
**THE INFLUENCE OF ROLE AMBIGUITY, ROLE CONFLICT, AND ROLE OVERLOAD
ON EMPLOYEE CYBERLOAFING BEHAVIOR AT PT. UNITED TRACTORS, TBK
MANADO BRANCH**

*PENGARUH AMBIGUITAS PERAN, KONFLIK PERAN, DAN KELEBIHAN PERAN TERHADAP
PERILAKU CYBERLOAFING KARYAWAN DI PT. UNITED TRACTORS, TBK CABANG MANADO*

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Abstract: Employees that engage in cyberloafing avoid work stressors is by exploiting modern technologies, such internet. Work stressors are stress triggers, and workers engage in cyberloafing to avoid stress. This research was conducted to determine the influence of role ambiguity, role conflict, and role overload on employee cyberloafing behavior at PT. United Tractors, Tbk Manado Branch. This research uses a quantitative method with a questionnaire used to collect the data, Multiple Linear Regression as the tool of analysis, and 30 employees as the sample. The research results show that role ambiguity does not influence employee cyberloafing behavior, role conflict does not influence employee cyberloafing behavior, and role overload also does not influence employee cyberloafing behavior. Based on the results, it is recommended that the company and its employees can increase and maintain their understanding of responsibility for their current positions, employees can balance their duties and responsibilities as employees, and even more so pay attention to the deadline for completing tasks at work.

Keywords: role ambiguity, role conflict, role overload, cyberloafing

Abstrak: Karyawan yang melakukan cyberloafing menghindari stresor kerja dengan memanfaatkan teknologi modern, salah satunya internet. Penyebab stres kerja adalah pemicu stres, dan pekerja melakukan cyberloafing untuk menghindari stres. Penelitian ini dilakukan untuk mengetahui pengaruh ambiguitas peran, konflik peran, dan kelebihan peran terhadap perilaku cyberloafing karyawan PT. United Tractors, Tbk Cabang Manado. Penelitian ini menggunakan metode kuantitatif dengan pengumpulan data berupa kuesioner, Regresi Linier Berganda sebagai alat analisis, dan sampel sebanyak 30 orang karyawan. Hasil penelitian menunjukkan bahwa ambiguitas peran tidak berpengaruh terhadap perilaku cyberloafing pegawai, konflik peran tidak berpengaruh terhadap perilaku cyberloafing pegawai, dan kelebihan peran juga tidak berpengaruh terhadap perilaku cyberloafing pegawai. Berdasarkan hasil tersebut, disarankan agar perusahaan dan karyawan dapat meningkatkan dan menjaga pemahaman tanggung jawab terhadap jabatannya saat ini, karyawan dapat menyeimbangkan tugas dan tanggung jawab sebagai karyawan, terlebih lagi memperhatikan batas waktu penyelesaian tugas di bekerja.

Kata Kunci: ambiguitas peran, konflik peran, kelebihan peran, cyberloafing

INTRODUCTION

Research Background

Cyberloafing is the act of workers engaging in non-work-related activities during work hours, such as internet browsing, playing video games, and using social media (Lim, 2002). According to Lim (2002), the action

of a worker using the company's internet connection while their shift to visit non-work-related website pages for personal reasons is known as cyberloafing. This is in line with Blanchard and Henle (2008) that employees engage in cyberloafing utilize the internet for non-work-related purposes during working hours. They avoid work by exploiting modern technologies. For example, surfing the internet during work hours for reasons unrelated to work yet intended to avoid work (Sawitri, 2012).

Several factors that can increase the desire to do cyberloafing are Role Ambiguity, Role Conflict, and Role Overload. Unguren and Arslan (2021) define role ambiguity as a circumstance in which there is a lack of information, insufficient information, or misunderstanding in realizing the expectations given about the function allocated to a worker. Employees will engage in cyberloafing when they lack the data required to carry out their roles accurately as well as effectively. The cause of role ambiguity can result in separate obstacles in carrying out a job because feelings of discomfort, confusion and uncertainty arise. An employee or employees are compelled to overcome these feelings by accessing the internet but their interests are not for groups or organizations, but for their own interests (Carito and Sulistyan, 2021:134).

