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# The Effect of Self-Control on Employee Performance with Cyberloafing as a Moderating Variable

Alexander Wirarpaja*, Novi Tri Hariyanti

Program Studi Sistem Informasi, Fakultas Teknologi Informasi, Institut Informatika Indonesia
Jl. Pattimura 3, Surabaya Indonesia
*Corresponding Author(s) Email: awirapraja85@gmail.com

## Abstract

Employee conduct significantly impacts an organization's performance and productivity, as employees are valuable resources essential to the sustainability of company operations. This study aims to examine the effect of self-control on employee performance, with cyberloafing behavior acting as a mediator. Cyberloafing refers to the personal use of technology for non-work-related activities during office hours. The study involved 118 respondents working at firm X in Trosobo Sidoarjo, using a purposeful sampling technique and distributing questionnaires. The findings show that employee performance and self-control are interrelated; however, cyberloafing behavior does not directly affect employee performance. While self-control plays a crucial role in enhancing performance, cyberloafing behavior is not a significant mediator in this relationship. Based on these results, the study suggests that companies should enhance their supervisory functions and provide self-development training programs focused on emotional management and self-control. These programs would help employees manage their behavior effectively in the workplace, minimize the occurrence of cyberloafing, and improve overall work productivity. This approach can support a healthier, more productive work environment, benefiting both individual employees and the organization as a whole.

**Keywords:** Cyberloafing, Employee Performance, Human Resources Management, Self-Control

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## INTRODUCTION

The growing number of users and expanded connectivity to remote places demonstrate Indonesia's rapid development of internet technology(Marino & de Gennaro, 2023). This significantly affects many facets of people's lives. Increasingly accessible information has also altered communication patterns, which has affected a number of facets of society, including the growth of the digital economy, the evolution of online learning, and the rise in social and political engagement through digital media. The progress and ease of access to technology, which has now become part of modern society, is one of the impacts of easy internet access, in other words, almost all Indonesian people are now connected to the internet network. This is evidenced by data from We Are Social in

February 2025, which states that the population of Indonesia has reached 285 million people, with 212 million of them being active internet users and 143 million being social media users(Kuhn et al., 2021).

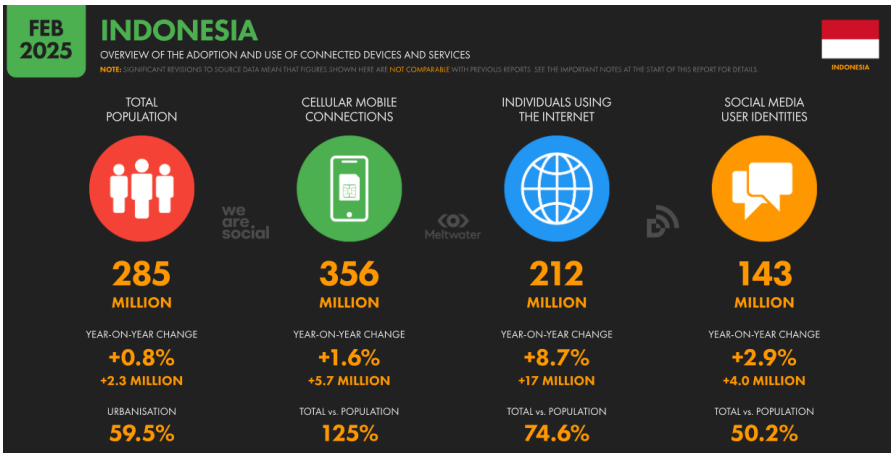


**Figure 1.** Overview of The Adoption and Use of Connected Devices And Services

The use of increasingly rapid technology certainly has an impact on behavior in the world of work. Technology can have positive and negative impacts, for example, with the presence of technology, it can make it easier for an employee to carry out work in a company to increase productivity, and open new opportunities for the company to grow faster . However, there are also several challenges associated with the use of technology in human resource development, including the digital divide, data security, and changes in work dynamics that may require adjustments in corporate culture and Human resources (HR) development strategies(Félix & Arriscado, 2023).

The relationship between cyberloafing behavior and the increasing number of internet users is reflected in the Global Study on Cyberloafing (2019) in several countries which reported that 57% of employees routinely engage in cyberloafing behavior at work, with most activities related to social media use. This data shows that companies with faster and unlimited internet access report higher levels of cyberloafing compared to companies that restrict internet access. Therefore, the increasing number of internet users and unlimited access can increase the chances of cyberloafing, especially if the monitoring policy is not strict enough.

As for the current challenges faced by companies related to employee challenges and the use of this technology, for example, employees are often found using internet access facilities during working hours only for their personal pleasure and benefit. This phenomenon is known as cyberloafing. Cyberloafing behavior includes: opening websites for personal pleasure such as watching political, economic, sports, entertainment news, downloading videos, songs, or movies, streaming TV or radio shows, online trading, online games, online shopping, online comics, online dating, accessing and spending time on social media, opening, reading or sending personal or work emails for personal matters and even opening sites that are not related to their work (Shahzad, 2024). Although cyberloafing activities in some research articles can positively impact employees with a workload below the standard, it can help reduce boredom while working. However, excessive cyberloafing behavior can also have a negative impact, namely causing fatigue and reduce mental health of employees so that it will affect the performance and quality of the work that is the employee's responsibility(Pompper, 2017) .

