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# Cyberloafing in the Millennial Generation in Java, Indonesia: Its Role in Mediating the Impact of Work Overload on Performance

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## Abstract

*The millennial generation dominates the workforce at this time. Therefore their performance is important to improve the quality of the company's work. Unfortunately, the millennial generation has a tendency to feel excessive stress at work, especially because the workload is felt to be excessive. This work overload can make the millennial generation have the potential to do cyberloafing as an act of self-relaxation. Therefore, this study examines the mediating role of cyberloafing on the effect of workload on performance in millennial generation employees. The population of this study is the millennial generation on Java Island, with a total sample of 218 people. Data were analyzed using the "Causal Step" method from Baron and Kenny. The results showed that work overload has a negative effect on employee performance, where cyberloafing shows a partially mediating role. So workload can affect performance both through the mediation of cyberloafing and without going through it.*

**Keywords:** cyberloafing behavior, millennial generation, performance, work overload.

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## 1. Introduction

Millennial generation, also known as Generation Y, are the demographic cohort for those who born between 1980-2000 (Kemenpppa, 2018). They are following Generation X and preceding Generation Z.

The millennial generation currently dominates the world's workforce. The same thing also happened in Indonesia. BPS data for 2020 shows that the largest workforce in Indonesia is controlled by the millennial generation (BPS, 2020). For 2023, their ages range from 23-43 years. Considering that they are in their early productive age, their existence is really needed to participate in determining the future of the company. Moreover, supported by their ability to easily follow technological developments. Their performance is very reliable to be able to determine the future of the company.

Performance can be said to be the main factor that is important with regard to the contribution made by employees to the organization. The success of an organization is determined by the quality and performance of the employees in the organization to achieve the set organizational goals (Astuti & Palupiningdyah, 2018).

The millennial generation really likes openness, but they don't like excessive rules. According to the Kumparan.com website (Harianto, 2018), based on a survey from the Mental Health Foundation in 2018 which involved 4,500 respondents, the millennial generation said they felt disturbed by the stress they experienced at work, especially because the workload is felt to be excessive. This difference seems quite significant compared to the previous two

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generations, namely baby boomers (the demographic group before Generation X), which only reached 12%. Kusumawardani, et al. (2014) explained that excessive workload - which is also known as work overload - is occur when employees feel their role in carrying out tasks exceeds their abilities. For example, when the boss makes more demands than the number of employees to complete in a certain time and employees perceive the job demands as excessive.

There is a research gap phenomenon in the research of Gibran & Suryani (2019) which states that work overload has a negative effect on employee performance. Then Astuti & Palupiningdyah's research (2018) found that work overload has a negative effect on performance. However, some studies do not support this. Research by Rukhviyanti (2011) found that work overload did not significantly affect employee performance. Work overload is not always a predictor of decreased employee performance, work overload can actually be a challenge for employees to produce better performance. Research Ashfaq, et al. (2013) also found that work overload has no significant effect on performance.

This work overload makes the millennial generation have the potential to carry out cyberloafing behavior as an act of self-relaxation (Koay & Soh, 2018). The use of social media and digital technology in almost all of their life activities, which is a differentiator from previous generations, makes the millennial generation more potential for cyberloafing (Satria, 2022).

Cyberloafing is one of the deviant behaviors in the workplace, where employees access the internet and e-mail during working hours for non-work related purposes (Lim, 2002). Cyberloafing allows employees to escape the hustle and bustle of work through the use of modern technology. Organizations are worried about cyberloafing because browsing the internet for personal gain allows employees to neglect their job responsibilities (Khansa, et al. 2017). Employees steal time to access things that have nothing to do with the company's work, resulting in less use of working time (Lim & Chen, 2012). This behavior will interfere with employee performance at work.

This study examines the mediating role of cyberloafing in the effect of workload on performance in employees of the millennial generation who work on the island of Java, Indonesia. The researchers focused their research on the millennial generation working on the island of Java, considering that Java has the largest workforce (79.77 million) in 2021 (BPS, 2022). Java Island also has infrastructure or internet facilities that are quite good as well as many offices and jobs that provide wifi facilities to support the work of their employees.