Dale and Fox (2008) describe role conflict as the degree of contradiction between tasks, norms, or policies and others. Employees that are experiencing role conflict will have to deal with multiple roles at the same time (Robbins, 2005). This occurs when an employee feels pressured to comply with role requirements, which can make it difficult to comply with other role requirements. Or it can be said, an employee is in a situation where two or more conflicting role expectations (Sawitri, 2012). An employee who experiences role conflict will experience stress. When an employee experiences stress at work, they will try to find ways to get out or deal with the stress they feel, one way is to do cyberloafing (Blanchard and Henle, 2008). Role conflict can cause stress, discomfort, and dissatisfaction for individuals who experience it.

When an employee is expected to accomplish more than their time allows, this is referred to as role overload. According to Henle and Blanchard (2008), role overload is a situation where employees must do more than they should in a certain period. Furthermore, Virick, Lilly, and Casper (2007) believe that role overload causes severe physical and psychological exhaustion. Role overload, indicates a level where work demands exceed the capabilities of employees and other resources, as well as a situation where employees are unable to complete the planned workload (Febriyanti, 2012). So sometimes to divert their minds from role overload, employees tend to do cyberloafing.

Cyberloafing behavior is not a behavior that should be taken lightly, especially if employees are faced with heavy work or have a lot of work so the employee diverts work by doing cyberloafing. Researchers chose PT. United Tractors, Tbk Manado Branch as a research site, because it uses a computerized system connected to the internet to carry out work in all divisions. Also based on pre-research through a short interview with one of the employees who works at PT. United Tractors, Tbk Manado Branch. The employee stated that all work activities at this company could be made easier with an internet connection in the form of Wi-Fi. Moreover, PT. United Tractors Tbk (UNTR), is the leading and largest distributor of heavy equipment in Indonesia, providing products from world-renowned brands such as Komatsu, UD Trucks, Scania, Bomag, Tadano, and Komatsu Forest. PT. United Tractors Tbk Manado Branch which has advanced technology, every employee has skills in working both in the field and outside the field, this company also has an internet connection in the form of Wi-Fi and other technology such as computers that can be used by employees both during breaks and during hours. Work. From this, researchers are interested in studying whether, with all the resources provided by the company, employees tend to engage in cyberloafing behavior which is influenced by several things, namely role ambiguity, role conflict and role overload. So, the researcher decided that the topic of this research was "The Influence of Role Ambiguity, Role Conflict, and Role Overload on the Cyberloafing Behavior of PT Employees. United Tractors Tbk Manado Branch"

Research Objective

The objectives of this research can be described by the researcher as follows:

1. To find out the influence of role ambiguity on employee cyberloafing behavior partially.
2. To find out the influence of role conflict on employee cyberloafing behavior partially.
3. To find out the influence of role overload on employee cyberloafing behavior partially.
4. To find out the influences of role ambiguity, role conflict, and role overload on employee cyberloafing behavior simultaneously.

Human Resource Management

Human resource management, according to Desler (2013), is the process of obtaining, training, evaluating, and rewarding people, as well as adhering to their labor relations, health and safety, and justice concerns. Employee-oriented, with an emphasis on maximizing individual abilities and motivation through consultation with the workforce, the HRM model results in a high level of commitment to the company's strategic goals (Damodar et al., 2020:19).

Cyberloafing Behavior

Lim (2002) defines cyberloafing as the act of employees using company internet access for personal purposes during working hours. Emailing jokes, surfing non-work-related sites, online shopping, instant chatting, posting to newsgroups, and downloading music are all examples of internet activities (Henle and Blanchard, 2008). Employees are more likely to adopt cyberloafing as a coping mechanism when they believe there are few, if any, consequences for doing so (Henle and Blanchard, 2008).

Role Ambiguity

Suari and Rahyuda (2022:2213) state that when employees does not know enough about their assigned roles, they will experience mental stress due to demands that exceed employee's resources, which in turn causes employees to access the Internet for personal gain during work hours, this is known as role ambiguity. According to Schmidt, role ambiguity arises from a lack of information and, as a result, a loss of clarity in specific professional positions, leaving employees confused about their roles, employment goals, and responsibilities (Sutarmin, Nurmayanti, and Hermanto, 2022).