A survey conducted by JobStreet Indonesia in 2019 revealed that 54% of workers in Indonesia admitted to using the internet for personal purposes during working hours. Specifically, 35% of their time was spent on social media, 20% on online shopping, and 15% on watching videos or entertainment. This finding indicates that almost half of the workers engage in non-work-related internet activities, which can contribute to cyberloafing behavior(Khari & Bhatt, 2023). Such behavior may negatively affect productivity and performance, particularly in companies with insufficient supervision, highlighting the need for clear policies and effective monitoring systems to minimize the impact of cyberloafing on organizational performance(Wieland & Geraldo Schwengber, 2024).

As previously discussed, Company X has observed that employees frequently engage in non-work-related internet activities during working hours, leading to distractions and decreased concentration(Zahmat Doost & Zhang, 2024). This behavior often results in increased human errors, diminished productivity, and a lack of focus on job responsibilities (Pompper, 2017). Some employees perceive using gadgets during work as a means to alleviate stress and provide mental breaks. Consequently, this study investigates whether self-control can mitigate cyberloafing behaviors and enhance employee performance at Company X(Zahmat Doost & Zhang, 2024).

Company X is a company engaged in manufacturing motor vehicle spare parts located in the Trosobo area, Sidoarjo, East Java. In this study, the main objective to be achieved is to show that digital behavior in the workplace

is not only a separate problem, but also affects how psychological characteristics such as self-control impact work performance, and provide a more complete understanding that the level of employee performance is not only determined by internal factors (self-control), but also interactions with the role of technology used in the work environment.

This study examines employee self-control's influence on employee performance, with cyberloafing behavior acting as a moderating variable. Specifically, it addresses three key questions: first, whether self-control significantly affects employee performance; second, whether cyberloafing moderates the relationship between self-control and employee performance; and third, the direction and strength of cyberloafing moderation in this relationship. To explore these questions, the study will use a quantitative approach, analyzing data from employees of Company X through surveys and statistical techniques. The findings are expected to provide valuable insights into the role of self-control and cyberloafing in shaping employee performance within the organization.

## LITERATURE REVIEW

### Human Resource Management

Human resources (HR) can be interpreted as a strategic approach in managing organizational assets, namely employees, individually and in groups, to increase contributions to achieving organizational goals. Therefore, human resource management is a form of recognition of the importance of human labor for an organization, which must be managed effectively and fairly (Babullah, 2024). Recruitment, selection, training, development, performance management, payroll, conflict resolution, employee motivation, employment policies, and more are all included in HR. In order to support organizational growth, ensure that people work effectively, and provide a constructive work environment, HR management oversees all these factors (Coron, 2021).

HR management in the current digital era is described as an individual connected to a computer system, telecommunications network, and interactive electronic media. The purpose of digital transformation in the human resource environment is to optimize the company's operational business processes based on digital data (Zahmat Doost & Zhang, 2024). HR management is crucial in the organizational system, ensuring that various HR activities and functions work together cohesively. To achieve this synergy, it is essential to integrate key HR practices such as recruitment, training, performance management, and employee engagement, aligning them with organizational goals to enhance overall effectiveness (Babullah, 2024).

HR management involves structured activities, beginning with planning, which includes predicting workforce needs and developing policies to address organizational rules, development, integration, and maintenance(Karam et al., 2017). Following the planning phase, organizing ensures that work assignments are divided efficiently, tasks are assigned, and relationships are established to align with organizational goals. In addition, directing and providing guidance to employees fosters cooperation and ensures that their efforts contribute effectively to achieving the organization's vision. Finally, controlling ensures that employees adhere to company policies, maintain discipline, and work to uphold workplace standards, implementing corrective measures as needed(Azam, 2015).

Directions and provision are crucial in guiding employees to work together effectively, ensuring their efforts align with the organization's vision. Leaders typically give direction, providing guidance and briefings on employees' key tasks and responsibilities. At the same time, procurement focuses on the placement and orientation of new employees according to the organization's needs. Following this, controlling is implemented to monitor employee adherence to company policies and planned activities, ensuring that performance remains aligned with organizational goals. Corrective and improvement measures are introduced if deviations occur, addressing issues related to attendance, discipline, teamwork, and maintaining a productive workplace(Azam, 2015).

Development involves enhancing employees' technical, theoretical, conceptual, and other inherent qualities through targeted education, training, and growth opportunities. Organizations provide development programs aligned with current and future work requirements to ensure employees are well-prepared for evolving roles. In addition to development, compensation serves as a means for organizations to fulfill their obligations to employees, offering either direct or indirect remuneration in cash or goods. The compensation principle must be appropriate, ensuring it covers essential needs, and fair, aligning with the employee's performance and contributions to the organization(Nair et al., 2023).

Integration involves aligning the organization's and employees' interests, fostering a sense of mutual benefit and cooperation. This integration ensures that while the organization achieves success and profitability, employees are compensated fairly for their contributions, enabling them to meet their personal needs. Additionally, maintenance refers to maintaining employees' physical, mental, and emotional well-being, ensuring that they project high integrity and remain loyal to the organization. This procedure is incorporated into programs that address the needs of employees while considering both internal and external factors, as well as maintaining organizational consistency(Marino & de Gennaro, 2023).

