

**ANALYSIS OF ROLE CONFLICT AND ROLE AMBIGUITY TOWARDS CYBERLOAFING
AT PT. BANK SULUTGO MANADO***ANALISA KONFLIK PERAN DAN AMBIGUITAS PERAN TERHADAP CYBERLOAFING
DI PT. BANK SULUTGO MANADO*

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Abstract: Along with the increasingly competitive business competition, companies are required to perform better. The company demands employees to play a role in all positions. But this is contrary to the ability and expertise of limited employees which can lead to role ambiguity and role conflict which these roles are part of work stressors. Work stressors are triggers of stress and to avoid stress, employees conduct cyberloafing. This research aims to analyze the influence of role conflict and role ambiguity towards cyberloafing at PT. Bank SulutGo Main Branch Office Manado. This research used the quantitative method with questionnaires used to collect the data, Multiple Linear Regression as the tool of analysis and 55 employees as the sample. The result shows that role conflict has a positive but no significant influence on cyberloafing, while role ambiguity has a positive and significant influence on cyberloafing. Based on the result, it is recommended for the company to be more clear about the job description of each employee so that they understand the authority, roles, and responsibilities within the company, be even more assertive in imposing rules on the use of the internet in the workplace so that employees avoid cyberloafing.

Keywords: *role conflict, role ambiguity, cyberloafing.*

Abstrak: *Sejalan dengan persaingan bisnis yang semakin kompetitif, perusahaan dituntut untuk berkinerja dengan lebih baik. Perusahaan menuntut pegawainya untuk memainkan suatu peran disemua posisi. Akan tetapi ini bertolakbelakang dengan terbatasnya kemampuan dan keahlian dari pegawai itu sendiri yang dapat menuntun ke ambiguitas peran dan konflik peran yang mana kedua peran ini adalah bagian dari stresor kerja. Stresor kerja adalah pemicu stres dan untuk menghindarinya, karyawan melakukan cyberloafing. Tujuan dari penelitian ini yaitu menganalisa pengaruh konflik peran dan ambiguitas peran terhadap cyberloafing di PT. Bank SulutGo Kantor Cabang Utama Manado. Penelitian ini menggunakan metode kuantitatif dengan kuesioner yang digunakan untuk mengumpulkan data, Regresi Linier Berganda sebagai alat analisa, dan 55 pegawai sebagai sampelnya. Hasilnya menunjukkan bahwa konflik peran memiliki hubungan positif dan tidak memiliki hubungan signifikan terhadap cyberloafing, sedangkan ambiguitas peran memiliki hubungan positif dan memiliki pengaruh signifikan terhadap cyberloafing. Berdasarkan hasil, direkomendasikan bagi perusahaan untuk lebih jelas tentang uraian pekerjaan dari masing-masing karyawan sehingga mereka memahami otoritas, peran, dan tanggung jawab dalam perusahaan, untuk menjadi lebih tegas dalam memaksakan aturan tentang penggunaan internet di tempat kerja sehingga bahwa karyawan menghindari cyberloafing.*

