

Workspace Boredom and Organizational Justice on the Cyberloafing Behavior of Educational Administrative Employees



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ABSTRACT: This study aims to investigate the relationship between Workspace Boredom and Organizational Justice on Cyberloafing behavior of educational administration staff. Workspace Boredom is a state of boredom that arises due to a monotonous work environment, while Organizational Justice includes employee perceptions of fairness in social interactions and treatment from leaders and coworkers. The research method used is a survey study with participants of educational administration staff in Surabaya City. Data were collected through a scale that assesses the levels of Workspace Boredom, Organizational Justice, and the levels of Cyberloafing behaviour with a total of 101 employees working in the field of Education in Surabaya City. Data analysis was carried out using nonparametric correlation (Kendall know-b). The results of the study showed that there was a significant relationship between Workspace Boredom and Cyberloafing behavior with a correlation of 0.257 and there was a significant relationship between Organizational Justice and Cyberloafing behavior of educational administration staff with a Correlation of 0.207. While the results simultaneously cannot be proven because the analysis used in this study is non-parametric.

KEYWORDS: Cyberloafing; Organizational Justice; Educational Administration Staff; Workspace Boredom.

I. INTRODUCTION

The rapid development of Information and Communication Technology (TIK). Pushing the revolution triggered fundamental transformations in various aspects of life, both in the personal and professional spheres. (Przybylski dkk, 2013). One of them is the widespread use of the Internet worldwide as an integral part of human life (Sari, 2023; Annur, 2024). Data of the Central Statistical Agency (BPS) also informs that the community group with the occupation of employees occupies the first position as Internet users in Indonesia. (Annur, 2024). Even for employees, the Internet is a facilitation for sharing knowledge and innovative behaviour. Access to a wealth of information and resources, enabling employees to expand their knowledge base, collaborate more effectively, and contribute innovative ideas to the organization. (Djazilan & Darmawan 2023). The Internet also provides many benefits to organizations, affecting various aspects of operations, communication, and efficiency by changing the way organizations store and access data, offering scalability, cost effectiveness, and flexibility to users. (Sudyana, dkk, 2023). Even websites and online platforms can optimize the membership registration process, improving the efficiency and accessibility of the organization. Consequently, failure to keep up with the evolution of Internet digitization can affect lagging behind and hinder the achievement of organizational goals.

The widespread use of the Internet has also led to the phenomenon of Cyberloafing, which affects employee productivity and requires action to address the problem. A study by Lim, (2002) Blanchard & Henle, (2008) showed that employees tend to commit cyberloafing, which is the involvement of individuals in non-work-related internet activities during working hours. Employees who use the Internet for personal purposes at work, which can be seen as a form of counterproductive behaviour and deviation at work (Yang dkk., 2022; Batabyal & Bhal, 2020). Cyberloafing can be seen as a response to work stress and boredom (Wiastuti, Dkk., 2022; Husna, Dk., 2020), thus providing mental rest for employees from stressful work situations (Andel, Dkt., 2019). However, Cyberloafing is also associated with various factors such as job satisfaction, work productivity, exposure to aggression at work, differences in motivation between generations and availability of internet access at work. (Ogirima, dkk, 2020; Dogusoy, dkk, 2020; Hartijasti & Fathonah, 2015; Andel, dkk, 2019). Research by Lim & Teo (2005), Barlow dkk. (2003), and Verton (2000) found that 30%-80% of employees use the internet at work for entertainment and personal activities. Fatmawati (2023) also that 50% of company emails are used for personal purposes, and 40% of employees change company email passwords without permission. Candan & Ince (2016) showed that the average employee in the UK spends 57 minutes a day on non-working online activities, with 20-24% of working time spent on Cyberloafing (Koay dkk., 2017; Lim & Chen, 2012). As a result, the company suffered financial losses and a 30-40% reduction in employee productivity. (Ugrin dkk., 2018; Henle dkk., 2009; Martin dkk., 2010).

