

**THE MODERATION EFFECT OF COMMITMENT TO SUPERVISOR
AND INTERNET EXPERTISE ON WORK STRESSOR
AND EMPLOYEE CYBERLOAFING:
THE STUDY ON EMPLOYEE OF LOCAL GOVERNMENT OF
SURAKARTA**

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ABSTRACT

The aims of this study are to examine the effect of work stressor on employee cyberloafing, to examine the influence of the commitment to supervisor on employee cyberloafing, to examine the influence of work stressor on employee cyberloafing with commitment to supervisor as a moderating variable, and to examine the influence of work stressor on employee cyberloafing with internet expertise as a moderating variable. Through purposive sampling method, 199 samples were taken from employees of local government. The employees have an internet access when doing their task. Data analysis using hierarchical regression analysis show that hypothesis 1a, 1b and 3f were supported. The role ambiguity and role conflict has a significant positive effect on cyberloafing. It means, the higher the role ambiguity and the role conflict are, the higher employee cyberloafing will be. Further, the higher the employee overload is, the higher the employee cyberloafing will be if they have high internet expertise.

Keywords: *role ambiguity, role conflict, role overload, commitment, and cyberloafing.*

INTRODUCTION

The development of technology has gone beyond what most people have thought of. Moreover, information technology, especially internet has changed the way of organizations in doing their activity by offering efficient communication and enhancing access and distribution of information (Henle & Blancard, 2008). Internet has become an integrated part of every profession (Kay *et al.* 2009). Its

presence becomes the constructive resource that enables a company to reduce its cost, to have such a shorter cycle of production that helps spur the company's operation efficiency and effectiveness (Lim, 2002). Besides, internet is a technological instrument that leads to the development of significant opportunity and to the promotion of employee's productivity (Lim, 2005).

Other than the benefits obtained, internet also has negative influence on the organization. The employees that use internet can neglect their job responsibility. As an example, employees can access internet upon their working hours for the purpose of their own interest to avoid their duty, or to kill boredom, instead of the interest of organization. This is called cyberloafing. Cyberloafing refers to the use of organization's internet by the employees to access and send email upon the working hours on unrelated purposes (Lim, 2002). Such behavior includes *emailing jokes, surfing non-work-related Internet sites, online shopping, instant messaging, posting to newsgroups, and downloading music* (Henle & Blancard, 2009).

Employees do cyber loaf due to work stressor, role ambiguity and role conflict (Henle & Blancard, 2009). Stress is a dynamical condition when one is confronted with opportunity, constraints, or demands that are associated with one's expectation and of which result is uncertain and unimportant (Robins, 2005). In fact, a number of stresses are required in order to function normally, but when too high stress repeats, it can give a negative consequence such as high blood pressure, job dissatisfaction, and depressions (Henle & Blancard, 2009).

As quoted by Henle & Blancard (2009), the role ambiguity is an uncertainty of duty and expectation, the lack of instructions on appropriate working behavior, and the unpredictable job result. The role conflict refers to inconsistent demands in the work place, such as conflict between job demand and one's personal value, requests of workgroups and different supervisors, and organizational policy and job duties. Apart from this role ambiguity and role conflict, employees are also prone to expertise stressed as they are asked to do jobs that go beyond their expectation at a certain period of time (role overload).

A stressed employee will attempt to overcome it. One of the many ways of overcoming stress is doing cyberloafing. However, not

every employee does cyberloafing. Jackson & Rothmann (2006) stated that psychological resistance (psychological hardiness) can protect an individual from the stress effect interactively. This variable is an important variable in curbing stress. Commitment to the supervisor, which is defined as identification, emotional tie, and the subordinate's dedication to the supervisor (Chen *et al.* 2002) can be one aspect of psychological resistance. According to Siu in Henle & Blancard (2009), commitment is not only related with most of employee's psychic and physical outcomes, but also has moderation effect on the relationship of health stressor. The process of stress is dependable on the role of person in evaluating stressor, and commitment is this personal factor. The commitment moderation effect protects an individual from the stress negative effect. Therefore, an employee who is experiencing stress will engage in cyberloafing behavior, depending upon how strongly he/she is committed to his/her supervisors.

