Indonesian Journal of Economics, Business, Accounting, and Management
E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

An International Journal

Indonesian Journal of Economics, Business, Accounting, and Management

E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

Journal Homepage: https://journal.seb.co.id/ijebam/index

The Influence of Work Freedom, Supervisory System, and Work Climate on Cyberloafing Employee Study PT. Pos Indonesia (Persero) Yogyakarta

Roberto Adriawan Duri[1*]

[1]Department of Management, Faculty of Economics, Universitas Sarjanawiyata Tamansiswa

**Corresponding author, E-mail:* berydore110@gmail.com

ARTICLE INFORMATION

Section
Research Results Articles

History of Article
Submitted: 11/08/2026
Accepted: 17/10/2026
Available online: 24/11/2026

Keywords
work autonomy
monitoring systems
work climate
cyberloafing

ABSTRACT

This study aims to determine the effects of work autonomy, supervision systems, and work climate on cyberloafing among employees at PT. Pos Indonesia (Persero) Yogyakarta. A quantitative method was used in this study. The population consisted of all employees, with a total of 53 respondents. The results of this study indicate that work autonomy has a positive effect on cyberloafing, the supervision system has a negative effect on cyberloafing, and the work climate has a negative effect on cyberloafing; however, this effect is not statistically significant because the significance level is very high. Furthermore, work autonomy, supervision systems, and work climate simultaneously influence cyberloafing, providing a useful basis for evidence-based human resource policies, improved decision-making, and the achievement of organizational goals at PT Pos Yogyakarta.

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INTRODUCTION

In today's modern era, technology and the internet have become essential tools in everyday life, including the workplace. Digital technology is expected to improve work efficiency, facilitate communication, and support employees in completing their tasks. However, internet access in the workplace may also be used for activities unrelated to work. As internet facilities become common in organizations, employees' non-work-related online activities have become an issue in human resource management. Digital technology and the internet demonstrate their increasingly important role in supporting various human activities (Rahmatunnisa *et al.*, 2025).

E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

One form of non-work-related internet use is cyberloafing, which refers to employees' use of the internet during working hours for personal purposes rather than work-related activities. Such activities may include accessing social networking platforms, including Facebook, Instagram, and Twitter, for purposes unrelated to employees' responsibilities ((Rahmatunnisa *et al.*, 2025). Cyberloafing may become a concern for organizations because employees' internet usage can affect how working time and resources are utilized. Therefore, understanding the factors associated with cyberloafing is important for organizations seeking to improve employee behavior and support the achievement of organizational objectives (Jandaghi *et al.*, 2015).

PT. Pos Indonesia (Persero) Yogyakarta operates in the postal and service sector, providing services to the government and the public, including correspondence and financial transactions (PT Pos Indonesia (Persero), 2025). As a state-owned enterprise (BUMN), the company needs to maintain service quality, public trust, and operational effectiveness. In this context, employees' use of workplace internet facilities is relevant to human resource management. Understanding the factors associated with cyberloafing can help the company evaluate employee behavior and develop appropriate management policies.

Several workplace factors may be associated with cyberloafing, including work autonomy, supervision systems, and work climate. Work autonomy refers to the degree of freedom employees have in carrying out their tasks. Employees who have greater freedom in performing their work may have more flexibility in managing their responsibilities and deciding how to complete their tasks (Tandiapa, 2024). In relation to cyberloafing, greater autonomy may provide employees with flexibility in managing their work; however, it may also create opportunities for personal internet use when work activities are not closely monitored. Therefore, the relationship between work autonomy and cyberloafing requires empirical examination.

Another factor is the supervision system, which concerns how an organization monitors employee performance and ensures that work activities comply with established standards. Supervision involves setting performance standards, gathering information about actual performance, identifying deviations, and assessing whether corrective action is necessary (Caracioli, Obon and Silva, 2023). An effective supervision system may help organizations monitor employees' use of working time and internet facilities, potentially reducing activities unrelated to assigned duties. However, the extent to which supervision influences cyberloafing needs to be examined in the organizational context.

Work climate is also relevant because employees' perceptions of their work environment may influence their attitudes and behavior. Work climate encompasses employees' shared perceptions of workplace characteristics and how these characteristics relate to their behavior and attitudes (Swetha and Muslim, 2025). A supportive work climate may encourage employees to remain engaged in their responsibilities, whereas an unfavorable climate may be associated with behaviors that are less aligned with organizational objectives. Nevertheless, the relationship between work climate and cyberloafing should be assessed empirically rather than assumed.

