

**THE INFLUENCE OF CYBERLOAFING AND EMPLOYEE PRODUCTIVITY  
IN RSU. RATATOTOK BUYAT****PENGARUH CYBERLOAFING DAN PRODUKTIVITAS KARYAWAN  
DI RUMAH SAKIT RATATOTOK BUYAT**

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**Abstract:** Human resource becomes one of the important aspect in organization in order to be able to mobilize the rest of the resources. cyberloafing refers to the act of employees using their companie's internet access for personal need during work hours. Cyberloafing term is an employee opportunity to reply personal emails, surf entertainment site, maintain a personal blog and even conduct personal business transactions while appearing to be absorbed with work-related tasks on the computer. This research aims to see the relationship between cyberloafing and employee productivity on RSU. Ratatotok Buyat. This research uses qualitative analysis method total sample are 15 employees. The result shows that, Cyberloafing does not significant on RSUP Ratatotok - Buyat productivity because all the employees are aware the right time how to using internet or mobile phone in while work. They were only using internet in free time or after work, it means there was no work for them. Based on employee answers, they were using internet for personal needs such as reading online news, chatting in social media like a Face book, and Instagram. RSU. Ratatotok Buyat should make grounded rules about using internet in while working and put CCTV to control employees while working.

**keywords:** cyberloafing, employee performance

**Abstrak:** Sumber daya manusia adalah salah satu bagian yang terpenting dalam sebuah organisasi dalam menjalankan sumberdaya yang lain. cyberloafing adalah penggunaan internet yang tidak berhubungan dengan pekerjaan seperti karyawan memiliki kesempatan untuk membalas email pribadi, membuka situs internet untuk hiburan dan bisnis untuk kebutuhan pribadi yang dilakukan saat jam kerja. Penelitian ini bertujuan untuk melihat pengaruh cyberloafing dan produktivitas karyawan terhadap produktivitas karyawan di RSU. Ratatotok Buyat, penelitian ini menggunakan metode analisis kuantitatif dengan wawancara untuk mengumpulkan data dengan total sampel adalah 15 karyawan. Hasil dari penelitian ini adalah cyberloafing tidak berpengaruh pada produktivitas karyawan RSU. Ratatotok Buyat karena semua karyawan sudah menyadari waktu yang tepat untuk menggunakan internet atau ponsel saat bekerja saat tidak ada pasien berarti tidak ada pekerjaan bagi mereka. Berdasarkan hasil penelitian mereka menggunakan internet untuk kebutuhan pribadi seperti untuk membaca berita online di Detik.com, Tribune Manado Berita, pos Manado dan beberapa artikel di Google, belanja online di buka lapak, dan interaksi di social media facebook dan instagram. RSU. Ratatotok Buyat harus membuat aturan resmi tentang penggunaan internet di jam kerja dan memasang cctv untuk mrngontrol karyawan saat bekerja.

**Kata kunci:** cyberloafing, produktivitas karyawan.

## INTRODUCTION

### Research Background

In the history of mankind, health is a general state of a person in all aspects. It is also a stage of functional or metabolic efficiency of an organism. People are able to do health in good condition. The Constitution of WHO (1946) defined "health" as "a state of complete physical, social and mental well-being, and not merely the absence of disease or infirmity". People named and known a place that could cure their disease and provide the rehabilitation service, the Hospital. Hospital is one of the important aspect for people in the big city. Hospital plays an important role in preventing disease and providing rehabilitation service to people. Growing consumer-oriented health industry, quality has become the integral part. There are many things about the hospital that are considered, whether it is good or bad, but still, it should be a concern of the hospital itself. By looking at the kind of human needs, the hospital also exist to help every patient that comes with many health problems. Every patient that being treated in Hospital are in demand of excellent service from Hospital while they are under treatment. Within that purpose, all kinds of employee that works in Hospital should be always ready to give their best, from doctor, nurse, administration staff, pharmacist, and even cleaning services. With 24 hours of work-time, and even some employee known to work longer hours per week, often working through weekends and even forgoing holidays. Human resources are likened to being the driving force of an organization. No matter how good the goals, vision, mission, and strategy of the organization will not be useful if the human resources are not well cared for and managed. Mangkunegara, (2017) An organization will also not develop if the human resources in it do not have a sense of belonging and desire to advance the organization within themselves. Therefore, the management must pay attention to the achievements of its employees in order to achieve the predetermined targets. Concern of the hospital itself. By looking at the kind of human needs, the hospital also exist to help every patient that comes with many health problems. Internet misuse at the workplace is coined as cyberloafing. Lim (2002) provides a comprehensive definition of cyberloafing, i.e., employees" the voluntary use their companies" Internet access during office hours to surf non-jobrelated websites for personal purposes, including checking personal e-mails. Blau and Kahn (2006) classified cyberloafing into three separate categories, namely browsing-related, non-work-related email and interactive cyberloafing.