This research is considered important because there has not been any research on the influence of work stressor on the employee's cyberloafing with commitment to supervisor as moderating variable. Studies conducted by Khatibi *et al.* (2009) only correlated the work stressor with the commitment. Jackson & Rothmann (2006) correlated both variables with health and not with cyberloafing. Meanwhile, the study of Henle & Blancard (2008) included organizational punishment variable as moderating variable and not commitment. The preliminary research done shows that internet expertise has significant influence on cyberloafing. It indicates that employee's cyberloafing is dependable upon the internet expertise. Therefore, in this research internet expertise is also included as moderating variable.

The case of cyberloafing can take place in governmental institutions, either central or local. The study of information technology utilization for the government apparatus in

which through more thorough observation it is likely to occur can be observed through the research done by AFT Team (2002). Based on that research, it is known that information technology (digital facility) employed by the government will give quite significant benefits/additional values if the government apparatus is able to engage in the system of application of digital facilities. The expected result is the promotion of public service efficiency, effectiveness, and quality. It means the presence of digital facility for the government apparatus will not give a meaningful contribution if they are not able to utilize it properly and appropriately in accordance with their job description and workload.

The result of study in America shows that almost 40% of employees access internet while working, 88% of whom access it for non-job-related interest, then 66% of whom access it while working for ten minutes and at the average, for one hour each day (eMarketer in Henle & Blancard, 2008). Afterward, 82% of them send non-job-related email during working hours and 87% receive the same kind of email. Cyberloafing can result in the reduction of productivity as much as 30% up to 40% and can cause organization cost to magnify as much as 54 billion each year (Conlin in Henle & Blancard, 2008; Kay *et al.* 2009).

Based on the explanation of the phenomena, it can be drawn a discourse that leads to a problem that requires further study. The first, internet is an integral part of one's job (Kay *et al.* 2009). Somehow, the factual phenomenon shows internet utilization that is not in line with the organizational purposes (Sawitri, 2010). The second, the deviation of internet utilization has resulted in an unexpected magnified cost.

The impact of cyberloafing towards organization will be quite large unless it is soon alerted, and it is a new challenge to the management (Kay *et al.* 2009). So is it for the employees of local government of Surakarta who are likely to engage in cyberloafing, espe-

cially those whose job cannot be separated from accessing internet.

Based on the above-explained background, the problem formulation can be described as follows:

1. Whether work stressor has influence on employee cyberloafing.
2. Whether commitment to supervisor is influential toward cyberloafing behavior.
3. Whether commitment to supervisor and internet expertise are able to moderate the influence of work stressor toward employee's cyberloafing.

LITERATURE REVIEW AND HYPHOTHESIS DEVELOPMENT

1. Cyberloafing Behavior

Cyberloafing behavior is an employee's activity to access the company's internet for personal purposes during the working hours (Lim, 2002) or to utilize email and internet for personal interest during the working hours (Henle & Blancard, 2008). Cyberloafing is classified into two major forms, i.e.: minor cyberloafing (sending and receiving personal email upon working) and serious cyberloafing (online gambling, surfing adult-oriented web sites). Either forms of cyberloafing behavior (Blancard & Henle, 2008) represent a form of deviating/divergent production or deviating working behavior. Deviation at the workplace refers to voluntary activity done by member of organization that disturbs and gives negative influence on the organizational norms significantly like the prosperity of organization and/or its members (Lim, 2002).

The provision of internet, the production deviation of employee takes a new form. Employees are not only lazy in carrying out the jobs, but also reveal as if they worked hard, while actually, they access internet for personal interests and purposes (Lim, 2005).

