



## The Influence of Cyberloafing and Employee Empowerment on Job Satisfaction (A Study on PT Inti Indosawit Subur)

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### Abstrak

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Integrating technology in digital era into daily life, poses challenges for companies in regulating employee activities during working hours. This study examines the impact of cyberloafing and employee empowerment on job satisfaction among PT Inti Indosawit Subur employees. Conducting a quantitative, associative research approach, data were collected from 76 employees through simple random sampling. Primary data were gathered via direct questionnaire distribution, and secondary data were sourced from literature reviews. Data analysis included instrument testing, classic assumption testing, multiple linear regression analysis, and hypothesis testing. Results indicate that cyberloafing (X1) has a positive but insignificant effect on job satisfaction (t-value = 0.195 < 1.993, sig = 0.846 > 0.05, regression coefficient = 0.025). Conversely, employee empowerment (X2) significantly enhances job satisfaction (t-value = 5.630 > 1.993, sig = 0.000 < 0.05, regression coefficient = 0.676). Combined, cyberloafing and employee empowerment explain 33.7% of job satisfaction, with the remaining 66.3% influenced by external factors not covered in this study.

**Kata Kunci:** Cyberloafing, Employee Empowerment, Job Satisfaction, Performance

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## INTRODUCTION

Companies must effectively manage human resources in the digital era to remain competitive. Enhancing employee productivity is essential for maintaining a competitive edge, and this can be achieved by focusing on job satisfaction (Sari & Anggraini, 2019). Despite efforts to create productive, high-quality, and responsive employees, many organizations fall short in addressing job satisfaction. Issues such as inadequate facilities and lack of managerial attention, along with poor cooperation between employees and their leaders, affect job satisfaction.

A survey by Jobstreet Indonesia (2022) involving 17,632 Indonesian respondents revealed that 73% of employees are dissatisfied with their jobs. This dissatisfaction can lead to decreased motivation and productivity, ultimately hindering the company's goals (Arianty, Bahagia, Lubis & Siswandi, 2016). Job dissatisfaction and routine work can cause stress, which varies among individuals. To cope with work stress, employees may engage in cyberloafing—using the internet for personal purposes during work hours.

Blanchard and Henle (2009: 1068-1069) explain that cyberloafing is often triggered by work stress, role ambiguity, and role conflict. Employee empowerment can play a crucial role in mitigating these issues. Supportive and attentive management that acknowledges good performance, listens to employee feedback, and fosters a positive work environment can enhance job satisfaction.

The significance of digital technology in businesses is undeniable, yet it poses challenges in monitoring employee activities. The palm oil industry, a key sector in Indonesia's economic development, illustrates this challenge. As the world's largest palm oil producer (Siaran Pers, 2021), it is difficult for companies employing plantation workers to supervise every activity directly.

Interviews with employees of PT Inti Indosawit Subur (IIS) revealed instances of cyberloafing, prompted by routine work and limited interaction with supervisors, which could impact job satisfaction.

Asian Agri, a prominent Indonesian private company producing crude palm oil sustainably, manages its operations through PT Inti Indosawit Subur (IIS). As a member of the Roundtable on Sustainable Palm Oil (RSPO), Asian Agri adheres to sustainable practices, emphasizing accountability and environmental stewardship. According to Sinaga & Siregar (2023), an important element in improving employee performance is a leader who can influence subordinates and actively involve them in achieving these goals through an appropriate leadership style. According to Tambunan, Eriza, & Siregar (2023), there has been a noticeable decline in employee performance, marked by several employees failing to complete their tasks on time due to the substantial workload they are assigned. Additionally, the lack of adequate supervision from superiors has contributed to the suboptimal performance of employees. Supervisors are often preoccupied with their own significant workloads, which results in infrequent monitoring and insufficient guidance for their subordinates.

The contribution of a skilled, qualified, and accomplished workforce is crucial for the company's production department. Therefore, companies must promote enhanced performance to ensure that productivity remains at an optimal level. Consequently, each employee must perform their duties effectively and efficiently, adhering to their job responsibilities to achieve the highest quality in oil production (Sihombing, Eriza, & Siregar, 2023).

This study investigates the impact of cyberloafing and employee empowerment on job satisfaction among plantation company employees. Previous research shows varying results regarding the effects of cyberloafing on job satisfaction. This study also aims to analyze the influence of employee empowerment on job satisfaction.

## **2. Literature Review**

### *2.1. Cyberloafing*

Cyberloafing is the act of spending time avoiding work by connecting to the internet to occupy oneself (Utama et al., 2016:164-165). It involves the use of electronic devices at the workplace for activities unrelated to the job at hand. This behavior is commonly employed by employees to waste time at work (Askew et al., 2018:53). Cyberloafing can be defined as the use of the Internet for activities not related to work tasks, typically occurring in the workplace. Numerous studies indicate that cyberloafing has negative impacts on both employees and companies (Jinnan Wu, Mei, Liu & Ugrin, 2020:56-64).