RSUP Ratatotok Buyat is a Vertical UPT owned by the Indonesian Ministry of Health located in Southeast Minahasa Regency, It has department general care, UGD, dentistry, electrocardiography (ECG) ultrasonography diagnosis. The hospital services RSU Ratatotok- Buyat has 4 polyclinics such as child polyclinic, surgery, dental, and obsygn. It also has 60 inpatient installation rooms service such as vvip, vip, class 1, class 2, class 3, ICCU, maternity rooms. Medical support such as radiology, nutritional, laboratory, and pharmacy installations.

### Research Problem

Based on the scope of the study, then the formulation of the problem in this research is: *What is the relationship between Cyberloafing and Employee Productivity in RSU. Ratatotok Buyat?*

### Research Objective

The research objectives are to identify the significant effect of *to analyse the relationship between Cyberloafing and Employee Productivity on RSU. Ratatotok Buyat*

## THEORETICAL REVIEW

### Human Resource Management

Human Resource is to develop an effective HR function for development and maintenance of human functions. Every organization is made up of people and thus acquiring their services, developing skills, motivating them to high levels of performance and ensuring that they continued to maintain their commitment to the organization for achieving organizational goals. Bratton and Gold (2017). Human Resource or HR is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmers and practice. Human Resource is one very important factor in a company in addition to other factors such as capital. Therefore, HR must be properly managed to improve the effectiveness and efficiency of the organization.

Human resources are likened to being the driving force of an organization. No matter how good the goals, vision, mission, and strategy of the organization will not be useful if the human resources are not well cared for and managed. An organization will also not develop if the human resources in it do not have a sense of belonging and desire to advance the organization within themselves. Therefore, the management must pay attention to the achievements of its employees in order to achieve the predetermined targets.

### **Cyberloafing**

Lim (2002) defines cyber loafing as below: Cyberloafing refers to the act of employees using their companies' internet access for personal purposes during work hours. Examples of cyber loafing include browsing non-job related websites (e.g. social networking, sports, news and entertainment), checking and sending personal e-mails and other activities such as online shopping and online gaming.

Jandaghi (2015) Cyberloafing impacts the organizations financially and it appears to happen when the workload on the employee is low. System control alone cannot prevent cyberloafing; managers must make policies to raise the awareness among employees of internet usage. Studies estimated that employees' browsing the Internet can cost organizations \$183 billion every year. This amount relates to the damages to productivity, problems in broadband, legal issues, and other associated costs and problems. Employees, on average, spend six hours of their time per week using the Internet for personal aims

### **Employee Productivity**

In the organizational context, employee productivity is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization (Greenberg, 1996). Mathias and John (2003) defined employee productivity as a measure of the quantity and quality of work done, considering the cost of the resources used. McNamara, (2003) further states that, results are usually the final and specific outputs desired from the employee. Results are often expressed as products or services for an internal or external customer. They may be in terms of financial accomplishments, impact on a community; whose results are expressed in terms of cost, quality, quantity or time.

### **Previous Research**

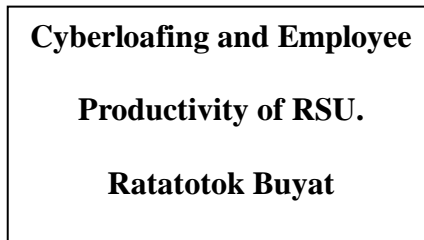
Çınara, and Karcioğlub (2015) this research study about The relationship between cyber loafing and organizational citizenship behavior: A survey study in Erzurum/Turkey, the result showed the level of cyber loafing was found as low and the level of OCB was found as high. We observed that there were statistically significant differences between the levels of cyber loafing and OCB according to the demographic characteristics of workers.