Role Conflict

Hardiani, Rahardja, and Yuniawan (2017) stated that role conflict can be defined as a conflict that arises as a result of not fulfilling a role because someone must carry out another role at the same time, and will cause other roles to not be fulfilled. Role conflict, according to Rosen *et al.*, refers to incorrect requirements and expectations that employees receive from their superiors or colleagues (Karimi et al., 2014:36). When employees discover that fulfilling one role can make it difficult to fulfill another, the outcome is an increase in internal tension and frustration among employees (Lonteng, Kindangen, and Tumewu, 2019).

Role Overload

According to Budiasih, work overload is a condition where a person has a lot of workloads but is not under capacity and available time (Dewi et al., 2021:58). Role overload occurs when an employee has too much work to do under the pressure of a very tight schedule (Herdiati, Sujoso, and Hartanti, 2015:184). Stress at work can be caused by increased workload, the emergence of conflicts among workers, and the setting of high-achievement goals, either directly or indirectly (Ahmad, Parawansa, and Jusni, 2019:78). In line with Bolino and Turnley (2005), role overload occurs because an employee has too much work to do under the pressure of a very busy schedule and not according to his abilities.

Previous Research

Sutarmin, Numayanti, and Hermanto (2022) proved four hypotheses about the effect of Role Ambiguity and Role Conflict on Cyber-loafing and Job Stress, respectively. Using a positivist paradigm approach emphasizing causal relationships, primary data was collected on all population members totaling 78 employees or by the census. Meanwhile, secondary data was obtained from documents available at the Office of Communication, Information, and Encryption, East Lombok Regency. Data collection tools used questionnaires in the form of closed questions and interviews to conduct in-depth interviews. The collected data was then processed using descriptive and inferential statistics as a Partial Least square. The results showed that all hypotheses proved to have a positive and significant effect. It means that the higher the Role Ambiguity and Role Conflict perceived by the employees, the higher the cyber-loafing behavior shown. On the other hand, if the value is lower. In addition, the higher the role ambiguity and conflict, the higher the job stress the employees feel.

Ahmad, Parawansa, and Jusni (2019) analyzed the influence of Role Ambiguity, Role Conflict and Role Overload on performance Clerk Mediated Behavior Cyberloafing on Bureau of academic and General University of West Sulawesi. This research approach is the quantitative approach. The population in this study was a clerk in the Bureau of academic and General University of West Sulawesi. The source of the data used in this study i.e.,

primary data and secondary data. Data collection techniques applied is questionnaire and documentation. Data processing and analysis is carried out using the program SPSS (Statistical Product and Service Solution) version 25.0. As for the analysis is the analysis of the path (Path Analysis). The results of this study suggest that (1) there is a significant positive influence and role ambiguity, role conflict, and role overload, cyberloafing behaviour towards employees. (2) There is a significant negative influence and role ambiguity, role conflict, role overload, cyberloafing on performance and employees. (3) There is a significant negative influence and role ambiguity, role conflict and role overload, on performance clerk mediated cyberloafing behavior.

Nydia and Pareke (2019) investigated the dynamic of employee’s role in the work place, such as role conflict, role ambiguity, role overload, and its relation to the cyberloafing. The goal of the research is to test the effect of role conflict, role ambiguity, and role overload on cyberloafing. Eighty employees from a private company located in Bengkulu city chosen as sample frame of the research. The Multiple Regression Analysis was employed to test the research hypotheses. The research concluded that role conflict and role ambiguity affect the cyberloafing behavior positively, while the role overload affects the cyberloafing behavior negatively.

