

Impact of Organizational Justice, Abusive Supervisor, and Self-Control on Cyberloafing Behavior During Covid 19 Pandemic with Work Stress as a Mediation Variable: Study on Travel Companies in South Jakarta

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Abstract

During the Covid-19 pandemic, the travel industry was one of the most significantly impacted and the office operation mostly using an internet for their offices activity purpose. Therefore, it creates opportunities for employees to use the internet not for office purposes but for their needs. This kind of activity is called as cyberloafing behavior. In the other hand, In Indonesia, many company have made rules regarding the prohibition of cyberloafing. Cyberloafing behavior often trigged by sense of officer needs like organizational justice, abusive behavior from manager, and self-control of the employees. This study is to analyze the impact of organizational justice, abusive supervisor, and self-control on cyberloafing behavior with work stress as a mediation variable. This study is descriptive research with quantitative method. The sampling technique uses a non-probability sampling with convenience sampling method by distributing questionnaires to 198 employees in travel companies in South Jakarta. Data were analyzed by using Structure Equation Modeling based on Partial Least Square at 95% confidence level. Work stress found as a mediator between organizational justice, abusive supervisor, self-control and cyberloafing behavior, but does not mediate relation between organizational justice, abusive supervisor, and self-control. Therefore, organizational justice has a significant influence on cyberloafing behavior.

Keywords

Cyberloafing, Organizational, Self-control, Behavior, Stress

1. Introduction

In the last decade, the development of the internet which is supported by the advancement of technology is developing very fast. This makes an opportunity for every company to use and develop technology from the internet to support office activities. Unfortunately, this also creates opportunities for employees to use the internet for non-office purposes. Employees can ignore office activities and do other activities with office internet facilities, for example they can use the office internet to open social media such as Instagram, play video games, watch movies, and listen to music. This counter-productive activity is called cyberloafing. Cyberloafing is an employee activity that utilizes the company's internet facilities during working hours for non-productive purposes (Lim, 2020).

During the pandemic, internet usage increased by 19.3% with an average digital access of 11.6 hours per day. Reporting from www.republika.co.id (2021), productivity during work will decrease by an average of 25.83% to 36.5% caused by cyberloafing. Cyberloafing provides benefits for the perpetrators, namely it can reduce work stress and fatigue at work (www.republika.com). Some of the good advantages of cyberloafing behavior such as relieving boredom, stress, or fatigue, increasing job satisfaction, employee happiness. On the other hand, cyberloafing has a negative impact on employee productivity. Based on the news www.detik.com (2021) it was reported that recently one of the staff of the shinkansen (Japanese bullet train) received warnings and criticism by Japanese supervisor and

netizens for playing games at work. Cyberloafing in this case is very dangerous for the lives of passengers considering that recently there have been many terrible cases that have occurred in the train industry in Japan. From this case we can see how cyberloafing also have a negative impact during working hours. Problems regarding cyberloafing behavior are still a gray area in office life. Cyberloafing can provide creativity to employees, increase job satisfaction, and reduce fatigue while working (Derin and Gökçe, 2016), but if it is done by employees continuously, it will have a negative impact such as decreased productivity during work.

There are so many conditions that cause an employee to do cyberloafing activity. Currently, some of organizations in the office make rules for their employees by limiting access to internet usage. This rule is intended for employees not to use office facilities for personal purposes. On the same time this rule encourages someone to do cyberloafing (Henle & Blanchard, 2020). From the prohibition, it can encourage judgments from employees that trigger their organizational justice. Organizational justice is an employee's view of the justice they get while working at the organization (Cropanzano, 2015). This encouragement is caused because employees feel the organizational injustice that they get because their superiors can enjoy facilities that they cannot get (Robbins and Judge, 2018). Based on that rule, the prohibition on cyberloafing encourages employees' desire to do cyberloafing.

