

CHAPTER I

INTRODUCTION

1.1 Overview of Research Object

Generation Z is the generation born between 1996 and 2012 Era. Generation Z is the generation that arrives after the Millennial Generation; it is a transitional generation of the Millennial Generation, with rapidly growing technology. Some are Generation X or Millennial descendants. Also known as i Generation, net generation, or internet generation. They are comparable to the Millennial Generation, except they can perform multiple tasks simultaneously, such as tweeting with a cell phone, browsing with a PC, and listening to music with a headphone. Whatever is done is largely about the virtual world.

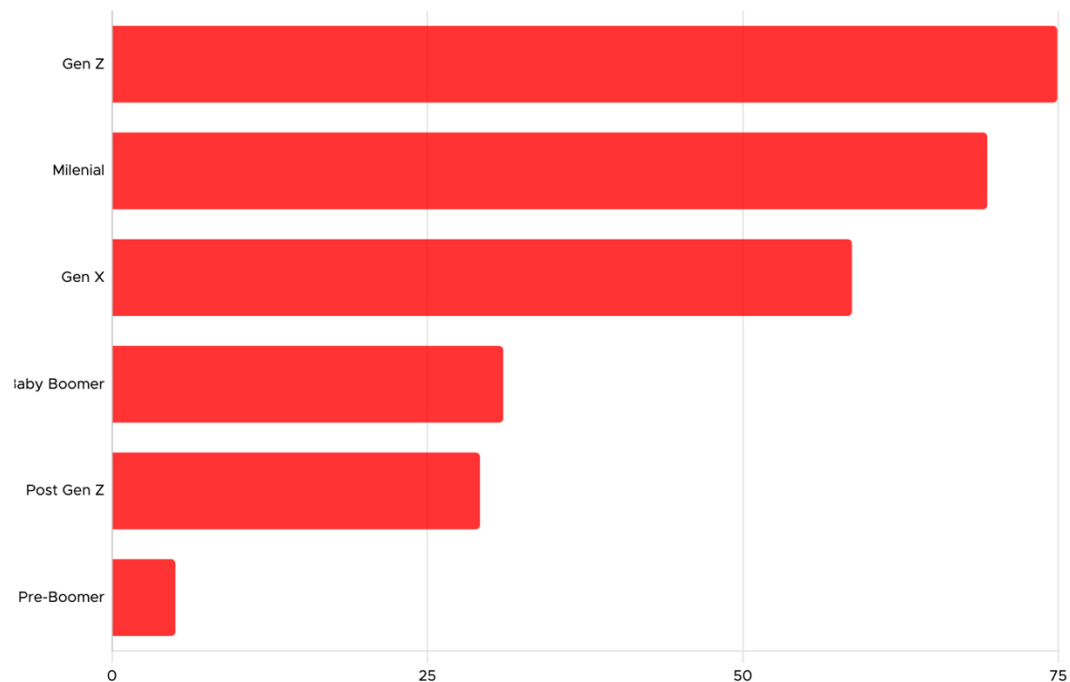


Figure 1.1 Sensus BPS: Currently, Indonesia is dominated by Gen Z

Sources: data.goodstats.id

The BPS published statistical data showing the breakdown of the Indonesian population by age. The outcome was from the publishing of the Results of the 2020 Population Census. This is explained in more detail by the structure of the future generation in Indonesia.

In the data released, the leading position belongs to people belonging to Generation Z, born between 1997 and 2012, which is about 74.93 million people, or 27.94% of the population. This generation is still in its early teens. With this dominance, it gives hope in seeing the potential for progress and change in the future.

Gen Z grew up in a digital era that continues to grow and this can affect their behavior. Generation Z is accustomed to sophisticated technology that allows them to do all activities at the same time (Putri et al, 2023).

Social media is becoming this generation's main means of communication and enjoyment in the age of globalisation and technological growth. Social media use at work can affect work-life balance, employee relationships, and productivity. Given the large number of Gen Z workers entering the workforce, it's critical to comprehend how social media use affects productivity at work.

The younger generation in the current era is commonly known as generation Z or Gen-Z. According to a research journal by (Hastini: 2020), Gen-Z is defined as a generation that has interacted with technological advances since birth. Technology and the internet also play an important role in their upbringing. Born between 1995 and 2012, this generation has never known life without technology or the internet. Generation Z's crucial characteristic is that they prefer quickly satisfaction and are heavily reliant on the internet and technology, as they have grown up with technology.