Conceptual Framework

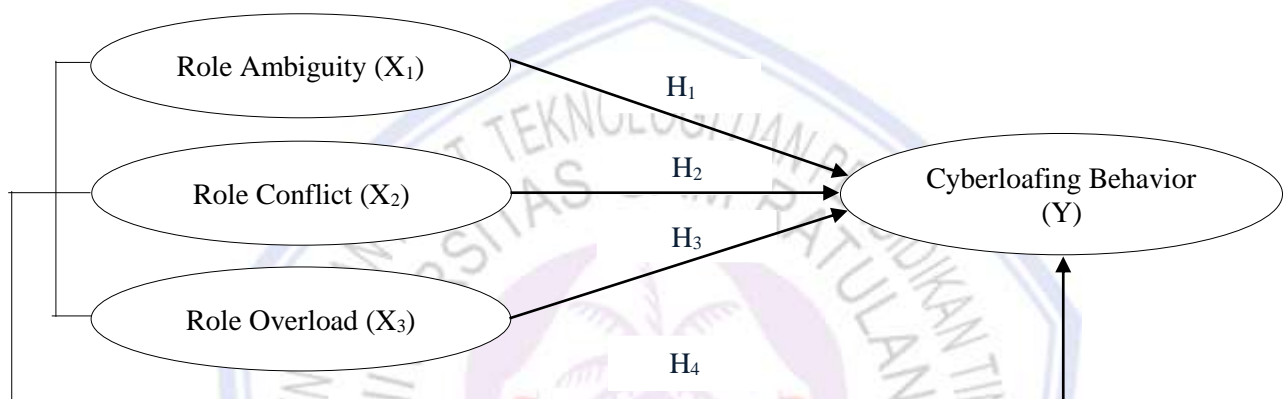


Figure 1. Conceptual Framework
 Source: Data Processed, 2023

Research Hypothesis

- H₁: Role ambiguity positively influence employee cyberloafing behavior
- H₂: Role conflict positively influence employee cyberloafing behavior
- H₃: Role overload positively influence employee cyberloafing behavior
- H₄: Role ambiguity, role conflict, and role overload positively influences employee cyberloafing behavior

RESEARCH METHOD

Research Approach

This study employs a quantitative research approach. The quantitative approach implies that the information or data provided is numerical in nature. According to Sugiyono (2013:8), quantitative research methods are research methods used to analyze populations or samples, data collecting is done with research instruments, and data analysis is quantitative/statistical, with the goal of testing prepared hypotheses.

Population, Sample Size, and Sampling Technique

This study's population consists of 50 employees from PT. United Tractors Tbk, Manado Branch, saturation sampling as the sampling technique. In this study, the researcher used research sample criteria, the criteria were employees who stayed at the office, accessed the company internet in the form of Wi-Fi, and used office computers. So, based on these criteria, 30 employees were selected as research samples who met the criteria. Meanwhile, the remaining 20 who do not meet the criteria are employees who stay on site. Roscoe suggested that a sample size greater than 30 and less than 500 is suitable for most behavioral studies (Sekaran and Bougie, 2016). So, the sample size for this study still meets the sample size guidelines.

Data Collection Method

Primary sources are the data sources used in this research, namely questionnaires. Primary sources are sources that provide data to data collectors directly.

Operational Definition of Research Variables**Table 1. Definition of Research Variables**

Variable	Operational Definition	Indicator
Role Ambiguity (X_1)	The ambiguity/uncertainty regarding job obligations and expectations on employee at PT. United Tractors, Tbk Manado Branch	<ol style="list-style-type: none"> 1. Insufficient authority regard to the tasks assigned 2. Unclear responsibilities 3. Does not know what is expected 4. Does not know the significant role of work in achieving goals 5. Unclear work procedures
Role Conflict (X_2)	A conflict that arises because of failing to fulfill a role because employee of PT. United Tractors, Tbk Manado Branch must fulfill another role at the same time, causing other roles to not be fulfilled	<ol style="list-style-type: none"> 1. Intrasender conflict 2. Intersender conflict 3. Person – role conflict 4. Inter – role conflict 5. Time – based conflict
Role Overload (X_3)	A situation where employee at PT. United Tractors, Tbk Manado Branch has a lot of work but is not at capacity or has enough time	<ol style="list-style-type: none"> 1. Work under deadline limits 2. Work under pressure 3. Handle duties that are too difficult 4. Doing unimportant duties 5. Inconsistent supervisor behavior
Cyberloafing Behavior (Y)	Employees of PT. United Tractors, Tbk Manado Branch that use their company's access to the internet during working hours for their own use	<ol style="list-style-type: none"> 1. Social activity 2. Informational activity 3. Recreational activity 4. Virtual emotional activity 5. Excessive cyberloafing

Source: Author, 2023

Validity and Reliability

Validity refers to the degree of agreement between the information in the research object and the authority that the researcher may report. The Pearson Product is used to assess the research's validity. A questionnaire is reliable if the responses of a person (respondent) to a statement are constant or stable throughout time.

