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STRENGTHENING HUMAN RESOURCES CAPACITY AND CAPABILITY OF EMPLOYEES IN FACING CYBERLOAFING PHENOMENON

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Abstract

This study evaluates the direct and mediating relationships between work stress behavior and workload, with an emphasis on strengthening employee engagement to address the phenomenon of cyberloafing. The quantitative research involved a survey of 68 participants of varying ages and genders from the Batam City Transportation Agency. The relevance and impact of each indicator-variable influencing cyberloafing were tested using the structural equation model (SEM) based on partial least squares (PLS) through SmartPLS 4.1.03 software. The findings indicate that among the factors studied, two variables show a strong and significant positive correlation with cyberloafing (p-value = 0.000). Conversely, variables assessed through the median column reveal an insignificant effect with a positive but very weak correlation, ranging from 1% to 9%. These results suggest that enhancing employee capacity and capability alone is neither a primary nor a sufficient measure for the Batam City Transportation Agency to curb cyberloafing. The findings underscore that employee behavior can be influenced by complex workloads that contribute to work stress, impacting overall work performance. Thus, alternative approaches are needed to address the issue of cyberloafing, considering employee behavior on digital platforms in the modern era and its effect on job performance..

Key words: *Cyberloafing; Human Resources; Capacity; Employee Ability*

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INTRODUCTION

In the era of modern technology and rapid globalization, government institutions, private companies, and workplaces are increasingly reliant on technology, leading to an unprecedented relationship with information. Cyberloafing, defined as the use of the internet for personal purposes during work hours, often results in significant challenges for organizations, adversely affecting employee productivity and work efficiency (Lim, 2002; Lim & Teo, 2024).

The phenomenon of cyberloafing has garnered substantial attention from academics aiming to evaluate and identify the magnitude of the factors that influence it, as well as its impact on the workplace and related organizations (Huma et al., 2017).. Cyberloafing is often driven by a combination of cognitive, affective, and internal conditions, prompting many employees to seek a break from the demands of their work activities (Mercado et al., 2017).

Numerous variables have been linked to cyberloafing, including job stress, high workload, poor work environment, boredom, ineffective supervision, and lack of employee recognition (Kim & Byrne, 2011). Employees may turn to online activities during work hours as a means to relieve stress and restore their emotional well-being. However, such behavior can persist, often resulting in unfinished work accumulating over time (Zahmat Doost & Zhang, 2024).

Consequently, this phenomenon not only diminishes individual productivity but also disrupts team dynamics and undermines the objectives of institutions and organizations. It is crucial for organizations to enhance the capacity and capabilities of their human resources to mitigate the effects of cyberloafing (Lim & Chen, 2012). This includes implementing strategies to foster a productive work environment while acknowledging employees' need for downtime and personal time. By cultivating a culture of accountability and establishing clear standards for internet use, organizations can reduce the risk of cyberloafing and enhance employee engagement.

According to data from the American Management Association (AMA), 64% of workers spend time on the internet for non-work-related activities, such as social media, online shopping, and streaming services (AMA, 2020).. Such behavior has prompted companies to reconsider their internet usage policies to strike a balance between employee autonomy and productivity, particularly as remote work has become the new norm.

Similarly, in Indonesia, the phenomenon of cyberloafing presents significant challenges for institutions and organizations (Lukiastuti & Lissa'dijah, 2021). Astuti et al (2024) report that cyberloafing is prevalent among Indonesian employees in urban areas, where internet access is more extensive and performance tends to be higher than in other regions. The Jakarta Post (2023) highlights that 70% of employees engage in social media or browse unrelated websites during work hours, particularly among young employees aged 18-35, who exhibit the highest rates of cyberloafing. Furthermore, reports indicate that employees collectively spend more than 70 hours per week on non-work-related activities, significantly impacting project timelines and overall productivity (Ngowella et al., 2022).

The contributing factors to cyberloafing in Indonesia are multifaceted. The absence of clear internet usage policies in organizations, coupled with a work culture that emphasizes results over processes, creates an environment conducive to cyberloafing (Novianti & Roz, 2023). Thus, it is essential to pay special attention to balancing personal life with the work environment to prevent the blurring of obligations and mismanagement, which may lead to increased temptation for engaging in non-work-related activities (Siswanto et al., 2023).