Based on these considerations, this study examines the influence of work autonomy, the supervision system, and work climate on cyberloafing among employees of PT. Pos Indonesia (Persero) Yogyakarta. Specifically, it investigates the individual effects of these three factors and their simultaneous influence on cyberloafing. Using a quantitative approach involving 53 respondents, this study aims to provide empirical evidence that can inform human resource management and support organizational decision-making. The findings are expected to help the company better understand factors associated with cyberloafing and provide a basis for developing appropriate policies to improve employee management and support organizational goals.

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LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Work Autonomy, Supervision System, and Work Climate

Work autonomy refers to the freedom employees have to perform their tasks and utilize their abilities without excessive external restrictions. This concept emphasizes employees' discretion in carrying out work-related activities (Tandiapa, 2024). In the workplace, autonomy provides employees with flexibility in managing their responsibilities, which may also influence how they allocate their working time.

The supervision system refers to the systematic process of establishing performance standards, collecting feedback, identifying deviations, evaluating their significance, and implementing corrective actions to ensure that organizational resources are used effectively and efficiently to achieve organizational goals (Caracioli, Obon and Silva, 2023). Effective supervision helps organizations monitor employee performance and ensure that work activities remain aligned with established standards.

Work climate refers to the psychological environment within an organization, shaped by interactions, organizational policies, and workplace conditions. This environment may influence employees' behavior, motivation, and morale (Sanjaya, Kurniawan and Puspitorini, 2025). A positive work climate may encourage employees to remain engaged in their responsibilities, while workplace conditions may also affect their use of working time and internet facilities.

Cyberloafing

Cyberloafing refers to employees' use of internet facilities during working hours for personal activities unrelated to their official duties. Such behavior may occur while employees appear to be performing their assigned tasks and is also associated with the term goldbricking (Sao *et al.*, 2020). Cyberloafing is relevant to human resource management because it involves the use of organizational time and internet resources for non-work-related purposes.

Blanchard dan Henle (2008) identify five indicators for measuring cyberloafing: internet use for personal activities, computer use for entertainment, engagement in chat or social media, use of working time for non-productive activities, and frequency of non-work-related activities. These indicators encompass different forms of personal internet use and non-work-related activities during working hours, providing a basis for assessing cyberloafing among employees.

Hypothesis Development

The Effect of Freedom of Work on Cyberloafing

Freedom of work refers to the degree of autonomy employees have in managing and performing their work responsibilities. This autonomy allows employees to exercise discretion in organizing their tasks and determining how they accomplish their work. However, the relationship between work autonomy and cyberloafing may depend on how employees utilize the flexibility provided by their organization. Koay, Soh and Chew (2017) found that private demands were positively associated with cyberloafing, suggesting that employees may engage in non-work-related internet activities to cope with demands originating outside the workplace.

Similarly, Lai *et al.* (2025) demonstrated that the relationship between organizational human resource practices and cyberloafing involves different mechanisms, with organizational practices potentially encouraging or discouraging such behavior. In contrast, Khari and Sinha

E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

(2024) found that job autonomy could reduce cyberloafing through work engagement, indicating that autonomy does not necessarily increase non-work-related internet use. Nevertheless, based on the proposed positive relationship between freedom of work and cyberloafing in this study, the following hypothesis is formulated:

H_1: *Freedom of work has a positive effect on cyberloafing.*

The Effect of the Surveillance System on Cyberloafing

The surveillance system involves monitoring employees' internet use and work activities to ensure that their behavior remains consistent with organizational objectives. Such monitoring may discourage cyberloafing by increasing employees' awareness of potential sanctions and encouraging them to regulate their online behavior. Jiang *et al.* (2023) found that internet monitoring reduced cyberloafing, although its effectiveness weakened over time and it also produced unintended consequences for organizational citizenship behavior.

