

ABSTRACT

The high level of cyberloafing among Generation Z employees, coupled with low work discipline, raises concerns about employee performance. Studies indicate that internet usage for personal activities is particularly high at the beginning and end of working hours, with a slight decline during lunchtime. This phenomenon suggests that digital engagement patterns may significantly influence employee performance. Given the increasing reliance on digital tools in the modern workplace, understanding the impact of cyberloafing and work discipline on employee performance is crucial for organizations seeking to optimize productivity.

This study aims to analyze the influence of cyberloafing behavior and work discipline on employee performance in Generation Z employees in Bandung City. Specifically, it investigates whether cyberloafing negatively impacts performance and to what extent work discipline contributes to workplace efficiency. By addressing these objectives, this research provides empirical insights into the role of digital workplace behavior in shaping employee outcomes.

The research employs a quantitative approach using Structural Equation Modeling (SEM) to analyze data collected through a questionnaire survey distributed to 140 Generation Z employees in Bandung City. This method allows for a comprehensive assessment of the relationships between cyberloafing, work discipline, and employee performance, ensuring the robustness of the findings.

The results indicate that cyberloafing has a significant but positive effect on employee performance, suggesting that controlled cyberloafing may function as a cognitive break that enhances productivity (path coefficient: 0.255, T-statistic: 2.977, P-value: 0.003). Meanwhile, work discipline has a strong and significant positive impact on employee performance (path coefficient: 0.569, T-statistic: 8.202, P-value: 0.000). The combined influence of cyberloafing and work discipline explains 34.1% of the variance in employee performance (R-Squared: 0.341), highlighting their substantial joint impact.

This study contributes to the theoretical understanding of employee performance by challenging conventional views on cyberloafing and reinforcing the role of work discipline. It suggests that moderate cyberloafing can serve as a productive coping mechanism, contrary to traditional beliefs that it solely hampers efficiency. From a managerial perspective, organizations should reconsider strict internet usage policies, allowing controlled cyberloafing as a mental refreshment tool. Additionally, fostering a disciplined work environment through structured guidelines and performance monitoring systems is essential for enhancing employee productivity. These findings provide valuable insights for human resource practitioners seeking to balance workplace efficiency and employee well-being in the digital era.

Keywords: Cyberloafing, Work Discipline, Employee Performance, Gen Z, Bandung City.