Turnitin

by Turnitin

Analysis Of the Influence of Organizational Culture, Work Stress, and Boredom on Cyberloafing Behavior of Generation Z Employees in The Service Industry

Author

Affiliation

Correspondence Email:

Abstract

This study aims to analyze the influence of organizational culture, work stress, and boredom on cyberloafing behavior in Generation Z employees in the service industry. The research method used is quantitative with a survey approach. Data were collected through questionnaires distributed to 100 respondents who were Generation Z employees in service companies. Data analysis was carried out using multiple linear regression with the help of SPSS. The results showed that organizational culture had a negative and significant effect on cyberloafing behavior, indicating that the stronger the organizational culture, the lower the level of cyberloafing. Work stress showed a significant positive effect, where high work stress encouraged employees to seek escape through online activities that were not related to work. Meanwhile, boredom or work boredom also had a positive and significant effect on cyberloafing, where boredom at work was the main trigger for this behavior. These findings underline the importance of creating a healthy work culture, managing work stress, and designing interesting jobs for Generation Z employees in order to minimize cyberloafing behavior. This study contributes to the development of human resource management, especially in managing the work behavior of Generation Z employees in the digital era.

Keywords: cyberloafing, generation z, organizational culture, work stress, boredom.

INTRODUCTION

The shift in workforce characteristics is marked by the dominance of Generation Z, individuals born between 1997 and 2012. This generation has grown up in the digital era, where access to information technology and the internet is fast and easy. They have been accustomed to using various digital devices from an early age, which has made their technological skills far superior to those of previous generations. The tendency to always stay connected online also shapes their mindset and work style differently. This generation prefers flexibility, speed, and a work environment that is adaptive to technological advancements. However, their close relationship with technology presents certain challenges in the workplace, particularly with regard to internet usage during work hours. One of the behaviors that often arises is cyberloafing, which refers to using the internet for personal purposes while at work. This behavior includes accessing social media, watching videos, or shopping online. While it may seem trivial, cyberloafing has the potential to reduce productivity and disrupt focus at work. Therefore, organizations must understand the characteristics of Generation Z and the factors influencing their behavior in the digital workplace in order to create a work environment that is both productive and aligned with the needs of this new generation.

Cyberloafing is defined as the use of the internet at work for activities unrelated to job responsibilities or tasks. Examples of such activities include accessing social media, watching entertainment videos, playing online games, reading irrelevant news, or shopping online during work hours. In this fast-paced, digitally connected era, such behaviors have become increasingly common, especially among employees with unrestricted internet access. While cyberloafing may appear to be a harmless way to take a break from work pressures, it can have significant negative consequences. This behavior can reduce work productivity by diverting employees' attention from their main tasks. Additionally, if it becomes habitual, cyberloafing may lead to lower quality of work, disrupt team dynamics, and even damage an organization's trust in its employees. As such, management needs to understand the root causes of this behavior in order to develop effective policies and strategies for managing it.

A strong organizational culture is believed to serve as an effective mechanism for controlling employee behavior. By instilling shared values, norms, and beliefs, an organizational culture creates boundaries for acceptable and unacceptable behavior in the workplace. When well-managed, organizational culture encourages employees to feel responsible, loyal, and committed to adhering to informal rules, including those related to technology use in the workplace. In this context, a positive culture can help curb behaviors such as cyberloafing. However, the effectiveness of organizational culture depends largely on how deeply it is understood, internalized, and implemented by every individual within the organization. Generation Z, with its more individualistic, critical nature and accustomed to digital freedom, may require a more adaptive and communicative cultural approach. If organizational culture is not openly communicated and linked to values relevant to Generation Z, likely, they will likely not fully respond to or appreciate the culture. Therefore, a dynamic and participatory cultural approach is necessary for the values of the organization to be effectively accepted by the younger generation in the workplace.

In addition to organizational culture, psychological factors such as work stress also play a significant role in driving cyberloafing behavior. Work stress arises when employees feel that the demands of their job exceed the capacity or resources they have to manage them. In such situations, individuals often seek ways to distract themselves from the pressure they feel, as a form of a coping mechanism. One of the easiest and quickest ways to do this in the digital era is by browsing the internet for non-work-related purposes, such as watching funny videos, reading light news, or interacting on social media. Cyberloafing in the context of work stress is often not simply a form of laziness or an intention to avoid responsibility, but rather a psychological response to temporarily relieve pressure. However, if left unmanaged, this habit can disrupt work performance, reduce efficiency, and create a work culture permissive of unproductive behavior. Therefore, organizations need to recognize the symptoms of work stress and provide adequate psychological and managerial support so that employees do not turn to counterproductive escapism like cyberloafing.