Furthermore, Jiang, Zhang and Zheng (2024) found that external monitoring could strengthen employees' self-control motivation, which subsequently reduced cyberloafing. These findings suggest that monitoring may help organizations limit non-work-related internet use during working hours. However, Sarwar, Sattar and Ar (2025) found that abusive supervision increased cyberloafing, indicating that the manner in which employees are supervised may also influence their behavior. Based on these findings, the following hypothesis is proposed:

H_2: *Surveillance system has a negative effect on cyberloafing.*

The Effect of Work Climate on Cyberloafing

Work climate encompasses workplace conditions, organizational culture, and social interactions that may influence employees' attitudes and behavior. A supportive work climate can encourage collaboration and employee adaptability, whereas excessive competitive pressure may contribute to behaviors that are inconsistent with organizational objectives. Koay and Soh (2018) explained that workplace culture and management perspectives are important considerations in understanding cyberloafing and determining appropriate prevention strategies.

Furthermore, Hessari *et al.* (2024) found that teamwork attitudes and temporal leadership were positively associated with employee adaptability, which in turn reduced cyberloafing. However, their findings also indicated that competitive work environments could increase cyberloafing. These findings suggest that workplace conditions may be associated with employees' online behavior, although the direction of the relationship may depend on the characteristics of the work climate. Accordingly, the following hypothesis is proposed:

H_3: *Work climate has a positive effect on cyberloafing.*

The Simultaneous Effect of Work Freedom, Supervisory System, and Work Climate on Cyberloafing

Cyberloafing is a workplace behavior that may be associated with multiple organizational and individual factors rather than a single determinant. Work freedom concerns the discretion employees have in performing their responsibilities, while the supervisory system involves monitoring employee activities and encouraging appropriate use of organizational resources. Work climate, meanwhile, reflects the broader organizational environment in which employees perform their duties. Jiang et al. (2023) demonstrated that internet monitoring can reduce cyberloafing, highlighting the relevance of organizational control mechanisms. Koay and Soh

E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

(2018) emphasized the importance of workplace culture and management perspectives in understanding and controlling cyberloafing. In addition, Tandon et al. (2021), through a systematic literature review of 87 studies, identified several major themes in cyberloafing research, including its antecedents, conceptualization, operationalization, stakeholders, and consequences. Collectively, these studies indicate that cyberloafing should be examined in relation to multiple factors associated with employees and their organizational environment. Therefore, investigating work freedom, the supervisory system, and work climate simultaneously may provide a broader understanding of cyberloafing among employees. Based on this rationale, the following hypothesis is proposed:

H₄: *Work freedom, supervisory system and work climate simultaneously affect cyberloafing.*

