

## Public Health Civil Servant Performance: Cyberloafing, Organizational Commitment, Job Satisfaction and Organizational Citizenship Behavior

Aji Sugiarto<sup>1</sup>, Hermin Endratno<sup>2\*</sup>, Fatmah Bagis<sup>3</sup>, Maulida Nurul Innayah<sup>4</sup>

Universitas Muhammadiyah Purwokerto

Email: <sup>1</sup>[ajisugiarto908@gmail.com](mailto:ajisugiarto908@gmail.com), <sup>2</sup>[herminendratno@ump.ac.id](mailto:herminendratno@ump.ac.id)\*, <sup>3</sup>[fatmahbagis2014@gmail.com](mailto:fatmahbagis2014@gmail.com),  
<sup>4</sup>[maulidanurul@ump.ac.id](mailto:maulidanurul@ump.ac.id)

Diterima: 9 Desember 2025 | Disetujui: 22 Juni 2026 | Dipublikasikan: 29 Juni 2026

### Abstrak

Penelitian ini bertujuan untuk menganalisis dan menjelaskan hubungan sebab-akibat antara *cyberloafing*, komitmen organisasi, dan kepuasan kerja terhadap kinerja pegawai negeri sipil (PNS) dengan *Organizational Citizenship Behavior* (OCB) sebagai variabel mediasi. Pendekatan penelitian ini adalah kuantitatif, yang menggunakan metode sampling jenuh dengan melibatkan seluruh populasi PNS pada Dinas Kesehatan, Pengendalian Penduduk, dan Keluarga Berencana Kabupaten Cilacap. Pengumpulan data dilakukan melalui kuesioner terstruktur dengan 116 responden. Analisis data menggunakan SEM-PLS dengan perangkat lunak SmartPLS 4.0. Hasil penelitian menunjukkan bahwa *cyberloafing* berpengaruh negatif signifikan terhadap kinerja. Komitmen organisasi berpengaruh positif signifikan terhadap kinerja dan OCB. Kepuasan kerja berpengaruh positif signifikan terhadap OCB, dan OCB sendiri berpengaruh positif signifikan terhadap kinerja. Selain itu, OCB berperan sebagai mediator utama dalam hubungan antara kepuasan kerja dan kinerja. Temuan ini menegaskan peran selektif OCB sebagai mekanisme mediasi dalam konteks sektor publik. Kebaruan penelitian ini terletak pada dimasukkannya *cyberloafing* sebagai variabel independen dalam model kinerja PNS di sektor publik. Secara praktis, hasil penelitian ini memberikan implikasi bagi pimpinan instansi pemerintah untuk mengelola *cyberloafing* secara proporsional serta mendorong OCB guna meningkatkan kinerja dan kualitas pelayanan publik.

**Kata kunci: Cyberloafing; Komitmen Organisasi; Kepuasan Kerja; OCB; Kinerja.**

### Abstract

*This study aims to analyze and explain the causal relationships among cyberloafing, organizational commitment, and job satisfaction, and their effects on the performance of civil servants, with Organizational Citizenship Behavior (OCB) serving as a mediating variable. The research adopts a quantitative approach and uses saturated sampling, including the entire population of civil servants at the Health, Population Control, and Family Planning Office of Cilacap Regency. Data were collected through a structured questionnaire with 116 respondents. Data analysis was conducted using SEM-PLS in SmartPLS 4.0. The results show that cyberloafing has a significant negative effect on performance. Organizational commitment significantly positively influences both performance and OCB. Job satisfaction significantly positively affects OCB, and OCB itself significantly positively impacts performance. Furthermore, OCB plays a primary mediating role in the relationship between job satisfaction and performance. These findings*

*emphasize the selective role of OCB as a mediating mechanism in the public sector context. The novelty of this study lies in the inclusion of cyberloafing as an independent variable in the civil servant performance model within the public sector. In practice, the result of this study has implications for government agency leaders: they should manage cyberloafing proportionately and encourage OCB to improve performance and the quality of public services.*

**Keywords: Cyberloafing; Organizational Commitment; Job Satisfaction; OCB; Performance.**

## INTRODUCTION

The health sector plays a pivotal role in national development, as a healthy population contributes to social welfare, productivity, and sustainable economic growth. However, disparities in public healthcare services remain evident in Indonesia, particularly in the unequal treatment of BPJS patients compared to general patients, highlighting persistent gaps in service quality (Mangero et al., 2025). These disparities arise from factors such as limited facilities, prolonged waiting times, suboptimal service quality, personnel attitudes, and complex regulations (Mangero et al., 2025). Within the public sector, limited resources, bureaucratic complexity, and diverse stakeholder demands make effective employee performance management crucial for achieving service quality (Pollitt & Bouckaert, 2017; Thusi et al., 2022).

Employee performance is a critical determinant of service quality because it reflects the extent to which individual efforts are translated into organizational outcomes (Robbins & Coulter, 2016). Interviews with the Secretary and the Head of the General Personnel Subdivision indicate that employee performance is generally adequate, as most staff perform their duties in accordance with established procedures and job responsibilities. However, several obstacles continue to hinder optimal performance, including task delays caused by employees using the internet for non-work-related activities. In public healthcare institutions, such operational constraints may be aggravated by cyberloafing, as non-work-related internet use can divert employees' attention from core responsibilities and reduce productivity (Sarioğlu Kemer & Dedeşin Özcan, 2021; Qur'ani et al., 2024). This issue is particularly relevant given evidence that employees may spend a substantial proportion of working time on online activities unrelated to their jobs (Lim et al., 2021). Accordingly, examining cyberloafing as a behavioral factor associated with employee performance is important in public healthcare settings, where timeliness and service accuracy are essential.

Cyberloafing refers to the use of workplace internet access and digital devices for activities unrelated to assigned tasks (Askew et al., 2019). Although it is commonly associated with negative outcomes such as wasted work time, increased operational costs, and delays in task completion (Lim et al., 2021), its effects on employee performance remain contested, both theoretically and empirically. Some studies report that cyberloafing reduces employee performance (Sa'adah, 2021; Wahyuni et al., 2020; Desnirita & Sari, 2022; Muhtarom et al., 2021), whereas others suggest that it may promote creativity or cognitive recovery under certain conditions (Budiarti & Pratama, 2022; S. D. Astuti et al., 2024). In contrast, several studies find no significant relationship between cyberloafing and performance (Bagis et al., 2023; Nyoto et al., 2023; Monica & Maharani, 2020; E. K. Putri, 2022; Vanderson et al., 2024). These inconsistent findings suggest that the relationship between cyberloafing and employee performance is context-dependent and poorly explained, particularly in public-sector

healthcare organizations.