Workspace Boredom and Organizational Justice on the Cyberloafing Behavior of Educational Administrative Employees

Preliminary survey results at the Private Education Institute in Surabaya showed that 40% of administrative employees frequently access social media, 70% use WhatsApp for personal communication, and 20% visit online shopping platforms during working hours. Cyberloafing is also happening in the public sector, such as the case of DKI Jakarta DPRD members and Cilegon City ASN officials who play games during working hours. (Huda, 2023; Arif & Ridho, 2023). Ardilasari & Firmanto (2017) noted that civil government officials in Indonesia tend to access Facebook instead of completing job duties, and Laksana (2019) found that they frequently use email, news sites, social media, YouTube, and instant messaging apps for personal purposes.

The prevalence of Cyberloafing among educational administration employees is increasing as access to digital devices and online platforms, challenging educational institutions to keep their workforce focused and productive. (Andel dkk., 2019; Batabyal & Bhal, 2020). The ease of access to the Internet exacerbates the problem, making it more difficult to manage employee behavior during working hours (Andel dkk., 2019; Batabyal & Bhal, 2020). The prevalence of cyberloafing among educational administration employees has become an increasing concern in modern workplaces. The temptation to engage in private internet activities during working hours is a major challenge in keeping a more focused and productive work environment (Batabyal & Bhal, 2020). Easy internet access through various devices has exacerbated this problem, making it difficult to manage employee behaviour during working time. (Andel dkk., 2019; Batabyal dan Bhal, 2020). These behaviors are becoming increasingly of concern to global organizations as they can impede productivity and goal achievement, such as disrupting work focus, reducing performance (Aishwarya & M, 2016), and wasting time. (Oravec, 2019; Zhang, dkk., 2019). Cyberloafing can also increase employee turnover, damage the company's reputation, cause financial losses (Ramadhiansyah & Nurtjahjanti, 2022), lower labour discipline, increase fatigue (Sao, 2020), and slow the completion of tasks (Santoso & Wibowo, 2022). (Sao, 2020). In addition, cyberloafing can lead to resource abuse, moral and work culture disruption (Triyanti dkk, 2022), jeopardize corporate confidentiality, increase malware risk, disrupt network traffic, and incur additional bandwidth costs (Santoso & Wibowo, 2022; Adhana & Herwanto, 2021).

Research shows that workspace boredom is a major cause of cyberloafing, in which employees use this activity as an escape from boredom and monotonous tasks (Loukidou, dkk, 2009; Tsai, 2016; Kamila & Muafi, 2023; Sundari & Utami, 2022; Ayuningtyas & Fransiska, 2022; Husna, dkk, 2020; Agarwal & Avey, 2020; Yanti & Nasution, 2022; Azizah & Setyawati, 2019; Zharifah & Parahyanti, 2022; Andriyani & Dewi, 2020; Moffan & Handoyo, 2020). Surveys show the highest levels of boredom are among administrative employees, who tend to do cyberloafing more frequently as a coping mechanism. (Berry, 2006; Schubert, dkk., 2021; Lim & Teo, 2022; Jones, dkk, 1995; Wang & Zuo, 2023). Organizational justice also affects cyberloafing behavior, where inequality in the distribution of wages, promotions, and rewards encourages employees to do cyber loafing as a form of resistance. (Patras, dkk., 2020; Srivastava, 2015; Robbins & Judge, 2018; Fox, Spector, & Miles, 2001; Jones, 2009; Lim, 2002; Hensel & Kacprzak, 2020; Mazidi, dkk., 2020; Wahyudhi, dkk, 2019; Chou dkk., 2021; Megaputri & Suharti, 2022; Rahaei & Salehzadeh, 2020; Betts, dkk., 2018; Hooi, 2017; Roche, dkk, 2014; Cropanzano, dkk, 1997; Dede & Rinnanik, 2021). Implications of Workspace Boredom and Organizational Justice on Cyberloafing behavior and emphasizing the need for interventions that promote a sense of justice and equality in the workplace (Rusbadrol, dkk., 2021). (Rusbadrol, dkk., 2021).