Boredom at work is another significant factor that contributes to the emergence of cyberloafing behavior among employees, particularly Generation Z. When individuals engage in routine, monotonous, and low-challenge work, they tend to experience mental fatigue. This boredom not only diminishes motivation but also causes employees to lose engagement and meaning in their tasks. Generation Z, who has grown up in a fast-paced, highly stimulating environment, naturally prefers variety, creativity, and challenges in their work. When these needs are unmet, they are more likely to become bored compared to previous generations. In such situations, cyberloafing often serves as an escape, either as a temporary distraction or as entertainment to fill unproductive free time. Activities like scrolling through social media, watching short videos, or playing online games become quick ways to gain stimulation not provided by the job. Although this may be considered a common

coping strategy, excessive cyberloafing can develop into a bad habit that undermines work ethics. Therefore, organizations need to design more varied work that allows for creativity and challenge to keep employees, especially Generation Z, engaged and actively involved in their work.

Several previous studies have examined the factors contributing to cyberloafing, such as work stress, job satisfaction, and management supervision. However, most of these studies have been conducted in a general context without specifically considering the characteristics of Generation Z, especially in the service industry. Generation Z has unique behavior, preferences, and work expectations, particularly regarding the use of technology in the workplace. Therefore, this study aims to fill this gap by focusing on Generation Z, who are beginning to dominate the future workforce, especially in the service industry, which demands flexibility, creativity, and high levels of digital interaction. By examining the impact of organizational culture, work stress, and boredom on cyberloafing, this study aims to provide both empirical and practical contributions to the development of more effective human resource management strategies.

METHOD

This study employs a quantitative approach with a survey method. The population of this study consists of Generation Z employees working in service companies. The sample was selected using a purposive sampling technique, with 100 respondents who met the criteria of being aged between 18 and 28 years and having worked for at least one year. The research instrument was a questionnaire developed based on a 1–5 Likert scale. The organizational culture variable was measured using indicators of values, norms, and organizational practices. Work stress was measured through indicators of workload, time pressure, and role conflict. Boredom was measured based on feelings of monotony, repetition, and lack of challenge. Meanwhile, cyberloafing behavior was measured through the frequency and duration of non-work-related internet access. The data were analyzed using multiple linear regression with the aid of SPSS software to determine both the simultaneous and partial effects of the independent variables on the dependent variable. Validity, reliability, and classical assumption tests were also conducted to ensure the quality of the data.

RESULT AND DISCUSSION
Results

The results of the multiple linear regression analysis in this study indicate that, simultaneously, the variables of organizational culture, work stress, and boredom have a significant effect on cyberloafing behavior among Generation Z employees in the service industry. The significance value less than 0.05 and the F-calculated value greater than the F-table value suggest that the regression model constructed is appropriate, and the three independent variables together are able to explain the variation in cyberloafing. In other words, the combination of the work environment shaped by organizational culture, the perceived work pressure, and the level of boredom experienced by employees collectively influences their tendency to engage in non-work-related activities on the internet during working hours. This finding reinforces the view that cyberloafing behavior cannot be seen as an individual behavior standing alone, but rather as a result of the interaction between organizational and psychological factors. Generation Z, which is more responsive to work conditions and the digital environment, suggests that proper management of organizational culture, reduction of work stress, and job designs that are more engaging and varied can serve as important strategies in reducing cyberloafing. Therefore, organizations need to consider

these three factors in an integrated manner if they aim to improve productivity and maintain the work ethic of Generation Z in the long term.

The results of the partial regression analysis show that organizational culture has a significant negative impact on cyberloafing behavior among Generation Z employees. This means that the more positive and stronger the organizational culture implemented within the company, the lower the tendency of employees to engage in cyberloafing. A healthy organizational culture creates a work environment that is oriented toward values, norms, and professional ethics, which indirectly serves as a social control against deviant behaviors such as using the internet for personal purposes during work hours. This finding underscores the importance of organizational culture as a foundation in shaping employee behavior. When organizational values are consistently instilled through leadership, training, internal communication, and role modeling, employees tend to be more compliant with prevailing norms and take more responsibility for their work. For Generation Z, which tends to be sensitive to a work environment that is meaningless or inauthentic, a strong organizational culture that aligns with their values will be more effective in shaping positive work behavior. Therefore, companies need to strategically design and socialize their organizational culture in order to reduce the tendency of cyberloafing among the younger workforce.

The regression analysis results indicate that work stress has a significant positive impact on cyberloafing behavior among Generation Z employees. This means that the higher the level of work stress experienced by employees, the greater the likelihood that they will engage in cyberloafing as an escape or coping strategy. Prolonged stress without proper management can lead employees to seek distractions from work pressure, and easy access to the internet makes cyberloafing a quick and practical option. This finding is consistent with previous research showing that work stress can trigger unproductive behavior as a form of psychological compensation. Generation Z, which tends to be more open to technology and has a high need for psychological comfort, is more vulnerable to using the internet as a means of reducing emotional pressure at work. Therefore, organizations need to pay attention to workload, social support, and adequate stress management systems to reduce the tendency of cyberloafing caused by stress. Interventions such as mental health programs, stress management training, and the creation of a supportive work environment can be effective preventive measures.