In addition to cyberloafing, organizational commitment and job satisfaction are widely recognized determinants of employee performance. Employees with strong organizational commitment tend to demonstrate loyalty, discipline, and a willingness to exceed formal job requirements (Meyer & Allen, 1997), and several studies have reported a positive relationship between commitment and performance (Diana et al., 2022; Hosen et al., 2024; Alfain et al., 2024; Azmy, 2022; Sylvia & Sitio, 2021; D. Astuti, 2022). nevertheless, some research finds no significant effect, suggesting that the influence of commitment may depend on organizational and contextual factors (Eliyana et al., 2019; Pramudita et al., 2025; Bagis et al., 2021; Baihaqi & Saifudin, 2021; Alhasani et al., 2021). Despite extensive literature, limited studies have examined how organizational commitment operates specifically within public healthcare settings, highlighting a critical gap for further investigation.

Job satisfaction similarly influences performance by shaping employees' perceptions and emotional evaluations of their work environment (Robbins & Judge, 2016). Higher satisfaction typically promotes positive engagement and effort, whereas lower satisfaction may lead to disengagement and minimal task execution. Although several studies confirm a positive effect of satisfaction on performance (Eliyana et al., 2019; Harmen et al., 2025; Wicaksono & Gazali, 2021; Rusilawati et al., 2023; Hutagalung et al., 2020; Citrawati & Khuzaini, 2021), inconsistent results indicate the need for context-specific analysis (Bagis et al., 2021; Fitri & Endratno, 2021; Diana et al., 2022; Pramudita et al., 2025). This inconsistency underscores the importance of exploring job satisfaction in public healthcare organizations to clarify its impact on employee performance.

Organizational Citizenship Behavior (OCB) is particularly relevant in the public sector, as it reflects voluntary contributions that support colleagues and organizational objectives, enhancing overall performance (Organ, 1990; Qalati et al., 2022; Wicaksono & Gazali, 2021). Empirical evidence suggests that OCB mediates the relationships between job satisfaction, organizational commitment, and employee performance, although the strength and significance of these mediations may vary across contexts (Harmen et al., 2025; Ibrahim & Mesra B, 2024; Baihaqi & Saifudin, 2021; Wijanarko & Suhana, 2024).

Despite extensive research across sectors, gaps remain in understanding how cyberloafing, organizational commitment, and job satisfaction interact with OCB to influence employee performance, particularly in public healthcare institutions. Prior studies predominantly focus on private sector or service industries (Fitri & Endratno, 2021), leaving limited evidence regarding civil servants in health service organizations. Moreover, conflicting findings on the direct and indirect effects of cyberloafing necessitate further investigation within bureaucratic and highly regulated environments.

This study aims to examine the effect of cyberloafing, organizational commitment, and job satisfaction on civil servants' performance at the Health, Population Control, and Family Planning Office of Cilacap Regency, with Organizational Citizenship Behavior (OCB) serving as a mediating variable. By addressing the research gap, the study contributes theoretically to the human resource management literature and provides practical implications for enhancing service quality and operational effectiveness in public-sector health institutions.

Social Exchange Theory (SET) conceptualizes the employee-organization

relationship as an ongoing social exchange governed by the norm of reciprocity, in which perceived benefits, costs, and fairness shape reciprocal obligations (Blau, 1964). Within this framework, organizational commitment and job satisfaction represent employees' evaluations of the quality of the exchange relationship. Commitment reflects psychological attachment and loyalty, while job satisfaction indicates the fulfillment of expectations and needs. These positive evaluations do not directly enhance performance; rather, they create a sense of moral obligation that motivates employees to reciprocate through discretionary behaviors beyond formal job requirements. Organizational citizenship behavior (OCB) thus emerges as a key behavioral expression of high-quality social exchange relationships.

Conversely, cyberloafing reflects a deviation from organizational norms and signals a deterioration in reciprocal exchange. When employees perceive imbalance or unfairness, reciprocal responses may take negative forms, reducing discretionary contributions (Cropanzano & Mitchell, 2005; Koay et al., 2022). Within SET, OCB occupies a central mediating role by translating employees' attitudes into performance-enhancing behaviors that support organizational effectiveness without undermining core task productivity (Hermanto et al., 2024). Thus, SET explains that organizational commitment and job satisfaction influence performance both directly and indirectly through OCB. Then, cyberloafing that is viewed negatively can disrupt social exchange mechanisms and weaken the relationship between attitude and performance, while cyberloafing that is viewed positively can improve performance through OCB.

### **Cyberloafing and Employee Performance**

Cyberloafing behavior describes the reason a person accesses a particular site and is different from other activities because it is driven by the expectation of positive and negative consequences (Krishna & Agrawal, 2023). With the increasing use of the internet and smartphones and weak supervision in the workplace, it is increasingly easy for employees to engage in cyberloafing and engage in various internet-based personal activities during working hours (Pariyanti et al., 2022). Based on the perspective of SET Blau (1964), the impact of cyberloafing on employee performance is influenced by the quality of reciprocal relationships between employees and their organization. When employees perceive excessive workloads, inadequate rewards, or unfair treatment within the organization, they are more likely to engage in cyberloafing as a form of reciprocal response or retaliation, which may ultimately reduce performance levels. This argument is supported by empirical studies conducted by Sa'adah (2021), Wahyuni et al. (2020), Desnirita & Sari (2022), and Muhtarom et al. (2021), which consistently demonstrate that cyberloafing has a significant negative effect on employee performance.

H1: Cyberloafing has a significant negative impact on employee performance

### **Organizational Commitment and Employee Performance**

Organizational commitment reflects an individual's willingness to remain loyal to the organization by demonstrating dedication, accountability, and consistency in completing assigned duties in order to achieve optimal work outcomes (Alfain et al., 2024). According to social exchange theory, Blau (1964), employees with high organizational commitment feel a positive social exchange relationship with the organization, resulting in an incentive to reciprocate through greater work commitment. Therefore, organizational commitment tends to improve performance, because emotional connectedness and a sense of moral responsibility encourage employees to meet and even

exceed the demands of the job. This is consistent with the results reported by Diana et al. (2022), Hosen et al. (2024), Alfain et al. (2024), Azmy (2022), Fitri & Endratno (2021), Sylvia & Sitio (2021), and D. Astuti (2022), which show that organizational commitment has a positive and statistically significant relationship with employee performance.

H2: Organizational commitment has a significant positive impact on employee performance

### **Job Satisfaction and Employee Performance**

Job satisfaction can be understood as a favorable emotional state that emerges when employees perceive that their work aligns with their personal expectations, needs, and career aspirations (Rusilawati et al., 2023). Employees with higher levels of job satisfaction consistently demonstrate superior performance compared to those with lower job satisfaction, as evidenced by the findings of (Diana et al., 2022). This happens because satisfied employees are more motivated to complete tasks optimally, actively participate in organizational activities, and show proactive behavior in facing work challenges. Some research by Eliyana et al. (2019), Harmen et al. (2025), Wicaksono & Gazali (2021), Rusilawati et al. (2023), Hutagalung et al. (2020), and Citrawati & Khuzaini (2021) consistently confirms that job satisfaction exerts a significant positive influence on employee performance.