Multiple Linear Regression Analysis

Multiple linear analysis is a tool for determining the direction and magnitude of the independent variables' influence on the dependent variable. This study looks at the relationship between Role Ambiguity (X_1), Role Conflict (X_2), and Role Overload (X_3) on Cyberloafing Behavior (Y). The equation for the multiple regression analysis used in this study is outlined below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu$$

Whereas: Y = Cyberloafing Behavior, β_0 = Constant, when all independent variables = 0, X_1 = Role Ambiguity, X_2 = Role Conflict, X_3 = Role Overload, $\beta_1, \beta_2, \beta_3$ = The regression coefficient of each variable, μ = Error term

RESULT AND DISCUSSION**Result****Validity and Reliability Test**

Validity testing was carried out using IBM SPSS Version 29 Program. To see whether all indicators of each variable in the questionnaire for this study are valid by looking based on $r_{\text{count}} > r_{\text{table}}$ of 0.361. Role Ambiguity (X_1), Role Conflict (X_2), Role Overload (X_3), and Cyberloafing (Y) have a r_{count} value greater than the r_{table} value that is 0.361. The significant level of each indicator of variables, also below the significant level of 5% or 0.05. It means that every indicator in the questionnaire in this research is valid and can be used for further analysis. The reliability test aims to see whether the questionnaire has consistency if the measurement is carried out with the

questionnaire being carried out repeatedly, if the value of Cronbach's Alpha > 0.6 means that the data is acceptable and indicates good internal consistency or considers that the data result is reliable. All the item has Cronbach Alpha's value greater than 0.6, which means that this measuring instrument is reliable and can be used for further analysis.

**Classical Assumption Test
Normality Test**

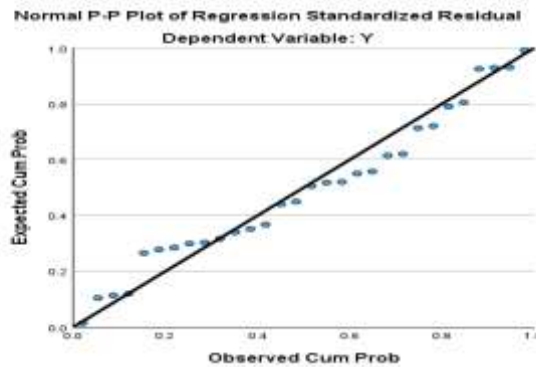


Figure 2. Normal P-Plot Graphic

Source: Data Processed, 2023

In Figure 2 above it can be seen that in the normal probability plot graph the dots spread along a diagonal line, and the spread is not too far or wide. In this case the graph shows that the regression model is normally distributed and is feasible to use.

Table 2. Kolmogorov-Smirnov Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.32694690
Most Extreme Differences	Absolute	.133
	Positive	.132
Test Statistic		-.133
Asymp. Sig. (2-tailed) ^c		.133

Source: Data Processed, 2023

Then, the normality of the research data also uses the Kolmogorov-Smirnov Test. In Table 4, the data in this study has a significance value of greater than 0.05 (0.186 > 0.05), which means that the data in this study are normally distributed.

Multicollinearity Test

Table 3. Multicollinearity Test Result

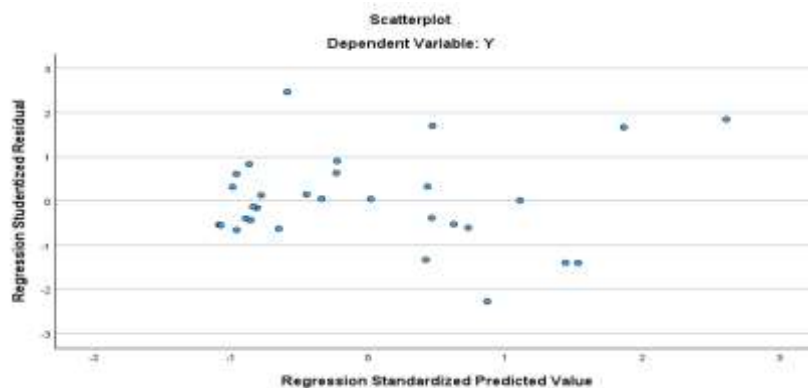
Model	Collinearity Statistics		Status
	Tolerance	VIF	
Role Ambiguity	0.275	3.635	No Multicollinearity
Role Conflict	0.181	5.514	No Multicollinearity
Role Overload	0.192	5.198	No Multicollinearity

Source: Data Processed, 2023

Table 3 shows that the variables role ambiguity, role conflict, and role overload, each have a tolerance value greater than 0.1 and a VIF value greater than 10. So, it can be concluded based on VIF or tolerance values, there is no multicollinearity in the regression model.