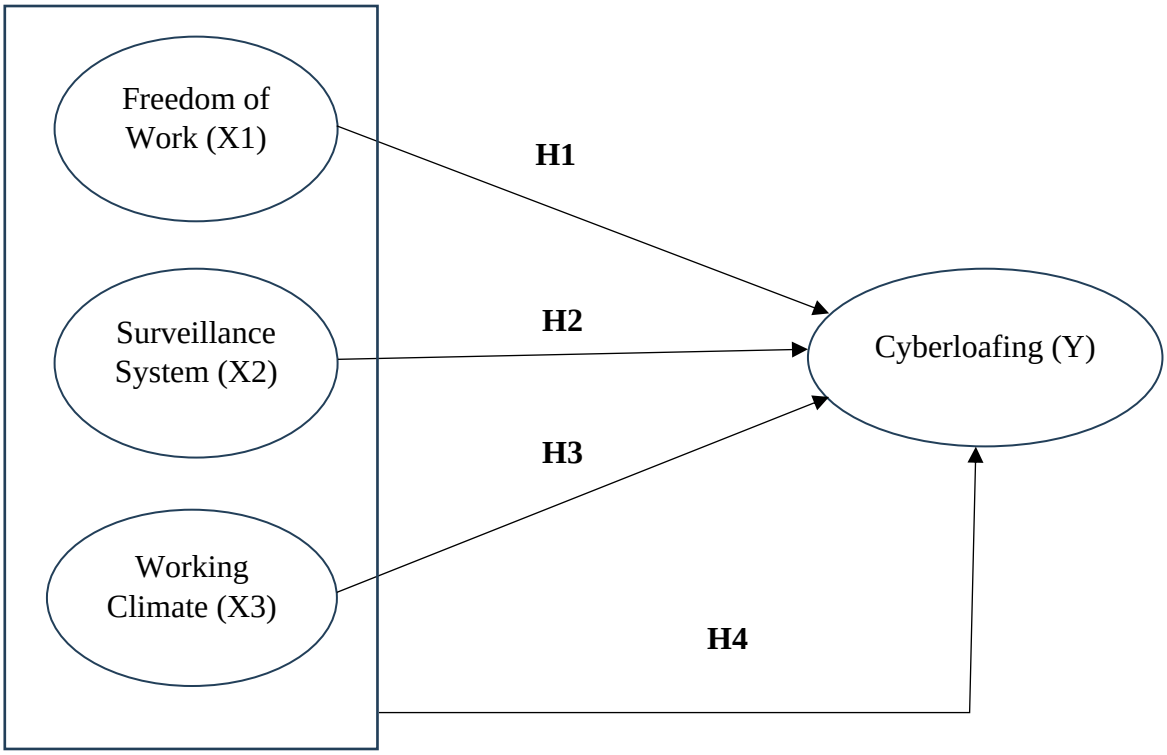


Figure 1. Research Framework

RESEARCH METHODS

This study employed a quantitative research approach to examine the effects of work freedom, the surveillance system, and work climate on cyberloafing among employees of PT Pos Indonesia (Persero) Yogyakarta (PT Pos Indonesia (Persero), 2025). Multiple linear regression analysis was used to examine the individual and simultaneous effects of the three independent variables on the dependent variable (Ghozali, 2014, 2018).

The population consisted of 53 employees of PT Pos Indonesia (Persero) Yogyakarta (PT Pos Indonesia (Persero), 2025). A census sampling technique was applied by including all 53 employees as research respondents. This approach was consistent with Arikunto (2010), who suggested that when the population consists of fewer than 100 subjects, all members may be included in the study. Primary data were collected in 2026 through questionnaires distributed directly to respondents with the assistance of field personnel.

The research instrument used a six-point Likert scale, ranging from 1 (strongly disagree) to 6 (strongly agree), to measure respondents' perceptions of the research variables.

E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

Before conducting the regression analysis, the instrument was evaluated through validity and reliability tests. Item validity was assessed using correlation coefficients and significance values, while internal consistency was evaluated using cronbach's alpha.

The data were analyzed using IBM SPSS Statistics software (IBM, no date). The analytical procedures included descriptive analysis of respondent characteristics, instrument validity and reliability testing, and classical assumption testing. Normality was assessed using the one-sample Kolmogorov–Smirnov test. Multicollinearity was evaluated using tolerance and variance inflation factor (VIF) values. Heteroscedasticity was examined using the Glejser test by regressing the absolute residual values on the independent variables.

Multiple linear regression analysis was subsequently performed to examine the relationships between work freedom, the surveillance system, work climate, and cyberloafing. Partial effects were evaluated using the t-test, while the simultaneous effect of the three independent variables was assessed using the F-test. The coefficient of determination (R^2) and adjusted R^2 were used to evaluate the explanatory power of the regression model.

RESULTS AND DISCUSSION

Respondent Characteristics Analysis

This research was conducted on individual employees of the Yogyakarta Post office in the service unit which totaled 53 people. All of these employees were made respondents (population research/census). To be able to collect the data needed for this study, the researcher used a questionnaire that was handed over directly to the respondents assisted by field personnel. By going into the field directly, all the necessary data can be obtained according to the target (53 respondents).

Table 1. Gender and Education

Education	Gender				Quantity	
	Women		Male			
	f	%	f	%	f	%
High School	4	7,55	7	13,21	11	20,75
Diploma (D3)	20	37,74	12	22,64	32	60,38
Bachelor (S1)	6	11,32	4	7,55	10	18,87
Quantity	30	56,60	23	43,40	53	100,00

Source: Primary Data (2026)

The data in the table can be explained that the majority of workers at PT. Pos Yogyakarta are dominated by female employees more than male employees, including those with higher education (D3), dominated by female employees (37.74%) while male employees are only 22.64%. Employees with bachelor's and high school education are still relatively few.

The dominance of employees of PT. Pos Yogyakarta with a diploma education level has a positive impact on the company, especially in supporting activities because diploma graduates generally have practical skills and are ready to work, this can increase the company's productivity and work efficiency. However, the relatively small number of employees with a bachelor's education can limit the company's ability in terms of strategic planning, innovation and managerial development. Therefore, the company needs to develop human resources through advanced training and balance the composition of employee education to support the sustainability of the company's competitiveness.

Validity and Reliability Test Results

E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

The validity and reliability tests were conducted to assess whether the indicators adequately measured their respective research variables and whether the measurement instruments demonstrated acceptable internal consistency. Item validity was evaluated using the correlation coefficient and its significance level, while reliability was assessed using Cronbach's alpha. The results for each research variable are presented in Table 2.

