# JOB BURNOUT:
# PREDICTOR OF DEVIATIONS IN INTERNET USE AT WORK

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***ABSTRACT***

*This study aims to examine the relationship between job burnout and cyber-loafing in employees, Job burnout is characterized by emotional exhaustion, personal achievement, and depersonalization. At the same time, cyber-loafing is characterized by mild cyber-loafing (reading social media messages, sending personal e-mails; or occasionally using the internet for things that are not directly related to work) and major cyber-loafing (visiting shopping sites, playing online games/gambling, or frequently using the internet during working hours for things that are not directly related to work). The study involved 107 participants, consisting of 52 men and 55 women. Data were collected using an electronic-based questionnaire (G-Form). Participants were employees of a private company engaged in mining. The results of the Pearson Correlation test show a positive relationship between job burnout and cyber-loafing, r (105) = 0.311, p < 0.01. Participants who experience high job burnout tend to deviate from using the internet at work.*

## 1. PREFACE

The development of the internet has provided various benefits and conveniences in human life (Ozler & Polat, 2012). Many companies now offer internet services in the office for operational activities. The internet is an integral part in helping business activities because the internet can facilitate the company's communication with customers in seconds. The internet lets the company access information quickly, for example, tracking product shipments. Not only that, the company can also be managed remotely only through the Internet.

In addition to providing positive functions, internet use at work is accompanied by adverse functions, referred to as cyber-loafing. The phenomenon of cyber-loafing in companies is indicated from research (Blanchard & Henle, 2008). Employees spend 1.5 to 3 hours daily during working hours doing internet activities, but not related to their work. Previous research (Barlow et al., 2003; Verton, 2000, in Restubog & Eileen, 2011) revealed that the number of employees who do cyber-loafing can reach 30% to 65%.

Cyber-loafing can be accessing the internet and email during working hours for non-work related purposes (Lim, 2002). Cyber-loafing is using the internet for purposes outside of work using company facilities. Cyber-loafing consumes employees' productive time in the office (Malachowski, 2005). Cyber-loafing is different from other forms of work laziness (e.g., coming to work late, taking a long lunch); cyber-loafing can be done at any time by employees without having to leave the premises.

Cyber-loafing is a form of deviant workplace behavior (Lim, 2002). Cyber-loafing has a negative impact on the company. Employees can neglect their obligations in carrying out company tasks. Activities such as browsing and emailing while at work lead to unproductive use of time; distracting employees from accomplishing work demands (Lim & Chen, 2012). Thus, these activities hinder employees in completing their tasks.

Mastrangelo et al. (2006) stated that as a deviant behavior in the workplace, cyber-loafing consists of non-productive and counter-productive computer use. Non-productive computer use occurs when employees use computers during work hours for unproductive activities (e.g. shopping, chatting, and gaming). Counter-productive computer use occurs when an employee exhibits behaviors that can cause serious problems (for example: distributing or downloading pornography, creating viruses or even distributing illegal drugs).

Employees doing cyber-loafing can be caused by conditions of stress or pressure at work (work stressors) (Henle & Blenchard, 2009). Stress is a condition when a person is faced with an important demand, but perceives there is no certainty whether the resources (opportunities) owned are sufficient to meet the demands (Robbins, 2005). According to Kreitner and Kinicki (1992) prolonged job stress can lead to job burnout. Maslach and Jackson (1986) define burnout as a psychological syndrome that includes three dimensions, namely: (a) emotional exhaustion; (b) depersonalization/cynicism (negative attitude/cynicism); and (c) inefficacy/reduced personal accomplishment (tendency to give a negative evaluation of oneself).

Emotional exhaustion is a feeling of extreme emotional and physical fatigue. Emotional exhaustion is characterized by inadequate fatigue caused by continuous emotional involvement with other people or work objects, so that the worker feels that their energy and emotional resources, such as compassion, empathy, and attention are depleted and they are no longer able to cope with the demands of others. Depersonalization/cynicism is a feeling of negativity, sensitivity, and withdrawal from all aspects of work. Depersonalization/cynicism makes a person think of others as objects, not subjects that must be humanized. Depersonalization/cynicism is formed from a self-protective mechanism against exhaustion experienced by workers, which is in the form of withdrawing from emotional involvement with others. Inefficacy / reduced personal accomplishment It is a tendency to give a negative evaluation of oneself, especially in relation to work, feeling incompetent, unable to achieve and unproductive at work. Every job feels difficult and unworkable, and self-confidence is reduced.