According to a research journal that contained a survey on the characteristics of Generation Z by Sladex and Grabinger (2014) with the title Gen Z The first Generation Of The 21st Century Has Arrived, it was found that 50% of Generation Z had their own tablet and 33% had their smartphones. Meanwhile, in a study made by Wikia, it was found that 100% of Generation Z spends more than an hour each day online, while 46% of them spend over ten hours a day. Technology is something

different for Generation Z compared to the other generations. For Generation Z, technology is not just a device but a part of who they are and their being. The power of technology in expanding this generation's horizons and inciting social change empowers the next generation.

The younger generation, known as gen z, prefers something that is attractively packaged, also known as eye-catching. Gen Z understands information that is delivered briefly and to the point, especially if it is presented in the form of audio visuals or short videos, such as those that have recently been launched in social media features such as the reels feature on Instagram and short videos on TikTok and YouTube.

1.2 Research Background

The definition of HR is a part of company management that manages human resources effectively in order to get employees according to company criteria. The function of HR includes several activities in the company such as planning, hiring, dismissing employees, training, and others. HR is planning, organizing, directing, and supervising the procurement, development, compensation, integration, maintenance and termination of the intended workforce to help the goals of the organization, individuals and society (Nurhayati, 2012;Malikhah, 2019).

It's critical to understand how employees, particularly Generation Z employees, perform. Generation Z grew up with information and communication technology integrated into their daily lives. The rise of the internet, cell phones, and increasingly prevalent social media has inspired this generation to utilize technology not only for communication, but also to obtain knowledge, converse, and even develop a job.

According to DobaKnowlegde.com, the Baby Boomer generation comes before Gen Z. Baby Boomers born before 1959 are one of the largest generations, having grown up during a period of economic stability and rising living standards. This generation emulates the younger generation, frequently surfs the Internet, and begins purchasing online. They use technology very differently from the younger generation. However, the Baby Boomer Generation is fairly old-fashioned and unconcerned about technology that is available to them.

The phenomenon of social media usage in Indonesia recorded 130 million Indonesians active on various social media ranging from Facebook, Instagram, Twitter, TikTok, etc. (Karim et al, 2022). As of January 2018, the population of Indonesia was 265.4 million people and the internet penetration rate reached 123 million users. Comparison of the number of internet users and the number of social media users (Andaria, 2021). This means that around 97.9% of internet users in Indonesia have used social media. Compared to the total population of Indonesia, this means that around 49% of the Indonesian population has used social media. Based on age, 16.68% of users are between 13 and 18 years old, and 49.52% are people between 19 and 34 years old (Kartini, 2022).

Data Reportal research shows Indonesia has 191.4 million social media users in January 2022. This amount has increased by 21 million people, or 12.6%, compared to 2021, and now accounts for 68.9% of Indonesia's population. For comparison, Indonesia had a population of 277.7 million in January 2022. The three data are presented in a study entitled "Digital 2022: Indonesia, Report Data.". The use of social media certainly has effective and ineffective consequences for the personal and social lives of individuals.

