

ANALYSIS OF THE EFFECT OF JOB BURNOUT AND ORGANIZATIONAL COMMITMENT TO EMPLOYEE PERFORMANCE MEDIATED BY CYBERLOAFING BEHAVIOR

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ABSTRACT

This research aims to determine and analyze job burnout on employee performance; to determine and analyze organizational commitment to employee performance; to find out and analyze job burnout regarding cyberloafing; to determine and analyze organizational commitment to cyberloafing; to find out and analyze cyberloafing on employee performance; to find out and analyze cyberloafing mediating the relationship between job burnout and employee performance; to find out and analyze cyberloafing mediating the relationship between organizational commitment and employee performance. The research approach used by researchers in this research is a quantitative approach with descriptive and verification methods to prove the research hypothesis. The population used is all staff as total of 112 employees of PT. Shou Fong Lastindo. The sampling technique uses convenience sampling. Convenience sampling is a collection of information from members of the population that is easy to obtain and is able to provide that information. The analysis tool used is SEM-PLS. The research results show that there is a negative influence of job burnout on employee performance; there is a positive influence of organizational commitment on employee performance; there is a positive influence of job burnout on cyberloafing; there is a positive influence of organizational commitment on cyberloafing; there is a positive influence of cyberloafing on employee performance; cyberloafing mediates the effect of job burnout on employee performance; cyberloafing mediates the influence of organizational commitment on employee performance.

Keywords: *job burnout, organizational commitment, performance, cyberloafing*

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INTRODUCTION

The development of shoe factories in Indonesia has undergone significant transformation throughout the last few decades. In the beginning, the shoe industry in the country was mainly dominated by local manufacturers with a limited production scale, supplying the needs of the domestic market. However, with the government's push towards industrialization in the 1970s and 1980s, the manufacturing sector, including shoe factories, experienced rapid growth. In the era of globalization, Indonesian shoe factories began to establish partnerships with international brands, open export opportunities and improve product quality standards. As time goes by, the use of technology and automation in shoe production is increasing, bringing innovations in design and manufacturing processes. In the last decade, the focus on sustainability and the use of eco-friendly materials has been in the spotlight, in line with global awareness of environmental responsibility. Despite challenges such as global competition and the impact of the COVID-19 pandemic, the shoe industry continues to adapt, looking for ways to remain relevant, competitive, and sustainable on a global level. Joint efforts between the government and industry players are key in creating a business environment that supports the growth of the Indonesian shoe sector. The shoe industry in Indonesia now has a fairly high level of progress for economic growth and development in Indonesia. Spread almost throughout the island of Java starting from the western tip of Banten province to the eastern end of Java,

namely East Java province. As I know that the manufacturing industry, especially shoe factories in East Java, plays a key role in the regional and national economy.

The tight competition in the shoe industry is often a challenge for the HRD department to create superior Human Resources (HR) and have competitiveness as the main capital in business development. Human resources (HR) have an integral role in the development process. In the macro dimension, development factors such as natural resources, raw materials, and finance will not contribute optimally to improving community welfare without adequate support in terms of quality and number of human resources. Some developed countries give examples that the progress they achieve depends heavily on the quality of human resources. For example, Japan, as a country that has just achieved progress in industry and economy, managed to catch up by focusing on human resource development.

The situation is further complicated by the high number of college graduates who are not keeping pace with the available employment. Human resource problems are the cause of low labor productivity and a sustainable decline in the national economy. Therefore, human resource development should be focused on improving its quality, which will ultimately increase overall productivity.

Various studies show that the quality of human resources is a key factor determining productivity, both at the macro and micro levels. Human resources at the macro level can be defined as citizens of a nation, especially those who have entered working age, who have the potential to behave productively, either with or without formal education, and are able to provide for themselves and their families. The superior quality of human resources can contribute significantly to improving community welfare at the national level.

Every organization is racing to achieve maximum profits by using resources as efficiently as possible, even in situations of increasing competition. This also applies to PT. Shou Fong Lastindo, as one of the manufacturing companies engaged in the shoe industry in East Java where they are faced with demands to meet consumer needs. Of all the assets needed to maintain the operations of the organization, the most dominant role is human resources.

