

## Cyberloafing Behavior and Self Control on the Performance of Islamic Clinic Employees: Organizational Commitment as Mediation



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**ABSTRACT:** The purpose of this research was to discover the contribute of mediating organizational commitment in the influence of cyberloafing behavior and self-control on the performance of clinical staff at the Islamic Clinic in Purwokerto. The sample used is all members of the population totaling 131 employees. The results of the analysis show that cyber-laoafing has no impact on employee performance, while self-control has a significant impact on employee performance. Organizational commitment affects organizational performance. Research shows that cyberloafing and self-control have an impact on organizational commitment. Research proves that organizational commitment can mediate the effect of cyberloafing and self-control on organizational performance.

**KEYWORDS:** theory of planned behavior, cyberloafing, self-control, organizational commitment, employee performance, clinical staff

### I. INTRODUCTION

The effort to achieve the national development goals referred to in the 1945 Constitution, namely achieving a level of justice and prosperity for the people of Indonesia, the government requires competent apparatus in carrying out development and governance tasks effectively and sustainably. Therefore, improving the performance of human resources (HR) is considered an important priority in improving the quality of public services and must be continuously improved to meet various demands of society (Susanto, 2018). Bagis et al. (2019) in an organization must be able to create an atmosphere or situation that certainly encourages and creates employee conditions that allow in improving normal abilities and skills

Busro (2018) Performance is the success of employees in an organization both in terms of individuals and groups, who hold on to authority and responsibility with inclusive empowerment, vision, mission, and success of the goals of each organization based on ability, perseverance, independence, not breaking the law, and in accordance with ethical morals. Monica and Maharani (2020), the success of a performance is a key parameter of the success of the organization as a whole. To fulfill the duties and functions of public servants, the internet is used as a tool to help the work process of employees (Wahyuni et al., 2020).

Positively, with the rising technological advances, it has an influence on the productivity of each employee, such as increasing accessibility to important information, tasks can be completed quickly, and of course increasing collaboration in various ways (Mercado et al., 2017). Komang et al ( in Putri, 2022) Technology has developed significantly where in principle technology is able to serve information needs on time, efficiently and on target.

The internet is the biggest change in people's lives with all the information needs provided and internet users are not limited. Ease of access to information as well as supporting efficiency and effectiveness is the ability of the internet to complied the passive needs of society state from Greenfield (in Mirza et al., 2019) The use of the internet causes counterproductive behavior where in this case the internet provides various sites, sending and receiving a personal electronic message, thus making one's attention divided and reducing the existence of cognitive resources to carry out work obligations. Askew ( in Mirza et al., 2019) Cyberloafing itself is the behavior of an employee when using the internet on a computer, desktop, mobile phone, or tablet during working hours and is not available relationship with work.

Significantly the use of the internet in organizations has an impact on the work done. The impact caused is a positive impact and a negative impact. On a positive impact, the availability and accessibility of information on the internet makes it easier for an

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organization to communicate with other organizations better. Internet can help employee to increasing productivity cause they can work faster and smarter aimed at increasing productivity (Chen et al., 2008).

According to Roman and Tapia, the negative impact of the internet on employees is that it is used for personal gain (in Mirza et al., 2019). Cyberloafing is defined as the behavior of using the internet and technology for deviant activities, such as playing online games, updating personal blogs / websites during working hours, checking and responding to personal email. (Weatherbee, 2010). Other forms of disadvantages of using the Internet in organizations use other forms, such as sending e-mail that contains elements of harassment and abusiveness (Drolet, 2000). This behavior accordance with technology where certain things can change quite quickly, such as text messaging, twitter and blogs (Bee, 2010). In this case it is referred to as cyberloafing behavior.