There are eight factors that contribute to the employee's internet utilization for non-

organizational purposes, namely (Kay *et al.* 2009):

- a. Opportunity and Access. Internet constitutes a common instrument and wide-spreads at the working environment. It is an integral part of the working environment because every job desk can access it.
- b. Affordability. Giving opportunity to access internet makes it cheaper to utilize online service. Furthermore, employees can freely access it during working hours.
- c. Anonymity. Allowing (employees/users) to get involved personally in making choices without being captured by their supervisors, makes them feel comfortable for they do not have to make face-to-face interaction.
- d. Convenience. Interactive online application, like shopping, banking, bill management etcetera, provides easy ways for the employees to meet their needs temporarily while on duty.
- e. Escape. Giving gratification, like online gambling and cybersex, avoid stress and life tensions.
- f. Disinhibition. Allowing online users to access more rapidly will make them emotionally feel faster than the real world.
- g. Social acceptability. The perception on online activity has changed for the last ten years. The acceptance of online interaction, like ordering groceries, trading stocks, is part of technology acceptance.
- h. Longer working hours in the workplace. Many activities are directly done through internet in the workplace.

The study conducted by Kay *et al.* (2009) in America shows that non-job-related internet access activities are divided into five groups, namely: online shopping (30%); personal email (28%); online gaming (24%); job searching (12%); and copying software (6%).

As said by Henle & Blancard (2008), employees do cyberloafing due to the work stressor, like role ambiguity, role conflict, and role overloads.

2. Work Stressor

According to Robbins (2005), stress is a dynamic condition when one is confronted with an opportunity, constraints, or demands that are related to what they expect and of which results are perceived as uncertain and unimportant. Whereas Handoko (1994), asserted that stress is a tense condition that influences one's emotion, process of thought and condition. Stress is a normal psychophysical response toward occurrences in a much-demanding environment (Selye in Henle & Blancard, 2008).

Condition that causes the emergence of stress is called stressor. In this research, stressor is meant as one at the workplace, that is, role ambiguity, role conflict, and role overloads (Henle & Blancard, 2008).

a. Role Ambiguity

As quoted by Dale & Fox (2008), role ambiguity, which is defined as the degree of information clarity, is less relevant to the role expectation, methods in fulfilling the role expectation, and/or consequences of role performance. In order to help employees to carry out their job responsibility well, it necessitates explanation or information that have something to do with their tasks/duties. The role obscurity is related to the low concentration that will bring about the feeling of job threat toward the employee's mental and physical condition.

b. Role Conflict

Role conflict is defined as the degrees of disagreement between task, and human resources, regulation or policy, and other people (Dale & Fox, 2008). Employees that engage in role conflict will face various role expectations (Robbins, 2005). It hap-

pens when employees find out that the fulfillment of one role can result in the difficulty in fulfilling another role. In other words, employees experience a situation with two or more contradictory role expectations. The consequence of this role conflict is the elevation of employees' internal tension and frustration.

c. Role Overloads

Role overloads is defined as to what extent employees are asked to carry out the jobs that go beyond their capability in certain period of time (Caplan in Henle & Blancard, 2008). Employees that experience role overloads are inclined to have no time and are faced with deadlines. Role overloads are not only related to the amount of task and the limited time provision, but also related to the level of difficulty. Every employee that feels there are too much jobs to accomplish, and too various jobs to finish, and there is too little time to accomplish the jobs assigned, he/she is said to have quantitative overload. While role overloads which are related to the level of difficulty are called qualitative overload.

3. Commitment to Supervisors

Commitment has many targets or foci. It means, employees' commitment can be led to more than one target or foci. Other than directed to organizational target, there are others, like job, top management, supervisor, colleagues, work unit and customer, labor force union, and/or public in general (Becker, 1992; Becker *et al.* 1996; Reichers, 1985; Meyer *et al.* 1993; Chen *et al.* 2002). The swift of attention from the organization towards other targets reflects the natural evolution of commitment construct, namely, the general concept that has something to do with organizational goals and values, to the owner of goals and values, which are more specific, as multiple commitment target (Reichers, 1985). This approach is more realistic, projecting the nature

of organization-employee ties as the individual who experiences it.

One of the targets or commitment foci that has gained more attention recently is supervisor (Wong *et al.* 2002). Supervisors as proximal foci target psychologically will have more powerful effect on the employees' behavior than distal foci like organization (Lewin, in Becker & Kernan, 2003; Clugston *et al.* 2000). In most organizations proximal foci has primary responsibility in molding the norms of in-role behavior and has more effective ways in monitoring, giving rewards, and influencing behavior than distal foci, i.e. organization which is more abstract and global (Becker & Kernan, 2003). Therefore, in line with Lewin, as quoted by Clugston *et al.* (2000), a party which is closer to employees (supervisor) has more immediate and powerful influence on their attitudes and behaviors.