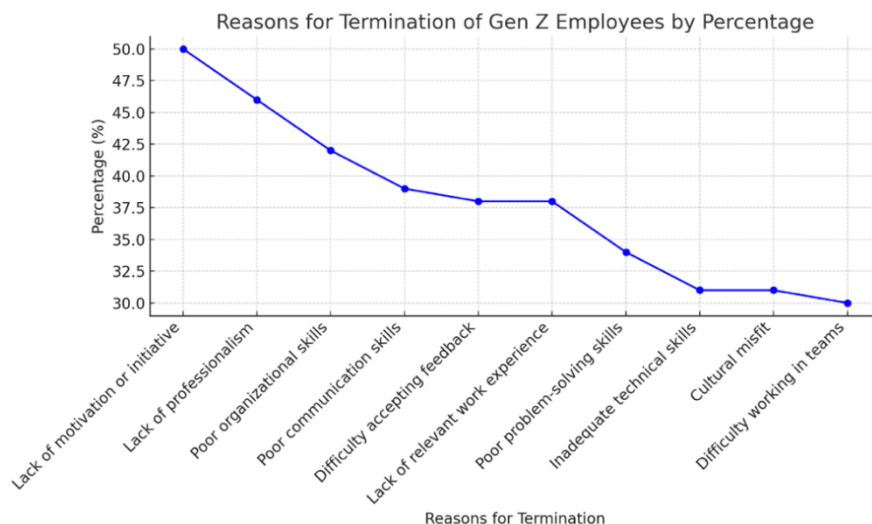


Figure 1.2 Many companies are firing Gen Z workers, here are 10 reasons why

Sources: cnbcindonesia.com

The facts shown above can be classified as factors influencing employee performance, particularly among freshly recruited Gen Z employees. These elements encompass a variety of work skills and attitudes that help to assess a person's effectiveness in the workplace.

- Based on the curve above, it is clear that lack of motivation or initiative is the most common reason for Gen Z employee departure, accounting for 50%. This data is supported by research from Riyanto et al. (2021) as cited in Yunelly et al. (2023), which states that a lack of motivation is a factor that can influence employee performance. This demonstrates that half of the companies polled see a lack of desire as a significant influence on work performance.
- Lack of professionalism is the second most common explanation, accounting for 46%, followed by poor organizational skills (42%), and poor communication skills (39%). These variables indicate that most businesses recognize the value of a professional attitude, organizational abilities, and communication skills in promoting work discipline and productivity.
- Other important reasons include difficulty receiving feedback and lack of relevant work experience, both at 38%. This suggests that organizations value flexibility in accepting advice as well as appropriate experience.
- Other factors, such as poor problem-solving skills (34%), inadequate technical skills, cultural mismatch (31% each), and difficulty working in a team (30%), suggest that these features are influential but not as critical as the reasons at the top of the graph.

Overall, the curve above demonstrates that firms value motivation, professionalism, organizational, and communication abilities when considering the long-term viability of Gen Z employees in the workplace.

Another phenomenon related to employee performance was evidenced by a study conducted by Gustina (2024) on employees at the Regional Drinking Water Company (PDAM) of Bandung City. The findings revealed that as of 2022, some employees still

had not met their performance evaluation targets. The data showed that 70.16% of employees had achieved their performance targets, while 29.84% had yet to meet them. This indicates that nearly one-third of the total workforce faced challenges in reaching the established performance standards.

According to Farhan (2023) Employee performance is the result of employee work in terms of quality and quantity that has been achieved when completing the work given to them. According to Merlin (2023) Performance is the result or level of success of a person in a certain period when completing work, compared to work result standards, achievements/targets, and previously set criteria.

An employee is said to have good performance when he is able to complete his tasks and work according to the quality, quantity and implementation of tasks on time, without any delays in work according to the regulations given by the company. Especially in the use of social media during working hours that can be easily accessed (Novialumi, 2019).

The term "performance" refers to a specific work activity that is a step in the realisation of individual work outcomes (Sonnentag and Frese 2002). Three important factors influence job performance in an organisation: organisational support, managerial capability or productivity, and the work of each individual employee (Simanjuntak 2002). Everyone who enters an organisation is allocated one of various jobs pertaining to work and its outcomes, including what to undertake and how to accomplish it (Qalati et al. 2022). Performance is also defined as an individual's capacity to carry out actions that help the organisation grow (Venkatesh, Davis, and Zhu 2022). Increased productivity can be achieved by engaging employees in activities that add value to their work; therefore, there must be a balance between work and leisure time so that employees are not overly active on social media platforms during work hours (Ngowella, Loua, and Suharnomo 2022).

Gen Z has grown up in a rapidly evolving digital world, which may influence their behaviour. Gen Z can perform all things at the same time since they are accustomed to modern technology. This demonstrates that the use of social media in

Gen Z can have a positive or negative effect on the performance of Gen Z employees. For example, it can have a positive effect on improving communication and collaboration, self-development, and motivation.

Some companies complain that Gen Z lacks the same work ethic as prior generations. They value work-life balance and are not very thrilled about working overtime or outside of business hours. Generation Z tends to change occupations more frequently. They prefer finding a workplace that aligns with their values and objectives, rather than sticking with one employer for a long time.