Lim (2013) this research study about Browsing and Emailing: Impact of Cyberloafing on work attitudes, the result showed Using data obtained from 191 working professionals, we found that browsing activities were associated with work facilitation and emailing activities were associated with work depletion. Work facilitation and depletion in turn affect job satisfaction and organizational commitment. Implications of our findings are discussed.

Massoudi and Hamdi (2017) this research study about The Consequence of work environment on Employees Productivity, the result will show that there is a relationship between office environment and productivity of employees. Behavioral components of office environment have a greater effect on productivity, than the physical components alone. And Satisfaction of Employees towards overall Workplace Environment leads to productivity.

### **Conceptual Framework**

The conceptual framework sets the stage for the presentation of the particular research question that drives the investigation being reported based on the problem statement. The problem statement of a thesis presents the context and the issues that caused the researcher to conduct the study. This study aims to analyse the employees of RSU. Rataatotok - Buyat and the Relationship of Cyberloafing within them.

**Conceptual Framework****Figure 1 Conceptual Framework***Source: Data Processed, 2019*

The purpose of conceptual framework is to identify relevant variables and define the variables as well as build the conceptual framework based on grounded theory, based on figure 1, the first variables are cyberloafing, and will learn how it effects the employee productivity of RSU. Ratatotok Buyat.

**RESEARCH METHOD****Research Approach**

This research is using qualitative analysis interview method. A qualitative research emphasizes the qualities of entities, processes and meanings that are not experimentally examined or measured in terms of quantity, amount, intensity or frequency. In this research, In the interview results, the researcher used qualitative research method, which used in-depth interview as tool to gain information. This part covered the answers, which encountered each questions. The answers were ordered per respondent/informant and presented informant by informant from informant 1 to informant 15. This is undertaken to find out the influence of Influence of Cyberloafing and Employee Productivity in RSU. Ratatotok Buyat.

**Population, Sample, and Sampling Technique**

Sugiyono (2007) stated that in qualitative research there is no population term but just social situation, which consists of three elements: place, actors and activity the population of this research is 112 permanent employees of RSU. Ratatotok Buyat.

Sugiono (2007) Sample of qualitative research, which is called informant or participant, is a theoretical sample since the aim of qualitative research is to bear new theory and selected purposively according to several consideration and particular aim Sample refers to a subset of a population comprises some member selected from it. The type of sampling used in this study is simple random sampling. The sample of this research is 15 permanent employee of RSU. Ratatotok Buyat.

**Data Collection Method**

Primary and Secondary data are used to gather the data for this study. Sekaran and Bougie (2009) Primary data are data gathered for research from the actual site of occurrences of events are called primary data. Researcher will collect primary data through in-depth interview method.

Sekaran and Bougie (2009) Secondary data are data that have already gathered by researchers, data published statistical and other journals, and information available from any published or unpublished source available either within or outside of organization, all of which might be useful to the researcher. Data is available from the previous research, case studies and library records, online data, company websites, and internet in general. The secondary data in this research were gathered from articles, several journals as the literature review, books regarding to the study of this research.

**Operational Definition of Research Variables**

An operational definition is how we (the researcher) decide to measure the variables in our study (variable = anything that can be measured). In this research the case is the influence of cyberloafing to employee productivity. The research took case in RSU Ratatotok Buyat

**Table 1. Variable Definition**

Variable	Definition	Indicators
Cyberloafing	Cyberloafing is a term used to describe the actions of employees who use their Internet access at work for personal use while pretending to do legitimate work.	Individual Factor Organizational Factor Situational Factor
Employee Productivity	Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers.	Capability Self Development Efficiency

Source: Data Primary, 2019

### Validity and Reliability

Validity test is to see the validity of the questions, the researcher use Validity test. It is used to see whether the questions within the questionnaire are valid and in-line with the research. Validity refers to the degree to which evidence and theory support the interpretations of test scores entailed by proposed uses of tests. Reliability test is established by testing for both consistency and stability of the answer question.

