth interviews, direct observations, and documentation studies related to internet use policies in the work environment. Data analysis was carried out thematically to identify patterns of cyberloafing behavior and its supporting factors. Data triangulation is applied to ensure the validity of research findings. The results of the study show that cyberloafing in Lumajang Regency occurs in various forms, especially the use of social media, watching videos, and other online activities during working hours. The main factors that drive this behavior are unrestricted internet access, lack of supervision, and employee perception that cyberloafing does not have a significant impact on work. These findings are consistent with previous research suggesting that cyberloafing can reduce productivity if left uncontrolled, but also serves as a stress reduction mechanism. Therefore, a more balanced policy is needed between supervision and freedom of employees in using the internet. Strategies such as access time restrictions, time management training, and strengthening internal regulations can help control cyberloafing without sacrificing work comfort.

Keywords: Cyberloafing, work productivity, employees, internet management

1. Introduction

Maintaining employees in an organization is essential to ensure the stability, productivity, and sustainability of the business (Sulistyan et al., 2022). When organizations are able to retain qualified employees, they can reduce the cost of recruiting and training new employees and maintain the knowledge and expertise that already exists in the team (Sumbal et al., 2023). In addition, employees who feel valued and supported tend to be more motivated, loyal, and contribute more optimally to the achievement of company goals (Jung et al., 2022). Employee retention efforts can be carried out through fair compensation, career development, a comfortable work environment, and a balance between work and personal life (Sulistyan et al., 2019). With a good retention strategy, organizations can build a positive work culture and achieve competitive advantage (Azeem et al., 2018).

In maintaining employees, what must be considered is the behavior of employees in using the internet during working hours (Lal et al., 2021). Using the internet during excessive working hours for personal purposes, such as cyberloafing, can reduce productivity and interfere with work focus (Sulistyan & Ermawati, 2020b). However, organizations also need to understand that using the internet within reasonable limits can help reduce stress and improve employee well-being (Dutta & Mishra, 2024). It is important for companies to establish a balanced internet usage policy, while still providing flexibility but without sacrificing performance and work efficiency (Waworuntu et al., 2022).

Cyberloafing is a behavior in which a person uses the internet for personal activities during work hours or time that should be used for productive tasks (Sulistyan & Ermawati, 2020a). Examples of cyberloafing include browsing social media, shopping online, watching videos, or reading news that is not related to work (Koay & Soh, 2019). This phenomenon is frequent in work and academic environments, where easy internet access makes individuals tempted to distract from their primary tasks. Although considered a form of indiscipline, in some cases, cyberloafing can also provide benefits such as reducing stress and increasing creativity if done within reasonable limits (Hessari et al., 2025).

Cyberloafing behavior among employees in Lumajang Regency, East Java, Indonesia is one of the main concerns because it can have an impact on work efficiency and productivity in government agencies and other sectors. Extensive internet access and the use of digital devices in the workplace allow employees to engage in personal activities online, such as browsing social media, watching videos, or shopping online during working hours. If left unchecked, this can reduce focus on the tasks for which they are responsible. Therefore, clear policies, such as prudent supervision and education on time management, are needed to keep employees productive without feeling too constrained in using the internet.

The purpose of monitoring the cyberloafing behavior of employees in Lumajang Regency is to improve work discipline, ensure the effectiveness of working time, and encourage optimal productivity in the work environment. With good management, employees can focus more on carrying out their duties without being distracted by irrelevant online activities. The benefits of these efforts include improved organizational performance, efficient use of resources, and the creation of a more professional and responsible work culture. In addition, a balance between employees' freedom of access to the internet and the demands of work can also help create a more comfortable and conducive work environment.

2. Methods

This research will be conducted during a certain period in Lumajang Regency, focusing on government agencies and other sectors that have a relationship with the use of the internet in the workplace. The research method used is a qualitative approach, where data will be collected through in-depth interviews with employees, direct observation in the work environment, and documentation studies related to the internet use policy in the agency (Abdussamad, 2021). In addition, focus group discussions (FGDs) will also be held to gain a broader perspective on cyberloafing behavior and its impact on work productivity (Paramita et al., 2022).

The data that has been collected will be analyzed using thematic analysis techniques, where patterns and trends in cyberloafing behavior will be identified and categorized based on the findings of the research. The results of the interviews and observations will be coded to find deeper meanings, then compared with previous theories and research to obtain a comprehensive understanding. In addition, data triangulation will be carried out by comparing various sources of information so that the results of the research are more valid and can describe the actual conditions related to cyberloafing in Lumajang Regency.

3. Results and Discussion

3.1. Results

The results of the study show that cyberloafing behavior among employees in Lumajang Regency occurs in various forms, ranging from accessing social media, watching videos, to shopping online during working hours. From in-depth interviews, most employees admitted that they sometimes do cyberloafing as a form of taking a break from work. However, there are also those who do it excessively, especially when the workload is felt light or when there is no direct supervision from the superior. Direct observation in the work environment also revealed that the use of the internet for personal purposes often occurs at certain hours, such as after a lunch break or while waiting for further instructions from the boss.