Cyberloafing, or spending work time to engage in non-work activities on the internet, can have an impact on employee performance. Previous studies has shown that cyberloafing does not always have a detrimental impact, but it might impair focus and productivity if not controlled properly.

Low work discipline among Generation Z can result in performance-related complaints. Failure to follow work norms and timetables can lead to lower productivity and job quality. An unsupportive work atmosphere, as well as a lack of incentive from superiors, can both contribute to performance complaints. Generation Z prefers a flexible work environment that promotes personal development.

Generation Z prioritises achieving a healthy work-life balance. When work demands interrupt this balance, people tend to become unsatisfied and complain about their performance. Generation Z is a generation that is exposed to technology and information, from the beginning of its birth, so that generation Z is often termed the Digital Native Generation (Komalasari et al., 2022) most of whom do not have real experience in the world of work. Generation Z employees are employees who are aware of the importance of teamwork skills, but on the other hand they also want privacy, flexibility of space and time or time flexibility in working (Komalasari et al., 2022). Enterprises that employ Generation Z employees must make special efforts to ensure the development of Generation Z with these traits, since enterprises will have more obstacles in generating people with the necessary skills and experience to create good performance.

Research conducted by Dantas et al., (2022) titled "Empirical Investigation of Work-Related Social Media Usage and Social-Related Social Media Usage on Employees' Work Performance" reveals that the use of social media for work and social purposes positively and significantly affects employee performance. In other words, using social media boosts employee performance in a variety of firms. The use of social media in the workplace has helped employees perform better. For instance, the use of social media for business and social media for business and social progress significantly affects the cost savings, innovation, and competitive advantage of firms in terms of concerning activities, procedures, and marketing. The companies in developing nations have to use social media as it gives new avenues to do business.

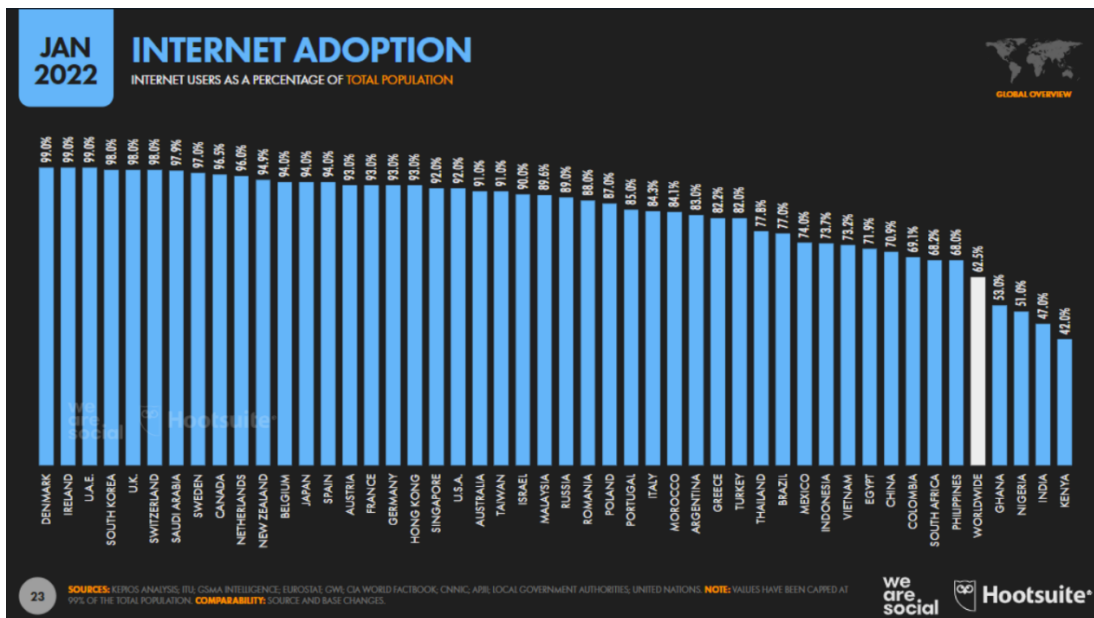


Figure 1.3 Growth in the Number of Internet Users in the World

Sources: bps.go.id

Figure above illustrates that internet users in Indonesia now account for 73.7% of the entire population, with a population of 273.87 million individuals, indicating that around 201.8 million Indonesians have internet access (BPS 2022). Internet technology in businesses can have a positive impact and make it easier for employees to complete their work, but it can also cause losses when employees use the internet during working

hours for personal reasons, which is known as cyberloafing (Wong, Kwok, Zhang, Lai, & Cheung, 2023).