### Qualitative data analysis

Qualitative data analysis is the process in which we move from the raw data that have been collected as part of the research study and use it to provide explanations, understanding and interpretation of the phenomena, people and situations which are studying, there are several steps in qualitative data analysis, such as;

- Data Collection,
- Data Reduction
- Data display
- Drawing and Verifying Conclusions

## RESULT AND DISCUSSION

The object of this research is RSU Ratatotok Buyat. Rumah Sakit Umum Ratatotok Buyat which are known as RSU. Ratatotok Buyat, received an achievement to become a hospital in southeast Minahasa, hospital has 5 departments which are general care, UGD, dentistry, electrocardiography (ECG) ultrasonography diagnosis. In servicing the society RSU Ratatotok Buyat has 4 polyclinics which are child polyclinic, surgery, dental, and obsygn. They also has 60 inpatient installation rooms service such as vvip, vip, class 1, class 2, class 3, ICCU, maternity rooms. In addition, there are some medical support installations owned by the hospital such as radiology, nutritional, laboratory, and pharmacy installation. RSU. Ratatotok Buyat have a vision to be aReferral Centers in the Southeast Minahasa Regency Region and East Bolaang Mongondow Regency in 2019. Totally RSU. Ratatotok Buyat have 112 Permanent employees, The Interviewer were conducted directly with 15 nonrandom respondents as a permanent employee to work in RSU. Ratatotok – Buyat. The researcher used qualitative research method, which used in-depth interview as tool to gain information. This part covered the answers, which encountered each questions. The answers were ordered per respondent/informant and presented informant by informant from informant 1 to informant 15. This is undertaken to find out the influence of Cyberloafing and Employee Productivity in RSU. Ratatotok Buyat.

### Analysis

Out of 15 respondents of this study reported that there is no significant relationship between cyber loafing and employee productivity in RSU Ratatotok Buyat. Based on the research employee who work in RSU.. Ratatotok Buyat feel cyberloafing does not have negative impact to their work because the employee know the right time to using internet in while working and they don't have a patients to be served, the employees also realize they work to served patients and that they should always be ready to serve patients every time. Most the employees result cyberloafing using internet in while work has a good impact and help employee to searching the data,

information and playing game or social media to refresh they mind. Koay (2011) also tested the relationship between cyber loafing and work performance on a sample of 301 employees from Malaysia and found that cyber loafing has no significant impact on it. Oravec (2008) surmises that cyber loafing might have the ability to rejuvenate a person's energy and thus improve productivity once the employees get back to work. Predicated on this respite perspective, it proposed that cyber loafing has a positive relationship with task performance. In the study, cyber loafing was conceptualized as a two-dimensional construct namely social cyber loafing and interactive cyber loafing. However, the results did not support the proposed relationship. In other words, both dimensions of cyber loafing do not have substantial effect on employee productivity because the employee are aware the right time for using internet for personal needs. All of informants are using internet in free time or after work.

The first question is about the individual factors of the informant itself, do you often use the internet for personal reasons. There are 13 out of 15 or 86,6 % informants answered that they use internet for personal needs in their free time or when there are no patients to be served. 13,3 % of informants answered that they just use internet after work. 60% of Informants use internet for searching some information from browsing online news and articles like Liputan6.com, Detik.com, Tribune news Manado, Manado Post, online shopping, social media, streaming on you tube. 26% of Informants use internet for playing online game such as Mobile Legend and PUBG.

The second question is discussing about the informant personal reasons in using the internet while working. For the results, 86,6% Informants use internet when there is no patient, and use internet for refreshing mind, eliminating boredom, and trying to fill the time. 13,3 % Informants how many works to do and don't have time for using internet, because serving patients are the main priority. They cannot postpone the job because their work is very urgent as a doctors to check the patient and reimbursement staff to manage the patient administration.