Based on the results of the annual evaluation of employees in the last 5 years, there is a tendency to decline in performance, with work productivity reaching 80% which is considered relatively low from previous years. This decline in performance is indeed influenced by several factors. Such as burnout at work, the level of emotional stability of superiors in subordinates, high work pressure, production challenges, and a dynamic work environment can cause an increase in job burnout rates among employees. Job burnout, which includes emotional exhaustion, depersonalization, and feelings of lack of accomplishment, can have a negative impact on an employee's psychological well-being and performance.

On the other hand, organizational commitment is considered as a factor that can reduce job burnout rates and improve employee performance. However, with the development of technology, especially in the context of industry 4.0, cyberloafing behavior (carrying out activities by utilizing the internet for non-work at work) is emerging as an issue that needs attention. This behavior can mediate between job burnout and organizational commitment and employee performance.

Therefore, the main focus of this study is job burnout variables and cyberloafing behavior that have the potential to affect employee performance. It then investigates how cyberloafing behavior affects an organization's commitment to employee performance. This is relevant for

employees who tend to spend more time in front of the computer and use internet facilities which certainly need restrictions.

The relationship between these variables has been studied by previous studies but the results are inconsistent. According to Vincentius Aditya Josopranoto Research (2023), cyberloafing can contribute to improving employee performance. This is in contrast to research conducted by Sumera Syed et al (2020) saying that cyberloafing can have a negative influence on employee performance. The higher the cyberloafing, the lower the employee's performance. Furthermore, according to research by Isniar Budiarti and Luky Pratama (2022) said that based on the results of their research, Organizational Commitment gave negative results on cyberloafing, but according to Rahayuningsih and Putra (2017) showed the reverse results, organizational commitment had a positive impact on cyberloafing. The more loyal and committed employees are to the company, the higher the cyberloafing behavior. It can be said that because they already feel bound and can manage their own work, cyberloafing behavior is considered normal because cyberloafing generally has no effect on their performance.

By filling this research gap, further research can make a significant contribution to the understanding of employee performance dynamics, helping shoe manufacturing companies in particular identify areas that need improvement or improvement to improve employee well-being and organizational performance. In this context it aims to explore and analyze the role of cyberloafing as an influencing factor in the relationship between job burnout and organizational commitment to employee performance. In addition, it will also be investigated how cyberloafing behavior mediates this relationship. The results of this study will provide valuable insights for the management of employee performance by organizations, as well as help reduce the negative impact of job burnout and cyberloafing. This research can assist human resource management in identifying factors where they can improve strategies for managing job stress, increase employee loyalty, and prevent behaviors that can be detrimental to productivity.

Therefore, based on the gap (research gap) from previous research and also in an effort to improve employee performance and examine how and what factors can influence it, the author conducted this study with the aim of measuring the effect of job burnout variables, organizational commitment and cyberloafing on the work performance of PT Shou Fong Lastindo employees. This research is expected to add scientific studies, as a reference or reference for further research and contribute to the development of theory, especially regarding the role of *cyberloafing* in mediating the influence of *job burnout* and organizational commitment to employee performance, especially in the scope of human resource management science.

METHOD

This research adopts a quantitative approach with descriptive and verifiative research methods. Within the scope of this study, the population was identified as a collection of 77 employees or staff at PT. Shou Fong Lastindo Ngawi, East Java. The sampling technique used in this study is the population method often referred to as a "*census*," which means the entire population is taken as a sample. Researchers use observation techniques and questionnaires as data collection techniques.

RESULTS AND DISCUSSION

Testing the hypothesis between constructs, namely exogenous constructs against endogenous constructs and endogenous constructs against endogenous constructs, was carried out by the bootstrap resampling method developed by Geisser (Ghozali, 2014: p. 25). In hypothesis testing involves evaluating variables by paying attention to t-statistical values or P-values. A significance decision can be taken if the result of the t-statistic calculation exceeds 1.96 (referring to the t-table value) or the P-value is less than 0.05. Hypothesis testing using full model analysis of *Structural Equation Modeling* (SEM) with smartPLS. In a full model SEM with PLS in addition to predicting the model, it also explains the presence or absence of relationships between latent variables. The relationship of the path analysis of all *latent variables* in PLS in the study is as follows:

1. *Outer model* that specifies the relationship between indicators and *latent variables*.
2. *Inner model* that specifies the relationship between *latent variables*.
3. *Weight relation* in which the case value of the *latent variable* can be estimated.