Discipline plays a critical role in the success of HRM, serving as one of the key elements in ensuring that organizational goals are achieved effectively. Without discipline, it is unlikely that the organization can operate optimally, as it requires employees to adhere to social norms and organizational rules. In contrast, termination

marks the end of an employee's relationship with the company, which can occur due to various reasons such as mutual agreement, contract expiration, retirement, or other causes. This process is handled following organizational policies and external regulations, ensuring that the separation is fair and legally compliant(Wieland & Geraldo Schwengber, 2024).

## Self-Control

Self-control, also known as locus of control, is the conviction that one has total control over occurring events. The belief that everything that happens is under the control of the individual himself/herself, and the way of viewing all things experienced, good or bad, because they are beyond his/her control or due to external factors such as fate, opportunity and opportunities that exist (Muhtarom et al., 2021). Self-control can also be defined as a person's ability to direct, regulate, and control behavior when doing something (A. Malik et al., 2020).

Self-control is also treated as a kind of self-discipline, thanks to which the individual can overcome habits, behave according to set goals, and not give in to temptations. According to Isman (2023), self-control has three indicators: behavioral control, cognitive control, and decision control. Self-control can also be interpreted as the ability and effort of an individual to direct their behavior. Self-control is an important aspect that must exist in an individual through good development and behavior to achieve success.

In research from Félix & Arriscado, (2023) Self-control encompasses several key aspects contributing to an individual's ability to manage behavior and improve performance. These aspects include self-discipline, which refers to an individual's ability to stay focused on tasks and avoid distractions in their environment; non-impulsive tendency, which involves acting carefully and making decisions with thoughtfulness and calmness; healthy habits, which are behaviors that promote well-being and steer individuals away from negative activities, favoring those that lead to positive outcomes; work ethic, which is the ability to maintain ethical standards at work, ensuring dedication and responsibility in completing tasks; and reliability, which reflects an individual's confidence in their abilities and their continuous effort to meet planned goals. Each aspect plays a crucial role in shaping an individual's performance, particularly in handling tasks, making decisions, and maintaining consistency in their work behavior.

## Cyberloafing

Cyberloafing is defined as a form of activity carried out by employees of an organization related to the use of internet facilities at the company or organization where they work which is used to access personal interests and has nothing to do with the tasks and work carried out during work hours (Tefa & Mahendra, 2022). Cyberloafing behavior is divided into two forms based on the classification of forms and practices of visible behavior, namely minor and major cyberloafing.

Cyberloafing can have detrimental consequences for organizations, including diminished work productivity, heightened operational costs (e.g., electricity and internet usage), and tendencies among employees to evade responsibilities. From a managerial perspective, such behavior complicates supervision, as employees may appear engaged while covertly using digital devices for non-work-related purposes. This undermines the ability of supervisors to accurately assess subordinate performance (Tefa & Mahendra, 2022). Furthermore, as mentioned by Zhang, (2024)emphasize that unchecked cyberloafing can foster a culture of diminished accountability, where employees prioritize personal internet use over organizational objectives. This disrupts workflow and necessitates additional oversight measures, further straining managerial resources.

## Employee Performance

Employee performance is crucial in the company's endeavour to accomplish its objectives. Performance is the behavior exhibited by each individual and the job accomplishments employees generate following their organizational roles(Hayati & Caniago, 2025). Employee performance measurement can be interpreted as a form of systematic evaluation to determine employee work results, including the influence of their performance in the organization. The performance of a job can be measured qualitatively or quantitatively, especially the implementation of tasks delegated to employees based on ability, experience, responsibility, and the size of the timely completion of the work (N. Malik, 2023).

For the business to decide on compensation, offer promotions, and observe employee behavior, employee performance must be evaluated to give workers a decent chance for their career objectives regarding their strengths and weaknesses. "Performance rating" or "performance appraisal" are other names for performance assessment(Maulina & Yulianti, 2024; Widodo, 2017). There are several indicators for measuring individual employee performance according to Maulina & Yulianti, (2024), namely as follows:

Employee performance is commonly evaluated based on two key dimensions: quality and quantity of work. Quality refers to the standard of work delivered, encompassing factors such as accuracy, thoroughness, and adherence to company expectations(Marino & de Gennaro, 2023). High-quality work is typically characterized by being free from errors, meeting deliverable requirements, and aligning with organizational goals. On the other hand, quantity pertains to the volume of work produced within a given timeframe, often measured by the number

of tasks completed or units produced. While quantity metrics provide insight into productivity levels, it is essential to balance them with quality to ensure that increased output does not compromise the standard of work. Therefore, organizations strive to foster an environment where employees can maintain high-quality standards while efficiently increasing their work volume, enhancing overall performance(Pautler, 2018).

Task execution and responsibility are pivotal components in evaluating employee performance within an organization. Task execution pertains to effectively and efficiently completing assigned duties, aligning with organizational objectives, and demonstrating reliability and understanding of job roles. Employees who consistently meet deadlines, anticipate challenges, and maintain high-quality standards exemplify strong task execution skills. On the other hand, responsibility involves an employee's awareness and commitment to fulfilling their obligations, taking ownership of their actions, and being accountable for outcomes. Responsible employees not only complete tasks but also proactively address issues, communicate effectively, and uphold ethical standards, contributing to a culture of accountability and trust within the organization(O'Donoghue & van der Werff, 2022).