Counterproductive behaviour is defined as deliberate behaviour that is formally adverse to the organization's interests. Several research have found that cyberloafing is a detrimental behaviour (Wong et al. 2023). Cyberloafing is defined as a dysfunctional behaviour that eliminates focus, security threats, excess bandwidth, intellectual property loss, and sexual harassment (Anandarajan 2002; Armstrong, Phillips, and Saling 2000). Although cyberloafing is generally regarded detrimental, it can have a positive impact in certain circumstances. Research conducted in Singapore by Lim et al. 2001, where most respondents in this study suggested that video games do not always have a negative impact on employee productivity because they can relieve anxiety and enhance experimental talents (Oravec, 2002) so that they can also improve employee abilities and skills if accompanied by self-control.

Employees who engage in cyberloafing complete work for family or friends outside of their employment tasks and obligations during work hours using their mobile devices (Wong et al. 2023). Cyberloafing allows employees to virtually switch between work and non-work domains to meet personal obligations (König and Caner de la Guardia 2014). Some study has advised acceptable allowances for cyberloafing rather than outright prohibition in order to obtain better organisational outcomes (Beugré and Kim 2006; De Lara 2007). Several other research have reported that employees use cyberloafing to relieve stress and renew their minds (Askew et al. 2014; Zoghbi-Manrique-de-Lara and Olivares-Mesa 2010).

Cyberloafing occurs when employees use company internet resources during work hours to check personal emails or visit websites unrelated to their job (Tsai 2023). Although most academics and practitioners regard cyberloafing as a kind of workplace deviance or detrimental work behaviour, certain studies indicate that cyberloafing may benefit employee productivity (Wong et al. 2023). Thus, it is critical to determine whether cyberloafing is useful or detrimental to both people and organisations (Wong et al. 2023).

According to data from databoks.katadata.co.id, the bulk of social media users are between the ages of 25 and 49, with 47.9% being of productive or working age in 2020. Furthermore, in 2021, social media users aged 25 to 49 years will be the greatest at 47.2%, and in 2022, the majority of social media users will be held by persons aged 25 to 49 years, with a rate of 47.64%.

Annual data on social media users among employees

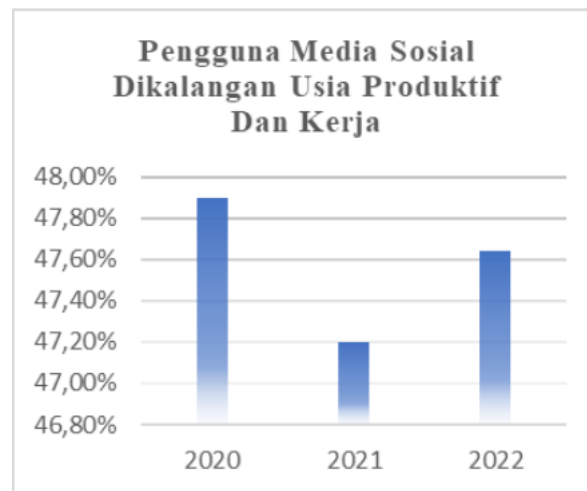


Figure 1.4 Social media users among productive working age employees

Sources: databoks.katadata.co.id

According to the data above, the number of social media users among workers or the maximum productive working age population in 2020 declined by 70% in 2021, and then by 40.4% to 47.64% in 2022. This indicates a rise.

In Indonesia, up to 81% of workers are known to use social media while working. JobStreet.com conducted a survey of 14,000 correspondents in early May, and here is the outcome. According to Statista.com, Indonesia has 66.4 million social media users in 2014. In 2015, the number of social media users was expected to reach 75.84 million. This number is predicted to rise to 84.5 million users by 2016.

According to Jobstreet.com, up to 35% of employees spend at least two hours of leisure time each day checking their social media profiles. Second, 24% of other

correspondents reported using social media for an hour per day. In third place, 22% reported spending more than four hours. Finally, 19% dedicate three hours per day to opening their social media profiles.