Decision making on the acceptance of the hypothesis in this study was carried out with the provision that the value of the t-table *one tail test* determined in this study was 1.96 for a significance of 0.05. Furthermore, the t-table value is used as a cut-off value for acceptance or rejection of the proposed hypothesis:

- a. The outer *weight value* of each indicator and its significance value. The recommended *weight value* is above and the t-statistic above the t-table value is 1.645 for $\alpha = 0.05$ in the *one tailed test*.
- b. See the inner weight value of the relationship between *latent variables*. The *weight value* of the relationship should show a positive direction with a statistical t- value above the t-table value of 1.96 for $\alpha = 0.05$ in the one-tailed test
- c. The research hypothesis is accepted if the *weight value* of the relationship between latent variables indicates a direction with a t-statistic value above the t-table value of 1.96 for $\alpha = 0.05$: The research hypothesis is rejected if the *weight value* of the relationship between variables shows a t-statistic value below the t-table value for $\alpha = 0.05$;

There are 2 hypotheses that will be tried to be answered in this study, and from the results of hypothesis testing as follows:

Table 4. 1 Hypothesis Testing Results

	Path Coefficient	P Values	Conclusion
Job Burnout -> Employee Performance	-0,164	0,183	There are negative influences and the results are significant/hypotheses accepted
Organizational Commitment -> Employee Performance	0,579	0,000	There are positive and insignificant influences/ accepted hypotheses

Job Burnout -> Cyberloafing	0,667	0,000	There are positive and insignificant influences/ accepted hypotheses
Organizational Commitment -> Cyberloafing	0,109	0,252	There was a positive effect and the results were significant / the hypothesis was rejected
Cyberloafing -> Employee Performance	0,431	0,000	There is a positive effect and the results are not significant / hypothesis rejected

Job Burnout Affects Employee Performance

Based on Table 4.16, the magnitude of the parameter coefficient of the influence of *the job burnout* variable on employee performance ($\beta = -0.164$, Pvalue = 0.183) which means that there is a negative influence between the two variables is not significant. In this context, the higher the job burnout, the worse the employee's performance so the hypothesis is accepted. Job burnout, or job burnout, has a significant negative impact on employee performance. This job burnout arises as a result of ongoing stress caused by excessive job demands, lack of social support, and levels of uncertainty in the work environment. Some of the adverse consequences of job burnout on employee performance involve decreased productivity, increased absenteeism rates, decreased quality of work, job dissatisfaction, conflicts in the workplace, decreased psychological well-being, and increased employee turnover rates.

It is important for companies to take proactive steps in managing and preventing job burnout. This includes reviewing workloads, providing social support, increasing work flexibility, and creating an environment that supports employee growth and development. Meanwhile, employees need to pay attention to their work-life balance, and seek help and support if they experience symptoms of burnout. The results of this study are in line with previous research conducted by Fatin Sara (2021) where burnout was obtained by a percentage of 43.9% in the agreed category, explaining that burnout will have a negative impact on the performance produced by employees.

Organizational Commitment Affects Employee Performance

Based on Table 4.16, the magnitude of the parameter coefficient of influence of the variable Organizational Commitment to Employee Performance ($\beta = 0.579$, Pvalue = 0.000) which means that there is a positive influence between the two variables is not significant. In this context, the higher the level of commitment of the organization, the higher the performance of employees, or vice versa. It can be said that the hypothesis is accepted. A high level of organizational commitment has a significant positive impact on employee performance. Organizational commitment reflects the extent to which employees feel attached and loyal to the company they work for. In this context, these positive impacts include increased productivity, resistance to work pressure, high loyalty, superior quality of work, better team performance, and a positive contribution to overall organizational achievement.