Robbins (in Sofyanty, 2019) Cyberloafing is an organizational internet use behavior carried out by employees with personal purposes during working hours. Cyberloafing behavior usually occurs when employees use the internet for entertainment, buying and selling stocks, shopping, or internet activities that have nothing to do with work. Employment and cyberloafing can be counterproductive which can affect the quality of work and lower employee performance ratings, but it can also have an adverse impact on employee promotion. Robinson and Bennett in (Gaya & Alshusibi, 2020) Internet abuse is deviance in the workplace by voluntarily violating norms, regulations, policies, thus neglecting goals, thereby posing a threat to the welfare of an organization. In addition to cyberloafing, organizational commitment has a role as the indicator that can have an impact on employee performance (Busro, 2018). The will, perception, and commitment of every individual who has commitment in the organization shown by each individual with effort, determination and confidence so that the vision, mission and goals to be achieved are part of the organization's commitment. Creating a conducive working atmosphere for employees is important in organizational commitment so as to create an efficient and effective organization in operating (Wahyuni et al., 2020). (Kawiana, 2020), in organizational commitment, there are three important things. First, there is a high eagerness to participate in the organization. Second, the emergence of willingness to do in the interests of the organization more. Third, the emergence of beliefs, acceptance of values and clear organizational goals.

Another indicator that can give impact employee performance is self-control. According to Ernawati et al in (Santoso, 2022) the ability of each individual to regulate their behavior is self-control, with the ability to regulate individual behavior can reduce behavior that has a negative impact on themselves and the organization. The internal factor that drives the emergence of cyberloafing and the rate of decline in organizational commitment in achieving high performance goals is self-control behavior. Paramitha and Wahyuni (2019), each individual can regulate their own behavior and prevent the urge to take accomplish that are not in according to existing dictate in the workplace. So that it has an impact on achieving the goals of each organization which can harm the organization itself.

The purposes of this research is to analyze the impact of cyberloafing and self-control on the performance of clinical staff at an Islamic clinic in Purwokerto by placing organizational commitment as a mediating variable. The phenomenon found at the research location is that work is delayed because of some employees often access the internet during working hours for things that are not related to their main job. This causes the completion of some work to be delayed. Clinical services act as the first level of health services which must have good performance in order to provide excellent service to the community. The expectation of this research is to be applied as material for taken into consideration in determining performance appraisal policies and using internet access during working hours and providing management input to determine the level of self-control of clinical employees while working.

## II. THEORITICAL REVIEW

### Social Exchange Theory (Social Exchange Theory)

According to Blau (1964) social exchange theory states that all forms of human relations are based on the principle of subjective benefit costs and consideration of various alternatives. In this theory it involves trust and is based on the principle of reciprocity. Social exchange theory is often used in the context of organizations and human resources to understand and improve the quality of the relation between employees and their organizations. Specifically, this theory is widely applied to explain the antecedents or initial things that encourage positive attitudes and behavior of employees towards the organization where they work (Afrianty & Putriwahyuni, 2020).

### Deviant Workplace Behavior (DWB)

According to Robinson and Bennet (in Astuty & Danupranata, 2021), Deviant Workplace Behavior (DWB) or known as deviant workplace behavior in Indonesian is intentional employee behavior in the workplace that violates organizational norms and can affect the welfare of employers, workers and the organization as a whole. DWB occurs when employees ignore or do not comply

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with jurisdictional boundaries to fulfill workloads. This deviant behavior is not only detrimental to the organization, but can also damage its image. (Harisur et al., 2018).

### Employee performance

Performance comes from actual performance or job performance which has the meaning of actual achievement of a task completed by someone. (Mandacan & Aco, 2021). According to Andayani and Tirtayasa (2019) performance is the result of quality employment such as tasks assigned to employees with full responsibility. Moehariono in Wahongan et al., (2021) defines performance as success in carrying out an activity or policy to accomplish organizational goals, means, vision, and mission as outlined in the organization's strategic plan. The performance indicators used are understanding of duties, innovation, work speed, work accuracy, cooperation (Rizal Nabawi, 2021). Performance is defined as a willingness of individuals or groups to carry out activities in accordance with their responsibilities so that they succeed in getting what is expected (Bagis, 2022).