H3: Job satisfaction has a significant positive impact on employee performance

### **Organizational Citizenship Behavior and Employee Performance**

Organizational Citizenship Behavior (OCB) plays a strategic role in enhancing employee performance within organizations. Kang & Hwang (2023) explained that employees who show OCB usually perform better because their cooperative attitude can improve team dynamics and work morale, which ultimately encourages productivity and task efficiency. Susanto et al. (2023) found that OCB contributes to improving individual and organizational performance through increased collaboration, conflict reduction, and the creation of a supportive work environment. Based on SET Blau (1964), OCB behavior is a form of positive employee contribution that appears as a reciprocal for support, trust, and a conducive work environment from the organization. This conceptual view is reinforced by empirical findings from Qalati et al. (2022), Wonda (2024), Darmawan et al. (2021), Alhasani et al. (2021), Wicaksono & Gazali (2021), Suryadi & Foeh (2022), and Baihaqi & Saifudin (2021), which consistently confirm that job satisfaction exerts a significant positive influence on employee performance.

H4: Organizational citizenship behavior has a significant positive impact on employee performance

### **Cyberloafing and Organizational Citizenship Behavior**

Cyberloafing is the behavior of employees who use technology, the internet, or digital devices for personal gain during working hours (Pariyanti et al. 2022; Krishna & Agrawal, 2023). While cyberloafing is often associated with a variety of negative impacts, this behavior also has the potential to have a positive impact on the organization. Rajah & Lim (2011) explained that through the neutralization mechanism, which is a form of cognitive compensatory behavior, individuals who engage in cyberloafing tend to use behavioral strategies, such as OCB, as an effort to make up for the counterproductive behavior that has been committed. In SET's view, when employees are satisfied with the benefits the organization provides, they are driven to reciprocate

through better performance (Blau, 1964). This finding is consistent with studies conducted by Amar et al. (2023), N. D. Putri & Fajrianti (2011), and Pascarini et al. (2021), which demonstrate that cyberloafing exerts a significant positive influence on OCB.

H5: Cyberloafing has a significant positive impact on organizational citizenship behavior

### **Organizational Commitment and Organizational Citizenship Behavior**

Organizational commitment toward Organizational Citizenship Behavior (OCB) is a crucial element in supporting the achievement of organizational objectives. From the perspective of SET, employees who possess strong organizational commitment tend to feel a moral obligation to reciprocate the support they receive from the organization by engaging in positive actions, including prosocial behaviors or OCB that go beyond formal job requirements and contribute to colleagues and the organization as a whole (Blau, 1964). Research conducted by Planer (2019) demonstrates that higher levels of organizational commitment are associated with a greater propensity for employees to exhibit extra-role behaviors, such as assisting coworkers and fostering a harmonious work environment. These findings are consistent with prior studies by Wijaya et al. (2024), Maulana (2020), Alhasani et al. (2021), Baihaqi & Saifudin (2021), Sylvia & Sitio (2021), Sholikhah & Frianto (2022), Fathiyah & Pasla (2021), Suryadi & Foeh (2022), and Fitri & Endratno (2021), which collectively conclude that organizational commitment has a significant positive influence on OCB.

H6: Organizational commitment has a significant positive effect on organizational citizenship behavior

### **Job Satisfaction and Organizational Citizenship Behavior**

Job satisfaction represents an individual's affective evaluation of their job, encompassing emotional reactions to assigned tasks and the surrounding work environment. Employees who experience a high level of satisfaction tend to express favorable opinions about the organization, willingly assist coworkers, and demonstrate performance that exceeds formal job requirements as a response to the positive experiences they receive in the workplace (Robbins & Judge, 2016). From the perspective of SET, the job satisfaction felt by employees is seen as a form of support or reward from the organization (Blau, 1964). This can give rise to moral obligations and a commitment to provide reciprocity through prosocial behavior. In line with research, Idris et al. (2021) found that employees with higher job satisfaction were more inclined to engage in prosocial behaviors in the workplace. Similar conclusions are reported by Wijaya et al. (2024), Harmen et al. (2025), Rusilawati et al. (2023), Fitri & Endratno (2021), Suryadi & Foeh (2022), Maulana (2020), Sholikhah & Frianto (2022), Fathiyah & Pasla (2021), and Wicaksono & Gazali (2021), all of whom indicate that job satisfaction has a significant positive influence on OCB.

H7: Job satisfaction has a significant positive impact on organizational citizenship behavior

### **The Mediating Effect of Organizational Citizenship Behavior in Linking Cyberloafing to Employee Performance**

Organizational Citizenship Behavior (OCB) serves a strategic function as an intervening mechanism linking cyberloafing to employee performance. From the perspective of SET Blau (1964), when employees view cyberloafing as an adaptive way,

such as a means of recovery or a short break to reduce work burnout, and it is perceived as beneficial, this view can form a reciprocal relationship that encourages the emergence of prosocial behaviors such as OCB. Organizational Citizenship Behavior, reflected in helping behaviors, sportsmanship, civic virtue, loyalty, and individual initiative, has been empirically demonstrated to contribute positively and significantly to employee performance (Wonda, 2024). Empirical evidence from Pascarini et al. (2021) indicates that cyberloafing has a significant positive effect on OCB, even though it does not directly affect performance. Previous research by Budiarti & Pratama (2022) and S. D. Astuti et al. (2024) reports that cyberloafing has a significant positive impact on employee performance.

H8: OCB mediates the influence between cyberloafing and employee performance

### **The Role of Organizational Citizenship Behavior as a Mediating Pathway Between Organizational Commitment and Employee Performance**

Employees with high organizational commitment have a positive attitude toward the organization and value behaviors that support its progress as important. From the perspective of SET Blau (1964), commitment is formed because employees feel support, appreciation, and justice from the organization, so that positive mutual relationships arise. As a form of retaliation, employees are encouraged to contribute more outside of formal duties. These discretionary contributions are manifested through OCB, which in turn amplifies the effect of organizational commitment on employee performance. Empirical evidence from studies conducted by Baihaqi & Saifudin (2021) demonstrates that OCB significantly enhances the relationship between organizational commitment and improved performance outcomes. Similar conclusions are reported by Wijanarko & Suhana (2024) and Ekawati et al. (2025), who confirmed that OCB functions as a mediating mechanism in the relationship between organizational commitment and employee performance.

H9: OCB mediates the effect between organizational commitment and employee performance

### **The Role of Organizational Citizenship Behavior as a Mediating Pathway Between Job Satisfaction and Employee Performance**

Organizational citizenship behavior plays an important role as an intermediary in linking job satisfaction to employee performance. Based on the perspective of SET Blau (1964), the higher the job satisfaction felt by employees, the greater the incentive to display OCB as a form of reciprocity, which then improves overall employee performance. Thus, the positive influence of job satisfaction on employee performance not only occurs directly but is also strengthened through the improvement of OCB as a mediation mechanism. This is consistent with the study conducted by Harmen et al. (2025), which indicates that employees who experience higher levels of job satisfaction tend to engage more frequently in prosocial behaviors within the workplace, and these behaviors subsequently contribute significantly to improved performance. Likewise, research by Ibrahim & Mesra B (2024) reveals that OCB functions as a mediating variable that explains how job satisfaction is translated into enhanced employee performance.