II. METHOD

This research population is the employee who works in the field of education who is active working in the City of Surabaya as a teacher/docent and employee of the School Administration/Operator. The researchers used the Incidental sampling technique with the sample criteria of this research were employees in the field of education who worked in Surabaya City, worked for at least 6 months, connected to office wifi during work and had social media. The large sample of this study was determined using G-Power with an assumed effect size 0.3 (medium), probability error 5% and power 0.85 obtained sample size of at least 93 people. However, in the process of data collection, 101 respondents were obtained. The scale of this research uses the Cyberloafing behavioral scale referring to the Doorn (2011) definition for further measurement using the Fisher Defence-based Workspace Boredom Scale (1993). Next, the Organizational Justice scale based on the operational definitions of Bies and Moag (1986). Data collection techniques involving the dissemination of statements through google forms distributed to administrative employees. These scales use a likert scale model that uses five alternative options.

III. RESEARCH RESULT

The data analysis technique used in this study is double linear regression. But after testing the assumptions, the study used the non-parametric correlation method Kendall Tau-B. (Pallant, 2020). This decision was made because the data is not distributed normally as shown by the results of the normality test so the data was not suitable for use in double linear regression analysis. Before conducting the analysis, it is necessary to test the assumptions to ensure that the data meets the model requirements. Based on the results of the normality test using residual data known statistic Kolmogorov-Smirnov coefficient = 0,110 at $p = 0,005$ ($p < 0,05$) which means the distributed data spread is abnormal. Results test normality can be seen in table 1.

Workspace Boredom and Organizational Justice on the Cyberloafing Behavior of Educational Administrative Employees

Table 1. Results Test Normality

Variable	<i>Kolmogorov-Smirnov Test</i>			Information
	Z	df	p	
Unstandardized Residual	0.110	101	(p < 0.05)	No Normal

Source: Outputs SPSS Version 25

The result of the linearity test, a F deviation from linearities of 2,684 with a significance of 0,000 ($p < 0,05$) indicates that the relationship between the Workspace Boredome and the Cyberloafing behavior is non-linear. While the results of the Linearity Test of the relation between Organizational Justice and Cyberloafing behaviour indicate that the value of the F deviations from the linearity is 1,745 with a significantity of 0,033 ($p > 0,05$). The linearity test results can be seen in table 2.

Table 2. Results Test Linearity Connection

Variable	<i>F Deviation from Linearity</i>		p	Information
<i>Workspace Boredome - Behavior</i>		2,684	0,000	No Linear
<i>Organizational Justice - Behavior</i>		1,745	0.033	Linear

Source: Outputs SPSS Version 25

The results of the multicollinearity tests Workspace Boredome and Organizational Justice obtained a tolerance value of 0.998 (> 0.10) and a VIF value of 1.002 (< 10.0). It was concluded that there was no multicollinearity between the Workspace Boredome and Organizational Justice variables. The results of the multicollinearity test of the two variables can be seen in table 3.

Table 3. Results Test Multicollinearity

Variable	<i>Collinearity Statistics</i>		
	Tolerance	VIF	Information
<i>Workspace Boredome - Organizational Justice</i>	0.998	1,002	No Happen Multicollinearity

Source: Outputs SPSS Version 25

Based on Spearman's Rho Correlation Test, a significance value of 0.018 ($p < 0,05$) was obtained for the Workspace Boredome variable, which means that there is a heterocadastasis and a significant value of 0.731 ($p > 0,05$) for the Organizational justice variables, meaning there is no heterocadastasis on the variable. Heteroscedasticity test results second variable the can see in table 4.