### Cyber loafing

Blanchard and Henle (2008), The activity of accessing the internet with the aim of personal use of employees via computers, mobile phones and tablets during working hours is a definition of cyberloafing. According to Sani and Suhana (2022) Cyberloafing is any activity using the internet that is related to employee personal matters such as their hobbies or any form of recreational obtained from the internet with the aim of eliminating boredom. Meanwhile, the indicators used to measure cyberloafing behavior are email and browsing activity (Sofyanty, 2019).

### Organizational Commitment

The concept of organizational commitment refers to a person's commitment to the organization, namely the individual's willingness to exert all efforts for the benefit and desire of the organization to achieve the expected goals, for example sustainability maintained (Bae, 2021; Kmiecik, 2021; Sani & Ecowati, 2020). Organizational commitment is the full and direct involvement of existing members, both cognitive and affective. According to Ayodele et al. (2020), organizational commitment is an attitude of continuous focus on the organization and employee loyalty to the organization. There are three indicators of organizational commitment used (Putro, 2018) are affective commitment, normative commitment and continuity on commitment. The result of good loyalty is to build employees who have strong loyalty to remain in the organization because they know the organization and feel bound to remain part of the organization in achieving organizational goals. This of course can improve employee performance (Bagis et al., 2019).

### Self Control

Ernawati, et al., (2021) explained that self control or self control is a psychological variable that includes the individual's ability to regulate behavior, desired and unwanted information, and regulate procedures based on what they believe. Widyaningrat (2015) argues that self control is human behavior in self-regulation in terms of success or failure. All humans have the ability to control themselves in making good decisions or to avoid even bad things. With self-control, individuals can better direct their behavior and resist the urge to do things outside the rules of the workplace (Paramitha & I. Wahyuni, 2019). With indicators of behavioral control (consisting of the ability to regulate the execution and capability to modify stimulus) and cognitive control and decision control.

### Cyberloafing Behavior and Self Control on Employee Performance

The counterproductive act of employees using their company's internet access for purposes outside of working hours is the definition of cyberloafing (Lim, 2002; Aybasa & Abdullah, 2020). Meanwhile, employee performance is an assessment that is carried out systematically to be able to find out the results of employee work (Wahyuni et al., 2020). According to the research results of Rika Wahyuni et al.(2020), Syed et al. (2020) and Abid et al., (2020) found that cyberloafing has a significant and negative effect on employee performance. This is because high cyberloafing behavior can cause a reduction of employee performance and conversely, low cyberloafing behavior can increase employee performance. Setting limits on the of using internet for personal interest can minimize the occurrence of cyberloafing which can delay and hinder work. This is supported by Catarina Cori Paramitha & Wahyuni (2019) and Ernawati et al. (2021) in their research found that cyberloafing has a negative impact on employee performance. The results of a different study conducted by Sitorus et al. (2019), Monica & Maharani (2020), Aybass & Yiđit Gungör (2020) and Moningkey & Franksiska (2020) who found that cyberloafing has no impact on employee performance because employees find it difficult to leave work which can cause regret. Although researchers have different views on the results of the study, based on this research it is suspected that there is an impact between cyberloafing and employee performance, so the research hypothesis is as follows.

Averill in Ernawati et al., (2021) defines self-control or self-control as a psychological variable which includes the ability of individuals to regulate behavior, information, and regulate procedures and actions based on what they believe. According to Budiarti and Pratama (2022) linking good employee self-control can give influence on their performance at work. The result is

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suitably with the results of research conducted by Ernawati et al., (2021); Lestary and Herianto (2022); and Paramitha and Wahyuni (2019) which state that there is a positive and significant effect of self-control on employee performance.

H1: Cyberloafing has a positive effect on employee performance

H2 : Self-control has a positive and significant effect on employee performance

### Cyberloafing Behavior and Self Control on Organizational Commitment

Cyberloafing is the act of an employee accessing personal interests by using his company's internet access. (Lim, 2002). While organizational commitment can be referred to as employees who have a eagerness to stay in a particular organization, strive for organizational goals (Luthans, 2006). Research by Fahad & Kistyanto (2021) shows that cyberloafing has a positive effect on organizational commitment because cyberloafing is an act of behavior that is not expected in the workplace. Furthermore, according to Aladwan et al.(2021) also found that cyberloafing affects.