To tackle these challenges, organizations and institutions in Indonesia must strengthen their human resource capacity. This involves establishing clear guidelines on internet use and fostering a workplace culture that prioritizes accountability and productivity. Implementing training programs focused on responsible internet use, setting clear rules, creating a supportive work environment to enhance productivity, and establishing performance metrics can help mitigate the negative impacts of cyberloafing.

Human Resource Management (HRM) plays a crucial role in aligning labor relations with the strategic goals of an organization. It is underpinned by academic theories that emphasize the multidimensional nature of these relationships (Voorde et al., 2012). HRM encompasses the processes of recruiting, developing, engaging, and retaining employee

talent to ensure compliance with established regulations. According to Cardon and Stevens (2004), HR functions as a partner, expert, and change agent, enabling organizations to achieve their objectives. These roles extend beyond traditional personnel management, highlighting HR's impact on shaping an organization's future.

Essential human resource skills include the ability to manage time effectively while coping with the various influences of workload and stress (Ulrich & Dulebohn, 2015). These skills directly affect individual employees' self-control, particularly when faced with external pressures (Clinton & Veldhoven, 2012). Research by Lepak et al (2006) emphasizes the importance of time management procedures in helping individuals achieve their goals by identifying and prioritizing activities. This process is continuous and supports plan completion, productivity, and job satisfaction (Boon et al., 2019). Proficient time management skills enable employees to utilize their limited time effectively, motivating them to focus on high-priority tasks and enhancing overall job performance and satisfaction (Claessens et al., 2007).

Additionally, Nielsen et al (2017) explain that individuals who can set goals and prioritize tasks tend to experience greater job satisfaction and prefer working in organized environments. Conversely, those who feel they lack control over their time may be hindered by their own HR management practices, affecting their capacity and capabilities. Consequently, this can lead to dissatisfaction with their work outcomes, prompting employees to engage in cyberloafing as a coping mechanism.

Cyberloafing has traditionally been viewed as a form of workplace deviance (Askew et al., 2014). Counterproductive work behaviors can be directly linked to the relationship between work overload and cyberloafing (Cheng et al., 2020). Employees experiencing work overload are more likely to engage in non-work-related activities, particularly when under constant pressure (Tandon et al., 2022). Such behaviors often include non-work-related web surfing, which serves as an escape from stress and difficult tasks. Thus, cyberloafing can be considered a coping strategy for managing substantial workloads that result in ongoing stress and negative emotions.

Huda (2020) found that employees frequently feel emotional exhaustion and excessive anger toward their leaders due to overwhelming workloads and time constraints, which often encroach on their personal lives (Tandon et al., 2022). As a result, these employees exhibit behaviors indicative of being burdened, leading to a propensity for counterproductive work behavior (Lim & Teo, 2024).

Previous studies have established a direct relationship between increased workload and decreased job satisfaction, as evidenced by research from Ilies et al (2017), Jia et al (2013) and Koay & Soh (2018). Employees with lower job satisfaction levels are more likely to engage in deviant behaviors than those with higher satisfaction levels; conversely, low job satisfaction also correlates with increased Internet usage (Mercado et al., 2017).

Homans (1961) posits that the social conditions within the work environment significantly influence human behavior, prompting individuals to choose actions that yield the greatest benefits aligned with their personal interests. When employees feel powerless in their work environments, experience dissatisfaction, or perceive organizational injustice, they are more likely to engage in withdrawal behaviors (Askew et al., 2014; Askew & Buckner, 2017). For instance, dissatisfaction stemming from excessive workload and stress may lead to increased smartphone usage as a means of escape from unengaging tasks. Job dissatisfaction has been identified as a critical factor influencing Internet abuse, as employees seek to evade the stresses and burdens associated with their workloads by substituting them with alternative activities (Lim & Teo, 2024; Tandon et al., 2022). This suggests that cyberloafing may function more as a withdrawal behavior than a reaction to common environmental conditions.

Key determinants of cyberloafing include variables related to the work environment, work dynamics such as burdens and pressures from supervisors, and the lack of recognition or rewards provided by the organization. Consequently, the phenomenon of cyberloafing is increasingly prevalent in both governmental and private institutions (Lim & Teo, 2024; Tandon et al., 2022).