Bad relationships with supervisors in the office can also encourage employees to do cyberloafing. Tepper (2017) explains that bad relationships with abusive supervisors can provide encouragement for employees to carry out activities that can harm the company, one of which is cyberloafing behavior. Employees who receive abusive treatment tend to retaliate and this can be detrimental to the company. This can have an impact in the form of hostility and abuse of office for the supervisor himself. Employees who receive abusive treatment can carry out activities that do not directly have bad impact on the company such as cyberloafing (Tepper, 2017). A bad relationship with a supervisor who gives abusive behavior is one of the factors driving an employee to cyberloaf.

To prevent cyberloafing behavior, apart from having to obey the rules made by the office, employees themselves must have good self-control. The importance of self-control and feelings of guilt before committing a bad act is important (Arli & Leo, 2017). Failures in self-control when in a rule there is a mismatch between individual desires and applicable rules such as the prohibition of cyberloafing. People who are not able to control themselves will get out of control and carry out activities that should not be done (Arli & Leo, 2017). When someone is unable to resist the urge to cyberloaf, then surely that person will continue to do it.

During the Covid 19 pandemic in Jakarta, many employees at the travel company experienced work stress. Starting from pressure from companies to stay sustainable, workloads, bad environmental conditions, employee health, and various other bad things during the pandemic causing the level of work stress of employees in the travel company to be high. Work stress is a condition where an employee feels high emotional fatigue caused by pressure during workhour and after workhour (Robbins and Judge, 2018). When someone experiences work stress, that person will experience a decrease in performance and can withdraw from the work he is doing (Yeik, Soh, & Chew, 2017). In addition to providing fatigue, people who experience work stress will get mental illness caused by emotional and mental exhaustion (Robbins and judges, 2018). In previous studies it was known that high levels of work stress can encourage a worker to do cyberloafing (Lim, 2020) The higher the stress level of a worker, the higher a person's urge to cyberloaf (Henle & Blanchard, 2020).

Based on the description above, this research will analyze about the impact of organizational justice, abusive supervisors, and self-control on cyberloafing behavior with work stress as a mediating variable. This research was conducted at a travel company in Jakarta during the Covid-19 pandemic.

1.1 Objectives

The objectives on this research are:

1. To know the influence of organizational justice on cyberloafing behavior
2. To know the influence of abusive supervisor on cyberloafing behavior
3. To know the influence of self-control on cyberloafing behavior
4. To know the influence of work stress on cyberloafing behavior
5. To know the influence of organizational justice on cyberloafing behavior through the mediating role of work stress

6. To know the influence of abusive supervisor on cyberloafing behavior through the mediating role of work stress
7. To know the influence of self-control on cyberloafing behavior through the mediating role of work stress

2. Literature Review

2.1 Organizational Justice

Robbins and Judges (2018) explains that organizational justice is a form of describing how employees are treated in office. Organizational justice is the overall perception of what is fair in the workplace, like how an individual is treated within the company fairly, equitably, and in accordance with expected moral and ethical standards. Cropanzano (2015) explains that Organizational justice is a person's psychological view of someone where he judges a justice he gets through the scope of the organization in where he works. When the worker feels that he is being treated fairly in the institution where he works, he will get satisfaction with what he has done in the office. Workers who feel satisfaction from the justice they get, will reciprocate by applying an improved performance, and relatively lower levels of work stress (Cropanzano, 2015). It can be interpreted that organizational justice is a form of employee action that focuses on evaluating the justice that he gets while working in the office. Organizational justice focuses on understanding where employees feel what they have received by managers and decision making in a company in treating them as workers (Robbins & Judge, 2018). According to Robbins and Judge (2015), there are three dimensions of organizational justice, as follows:

- a. **Distributive Justice:** perceptions of fairness in the amount and award of rewards received between individuals or employees. This refers to the perception that employees have about the perceived fairness of the results they receive in the organization
- b. **Procedural Justice:** perceptions of fairness in the decision-making process used to determine outcomes or rewards distributed to individuals or employees. Procedural justice refers to employee perceptions of fairness in the company towards the rules and procedures that govern activities in the office
- c. **Interactional Justice:** perceptions of fairness on how a person treats others at work. This includes how an employee interacts with other employees

In previous studies it was found that organizational justice has a positive influence on cyberloafing behavior (Oosthuizen, Rabie, & De Beer, 2018). This is because employees who are treated fairly will feel comfortable especially because they can use the office facilities for their needs.