Commitment to supervisor is obscurely defined in literature and only a few researches have observed it so far (Wong *et al.* 2002). Nevertheless, according to Chen *et al.* in Wong *et al.* (2002), commitment to supervisor refers to subordinate's identification, emotional ties, and dedication to a particular supervisor. As one of the commitment foci, commitment to supervisor has recently developed, compared to commitment to organization, which has become attention since 1950-ies (Chen *et al.* 2002).

Employees with commitment to supervisor or superior tend to behave along with their direct superior's expectation. Their commitment to superiors will buffer them against stress effect in an interactive way so that they will not do things that are not in line with their superior's policy (Jackson & Rothmann, 2006).

According to Fishbein & Ajzen as quoted by Becker & Kernan (2003) stated that a particular attitude will have relation with behavior only as long as the target of attitude and behavior is the same. For example, one's

attitude to the supervisors is a better predictor to the supervisors. The application of the same ratio, for example, a commitment to certain target has implication on the target and not on the other target (Becker & Billing in Becker & Kernan, 2003).

4. The Influence of Work Stressor on Cyberloafing Behavior

Role ambiguity is one type of work stressors. It occurs when the availability of information required for certain organizational position does not suffice (Kahn *et al.* in Rizzo *et al.* 1970). The lack of information availability causes employees to experience confusion of what to do. Employees who experience this will attempt to overcome it. It can be done by solving the problem to avoid the source of stress, or by using defensive mechanism to change the reality, afterward their performance will not be effective (Rizzo *et al.* 1970). To distract from this unstable working atmosphere, employees tend to do cyberloafing (Henle & Blancard, 2008).

Another form of work stressors is role conflict. Role conflict represents the degree of disagreement among tasks, human resource, regulation or policy, and other people (Dale & Fox, 2008). Under such condition, employees undergo a condition with two or more contradictory role expectations. The expected employees' behavior is inconsistent. As a result, it will elevate the employees' internal tension and frustration, which afterward will cause the decrease of work satisfaction and organizational effectiveness (Rizzo *et al.* 1970). Likewise, the role ambiguity, employees with role conflict tend to do cyberloafing to distract their stress (Henle & Blancard, 2008).

Role overload is the third form of work stressor. Role overload is defined as to what extent an employee is asked to carry out job responsibility beyond their capability in a certain period of time (Caplan in Henle & Blancard, 2008). Employees with overload

role are inclined to have no time and faced with deadlines. Unlike role ambiguity and role conflict, employees with role overload tend a little to do cyberloafing. They are over-burdened with the amount of tasks to accomplish (Henle & Blancard, 2008).

Based on the previous bibliographical study and research outcome explanation, hypothesis can be formulated as follows:

Hypothesis 1a: Role ambiguity has positive influence on cyberloafing behavior.

Hypothesis 1b: Role conflict has positive influence on cyberloafing behavior.

Hypothesis 1c: Role overload has negative influence on cyberloafing behavior.

5. The Influence of Employee's Commitment to Supervisors towards Cyberloafing Behavior

Commitment to supervisor refers to the subordinate's identification, emotional ties, and dedications to a particular supervisor. Supervisor as proximal foci target psychologically will have more powerful effect on employees' behavior. In most organizations, proximal foci target has primary responsibility in molding in-role behavior and can be more effective in monitoring, giving rewards, and influencing behavior (Becker & Kernan, 2003). Therefore, in line with Lewin, as quoted by Clugston *et al.* (2000) party with closer emotional ties to its employee (namely supervisor) has more immediate and the strongest influence on their attitude and behavior. Employees with commitment to supervisor or direct superiors tend to behave in accordance with the superior's expectation. So that the higher the commitment of employees is, the less possibly the employees will do cyberloafing. This hypothesis can be formulated as the following:

Hypothesis 2: Commitment to direct supervisor has negative influence on cyberloafing behavior

6. The Influence of Work Stressor on Cyberloafing Behavior Moderated by Employees' Commitment to Direct Supervisor and Their Internet Expertise

The work stressor that the employees experience will result in the employee's strain (Henle & Blancard, 2008). Cyberloafing is one of many ways for the employees to avoid such strain. Somehow, it depends on one's psychological resistance.