Based on the theoretical review that has been described previously regarding the research variables and indicators used, the research hypothesis is formulated as follows:

$H_1$: Self-control affects employee performance at company X

$H_2$: Self-control affects cyberloafing behavior at company X

$H_3$: Self-control affects employee performance mediated by cyberloafing behavior at company X

## METHOD

The population used in this study was employees of company X, totaling approximately 300 people. Based on the results of the distribution of the research questionnaire, 118 respondents who had filled out the research questionnaire were obtained. The questionnaire measurement scale was used and distributed to all respondents, where each item of the statement on the distributed questionnaire has a score answer weight. These 118 respondents were then used as samples in this study. The sampling method itself uses purposive sampling. This method is used because it is a sampling technique used if researchers have special considerations or criteria for taking samples from the existing population to achieve specific goals (Kurniawati et al., 2022).

The research method used is a quantitative research model. Quantitative research aims to test the established hypothesis to determine the effect of independent variables on dependent variables with mediating variables(Lindsay, 2025). The data processing tool used in this study uses SPSS, and the relationship model between variables will use AMOS. In this study, the independent variable is self-control, the dependent variable is employee performance, mediated by the cyberloafing variable as a moderator variable.

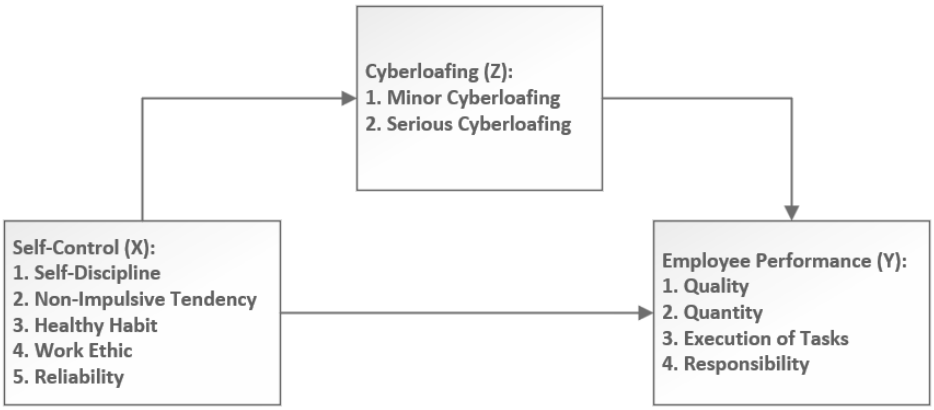


**Figure 2.** Research Framework

The data collection method is carried out by distributing questionnaires to obtain results from respondents responses. A Likert scale is used for variable assessment, and the questionnaire is weighted according to the following criteria: strongly disagree (1), disagree (2), somewhat disagree (3), agree (4), and strongly agree (5). The following are the general stages in Structural Equation Modeling (SEM) analysis using AMOS software, based on literature and commonly used practices (Shahzad, 2024):

Developing a theoretical model is a fundamental step in empirical research, serving as the blueprint for investigating complex phenomena. Initially, researchers formulate a conceptual model grounded in existing theories, which includes identifying latent variables—unobservable constructs inferred from measurable indicators—and specifying the relationships among these variables. This model is typically represented through path diagrams or structural equations, facilitating the visualization of hypothesized causal links and the operationalization of constructs. Subsequently, researchers employ statistical techniques, such as Structural

Equation Modeling (SEM), to estimate the model's parameters, assess its fit to the data, and validate the hypothesized relationships, thereby advancing theoretical understanding and informing practical applications(Asgari Sailer, 2024).

Model specification is the process of defining the structure of the model by identifying and outlining the relationships between latent variables, their indicators, and other latent variables. This step involves determining how each latent variable is measured, typically through observable indicators or variables, and specifying how these indicators are related to the latent variables. Additionally, the relationships between the latent variables are hypothesized based on theory or prior research, and these relationships can be directional or bidirectional, depending on the theoretical framework. Once the model structure is defined, it serves as the foundation for empirical testing and analysis, allowing researchers to examine the validity of the proposed relationships and the model's overall fit to the data(Asgari Sailer, 2024).

Model identification is crucial in ensuring that the specified model can be estimated accurately with the available data. It involves checking that there are enough data points and degrees of freedom to calculate all the parameters in the model. In other words, the number of observations must support the estimated parameters, ensuring that the model is not over-identified or under-identified. If the model is under-identified, there are not enough data or constraints to calculate all the parameters, while over-identification can occur if the model has more parameters than the data can support. Therefore, model identification ensures that the relationships between the variables are statistically estimable and that the model can produce reliable and valid results(Wieland & Geraldo Schwengber, 2024).

Model estimation involves using software tools, such as AMOS (Analysis of Moment Structures), to estimate the parameters of the specified model. This includes determining the indicator weights, representing the strength and direction of the relationships between observed variables (indicators) and their corresponding latent variables. Additionally, path coefficients are estimated to reflect the strength and direction of the relationships between latent variables. AMOS uses techniques like Maximum Likelihood Estimation (MLE) to provide estimates for these parameters, and it also assesses the overall fit of the model by calculating various goodness-of-fit indices. Through model estimation, researchers can determine whether the hypothesized relationships in the model align with the data and draw conclusions about the validity of the proposed framework (Nair et al., 2023).