H10: OCB mediates the influence between job satisfaction and employee performance

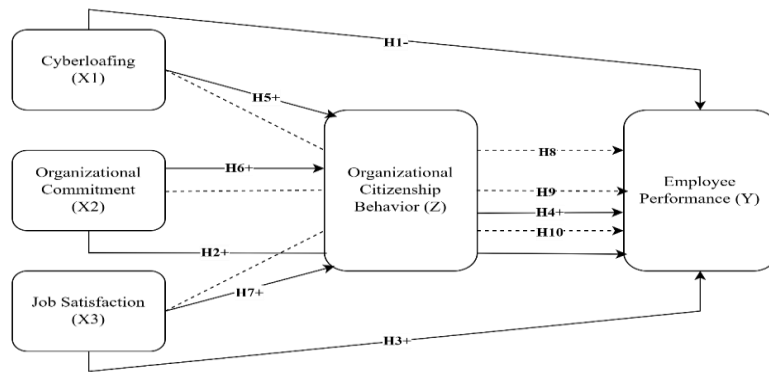


Figure 1. Research Framework

**METHODOLOGY**

This study applied a quantitative survey approach using a structured questionnaire (Suliyanto, 2018) to investigate employee performance determinants in public healthcare services. The population comprised all 116 Civil Servants (PNS) at the Health Office, Population Control, and Family Planning Agency of Cilacap Regency. A saturated sampling (census) technique was employed to ensure full organizational representation and minimize sampling bias (Sugiyono, 2017).

Data were collected using a five-point Likert scale (1 = *Strongly Disagree* to 5 = *Strongly Agree*), using instruments adapted from validated prior studies to maintain construct validity and contextual relevance. Examined variables included cyberloafing (X1), organizational commitment (X2), job satisfaction (X3), organizational citizenship behavior (Z), and employee performance (Y).

Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 was employed due to the small sample size, model complexity, and ordinal nature of the data. Analysis included measurement model evaluation, structural model assessment, and mediation testing. Ethical considerations included voluntary participation, confidentiality, and exclusive academic use, resulting in a 100% valid response rate.

Table 1. Measurement Items

Variable	Measurement Items	Source
Cyberloafing (X1)	Using the internet to avoid boring work. Using social media to distract from work pressure. Delaying work for surfing the internet for too long. Search for information on the internet to improve job skills. Watch online learning videos to increase your work knowledge.	(Krishna & Agrawal, 2023)
Organizational Commitment (X2)	Mayer and Allen's three-component model of measuring organizational commitment: Affective Commitment, Normative Commitment, and Sustainable Commitment.	(Jaros, 2007)
Job Satisfaction (X3)	Job satisfaction was assessed using the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967), where respondents evaluated their level of satisfaction across eight job-related dimensions, namely salary, workload, opportunities for promotion, work commitment, self-fulfillment, utilization of skills, job security, and autonomy in carrying out their work.	(Vigoda-Gadot & Meiri, 2008)

Organizational Citizenship Behavior (Z)	Organizational Citizenship Behavior is assessed through seven broad dimensions, namely helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development.	(Padsakoff et al., 2000)
Employee Performance (Y)	Employee performance is measured using ten indicator items from three dimensions, namely quality, quantity, and timeliness.	(Yuliantari & Prasasti, 2020)

## RESULTS

### Respondent Characteristics

The demographic profile of respondents was derived from descriptive statistical analysis. Following the questionnaire distribution, 116 completed responses were confirmed to be valid and therefore eligible for subsequent analysis. This study specifically examines Civil Servants employed at the Health Office, Population Control, and Family Planning Agency of Cilacap Regency. Based on gender, the composition of respondents shows that women dominate by 66%. This is in line with the general characteristics of the health sector in Indonesia, which is dominated by women, especially in the service and administrative sectors (Marwah, S & Putri, 2023). Regarding age, most respondents fall within the (31-40) and (41-50) year age groups, each representing 28%, indicating that the respondents possess substantial experience within the bureaucratic environment. Educational attainment shows that 52% of respondents hold a Bachelor’s degree (S1), suggesting adequate analytical capacity and a strong understanding of professional work ethics. Based on length of service, the largest proportion of respondents (40%) have worked for more than 17 years, which further indicates a strong emotional and normative attachment to the organization. Meanwhile, when viewed from the occupational field, 25% of respondents are engaged in the health service sector, reflecting that a portion of the respondents are directly involved in interactions with the public in delivering health services.

### Measurement Model (outer model)

In this study, the measurement model was assessed using SmartPLS version 4.0 as the analytical tool. The initial procedure involved examining the outer loading values to confirm that each indicator adequately reflects its corresponding latent construct. An indicator is deemed valid when its loading factor exceeds 0.60, as suggested by (Ghozali & Kusumadewi, 2023). Based on the validity test results shown in Table 2, all retained indicators meet the required criteria and are therefore deemed valid. Construct reliability was assessed using Cronbach’s Alpha and Composite Reliability. The results indicate that all constructs achieved Cronbach’s Alpha and Composite Reliability values exceeding 0.70, with most values ranging between 0.80 and 0.90, which are considered ideal for internal consistency (Hair Jr et al., 2021). Convergent validity was further evaluated using the Average Variance Extracted (AVE). As shown in Table 2, all constructs obtained AVE values greater than 0.50, confirming that the indicators explain a substantial proportion of variance in their respective constructs (Hair Jr et al., 2021).

Table 2. Output results of outer loading, cronbach's alpha, composite reliability, and AVE

Variable	Instruments	Outer loading	Cronbach's alpha	Composite reliability (rho A)	(AVE)
Cyberloafing	CB1	0.902	0.912	0.916	0.740
	CB2	0.834			
	CB3	0.867			

	CB4	0.840			
	CB5	0.857			
Organizational Commitment	OC1	0.824			
	OC2	0.830			
	OC3	0.727			
	OC4	0.757	0.928	0.935	0.617
	OC5	0.759			
	OC6	0.769			
	OC7	0.829			
	OC8	0.785			
Job Satisfaction	JS1	0.653			
	JS2	0.742			
	JS3	0.843			
	JS4	0.843	0.913	0.916	0.624
	JS5	0.792			
	JS6	0.825			
	JS7	0.847			
	JS8	0.754			
Organizational Citizenship Behavior	OCB1	0.830			
	OCB2	0.728			
	OCB3	0.815			
	OCB4	0.774	0.912	0.919	0.656
	OCB5	0.759			
	OCB6	0.881			
	OCB7	0.868			
Employee Performance	EP1	0.712			
	EP2	0.867			
	EP3	0.713			
	EP4	0.786			
	EP5	0.761	0.923	0.929	0.597
	EP6	0.887			
	EP7	0.842			
	EP8	0.709			
	EP9	0.773			
	EP10	0.643			

Source: SmartPLS 4.0 (2025) processing results

Discriminant validity was examined using the Heterotrait–Monotrait Ratio (HTMT). The HTMT values for all construct pairs were below the recommended threshold of 0.85, as reported in Table 3, indicating sufficient discriminant validity and confirming that each construct is empirically distinct from the others (Hair Jr et al., 2021).

