



Restraining Cyberloafing Behavior in Private Hospital Employees: Analysis of Work Stress Factors and Locus of Control

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

This study aimed to examine the impact of locus of control, work stress, and excessive cyberloafing on employee performance. The population of this study were private employees at hospitals in Banyumas district. This study used quantitative methods and used a sample of 182 employees (respondents) selected by the saturated sampling method. The data collection tool used was a questionnaire with a 5-point Likert scale and the type of data collected was primary data. The data obtained were analyzed using PLS (Partial Least Square). The results showed that locus of control and work stress had a positive and significant effect on the performance of Banyumas District Health Office employees. Meanwhile, cyberloafing has a negative and insignificant effect on the performance of Banyumas District Health Office employees. The result pertaining to Cyberloafing

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revealed that internet access did not necessarily impact employees. This was due to leaders who were able to provide good instructions and supervision on how employees use the Internet while working. The adjusted R2 coefficient of determination test results showed a value of 41.9%, which means that the variables locus of control, work stress, and excessive cyberloafing can affect employee performance by 41.9%, while 58.1% are influenced by other factors.

Keywords: Locus of control; work stress; cyberloafing; employee performance; government agencies; work efficiency; health sector.

1. INTRODUCTION

Human Resources (HR) currently plays an important role in achieving the goals of government agencies. All government agencies definitely want to have the best human resources to create work efficiency, which will ultimately enable government agencies to advance and achieve their own goals [1]. Human Resources (HR) is a determining factor for the success or failure of an organization, both government and private, in achieving its goals. Human resources consist of morals, spirit, passion, mentality, attitudes, education, environment, and experience [2].

The Banyumas Regional Health Office is a community-based organization responsible for the performance of the Banyumas Regional Government in the health sector. The Banyumas District Health Office functions as a public organization that fosters, and implements technical policies in the health sector, provides guidance, development, and implementation of services in the health sector, and carries out other functions provided by the Banyumas Regional Government. The Banyumas District Health Office aims to develop healthy Banyumas itself (Mulyanto et al, 2021). Of course, this cannot be separated from the workers who work in it. Any organization must have goals to achieve. Human resources are critical to achieving business goals, including healthcare companies. Companies must be able to create an environment that encourages and allows each human resource to maximize their abilities and expertise, especially in terms of performance [3].

Employees of government agencies have the main task in ensuring smooth work and producing expected results in the agency [4]. Employees play a very important role in every organization they work for, whether it is the world of work or the place where they work. In addition, employees are company assets that must be maintained [5]. The success of an organization or entity lies in the quality of the performance of its

human resources. Performance can be used to provide an overview of the level of implementation of an activity that has been achieved in realizing the targets, objectives, vision, and mission of the agency listed in the planning scheme of an institution [6]. The level of productivity of employees who perform well will increase to the maximum, so that the company's expected targets will continue to increase and remain competitive for a long time [7].

A record of employee behavior within a certain period of time relating to organizational goals is called performance [8]. Performance is the quantity or quality of individual or group work in the organization in carrying out the main tasks and functions that are guided by norms, producer operational standards, criteria, and measures, and are measured over a certain period of time based on predetermined provisions or agreements [9]. Therefore, employee performance is something that must get more attention from the company. Human resources who have good performance can contribute to the progress of the organization.

There are several factors that can affect employee performance, one of the first factors is locus of control [10]. locus of control is a person's belief in controlling circumstances that affect him [11]. In general, locus of control is divided into two types: internal and external locus of control. People with an internal locus of control believe that they have the ability to control how they behave or how their fate will go [12], Internal factors are a person's belief that they have control over whatever happens to them, while external factors are a person's belief that outside forces, such as luck and chance, have control over whatever happens to them [13]. Internal factors are closely related to the way a person works in his personal character, when a person can control himself well and know his strengths and weaknesses, then the person will have a better way of working and be well organized. Employees who have a good locus of control can control themselves in doing something

outside the productivity of the institution, work optimally and responsibly, and are more likely to be satisfied with the results achieved [10]. This is in line with the research conducted by [14,10,11] that locus of control has a positive and significant effect on employee performance. However, different studies were conducted by [15] which showed that the locus of control had a negative and insignificant effect on employee performance. The internal locus of control is the result of one's actions that can increase intrinsic motivation and facilitate perceived competence [16].