Model evaluation involves assessing how well the estimated model fits the data, which is crucial for determining whether the data support the hypothesized relationships and model structure. This is done by examining several goodness-of-fit indices, such as the Chi-square test, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). These indices help evaluate the discrepancy between the observed data and the model's predictions, ensuring that the model adequately represents the data. A good model fit suggests that the proposed relationships and structure are valid, while a poor fit indicates the need for model refinement or reconsideration of the hypothesized relationships(Asgari Sailer, 2024).

## RESULT

### Respondent Profile

The respondent profile of Table 1, encompassing 118 participants, reveals a predominantly male demographic, constituting 72.9% of the sample, with females representing 27.1%.

**Table 1.** Respondent Profile Based on Questionnaire

| Demographic Aspects | | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 86 | 72.9% |
| | Female | 32 | 27.1% |
| Education Level | High School / Vocational School | 56 | 47.5% |
| | Bachelor's Degree | 48 | 40.7% |
| | Master's Degree | 14 | 11.9% |
| Income Level | Under 3 million | 74 | 62.7% |
| | Between 3-5 million | 39 | 33.1% |
| | Above 5 million | 5 | 4.2% |
| Average Daily Gadget Use | 1-3 Hours Per Day | 106 | 89.8% |
| | Above 3 Hours per day | 12 | 10.2% |

Educationally, 47.5% of respondents are high school or vocational high school graduates, 40.7% hold bachelor's degrees, and 11.9% possess master's degrees. Regarding income levels, 62.7% earn below 3 million rupiah per month, 33.1% earn between 3 and 5 million rupiah, and 4.2% earn above 5 million rupiah. Regarding gadget usage during work hours, 89.8% of respondents reported spending 1 to 3 hours daily, while 10.2% indicated usage exceeding three hours daily.

## Validity Test

Validity testing is defined as testing the examination carried out on the questionnaire components to determine their accuracy. This study used the total correlation method of the corrected questionnaire items to determine whether each item had a significant correlation to the total questionnaire score. Validity testing was carried out using the SPSS application. The results of each questionnaire item tested for validity are presented in Table 2.

**Table 2.** Validity Test Results

| Indicator | Scale Mean if Item Deleted | Corrected Item-Total Correlation |
|---|---|---|
| X1 | 38.16 | .815 |
| X2 | 38.06 | .817 |
| X3 | 38.11 | .730 |
| X4 | 38.28 | .797 |
| X5 | 38.24 | .806 |
| Y1 | 38.27 | .816 |
| Y2 | 38.03 | .601 |
| Z1 | 38.00 | .621 |
| Z2 | 38.02 | .652 |
| Z3 | 38.08 | .801 |
| Z4 | 38.08 | .732 |

The results of the validity test in Table 2 above with a confidence level of 95% or which means that the results obtained from 118 respondents who filled out the questionnaire were obtained degrees of freedom by calculating using the formula df = n-2 or df = 118-2 = 116 which was compared to the R table with a confidence level of 95% or a significance level of 0.05, so that the results obtained were 0.1808. Compared with the total score column of Corrected item - Total correlations in Table 1, most are above 0.1808. Based on these results, it can be stated that all questionnaire items can be declared valid.

## Reliability Test Result

A score or measurement scale's consistency and stability are intended to be demonstrated by reliability testing. When the same researcher or other researchers use a measuring device repeatedly and the measurement findings are comparatively consistent, the device is considered dependable. Reliability testing is conducted to ensure that the questionnaire is consistent in measuring as a research tool. Reliability is calculated using the Cronbach's Alpha value. A dependable instrument has a Cronbach's Alpha coefficient of higher than 0.6 (Setiawan, 2021).Following the validity assessment, the next step is to conduct a reliability test to evaluate the questionnaire's consistency and stability. The reliability test yielded a Cronbach's alpha coefficient of 0.931, indicating excellent internal consistency. According to established guidelines, a Cronbach's alpha value above 0.9 is considered exceptional, suggesting that the questionnaire items are highly correlated and consistently measure the intended construct. Therefore, the questionnaire demonstrates strong reliability, making it a dependable tool for data collection in this study (see Table 3).

**Table 3.** Reliability Test Results

| Cronbach's Alpha | N of Items |
|---|---|
| 0.931 | 11 |

## Structural Equation Modelling (SEM) Analysis

This study will process the questionnaire data using the SEM analysis and the AMOS application. SEM provides an overview for researchers to see the relationship between various variables. SEM analysis is the second generation of multivariate analysis and offers a more in-depth analysis of relationships (data). This is different from cluster analysis or linear regression. Structural equation modeling and measurement are two primary components of SEM. The measurement model validates latent variables, while the structural equation model analyzes the relationship between the research model and latent variables (Wirapraja et al., 2021). SEM itself is the result of this data processing analysis, which provided in Figure 2.