## 2. Literature Review

### 2.1. Work Overload

Work overload occurs when an employee has too much work to do under heavy time pressure. Employees also feel that their role in carrying out tasks exceeds their abilities (Kusumawardani, et al., 2014). There are several factors that affect work overload, including inadequate resources, problem handling, lack of control over work processes, inability to complete work, unclear goals and responsibilities, inadequate selection and training (Gryna, 2004). Meanwhile, according to Gibson (in Chandra & Dody, 2017), some of these factors are time pressure, work schedules, role ambiguity and role conflict, noise, excess information, repetitive actions, and responsibility.

## 2.2. Cyberloafing Behavior

Blanchard & Henle (2008) defines cyberloafing as the behavior of employees who use internet facilities at work intentionally for personal purposes by opening internet sites that are not related to work during working hours. Included in cyberloafing behavior are sending e-mails containing entertainment, visiting internet sites that are not related to work, online shopping, instant messaging, posting to newsgroups, downloading movies and downloading music (Blanchard & Henle, 2008). In terms of technology, in doing cyberloafing behavior employees can use various types of computers (desktops, smartphones, tablets, iPads) whether they are owned by the company or the employees' personal property that they bring to work (Askew, 2012).

Cyberloafing can be destructive when it inhibits employees making them unproductive. Many researchers argue that cyberloafing is behavior that is not beneficial to the organization and can even lead to lawsuits. However, several other researchers argue that cyberloafing behavior is not necessarily bad for employees and organizations. Cyberloafing can be constructive if the behavior helps employees and agencies.

Organizations whose employees show increased cyberloafing behavior have the potential to suffer losses (Ozler & Polat, 2012). Some of the negative impacts experienced by organizations include disciplinary action, breach of corporate confidentiality, loss of reputation, personal privacy, increased organizational burden and personal responsibility, increased related legal costs, and decreased productivity of billions of dollars (Ozler & Polat, 2012).

According to Blanchard & Henle (2008) cyberloafing behavior in the workplace can reduce productivity. Employees access the internet during working hours with the aim not for the benefit of the organization, but to avoid work, eliminate boredom (Lim, 2002). Utilization of this modern technology can make employees neglect their duties without having to be seen going in and out of the room, even seen being active all hours in front of the computer (Blanchard & Henle, 2008).

Cyberloafing behavior can also lead to inefficient use of internet networks, causing organizations to become uncompetitive (Ozler & Polat, 2012). The performance of computer systems can experience degradation, and excessive internet networks can cause excess computing resources, where the next effect is to reduce bandwidth or internet access speed (Blanchard & Henle, 2008).

In addition, cyberloafing behavior has the potential to raise other legal criminal problems such as harassment (for example an employee's joke email contains pornographic and racist elements), tarnishes someone's good name (for example an employee uses an employee who tells lies about his boss in a chat room), and neglect of work. More serious problems can also result from this behavior, such as the spread of viruses, pirating, and hacking (Blanchard & Henle, 2008).

But actually cyberloafing behavior is not always synonymous with negative behavior that causes loss of productivity and income. Doing other things for a while that is not related to work can have positive effects, including relief from boredom, reducing stress, and increasing employee creativity (Ozler & Polat, 2012).

Several studies acknowledged that providing the internet for employees to have fun at work, and allowing employees to use it during their free time will equip them to face the next task with more energy and a broader perspective. So, cyberloafing can function as an 'office

toy' to reduce work stress and inspire creativity (Ozler and Polat, 2012). So, the internet can be a means to increase creativity, flexibility, and encourage a learning environment (Blanchard & Henle, 2008).

### **2.3. Performance**

Byars & Rue (1997) define performance as a person's skill level in carrying out tasks that are part of his job. According to Mangkunegara (2005), performance is the result of work both in quality and quantity achieved by someone in carrying out tasks according to the responsibilities given. Meanwhile Robbins (2015) defines performance as a result achieved by employees in their work according to certain criteria that apply to a job.

There are several factors that affect performance. According to Mathis & Jackson (2006), these factors include ability, motivation, support received, where the work is being done, and the employee's relationship with the organization. While Simanjuntak (2011) states the factors are individual compensation, organizational support, psychological, and company and individual performance.

### **2.4. Model Development**

#### **Effect of work overload on employee performance**

Gibran & Suryani (2019) explain that work overload is a condition that occurs when the environment makes demands beyond individual capabilities. Gibran & Suryani (2019) said that companies tend to force employees to give their best performance in order to achieve the set targets. This makes managers in a company give too many tasks to their employees and the work environment.