H1: organizational justice has positive and significant impact on cyberloafing behavior

H5: organizational justice has positive and significant impact on cyberloafing behavior through the mediating role of work stress

2.2 Abusive Supervisor

Abusive supervisor is the dark side of leadership where the leader treats their employees badly (Tepper, 2017). This supervisor's abusive behavior can include throwing anger at employees, criticizing employees publicly, and blaming their employees inappropriately. The impact of abusive supervisors can cause hatred and hostility with employees, and this is not a good thing. The consequences of employees who experience abusive behavior from their superiors are not physically visible but will give employees a sense of hatred towards their supervisor (Tepper, 2017). Based on social exchange norms, when employees get bad treatment, they will tend to reciprocate the treatment from their superiors (Coetzee & Dyk, 2018). But taking retaliatory actions openly will have a bad impact on career continuity for employees (Tepper, 2017). Employees will tend to retaliate against their superiors indirectly such as cyberloafing during working hours (Coetzee & Dyk, 2018). Abusive supervisors are not an ethical attitude because this has a negative impact on employees, both verbal and non-verbal violence (Tepper, 2017). this action will make the working relationship bad and employees who continue to be treated abusively will tend to choose to turn over from their jobs (Coetzee & Dyk, 2018). In a previous study by Lim, Koay, & Chong (2020) it was found that abusive supervisors affect cyberloafing behavior positively and significantly. Therefore, the hypothesis of this variable is:

H2: abusive supervisor has positive and significant impact on cyberloafing behavior

H6: abusive supervisor has positive and significant impact on cyberloafing behavior through mediating role of work stress

2.3 Self-Control

Self-control is the ability of an individual to control themselves when they want to do something (Arli & Leo, 2017). It is also a person's moral ability to move themselves. This aims to prevent themselves from doing something bad when faced with a choice. A self-control is often faced with an inconvenience to the individual. When a person has the ability to control himself well, then he will prevent to do bad actions. However, self-control has a different capacity for each person to control the actions they take (Arli & Leo, 2017). When a person has exceeded their capacity for self-control, then he or she will perform actions that he or she should not do. De Boer (2015) gives an example when someone is faced with an activity that is not fun but is a must for him so if he does it then he manages to control himself. Self-control is a moral muscle capable of moving people to control themselves. The stronger they control themselves, the stronger they control themselves.

De Boer (2015) describes the form of self-control into two, as follows:

1. Stop Control is a form of self-control where an individual can withdraw from something interesting. people who can stop control will choose not to do this. For example, when an employee receives a notification from his social media, the employee can control himself not to open the notification because he is on work hours. When in stop control mode, the employee will refrain from opening his social media. However, when he holds back too long, he will experience stress and curiosity and will slowly open it. Stop control is a form of short-term control. Because it only can be hold in short-term, if it is held for too long, that person will do something that he has been holding back for a long time
2. Start Control is the opposite of stop control. Start control is a form of self-control in which an individual chooses to do work that is not interesting but beneficial for himself. For example, an employee chooses to do his job rather than procrastinating

From here we can see that when someone has poor self-control, he will continue to do activities that should be prohibited

H3: self-control has positive and significant impact on cyberloafing behavior

H7: self-control has positive and significant impact on cyberloafing behavior through mediating role of work stress

2.4 Cyberloafing

Cyberloafing is the actions of employees who intentionally use the office internet facilities during working hours for personal purpose (Lim, 2020). The definition of cyberloafing is expanded by Henle and Blanchard (2020) as internet usage activities carried out by employees who use computer-based technology (including smart phones and tablet computers) during working hours where the activity is considered as counter-productive activities. Some examples of activities that can be classified as cyberloafing in the office are watching videos, playing games, opening social media, downloading music or movies, opening, and sharing news on the internet, and others. The act of cyberloafing is carried out voluntarily by employees and is a bad habit. This is also classified as an activity that can interfere with office activities. P. Lim, Koay & Chong (2020) considers cyberloafing to be a dangerous act and is a bad act for abusing facilities in the workplace. Previous studies explain that cyberloafing can increase work innovation. However, cyberloafing has more negative impacts on work activities in organizations.