Heteroscedasticity Test

In Figure 3 the data points spread above and below or around the number 0, the dots do not only gather just above or below, the spread of the data points does not form a wavy pattern widens then narrows and widens again. Thus, it can be concluded that there is no heteroscedasticity problem.

**Figure 3. Scatter Plot Result**

Source: Data Processed, 2023

Multiple Linear Regression Analysis**Table 4. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.846	1.303		3.720	<.001
Role Ambiguity	.284	.168	.473	1.693	.102
Role Conflict	.012	.149	.028	.083	.935
Role Overload	.081	.141	.192	.577	.569

a. Dependent Variable: Cyberloafing

Source: Data Processed, 2023

The result in the Table 4 can be shown through the regression equation as follows:

$$Y = 4.846 + 0.284X_1 + 0.012X_2 + 0.081X_3 + e$$

The unstandardized beta coefficients value will be explained below.

1. The constant value of 4,846 is positive, which means that the constant value shows the positive effect of the independent variables X_1 , X_2 , and X_3 on the dependent variable, namely Y, which means that if the value of Role Ambiguity (X_1), Role Conflict (X_2), and Role Overload (X_3) increases, the value of Cyberloafing Behavior (Y) will also increase.
2. The regression coefficient of Role Ambiguity (X_1) is 0.284, this is the magnitude of Role Ambiguity's contribution to Cyberloafing Behavior.
3. The regression coefficient of Role Conflict (X_2) is 0.012, this is the magnitude of Role Conflict's contribution to Cyberloafing Behavior.
4. The regression coefficient of Role Overload (X_3) is 0.081, this is the magnitude of Role Overload's contribution to Cyberloafing Behavior.

Coefficient of Determination**Table 5. Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 ^a	.443	.378	3.514

Source: Data Processed, 2023

Based on the output above on the adjusted R square value is 37%, another 63% of the cyberloafing variable (Y) is influenced by other variables apart from the role ambiguity (X_1), role conflict (X_2), and role overload (X_3) variables.

Hypothesis Testing**T-Test (Partially)****Table 6. T-Test Result**

	Model	t	t _{table}	Sig.	Status
1	(Constant)	3.720		< 0.001	
	Role Ambiguity	1.693	2.055	0.102	Rejected
	Role Conflict	0.083	2.055	0.935	Rejected
	Role Overload	0.577	2.055	0.569	Rejected

a. Dependent Variable: Cyberloafing

Source: Data Processed, 2023

Based on the T-test results in table 6, it can be explained as follows:

1. The t_{count} of Role Ambiguity (X_1) is 1.693 and t_{table} is 2.055, means $t_{\text{count}} < t_{\text{table}}$ (1.693 < 2.055) with the significant level is 0.102 which is 0.102 > 0.05. It means that Role Ambiguity (X_1) does not influence the Cyberloafing Behavior (Y). The first hypothesis (H_1) that states Role Ambiguity positively influence employee Cyberloafing Behavior is rejected
2. The t_{count} of Role Conflict (X_2) is 0.083 and t_{table} is 2.055, means $t_{\text{count}} < t_{\text{table}}$ (0.083 < 2.055) with the significant level is 0.935 which is 0.935 > 0.05. It means that Role Conflict (X_2) does not influence the Cyberloafing Behavior (Y). The second hypothesis (H_2) that states Role Conflict positively influence employee Cyberloafing Behavior is rejected
3. The t_{count} of Role Overload (X_3) is 0.577 and t_{table} is 2.055, means $t_{\text{count}} < t_{\text{table}}$ (0.577 < 2.055) with the significant level is 0.569 which is 0.569 > 0.05. It means that Role Overload (X_3) does not influence the Cyberloafing Behavior (Y). The third hypothesis (H_3) that states Role Overload positively influence employee Cyberloafing Behavior is also rejected