Kata kunci: *konflik peran, ambiguitas peran, cyberloafing*

INTRODUCTION

Research Background

Along with the increasingly competitive business competition, companies are required to perform better. This stimulates a company encourage employees to work more productively, effectively and efficiently so that daily deadlines can be met. However, it cannot be denied that this also causes someone to get workload. When a person is faced with a workload, the possibility of him to experience stress because of the various demands and pressures he faces. The company demands employees to play a role in all positions. But this is contrary to the ability and expertise of limited employees, especially the position they receive is fully the decision of the boss, and not based on their own decision. This can lead to role ambiguity where there is a lack of clarity for the employee regarding the role of what must be done, both relating to the tasks he must do and with responsibilities in relation to his position. In addition, if an employee faces two or more conflicting demands and a discrepancy between personal desires or values and the demands of his role, role conflict will occur. Role conflict and role ambiguity are part of work stressors. Work stressors are things that arise at work to create stress (Schermerhorn, Hunt, and Osborn, 2005:372). Furthermore, employees will do things that cope with their stress or avoid them from work stress, such as cyberloafing. Cyberloafing is any voluntary act of employees' using their companies' internet access during office hours to surf non-job related web sites for personal purposes and to check personal e-mail as misuse of the internet (Lim, 2002:677). Indeed, in this increasingly rapid technological era, inevitably the use of the internet has become a necessity for most people. This can be seen from iPrice data, the popular time of the Indonesian people in accessing the internet is like shopping online at 10 a.m. and 5 p.m. which this is a productive time to work. The activity of exploring various sites online is not a tiring thing to do because it is only with a click of a mouse a few touches of a finger on the smartphone screen. This is supported by a survey of the Indonesia Internet Service Provider Association (APJII), which stated that internet users generally spend 1-3 hours per day accessing the internet. In addition, this survey also shows that the internet is most often used to chatting and surfing social media. While according to Fadhli (2018:3), individual who using internet at work more than ± 48 minutes/day during work hours, in other words, he engages in excessive cyberloafing already. Cyberloafing can be considered a deviant workplace behavior (Lim, 2002:677). Also, Kay et al. stated that cyberloafing can also disrupt information systems and corporate information security by viruses and hackers (Ozler and Polat, 2012:5). Moreover, a survey conducted by APJII showed that 40.5% of internet users claim that when connecting to the internet their device once affected by the virus. When employees do cyberloafing, without realizing it, they have neglected and even ignored their duties and responsibilities so that the task is not finished or if the task is finished, mostly the results are not optimal because of the deadline. Also, the disadvantages of cyberloafing can be the spread of confidential company information to the public because employees use access from companies where employee desktops are definitely connected with company data and can be easily hacked by irresponsible parties or the entry of viruses into software that can damage the desktop even eliminate important company data or employee work results. And if the data from employees is lost and cannot be backed up, then they have to do it from the beginning again and of course, it would takes longer. This makes the company's goal to improve employee performance effectively and efficiently through the provision of internet facilities is not achieved. This cyberloafing behavior is very likely to occur in various workplaces, including in banks where the internet facilities can be accessed unlimitedly by employees. So researcher decided to choose PT. Bank SulutGo as the object in this study. PT. Bank Sulut (Bank) formerly named PT. The North Sulawesi Regional Development Bank was established under the name Central North Sulawesi Regional Development Bank based on Deed no. 88 dated March 17, 1961, by Raden Hadiwido, substitute notary of Raden Kadiman. Then, following the results of the Extraordinary General Meeting of Shareholders of PT Bank Sulut on May 8, 2015, Decree of the Minister of Law and Human Rights of the Republic of Indonesia with No. AHU-0935695.AH.01.02.TAHUN 2015 dated May 23, 2015, and the decision of the Board of Commissioners of the Financial Services Authority No. 17 / KDK.03 / 2015 dated September 23, 2015, the PT Bank Pembangunan Daerah Sulawesi Utara (PT Bank Sulut) changed to PT Bank Pembangunan Daerah Utara Sulawesi Gorontalo (Bank SulutGo).

Research Objective

The research objectives are to identify the significant effect of:

1. Role conflict and role ambiguity toward cyberloafing simultaneously.
2. Role conflict toward cyberloafing partially.
3. Role ambiguity toward cyberloafing partially.

THEORETICAL REVIEW**Human Resources Management**

Human resource management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns (Dessler, 2013:4). In addition, it is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations (Armstrong, 2009:4).

Cyberloafing

Lim (2002:677) quoted Lim, Teo, and Loo that cyberloafing is any voluntary act of employees' using their companies' internet access during office hours to surf non-job related web sites for personal purposes and to check including receiving and sending personal e-mail as misuse of the internet.

Role Stressors (Work Stressors)

According to Schermerhorn, Hunt, and Osborn (2005:372), work stressors are things that arise at work to create stress. Henle and Blanchard in Sawitri and Cahyadin (2012:272) explained that a number of stresses are required in order to function normally, but when too high stress repeats, it can give a negative consequence such as high blood pressure, job dissatisfaction, and depressions.

Role Conflict

Sawitri and Cahyadin (2012:275) quoted Henle and Blanchard that role conflict as inconsistent demands in the work place, such as conflict between job demand and one's personal value, requests of workgroups and different superiors, and organizational policy and job duties. Luthans that quoted by Triyono and Prayitno (2017:93), role conflict occurs when individuals have two or more roles that must be carried out at the same time.