The study conducted by Jackson & Rothmann (2006) results in a finding that psychological resistance (psychological hardness) buffers an individual against the stress effect in an interactive way. Commitment to direct supervisor is one aspect of psychological hardness. The process of stress depends on the *person's* role in evaluating stressor, and commitment is this person's factor. Commitment moderating effect protects an individual from the negative stress effect. That is why, employees who undergo stress will do cyberloafing depending upon how much they have commitment to their direct supervisors. On that spectrum, a hypothesis can be formulated as follows:

Hypothesis 3a: The influence of role ambiguity on cyberloafing behavior is moderated by employees' commitment to their direct supervisors.

Hypothesis 3b: The influence of role conflict on cyberloafing behavior is moderated by employees' commitment to their direct supervisors.

Hypothesis 3c: The influence of role overloads on cyberloafing behavior is moderated by employees' commitment to their direct supervisors.

Other than the factor of commitment, the factor of expertise in utilizing internet will determine the possibility for the employees to do cyberloafing (Sawitri, 2010). Employees who undergo work stress will do cyberloafing

depending on their expertise in utilizing internet. More specifically, employees who undergo work stress will have a tendency to do cyberloafing if they have higher internet expertise. So, the hypothesis is as the followings:

Hypothesis 3d: The influence of role ambiguity on cyberloafing behavior is moderated by internet expertise.

Hypothesis 3e: The influence of role conflict on cyberloafing behavior is moderated by internet expertise.

Hypothesis 3f: The influence of role overloads on cyberloafing behavior is moderated by internet expertise.

Such discourse can be described in the following research model:

RESEARCH METHODS

1. Population, Samples and Sampling

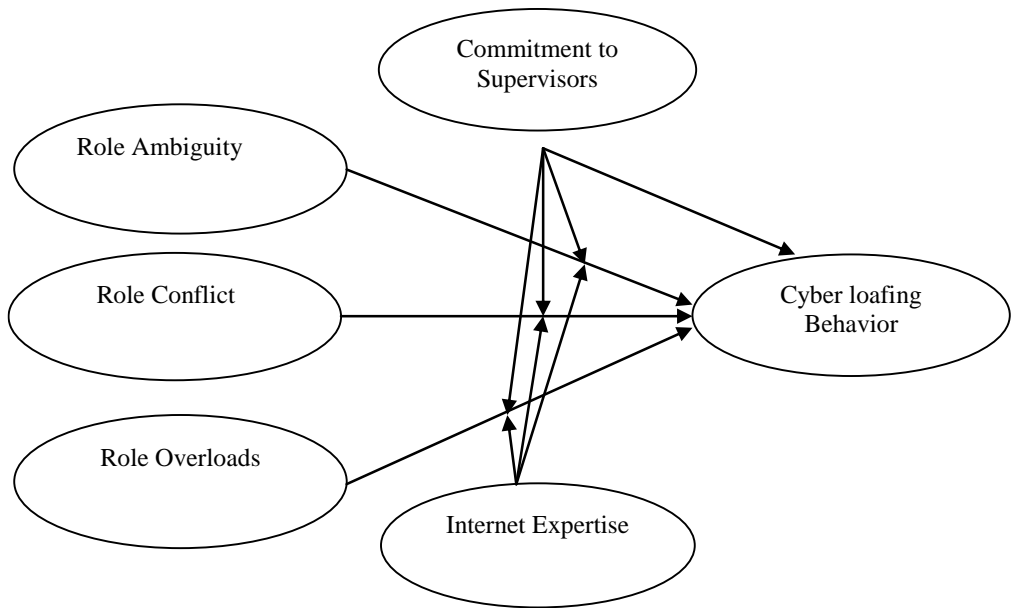
Population in this research is employees in Local Government of Surakarta. The amount of samples is 190 employees (Hair *et al.* 1998). It employs purposive sampling method, which is, choosing employees who fulfill certain criterion. The criterion is limited to the employees who carry out their job using computer facility that allows them to access internet.