F-Test (Simultaneously)**Table 7. F-test Result**

		ANOVA ^a				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	254.878	3	84.959	6.882	.001 ^b
	Residual	320.989	26	12.346		
	Total	575.867	29			

a. Dependent Variable: Cyberloafing

b. Predictors: (Constant), Role Overload, Role Ambiguity, Role Conflict

Source: Data Processed, 2023

Table 7 shows the result of F-test in ANOVA output using the level of significance of 5% ($\alpha = 0.05$). On the table, the significant level is 0.001 < 0.05 and the value of F_{count} from the table above is 6.882, with F_{table} is 2.98. The result shows that 6.882 > 2.98, that means each independent variable of Role Ambiguity (X_1), Role Conflict (X_2), and Role Overload (X_3) influences Cyberloafing Behavior as dependent variable simultaneously. The fourth hypothesis (H_4) that states Role Ambiguity (X_1), Role Conflict (X_2), and Role Overload (X_3) positively influence employee Cyberloafing Behavior (Y) is accepted.

Discussion**The Influence of Role Ambiguity on Cyberloafing Behavior**

The results of this study indicate that role ambiguity does not influence employee's cyberloafing behavior at PT. United Tractors, Tbk Manado Branch. The researcher's first hypothesis, the role ambiguity positively influence employee cyberloafing behavior, is rejected based on the results of the t-test. There is no relationship between role ambiguity and cyberloafing because most employees at PT. United Tractors, Tbk Manado Branch do not feel the role ambiguity that drives them to cyberloafing. This is because employees really understand function and Standard Operating Procedures (SOP) that must be carried out to complete tasks so that employees do not experience role ambiguity. If seen based on the characteristics of the working period of respondents with the majority working period of more than 5 year, it makes employees have experience in working and really understand what responsibilities they carry. As for testing whether there is minimum role ambiguity, the researchers distributed additional questionnaires in the form of an online Google form regarding whether they felt stress that prompted them to do cyberloafing. Because role ambiguity is part of work stressors, so if role ambiguity

occurs then employees feel stressed and seek relaxation, such as cyberloafing. From the results of this questionnaire, most employees say they do not feel stressed, they also do not cyberloaf when they feel stressed, instead, they feel happy and does not feel pressured by the work they are doing. Also, the indicator statement "I feel unsure about the responsibilities and expectations of my position" has the highest Strongly Disagree score of 40%, it can be concluded that employees know the responsibilities and expectations of their position well. In the end, this research sample failed to prove the existence of role ambiguity which could influence cyberloafing. Through the result of this study, all employees have a good work ethic, so as not to harm the company with counterproductive activities such cyberloafing during work hours. This study contradicted to Sutarmin, Numayanti, and Hermanto (2022) that Role Ambiguity influences cyber-loafing behavior.

The Influence of Role Conflict on Cyberloafing Behavior

The results of this study indicate that role conflict does not influence employee cyberloafing behavior at PT. United Tractors, Tbk Manado Branch. Therefore, the second hypothesis in this research, the role conflict positively influence employee cyberloafing behavior, is rejected based on t-test results. In this study population show no effect between role conflict and cyberloafing because there was minimal role conflict in this study sample which prompted them to do cyberloafing. That means superiors and colleagues know each other's obligations, authority, and character very well, and there is good communication between them so that role conflicts rarely occur. Employees can divide their time to be able to balance the completion of tasks from one role to another, so role conflicts rarely occur that affect employees doing cyberloafing. As for proving whether there is indeed a small possibility of role conflict occurring, the researchers distributed additional questionnaires via the Google form, which shows that even though employees felt stressed, it did not affect them using the company's internet/wi-fi. If seen from the characteristics based on age, most were aged 26-30 years. Where this age, according to researcher is an age with a mature level of thinking, which means being able to complete tasks independently without relying on others. Through the results of this study, it can be concluded that the organizational structure at PT. United Tractors, Tbk Manado Branch is very clear and properly implemented by employees so that role conflict does not influence employee cyberloafing behavior. Employees understand who they report to and who is responsible for what, so that there is no conflict between roles. This study contradicted to Sutarmin, Numayanti, and Hermanto (2022) that Role Conflict influences cyber-loafing behavior.