Research from Astuti & Palupiningdyah (2018) the effect of work overload on performance obtained a result of -2.943 with a significance of 0.001, which means that work overload has a significant negative effect on employee performance. This means that the greater the workload borne, the lower the resulting performance results.

**H1.** Work overload affects employee performance.

#### **The role of cyberloafing behavior in mediating the effect of work overload on employee performance**

According to Ramadhan & Nurtjahjanti's research (2017) the view of work as a burden makes employees stressed and reluctant to do the tasks given so that these employees tend to complete work past the allotted time limit. The time that should be used to do tasks is used by employees to do cyberloafing. It is possible that cyberloafing behavior is caused by workload and multiple roles (Kay, et al. in Syukri, 2017). Employees who engage in cyberloafing during working hours tend to neglect their main job. Where this behavior will interfere with the performance of employees at work. Cyberloafing is also considered to reduce company performance and productivity and is contrary to work ethics that is harmful to organizations (Lim & Chen, 2012).

**H2.** Cyberloafing behavior mediates the effect of work overload on employee performance.

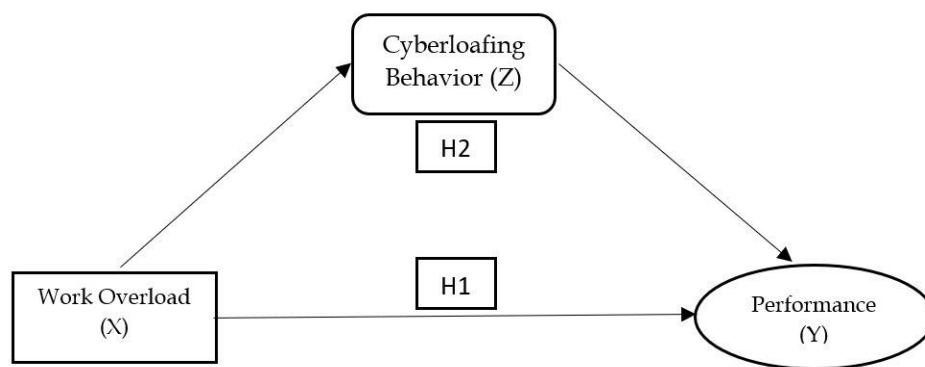


Figure 1. Research Model

### 3. Methods

#### 3.1. Sample and Procedures

The sample in this study is millennial generation employees on the island of Java. Sampling was carried out using purposive sampling technique. Data collection was carried out for 7 days online. Digital questionnaires created using the Google Form were distributed via social media, including through several WhatsApp groups.

To filter the incoming responses so that the respondents who were netted are indeed the respondents who are expected to be involved in this research, the respondents must have the following criteria: aged 24-42 years, status as an employee, the workplace provides wifi and computer/laptop facilities, and can use gadgets during working hours.

There were 218 responses that entered and could be analyzed. The largest age group was in the age range of 24-27 years with 63 respondents (28.1%). Most of the respondents were male, namely 123 people (56.4%), while the remaining 95 people (44.6%) were female. The education level of the respondents ranged from high school to master's degree, in which the bachelor's degree was the most (131 people or 60.1%). For work locations, respondents came from 5 provinces in Java (Banten, DI Yogyakarta, DKI Jakarta, West Java, Central Java, East Java) with the majority of respondents coming from DKI Jakarta at 24.8% (54 people). As many as 46.3% (101) of respondents have worked for 1-5 years. This is the longest working period indicated by the respondents. For the longest working period (> 16 years) there was only 1 respondent. Respondents' fields of work varied, from admin, data entry, HRD, marketing, production, sales, accountants, staff, managers, etc.

#### 3.2. Measures

**Work overload** is measured using an instrument developed by Cousins, et al. (2004). Responses were measured using a 5-point scale from Never (1) to Often (5). The instrument consists of 8 items. The results of validity testing using the Pearson Product Moment correlation show that all items are valid. The alpha value for this instrument is 0.820 (reliable).

**Cyberloafing behavior** is measured using an instrument developed by Lim (2002). Responses were measured using a 5-point scale from Never (1) to Often (5). The instrument consists of 9 items. The results of validity testing using the Pearson Product Moment correlation show that all items are valid. The alpha value for this instrument is 0.818 (reliable).