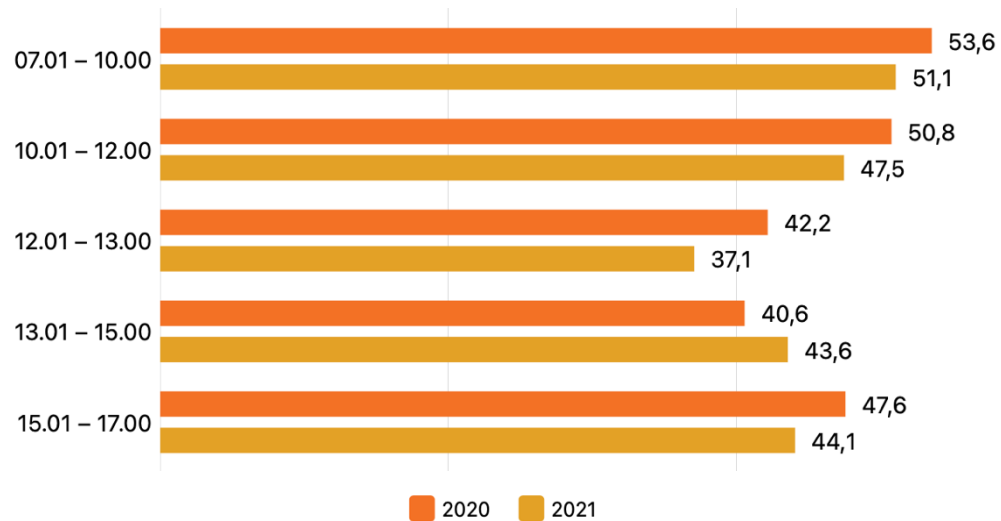


Figure 1.5 Indonesian People's Internet Access Hours

Source: databoks.katadata.co.id

The graph above shows internet usage data during working hours from various time ranges, with different percentage figures in each time period. Here is the description based on the graph:

- 07.01 – 10.00: The highest internet usage was recorded at the beginning of the working day, with a percentage of 53.6% (2020) and 51.1% (2021)
- 10.01 – 12.00: Internet usage remained high during this period, with a percentage of 50.8% (2020) and 47.5% (2021).
- 12.01 – 13.00: Internet usage decreased during lunch time, with 42.2% (2020) and 37.1% (2021).
- 13.01 – 15.00: After lunch, internet usage decreases slightly again with figures of 40.6% (2020) and 43.6% (2021).

- 15.01 – 17.00: In the afternoon, internet usage increases again to 47.6% (2020) and 44.1% 2021).

From this data, it can be concluded that internet usage for personal activities is quite high at the beginning and end of working hours, and decreases slightly during lunch time.

In particular, especially with work, the wish of everybody is to use all time efficiently and productively. On the contrary of this ideal setting of going on with work, a study entitled Social Media and the Workplace by Cliff Lampe and Nicole B. Ellison from the Pew Research Center found that as many as 77% of employees play social media during working hours, for hours on end. Ironically, all the respondents in this study admitted that they never intended or scheduled to scroll through social media for hours during the question and answer process even though they are free and had no assignments from their superiors. Respondents unanimously felt enchanted when scrolling their thumbs on cell phone screens up to a point where they passed several hours that felt short without any intention or clear purpose.

According to JobStreet, 51% of employees have complained about their workplace using social media, while only 49% have never complained. Human resource managers are now embracing social media to learn about prospective employees' views and behaviours. Therefore, use social media prudently. Otherwise, social media may backfire on us. Gen Z's ability to use social media, when managed appropriately, can be a valuable asset for improving employee productivity.

According to Rivai, as quoted by Meutia et al (2022), discipline is essential for achieving high performance because it is linked to performance efficiency. The findings of Krisnandi et al.'s (2021) study suggest that discipline has a favorable and significant impact on employee performance.

Generational stereotypes in the workplace usually create misunderstandings, especially with Gen Z, who have only entered the professional world in the last couple of years. They are generally labeled as undisciplined to such an extent that they are

overly dependent on technology. However, studies indicate that Gen Z actually has high openness to experience, reflecting their openness to innovation, and also conscientiousness, which grows with increasing levels of education.