This research focuses on the strategies

to combat cyberloafing and its impact on human resource capacity and management. It explores methods and practices that government institutions can adopt to equip employees in tackling cyberloafing, ultimately fostering a more conducive, productive, and harmonious work environment in the public sector.

METHODOLOGY

This study employs a quantitative approach utilizing statistical analyses through the Structural Equation Model (SEM) based on Partial Least Squares (PLS). This methodology is selected due to its capability to assess specific components and variations pertinent to the research objectives. The primary aim is to investigate the relationship between the strengthening of human resource capacity and capabilities and its effects on employee behavior regarding cyberloafing, particularly within the Batam City Transportation Agency.
Following the literature review and the established research framework, the researcher has categorized the variables into exogenous and endogenous groups. The exogenous variables include work stress and workload, while the intervening variable is employee engagement, and the endogenous variable is cyberloafing. This classification aims to explore the relationships between the exogenous and endogenous variables, as well as the mediating effects of employee engagement on the phenomenon of cyberloafing.

Additionally, the researcher employs interpretive correlation analysis techniques to provide further insights into the relationships among the tested variables. This approach serves as a valuable instrument for conducting comprehensive investigations into various aspects of human behavioral experiences and practices (Yang et al., 2020). The use of interpretive correlation is particularly relevant in research contexts that require a nuanced understanding of the complexities involved in the investigation. Consequently, a tailored strategy is essential for evaluating the research subject as a genuine source of exploration (Rodrigues et al., 2021).

A questionnaire was distributed to 68 employees at the Batam City Transportation Agency, who contributed to the fundamental assessments of the study. All collected questionnaires were deemed valid and met the established assessment criteria. Data processing involved regression analysis to evaluate the relationships among the variables (Hair et al., 2014), with a Cronbach's alpha value of 0.70 and a significance threshold of 0.05.

The researcher utilized iterative processing to assess the variables through two forms of manipulation. The first involved calculating values based on indicators and latent variables, while the second assessed the relationships among latent variables both directly and indirectly. This included evaluating external estimates and testing the significance of the variables using PLS Bootstrapping.

RESULT AND DISCUSSION

Evaluation of the Reflective Measurement Model or Outer Model The phenomenon of cyberloafing is a significant concern for agencies, institutions, organizations, and companies in Indonesia, particularly due to the increasing use of technological devices and internet access in the workplace (Farid et al., 2024). According to Farid et al (2024), approximately 60% of employees in Indonesia admit to engaging in various forms of cyberloafing during work hours. Case studies from several companies indicate that weak internal policies and inadequate supervision of internet usage are the primary factors contributing to this issue. Furthermore, research by The Last Airbender (2022) reveals that around 30% of private institutions have implemented regulations to manage employee internet usage in response to the rise of cyberloafing. This underscores the necessity of enhancing human resource capacity and capability to address cyberloafing, both through stricter policy implementation and training focused on ethical technology use.

In the initial phase of this study, the researcher conducted tests for discriminant validity and reliability to evaluate the acceptability and validity of each indicator used. This process adheres to the criteria established by Hair et al (2014), which specify a loading factor threshold of 0.70, composite reliability of 0.70, Cronbach's alpha of 0.70, and an average variance extracted (AVE) value above 0.50.

Internal consistency pertains to the items utilized and their ability to consistently

measure the same concept within a construct. This is commonly assessed through path coefficients such as Cronbach's alpha or composite reliability (CR). Convergent validity, in turn, indicates how well a construct correlates with other constructs that are theoretically related, typically determined by an expected AVE value exceeding 0.5.

The findings of the study indicated that four out of the 18 indicators were removed due to inconsistencies and a lack of convergent validity, falling below the threshold value of 0.70. These indicators included WS4 (0.32), EE5 (0.42), WL4 (0.68), and WL5 (0.57). In contrast, the remaining indicators demonstrated various influences based on the questionnaire data collected. This suggests that respondents' agreement with the provided statements was assessed using a Likert scale ranging from 1 to 5, with values from “strongly disagree” to “strongly agree.” The overall values of the variables varied, including the WS value between 0.881 and 0.946; EE between 0.767 and 0.889; WL between 0.875 and 0.934; and Cb between 0.757 and 0.852 (see Table 1).