The third question is discussing organizational factors about regulation rules for using internet while serving patients, 100% or 15 Informants said there are no grounded rules in using internet while working but on morning briefing had been told that they cannot use a mobile phone or internet while serving patients because serving patients is main priority because all the employee are aware for the right time and situation for using internet because RSU. Ratatotok Buyat already get Major standard accreditation and employee don't make a provocation status on social media about the internal problem in hospitals.

The fourth question is discussing about consequence from the hospital to using internet in while working or serving patients. 46,6% of Informants results only give a verbal warning. They will get punishment depending type of employee failure. While Informants 53,3% of informant results, there is no consequence or sanction to using internet in while work or serving patients, but employee had been aware about the time for using internet of their work.

The fifth question discusses about the situational factors the situation should be using internet while working and serving patients, 100% of informants results said that, internet is very helpful while working. There are some conditions to informant for using internet because all the operational system and coordination in RSU Ratatotok Buyat already integrated by online system. 2 out of 15 Informants as an administration officers they said if not using internet made them work by manual system made spend time, slowed down work and made them work repeatedly.

The sixth question is about the distance between staff and boss in the hospitals, all the operational systems and coordination in Ratatotok Buyat hospital already integrated by online system. There is no distance to all staff in the hospitals got some facilities. But everything depends on the situational and conditions factors and type of employees work. 46,6% of informants get the full access and internet facilities because they work as an administration officers. 53,3% of informants don't have computer and internet facilities.

The seventh question is about the capability of the employee about how to use internet help in they work, etc. All the staff in RSU. Ratatotok Buyat had been aware about the right time for use the internet in while working. 2 out of 15 informants use internet became a mood booster and just trying to fill time. Using internet is also helpful in while work such as make a report, input and output data, coordination with all the staff in hospitals. 4 out of 15 informant results, use internet also developed they self because internet make informants get a new information, more references for work stuff. 6 out of 15 Informants results, they use internet to eliminated boredom and just trying to fill her time when there is no patients to be served.

The eighth question is about the work results such as the efficiency and discussing the comparison before and after using internet. 8 out of 15 Informants results that the internet didn't make an extra result for work because they use it while there were no patients or work that involved patients. 7 out of 15 informant results, internet make an extra result for his work personally because using internet while working is a mood booster, all the work and coordination in hospital are using the internet as a media for it.

## Discussion

This research discusses about the employee in RSU. Ratatotok Buyat employee productivity influence to cyber loafing phenomenon. Aims to find out if cyber loafing has an impact to employee productivity. Cyber loafing refers to the act of employees using their companies' internet access for personal purposes during work hours. Examples of cyber loafing include browsing non-job-related websites (e.g. social networking, sports, news and entertainment), checking and sending personal e-mails and other activities such as online shopping and online gaming." There are some other terms which describe unproductive use of the internet in the workplace. They can be listed as non-work-related computing. Lee (2005) cyberslacking, cyber deviance, internet abuse, workplace internet leisure browsing and junk computing. Vitak (2011) Cyber loafing based on empirical evidences are very sparse. Relevant studies are analyzed here with the aim to uncover the depth and breadth of existing research on the area. Many studies have been conducted to investigate the impact of personal and organizational on cyber loafing. Lara (2017) examined the varying relationship among cyber loafing behaviors and its antecedents after the announcement of enforcement of formal controls by organizations. They proposed a model which examines the change in cyber loafing behaviors before and after the announcement. Two surveys were conducted with the difference of one month in which respondents were requested to assume that their organization had put formal controls on cyber loafing and they will be monitored. Respondents were asked the same questions before and after the announcement of imposing formal controls and the results were quite different. The results of post announcement surveys show that perceived risk becomes important to employees.

In millennials era all people need internet in their life, people must have a mobile phone. Internet have a many benefit for life such as for coordination, browsing, chatting on media social, messaging transportation and so on. Thirteen out of fifteen informants said they often using internet in while work for personal needed because internet so important for they life. Their reasons for using internet in while work is because when there was no patient in hospital it means there was no work to tends refresh mind from so many work, to eliminated boredom and to tried to fill the time. While the other informants are not using internet for personal need in while work because they have many work to do and used the free time to do anything else.