**Performance** is measured using an instrument developed by Chishti, et al. (2010). Responses were measured using a 5-point Likert scale from Strongly Disagree (1) to Strongly Agree (5).

The instrument consists of 5 items. The results of validity testing using the Pearson Product Moment correlation show that all items are valid. The alpha value for this instrument is 0.908 (reliable).

### 3.3. Data Analysis

Data were analyzed using regression analysis for mediating variables with the causal step method developed by Baron and Kenny (Munawaroh, 2015).

Steps in Causal-Step Method:

**Step 1:** Regress the mediating variable on the independent variable, to get the  $a$  value and its significance.

$$Z = a_1 + aX + e_1$$

**Step 2:** Regress the dependent variable on the independent variable. To get the  $c$  value and its significance.

$$Y = a_2 + cX + e_2$$

**Step 3:** Regress the dependent variable on the independent variable and the mediating variable, to get the  $c'$  value and its significance.

$$Y = a_3 + c'X + bZ + e_3$$

To ensure the mediation, there are 3 conditions that must be met: the independent variable must affect the mediating variable in the first step, the independent variable must affect the dependent variable in the second step, and the mediating variable must affect the dependent variable in the third step.

The way to make the decision is as follows:

- ☑ The mediating variable is declared to mediate perfectly if:
  - $Y = a_2 + cX + e_2 \rightarrow$  the  $c$  value is significant (step 2)  
The value of  $c$  in the second step shows a significant value, thus the  $X$  variable has a significant effect on the  $Y$  variable.
  - $Y = a_3 + c'X + bZ + e_3 \rightarrow$  the  $c'$  value is not significant (step 3)  
The value of  $c'$  in the third step shows an insignificant value. So, when variable  $Z$  is entered in the equation, variable  $X$  has no effect on variable  $Y$ .

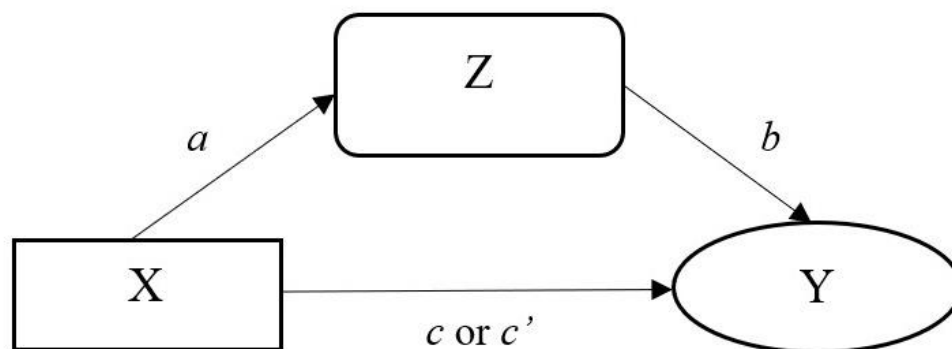


Figure 2. Regression Model with Mediating Variable

Considering that in the second step the  $c$  value is significant and in the third step the  $c'$  value is not significant, variable  $Z$  is declared to mediate perfectly the relationship between variable  $X$  and variable  $Y$ . So when there is variable  $Z$ , variable  $X$  can only affect variable  $Y$  through variable  $Z$ .

☑ The mediating variable is declared to mediate partially if:

- $Y = a_2 + cX + e_2 \rightarrow$  the  $c$  value is significant (step 2)

The  $c$  value in the second step shows a significant value, thus the  $X$  variable has a significant effect on the  $Y$  variable.

- $Y = a_3 + c'X + bZ + e_3 \rightarrow$  the  $c'$  value is significant (step 3)

The  $c'$  value in the third step shows a significant value. So, when variable  $Z$  is entered in the equation, variable  $X$  still has an effect on variable  $Y$ .

Considering that the second step shows a significant  $c$  value and the third step shows a significant  $c'$  value, the variable  $Z$  is declared to mediate partially the relationship between variable  $X$  and variable  $Y$ . So, when there is variable  $Z$ , variable  $X$  can still affect variable  $Y$  directly or indirect.