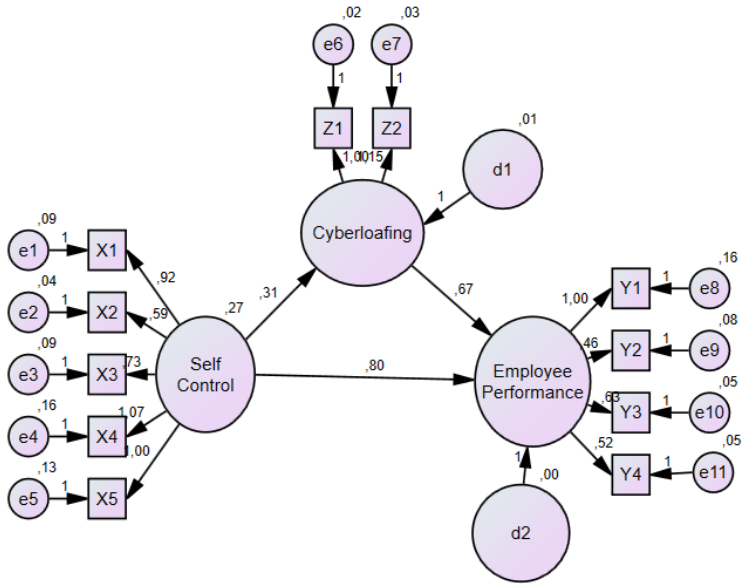


**Figure 3.** Structural Equation Modelling (SEM) Model

The findings of calculating the relationship between the research variables employed and their indicators are derived from the modelling of the research framework in Figure 3.

**Table 4.** Regression Weight

| | | | Estimate | S.E. | C.R. | P |
|---|---|---|---|---|---|---|
| Cyberloafing | ← | SelfControl | .306 | .042 | 7.352 | *** |
| EmployeePerformance | ← | Cyberloafing | .675 | .296 | 2.278 | .023 |
| EmployeePerformance | ← | SelfControl | .802 | .127 | 6.306 | *** |
| X5 | ← | SelfControl | 1.000 | | | |
| X4 | ← | SelfControl | 1.068 | .105 | 10.210 | *** |
| X3 | ← | SelfControl | .733 | .075 | 9.804 | *** |
| X2 | ← | SelfControl | .591 | .054 | 11.039 | *** |
| X1 | ← | SelfControl | .917 | .084 | 10.908 | *** |
| Z1 | ← | Cyberloafing | 1.000 | | | |
| Z2 | ← | Cyberloafing | 1.155 | .137 | 8.437 | *** |
| Y1 | ← | Employee Performance | 1.000 | | | |
| Y2 | ← | Employee Performance | .457 | .062 | 7.402 | *** |
| Z3 | ← | Employee Performance | .632 | .060 | 10.518 | *** |
| Z4 | ← | Employee Performance | .524 | .054 | 9.624 | *** |

Note : P***= Sig. P < 0.001

Suppose the p-value is less than 0.05. In that case, it can be inferred from Table 4 that there is a significant association and influence between self-control factors and employee performance outcomes and between self-control variables and cyberloafing. However, the results for the relationship between cyberloafing variables and employee performance characteristics are still below 0.05; a value of 0.023 is obtained, indicating that the cyberloafing variable mediates the influence of self-control on employee performance.

The Standardized Regression Weights table that follows displays the outcomes of data processing utilizing Structural Equation Modeling (SEM) analysis. In the form of standardized coefficients, standardized regression weights illustrate the direction and intensity of the link between the variables in the model. As presented in Table 5, the self-control variable demonstrates a significant relationship with the research model indicators. Among these, the X2 Non-Impulsive Tendency indicator exhibits the highest value of 0.852, reflecting an individual's capacity to act thoughtfully and avoid hasty decisions. This tendency contributes to a more focused and composed approach to work and decision-making. At Company X, employees display a strong sense of responsibility and attentiveness to their tasks, striving to maintain focus and prioritize work completion, even when occasional cyberloafing behaviors occur. This indicates that self-control, particularly in resisting impulsive tendencies, plays a crucial role in sustaining productivity and minimizing distractions in the workplace.

**Table 5.** Standardized Regression Weights

| Variable relationship | | | Estimate |
|---|---|---|---|
| Cyberloafing | ← | Self Control | .798 |
| Employee Performance | ← | Cyberloafing | .251 |
| Employee Performance | ← | Self Control | .779 |
| X5 | ← | Self Control | .816 |
| X4 | ← | Self Control | .808 |
| X3 | ← | Self Control | .785 |
| X2 | ← | Self Control | .852 |
| X1 | ← | Self Control | .845 |
| Z1 | ← | Cyberloafing | .786 |
| Z2 | ← | Cyberloafing | .819 |
| Y1 | ← | Employee Performance | .795 |
| Y2 | ← | Employee Performance | .643 |
| Y3 | ← | Employee Performance | .845 |
| Y4 | ← | Employee Performance | .791 |

In the cyberloafing variable, the most significant indicator is Serious Cyberloafing (Z2) with a value of 0.819, reflecting the frequent engagement of employees in non-work-related internet activities, such as online shopping, chatting with family, playing online games, and excessive social media use. This trend is concerning for Company X, as it suggests that, despite employees' awareness of their responsibilities, they still face distractions that could impact their productivity. On the other hand, in the employee performance variable, the highest indicator is the implementation of tasks (Y3) with a value of 0.845, which highlights employees' ability to execute their duties according to company standards. At Company X, task execution is measured by timely completion, quality of work, adherence to processes, efficient use of resources, and the ability to complete tasks independently, demonstrating a strong commitment to performance despite challenges.