The Influence of Role Overload on Cyberloafing Behavior

The results of this study indicate that role conflict does not influence employee cyberloafing behavior at PT. United Tractors, Tbk Manado Branch. The researcher's third hypothesis, role overload positively influence employee cyberloafing behavior, is rejected based on the results of the t-test. There is no influence between role overload and cyberloafing behavior, this is because role overload is minimal among employees at PT. United Tractors, Tbk Manado Branch. Role overload can encourage employees to feel stressed, because stressed employees tend to cyberloaf to relieve stress. So, based on additional questionnaires distributed by researchers regarding whether employees feel stressed which makes them think about cyberloafing. Most employees answered that when they feel stressed, they do not choose to cyberloaf. Minimal role overload occurs because from this research the researcher also found that, the company had implemented work limits, namely from 8 am to 5 pm. The company assigns tasks to employees by considering the employee's capacity and skills. Within this working period the company ensures that their workload is balanced and realistic. By setting rational work limits, companies can help increase employee productivity by allowing them to focus more on tasks that support company goals. That means the employees of PT. United Tractors, Tbk Manado Branch knows to what extent they can be expected to work within the given working hours. If seen from the level of education, most of them are Bachelor's graduates, which according to researchers, people who have undergone higher education often have better organizational and multitasking skills, so they can manage multiple tasks more efficiently. Also, in the indicator statement "Most of my time is spent completing tasks that are not important or irrelevant" 50% answered Disagree, which means that the tasks carried out by employees are all important to complete, if consider the working time provided by the company, then employees will focus more on work rather than cyberloafing. In the end, this research sample proves that role overload does not influence employee's cyberloafing behavior. Role overload may be one factor that influences individual motivation at work, but it does not always cause cyberloafing behavior directly. This study contradicted to Ahmad, Parawansa, and Jusni (2019) that role overload influences employees cyberloafing behavior.

The Influence of Role Ambiguity, Role Conflict, and Role Overload on Cyberloafing Behavior

Role ambiguity, role conflict, and role overload can increase cyberloafing behavior among employees of PT. United Tractors, Tbk Manado Branch. Taken together, the three independent variables of this study can influence cyberloafing behavior, because based on the previous explanation, the variables of role ambiguity, role conflict, and role overload occur minimally in the research sample, which is employees of PT. United Tractors, Tbk Manado Branch, but if look at the combined effect of these three variables, it can trigger cyberloafing behavior. Nonetheless, 63% of the cyberloafing variable is influenced by other variables outside of the Role Ambiguity (X_1), Role Conflict (X_2), and Role Overload (X_3) variables. Although partially X_1 , X_2 , and X_3 does not influence cyberloafing behavior, the influences can appear simultaneously when other variables are considered in the analysis. So, the fourth hypothesis of this research which is role ambiguity, role conflict, and role overload positively influences employee cyberloafing behavior, is accepted based on F-Test results. At the end, the results of the study show that role ambiguity, role conflict, and role overload influences employee cyberloafing behavior. Which means if role ambiguity, role conflict, and role overload occur together, employee cyberloafing behavior will emerge, and if role ambiguity, role conflict, and role overload does not occur together, then employee cyberloafing behavior will not occur.

CONCLUSION AND RECOMMENDATION**Conclusion**

The following conclusions are:

1. Role Ambiguity does not influence the employee Cyberloafing Behavior.
2. Role Conflict does not influence the employee Cyberloafing Behavior.
3. Role Overload does not influence the employee Cyberloafing Behavior.
4. Role Ambiguity, Role Conflict, dan Role Overload influences employee Cyberloafing Behavior.

Recommendation

The following are suggestions from the author for employees at PT. United Tractors, Tbk Manado Branch, and suggestions from the author for further researchers.

1. Hopefully employees can increase and maintain their understanding of responsibility for their current positions, employees can balance their duties and responsibilities as employees and as other roles outside of being employees in the PT. United Tractors, Tbk Manado Branch, and even more so pay attention to the deadline for completing tasks in the office.
2. Hopefully employees can better understand how important it is to know the factors that encourage them to do cyberloafing, which can have an impact on their performance and productivity which will be detrimental to the Company.
3. To make the findings even more diverse and comparable, additional research may be conducted in populations with different respondent object research. This would allow a more thorough analysis of the influence of Role Ambiguity, Role Conflict, and Role Overload on Employee Cyberloafing Behavior.
4. It is hoped that further research by future researchers will be carried out by expanding the research sample and understanding more deeply about the factors that might influence the level of cyberloafing at PT. United Tractors Manado Branch. This can include qualitative research to gain deeper insight into employee perceptions

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