In this study, in-depth interviews were conducted with several employees in Lumajang Regency to understand cyberloafing behavior and the factors that affect it. The following is a summary of the results of the interviews that have been conducted:

a. Employee Motivation in Conducting Cyberloafing
   An administrative employee in one of the government agencies stated, "I sometimes open social media or read online news when work is finished or when I feel bored. It feels like a little pastime in the middle of work." Another employee in the finance department added, "As long as it doesn't interfere with work, I think it's okay to open the internet for personal gain. Sometimes it helps me refocus after taking a break."

b. Factors Driving Cyberloafing
    One employee cited the lack of supervision as a major factor "As long as the boss is not in the office, some colleagues often use the internet for personal purposes. There is no system that really closely monitors." Another employee highlighted easy internet access: "The WiFi network in the office is quite strong and there are no restrictions on access to certain sites, so it's very easy to cyberloafing at any time."

c. The Impact of Cyberloafing on Productivity
    Some employees feel that cyberloafing can reduce productivity "Sometimes if you are engrossed in watching videos or playing social media, you lose time and end up with work delayed". However, there are also those who think that the impact is not always negative "If used wisely, I don't think cyberloafing has much effect. It can actually help reduce stress."

d. Employee Advice for Cyberloafing Management
    One employee suggested, "Maybe the office could set clearer rules about internet use, such as limiting access at certain hours." Another employee added, "Instead of banning it entirely, it may be possible to create flexible policies, such as providing special breaks to access the internet so as not to interfere with work."

From the results of this interview, it can be seen that cyberloafing is carried out for various reasons and has various impacts. The majority of employees are aware of the negative consequences, but also see the positive side if done within reasonable limits. Therefore, clearer and more flexible policies are needed to manage cyberloafing in the work environment.

Data analysis shows that the main factors driving cyberloafing are the availability of unrestricted internet access, the lack of a strict surveillance system, and the perception that these activities do not have a direct impact on their work. In addition, documentation studies found that although there are internet usage policies in some agencies, their implementation is still weak and poorly monitored. From the results of data triangulation, this study concludes that cyberloafing among Lumajang Regency employees is not only caused by individual factors, but also by work culture and organizational policies that have not effectively regulated the use of the internet in the workplace.

3.2. Discussion

The results of this study are in line with previous research which shows that cyberloafing is a common phenomenon in the work environment, especially in the government sector and organizations with extensive internet access. Previous research by Lim et al. (2020) revealed that cyberloafing often occurs when employees feel less motivated or when supervision from superiors is not strict. It was also found in a study in Lumajang Regency, where cyberloafing increased during times of light workload or when employees felt there were no direct consequences of the activity.

In addition, previous research by Koay (2018) stated that cyberloafing can have a negative impact on productivity if done excessively, but in some cases it can also be a way for employees to reduce stress. The results of this study support these findings, where some employees consider cyberloafing as a form of rest that helps them refocus on work. However, weak supervision policies in several agencies in Lumajang Regency make cyberloafing difficult to control, as also found in a study by Hensel and Kacprzak (2021), which emphasizes the need for clear regulations to limit the negative impact of cyberloafing. Therefore, more effective strategies are needed to regulate the use of the internet in the workplace, such as stricter supervision and policies that provide a balance between employee freedom and professionalism.

The implications of this study show that cyberloafing in the work environment, especially in Lumajang Regency, needs to be managed with a balanced approach between supervision and employee freedom. If left unclear, cyberloafing can reduce productivity and create a less disciplined work culture. On the other hand, overly restrictive policies can also cause dissatisfaction and stress among employees. Therefore, organizations need to design internet usage policies that are more flexible but still directed, for example by setting access limits for personal interests or providing reasonable digital breaks. In addition, training on time management and internet ethics can also help employees be more responsible in utilizing technology in the workplace.

4. Conclusion

This study shows that cyberloafing is a common phenomenon among employees in Lumajang Regency, especially in the form of using social media, watching videos, and other online activities during working hours. The main factors driving this behavior are wide internet access, weak surveillance systems, and employees' perception that cyberloafing does not have a significant impact on their work. While to some extent it can help reduce stress, uncontrolled cyberloafing can lower productivity and create a less disciplined work culture. Therefore, organizations need to establish policies that balance oversight and flexibility in the use of the internet in the workplace.

This study shows that cyberloafing is a common phenomenon among employees in Lumajang Regency, especially in the form of using social media, watching videos, and other online activities during working hours. The main factors driving this behavior are wide internet access, weak surveillance systems, and employees' perception that cyberloafing does not have a significant impact on their work. While to some extent it can help reduce stress, uncontrolled cyberloafing can lower productivity and create a less disciplined work culture. Therefore, organizations need to establish policies that balance oversight and flexibility in the use of the internet in the workplace. This study shows that cyberloafing is a common phenomenon among employees in Lumajang Regency, especially in the form of using social media, watching videos, and other online activities during working hours. The main factors driving this behavior are wide internet access, weak surveillance systems, and employees' perception that cyberloafing does not have a significant impact on their work. While to some extent it can help reduce stress, uncontrolled cyberloafing can lower productivity and create a less disciplined work culture. Therefore, organizations need to establish policies that balance oversight and flexibility in the use of the internet in the workplace.