The second factor that can affect employee performance besides locus of control, according to Kasmir (2016: 189-193) is work stress. Work stress is defined as the pressure experienced by employees on tasks that they cannot complete. Stress in the work environment when people reach their tolerance limit can provide a good stimulus, encouraging people to respond to challenges in a positive way [17]. Sugihanawati [6] defines work stress as a state in which a person responds to pressure both from within and from his environment. Work stress can also be a condition in which a person feels depressed because they are unable to complete the tasks given by the company [18]. The factors causing pressure do not just arise, but pressure arises due to events that affect the individual's psyche and the event occurs beyond his ability so that the condition burdens the individual's soul [19]. Damayanti et al. [20] stated that workers who experience continuous work pressure at a high enough level need to be resolved properly because workers who experience work pressure will feel uncomfortable in doing work and tend to experience frustration and emotions. The negative impact of work stress with a high level will cause a drastic decrease in employee achievement [21]. This is in line with research conducted by [19, 22 and 18] which shows that work stress has a negative and significant effect on employee performance. Different studies were conducted by [20] that work stress has a positive and significant effect on employee performance.

Cyberloafing is the third factor that affects performance. Cyberloafing behavior can occur due to several factors, one of which is work stress [23]. This behavior is done to reduce or create stress, such as looking for something to entertain yourself when stressed, and eliminate boredom and stress caused by having to work continuously, which has an impact on increasing

employee productivity [24]. Cyberloafing can be done through office computers or personal devices [25]. Cyberloafing, according to Yulian Astri and Siti Zahreni in [26] is the voluntary use of the internet by workers for personal purposes unrelated to their work during working hours. Cyberloafing is an action carried out by employees or employees of organizations by using the internet access they have for personal purposes during the company's productive hours [27]. Cyberloafing behavior itself can have a negative or positive impact on both workers and the organizations where workers work.

Cyberloafing behavior has many benefits, including relieving boredom, stress, and burnout, increasing job satisfaction, well-being, and employee happiness, and being a way for employees to recreation. Cyberloafing is an idea that emerged along with the development of digital technology and the internet, considered a problem that must be considered by organizations [28]. If cyberloafing behavior hinders the work of employees, it can have negative repercussions [29]. Employees who engage in cyberloafing activities outside of their work time distract themselves from their work, which causes them to waste time and be unable to fulfil their responsibilities. This is in line with research by Muhtarom et al. [10], Desnirita & Sari (2022), and Damayanti *et al.* [20], which show that cyberbullying has a negative and significant impact on employee performance. According to another study [30], cyberloafing has a negative and insignificant impact on employee performance.

The purpose of this study was to evaluate the effect of locus of control, work stress and cyberloafing on the performance of civil servants at the Banyumas District Health Office. Researchers are interested in conducting development research from the research of Sugihanawati et al., [6] which has the results that locus of control has a positive and significant effect and work stress has a negative and significant effect on employee performance. Furthermore, in accordance with the existing problem phenomenon, the researcher added the cyberloafing variable from Palangda et al., [31] with the results of cyberloafing having a negative and significant effect on employee performance in Private Elementary School Teachers of Malalayang Manado District. As well as changing the research subject to the Banyumas Regency Health Office.

2. THEORITICAL REVIEW

2.1 Employee Performance

Ramadhan & Prasetyo [22] defines performance as evidence of real abilities, work results achieved by employees in the form of real work, or work results achieved by employees when performing duties and responsibilities given by the company. Performance is the result of a particular job or activity on a job during a certain time, which shows the quality and quantity of the work (Sadat *et al*, 2020). Meanwhile, according to Rialmi (2020), performance is an end result obtained from certain work or from certain activities with a certain time limit, which will later produce the quality and quantity of the work. Performance is the result of the way workers think and are excited for their work [7].

2.2 Theory Social Learning

Social learning theory discusses socialization and its influence on personality development, according to Rotter in Triana *et al.*, [32] This theory also discusses general perceptions of the factors that determine the success of praise and punishment in one's life. Another theory considers the formation of an individual's personality in response to a social stimulus. This idea emphasizes the social context to the choices a person makes when they are faced with possibilities and behavioral choices. Internal and external factors can influence a person's behavior. Therefore, people will always release reactions in both the internal environment and the external environment, according to Rotter in "Ulumudiniati & Asandimitra" [33].