Henle & Blanchard (2020) explains that there are two categories of cyberloafing, as follows:

1. Minor Cyberloafing: opening news on internet, watching videos or movies, playing video games, listening to music, browsing an internet, and the others
2. Serious Cyberloafing: open a gambling website while working, open porn websites while working

2.5 Work Stress

Robbins and Judge (2018) explain the notion of work stress is stress experienced by employees where this condition arises from interactions between humans and work. If work stress occurs continuously, employees will experience emotional exhaustion. This has a negative impact on employees in the form of decreased concentration at work (Robins & Judge, 2018). Work stress that is too high can cause a decrease in work productivity and if it is not reduced, it will cause psychological disorders and decreased physical health (Koay, Soh, & Chew, 2017). Work stress is a condition where the company's demand for human resources is high, but the high demand for human resources requested by the company does not match the emotional conditions of the workers that cause discomfort to employees

(Henle & Blanchard, 2020). Koay, Soh, & Chew (2017) explained that work stress raises negative emotions such as anxiety, irritation, and fatigue caused by the work that must be done by employees. Not only affects psychological conditions, work stress in addition to disturbing the state of mind also affects physical conditions. The higher the work stress level of an employee, the lower his performance due to stress from work (Henle & Blanchard, 2020).

Robbins and Judge (2018) explains the factors that can cause work stress into five factors, as follows:

1. Workload, is a factor caused by the intensity of the workload received by employees when working during working hours and outside working hours
2. Position demands is factor related to the pressure of a person's role in an organization. A person who has a higher position is required to do the best possible job because of the demands of his position
3. Pressure from other individuals, is a factor that arises from the encouragement of other employees. Coworkers can be partners at work and very helpful. However, it can be a source of added stress at work
4. Organizational structure is a factor in the condition of the organizational structure determined by the company. A good organizational structure can make work more organized. However, a poor organizational structure makes its own burden for each division and individual
5. Organizational leadership is a factor that arises from supervisor. The behavior of supervisor in treating their employees can be a source of work stress. Supervisors will continue to demand good work and minimize mistakes as much as possible. The nature and style of leadership is also diverse. Poor leadership style puts pressure on employees

People who experience work stress will feel emotional exhaust against him so that he will try to withdraw from the source of the stress he is facing. One form of withdrawal that can be done by workers while at the office is cyberloafing (Lim, 2020)

H4: work stress has positive and significant impact on cyberloafing behavior

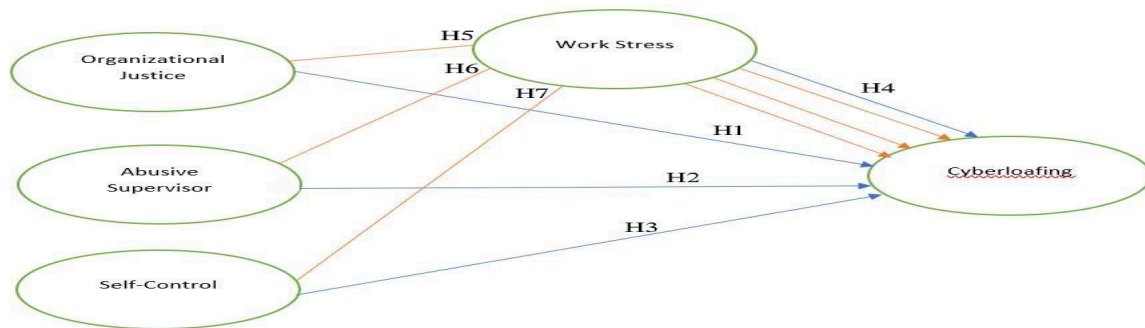


Figure 1 Research Framework

3. Methods

This study is descriptive research with quantitative method. The sampling technique uses a non-probability sampling with convenience sampling method by distributing questionnaires to 198 employees in travel companies in South Jakarta. Data were analyzed by using Structure Equation Modeling based on Partial Least Square at 95% confidence level. The questionnaire technique is used to obtain data related to the research variables with arranged in the form of a closed statement with 5 alternative answers using a Likert Scale.