Role Ambiguity

Kahn et al. explained that role ambiguity arises when a person obtains an incomplete and unclear information about his responsibilities in the job, therefore, one don't know what to do (Hardiani, Rahardja and Yuniawan, 2017:93). Role ambiguity occur when an individual lack of understanding of his rights, privileges, and duty to do his job (Amilin and Dewi, 2008:16).

Previous Research

Arshad, Aftab and Bukhari (2016) conducted study about the impact of job characteristics and role stressors on cyberloafing: the case of Pakistan. Data was found that out of five core values of job characteristics (skill variety, task identity, task significance, job autonomy, and feedback) only skill variety and job autonomy have impact. Furthermore, out of three types of role stressors which is role ambiguity and role conflict were found to have impact on cyberloafing whereas role overload does not show significant impact on cybreloafing. Henle and Blanchard (2008) studied about the interaction of work stressors and organizational sanctions on cyberloafing. Results indicated that when employees perceived more role ambiguity or role conflict they were more likely to respond with cyberloafing. Sawitri (2012) conducted study about the effect of work stressor on cyberloafing moderated by employee internet experience. The results indicated a positive significant relationship between role ambiguity, role conflict and cyberloafing. The influence of the role overload in cyberloafing moderated by internet experience. Theoretically, employees with a role overload will not use cyberloafing because of busy to perform many tasks.

Conceptual Framework

This part discuss about the conceptual framework from the variable of this study.

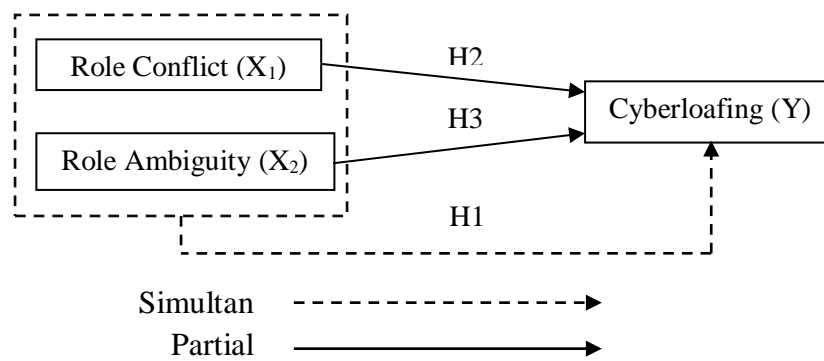


Figure 1. Conceptual Framework
 Source: *Data Analysis Method, 2019*

Research Hypothesis

- H1: Role conflict and role ambiguity influence cyberloafing simultaneously.
- H2: Role conflict influence cyberloafing partially.
- H3: Role ambiguity influence cyberloafing partially.

RESEARCH METHOD

Research Approach

This research is quantitative research. Quantitative analysis is the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect. Causal research seeks to identify cause and-effect relationship. This research analyzes the influence of role conflict and role ambiguity towards cyberloafing at PT. Bank SulutGo Main Branch Office Manado.

Population, Sample, and Sampling Technique

The population of this research is 120 employees of PT. Bank SulutGo main branch office Manado. The type of sampling used in this study is random sampling. The sample of this research is 55 employee of PT. Bank SulutGo main branch office Manado. The respondents were selected purposively. Employees who can access internet by smartphone and by office computer were selected as the respondent.

Data Collection Method

Data collection was conducted using questionnaires distributed to employees of main branch of Bank SulutGo. Hence the type of data is primary.