Table 3. Heterotrait-Monotrait Ratio (HTMT)

	Job satisfaction (X3)	Employee performance (Y)	Organizational commitment (X2)	Organizational citizenship behavior (Z)	Cyberloafing (X1)
Job satisfaction (X3)					
Employee performance (Y)	0.544				
Organizational commitment (X2)	0.605	0.572			
Organizational citizenship behavior (Z)	0.706	0.590	0.589		
Cyberloafing (X1)	0.280	0.418	0.208	0.274	

Source: SmartPLS 4.0 (2025) processing results

**Structural Model (inner model)**

The three criteria used to analyze the structural model include collinearity assessments, R-square values, and path coefficients (Hair & Alamer, 2022). In this research, the evaluation of the structural model is conducted by examining the R-square values and the path coefficients, which represent both direct and indirect effects among the studied variables.

Table 4. Value of determination coefficient (R-square)

	R-square	R-square adjusted
Employee performance (Y)	0.449	0.429
Organizational citizenship behavior (Z)	0.491	0.477

Source: SmartPLS 4.0 (2025) processing results

The R-square statistic indicates how well the proposed model explains variance in the observed data, with explanatory strength classified as strong ( $\geq 0.75$ ), moderate ( $\geq 0.50$ ), and weak ( $\geq 0.25$ ) (Hair Jr et al., 2021). As shown in Table 4, the coefficient of determination for employee performance is 0.429, while OCB records an R-square value of 0.477. These results place both constructs in the weak explanatory category, indicating that cyberloafing, organizational commitment, job satisfaction, and OCB jointly explain 42.9% of the variance in employee performance, with the remaining 57.1% influenced by factors outside the model. Likewise, cyberloafing, organizational commitment, and job satisfaction account for 47.7% of the variance in OCB, leaving 52.3% attributable to other unexamined variables. Following this assessment, the analysis advances to the evaluation of path coefficients to test the significance of intervariable relationships using bootstrapping in SmartPLS 4.0.

Table 5. Path Coefficients (Direct Effect)

Hypothesis	Variable Relationships	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Results
H1	Cyberloafing (X1) → Employee performance (Y)	-0.235	3.085	0.002	Accepted
H2	Organizational Commitment (X2) → Employee Performance (Y)	0.285	2.911	0.004	Accepted
H3	Job Satisfaction (X3) → Employee Performance (Y)	0.113	1.213	0.225	Rejected

H4	OCB (Z) → Employee Performance (Y)	0.264	3.020	0.003	Accepted
H5	Cyberloafing (X1) → OCB (Z)	-0.081	1.166	0.244	Rejected
H6	Organizational Commitment (X2) → OCB (Z)	0.264	2.747	0.006	Accepted
H7	Job Satisfaction (X3) → OCB (Z)	0.489	5.865	0.000	Accepted

Source: SmartPLS 4.0 (2025) processing results

Based on the results presented in Table 5, the estimated path coefficients for the direct effects indicate statistically significant relationships (t-statistics > 1.96, p-values < 0.05). Accordingly, the findings support the acceptance of hypotheses H1, H2, H4, H6, and H7, whereas hypotheses H3 and H5 are not supported and therefore rejected.

Table 6. Specific Indirect Effect (OCB Mediation)

Hypothesis	Variable relationships	Original sample (O)	T statistics ( O/STDEV )	P values	Results
H8	Cyberloafing (X1) → OCB (Z) → Employee Performance (Y)	-0.021	1.065	0.287	Rejected
H9	Organizational Commitment (X2) → OCB (Z) → Employee Performance (Y)	0.070	1.826	0.068	Rejected
H10	Job Satisfaction (X3) → OCB (Z) → Employee Performance (Y)	0.129	2.700	0.007	Accepted

Source: SmartPLS 4.0 (2025) processing results

This study also examines the indirect influence between variables, with OCB serving as a mediating variable. As shown in Table 6, the estimated path coefficients indicate that only one indirect effect is statistically significant (t-statistics > 1.96, p-values < 0.05). Accordingly, hypothesis H10 is accepted, while hypotheses H8 and H9 are rejected.

### DISCUSSION

This study provides new insight into the determinants of civil servant performance in public healthcare settings, highlighting cyberloafing, organizational commitment, and job satisfaction as central factors, with organizational citizenship behavior (OCB) acting as a key mediator. Overall, the findings demonstrate that employee performance is influenced not only by structural obligations and formal responsibilities but also by behavioral and motivational mechanisms shaped by contemporary digital work practices.

Cyberloafing was found to negatively affect performance but did not significantly influence OCB. Scientifically, this indicates that while non-work-related digital activity can reduce task efficiency and focus, it does not undermine prosocial behaviors, likely because professional norms and public service values are embedded in bureaucratic organizations. Compared with previous studies by Farhadi et al. (2020) and Husnah (2024), which reported stronger negative impacts of cyberloafing on discretionary behaviors, these results suggest that the integration of digital technology post-pandemic has normalized moderate online non-work activity without compromising cooperative behavior. Implications for public healthcare management include developing policies to mitigate performance declines caused by cyberloafing while maintaining staff well-being

and morale.

Organizational commitment directly enhanced both performance and OCB, although its indirect effect on performance via OCB was not significant. This implies that highly committed employees fulfill their responsibilities primarily because of professional ethics and a sense of duty, rather than out of discretionary action. Previous studies by Wijanarko & Suhana (2024) and Ekawati et al. (2025) reported differing findings, showing that both the direct and indirect effects of organizational commitment on performance are significant. These findings advance the theoretical understanding of commitment by showing that the link between commitment and performance varies across contexts, with task-focused mechanisms playing a more prominent role than discretionary behaviors in rigid institutional environments. For practice, strengthening commitment remains critical to maintaining workforce reliability, motivation, and consistent service quality within public healthcare organizations.

Job satisfaction played a nuanced role: it did not directly affect performance but did enhance it indirectly through OCB. This demonstrates that satisfaction motivates employees to engage in discretionary behaviors that improve organizational effectiveness. In public healthcare, where compliance and standardized procedures dominate, satisfaction alone is insufficient to directly boost performance. These findings highlight OCB as a key mechanism that translates affective experiences into tangible outcomes, consistent with prior research by Harmen et al. (2025) and Ibrahim & Mesra B. (2024) on the contextual dependence of job satisfaction. In this case, OCB serves as an indirect-only mediator, meaning the indirect effect is significant while the direct effect is not (Zhao et al., 2010). For public healthcare management, this underscores the importance of fostering supportive environments where satisfaction encourages proactive, collaborative behaviors that enhance service quality.