2. Data Collecting

Data is collected through questionnaires distributed directly to the employees. The questionnaire consists of covert statements at the liker scale of 5 points, except for internet expertise variable.

3. Operational Definition and Variable Measurement

Operational definition and variable measurement is elaborated in Table 1 as follows:



Picture 1. Hypothesized Model of Variable Correlation

Table 1. Operational Definition and Variable Measurement

No	Variable Name	Operational Definition	Variable Measurement
1	Role Ambiguity	Condition in which employees feel that while working, there are not any work guidelines and clear goals.	Six question items taken from Rizzo <i>et al.</i> (1970)
2	Role Conflict	Condition in which employees have conflict at the work place, like colleague conflict, work group, inter-assignment.	Eight question items taken from Rizzo <i>et al.</i> (1970)
3	Role Overload	Condition in which employees are given task/assignment beyond their capability.	Nine question items taken from Caplan (1970)
4	Commitment to Supervisor	Identification, internalization, dedication, extra efforts and emotional ties of the employees to their direct supervisors.	Seventeen questions items taken from Chen <i>et al.</i> (2002)
5	Internet Expertise	Employees' internet expertise.	Understand less: quite understand; understand ;and understand much
5	Cyberloafing	Employees' behavior in accessing internet while working for non-job-related purposes.	Twenty question items from Lim, Henle & Blancard (2008)

4. Data Analysis

a. Validity and Reliability Test

The validity of measurement instrument is tested using confirmatory factor analysis/*CFA*. Afterward, the reliability test is used to measure the reliability and consistency of the instrument that measures a concept. In order to be reliable, the outcome of measurement must be accurate and consistent, and it is said consistent if different measurement for the same subject brings about indifferent outcome. The level of reliability can be shown by coefficient of Alpha Cronbach. The research instrument is said to be reliable if the test shows minimal alpha of 0,6 or the range of 0.7 (Sekaran, 1992).

b. Hypothesis test is carried out with hierarchical regression analysis.

The regression equation with commitment as moderating variables is (Hartono, 2004/2005):

$$Y = a + b_1X_1 + b_2X_2 - b_3X_3 - b_4X_4$$

$$Y = a + b_1X_1 + b_2X_2 - b_3X_3 - b_4X_4 - b_5X_1.X_4 - b_6X_2.X_4 - b_7X_3.X_4$$

Note:

- Y = Cyberloafing Behavior
- X1 = Role Ambiguity
- X2 = Role conflict
- X3 = Role overload
- X4 = Commitment of employees to direct supervisor (moderating variable)
- b1 = Coefficient variable of role ambiguity
- b2 = Coefficient regression variable of role conflict
- b3 = Coefficient regression variable of role overload
- b4 = Coefficient regression variable of employees' commitment to direct supervisor
- b5 = Coefficient interactive regression variable of role ambiguity and employees' commitment to direct supervisor

b6 = Coefficient interactive regression variable of role conflict and employees' commitment to direct supervisor

b7 = Coefficient interactive regression variable of role overload and employees' commitment to direct supervisor

The same method is carried out to test hypothesis with internet expertise as moderating variable.

ANALYSIS AND DISCUSSION

1. Research Instrument Test

a. Validity Test

The validity test for research instrument is conducted using *CFA* (*Confirmatory Factor Analysis*). Validity test shows how realistic a test is to measure what is really measured (Hartono, 2004). In line with the criterion of Hair *et al.* (1998) factor loading $\geq 0,30$ is considered to fulfill the minimal level. In order to be factor-analyzed, requirement that the value of Kaise-Meyer-Olkin Measure of Sampling Adequacy must be bigger than 0,50 and Bartlet's Test of Sphericity must have significance 0,000 (Ghozali, 2005) should be fulfilled.

Measurement instrument validity test for cyberloafing variable shows that among the 22 statement items, one item is not valid, namely, item no 12, while the other 21 statement items are affirmed valid with factor loading $> 0,30$. On the role ambiguity and role conflict variable all items are affirmed valid with factor loading $> 0,30$, namely, six items for role ambiguity and eight items for role conflict. On the role overload, one statement item is affirmed invalid, namely item no. 8. Meanwhile, for commitment to supervisor variable, out of the 17 items, one item is affirmed invalid, namely item no 5. For further process of analysis, invalid items will not be included.