Operational Definition of Research Variables

Table 1. Definition of Research Variable

No.	Variables	Definition	Indicator
1.	Role Conflict (X ₁)	Role conflict is a situation when someone is under pressure to perform different and inconsistent tasks at the same time.	<ul style="list-style-type: none"> - Intrasender conflict - Intersender conflict - Person – role conflict - Inter – role conflict - Time – based conflict

2.	Role Ambiguity (X ₂)	Role ambiguity is a confusing situation that emerges because of a vague job description where responsibilities and boundaries are not clearly defined.	<ul style="list-style-type: none"> - Unclear responsibilities. - Lack of authority with the tasks assigned. - Do not understand what is expected. - Do not understand the role of work in achieving goals. - Unclear organizational structure.
3.	Cyberloafing (Y)	Cyberloafing is an act deliberately done by employees to spend time using internet access that is not related to their work.	<ul style="list-style-type: none"> - Excessive cyberloafing - Social activity - Informational activity - Leisure activity - Virtual emotional activity

Sources: Author's 2019

Validity and Reliability

Validity test is to see the validity of the questions, the researcher use Validity test. Validity refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. The reliability test is an indication of the consistency or stability of a measuring instrument.

Multiple Linear Regression

Multiple linear regression (MLR) is the suitable method of analysis when research problem consist of a single metric dependent variable estimated to be related to two or more metric independent variables. Multiple linear regression (MLR) are used to express the effect of independent variables on the dependent variable. The equation of a multiple linear regression is:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Description:

- Y = Dependent Variable (Cyberloafing)
- X₁ = Role Conflict
- X₂ = Role Ambiguity
- β₀ = Constant
- β₁, β₂ = the regression coefficient of each variable
- ε = Error

RESULT AND DISCUSSION

Result

Validity and Reliability

Role Conflict (X₁), Role Ambiguity (X₂), and Cyberloafing (Y) have a higher value than the r_{table} value that is 0.265. The significant level of each indicators of variables are below than significant level of 5% or 0.05. It means that every indicator in questionnaire in this research is valid and can be used for further analysis. The variable is reliable because the value of Cronbach's Alpha is 0.802 bigger than 0.7.

Multiple Linear Regression Analysis**Table 2. Multiple Linear Regression Result**

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	11.175	5.182		2.157	.036		
	RoleConflict	.161	.174	.150	.928	.358	.491	2.037
	RoleAmbiguity	.549	.193	.459	2.836	.006	.491	2.037

a. Dependent Variable: Cyberloafing

Multiple regression analysis is used to determine the effect of the independent variables on dependent variable. The result of multiple linear regression analysis can be interpreted as follows:

1. Constant value of 11.175 means that in a condition of *ceteris paribus*, if all independent variables equal to zero, then Cyberloafing (Y) as dependent variable is 11.175.
2. Regression coefficient of Role Conflict (X_1) is 0.161 means that if there is one unit increase in Role Conflict (X_1), then the Cyberloafing (Y) increases by 0.161 assuming the other variables are constant (*ceteris paribus*).
3. Regression coefficient of Role Ambiguity (X_2) is 0.549 means that if there is one unit increase in Role Ambiguity (X_2), then the Cyberloafing (Y) increases by 0.549 assuming the other variables are constant (*ceteris paribus*).

Testing the Goodness of fit: Coefficient of Multiple Correlation (R) and Coefficient of Determination (R^2)**Table 3. Result of R and R^2**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576 ^a	.331	.306	1.662
a. Predictors: (Constant), RoleAmbiguity, RoleConflict				
b. Dependent Variable: Cyberloafing				

Source: Data Processed, 2019

The value of R is 0.576 indicates a strong relationship between independent and dependent variable. The value of R^2 is 0.331 or 33.1%. It means that Role Conflict and Role Ambiguity explain 33.1% of variation in the Cyberloafing (Y), while the remaining 66.9% is explained by other factors outside the model or not discussed in this research.

Multicollinearity**Table 4. Multicollinearity Statistics**

Model	Collinearity Statistics		Status
	Tolerance	VIF	
Role Conflict	0.491	2.037	No Multicollinearity
Role Ambiguity	0.491	2.037	No Multicollinearity

Source: Data Processed, 2019

Table 4 shows the result of Multicollinearity test using Variance Inflation Factor (VIF). The tolerance of two independents variable that are Role Conflict (X_1) and Role Ambiguity (X_2) are same that is 0.491 and also the value of Variance Inflation Factor (VIF) is 2.037. If the value of VIF is below 10, so it means that there is no symptoms of multicollinearity between independent variable in the regression model.