Gen Z often receives criticism for having a lack of discipline and an inadequate work ethic, probably because their working style is more flexible and adaptive. Conscientiousness is one of the Big 5 Personality aspects that refers to a person's tendency to be organized, responsible, and committed to tasks. The more conscientious a person is, the likelier it that one is to give priority to work, maintain order, and observe procedure.

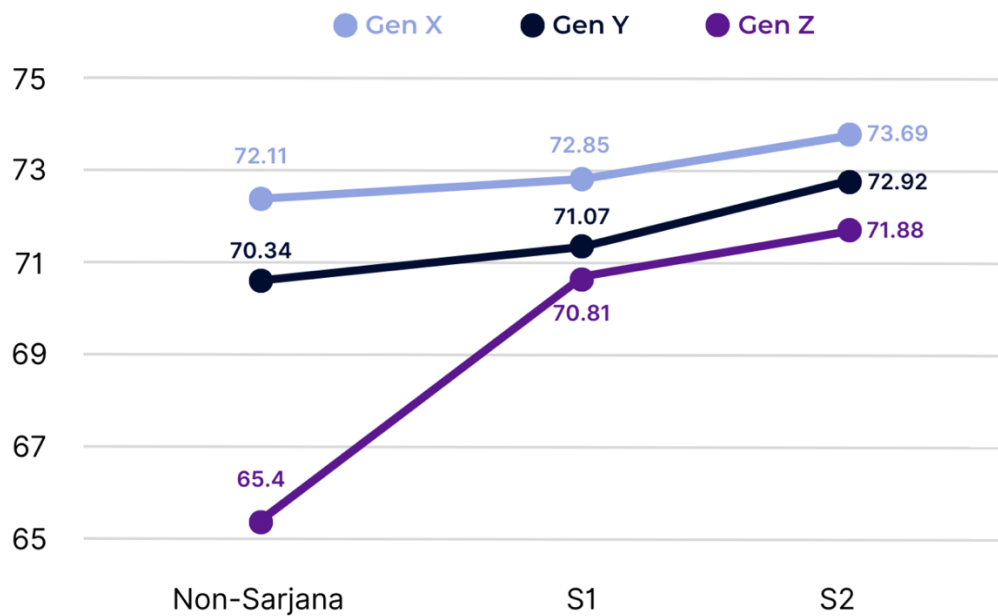


Figure 1.6 Debunking Generation Z Myths in the Workplace: Data, Facts, and Stereotypes
Sources: Talentics Talent Data Lab, 2024

Therefore, it can be seen from the data that the conscientiousness of Gen Z, especially undergraduate and postgraduate graduates, is quite competitive, with only 1 or 2 points of difference compared to previous generations, including Generation X, who are twice as old as them. Although this score is still slightly lower than the

previous two generations, the difference is relatively small, indicating that higher education will lead to increased discipline and responsibility in Gen Z.

Work discipline is the compliance of employees with the company's rules. The execution of this discipline emphasises personal responsibility to follow the company's norms. Employee discipline should always be maintained. Noncompliance will have an impact on the punctuality and efficacy of assigned responsibilities. This makes it more difficult for the firm to attain its common goals.

According to Sutrisno (2009), work discipline is defined as an attitude of willingness and willingness to comply with regulations and the work culture surrounding them. Work discipline is classified into two types: preventive discipline and corrective discipline. As the name implies, preventive discipline encourages employees to be disciplined in order to prevent violations of business rules and regulations. Corrective punishment is an activity that addresses past violations of regulations in order to prevent future violations. Corrective discipline can also be known as punishment or suspension.

Work discipline is the capacity and attitude of disciplining oneself to follow a company-issued regulation in order to achieve goals. According to Rofi (2012), discipline is a kind of employee self-control and regular implementation that demonstrates the seriousness of the work team in an organisation. The organisation uses disciplinary action to inflict sanctions on infractions of work rules or expectations. In other words, according to Siswadi (2016), discipline is considered as the most important operational function of human resource management, whereby improved staff discipline generates increasing productivity from employees. Without suitable discipline, it is tough for a business organisation to bring in perfect results.