The regression analysis results show that boredom has a significant positive impact on cyberloafing behavior among Generation Z employees. This means that the higher the level of boredom felt by employees in performing their work, the greater the likelihood they will engage in non-work-related activities on the internet as a way to pass the time or avoid monotony. Monotonous tasks, lack of challenges, or unappealing routines can trigger feelings of boredom, and cyberloafing becomes an easily accessible escape to divert attention from tasks perceived as boring. This phenomenon is highly relevant among Generation Z, who are more accustomed to rapid variation and stimulation in both personal and social life. When the work they are doing does not provide enough satisfaction or challenge, they tend to seek entertainment through the internet, which can reduce their engagement with work. Therefore, to reduce the tendency of cyberloafing, organizations need to design more varied jobs, offer opportunities for employees to develop new skills, and create a more dynamic and engaging work environment, which will help reduce boredom and improve employee productivity.

Discussion

The results of this study indicate that organizational culture has a significant negative impact on cyberloafing behavior. Organizational cultures that emphasize values such as discipline, openness, and accountability encourage employees to maintain more positive and

productive work behaviors. In the context of Generation Z, which is more familiar with digital technology, strong cultural values can create a sense of moral and social attachment that motivates them to focus more on their work and reduce deviant behaviors such as cyberloafing. When Generation Z works in an environment with a solid organizational culture, they tend to feel a greater sense of responsibility for the quality of their work and behavior in the workplace. This study aligns with previous findings that suggest a positive organizational culture can minimize deviant behaviors like cyberloafing at work. However, this study differs from earlier research, which primarily focused on millennial employees. This study fills the gap by extending these findings to the context of Generation Z, who have a higher tendency to be digitally connected. The digital-native characteristics of Generation Z make them more susceptible to cyberloafing, so organizations need to develop a culture that is adaptive to their needs and behaviors while maintaining discipline and accountability.

The results of this study indicate that work stress has a significant positive impact on cyberloafing behavior. Employees who experience work stress are likely to seek distracting activities, such as browsing the internet, to reduce the psychological burden they feel. For Generation Z, who grew up with always-connected digital technology, the internet becomes an easily accessible outlet to cope with stress. They are more likely to use social media, watch videos, or engage with the digital world as a coping mechanism to relieve the pressure faced in their work. These findings align with previous research, which suggests that work stress can encourage cyberloafing as a form of self-recovery, an individual effort to manage stress through temporary distractions. However, in the context of Generation Z, the impact of work stress on cyberloafing tends to be higher. This is due to greater accessibility to technology and stronger emotional attachment to the digital world, making cyberloafing the primary choice for coping with stress. Generation Z, accustomed to using the internet as part of daily life, is more likely to choose this path to seek comfort or entertainment, which can affect their performance at work if not properly managed.

The results of this study indicate that boredom has a significant positive impact on cyberloafing behavior. When the work being performed feels monotonous, unchallenging, or repetitive, Generation Z employees tend to experience a loss of emotional engagement and work motivation. In such conditions, they are more likely to seek entertainment or distractions on the internet as an escape from the boredom they feel. This behavior often leads to non-work-related activities, such as browsing social media, watching videos, or surfing the web to pass the time and reduce feelings of dullness. This finding is supported by previous studies, which state that boredom at work can encourage employees to seek alternative activities that are more engaging, one of which is using the internet for personal purposes. However, in the context of Generation Z, the influence of boredom on cyberloafing tends to be stronger compared to previous generations. This is due to the characteristics of Generation Z, which is more accustomed to digital stimulation and has a high level of interest in technology. Generation Z employees who feel bored are more easily tempted to turn to the digital world as a quick and easy way to cope with monotony, which has the potential to disrupt their work productivity.

CONCLUSION

This study shows that organizational culture, work stress, and boredom have a significant impact on cyberloafing behavior among Generation Z employees in the service industry. A strong organizational culture, emphasizing values such as discipline, openness, and accountability, has been shown to reduce cyberloafing behavior. Employees working in a positive organizational culture tend to feel more morally and socially obligated to stay focused on their work, thus minimizing deviant behaviors such as cyberloafing. Conversely,

work stress and boredom have been found to encourage cyberloafing behavior. Employees who feel pressured by work or bored with monotonous routines are likely to seek entertainment or distractions through the internet as an escape from the pressures they face. These findings highlight the importance for organizations to create a supportive work environment that does not overly burden employees. Managing a positive organizational culture and efforts to reduce work stress and boredom can help reduce the tendency for cyberloafing among Generation Z. Therefore, companies need to consider these three factors together to improve productivity and maintain a strong work ethic, especially in this highly connected digital era. This study also contributes theoretically to the development of digital work behavior management in the modern era, particularly in the generation highly connected with technology. Future research is expected to explore mediating roles, such as job satisfaction or engagement, in this relationship.

REFERENCES

Turnitin

11 Submitted to Universitas Brawijaya
Student Paper

1%

12 ibimapublishing.com
Internet Source

<1%

13 mafiadoc.com
Internet Source

<1%

14 jurnal.univpgri-palembang.ac.id
Internet Source

<1%

Exclude quotes	Off	Exclude matches	Off
Exclude bibliography	On		