References

1. Abdussamad, Z. (2021). *Metode Penelitian Kualitatif*. CV. Syakir Media Press.
2. Azeem, M. M., Baker, D., Villano, R. A., Mounter, S., & Griffith, G. (2018). Food shoppers' share of wallet: A small city case in a changing competitive environment. *Journal of Retailing and Consumer Services*, *43*, 119-130. https://doi.org/10.1016/j.jretconser.2018.03.009
3. Dutta, D., & Mishra, S. K. (2024). Bots for mental health: the boundaries of human and technology agencies for enabling mental well-being within organizations. *Personnel Review*, *53*(5), 1129-1156. https://doi.org/10.1108/PR-11-2022-0832
4. Hensel, P. G., & Kacprzak, A. (2021). Curbing cyberloafing: studying general and specific deterrence effects with field evidence. *European Journal of Information Systems*, *30*(2), 219-235. https://doi.org/10.1080/0960085X.2020.1756701
5. Hessari, H., Daneshmandi, F., Busch, P., & Smith, S. (2025). Mitigating cyberloafing through employee adaptability: the roles of temporal leadership, teamwork attitudes and competitive work environment. *Asia-Pacific Journal of Business Administration*, *17*(2), 303-336. https://doi.org/10.1108/APJBA-02-2024-0065
6. Jung, J. H., Yoo, J., & Jung, Y. (2022). The synergistic effects of LMX and procedural justice climate on employee motivation and customer loyalty in a retail service context. *Journal of Service Theory and Practice*, *32*(2), 232-257. https://doi.org/10.1108/JSTP-04-2021-0079
7. Koay, K.-Y., & Soh, P. C.-H. (2019). Does Cyberloafing Really Harm Employees' Work Performance?: An Overview. In *Proceedings of the Twelfth International Conference on Management Science and Engineering Management* (pp. 901-912). https://doi.org/10.1007/978-3-319-93351-1_71
8. Koay, K. Y. (2018). Workplace ostracism and cyberloafing: a moderated–mediation model. *Internet Research*, *28*(4), 1122-1141. https://doi.org/10.1108/IntR-07-2017-0268
9. Lal, B., Dwivedi, Y. K., & Haag, M. (2021). Working from Home During Covid-19: Doing and Managing Technology-enabled Social Interaction With Colleagues at a Distance. *Inf Syst Front*, 1-18. https://doi.org/10.1007/s10796-021-10182-0
10. Lim, P. K., Koay, K. Y., & Chon, W. Y. (2020). The effects of abusive supervision, emotional exhaustion and organizational commitment on cyberloafing: a moderated- mediation examination. *Internet Research*, *31*(2), 497-518. https://doi.org/10.1108/INTR-03-2020-0165

11. Paramita, R. W. D., Rizal, N., Sulistyan, R. B., Carito, D. W., Hakim, I., & Hizham, F. A. (2022). Digital-Based Culture House in Efforts to Improve Community Economy in Papring Banyuwangi. *Proceedings of the International Colloquium on Business and Economics (ICBE 2022)*, 259-269. https://doi.org/10.2991/978-94-6463-066-4_23

12. Sulistyan, R. B., Carito, D. W., Cahyaningati, R., Taufik, M., Kasno, K., & Samsuranto, S. (2022). Identification of Human Resources in the Application of SME Technology. *Wiga : Jurnal Penelitian Ilmu Ekonomi*, *12*(1), 70-76. https://doi.org/10.30741/wiga.v12i1.799

13. Sulistyan, R. B., & Ermawati, E. (2020a). Explaining Cyberloafing Behavior: The Role of General Strain Theory. *Wiga : Jurnal Penelitian Ilmu Ekonomi*, *10*(2), 148-156. https://doi.org/10.30741/wiga.v10i2.596

14. Sulistyan, R. B., & Ermawati, E. (2020b). *Perilaku Cyberloafing di Kalangan Pegawai*. Widya Gama Press.

15. Sulistyan, R. B., Ermawati, E., & Yunus, K. (2019). Retention Management Approaches for Encouraging Satisfaction and Commitment to Retaining Employees. *Progress Conference*, *2*(2), 33-43.

16. Sumbal, M. S. U. K., Irfan, I., Durst, S., Sahibzada, U. F., Waseem, M. A., & Tsui, E. (2023). Knowledge retention in oil and gas industry – the case of contract workforce. *Kybernetes*, *52*(4), 1552-1571. https://doi.org/10.1108/K-06-2021-0458

17. Waworuntu, E. C., Kainde, S. J. R., & Mandagi, D. W. (2022). Work-Life Balance, Job Satisfaction and Performance Among Millennial and Gen Z Employees: A Systematic Review. *Society*, *10*(2), 384-398. https://doi.org/10.33019/society.v10i2.464