Work discipline is a person's behaviour in compliance with the existing regulations and work procedures; or it is discipline, an attitude, behaviour, and actions that are in accordance with written and unwritten rules of the organization.

According to Werther Jr. in Manulang (1988), "Discipline is an effort by management to ensure that employees comply with organizational standards and

regulations." He views punishment as one way of changing and correcting information, attitudes, and behavior in such a way that people want to collaborate and improve their performance for the organization."

Juhro (1978), "Work discipline, awareness is the core in implementing work rules so that in implementing the rules there is a positive response from employees, carrying out their duties with full obedience, order and responsibility without any coercion." Saydam (1996: 284) states that "Discipline is the attitude of a person's willingness and willingness to obey and comply with all regulatory norms that apply around him."

Work discipline is a technique or mechanism by which an organization can retain its existence. Employees with strong discipline will follow all current restrictions, allowing work to be completed in accordance with the set plan (Hartatik, 2014).

Work discipline is a strategy used by managers to engage with employees in order to get them to change their behavior and to raise a person's awareness and willingness to follow all applicable company standards and societal norms (Sutrisno, 2019).

Discipline is an attitude of respect for corporate norms and provisions that exists among employees and allows them to freely adapt to company regulations and provisions (Hamali, 2016).

Work discipline, according to research conducted by Putri et al. (2015), significantly affects employee performance. With a simple linear regression test, work discipline has a positive effect on the performance variable; the higher the employee's work discipline, the better; and vice versa, if the employee's work discipline is low, then the performance of the employee will also be bad.

Sutrisno (2019) defines markers of work discipline as:

1. Entry and exit rules and regulations and break duration.
2. Dress code/workplace appearance, general behaviors

3. Workplace rules relating to the conduct of performing work, relationships between different subunits of work, etc,
4. List of Do's and Don't's for employees at workplace on what is forbidden and are allowed within organization and others.

1.3 The Problem Formulation

Based on this background, the formulation of the problem proposed in this study is:

1. How is cyberloafing behaviour in Bandung City?
2. How is work discipline in Bandung City?
3. How is employee performance in Bandung City?
4. How much is the influence of cyberloafing behavior and work discipline on employee performance simultaneously and partially?

1.4 Research Objective

The objectives of this study are:

1. To find out cyberloafing behavior in the City of Bandung
2. To find out work discipline in the City of Bandung
3. To find out employee performance in the City of Bandung
4. To find out how much influence cyberloafing behavior and work discipline have on employee performance simultaneously and partially

1.5 Research Benefit

The benefits of the research include:

1.5.1 Practical Aspects:

1. For Organizations: The findings can guide organizations in formulating policies that optimize social media use while minimizing the negative impacts of cyberloafing. This insight can help managers foster a work culture that supports productivity even in a digitally connected work environment.
2. For Generation Z Employees: The study aims to raise awareness among young employees about how their digital habits can impact their professional growth.

It can also provide practical advice on balancing social media use and maintaining work discipline.

3. For Policy Makers: Insights from this study can aid in designing workplace policies that regulate digital activities, optimize work culture, and support the productivity of young professionals.

1.5.2 Academic Aspects

For Academics and Researchers: This research contributes to the existing body of knowledge in organizational behavior by exploring under-researched areas such as cyberloafing among Generation Z and the role of work culture in mediating its effects.

1.6 The Systematic of Mini Thesis Writing

Contains systematics and brief explanations of research reports consisting of Chapters I to V in the report.

1. CHAPTER I INTRODUCTION

Within this chapter, it describes the general description of the contents of the report in the form of a general description of the research object, background, problem formulation, research objectives, research benefits, and systematics of writing the final assignment.

2. CHAPTER II LITERATURE REVIEW

This chapter describes the theories that are taken from several literatures discuss the phenomena related to cyberloafing behaviour, work discipline, and employee performance.

3. CHAPTER III RESEARCH METHOD

This chapter explains a type of research, operational variables, population and samples, data collection, validity and reliability tests, and data analysis techniques in compile the research report on the Influence of Cyberloafing Behavior and Work Discipline on Employee Performance in Gen Z in Bandung City.

4. CHAPTER IV RESEARCH RESULTS AND DISCUSSION

5. CHAPTER V CONCLUSION