4. Data Collection

The source people are 198 travel company employees in South Jakarta (females 152 employees and males 46 employees) in the range of age from 22 to 30 years. All the employees have completed bachelor's degree. Most of the employees have worked for the travel company for 2 years. Most of them worked as an operation staff and the others work as back-office staff.

5. Results and Discussion

5.1 Average Variance Extract (AVE)

Based on the data presented in Table 1, that the AVE value of abusive supervisor, cyberloafing, self-control, organizational justice, work stress, variables is > 0.5 , thus, it can be stated that each variable has a good discriminant validity (Ghozali & Latan).

Table 1. Average Variant Extract (AVE)

Variable	AVE
Abusive Supervisor	0.812
Cyberloafing	0.624
Self-Control	0.682
Organizational Justice	0.674
Work Stress	0.622

5.2 Composite Reliability

Based on the data presented in Table 2, composite reliability of >0.7 is considered satisfactory (Ghozali & Latan, 2015). Based on result on table, it can be stated that each variable has good composite reliability.

Table 2. Composite Reliability

Variable	Composite Reliability
Abusive Supervisor	0.983
Cyberloafing	0.985
Self-Control	0.976
Organizational Justice	0.934
Work Stress	0.971

5.3 Cronbach Alpha

Based on the data in Table 3, the cronbach alpha value of each variable is > 0.7 . If a variable has a reach cronbach alpha > 0.7 , it can be declared reliable (Ghozali & Latan, 2015).

Table 3. Cronbach Alpha

Variable	Cronbach Alpha
Abusive Supervisor	0.912
Cyberloafing	0.938
Self-Control	0.950
Organizational Justice	0.946
Work Stress	0.969

5.4 Path Coefficient and Specific Indirect Effect

Based on the data presented in Table 4 and 5 biggest path coefficient value is the effect of organizational justice on cyberloafing which is 0.368

Table 4. Path Coefficient

Variable	Original Sample
Abusive Supervisor -> Cyberloafing	0.038
Abusive Supervisor -> Work Stress	0.148
Self-Control -> Cyberloafing	-0.136
Self-Control -> Work Stress	-0.189
Organizational Justice -> Cyberloafing	0.368
Organizational Justice -> Work Stress	-0.067
Work Stress -> Cyberloafing	-0.181

Table 5. Specific Indirect Effect

Variable	Original Sample
Self-Control -> Work Stress -> Cyberloafing	0.407
Organizational Justice -> Work Stress -> Cyberloafing	0.762
Abusive Supervisor -> Work Stress -> Cyberloafing	0.426

5.5 Hypothesis Testing

In testing the hypothesis, it can be done by looking at the T-statistics and P-Value. Hypothesis testing using the T-statistic value used is 1.96. The criteria for accepting the Hypothesis when T-Statistics is greater than 1.96. To accept the hypothesis using the P-Value then the P-value is less than 0.05 (Ghozali & Latan, 2015).