Table 4. Results Test Heteroscedasticity

Variable	Rho	p	Information	Conclusion
<i>Workspace Boredom</i>	0.439	0.018	< 0.05	Happen Heteroscedasticity
<i>Organizational Justice</i>	0.170	0.731	> 0.05	Not occur Heteroscedasticity

Source: Outputs SPSS Version 25

Based on Kendall Tau's test results of the first hypothesis, there is a positive relationship between Workspace Boredom and Cyberloafing behavior in educational administration employees. The test results showed a significance value of 0,000 ($p < 0,01$). This indicates that there is a very significant relationship between the two variables. The correlation coefficient of 0.257 can be concluded the first hypothesis in this study, accepted. The results of the first hypothetic can be seen in table 5.

Table 5. Analysis of Results Test Correlation Kendall Tau's

Variable	<i>Kendall Tau's B (τ)</i>		p	Information
<i>Workspace Boredom - Cyberloafing</i>		0.257	0.000 ($p < 0.01$)	Significant

Source: Outputs SPSS Version 25

Workspace Boredom and Organizational Justice on the Cyberloafing Behavior of Educational Administrative Employees

The result of the second hypothetical, there is a negative relationship between Organizational Justice and Cyberloafing behavior in employees of educational administration. The test results showed a significance value of 0,003 ($p < 0,05$). This indicates that there is a significant relationship between the two variables. The correlation coefficient of 0.207 can be concluded the second hypothesis in this study, accepted. The result of the second hypothetical can be seen in table 6.

Table 6. Analysis of Results Test Correlation Kendall Tau's

Variable	Kendall Tau's B (τ)	p	Information
<i>Organizational Justice – Cyberloafing</i>	0.207	0.003 ($p < 0.05$)	Significant

Source: Outputs SPSS Version 25

The third hypotheses of this study that stated the existence of a relationship between the workspace boredom and Organizational Justice with the Cyberloafing behavior of employees of educational administration, could not be proved because the analysis used in this research is non-parametric.

The results of a descriptive analysis of the statistical spread of the questionnaire on 101 valid study respondents, data showed that on the Workspace Boredom variable the average score of the subject was 412.97 with the lowest score of 16 and the highest point of 73. On the Organizational Justice variable, the mean score of a subject was 759.80 with the lower score of 57 and the top score of 92. The results of the analysis can be seen in table 7.

Table 7. Analysis Descriptive Statistics

Variable	N	Minimum	Maximum	Mean
<i>Workspace Boredom</i>	101	16.00	73.00	412,970
<i>Organizational Justice</i>	101	57.00	92.00	759,802
<i>Cyberloafing</i>	101	27.00	75.00	524,554

An empirical mean refers to the average value obtained from actual data observed in research, while a theoretical mean referred to the expected average value based on the theory or model used. The results of a descriptive analysis of the statistical variables Workspace Boredom, Organizational Justice and Cyberloafing behavior using SPSS version 25 can be seen in table 7.

IV. DISCUSSION

Workspace Boredom can cause distraction such as doing online activities that are not related to work, such as browsing social media or shopping sites (Santoso & Wibowo, 2022). This cyberloafing behavior can be a coping mechanism to overcome the Workspace Boredom (Santoso & Wibowo, 2022; Khatimah, 2023). For example, when employees get bored by a monotonous job, they may be looking for entertainment on the Internet, which distracts them from the main task.

Research shows that cyberloafing, the use of the internet for personal interests during working hours, can have a negative impact on the productivity of an organization. This is due to delays in the execution of tasks and a distraction of focus from the primary responsibilities of employees. (Santoso & Wibowo, 2022). In educational institutions, the performance and behavior of administrative staff is crucial to the overall efficiency of the organization. A work environment that offers a significant variation of activity to improve job satisfaction and performance (Alfian & Rahmana, 2023; Purnamasari, 2018). A monotonous work environment can have a negative impact on motivation and job satisfaction, especially for staff who are looking for challenges and variation in their work. For example, rotation of jobs or the assignment of new projects can reduce Workspace Boredom and reduce Cyberloafing.