Heteroscedasticity

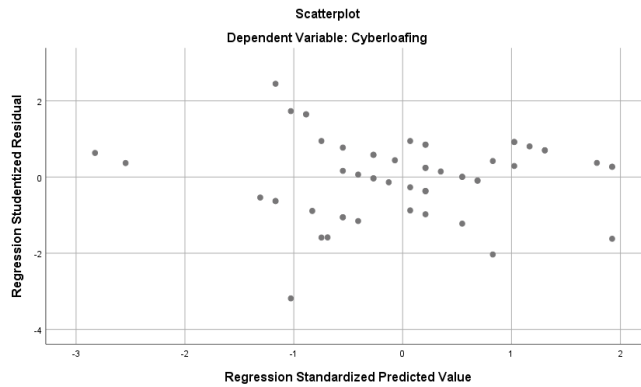


Figure 2. Heteroscedasticity Test

Source: Data Processed, 2019

Figure 2 shows that the dots are spreading above and below the number zero (0) in the Y axis. This proves that there is no heteroscedasticity in this regression model and can be used to predict the influence between dependent variable and independent variables.

Normality

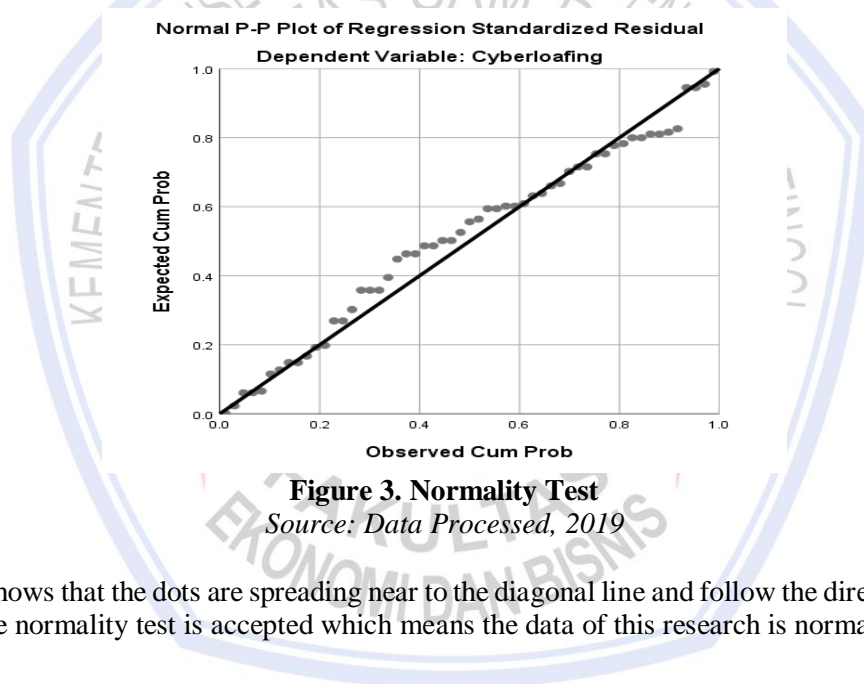


Figure 3. Normality Test

Source: Data Processed, 2019

Figure 3 shows that the dots are spreading near to the diagonal line and follow the direction of the diagonal line. Therefore, the normality test is accepted which means the data of this research is normally distributed.

Hypothesis Testing

F-test

Table 5. Simultaneous Test (F-test Output)

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	71.159	2	35.580	12.887	.000 ^b
	Residual	143.568	52	2.761		
	Total	214.727	54			

a. Dependent Variable: Cyberloafing

b. Predictors: (Constant), RoleAmbiguity, RoleConflict

Source: Data Processed, 2019

Table 5 shows the result of F-test in ANOVA output using the level of significance of 5% ($\alpha=0.05$). The $F_{\alpha(0.05)} = 3.18$. The number of $F_{count} > F_{\alpha(0.05)}$, $12.887 > 3.18$. Thus, the influence is significant. Based on the result,

it shows that Role Conflict (X_1) and Role Ambiguity (X_2) as independent variables have significant influence on the Conflict Management as dependent variable simultaneously.

t-test

Table 6. Partial Test (t-test Output)