Organizational commitment because in general, cyberloafing behavior arises when employees have the notion that their organization is being unfair. The provision of policies and restrictions on internet access can control internet use in the workplace which is expected to have an impact on increasing organizational commitment. The level of possible employee involvement in the use of personal internet access at work will be smaller if the employee is committed to the organization because it will show positive behavior in order to accomplished organizational goals. Based on this explanation, it can be concluded that cyberloafing has a positive effect on organizational commitment, so the research hypothesis is as follows.

H3: Cyberloafing has a positive effect on organizational commitment.

H4: Self Control has a positive effect on organizational commitment.

### Organizational Commitment on Employee Performance

Organizational commitment can be referred to as an employee who has a strong desire to remain in a particular organization, accordance with organization desires, and believe in values and goals of organization (Luthans, 2006). While performance is the ability to complete each task and responsibility given to someone based on ability, experience and sincerity (Rivai et al., 2008). Based on research by Aguinike et al. (2018), Jufrizen et al. (2018), Sitorus et al. (2019), Soomro & Shah (2019), Violita (2020) and ika Wahyuni et al. (2020) found that organizational commitment has a positive and significant influence on employee performance. This shows that the higher the company's organizational commitment, the higher the performance of its employees because when employees are highly committed to the company, the employee will show good quality, more totality in work and show positive behavior in order to achieve organizational goals. Based on this explanation, it can be summed that organizational commitment has a positive impact to employee performance, so the hypothesis in this study is: as follows.

H5: Organizational commitment has a positive effect on employee performance.

### Organizational Commitment Mediating Cyberloafing and Self Control on Employee Performance

Research owned by Fahad & Kistyanto (2021) found that cyberloafing has a positive effect on organizational commitment because policies and restrictions on the internet can control internet use in the workplace which is expected to give influence on increasing organizational commitment. The low levels of cyberloafing behavior in the office will improve employee performance because cyberloafing can cause employee performance to decrease(Abid Muhtarom et al., 2021). The level of cyberloafing behavior will decrease when employees are committed to their organization because employees will show positive behavior and avoid behavior that will harm their organization and will try to work harder to achieve organizational goals and have a great desire to continue working in an organization. Based on this explanation, the hypothesis in this study is as follows.

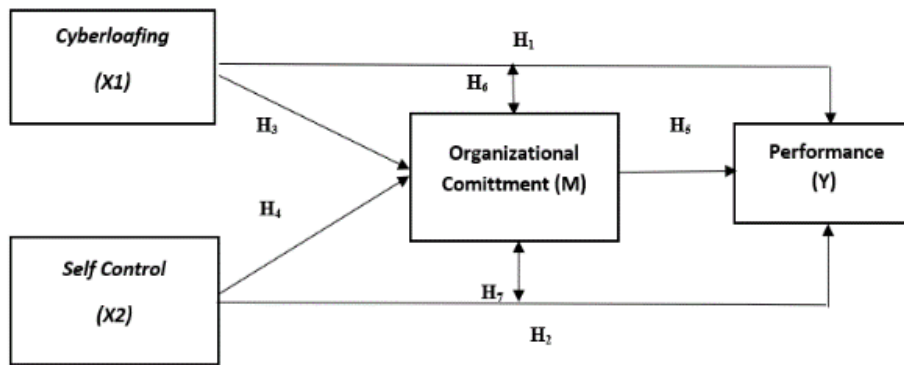
Hurriyati (2017) cyberloafing is the use of the internet in organizations or companies that are deliberately used by employees during working hours for activities that have nothing to do with work. Currently the need for the internet and technology has become a basic human need. The term cyberloafing is briefly described as using internet for personal needs in the work environment. Lim in Olajide (2018) states that states that cyberloafing is categorized as internet misuse which is defined as an intentional act by employees using company internet access during work hours to browse non-work related sites for personal and checking purposes (including receiving and sending). According to Meyer and Allen (2000) Organizational Commitment is part of the psychological construct which is characteristic of the relationship between members of the organization and its organization. Yusuf and Syarif (2018) stated Organizational commitment is an attitude of employee loyalty to the organization by remaining in the organization, having no desire to leave the organization for any reason and having the desire to help achieve organizational goals. Research conducted by Okto, et al (2014) found that there is a significant influence of organizational commitment on employee performance. However, research by Carmeli and Freund (2004) found that organizational commitment has no impact on employee performance. Organizational commitment is a person's attitude or behavior towards a organization that shows loyalty and accession of the vision, mission and goals of the organization.