According to Ardilasari & Firmanto (2017:21), cyberloafing is a form of deviant behavior where employees use the company's internet access for personal purposes unrelated to their job during working hours. Examples include accessing entertainment, online shopping, sending messages via the internet, posting in discussion groups, and downloading files unrelated to work tasks. This practice can reduce employee productivity in completing core job responsibilities.

Concrete examples of cyberloafing practices, as outlined by Ugrin et al. (Ramadhan and Nurtjahjanti, 2017:218), include using personal email, online shopping, gaming, accessing websites with articles, videos, or images, and viewing pornography. Terms such as cyberloafing, cyberslacking, non-work-related computing, personal web usage, personal internet usage, and personal computing are introduced and sometimes used interchangeably.

Table 1. Negative Impact of Cyberloafing

<b>Negative Impact</b>	<b>Researched by</b>
Decreased Work Productivity	Lim dan Teo (2002)
Distraction While working	Lim dan Chen (2012)
Wasting Time, Energy, and Mental Resources	Lim dan Chen (2009)
Reduced Interaction with Colleagues	Koay dan Soh (2019)

Source: Adiba, Kadiyono, Hanami (2021)

Table 2. Negative Impact of Cyberloafing

<b>Positive Impact</b>	<b>Researched by</b>
Stres berkurang	Anandarajan dan Simmers (2005)
Produktivitas kerja meningkat	Anandarajan dan Simmers (2005)
Kreativitas meningkat	Tyahbatan AR dan Santoso (2019), Anandarajan dan Simmers (2005)
<i>Balancing work/life</i>	Stanton (2002), Anandarajan dan Simmers (2005)

Source: Adiba, Kadiyono, Hanami (2021)

## 2.2 Employee Empowerment

Empowerment is a crucial and strategic factor in enhancing organizational performance, whether in governmental activities or business operations. Its significance lies in supporting various elements, such as management components, competencies, authority, and responsibilities within the organization or management (Fachrurazi, 2021:121). According to Saif & Saleh (2013), empowerment is the mechanism of granting employees the authority to make decisions, often involving the distribution of responsibilities from managers to employees.

Employee empowerment refers to giving employees authority, trust, involvement, and responsibility in decision-making and controlling their work. Fachrurazi (2021:131) describes it as a process aimed at enhancing individuals' capabilities within the organization through changes and development in aspects such as competence, self-confidence, authority, and responsibility. The goal is to improve individual performance in organizational activities, whether in other fields or educational contexts, according to established expectations.

Kumar (2022:1056) states that employee empowerment involves providing employees with the freedom to work, control over some activities, and access to information to contribute to decision-making processes and organizational matters. Dust et al. (2014:413-455) describe employee empowerment as a four-dimensional motivational construct consisting of meaning, competence, autonomy, and impact, reflecting an active rather than passive orientation towards work roles. Jacqueline (2014) asserts that empowered employees tend to develop a sense of motivation that helps them gain authority and control, as well as apply essential knowledge and skills to meet customer needs.

Employee empowerment can be viewed from four dimensions (Colquitt et al., 2019):

- a. Choice
- b. Competency
- c. Meaningfulness
- d. Impact

### 2.3 Job Satisfaction

According to Fachurazi (2021:3), a good human resource management system within a company will provide job satisfaction for employees, which in turn can enhance organizational performance. Job satisfaction, as defined by Robbins (2019:79), is a positive feeling toward one's job arising from the evaluation of its characteristics. Individuals with high job satisfaction tend to have positive feelings towards their work, while those with low job satisfaction harbor negative feelings towards their jobs. Okoye (2011) defines job satisfaction as a measure to check whether someone is satisfied or not with their job.

According to Colquitt et al. (2019:98), the indicators of job satisfaction are as follows:

- a. Supervision
- b. Work
- c. Altruism
- d. Status

## **METHOD**

This research is a quantitative study with an associative approach. The associative approach in this research seeks to determine whether there is a relationship (association)

between two or more variables and the extent of the correlation among the variables studied.

The research was conducted at PT Inti Indosawit Subur. This study collected data directly by distributing research questionnaires to employees at PT Inti Indosawit Subur. The population at PT Inti Indosawit Subur is 312 people, therefore the sampling approach used in this research is the probability sampling technique using simple random sampling, with a total of 76 respondents used in this study, calculated using the formula by Slovin. In this research, a Likert scale is employed as the measurement scale for scoring or assigning values to each statement. The researcher used a measuring instrument to calculate scores, as indicated in the table below:

Table 3. Likert Scale Instrument

Answer Criteria	Score
Strongly Agree (SA)	5
Agree (A)	4
Neutral (N)	3
Disagree (D)	2
Strongly Disagree	1

(SD)