2.3 Locus of Control

According to Rotter in [34], Locus of Control is a concept that explains whether a person believes that they have control over their own life (internal locus of control) or whether they consider control to be in the hands of others or external factors (external locus of control). According to Schemerhorn (2011), environmental control is the degree to which a person believes that they have control over the events that occur. It is a factor that drives individuals to take responsibility, gain confidence, and skills in carrying out their duties. According to *Abid Muhtarom et al.*, [10], environmental control consists of two indicators, namely: internal control and external control. If every employee has a locus of control, they will be better able to control the consequences and events that occur

in their workplace. This helps them feel satisfied with their achievements because the locus of control affects their performance [7].

2.4 Theory Behavior Constraint

Behavior restriction theory or behavioral barrier is a theory that states that individuals feel a loss of control over the situation that is happening [35]. The basic concept of this theory is that excessive or unwanted stimuli will cause restriction. This results in the individual feeling a loss of control over the ongoing situation. The feeling of losing control is the first step to frustration. According to Northcraft (1990) in Piscesta *et al.* [35], there are two sources of frustration, namely frustration at not being able to control the conditions that are happening, uncertain, and unpredictable. Frustrations that may arise come from poor consultation, behavioral barriers, too much or too little work, time pressure, low participation in decision-making and the demands of both family and community, as well as poor interpersonal relationships. In addition, role conflicts, job insecurity, and unclear delegation can also lead to feelings of frustration.

2.5 Work Stress

According to Wu *et al.* [36], work stress is a person's or individual's response to job demands that are not balanced with the resources available to handle. According to Robbins & Sanghi in Pandey [37], stress is defined as a constantly changing condition that makes people exposed to various.

Opportunities, needs, or resources that interest them but are unsure of the outcome. According to Ary and Sriathi, work stress is defined as a depressed state that affects a person's thoughts, emotions, and physical state. Too much pressure can interfere with a person's ability to deal with their environment and ultimately interfere with the execution of tasks [38]. Psychological discomfort and employee behavior in the workplace can be affected by this uncertainty. In addition, stress can be defined as worry caused by extraordinary needs, distractions, or opportunities. According to Charles and Spielberg (in Pratiwi *et al.* [39] there are three common indicators of work stress: (1) role conflict, (2) workload, and (3) work time.

2.6 Theory Deviant Workplace Behavior

Theory of Deviant Behavior in the Workplace (DWB): Deviant behavior in the workplace (DWB)

is when employees intentionally violate organizational norms in their workplace. This can have an impact on the overall well-being of workers, employers, and organizations, Robinson and Bennet (1995) in Astuty & Danupranata [40]. DWB occurs when an employee ignores or does not comply with jurisdictional restrictions necessary to fulfill their responsibilities. This mistake can hurt the organization as a whole and can damage its reputation [41].

2.7 Cyberloafing Behavior

Cyberloafing is a form of deviant behavior in the workplace that can reduce organizational productivity [17]. Cyberloafing may be constructive if it helps employees and the organization. However, it can be destructive if it prevents employees from being productive [42]. According to Lim in [43] states that spending time on the internet intentionally by employees during working hours that are not related to work is referred to as cyberloafing activities. This activity has a positive effect on employee emotions because it can provide recovery from work, but has a negative impact on employee performance. Cyberloafing is a deviant act carried out by workers by using company internet access for personal gain during working hours [44].

There are three causes of employee cyberloafing. The first is individual factors that determine a person's attitude towards their habits, internet use, social norms, demographics, and values at work. The second factor is the situational factor, which determines whether or not there are conditions that favour cyberloafing behavior in the company. The third factor is organizational factors, which include things such as restrictions on internet use, managerial support (e.g., informing employees about internet use at work), employee work attitudes, expected consequences, and job attributes that may affect internet violations [45,42].

2.8 The Effect of Locus of Control on Employee Performance

According to Rotter in Yunaena & Hayati [34], locus of control is a term that refers to whether a person believes that control of life is in the hands of their own hands (internal locus of control) or in the hands of other people or entities. According to Rotter in Triana et al., [32] social learning theory is concerned with personality and

represents general expectations about the problem of factors that determine the success of praise and punishment in one's life. This theory supports the Locus of Control over employee performance.