## CONCLUSION

This study confirms the relevance of the proposed model in explaining the performance of civil servants at the Health, Population Control, and Family Planning Office of Cilacap District. The findings indicate that cyberloafing negatively affects performance, while organizational commitment enhances both performance and Organizational Citizenship Behavior (OCB). Job satisfaction indirectly influences performance through OCB, highlighting OCB's mediating role in translating positive employee attitudes into tangible outcomes.

Theoretically, these results refine Social Exchange Theory by demonstrating the context-dependent mechanisms through which commitment, satisfaction, and discretionary behaviors interact in highly structured public sector environments. Practically, the study underscores the importance of managing digital work behavior, strengthening organizational commitment, and fostering job satisfaction to encourage OCB and sustain performance. Human resource policies should promote ethical digital practices, supportive work environments, and employee engagement to optimize outcomes.

Despite these contributions, this study is limited by its focus on a single local government office and the model's moderate explanatory power. Future research should expand the organizational context, include a more diverse sample, and consider additional variables to deepen the understanding of performance determinants in public service settings.

## ACKNOWLEDGMENTS

The author would like to express his appreciation and gratitude to himself, the faculty of Economics and Business, Muhammadiyah University Purwokerto, as well as his supervisors and examiners for their guidance, input, and assistance during the research process. Special thanks are also extended to the Cilacap District Health, Population Control, and Family Planning Office for their support and research permit. This research is expected to provide benefits and positive contributions to the development of science and related fields.

## REFERENCE

- Alfain, M. Z., Noekent, V., & Shidiq, R. F. (2024). The Influence of Job Satisfaction and Quality of Work Life on Employee Performance: The Mediating Role of Organizational Commitment. *Management Analysis Journal*, 13(4), 418–429. <https://doi.org/10.15294/maj.v13i4.15200>
- Alhasani, I. setiawan, Suswati, E., & Wahyono, G. B. (2021). Pengaruh Kompetensi dan Komitmen Organisasi Terhadap Kinerja Pegawai Melalui Organizational Citizenship Behaviour (OCB) sebagai Mediasi. *Jurnal Sosial Teknologi*, 1(9), 106–120. <https://doi.org/10.36418/jurnalsostech.v1i9.206>
- Amar, M., Setiadi, I. K., & Sumardjo, M. (2023). Pengaruh Transformational leadership dan Cyberloafing terhadap Employee Engagment dengan Organizational Citizenship Behavior sebagai Variabel Mediasi Karyawan Startup di Jakarta. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*, 6(3), 1414–1428. <https://doi.org/10.54371/jiip.v6i3.1618>
- Askew, K. L., Ilie, A., Bauer, J. A., Simonet, D. V., Buckner, J. E., & Robertson, T. A. (2019). Disentangling How Coworkers and Supervisors Influence Employee Cyberloafing: What Normative Information Are Employees Attending To? *Journal of Leadership and Organizational Studies*, 26(4), 526–544. <https://doi.org/10.1177/1548051818813091>
- Astuti, D. (2022). Pengaruh Komitmen Organisasi Dan Budaya Organisasi Terhadap Kinerja Pegawai. *Jurnal Akuntansi Dan Manajemen Bisnis*, 2(2), 55–68. <http://journal.admi.or.id/index.php/JAMAN/article/view/181>
- Astuti, S. D., Perdana, T. A., & Sijabat, R. (2024). Role Stressor, Work Stress and Cyberloafing Behavior: Will They Decrease The Employee Performace? *Jurnal Organisasi Dan Manajemen*, 20(1), 129–145. <https://doi.org/10.33830/jom.v20i1.5988.2024>
- Azmy, A. (2022). Effect of Compensation and Organizational Commitment on Employee Performance During WFH at Digital Company. *Jurnal Economia*, 18(1), 70–88. <https://doi.org/10.21831/economia.v18i1.44949>
- Bagis, F., Darmawan, A., Pratamasari, M. A., & Kusuma, F. A. (2023). Cyberloafing Behavior and Self Control on the Performance of Islamic Clinic Employees: Organizational Commitment as Mediation. *Journal of Economics, Finance and Management Studies*, 06(06), 2774–2782. <https://doi.org/10.47191/jefms/v6-i6-42>
- Bagis, F., Kusumo, U. I., & Hidayah, A. (2021). Job Satisfaction as A Mediation Variable on the Effect of Organizational Culture and Leadership Style to Organizational Commitment. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 5(2), 424–434. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>
- Baihaqi, I., & Saifudin. (2021). Pengaruh Budaya Organisasi, Gaya Kepemimpinan Transformasional Dan Komitmen Organisasi Terhadap Kinerja Karyawan Dengan Ocb Sebagai Variabel Intervening. *JIMEBIS*, 2(1), 1–13.
- Blau, P. M. (1964). Justice in Social Exchange. *Sociological Inquiry*, 34(2), 193–206. <https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
- Budiarti & Pratama. (2022). Pengendalian Diri, Komitmen Organisasional Dan Perilaku Cyberloafing Terhadap Kinerja Karyawan. *JEMBA: Journal Of Economics, Management, Business, And Accounting*, 2 No 1 Ju(1), 37–46.
- Citrawati, E., & Khuzaini. (2021). Pengaruh Kepuasan Kerja, Motivasi Kerja dan Komitmen