Tabel 1. Descriptive Statistics and Correlation

Variabel	Mean	SD	1	2	3
1. Work Overload	24.08	3.27	1		
2. <i>Cyberloafing</i> Behavior	26.76	3.30	0.567**	1	
3. Performance	21.41	1.84	-0.426**	-0.413**	1

\*\*P < .001. \*P < .05

Table 2. Results of Hypothesis Testing with the Causal-Step Method (n=218)

Steps/Variables	B	T	Sig.
<b>Step 1</b>			
<i>Main Effect</i>			
Work Overload → Cyberloafing behavior	0.572	9.445	0.000
<b>Step 2</b>			
<i>Main Effect</i>			
Work Overload → Performance	-0.240	-6.925	0.000
<b>Step 3</b>			
<i>Main Effects</i>			
Work Overload	-0.160	-3.887	0.000
Cyberloafing behavior	-0.141	-3.461	0.001
	R <sup>2</sup> : 0.218		
	F : 31.18		0.001

## 4. Result

### 4.1. Descriptive Statistics and Correlation

Descriptive statistics and correlations are presented in Table 1. The results of the correlation analysis show that in general the variables in this study are significantly correlated. Based on Table 1, it can also be seen that the average answer given by respondents to the work overload variable is 24.08, cyberloafing behavior is 26.76, and employee performance is 21.41.

### 4.2. Hypothesis Testing

Hypothesis testing is based on a simple linear regression test and multiple linear regression obtained from the results of the analysis using the causal step method.

#### Causal-Steps Analysis

The results of the step 1 test in Table 2 show that work overload (X) affects cyberloafing behavior (Z) with a B value of 0.572 (which is then transformed into a value), with a significance level of 0.000. Thus work overload has a positive effect on cyberloafing behavior, where the higher the excess workload faced by employees, the higher their chances of doing cyberloafing behavior.

The results of the step 2 test in Table 2 show that work overload (X) affects performance (Y) with B value of -0.240 (which is then transformed into 'c' in the equation), with a significance level of 0.000. Thus, work overload has a negative effect on performance, where the higher the work overload faced by employees will cause their performance to be lower.

Based on the results of the multiple regression equation from the step 3 test in Table 2, an F value of 31.18 is obtained with a significance level of 0.001, which indicates that this study has a good model so that the model can be used. The R2 value of 0.218 indicates that the ability of work overload and cyberloafing behavior to affect performance is 21.8%, while the remaining 72.2% is influenced by other variables outside this research model.

In step 3, work overload (X) has a negative effect on performance (Y) with B value of -0.160 (which is then transformed into 'c'' in the equation) and a significance level of 0.000, which means that the higher the perceived work overload will cause performance Getting lower. While cyberloafing behavior (Z) has a negative effect on performance (Y) with B value of -0.141 (which is then transformed into 'b' in the equation) and a significance level of 0.000, which means that the more often employees engage in cyberloafing behavior, the lower their performance will be.

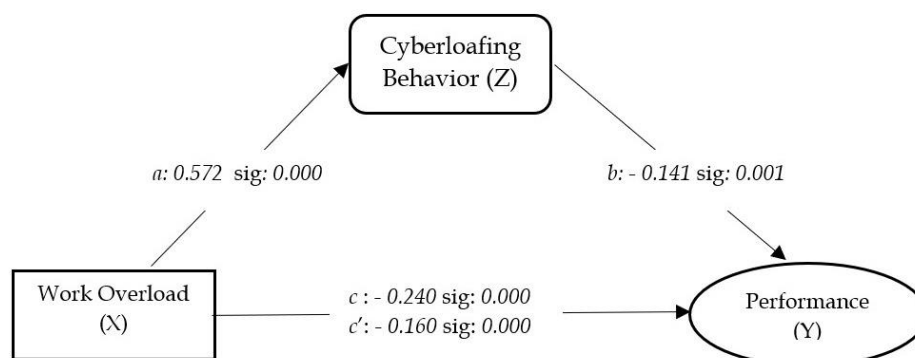


Figure 3. Causal Steps Analysis Diagram



### *Effect of work overload on employee performance*

Based on Table 2, related to the effect of work overload on employee performance, the t value of the magnitude of the influence of the variable is -6.925 while the results of the calculation of the significance test are 0.000 or  $<0.05$ , it can be concluded that work overload has a significant negative effect on employee performance.