If it is associated with the locus of control, which is the way a person sees an event that makes him feel that he can or cannot control the events that happen to him, a person can solve complex problems with cognitive abilities and conceptual thinking. This makes people strive to gain responsibility, gain confidence, and have the ability to carry out their performance [32]. According to research [14], locus of control has a positive and significant effect on employee performance. Other studies, such as [10] also found that the locus of control has a positive and significant effect on employee performance.

H1: Locus of Control has a positive and significant effect on employee performance

2.9 The Effect of Work Stress on Employee Performance

According to Piscesta et al., [35] behavioral inhibition theory, also known as behavioral barriers, states that people feel they have no control over situations that develop when they experience them. There are two types of frustration: erratic, unpredictable, and frustrated at not being able to control the situation at hand. Poor consultation, behavioral barriers, too much or too little work, time pressure, poor participation in decision-making and family and community demands, and poor interpersonal relationships are some sources of frustration. In addition, role conflicts, job insecurity, and unclear delegation can also cause frustration according to Northcraft in Piscesta et al., [35] Work stress is a condition in which employees have to complete tasks that go beyond their capabilities, requiring very limited resources to complete the task. As a result, the rewards received by employees are not proportional to the resulting performance, which hinders company performance [37].

This is in line with the idea that companies put excessive pressure on their employees, which can cause them frustration and decrease their performance [46]. This hypothesis can be related to research findings showing that work stress has a negative and significant impact on employee performance [22]. In addition, another study [18] found that work stress has a negative and significant impact on employee performance.

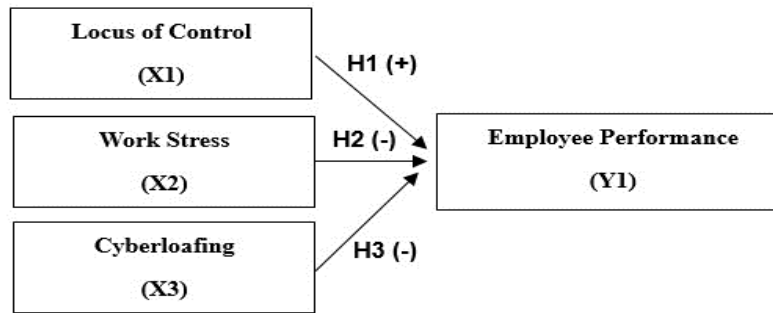


Fig. 1. Analysis model

H2: Work stress has a negative and significant effect on employee performance

2.10 The Effect of Cyberloafing on Employee Performance

Deviant workplace behavior (DWB) is employee behavior that intentionally violates organizational standards and can negatively impact the health of employers, workers, and the organization as a whole. In Astuty and Danupranata [40], Robinson and Bennet (1995). Prasetya (2020) explains cyberloafing as an act carried out by employees deliberately using the company's internet network for personal gain during working hours, which has an impact on their performance. Cyberloafing will affect labor productivity if time is spent refreshing rather than working. Low labor production will lead to worse employees at work. Previous research (Desnirita & Sari, 2022) found that cyberloafing has a negative and significant impact on employee performance. This finding is also supported by previous research [10], which found that cyberloafing has a negative and significant impact on employee performance.

H3: Cyberloafing has a negative and significant effect on employee performance

3. METHODS

Since data are numbers and analyzed using statistics, the research was carried out using quantitative methods. This research took a sample of 182 private employees at a hospital in Banyumas district. The instrument used in data collection was a questionnaire with a 5 point Likert scale measurement and the type of data in this study used primary data collection. Primary data is used by researchers because it is a data source that provides data directly to data collectors (Sugiyono, 2019: 225). The

respondents were private employees at a hospital in Banyumas district. The data obtained was processed using classical assumption testing, hypotheses, and multiple linear regression analysis using the PLS (Partial Least Square) analysis tool.

4. RESULTS

This research uses PLS (Partial Least Square), to obtain answers to the hypotheses that have been proposed which are basically predictions. PLS aims to estimate model parameters by minimizing the residual variance of the dependent variable [47]. All questionnaire data has been collected and is ready for analysis, where the response rate is 100%. Based on the respondent data that has been researched, it is clear that the majority of respondents are women with a number of 55.00%, which is different from the level of male respondents, namely 45.00%. Meanwhile, respondents based on age were mostly 41-50 years old at 33.0%, This shows that private hospitals in Banyumas Regency need employees who have a high level of thinking maturity, the ability to control themselves, and the ability to make more accurate decisions by considering various risks related to the decisions made. The majority of respondents' last formal education was degrees of bachelor at 52.0% and the majority of respondents had worked for more than 5 years at 73.0%.