Table 2. Results of Validity and Reliability Tests

Variable	Indicator	Correlation Coefficient	Sig.	Cronbach's Alpha
Freedom of Work (X1)	X1.1. Initiatives	0,811	0,000	0,768
	X1.2. Independence	0,744	0,000	
	X1.3. Decision autonomy	0,869	0,000	
	X1.4. Responsibilities	0,785	0,000	
	X1.5. Authority	0,336	0,000	
Surveillance System (X2)	X2.1. Supervision methods	0,857	0,000	0,900
	X2.2. Supervisory personnel	0,846	0,000	
	X2.3. Supervision time	0,878	0,000	
	X2.4. Assessment criteria	0,777	0,000	
	X2.5. Effectiveness	0,864	0,000	
Work Climate (X3)	X3.1. Open communication	0,901	0,000	0,960
	X3.2. Dissemination of information	0,909	0,000	
	X3.3. Collaboration	0,932	0,000	
	X3.4. Horizontal relationships	0,948	0,000	
	X3.5. Vertical relationships	0,950	0,000	
Cyberloafing (Y)	Y1. Open communication	0,595	0,000	0,907
	Y2. Dissemination of information	0,966	0,000	
	Y3. Collaboration	0,904	0,000	
	Y4. Horizontal relationships	0,907	0,000	
	Y5. Vertical relationships	0,933	0,000	

Source: Data Processed (2026)

The results in table 2 indicate that all indicators have statistically significant correlations with their respective total scores at the 5% significance level. The significance values range from 0,000 to 0,007; all of which are below 0,05. Therefore, based on the reported significance values, all indicators satisfy the study's validity criterion. In particular, the authority indicator of the freedom of work variable has the lowest correlation coefficient (0,336); but its significance value of 0,007 remains below the 0,05 threshold.

The reliability results also indicate that all four research variables have Cronbach's alpha values exceeding 0,60. Freedom of work has a Cronbach's alpha of 0,768; the surveillance system has a value of 0,900; work climate has a value of 0,960; and cyberloafing has a value of 0,907. These results indicate acceptable internal consistency for all four measurement scales. Accordingly, the instruments meet the validity and reliability criteria applied in this study and can proceed to further statistical analysis.

E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

Classical Assumption Test Results

Classical assumption tests were conducted to assess whether the regression model satisfied the assumptions required for multiple linear regression analysis. The tests reported in this study included normality, multicollinearity, and heteroscedasticity tests. The results of each test are presented and interpreted in the following sections.

Normality Test Results

The normality test was performed to determine whether the regression residuals followed a normal distribution. The one-sample Kolmogorov–Smirnov test was applied, and the results are presented in table 3.

Table 3. Normality Test Results

Test Statistic	Value
Number of observations (N)	53
Kolmogorov–Smirnov Z	0,940
Asymp. Sig. (2-tailed)	0,340

Source: Data Processed (2026)

As shown in table 3, the Kolmogorov–Smirnov Z statistic is 0,940; with an asymptotic two-tailed significance value of 0,340. Since this value exceeds the 0,05 significance threshold, the null hypothesis of normality is not rejected. Therefore, the normality assumption is considered satisfied for the regression residuals.

Multicollinearity Test Results

The multicollinearity test was conducted to examine whether the independent variables were excessively correlated with one another in the regression model. This assumption was assessed using tolerance and variance inflation factor (VIF) values. The results are presented in table 4.

Table 4. Multicollinearity Test Results

Independent Variable	Dependent Variable	Tolerance	VIF
Freedom of Work (X1)	Cyberloafing (Y)	0,171	5,847
Surveillance System (X2)	Cyberloafing (Y)	0,124	8,086
Work Climate (X3)	Cyberloafing (Y)	0,185	5,405

Source: Data Processed (2026)

As shown in table 4, all independent variables have tolerance values greater than 0,10 and VIF values below 10. Specifically, tolerance values range from 0,124 to 0,185; while VIF values range from 5,405 to 8,086. Based on these commonly used thresholds, the regression model does not indicate problematic multicollinearity. However, the relatively high VIF value for the surveillance system (8,086) suggests that its relationship with the other independent variables should be interpreted with some caution.