Among the 18 indicators examined, four main indicators need to be preserved within each variable, as they effectively reflect the dominant aspects of the construct and illustrate its complex requirements. These indicators include WS2, Cb2, EE2, and WL3, which explain the mutual strengthening of correlations among each other. Conversely, the values of other indicators require further enhancement to support the results of the observed constructs, allowing for more meaningful relationships between the variables.

Ultimately, the research findings indicate that each displayed indicator represents a collection of issues that must be sustained to bolster the capacity and capabilities of human resources in addressing the phenomenon of cyberloafing at the Batam City Transportation Agency.

Table 1: Outer Loading-Indicator Values Against Observed Constructs

	Cyberloafing	Employee Engagement	Workload	Work Stress
WS1				0.913
WS2				0.946
Ws3				0.881
Cb1	0.816			
Cb2	0.852			
Cb3	0.757			
Cb4	0.777			
EE1		0.832		
EE2		0.889		
EE3		0.874		
EE4		0.767		
WL1			0.875	
WL2			0.934	
WL3			0.914	

Source: Research Results, 2019

Next, we present the results for the Cronbach's alpha values and composite reliability for all observed constructs. According to the guidelines established by Hair et al (2014, 2019), the value for each construct must exceed 0.70 to confirm that the observed variables possess reliable and trustworthy status. The results pertaining to the reliability of each construct, along with validity measures, average AVE, F-Square values, and R-Square values, are summarized in Table 2.

The findings indicate that all constructs meet the requisite standards, affirming their compliance with the research criteria. Specifically, the Cronbach's alpha values for each variable range from 0.815 to 0.902. Similarly, the composite reliability values adhere to the assessment criteria, with each construct ranging between 0.877 and 0.938.

For the average variance extracted (AVE), it is essential that the observed constructs meet the stipulated threshold of above 0.50 (Chin, 1998). The results reveal that the AVE values for the observed constructs fall between 0.642 and 0.835, indicating that each research construct meets the validity requirements as evidenced by their acceptance in the partial least square measurement model based on the structural equation model (see Table 2).

Finally, the R-Square value assesses the extent to which endogenous variables can be explained by exogenous variables (Hair et al., 2014). According to Hair et al (2017), the coefficient of determination, or R-Square value, is expected to range from 0 to 1. An R-Square value of 0.25 indicates a weak model, 0.50 a moderate model, and 0.75 a strong model (Hair et al., 2019).

The study results indicate that the R-Square values for the EE and Cb variables are 0.738 and 0.793, respectively. This suggests that the EE variable accounts for a significant 73.8% of the variance in the observed

endogenous variables explained by the exogenous variables. Conversely, the Cb variable demonstrates a strong influence, with 79.3% of its variance being explained by all constructs in the study.

Table 2. Results of Reliable and Valid Constructs

	Cronbach's alpha	Composte reliability (rho_a	Composite reliability (rho_c)	Average variance extracted (AVE)	R-Square
Cyberloafing	0.815	0.823	0.877	0.642	0.793
Employee Engagement	0.865	0.901	0.906	0.709	0.738
Workload	0.895	0.916	0.934	0.824	
Work Stress	0.902	0.913	0.938	0.835	

Structural Model or Inner Model Evaluation In the second stage, the structural model is tested using Bootstrapping processing. The goal of this evaluation is to examine the estimated values of the relationships between each variable. The assessment of these relationships can be conducted through direct and indirect connections, including the influence of intervening variables.

Before assessing the significance of the direct and indirect influences among the variables, a test is performed to evaluate the suitability of the research constructs based on multicollinearity assessment, specifically using the Variance Inflation Factor (VIF). The VIF is employed to determine whether the formative variables exhibit multicollinearity. A VIF value below 5 indicates that the variables can be considered reliable and robust (Hair et al., 2014).

The study results demonstrated that there was no multicollinearity among the variables, as each variable had a VIF value below 5, confirming that they are unbiased. The range of VIF values for each variable was between 1.430 and 4.033 (see Table 3).

Table 3. Multicollinearity Test (VIF)

Variable Relationship	VIF
Employee Engagement -> Cyberloafing	3,889
Workload -> Cyberloafing	1,330
Workload -> Employee Engagement	1,320
Work Stress -> Cyberloafing	4.033
Work Stress -> Employee Engagement	1,320

Estimation of the Relationship Between Variables. The results of the estimation of the relationships between variables, obtained through SmartPLS 4.1 Bootstrapping processing, are presented in Table 4. This analysis confirms the research hypotheses and illustrates the direct and indirect influences among the variables.