Based on the explanation above, cyber-loafing can be predicted by prolonged stress conditions or job burnout experienced by employees. Employees who are in a stressful condition will try to overcome it, Cyber-loafing is one way employees cope with work stress. By doing cyber-loafing, employees can momentarily forget the problems that occur at work. This study will examine the role of job burnout on cyber-loafing.

## 2. RESEARCH METHOD

There were 107 participants in this study. Of all participants, 55 people (51.4%) were female, and 52 people (48.6%) were male. Based on employment status, most (82%) participants had permanent status. Based on educational status, most (71%) graduated from S1. Based on age range, most participants were aged 20-30 (39.3%), and aged 31-40 (30.8%,).

*Cyber-loafing*. To measure Cyber-loafing, this study used an adaptation of the Cyber-loafing Short-form in this study measured by a scale developed based on the theory presented by Lim

(Blau, Yang, & Ward-Cook, 2004). The measuring instrument has a reliability value of 0.73 for the minor dimension of cyber-loafing and 0.65 for the major dimension of cyber-loafing. In this questionnaire, respondents were asked to choose one of 5 response ranges from almost never (HTP) to often (S). Responses were organized based on a Likert scale format. The number of Cyber-loafing items consists of 19 favorable statements.

*Job burnout*. The measuring instrument used to measure the level of burnout in employees refers to the Maslach Burnout Inventory measuring instrument (Maslach & Jackson, 1981). The MBI measuring instrument consists of 19 question items, with a measurement scale of 1 to 5. The measuring instrument has a reliability value of 0.81 for the emotional exhaustion variable, 0.74 for personal accomplishment, and 0.67 for the depersonalization variable.

Data collection was carried out using a questionnaire distributed in the form of a Google Form. The researcher sent the Google Form address via electronic-mail or what-apps. Participants received information about: (a) the purpose of the study; (b) the conditions for becoming a participant; (c) a description of the study; (d) confidentiality of the participant's answers and information notification; and (e) the researcher's contact.

## 3.  RESULT AND DISCUSSION

Based on the regression test results of job burnout variables on cyber-loafing, it shows that job burnout (M = 2.29; SD = 0.653) predicts cyber-loafing (M = 1.86; SD = 0.53), $r (105) = 0.311$, $p < 0.01$, with a coefficient of determination of 0.0967, meaning that the higher the job burnout, the more likely employees are to do cyber-loafing. The variance of cyber-loafing can be predicted by the variance of job burnout by 9.67%. In more detail the relationship between job burnout and cyber-loafing can be seen in Table 1 below.

**Table 1**
*Matrix Correlations Job Burnout and Cyber-loafing*

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| Mi CL | - | | | | | | |
| Ma CL | .537** | - | | | | | |
| CL | .890** | .845** | - | | | | |
| EE | .239* | .256** | .302** | - | | | |
| PA | .201* | .331** | .307** | .620** | - | | |
| DE | 0.181 | .239* | .251** | .696** | .598** | - | |
| BO | .229* | .298** | .311** | .895** | .832** | .870** | - |

Based on the objectives of this study, it was found that job burnout can predict cyber-loafing in employees. This finding is in line with the results of research by Hardiani et al. (2017) which states that job burnout is related to cyber-loafing. The act of using office internet facilities for personal use during working hours. If cyber-loafing is allowed, it will have a negative impact on employee performance and will affect company performance. This finding is in line with the results of research Ramadhan and Nurtjahjanti (2017), there is significant negative correlation between perception of workload and cyber-loafing. Perception of workload provides effective contribution of 7,5% of cyber-loafing.

The results of this study still do not differentiate job burnout and cyber-loafing behavior based on age/generation. For future research, it can be investigated how the role of job burnout in

predicting cyber-loafing based on age/generation; Hartijasti and Fathonah (2014) explained that there are differences in cyber-loafing based on generation.

## 4. CONCLUSIONS AND RECOMMENDATIONS

Based on data analysis and discussion, it can be concluded that job burnout can predict cyber-loafing behavior in employees. The higher the job burnout, the higher the tendency of employees' cyber-loafing behavior in the organization or company. Based on this study, it can also be seen that job burnout and cyber-loafing of the participants are low. The implication of this research is that by maintaining job burnout conditions, it is expected that cyber-loafing by employees will also be low.

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Perhatian Pemerintah dan Industri, Buletin APJII Edisi 05 – November 2016

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