Heteroscedasticity Test Results

The heteroscedasticity test was performed to determine whether the variance of the regression residuals was constant across observations. The Glejser test was used by regressing the absolute residuals on the independent variables. The results are presented in table 5:

Table 5. Heteroscedasticity Test Results

E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

Independent Variable	Dependent Variable		Standardized Coefficient (Beta)	t	Sig.
Freedom of Work (X1)	Absolute (Abs_Res)	Residuals	0,297	0,873	0,387
Surveillance System (X2)	Absolute (Abs_Res)	Residuals	0,36	0,898	0,374
Work Climate (X3)	Absolute (Abs_Res)	Residuals	-0,023	-0,069	0,945

Source: Data Processed (2026)

The results in table 5 show that the significance values for freedom of work (0,387); the surveillance system (0,374); and work climate (0,945) are all greater than 0,05. This indicates that none of the independent variables has a statistically significant relationship with the absolute residuals at the 5% significance level. Therefore, the Glejser test provides no evidence of heteroscedasticity in the regression model, and the assumption of homoscedasticity is considered satisfied.

Hypothesis Testing Results

Partial Test (t-test)

The t-test was conducted to examine the individual effects of freedom of work, the surveillance system, and work climate on cyberloafing. The standardized regression coefficients indicate the direction and relative magnitude of the relationships, while the t-statistics and significance values are used to assess their statistical significance. The results are presented in table 6.

Table 6. Partial Regression Test Results

Independent Variable	Dependent Variable	Standardized Coefficient (Beta)	t-statistic	Sig. (2-tailed)
Freedom of Work (X1)	Cyberloafing (Y)	0,377	2,771	0,008
Surveillance System (X2)	Cyberloafing (Y)	-0,691	-4,325	<0,001
Work Climate (X3)	Cyberloafing (Y)	-0,141	-1,079	0,286

Source: Data Processed (2026)

As shown in Table 6, the standardized regression equation is expressed as follows[1]:

$$ZY = 0{,}377\ ZX1 - 0{,}691\ ZX2 - 0{,}141\ ZX3$$

The equation uses standardized coefficients; therefore, the coefficients represent changes in standard deviation units rather than changes in the original measurement units. The first hypothesis (H1), which states that freedom of work has a positive effect on cyberloafing, is supported. Freedom of work has a positive standardized coefficient of 0,377 and a significance value of 0,008, which is below 0,05. This indicates a positive and statistically significant relationship between freedom of work and cyberloafing.

The second hypothesis (H2), which states that surveillance system has a negative effect on cyberloafing, is also supported. The standardized coefficient is -0,691, with a significance value below 0,001. This indicates a negative and statistically significant relationship, suggesting that a higher surveillance-system score is associated with lower *cyberloafing*, holding the other variables constant.

[1] Note: ZY represents the standardized score of Cyberloafing, while ZX1, ZX2, and ZX3 represent the standardized scores of Freedom of Work, Surveillance System, and Work Climate, respectively.

The third hypothesis (H3), which states that work climate has a positive effect on cyberloafing, is not supported. Although the standardized coefficient is negative (-0,141), the significance value of 0,286 exceeds 0,05. Thus, the results do not provide sufficient statistical evidence of a relationship between work climate and *cyberloafing* in this sample.

Simultaneous Test (F-test) and Coefficient of Determination

The F-test was conducted to assess whether freedom of work, the surveillance system, and work climate jointly explain variation in cyberloafing. The coefficient of determination (R^2) and adjusted R^2 were also examined to evaluate the explanatory power of the regression model. The results are presented in table 7.

Table 7. Simultaneous Regression Test and Coefficient of Determination

Independent Variables	Dependent Variable	R^2	Adjusted R^2	F-statistic	Sig.
Freedom of Work (X1), Surveillance System (X2), and Work Climate (X3)	Cyberloafing (Y)	0,845	0,836	89,174	<0,001

Source: Data Processed (2026)

As shown in Table 8, the regression model has an R^2 value of 0,845 and an adjusted R^2 value of 0,836. This means that the three independent variables jointly account for 84,5% of the variation in cyberloafing after adjustment for the number of predictors and sample size. The remaining 16,4% of the variation is not explained by the model after adjustment and may be associated with other factors and random variation.