Employees who have a strong organizational commitment generally show high dedication towards achieving company goals. They may be better able to cope with stress and challenges, demonstrate long-term loyalty to the organization, and make valuable contributions to quality work outcomes. In addition, a high level of commitment can play a role in building effective team performance and supporting long-term growth and success from an organizational perspective.

To increase organizational commitment, companies can adopt strategies that include providing recognition, career development, effective managerial support, and creating an organizational culture that promotes positive values. Awareness of the important role of organizational commitment can help organizations optimize employee potential and achieve their goals more efficiently. The results of this study are supported by previous research by Moh Rizal (2023) stating that the results of this study indicate that the higher the commitment of employees to the organization, it will improve the performance of its employees, while the amount of the employee performance coefficient is 83.8% which can be interpreted that by increasing organizational commitment from employees by one percent, it will increase employee performance by 83.8%.

Job Burnout Affects Cyberloafing

Based on Table 4.16, the magnitude of the parameter coefficient of the influence of *the job burnout* variable on *cyberloafing* ($\beta = -0.444$, Pvalue = 0.003) which means that there is a negative influence between the two variables is not significant. In this context, the higher the Job Burnout rate, the lower the Cyberloafing rate, or vice versa. This may indicate that individuals experiencing higher levels of burnout may be less likely to cyberloaf, or may be less motivated to engage in such behaviors, the hypothesis is rejected. The results of this study are supported by previous research by MP Sani and S Suhana (2022) stating that job burnout negatively affects cyberloafing.

Organizational Commitment Influences Cyberloafing

Based on Table 4.16, the magnitude of the parameter coefficient of influence of the organizational commitment variable to *cyberloafing (original sample)* is 0.109, which means that there is a positive influence between the two variables. A positive coefficient value indicates a positive relationship between Organizational Commitment and the level of Cyberloafing so the hypothesis is rejected. This can be interpreted as an indication that the higher the level of organizational commitment, the higher the level of cyberloafing, or vice versa the high level of organizational commitment generally negatively impacts cyberloafing behavior in the work environment. Cyberloafing refers to the practice of using electronic devices and the internet for activities unrelated to job duties, and employees who have a high level of organizational commitment tend to be more focused and dedicated to their work. They show attachment and loyalty to the organization, which in turn tends to prevent the adoption of cyberloafing behaviors that can reduce productivity in the workplace. The results of this study are supported by previous research by Nabila Rahmanisa (2021) stating that organizational commitment has a significant positive effect and cyberloafing has a significant negative effect on employee performance.

Cyberloafing Affects Employee Performance

Based on Table 4.16, the magnitude of the parameter coefficient of the influence of *cyberloafing* variables on employee performance ($\beta = 0.431$, $Pvalue = 0.000$) which means that there is a positive influence between the two variables is not significant. Or it can be interpreted that the higher the *Cyberloafing*, the better the Employee Performance, it can be said that the hypothesis is rejected. Cyberloafing has a positive impact on employee performance is a less common perspective and often does not fit with the common view in human resource management literature and research. In general, practices such as cyberloafing tend to be perceived as behaviors that can be detrimental to productivity and work focus. In most contexts, cyberloafing is identified as an activity that can reduce work efficiency and quality. Possible impacts include decreased productivity, unfocus, increased levels of anxiety, potential reductions in the quality of interpersonal relationships, and negative influences on overall work culture.

However, it should be noted that there are some studies that consider certain aspects of rest or non-work activities as factors that can increase creativity or reduce burnout. However, keep in mind that prudent time management and a healthy understanding of boundaries remain key to ensuring that such activities do not hamper overall productivity and do not deviate from key job responsibilities. The results of this study are supported by previous research by This study also shows results that are in line with several other studies such as Wartono (2017) and Ceman (2018) which get the same research results that work stress has a positive influence on improving employee performance significantly.

The next step of the study requires identifying the total effect of the mediating effect and its significance to the model. Reference to the theoretical framework of Lachowicz et al. (2018) shows that the statistical test ϵ is used to measure the total effect of mediation. The formula applied is $\beta^2_m \times \beta^2_{ymx}$, with interpretive criteria of 0.01 (low mediation effect), 0.075 (moderate mediation effect), and 0.175 (high mediation effect) as proposed by Ogbeibu et al. (2020). The results of the total effect test of mediation will be presented at a later stage.