The experimentation techniques used in this research is Cronbach's Alpha techniques. This reliability test is conducted to ensure that the measurement used is not biased and consistent (Sekaran, 2003). Based on the result of reliability test, it shows that the value of Cronbach's Alpha $> 0,60$ so that all instruments used in this research are affirmed reliable.

2. Hypothesis Test

a. Commitment to Direct Supervisor Moderates the Influence of Work Stressor toward Cyberloafing

The result of regression analysis shows that on the first stage, type of gender, education, and the length of service as controlling variable has significant influence on cyberloafing behavior with significance level of $< 0,05$ and determination coefficient of 11,6%. It means that variety of change in cyberloafing behavior can be explained by type of gender, education and the length of service variable, whereas 88,4% of which is explained by other variables which are not included in the model.

On the second stage, when work stressor variable is included in the model, these three controlling variables turn out to remain significant. Meanwhile, work stressor variable (role ambiguity, role conflict, and role overload) which constitute independent variable, only role ambiguity and role conflict have significant influence on cyberloafing with significance level of $< 0,05$ and determination coefficient of 22,2%. It means, the ability to explain the variety of change in cyberloafing behavior increases to 22,2%. Accordingly, hypothesis 1a and 1b stating that role ambiguity and role conflict have positive influence on cyberloafing behavior is supported, while hypothesis 1c is not supported.

On the third stage, when moderating variable (commitment to supervisor) is included, type of gender, education and length of service

variables remain significantly influential to cyberloafing behavior, while commitment to direct supervisor variable is not significantly influential to cyberloafing. It means that hypothesis 2 stating that commitment to supervisor has negative influence on cyberloafing behavior is not supported.

On the fourth stage, commitment moderation test on the influence of work stressor on cyberloafing. The result shows that employees' commitment to direct supervisor does not significantly moderate the influence of work stressor on cyberloafing behavior. It shows that hypothesis 3a, 3b, and 3c are not supported. However, type of gender, education, and the length of service remain significant in influencing cyberloafing. Other than that, cyberloafing turns out to have no correlation with the employees' age. Age variable, from the first stage to the fourth, does not significantly influence cyberloafing behavior.

b. Internet Expertise Moderates the Influence of Work Stressor on Cyberloafing

As done in the previous regression analysis, on the first stage, type of gender, education, and the length of service as controlling variable significantly influences cyberloafing behavior with significance level of $< 0,05$ and determination coefficient of 11,6%.

So is the second stage, among the three independent variables, only role conflict is significantly influential to cyberloafing behavior with significance level of $< 0,05$ and determination coefficient of 22,2%.

On the third stage, when moderating variable (internet expertise) is included, type of gender and education becomes insignificant, and only the length of service, role ambiguity and role conflict variable remain significant in influencing cyberloafing behavior. Afterward, internet expertise variable significantly influences cyberloafing behavior with significance level of $< 0,05$ and determination coefficient of 25%. It means the inclusion of internet

expertise, the ability of explaining the variety of change in cyberloafing behavior increases to 25%.

On the fourth stage, the moderation test of internet expertise on the influence of work stressor on cyberloafing behavior is done. The result shows internet expertise significantly only moderates the influence of role overload on cyberloafing behavior with significance level of $< 0,05$ and determination coefficient of 28%. It means the moderation role of internet expertise has so significantly increased its ability to explain cyberloafing behavior to 28%. This outcome also shows that hypothesis 3f stating that the influence of role overload on cyberloafing behavior is moderated by internet expertise is supported, while hypothesis 3d, and 3e are not supported.