The F-test yields a statistic of 89,174 with a significance value below 0,001, indicating that the regression model is statistically significant overall. Therefore, the fourth hypothesis (H4), which states that work freedom, supervisory system and work climate simultaneously affect cyberloafing, is supported. This result indicates that the three predictors jointly contribute to explaining variation in cyberloafing, although their individual relationships differ in direction and statistical significance.

Discussion

The Effect of Freedom of Work on Cyberloafing

The results indicate that freedom of work has a positive and significant effect on cyberloafing ($\beta = 0,377$; $t = 2,771$; $p = 0,008$). Therefore, H1 is supported. This finding suggests that greater employee discretion in performing work responsibilities is associated with higher levels of non-work-related internet use during working hours. Although work autonomy provides flexibility in managing tasks, such flexibility may also allow employees to allocate working time to personal online activities.

This finding is consistent with Koay, Soh and Chew (2017), who found that private demands were positively associated with cyberloafing. Employees may use workplace internet facilities for personal activities when responding to demands outside the workplace. However, the positive relationship identified in this study differs from the findings of Khari and Sinha (2024), who reported that job autonomy could reduce cyberloafing through work engagement. Lai *et al.* (2025) also demonstrated that organizational human resource practices may influence cyberloafing through different mechanisms. These differences suggest that autonomy does not necessarily produce the same behavioral outcomes across organizational settings.

In the context of PT Pos Indonesia (Persero) Yogyakarta, the positive coefficient indicates that greater freedom of work is associated with increased cyberloafing. However, this result should not be interpreted as evidence that autonomy invariably encourages such

E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

behavior. Rather, the relationship may depend on how employees use their discretion and how work responsibilities are managed. The findings highlight the importance of balancing employee autonomy with clear performance expectations and accountability.

The Effect of the Surveillance System on Cyberloafing

The results show that the surveillance system has a negative and statistically significant effect on cyberloafing (β = -0,691; t = -4,325; p < 0,001). Therefore, H2 is supported. Among the three independent variables, the surveillance system has the largest absolute standardized coefficient, indicating the strongest estimated relationship with cyberloafing within the regression model. This finding suggests that higher surveillance-system scores are associated with lower levels of non-work-related internet use, holding the other variables constant.

This result supports Jiang *et al.* (2023), who found that internet monitoring reduced cyberloafing, although its effectiveness weakened over time and it could produce unintended consequences for organizational citizenship behavior. It is also consistent with Jiang, Zhang and Zheng (2024), who found that external monitoring could strengthen employees' self-control motivation and subsequently reduce cyberloafing. Together, these findings indicate that monitoring may discourage non-work-related internet use by increasing awareness of workplace expectations and encouraging employees to regulate their behavior.

However, the findings should also be considered alongside Sarwar, Sattar and Ar (2025), who found that abusive supervision increased cyberloafing. This contrast suggests that the relationship between supervision and employee behavior may depend not only on the presence of monitoring but also on how supervision is implemented. In the context of PT Pos Indonesia (Persero) Yogyakarta, the negative coefficient supports the relevance of workplace monitoring as a potential means of limiting cyberloafing. Nevertheless, supervision should be implemented fairly and constructively rather than through excessive or abusive control.

The Effect of Work Climate on Cyberloafing

The results indicate that work climate has a negative but statistically insignificant effect on cyberloafing (β = -0,141; t = -1,079; p = 0,286). Therefore, H3, which predicts a positive effect, is not supported. Although the estimated coefficient suggests an inverse relationship, the statistical evidence is insufficient to conclude that work climate is associated with cyberloafing in this sample.

This finding provides a different result from the proposed positive relationship and highlights the context-dependent nature of workplace conditions. Koay and Soh (2018) emphasized the importance of workplace culture and management perspectives in understanding cyberloafing. Similarly, Hessari *et al.* (2024) found that teamwork attitudes and temporal leadership were positively associated with employee adaptability, which in turn reduced cyberloafing. However, they also reported that competitive work environments could increase this behavior. These findings suggest that different characteristics of the work climate may be associated with employee online behavior in different ways.

The insignificant result in the present study indicates that work climate, as measured in this research, does not independently demonstrate a statistically significant relationship with cyberloafing after accounting for freedom of work and the surveillance system. One possible interpretation is that the relationship between work climate and cyberloafing may depend on other organizational or individual factors not captured by the current model. However, this possibility requires further investigation and cannot be confirmed by the present results alone. Accordingly, the findings do not establish that work climate has no relationship with cyberloafing in all circumstances; they indicate only that a statistically significant effect was not found in this sample.