Many studies have focused on one or two ways to measure productivity and since many different approaches are taken, it can be challenging to compare the results Nollman (2013). In the organizational context, employee productivity is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization Greenberg (1996). Mathias and John (2003) defined employee productivity as a measure of the quantity and quality of work done, considering the cost of the resources used. This paper explained organizational factors about the regulation for using internet in while work for all informants, there are grounded rules to using the internet just on morning briefing had been told that they cannot using a mobile phone or internet in while work. All the systems in the hospital are using an online system. The consequences for using internet in while work just get a verbal warning punishment and mutation. There are some conditions in the work must have use internet for searching a references, information, make report, and so on. All people have same access and facilities for using internet depend by the type of work and situational factor.

## Cyberloafing

Cyberloafing is a term used to describe the actions of employees who use their Internet access at work for personal use while pretending to do legitimate work. The indicators are individual factor, organizational factor, and situational factor Respondents were asked the same questions before and after the announcement of imposing formal controls and the results were quite different. The results of post announcement surveys show that perceived risk becomes important to employees.

All the informant who were interviewed answered the same thing. Using internet in while work that no have a negative effect for them because they have been aware how the right time and the consequences about using internet in while work. They only using internet in free time or after work.

## Employee productivity

Employee productivity sometimes referred to as workforce productivity is an assessment of the efficiency of a worker or group of workers. The indicators are self-development and work efficiency. That means researchers indicates that increase in performance can be determined by lesser rate of absenteeism in the organization, lesser rates of early goings late arrivals and breaks taken during work All the employees have some answering about self-development questions internet are helpful in their work make report, searching references of work, and all

coordination in hospital are using by online system. Using internet became a mood booster, refresh mind, and make a report easily. RSU. Ratatotok Buyat get an achievement Major standard accreditation, it means make the employee are aware with their job. Because serving patient is the main priority.

## CONCLUSION AND RECOMMENDATION

### Conclusion

After examining the findings and discussing the result, the conclusions based on this research can be formulated as follows:

1. Based on the informant answers, Cyber loafing does not significant on RSU Ratatotok Buyat productivity because all the employees are aware the right time how to use the internet or mobile phone while working. They only use the internet in their free time or after work.
2. Based on the employee answers, they often use the internet for personal necessary such as reading online news in Detik.com, Tribune Manado news, Manado post and some articles in Google, looking for online shopping in Bukalapak, chatting in social media like a Facebook, Instagram, etc. Besides that, in their free time, 40% of informants as a female employees prefer to use the internet for social media and browsing news article. 60% of informants as a male employee prefer to browse and play online games.
3. About personal reasons in using the internet, all informants answered that they only use the internet to eliminate boredom, refresh mind, try to fill their free time, etc. So, the employee productivity is still high.
4. There are no grounded rules in using the internet while working but the rules of not using the mobile phone while serving patients is only announced directly in the morning briefing.
5. Using the internet in work time is very useful for all informants, because all the systems are integrated by online system, so they feel helpful to search a new reference, information, make annual report, claim, and others.

### Recommendation

1. RSUP Ratatotok Buyat should make grounded rules about internet usage because there are 86,6% informants use internet in working time for their personal needs. Internet can helpful for work but the results are many informants had not focused on their work after they used internet or mobile phone. Working in the hospital means serving directly the patient, when employees had not focused, they will make a mistakes such as the diagnosis, medication, service, and input or output patient data. RSU Ratatotok Buyat should give a punishment to employee who makes mistakes such as verbal warning, mutated, and get a dismissed depending on the type of offense they made.
2. RSU Ratatotok Buyat should take more attention in improving the employee productivity, and public relation department should socialize with the citizen community about how regulation, stage, treatment process, and medical care in the hospital, especially to the patient who uses a BPJS. So, there will be no patient thinking that hospitals only focus on serving regular patients.
3. RSU. Ratatotok Buyat should have CCTV to watch the employees work
4. For university, it is expected as early as possible to do a cyberloafing to students such as seminars, because most students now use the internet.
5. It is advisable for future researchers to involve more informants in this research kind and use other research tools to find out more about cyberloafing and employee productivity.

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