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Hurlock (2012) Self-control is defined as how individuals control their own emotions and impulses. Ray (2011) said that in general, low self-control refers to the inability of individuals to hold back in doing something and ignore long-term consequences. Based on the description above, self-control can affect employee performance. Self-control of employees also greatly influences the creation of organizational commitment to employees in the company.

H6: Organizational commitment can mediate the influence between cyberloafing on employee performance

H7: Self control can mediate the influence between cyberloafing on employee performance



Picture 1  
Analysis Model

### III. METHOD

This research is a quantitative study and the population of clinical staff at the Islamic Clinic is 131 people. The sampling technique uses saturated samples so that all members of the population are used as research samples. Research data were obtained from respondents through questionnaires which were distributed directly while primary data were obtained from institutional managers.

PLS analysis is used in this study to provide answers to the proposed hypotheses. The response rate was 100%, which means that all questionnaires were collected and feasible to be processed. Here we present an overview of the respondents.

Table 1. Demography

No	Description of Respondents	of	amount	Presents (%)
1	Gender	Male	34	26,0
		Female	97	74,0
Total			131	100
2	Age	20-25	13	9,9
		26-30	38	29,0
		31-35	28	21,4
		Over Year	34	52
Total			131	100
3	Last Education	SMA	13	9,9
		Diploma (D3)	73	55,7
		Diploma (D4)	8	6,1
		Undergraduate (S1)	18	13,7
		Profession	19	14,5

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		Masters (S2)	0	0,00
Total			131	100
4	Working Time	Less than 1 year	23	17,6
		>1-4 years	28	21,4
		>4-7 years	12	9,2
		>7-10 years	15	11,5
		More than 10 years	53	40,5
Total			131	100

From the data obtained it can be seen that most of the respondents were nurses and midwives so that the majority of respondents were female. Respondents with the age of 35 years amounted to 39.7%. The education of the majority of respondents is D3 (55.70%) and the majority of respondents have worked for more than 10 years.

### IV. RESULT

PLS analysis was carried out in two rounds. In the first round, the outer model value or loading factor was obtained which had a value below 0.5, so the second round was carried out.

**Table 2. Parameter Coefficient and Statistical Value**

	Original Sample	Sample Mean	Standar Deviation	T Statistics
<b>Cyberloafing</b>	0.855	0.855	0.893	0.626
<b>Employee Performance</b>	0.880	0.882	0.917	0.735
<b>Organizational Comitment</b>	0.190	0.190	0.056	3.379
<b>Self Control</b>	0.767	0.762	0.062	12.271

The reliability and validity test reveal the value of Cronbach alpha for all variables has a value of more than 0.7, including the composite reliability value and the AVE value. So proceed for further analysis.

**Table 3. Parameter Coefficient and Statistical Value**

	Original Sample	Sample Mean	Standar Deviation	T Statistics	P Value
<b>Cyberloafing-&gt; Employee Performance</b>	0.091	0.100	0.064	1.407	0.160
<b>Cyberloafing-&gt; Organizational Comitment</b>	0.269	0.274	0.062	4.348	0.000
<b>Self Control -&gt; Employee Performance</b>	0.190	0.190	0.056	3.379	0.001
<b>Self Control -&gt; Employee Performance</b>	0.767	0.762	0.062	12.271	0.000
<b>Self Control -&gt; Organizational Comitment</b>	0.603	0.606	0.067	9.069	0.000



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Table 4. Parameter Coefficient and Statistical Value