	Model	T	t_{table}	Sig.	Status
1	(Constant)	2.157		.036	
	RoleConflict	.928	2.671	.358	Rejected
	RoleAmbiguity	2.836	2.671	.006	Accepted

a. Dependent Variable: Cyberloafing

Source: Data Processed, 2019

Table 6 shows that the t_{count} of Role Conflict (X_1) is 0.928 and $t_{\alpha(0.05)}$ is 2.671. $t_{count} < t_{\alpha(0.05)}$ with the significant level is 0.358, more than 0.05. It means that Role Conflict (X_1) has no significant influence on Cyberloafing (Y) partially. The hypothesis that states Role Conflict (X_1) has significant influence to Cyberloafing (Y) partially is rejected. For Role Ambiguity the $t_{count} = 2.836 > t_{\alpha(0.05)} = 2.671$. The result of data analysis in Table 2 and Table 6 shows that the significant level is $0.006 < 0.01$. It means that Role Ambiguity (X_2) has significant influence on Cyberloafing (Y).

Discussion

Role conflict and role ambiguity are common problems in an organization and often experienced by employees especially those who work as bank employees. Employees who experience role conflict and role ambiguity will naturally experience work stress and lead them to counterproductive matters such as cyberloafing to avoid or cope with work stress they experience. The independent variables are role conflict and role ambiguity that affect cyberloafing as dependent variable. The result of analysis shows that role conflict does have positive influence on cyberloafing but the influence is not significant. Though, the influence is not significant, the positive significant of the coefficient is theoretically expected; when role conflict is higher, it tend to cause more cyberloafing. Higher role conflict which cause tension very likely to cause employee to find a situation for relaxation. Cyberloafing can be a kind of way for employees in this situation. Hence cyberloafing increases as role conflict increases. Role conflict with its five indicators which are intrasender conflict, intersender conflict, person-role conflict, inter-role conflict and time-based conflict do not influence cyberloafing in PT Bank SulutGo main branch office Manado. The variable of role ambiguity with positive and very significant influence on cyberloafing give support to theory that role ambiguity influence cyberloafing positively. Just as that in role conflict, role ambiguity can result in cyberloafing. As role ambiguity increases, employees tend to find a situation where their tension can be released. Cyberloafing can be a kind of game or activity that can refresh and release tension. Thus, as role ambiguity gets higher, cyberloafing tend to increase. Role ambiguity has a significant influence towards cyberloafing partially. The role ambiguity with all the five indicators which are unclear responsibilities, lack of authority with the tasks assigned, do not understand what is expected, do not understand the role of work in achieving goals and unclear organizational structure influence Cyberloafing in PT. Bank SulutGo Main Branch Office Manado because employees do not know exactly how much authority, the responsibility they have. They will feel anxious about doing the task because they do not understand whether the task is following their responsibility and authority capacity. Things like that will make employees experience work stress and get them involved in cyberloafing as an excuse to avoid or cope with the stress they experience. This result in line with previous studies conducted by Benedita (2018) shows role ambiguity has a significant influence on cyberloafing because of unclear authority in the organization that makes employees stressed to take cyberloafing actions.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result of analysis and discussion, several conclusions can be formulated: Firstly, role conflict and role ambiguity have significant influence on cyberloafing simultaneously. Secondly, role conflict has a positive but no significant influence on cyberloafing at PT Bank SulutGo Main Branch Office Manado. Thirdly,

role ambiguity has a positive and significant influence on cyberloafing at PT Bank SulutGo Main Branch Office Manado.

Recommendation

The recommendations of this research is that Bank SulutGo Main Branch Office Manado should be more clear about the job description of each employee so that they understand the authority, roles, and responsibilities within the company. Bank SulutGo Main Branch Office Manado should be even more assertive in imposing rules on the use of the internet in the workplace so that employees avoid cyberloafing so as not to harm the company. Bank SulutGo Main Branch Office Manado may be able to limit the use of the internet by closing internet access during working hours and only opening internet access outside working hours such as during break time or lunch time. Bank SulutGo Manado Main Branch Office may be able to inquire in advance the interests of prospective employees so that they can reconsider giving a position to him to minimize the role ambiguity.

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