## DISCUSSION

### Self-Control Affects Employee Performance at Company X

Based on the data processing results in Table 3, self-control variables influence employee performance. Based on the data processing results above, the results are below 0.05, indicating a significant influence of self-control on employee performance. The findings of these results are reflected in the behavior of employees of company X, where employees are aware of their responsibility and work ethic for the work they have to do so that even though they are under work pressure, good self-control can help employees of company X in maintaining and improving their company's performance. The control and self-control carried out by employees at company X, especially in managing cyberloafing behavior, are limited only to their efforts to manage stress, delay fatigue, and maintain work discipline, which ultimately contributes to improved performance(Marino & de Gennaro, 2023).

This aligns with research by (Félix & Arriscado, (2023), which states that self-control influences employee performance. The organization must also provide its support by providing motivation, such as incentives and additional compensation, to encourage employees to work better to improve their performance and increase their motivation to be more active. As for companies, it can provide an attitude that using digital technology can improve employee performance measurement, which in turn allows the implementation of performance-based incentives. This can encourage employees to develop self-control through more accurate feedback and appropriate rewards (Lehmann & Beckmann, 2024).

Research by Sa'adah (2023) highlights that self-control is a critical determinant of organizational performance. Employees with strong self-discipline are likelier to regulate their behavior effectively, minimizing engagement in non-work activities and maximizing productivity (Sa'adah, 2023). This aligns with findings from Pradhan & Jena (2017), who assert that self-control enhances job performance by reducing counterproductive work behaviors such as cyberloafing. When employees resist distractions, such as social media browsing, online shopping, or gaming during work hours, they demonstrate higher task focus, improving output quality and efficiency (Lim, 2022). Effective self-regulation mitigates procrastination, a common consequence of cyberloafing, thereby reducing stress caused by accumulated tasks (Tuckey et al., 2023).

The findings from Company X underscore that employees with high self-control manage work-related stress and distractions more effectively, resulting in sustained productivity and timely task completion (Gorgievski et al., 2023). Such employees contribute directly to organizational performance by maintaining focus despite external disruptions. To reinforce this, organizations should invest in training programs that strengthen emotional regulation and time management skills, as these are pivotal for consistent performance and deadline adherence (Diefendorff et al., 2023).

Beyond individual benefits, self-control cultivates a work environment rooted in accountability and goal-directed behavior (Baumeister et al., 2018). When employees resist cyberloafing temptations, they promote a collaborative and efficient workplace. However, self-control alone is insufficient; it must be supported by motivational structures such as career development opportunities and performance-based incentives (Deci & Ryan, 2023). Organizations that integrate self-discipline frameworks with professional growth initiatives report higher employee engagement and productivity (Sonnentag et al., 2023).

## Self-Control Affects Cyberloafing Behavior at Company X

Based on the results of data processing, it was found that the self-control variable influences cyberloafing behavior at company X. This is due to the tendency of employees at company X to engage in cyberloafing because sometimes employees do not understand the tasks given due to lack of direction from superiors, which causes their desire to work harder to decrease and they to postpone work by diverting their attention by filling their time by playing gadgets and accessing the internet that is not related to work. This is consistent with a study by Heidari Aqagoli, (2024) that found that stress at work can impair self-control, leading to cyberloafing in the workplace.

To suppress cyberloafing behavior as reflected in the research from (Rosalina & Jusoh, 2024), company X has taken several steps and made plans as strategic steps to provide literacy for employees to improve their self-control.Companies can implement several strategies to address cyberloafing behavior to improve employee self-control and overall performance. One approach is to provide digital ethics education, which teaches employees how to use technology and the internet in the workplace responsibly. This education reinforces professional behavior and ensures employees understand the importance of focusing on work-related tasks while using technology. Another crucial step is offering self-management and awareness training. This training helps employees become more self-aware, enabling them to handle their emotions and time better, ultimately making them less susceptible to cyberloafing(Khari & Bhatt, 2023).

Transparent supervision and monitoring are essential strategies for reducing cyberloafing within the workplace. Organizations can observe employees' digital activities and remind them to remain focused on their tasks, though this monitoring must be conducted openly with clear communication to avoid resistance. Establishing clear performance goals and linking them to rewards further incentivizes employees to stay focused, as they understand that meeting objectives leads to tangible benefits. Additionally, fostering a culture that values discipline and self-control, primarily through leaders' example, encourages employees to adopt positive behaviors, reinforcing productive work habits that align with the organization's objectives(Marino & de Gennaro, 2023).

Creating diverse and meaningful work is another key strategy to combat cyberloafing. Routine tasks can lead to boredom, often triggering the desire to engage in non-work activities. Offering varied and meaningful work assignments, employees are less likely to disengage and are encouraged to take ownership of their responsibilities. Finally, encouraging structured breaks is an effective way for employees to refresh themselves during working hours. Providing designated break times and spaces ensures that employees can unwind without affecting their productivity, ultimately supporting their well-being and the company's goals(Al-Dabbagh, 2016).