	Original Sample	Sample Mean	Standar Deviation	T Statistics	P Value
Self Control -> Organizational Comitment -> Employee Performance	0.115	0.115	0.038	3.028	0.003
Cyberloafing -> Organizational Comitment -> Employee Performance	0.051	0.051	0.018	2.803	0.005

The results of the analysis show that the first hypothesis is accepted which states that cyberloafing has no significant effect, because the p-value of cyberloafing behavior on employee performance exceeds 0.05 by 0.160. Different results are shown for the second, third, fourth and fifth hypotheses because the p-value is below 0.05. The hypothesis that self-control and organizational commitment have an influence on performance is supported. It is known from the results of the analysis that organizational commitment has an influence on organizational performance. The results also show that cyberloafing and self-control behavior affect organizational commitment. Regarding the mediating role, the results of the analysis prove that organizational commitment can mediate the influence between cyberloafing behavior and self-control on employee performance.

Based on the results of the research, it shows that the first hypothesis is accepted that cyberloafing has no significant effect on employee performance. According to Blanchard and Henle (2008) in Satria (2022) Cyberloafing is the activity of accessing the internet via smart devices such as tablets, mobile phones and computers for the purpose of personal use of employees during working hours. When employees relatively use the internet for entertainment purposes and have nothing to do with work, then this problem can contribute to a decrease in productivity performance (Usmani and Sukarno, 2022). Cyberloafing behavior carried out by clinical staff at the Purwokerto Islamic Clinic has no effect on employee performance. Even though currently the puskesmas staff understand their duties and responsibilities, clinical staff at the clinic often still access the internet for things that are not related to work and not related to their duties and responsibilities. This research is in line with Ernawati et al., (2021) and Bagis et al. (2023) which proves that cyberloafing has no effect on employee performance.

Based on the results of the research, it shows that the third hypothesis is accepted that self-control has a positive and significant effect on employee performance. According to Widyaningrat (2014) in Pulungan and Rivai (2021) argues that self control is human behavior in self-regulation in terms of success or failure. All humans have the ability to control themselves in making good decisions or to avoid even bad things.

Currently clinical staff at the Purwokerto Islamic Clinic tend to obey the rules set by the puskesmas, because before they act they will think about the causes and effects of what they are going to do. This has a positive effect because employees will work more carefully so that their duties and responsibilities can be carried out properly. This research is in line with Lestary and Herianto (2022); Ernawati et al., (2021); and Budiarti and Pratama (2022) which prove that self-control has a positive and significant effect on employee performance.

Based on the research results indicated that the second hypothesis is rejected. Organizational commitment has a positive and significant impact on employee performance. Thus organizational commitment has a positive and insignificant effect on employee performance. According to Mayer and Herscovitch in Kawiana (2020) Organizational commitment is psychological strength and stability that keeps individuals together in an action related to organizational goals, and is a form of organizational loyalty. Organizational commitment is the will, perception, and individual commitment to commit and always be in the organization, which is shown by effort, determination, and belief that the shared vision, mission, and goals can be achieved (Busro, 2018). Currently the level of loyalty of agency employees is very high, this is due to support from superiors by providing a sense of trust and confidence about the value of loyalty to agencies, with a high level of commitment, employee performance will indirectly get better. The result of research is prove based on previous research by Sakti et.al (2020) and Putra et.al (2019) that organizational commitment has a positive and insignificant effect on employee performance.

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## V. CONCLUSIONS

Cyberloafing behavior provides scientific evidence that accessing the internet does not always influence on employee performance. This is because the leadership is capable to provide proper direction and supervision of internet access used by employees during working hours. This research is expected to be able to contribute to other research that examines the role of cyberloafing, self-control on performance by using organizational commitment as a mediating variable.

This research has limitations, because it was carried out only on one object, namely clinical staff at the Islamic Clinic in Purwokerto. Different results might be obtained if the research is carried out in other sectors such as the education and banking sectors. The research implications are expected to be used as substans for clinical management considerations for formulating policies and evaluating the performance of clinical staff in institutions.

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