- Organisasi Terhadap Kinerja Karyawan. *Jurnal Perspektif Manajerial Dan Kewirausahaan (JPMK)*, 1(1), 15–25. <https://doi.org/10.59832/jpmk.v1i1.6>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An Interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- Darmawan, A., Bagus, F., Handani, A. T., & Rahmawati, D. V. (2021). Pengaruh Efikasi Diri, Karakteristik Pekerjaan Dan Perilaku Kewargaan Organisasi Terhadap Kinerja Karyawan: Studi Pada Karyawan Java Heritage Hotel Purwokerto. *Derivatif: Jurnal Manajemen*, 15(2), 342–353. <https://doi.org/10.24127/jm.v15i2.679>
- Desnirita, & Sari, A. P. (2022). Dampak Beban Kerja Dan Prilaku Cyberloafing Terhadap Kinerja Karyawan Pada PT. Dwidaya World Wide Cabang Wilayah DKI Jakarta. In *Jurnal Akademi Akuntansi Indonesia Padang* (Vol. 2, Issue 1).
- Diana, Eliyana, A., Mukhtadi, & Anwar, A. (2022). Creating the path for quality of work life: A study on nurse performance. *Heliyon*, 8(1), e08685. <https://doi.org/10.1016/j.heliyon.2021.e08685>
- Ekawati, D., Ichsan, B., & Romadhon, Y. A. (2025). Pengaruh Komitmen Organisasi dan Budaya Organisasi Terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior (OCB) Sebagai Variabel Mediasi Pada Rumah Sakit di Kota Surakarta. *Jurnal Ilmiah Indonesia*, 10(5), 5447–5459.
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Farhadi, A. M., Khademi, S., & Nazari, E. (2020). Study the Effect of Cyber Loafing on Organizational Citizenship Behavior according to the Role of Moderating the Demographic Characteristics. *Farayandno*, 15(70), 80–101. [https://www.farayandno.ir/article\\_248472\\_en.html?lang=en](https://www.farayandno.ir/article_248472_en.html?lang=en)
- Fathiyah, & Pasla, bambang niko. (2021). Factors Affecting Organizational Citizenship Behavior (OCB) in Jambi Province Government Employees. *Jurnal Prajaiswara*, 24(2), 127–136. <https://doi.org/10.55351/prajaiswara.v2i2.24>
- Fitri, I. K., & Endratno, H. (2021). Pengaruh Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening: Studi Pada Karyawan Hotel Bahari, Kabupaten Tegal. *Derivatif: Jurnal Manajemen*, 15(2), 276–293. <https://doi.org/10.24127/jm.v15i2.663>
- Ghozali, I., & Kusumadewi, K. A. (2023). Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 4.0 Untuk Penelitian Empiris. In *Badan Penerbit Universitas Diponegoro*.
- Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 100027. <https://doi.org/10.1016/j.rmal.2022.100027>
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Partial Least (PLS-SEM) Using R Equation Modeling Squares Structural. In *Springer* (Vol. 30, Issue 1).
- Harmen, H., Putra, Z., Rafiie, S. A. K., Rahmadani, I., Hidayat, M. R., Rusdi, R., & Muzammil, A. (2025). The Role of Organizational Citizenship Behavior in Mediating the Relationship between Servant Leadership and Job Satisfaction on the Performance of Civil Servants in Aceh Province, Indonesia. *Journal of Accounting Research, Organization and Economics*, 8(1), 55–68. <https://doi.org/10.24815/jaroe.v8i1.40114>
- Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2024). The mediating role of quality of work life and organizational commitment in the link between transformational leadership and organizational citizenship behavior. *Heliyon*, 10(6), e27664. <https://doi.org/10.1016/j.heliyon.2024.e27664>
- Hosen, S., Hamzah, S. R. ah, Arif Ismail, I., Noormi Alias, S., Faiq Abd Aziz, M., & Rahman, M. M. (2024). Training & development, career development, and organizational commitment

- as the predictor of work performance. *Heliyon*, 10(1), e23903. <https://doi.org/10.1016/j.heliyon.2023.e23903>
- Husnah, N. (2024). Cyberloafing Among Millennial Office Workers, Its Relationship with Innovative Work Behavior and Organizational Citizenship Behavior: Case Study on BPJS Ketenagakerjaan Wilayah Jawa Timur. *JIIP - Jurnal Ilmiah Ilmu Pendidikan*, 7(9), 10359–10366. <https://doi.org/10.54371/jiip.v7i9.5655>
- Hutagalung, D., Asbari, M., Fayzhall, M., Ariyanto, E., Agistiawati, E., Nadhila Sudiyono, R., Waruwu, H., Sestri Goestjahjanti, F., Winanti, & Yuwono, T. (2020). Peran Religiusitas, Kepemimpinan Transformasional, Kepuasan Kerja dan Mediasi Organizational Citizenship Behavior terhadap Kinerja Guru. *Journal of Education, Psychology and Counseling*, 2(1).
- Ibrahim, M., & Mesra B. (2024). The Role of Organizational Citizenship Behavior in Mediating Work Motivation and Job Satisfaction on Employee Performance at the Medan Religious Education and Training Center. *International Journal Of Humanities Education and Social Sciences (IJHESS)*, 3(4), 1999–2006. <https://doi.org/10.55227/ijhess.v3i4.892>
- Idris, AS, N., Soetjipto, B. E., & Supriyanto, A. S. (2021). Predicting factors of organizational citizenship behavior in Indonesian nurses. *Heliyon*, 7(12), e08652. <https://doi.org/10.1016/j.heliyon.2021.e08652>
- Kang, E., & Hwang, H.-J. (2023). How to Enhance an Employee's Organizational Citizenship Behavior (OCB) as a Corporate Strategy. *Journal of Industrial Distribution & Business*, 14(1), 29–37. <https://doi.org/http://dx.doi.org/10.13106/jidb>
- Koay, K. Y., Lim, V. K. G., Soh, P. C. H., Ong, D. L. T., Ho, J. S. Y., & Lim, P. K. (2022). Abusive supervision and cyberloafing: A moderated moderation model of moral disengagement and negative reciprocity beliefs. *Information and Management*, 59(2), 103600. <https://doi.org/10.1016/j.im.2022.103600>
- Krishna, S. M., & Agrawal, S. (2023). Cyberloafing: Exploring the Role of Psychological Wellbeing and Social Media Learning. *Behavioral Sciences*, 13(8). <https://doi.org/10.3390/bs13080649>
- Lim, P. K., Koay, K. Y., & Chong, W. Y. (2021). The effects of abusive supervision, emotional exhaustion and organizational commitment on cyberloafing: a moderated-mediation examination. *Internet Research*, 31(2), 497–518. <https://doi.org/10.1108/INTR-03-2020-0165>
- Mangero, A. F., Suprayogi, A., & Boenjamin, A. (2025). Analisis Faktor-Faktor Yang Mempengaruhi Kesenjangan Pelayanan Bagi Pasien Bpjs Kesehatan Dan Pasien Umum: Tinjauan Sistematis Terhadap Praktik Klinik Di Indonesia. *Jurnal Manajemen Pelayanan Kesehatan (The Indonesian Journal of Health Service Management)*, 28(01), 1–6. <https://doi.org/10.22146/jmpk.v28i01.16534>
- Marwah, S. K. N., & Putri, N. K. (2023). Gender Segregation of Health Managers in District Health Officers in Indonesia. *Indonesian Journal of Public Health*, 18(2), 265–275. <https://doi.org/10.20473/Ijph.v18i2.2023.265-275>
- Maulana, R. I. (2020). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior PT Sinergi. *Jurnal Ecodemica: Jurnal Ekonomi, Manajemen, Dan Bisnis*, 4(2), 251–263. <https://doi.org/10.31294/jeco.v4i2.8011>
- Query date: 2024-10-20 21:42:09
- Meyer, J. P., & Allen, N. J. (1997). Commitment in the workplace. In *Harvard Business Review* (Vol. 63, Issue 2). <http://scholar.google.com/scholar?hl=en&btnG=Search&q=intitle:From+control+to+commitment+in+the+workplace#0>
- Monica, I., & Maharani, A. (2020). Pengaruh Cyberloafing Terhadap Kinerja Karyawan Melalui Kepuasan Bekerja Dan Komitmen Bekerja. *Procuratio: Jurnal Ilmiah ...*, 8(4), 491–502. <http://www.ejournal.pelitaindonesia.ac.id/ojs32/index.php/PROCURATIO/article/view/812>
- Muhtarom, A., Suprpto, H., & Sa'adah, F. (2021). Pengaruh Locus Of Control, Organizational Commitment, Dan Perilaku Cyber loafing Terhadap Kinerja Pegawai Di Era Kebiasaan