E-ISSN: 2988-0211 | Vol. 4, No. 3, 2026, pp. 180-194 DOI: 10.63901/ijebam.v4i3.184

The Simultaneous Effect of Work Freedom, Supervisory System, and Work Climate on Cyberloafing

The simultaneous regression test indicates that freedom of work, the surveillance system, and work climate jointly have a statistically significant relationship with cyberloafing ($F = 89{,}174$; $p < 0{,}001$). Therefore, H4 is supported. The model has an R^2 value of 0,845 and an adjusted R^2 value of 0,836; indicating that the three independent variables jointly explain 84,5% of the observed variation in cyberloafing, while the adjusted explanatory proportion is 83,6%.

These findings support the view that cyberloafing should be examined in relation to multiple organizational factors rather than a single determinant. Jiang *et al.* (2023) demonstrated the relevance of internet monitoring in reducing cyberloafing, while Koay and Soh (2018) emphasized the role of workplace culture and management perspectives. Furthermore, Tandon *et al.* (2021), through a systematic literature review of 87 studies, identified several major themes in cyberloafing research, including its antecedents, conceptualization, operationalization, stakeholders, and consequences. The present findings extend this broader perspective by showing that work freedom, the surveillance system, and work climate collectively provide substantial explanatory power in the context of PT Pos Indonesia (Persero) Yogyakarta.

Nevertheless, the individual results demonstrate that the three predictors do not have equivalent statistical relationships with cyberloafing. Freedom of work has a positive and significant relationship, the surveillance system has a negative and significant relationship, and work climate has a negative but insignificant relationship. Thus, the significant F-test does not imply that every independent variable is individually significant. Instead, it indicates that the predictors jointly contribute to the explanatory performance of the regression model.

Overall, the findings suggest that understanding cyberloafing among employees requires consideration of both employee discretion and organizational control, alongside the broader work environment. In practical terms, organizations may benefit from maintaining appropriate employee autonomy, implementing fair and effective supervision, and fostering a supportive work climate. These measures should be considered in conjunction with clear work expectations and responsible use of organizational internet facilities.

CONCLUSION

This study concludes that employee cyberloafing at the PT Pos Indonesia (Persero) Yogyakarta service unit is associated with work freedom, the surveillance system, and work climate. Work freedom is positively associated with cyberloafing, suggesting that greater employee autonomy may provide more opportunities for non-work-related internet use during working hours. In contrast, the surveillance system is negatively associated with cyberloafing, indicating that effective supervision may help limit such behavior. Work climate does not demonstrate a statistically significant individual relationship with cyberloafing in this study. Nevertheless, the three variables jointly contribute to explaining variations in employee cyberloafing. These findings highlight the importance of balancing employee autonomy with appropriate supervision and considering the broader organizational environment when addressing cyberloafing.

From a managerial perspective, PT Pos Indonesia (Persero) Yogyakarta should maintain reasonable employee autonomy while strengthening accountability and responsible use of workplace internet facilities. Supervisory practices should be clear, consistent, and proportionate to employees' responsibilities. For example, the organization may establish explicit guidelines for personal internet use, conduct regular briefings to reinforce workplace discipline, and implement appropriate computer-use controls where necessary. Such measures

should be accompanied by transparent communication and fair implementation to avoid excessive monitoring. Although work climate did not demonstrate a significant individual relationship with cyberloafing, maintaining a supportive work environment remains important for employee cooperation and organizational effectiveness.

Future research should consider additional factors that may explain cyberloafing, including job stress, workload, work engagement, organizational commitment, and individual self-control. Researchers may also examine whether these factors mediate or moderate the relationships between work freedom, supervision, work climate, and cyberloafing. Furthermore, studies involving employees from other government agencies and private-sector organizations would help assess whether the findings are applicable across different organizational settings.

This study has several limitations. First, the research was conducted at a single service unit of PT Pos Indonesia (Persero) in Yogyakarta, which limits the generalizability of the findings to other organizations and employee populations. Second, the study examined only three explanatory variables, meaning that other potentially relevant individual and organizational factors were not included in the model. Third, the findings reflect the relationships observed in the study sample and do not, by themselves, establish causal relationships. Future studies could address these limitations by using larger and more diverse samples, incorporating additional variables, and employing longitudinal or other research designs that provide stronger evidence regarding the development of cyberloafing over time.

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