Hipotesis	Upsilon (ϵ)	Information
JB->CL->KK	0,433	High Mediation Influence
KO->CL->KK	1,898	High Mediation Influence

Test the hypothesis on the effect of mediation is as follows:

- 1) Cyberloafing can mediate Job Burnout on Employee Performance: Cyberloafing variables are able to mediate *job burnout* on employee performance, so the hypothesis is accepted. The direct effect of *the cyberloafing* variable on job burnout is positively close to significant, so cyberloafing serves as a mediation on employee performance (*mediation*). The results of this study are supported by previous research by B Sulistiyanto (2022) stating that cyberloafing is able to mediate *job burnout* on employee performance.
- 2) Cyberloafing can mediate Organizational Commitment to Employee Performance: Cyberloafing variables are able to mediate Organizational Commitment to employee performance, so the hypothesis is accepted. The direct effect of *the cyberloafing*

variable on Organizational Commitment is positively close to significant, so cyberloafing serves as mediation on employee performance (*mediation*). The results of this study are supported by previous research by B Sulistiyanto (2022) stating that cyberloafing is able to mediate *job burnout* on employee performance.

CONCLUSION

Job Burnout has a negative and significant effect on Employee Performance. The higher the job burnout, the worse the employee's performance. Organizational Commitment has a positive and significant effect on Employee Performance. The higher the level of commitment of the organization, the higher the performance of employees, or vice versa. Job burnout has a positive and significant effect on cyberloafing. This can be interpreted that the higher the job burnout in the organization, the higher the level of cyberloafing carried out by employees. Organizational commitment has a positive and significant effect on Cyberloafing. Organizational commitment will only affect cyberloafing through employee performance. This means that if the organization expects performance improvement efforts through organizational commitment, employees must have positive emotions that arise from cyberloafing factors. Cyberloafing negatively and significantly affects employee performance. That is, the more appropriate cyberloafing carried out with what is received will also improve employee performance. Conversely, the more different cyberloafing carried out with what is obtained will also reduce employee performance.

Cyberloafing can mediate the effect of *job burnout* on employee performance. This shows that responsibility and commitment that are factors in employee involvement at work are not influenced by job burnout, but research shows a direct influence on performance. This shows that the professionalism of employees at PT Shou Fong Lastindo is not determined by job burnout. So the level of employee involvement in their work and the organization where they work does not necessarily indicate the level of employee performance. Cyberloafing can mediate the effect of organizational commitment on employee performance. This means that the more conducive a cyberloafing will also increase the organization's commitment directly which then has a chain effect on improving employee performance. Vice versa, the worse the organization's commitment will increase cyberloafing directly which then has an impact on decreasing employee performance.

Based on the test results, if the organization's commitment will improve performance, then the strategy that can be done is to maintain employee performance at work by creating working conditions that can reduce job burnout. Create training programs that are able to improve skills in solving work obstacles. The last is to carry out routine *team building* activities as an effort to increase positive emotional bonds in relation to colleagues and trust and pride in the organization where bekerja. Include cyberloafing as a mediator of employee performance variables. Organizational commitment must focus more on the effect of job burnout on employee performance. In this study, suggestions that researchers can give regarding employee performance affected by job burnout are to provide opportunities for employees to have a balance between work time and personal time, provide fair promotion and career development opportunities and implement *regular team building* programs in an effort to increase cohesiveness and teamwork. Include cyberloafing as a mediator of the Organizational Commitment variable. The results showed that the level of organizational commitment is a

factor that has a high influence on employee performance. Organizational commitment must focus more on the needs and desires of employees to get a sense of security obtained from guarantee / insurance facilities. The sense of social, economic and psychological security felt by employees from their jobs will affect employee performance. The safer it is, the more employee performance increases, and it automatically affects performance for the better. Research that has been conducted on job burnout, organizational commitment, cyberloafing, and employee performance shows the potential for further development. It is hoped that the findings from this study can be the basis for future research by adding additional variables, such as leadership style, motivation, loyalty, work-life balance, level of work stress, or even by choosing different research objects.

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