Source: Adapted from Sugiyono (2017:93)

## RESULT AND DISCUSSION

Validity and reliability tests were conducted to assess whether the questionnaire constructed is valid and reliable for use; and the results are shown in Table 2. These two tests evaluate the suitability of the data used in the study. Moreover, this test is one of the most important tests to be conducted in research. The validity test results for the Cyberloafing variable (X1) using  $r_{table} = 0,2257$  were distributed to 74 respondents. The analysis results indicate that all statement items in the Cyberloafing variable (X1), Employee Empowerment (X2), and Job Satisfaction (Y) have valid score values, with  $r_{count} > 0,2257$ . This indicates that all statements are suitable for use as instruments to measure variables in this study. The reliability testing method was conducted using Cronbach's Alpha. The alpha values obtained for the Cyberloafing variable (X1), Employee Empowerment (X2), and Job Satisfaction (Y) each obtained alpha values greater than 0.6, confirming that the data is reliable and suitable for use in this research.

Table 4. Validity and Reliability Test

No	Item	Validitas			Reliabilitas	
		<b>rhitung</b>	<b>5%</b>	<b>rtabel</b>	<b>Crobach's Alpha</b>	<b>Keterangan</b>
1	X1.1	0.475				
2	X1.2	0.395				
3	X1.3	0.352				
4	X1.4	0.623				
5	X1.5	0.574			0.611	Reliabel
6	X1.6	0.639				
7	X1.7	0.631				
8	X1.8	0.309				
9	X1.9	0.468				
10	X2.1	0.566				
11	X2.2	0.477				
12	X2.3	0.346				
13	X2.4	0.515		0.2257		
14	X2.5	0.391				
15	X2.6	0.38				
16	X2.7	0.446			0.615	Reliabel
17	X2.8	0.471				
18	X2.9	0.453				
19	X2.10	0.453				
20	X2.11	0.509				
21	X2.12	0.384				
22	Y1	0.443				
23	Y2	0.528				
24	Y3	0.377				
25	Y4	0.382				
26	Y5	0.348				
27	Y6	0.417				
28	Y7	0.385				
29	Y8	0.467		0.2257	0.636	Reliabel
30	Y9	0.422				
31	Y10	0.428				
32	Y11	0.468				
33	Y12	0.506				
34	Y13	0.402				
35	Y14	0.361				

Source: Data Processing Results (2024)

Table 5. Partial Test Results

Model	Coefficients						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		Tolerance	VIF
	B	Std. Error						
(Constant)	2.852	.255	.654	3.0				
Cyberloafing (X1)	-.025	.128	-.02	-.195	.846	0.875	1.143	
Employee Empowerment (X2)	.676	.12	0.574	5.63	.000	0.875	1.143	

a Dependent Variable: Job Satisfaction (Y)

Source: Data Processing Results (2024)

Table 6. Simultant Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	509.147	2	254.573	18.585	.000 <sup>b</sup>
	Residual	999.959	73	13.698		
	Total	1509.105	75			

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant), Employee Empowerment (X2), Cyberloafing (X1)

Source: Data Processing Results (2024)

Table 7. Results of the Coefficient of Determination Test (R2)

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.581 <sup>a</sup>	.337	.319	3.701	1.550

a. Predictors: (Constant), Employee Empowerment (X2), Cyberloafing (X1)

b. Dependent Variable: Job Satisfaction (Y)

Source: Data Processing Results (2024)

## CONCLUSION

Based on the results of the research and discussion on the influence of cyberloafing and employee empowerment on job satisfaction (Study at PT Inti Indosawit Subur), it can be concluded that:

1. The cyberloafing variable (X1) has a positive and insignificant partial effect on job satisfaction (Y). Among the two indicators of cyberloafing, serious cyberloafing has the most influence on job satisfaction. Respondents stated that they do not engage in cyberloafing behaviors such as accessing online gambling sites during work. This indicates that good self-control can increase efficiency and effectiveness in completing tasks, affecting job satisfaction. Therefore, it can be concluded that H01 is accepted and Ha1 is rejected.

2. The employee empowerment variable (X2) has a positive and significant partial effect on job satisfaction (Y). Among the four indicators of employee empowerment, the choice indicator has the most influence on job satisfaction, with 60.5% agreeing strongly. This indicates that the employee empowerment implemented by the company is well established, leading to high levels of employee awareness and responsibility, which in turn results in high job satisfaction. This proves that employee empowerment affects job satisfaction among employees at PT Inti Indosawit Subur, thus Ha2 is accepted and H02 is rejected.

3. The independent variables, cyberloafing (X1) and employee empowerment (X2) have a simultaneous effect on the dependent variable, job satisfaction (Y). The result of the determination coefficient test shows an R-value of 33.7%, indicating that the combined influence of the cyberloafing (X1) and employee empowerment (X2) variables on job satisfaction (Y) is 33.7%.

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