Table 4 displays the path coefficient values, indicating the positive or negative direction of the relationships between each variable. Following Cohen (1998) guidelines for evaluating F-Square, the cutoff values are as follows: 0.02 represents a small effect, 0.15 a medium effect, and 0.35 a large effect. The five hypotheses developed for this study yielded the following results:

H1: Job stress has an effect on cyberloafing.

The results indicate a positive path coefficient of 0.684, with a significant effect at p = 0.000. The effect of work stress (WS) on cyberloafing (Cb) is substantial, with an F-Square value of 0.577, leading to the acceptance of H1.

H2: Work stress affects employee capacity.

The analysis shows a positive path coefficient of 0.835, with a significant influence at p = 0.000. The influence of work stress on employee engagement (EE) is notably high, yielding an F-Square value of 2.057, thus H2 is accepted.

H3: Workload has an effect on cyberloafing.

The results indicate a positive path coefficient of 0.317 with a significant effect at p = 0.000. The influence of workload (WL) on cyberloafing is substantial, resulting in an F-Square value of 0.377, leading to the acceptance of H3.

H4: Workload affects employee capacity.

The analysis shows a relatively low positive path coefficient of 0.052, with an insignificant effect at p = 0.372. The impact of workload on employee engagement is minimal, yielding an F-Square value of 0.008, resulting in the rejection of H4.

H5: Increasing employee capacity is able to mediate the influence on cyberloafing.

The results indicate a very low positive path coefficient of 0.001 and 0.009, with

insignificant influences as indicated by p-values of 0.885 and 0.917, leading to the rejection of H5.

As shown in Table 4, the structural model's overall statistical results indicate that employee engagement explains 11% of the variance in cyberloafing within the Batam City Transportation Agency. According to (mmad et al (2021), this percentage is considered low, suggesting that employee engagement does not have a significant impact on the observed endogenous variables.

Table 4. Path Coefficients Result of Direct and Indirect Effect of Inner Model

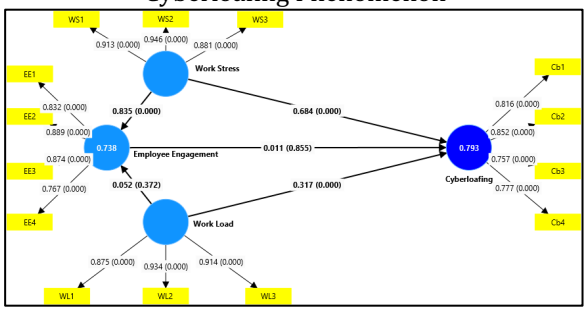
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	Tstatistics O/STDEV	P values	FSquare
Employee Engagement -> Cyberloafing	0.011	0.005	0.062	2.183	0.855	0.000
Workload -> Cyberloafing	0.317	0.316	0.053	5,961	0.000	0.377
Workload -> Employee Engagement	0.052	0.056	0.058	2,893	0.372	0.008
Work Stress -> Cyberloafing	0.684	0.691	0.070	9,738	0.000	0.572
Work Stress -> Employee Engagement	0.8	0.8	0.0	27,8	0.0	,0
	35	37	30	43	00	56
Workload-> Emplotee Engagement-> Cyberloafing	0.001	-0.001	0.006	2.104	0.917	
Work Stress->Employee Engagement->Cyberloafing	0.009	0.005	0.052	2.183	0.855	

The research findings on indirect influence, or through intervening variables, indicate that these variables can affect the relationship between exogenous and endogenous variables, depending on their functional suitability. When examining the intervening variables associated with the WS variable, a positive relationship is observed, although it has a very low coefficient of 0.009, or 9%. This suggests that the intervening variables are not significantly related to the exogenous and endogenous variables, as they only increase the explanatory power by 9%, particularly within the Batam City Transportation Agency.

Similarly, the WL variable also demonstrates a positive relationship with a very low coefficient of 0.001, or 1%. This indicates that the intervening variable is not significantly related to the exogenous and endogenous variables, as it only marginally enhances employee capabilities by 1%, again specifically within the Batam City Transportation Agency.