Table 6. Hypothesis Testing Result

Hypothesis	Correlation	T-Statistics	P-Values	Results
H1	Organizational Justice -> Cyberloafing	3.303	0.001	Accepted
H2	Abusive supervisor -> Cyberloafing	0.251	0.802	Rejected
H3	Self-control -> Cyberloafing	1.010	0.313	Rejected
H4	Work stress -> Cyberloafing	1.601	0.601	Rejected
H5	Organizational justice -> Work stress -> Cyberloafing	0.303	0.762	Rejected
H6	Abusive Supervisor -> Work Stress -> Cyberloafing	0.796	0.426	Rejected
H7	Self-Control -> Work stress -> Cyberloafing	0.829	0.407	Rejected

From the Table 6 above it can be seen that:

1. The effect of organizational justice on cyberloafing has a P value of 0.001 or less than 0.05 and T-Statistics of 3.303 or more than 1.96. It can be said that organizational justice has a positive and significant effect on cyberloafing.
2. The effect of abusive supervisor on cyberloafing has a P value of 0.802 or more than 0.05 and T-Statistics of 0.251 or less than 1.96. It can be said that abusive supervisor has a positive but not significant effect on cyberloafing.

3. The effect of self-control on cyberloafing behavior has a P value of 0.313 or more than 0.05 and T-Statistics 1.010 or less than 1.96. It can be said that self-control has a negative and not significant effect on cyberloafing.
4. The effect of work stress on cyberloafing behavior has a P value of 0.601 or more than 0.05 and T-Statistics 1.601 or less than 1.96. It can be said that work stress has negative and not significant effect on cyberloafing.
5. The effect of organizational justice on cyberloafing through work stress has a P value of 0.762 or more than 0.05 and T-Statistics of 0.303. It can be said that work stress can't help to significantly mediate the effect of organizational justice on cyberloafing.
6. The effect of abusive supervisor on cyberloafing through work stress has a P value of 0.426 or more than 0.05 and T-Statistics of 0.796. It can be said that work stress can't help to significantly mediate the effect of abusive supervisor on cyberloafing.
7. The effect of self-control on cyberloafing through work stress has a P value of 0.407 or more than 0.05 and T-Statistics of 0.829. It can be said that work stress can't help to significantly mediate the effect of self-control on cyberloafing.

6. Conclusion

The research showed that organizational justice affects cyberloafing behavior. This is based on the results of the hypothesis test where an organizational justice has significant effect on cyberloafing behavior. It means, when employees feel they have been treated fairly in the office, the higher the chances of them to do cyberloafing. This indicates that during the Covid 19 pandemic, travel company employees in South Jakarta on average get good treatment while working in the office. The high use of electronic devices and the internet during the pandemic has made employees working in travel companies able to take advantage of office facilities to cyberloaf at the office when they feel bored or tired due to limited application requests to travel abroad. This is considered fair for travel company employees because they still must work when there is little request for their services during the pandemic. On the other hand, the results of hypothesis test showed that abusive supervisor, self-control, and work stress have not significant effect on cyberloafing behavior. This is because while working during a pandemic, travel company employees when they get abusive treatment by supervisors, they choose to work seriously rather than cyberloaf. Work stress cannot mediate the three variables. This is because there are few applicants who use their services, and their workload becomes more less so that's why travel company employees feel less stressed about their work. this research was applied to a travel company in South Jakarta during the covid 19 pandemic so that if this research was applied in different places and conditions, it might get different results.

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Biographies

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Yenita studied Economics S3 with a concentration in Service Management at Trisakti University and completed her doctoral education in Business Law at Pelita Harapan University. Yenita has been a lecturer at the Faculty of Economics, Tarumanagara University, Jakarta since 2004. Currently, Yenita is the Manager of Academic Planning and Development at the Directorate of Learning at Tarumanagara University. Yenita is also active as a teaching staff in several master's study programs, both at Tarumanagara University and at several other large private campuses in Jakarta. Several fields of study that Yenita has taught to date include: Operation Research, Financial Management, Operational Management, Feasibility Study, Marketing Management, Human Resources Management, Product Development, Quality Management, Supply Chain Management, Project Management, Service Operation Management, Finance Management, Business Ethics, Mathematics, Statistic, Macro Economics, Micro Economic, Budgeting, International Business, Organizational Behavior, Leadership, Investment & Portfolio, Merger & Acquisition, Quantitative Method, Managerial Economic, Strategic Management, Service Management, Business Ethics, Legal Drafting, Corporate Strategy & Restructuring.