According to the results of the reliability and validity test analysis, cyberloafing variables, employee performance and locus of control have Cronbach alpha values above 0.7, including average variance extracted (AVE) and composite reliability values. As for the work stress variable, it has a Cronbach alpha value below 0.7. Includes AVE and composite reliability values (Table 1).

Table 1. Parameter Coefficient and Statistical Value

	Cronbach's	rho_A	Composite Reliability	Average Variance
Cyberloafing	0.771	0.774	0.831	0.572
Employee Performance	0.751	0.779	0.838	0.566
Locus of Control	0.817	0.822	0.881	0.650
Work Stress	0.543	0.598	0.764	0.525

Table 2. Parameter Coefficient and Statistical Value

	Original Sample	Sample Mean	Standar Deviation	T Statistics	P Value
Cyberloafing -> Employee Performance	-0.017	-0.015	0.139	0.124	0.901
Locus of Control -> Employee Performance	0.492	0.499	0.091	5.405	0.000
Work Stress -> Employee Performance	0.393	0.402	0.096	4.080	0.000

Table 3. Coefficient of Determination Test Results (Adjusted R²)

	R Square	R Square Adjusted
Employee Performance	0.436	0.419

The results of the analysis show that the first hypothesis accepted shows that the locus of control has a positive and significant effect, this shows because the p-value locus of control on employee performance is lower than 0.05, which is 0.00, so the first hypothesis can be accepted. This research is in line with research conducted by Pulungan & Rivai [14], Muhtarom et al. [10], Ari & Sriathi [11] which shows that locus of control has a positive and significant effect on employee performance. However, this is contrary to Hendri & Kirana [15] which shows that locus of control has a negative and insignificant impact on employee performance.

As for the second hypothesis, it shows that work stress has a positive and significant effect on employee performance that has a p-value lower than 0.05 of 0.000, so the second hypothesis is rejected which states that work stress has a negative and significant effect on employee performance. This research is in line with the findings of previous research (Damayanti *et al.*, 2022), which showed that work stress has a positive and significant effect on employee performance. However, these findings differ from previous studies [46] which shows that work stress has a negative and significant effect on employee performance.

Unlike the third hypothesis where cyberloafing has a negative and insignificant effect, this is because the p-value of cyberloafing behavior on

employee performance exceeds 0.05, which is 0.901, so it can be accepted in accordance with the third hypothesis which states cyberloafing has a negative and significant effect on employee performance. This research is in line with Ernawati et al. [30], which shows that cyberloafing has a negative and insignificant effect on employee performance. However, this is different from the research conducted by Budiarti & Primary [48] which shows that cyberloafing has a positive and significant effect on employee performance.

Based on the results of the table analysis above (Table 3), the results of the determination test (R²) showed that the value of the R² adjustment regression model in this study was 0.419, which showed that the independent

variables locus of control (X₁), work stress (X₂), and cyberloafing behavior (X₃) had the capacity to explain the dependent variable of employee performance (Y) by 41.9%, and other factors that were not studied affected 58.1% of the total [49].

5. CONCLUSION

The results of research involving 182 employees show that locus of control, work stress, and cyberloafing influence the performance of private employees in hospitals in Banyumas district. The research results show that locus of control and work stress have a positive and significant effect

on the performance of private employees in hospitals in Banyumas district. Meanwhile, cyberloafing has a negative and insignificant effect on the performance of private employees in hospitals in Banyumas district.

Cyberloafing shows that internet access does not necessarily have an impact on employees. This is because leaders are able to provide good guidance and supervision on how employees use the internet while working. It is hoped that this research can help other research that looks at how cyberloafing, work stress and locus of control affect employee performance. This research is limited because it was carried out in a private hospital in Banyumas district which operates in the health sector, so the results of this research are limited to generalizations and sometimes the answers given by respondents do not show the actual situation. If researches were conducted in other sectors such as education and banking, the results might be different. It is expected that the results of this research can be used by clinical management in making policies and evaluating the performance of clinical staff at the institution.

CONSENT

As per international standards or university standards, respondents' written consent has been collected and preserved by the author(s).

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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