Employees who can manage self-control well can avoid distractions and better complete work efficiently. This leads to better performance and more significant contributions to company goals. Some things that can be done to control yourself against cyberloafing behavior are increasing focus, raising awareness not to waste time while working, having a sense of responsibility to maintain personal reputation and good working relationships. It is also important for companies to support by maintaining employee satisfaction and prioritizing employee welfare (Attiq & Filatrovi, 2022).

The study also reveals that self-control is crucial in moderating cyberloafing behavior at Company X. Employees with strong self-control are less likely to engage in non-work-related activities, such as browsing the internet or using social media, during work hours. This reduced tendency to cyberloafing ensures that employees remain focused on their tasks, ultimately enhancing productivity. Employees with self-discipline can resist distractions and stay on track with their responsibilities. The organization can prevent the negative consequences of cyberloafing, which include lower work quality and delayed task completion.

Furthermore, the company's efforts to reduce cyberloafing are reflected in the implementation of training programs focused on digital ethics and self-awareness. These initiatives help employees recognize the importance of managing their time and emotions, allowing them to focus better on work tasks. However, the study highlights that some employees still engage in cyberloafing due to a lack of direction or clear expectations from management. Therefore, companies must address these gaps by providing clear instructions and reinforcing positive work behaviors that align with organizational goals. Enhanced communication between supervisors and employees can reduce misunderstandings and minimize distractions.

## Self-Control Affects Employee Performance Mediated by Cyberloafing Behavior at Company X

The results of the data processing that has been done show that the cyberloafing variable affects employee performance. This is because in company X, self-control factors directly influence employee performance. Self-

control does affect cyberloafing behavior, but because employees of company X have good self-control, cyberloafing behavior is still minor, so it does not affect employee performance.

Cyberloafing behavior carried out by employees of Company X does not affect employee performance. However, the company provides unlimited wifi facilities and employees can use the wifi network or personal internet freely, but this does not reduce employee performance. This is following research from (Félix & Arriscado, 2023) which states that the use of technology for activities outside of work does not reduce employee performance, for example with employees often using wifi facilities on personal cellphones, on individual laptops, or on company computers to open social media, this is solely done to reduce boredom while working. Therefore, several things or strategies that need to be considered by the company are the need for the company to establish a policy on the use of technology, especially internet access for employees during working hours, provide training and raise employee awareness regarding self-control and time management, restrict access and implement technology that is only related to the scope of work, rearrange the work environment, establish and clarify the reward system and implement a transparent and positive work culture.

Research indicates that while self-control is a significant predictor of employee performance, the mediating role of cyberloafing in this relationship appears negligible in Company X. Empirical data reveal that despite employees having internet access and occasionally engaging in non-work-related online activities, their overall performance remains largely unaffected. This observation suggests that highly self-controlled individuals can effectively balance work tasks and personal internet use. Even with potential distractions, employees who exhibit strong self-regulatory abilities can sustain focus on primary job responsibilities and achieve desired outcomes. Consequently, organizations may benefit from adopting a more flexible approach to technology use, promoting responsible digital behavior rather than imposing stringent restrictions, as this could enhance employees' ability to manage their time productively(Azam, 2015).

Furthermore, the study challenges conventional assumptions by suggesting that cyberloafing may not significantly impair employee performance. Instead, non-work-related internet use could serve as a coping mechanism, alleviating stress or mitigating monotony, thereby potentially enhancing productivity by reducing the risk of burnout. Nevertheless, maintaining an equilibrium between technology use and work efficiency remains critical. Organizations should adopt a balanced approach, permitting limited personal internet access for brief mental respites while ensuring it does not disrupt core job functions. Establishing clear guidelines and cultivating an organizational culture that prioritizes employee well-being and professional accountability may help achieve this balance effectively.

## CONCLUSION

This study aimed to examine the impact of self-control on employee performance and its relationship with cyberloafing behavior. The findings indicate that self-control significantly enhances employee performance by fostering a sense of responsibility and enabling individuals to effectively manage work-related stress and distractions. Additionally, self-control helps mitigate cyberloafing behavior, as employees with strong self-regulation skills use technology for personal purposes in moderation without allowing it to interfere with their tasks. Despite occasional engagement in non-work-related activities, employees exhibiting good self-control maintain focus and complete their work efficiently, ensuring that cyberloafing does not negatively affect their performance. The contributions of this study underscore the importance of self-control in improving workplace productivity and managing distractions, suggesting that organizations can benefit from fostering a culture of self-discipline. The implications of these findings recommend that companies focus on strengthening self-control among employees through training and support, leading to better work outcomes and a more productive work environment.

To enhance the depth and applicability of this research, future studies could consider expanding the scope of the case study to include diverse organizational contexts and industries. This would facilitate a more comprehensive understanding of whether cyberloafing serves merely as a transient stress relief mechanism or if it indeed detracts from overall work performance. Additionally, incorporating other HR variables, such as work motivation, quality of work life, work supervision factors, organizational commitment, and benefits and compensation, could provide a more holistic view of the factors influencing employee behavior and performance. Integrating these variables may also help identify potential mediators or moderators in the relationship between self-control and cyberloafing, thereby offering more targeted strategies for organizations to enhance productivity and employee well-being.

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