RESEARCH RESULT DISCUSSION

Hypothesis 1 states about the influence of work stressor that covers role ambiguity, role conflict and role overload, on cyberloafing behavior. The result of analysis shows that hypothesis 1a and 1b are supported but hypothesis 1c is not supported. It shows that role ambiguity and role conflict significantly influence cyberloafing behavior of the employees. It means in the case of role ambiguity, the higher role ambiguity employees experience, the higher possibility for them to do cyberloafing and the other way around. The lower role ambiguity employees experience, the lower possibility for them to do cyberloafing. In line with the result of description the respondent's response shows that generally, employees experience a relatively low role ambiguity, so that employees (civil servants of local government of Surakarta) do relatively low cyberloafing. Afterward, in the case of role conflict, employees turn out to experience conflict at the workplace like the disagreement of task, resources, regulation or policy, and other people either their superiors, subordinates, or colleagues. They are inclined to do cyberloafing. In this perspective, civil servants of the

local government of Surakarta who undergo role conflict tend to do cyberloafing. This result is in accordance with the result of research done by Henle & Blancard (2008).

Hypothesis 2 which is about the influence of commitment to direct supervisor on cyberloafing is not supported. Based on the response of respondent, it shows that civil servants of the local government of Surakarta have a high commitment to their supervisors. Somehow, the high commitment is not significantly able to reduce cyberloafing. This result is different from that of research done by Sawitri (2010). It may possibly result from the fact that basically, civil servants of the local government of Surakarta indeed do a quite low cyberloafing.

Hypothesis 3, which is related to the moderation role of commitment to direct supervisor on work stressor and cyberloafing is not supported. It shows that the influence of work stressor in the form of role ambiguity, role conflict or role overload that the employees undergo on cyberloafing is not influenced by the employees' commitment to supervisor. This outcome is corresponding to the research result of Sawitri (2010). Because their cyberloafing behavior is low, work stressor does not make the employees with high or low commitment to supervisor escape for cyberloafing.

Hypothesis 3, which is related to the moderation role of commitment to supervisor on work stressor and cyberloafing is not supported. It shows that the influence of work stressor in the form of role ambiguity, role conflict, or role overload that employees experience is not influenced by the employees' commitment to supervisor. This result is corresponding to the result of research done by Sawitri (2010). Because of their low cyberloafing, work stressor does not make employee with high or low commitment to supervisor escape for cyberloafing.

Subsequently, hypothesis 3, which is related to the moderation role of internet expertise on work stressor and cyberloafing is partly supported. Employees who undergo role ambiguity and role conflict do cyberloafing do not depend on their expertise in operating internet. It means internet expertise does not moderate the influence of role ambiguity and role conflict on cyberloafing. In general, employees' expertise on internet is categorized as "quite understand" (46,73%). This result is contrary to the previous researcher's assumption, which says that internet expertise variable moderates the influence of role ambiguity and role conflict on cyberloafing.

However, in the case of the influence of internet expertise significantly influences cyberloafing, this research result is in line with the previous studies (Henle & Blancard, 2008; Sawitri, 2010). Unlike role ambiguity and role conflict, work stressor in the form of role overload of which influence on cyberloafing is moderated by internet expertise. Theoretically, employees with role overload will not do cyberloafing, somehow, when their internet expertise is adequate, the role overload will make them escape for cyberloafing. It means civil servants of local government of Surakarta with role overload are inclined to do cyberloafing when they have adequate internet expertise.

As a whole, it can be said that civil servants of local government of Surakarta who do cyberloafing are employees who undergo role conflict regardless of their high or low commitment to direct supervisors. Besides, employees with role overload also tend to do cyberloafing if they have adequate internet expertise.

CONCLUSIONS

Based on the analysis ever done, some conclusions can be drawn as follows:

1. The outcome of hypothesis test done shows that role ambiguity and role conflict the

employees of local government of Surakarta significantly influence cyberloafing behavior. Then, employees' commitment to supervisor insignificantly influences cyberloafing behavior. It shows that no matter how high the employees' commitment to their supervisor will not reduce cyberloafing behavior of the employees, because their cyberloafing behavior has basically been low.

2. The outcome of hypothesis done also shows that the influence of work stressor on cyberloafing does not depend on the employees' commitment to their supervisor.
3. The level of internet expertise of the employees in accessing and operating internet has significant influence on cyberloafing behavior. However, internet expertise does not influence the correlation with all work stressor on cyberloafing, but only with the influence of role overload on cyberloafing.

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