These findings suggest the need to explore solutions by replacing the current intervening variables with alternatives that better represent the dominant work atmosphere at the Batam City Transportation Agency. This approach is necessary because each agency has a unique environment and work style, highlighting the need for strategic alternatives to maximize their capabilities.

Figure 2. Structural Model or Inner Model Result of Cyberloafing Phenomenon



Furthermore, we found that the Q^2 values for EE and Cb, which function as indicators of the predictive validity of all endogenous latent

variables, are above 0, specifically 0.403 and 0.509. Therefore, the results of the study meet the accepted guidelines and demonstrate predictive ability, even though this is categorized as very weak.

Our study also assessed internal consistency, convergent validity, and discriminant validity as distinct but complementary measures of model reliability and validity. However, the intervening variables used did not significantly influence the endogenous variables. This may be due to varying factors in different research locations, such as the work environment, work atmosphere, and work styles of each agency.

The f^2 value for the CB variable indicates a substantial effect size, while the model fit is reported at 0.415. In the context of Structural Equation Modeling (SEM), the f^2 value suggests an effect size greater than 0.35, indicating a large effect (Ammad et al., 2021; Hair et al., 2019) A significant f^2 value confirms that the observed construct contributes substantially to the variance explained in the research results.

Lastly, we evaluated the model fit, or Goodness of Fit (GoF), to determine how well the structural model aligns with the observed data. GoF is an overall assessment that combines structural fit and model measurement. A value approaching 1 indicates a better fit. The study found a GoF value of 0.758, suggesting that the proposed model exhibits a good level of fit and can be relied upon as a representation of the study. (Shmueli et al., 2019).

Thus, these findings deepen the understanding of the importance of reliability and validity aspects in quantitative research and their relevance to the quality of the proposed model. This specifically relates to the interplay between work stress, workload, employee engagement, and the phenomenon of cyberloafing at the Batam City Transportation Agency.

CONCLUSION

This study contributes new insights into the pervasive phenomenon of cyberloafing in local government agencies and its significant impact on the performance of their human resource personnel. Cyberloafing has fostered a trend of negative behavior that is both ongoing and widespread in society. Several factors can influence a person's tendency to maintain their performance, despite the substantial impact of cyberloafing. To address this phenomenon, various strategic actions have been implemented, such as enhancing employees' skills and capacities to manage workload and stress. However, these measures are not absolute and cannot be addressed in isolation; the extent of cause and effect is determined by the multitude of influences present in the work environment of other agencies or institutions.

The researchers systematically refine the model established in the predetermined framework using a quantitative approach, categorizing it structurally into two main areas: work stress and workload. Our results assess the efficacy of this framework by subjecting it to rigorous testing with twelve consistent and comprehensive indicators, processed repeatedly on the research constructs.

The primary components that significantly influence cyberloafing, exerting a substantial effect through direct pathways, are stress and workload, with a p-value of 0.000 and a positive value range between 31.4% and 68.4%. In contrast, exogenous variables do not exert a significant effect through the median variable, demonstrating a minimal influence with a variation of 1% to 9% and p-values ranging from 0.855 to 0.917. Furthermore, substantial development of influence was not observed, but can only be achieved gradually through a sincere and direct acknowledgment of the cyberloafing phenomenon.

The development of substantial influence is achieved gradually through sincere and direct belief in the customer's purchasing decisions regarding the offered goods. The intended pathway was tested by the researchers, who specifically examined two different variations: direct and indirect paths. However, it is important to note that some studies establish a strong relationship between the binding indicators and the exogenous constructs, indicating that the calculative factor does not drive the indicators. Additionally, the route coefficients in the literature do not demonstrate a significant impact of increasing employee capacity on the cyberloafing phenomenon.

This finding contrasts with the prevailing understanding in previous studies, which suggests that enhancing employee capacity and its intensity will strengthen the

rationale for overcoming the ongoing phenomenon of cyberloafing in society. The findings indicate a strong correlation between the complexities of increasing employee capacity and the stress and workload, which together influence employee conditions regarding cyberloafing. Ensuring consistency in enhancing employee capacity is crucial but should not rely solely on a single strategic trajectory as indicated in the median variable of the study. This is variable because it depends on the work environment, which also varies.

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