### *The role of cyberloafing behavior in mediating the effect of work overload on employee performance*

Based on Figure 3, it can be seen the role of cyberloafing behavior in mediating the effect of work overload on employee performance. By using the causal step method, it can be seen that the significance value of c is 0.000, the significance value of a is 0.000, and the significance value of b is 0.001. To see whether the mediating variable mediates the two variables completely or partially by comparing the significance of the values of c and c'. It is known that the sig value of c is 0.000 (significant) and the value of c' is 0.000 (significant), so it can be concluded that the cyberloafing behavior variable partially mediates the relationship between work overload and employee performance. So, by involving cyberloafing behavior, work overload can still affect employee performance directly or indirectly. Thus it can be concluded that work overload has a significant negative effect on employee performance whether mediated by cyberloafing behavior directly or indirectly.

## **4.3. Discussion**

### *Effect of work overload on employee performance*

Based on the results of the analysis above, it shows that work overload has a significant negative effect on employee performance, with a t value of -6.925 with a significance level of 0.000, meaning that the higher the work overload faced by employees such as repetition of tasks, additional working time, additional workload, etc. it will result in a decrease in employee performance. Conversely, if the lower the workload borne by employees, the employee's performance will be higher.

According to Kusumawardani, et al. (2014) work overload is when employees feel that their role in carrying out tasks exceeds their abilities. Overwork occurs when the boss demands more than the number of employees for something at any given time and the employee perceives the job demands as excessive.

The results of this study are in line with the research of Astuti & Palupiningdyah (2018) which states that work overload has a negative effect of -2.943 significantly on employee performance with a significance of 0.001. Therefore, it can be said that work overload greatly affects the performance of employees in a company. if employees feel their workload is excessive then this can result in a decrease in the work results achieved by employees of a company. Reducing the workload, the main tasks and functions must be clarified more clearly so that the work results achieved by employees are maximized and optimal.

### *The role of cyberloafing behavior in mediating the effect of work overload on employee performance*

Based on the causal step analysis, it shows that work overload can have a direct or indirect effect on employee performance which is mediated by cyberloafing behavior. By looking at the values of c and c' which have a negative effect and comparing the significance level of the values of c and c', both of which are significant. this shows that cyberloafing behavior has a

significant negative effect being able to mediate work overload on employee performance partially or can have a direct or indirect effect. It can be interpreted that the high work overload faced by employees will affect the decrease in employee performance and the high work overload faced by employees will trigger cyberloafing behavior so that it will affect the decrease in employee performance.

The results of this study also support previous research conducted by Lim (2002), which stated that employees committing work deviations can cause cyberloafing behavior due to excessive demands or workload. Lim & Chen (2012) also stated that cyberloafing behavior is also considered to reduce company performance and productivity and conflict with work ethics that is harmful to the organization. So it can be said that work overload can affect cyberloafing behavior carried out by employees, so this can result in a decrease in the work results achieved by employees.

## **5. Conclusion**

### ***5.1. Conclusion***

Based on the results of data analysis and discussion that has been carried out in the previous chapter, the following conclusions can be drawn:

1. Work overload has a significant negative effect on the performance of millennial generation employees.
2. Work overload affects employee performance of millennial generation employees either through or without cyberloafing.

### ***5.2. Suggestion***

For companies or organizations, based on the results of the analysis above, it shows that the work overload has a significant negative effect which greatly affects employee performance. So the researchers suggest companies or organizations to rearrange or review the workload given to the employees. When employees don't feel overly burdened with their work, employee performance can be maintained or even increased.

In connection with the negative influence of cyberloafing behavior on the performance of employees, companies or organizations where employees work to make strict and clear rules regarding cyberloafing behavior. This is because employees who engage in cyberloafing behavior during working hours tend to neglect their main job. This behavior will certainly interfere with employee performance at work.

For future researchers, the number of respondents who were only 218 people, of course, is still insufficient to describe the real situation, because there are limited time and the ability of researchers. It is advisable for further research to increase the sample size in the study so that it can be more representative of the population in the study. Future research can also add other variables that might influence many things in this study.

In collecting data, the information provided by respondents sometimes did not show the actual opinions of respondents, because there were different thoughts, assumptions and understandings that were different for each respondent, as well as other factors such as honesty in filling out the questionnaire. Future researchers should be able to make better questionnaire statements by using language or diction that is easier to understand and language that makes respondents comfortable. The easier the language the respondent can

understand and the more comfortable the respondent is with the statement submitted, the easier and more honest the respondent is to answer honestly.

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