An authoritarian and over-controlled organizational culture can boost the Boredom Workspace, which drives cyberloafing behavior. (Hendryadi & Zannati, 2018). Managerial support can help mitigate the relationship between Workspace Boredom and Cyberloafing. For example, leaders who give more autonomy to employees can reduce boredom and increase engagement in tasks. Staff who experience rough leadership and emotional exhaustion may use Cyberloafing as a way to escape work stress (Febriani, dkk., 2023). High levels of work stress and low commitment to leadership can also increase the tendency to Cyberloafing. (Sawitri, 2012). For example, a leadership training program that focuses on interpersonal skills can reduce this negative impact. Employees with high levels of self-control tend to be more able to control the desire to do Cyberloafing and remain focused on their work tasks (Malau & Muhammad, 2022). The negative relationship between Organizational Justice (especially interactional justice) and Cyberloafing behavior on staff of the investigative administrative force is also acceptable. Organizational Justice plays an important

Workspace Boredom and Organizational Justice on the Cyberloafing Behavior of Educational Administrative Employees

role in understanding employees' perceptions of the quality of social interaction and their relationships with superiors and colleagues, which can affect Cyberloafing behavior. (Harahap, 2023).

Research shows that a high level of Organizational Justice can reduce Cyberloafing behavior because employees feel treated fairly and appreciated in the work environment. (Harahap, 2023; Rahaei & Salehzadeh, 2020). However, when employees feel unfairly treated, they can engage in cyberloafing as a form of coping or retaliation mechanism. (Megaputri & Suharti, 2022). For example, employees who feel treated unfairly may feel less motivated to work well and are more likely to find distraction online. The satisfaction and commitment of educational staff is a significant factor that affects their retention in an organization (Sunarto, dkk., 2022). High job satisfaction can reduce the likelihood of Cyberloafing behavior as employees feel satisfied with their work and are more engaged in assigned tasks (Moffan & Handoyo, 2020). Instead, employees who are dissatisfied with their work are more susceptible to increased stress and cyberloafing as a form of escape from an unpleasant work environment. (Adagbabiri & Okolie, 2019).

In linking the two hypotheses, it is important to consider that although the correlation between Workspace Boredom and Cyberloafing, as well as between Organizational Justice and the Cyberloafing behavior may be low, its influence on employee behaviour should not be ignored. Factors such as organizational culture, managerial support, organizational fairness, and employee commitment interact and influence employee behavior, including a tendency to engage in Cyberloafing. Therefore, efforts to manage the Boredom Workspace, improve organizational justice, and strengthen employee commitment can be effective strategies in reducing Cyberloafing behaviour. Effective management practices, training programmes, and improved job satisfaction can help reduce the negative impact of Cyberloafing on organizational productivity and administrative staff involvement.

V. CONCLUSION

Previous research has highlighted the importance of factors such as Workspace Boredom that are believed to influence Cyberloafing behavior, showing the complexity of the factors involved in the interaction between these variables. (Younas, 2023). Organizational justice also affects employee behavior, including in reducing cyberloafing behaviour. Although non-parametric analysis may not be strong enough to prove the hypothetical negative relationship, the contribution of interactive justice to Cyberloafing behavior remains relevant. (Phuong & Le, 2023). Although the first and second hypotheses are acceptable, it is important to consider that non-parametric analysis may not be sensitive enough to reveal the true relationship between Workspace Boredom, Organizational Justice, and Cyberloafing behavior. Thus, the study provides valuable insight into the complexity of the relationship between Workspace Boredom, Organizational Justice, and Cyberloafing behavior amongst administrative education employees in Surabaya. Despite the limitations in the analysis used, this research provides the basis for further research that can make a significant contribution to understanding the dynamics of the work environment, employee behaviour in the education sector and contribute to our understanding of employee conduct in the digital age.

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Workspace Boredom and Organizational Justice on the Cyberloafing Behavior of Educational Administrative Employees

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Workspace Boredom and Organizational Justice on the Cyberloafing Behavior of Educational Administrative Employees

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