- Baru (Studi Pada Pegawai Perumda BPR. Bank Daerah Lamongan). *Jurnal E-Bis (Ekonomi-Bisnis)*, 5(1), 115–125. <https://doi.org/10.37339/jurnal>
- Nyoto, Sudarno, Priyono, Surikin, & Renaldo, N. (2023). Journal of Applied Business Cyberloafing on Organizational Commitment and Performance of Teachers at the Pelalawan. *Journal of Applied Business and Technology*, 4(2), 134–143.
- Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. *Research in Organizational Behavior*, 12(1), 43–72.
- Pariyanti, E., Adawiyah, W. R., Wulandari, S. Z., & Febriyanto. (2022). Organizational Justice, Job stress, and Cyberloafing: The Moderating Role of Islamic Workplace Spirituality. *The Journal of Behavioral Science*, 17(3), 90–105.
- Pascari, D. R., Murgianto, H., & Nugroho, H. R. (2021). the Effect of Job Embeddedness , Resilience and Cyberloafing on Performance and Ocb As an Intervening Variables in Education Staff in University of 17 August 1945 Surabaya East Java Indonesia. *International Journal of Economics, Business and Management Research*, 5(05), 81–95.
- Planer, D. G. (2019). The Relationship Between Organizational Commitment and Organizational Citizenship Behaviors in The Public and Private Sectors. *Sustainability (Switzerland)*, 11(1), 1–20.
- Pollitt, C., & Bouckaert, G. (2017). *Public management reform: A comparative analysis-into the age of austerity*. Oxford university press.
- Pramudita, D. P. D., Bhimasta, R. A., Kinanthi, E. S., Velicia, M., & Ani Aprina Siburian, E. (2025). The Effect of Job Satisfaction, Organizational Commitment, and Employee Creativity on Employee Performance (Survey at PT. Global Intermedia Nusantara, Yogyakarta). *International Journal of Advances in Engineering and Management*, 7(2), 827–836. <https://doi.org/10.35629/5252-0702827836>
- Putri, E. K. (2022). Efek Mediasi Komitmen Organisasi Atas Pengaruh Cyberloafing Terhadap Kinerja Karyawan. *Media Akuntansi Dan Perpajakan Indonesia*, 4(1), 67–100. <https://doi.org/10.37715/mapi.v4i1.2782>
- Putri, N. D., & Fajrianti. (2011). Hubungan Antara Cyberloafing Dengan Organizational Citizenship Behaviour (OCB) Pada Karyawan. *Jurnal Psikologi Industri Dan Organisasi*, X. <http://url.unair.ac.id/cf758369>
- Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11). <https://doi.org/10.1016/j.heliyon.2022.e11374>
- Qur'ani, R. I. N., Listyani, I., & Wardhan, R. K. (2024). Pengaruh Beban Kerja Dan Cyberloafing terhadap Kinerja Karyawan pada PT Sinar Kediri Sakti. *Jurnal Ekonomi Manajemen Dan Bisnis*, 1(5).
- Rajah, R., & Lim, V. K. G. (2011). Cyberloafing , Neutralization , And Organizational Citizenship Behavior. *PACIS 2011 Proceedings*. 152. <http://aisel.aisnet.org/pacis2011/152>
- Robbins, S. P., & Coulter, M. K. (2016). *Manajemen (A. Maulana (Ed.); 13th ed.)*. Penerbit Erlangga. Penerbit Erlangga.
- Robbins, S. P., & Judge, T. A. (2016). *Perilaku Organisasi* (16th ed.). Salemba Empat. Edisi ke-16, terjemahan dari Organizational Behavior oleh Robbins & Judge.
- Rusilawati, E., Purnama, I., Josephus Swanto Tjahjana, D., & Muhamad Kudri, W. (2023). Locus of Control and Job Satisfaction on Employee Performance, Mediated by Organizational Citizenship Behavior among the Working Staff in the Accounting Department. *Business Management and Accounting (ICOBIMA)*, 1(2), 467–474. <https://doi.org/10.35145/icobima.v1i2.3469>
- Sa'adah, F. (2021). Pengaruh Locus Of Control, Organizational Commitment, dan Perilaku Cyberloafing Terhadap Kinerja Pegawai di Era Kebiasaan Baru (Studi Pada Pegawai Perumda BPR. Bank Daerah Lamongan). *Jurnal Ekonomi Mahasiswa (JEKMA)*, 2(3), 1–7.
- Sarioğlu Kemer, A., & Dedeşin Özcan, S. (2021). The dark side of technology: cyberloafing, a Turkish study of nursing behaviour. *International Nursing Review*, 68(4), 453–460. <https://doi.org/10.1111/inr.12686>

- Sholikhah, C. I. R., & Frianto, A. (2022). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Organizational Citizenship Behaviour (OCB) pada Perusahaan Ritel. *Jurnal Ilmu Manajemen*, 10(1), 291–301. <https://doi.org/10.31943/investasi.v9i3.284>
- Sugiyono, P. D. (2017). Metode penelitian bisnis: pendekatan kuantitatif, kualitatif, kombinasi, dan R&D. *Penerbit CV. Alfabeta: Bandung*, 225(87), 48–61.
- Suliyanto. (2018). Metode Penelitian Bisnis untuk Skripsi, Tesis & Disertasi. In *Andi Publisher* (p. 178). Tesis & Disertasi. Yogyakarta: Andi Publisher.
- Suryadi, Y., & Foeh, J. E. (2022). Determinasi Kinerja Pegawai: Organizational Citizenship Behavior (Ocb), Kepuasan Kerja, Komitmen Organisasi, Kedisiplinan Kerja, Beban Kerja Dan Budaya Organisasi: (Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). *JIMT: Jurnal Ilmu Manajemen Terapan*, 3(6), 657–669. <https://dinastirev.org/JIMT/article/view/1098/671>
- Susanto, A. B., Prajitiasari, E., Awwaliyah, I. N., Titisari, P., & Agustin, D. N. (2023). The Effect of Work Rotation, Organizational Citizenship Behavior (OCB), and Physical Work Environment on Hospital Employee Performance. *Quality - Access to Success*, 24(196), 215–220. <https://doi.org/10.47750/QAS/24.196.27>
- Sylvia, V., & Sitio, S. (2021). Pengaruh Komitmen Organisasi Dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening Pada Pt . Emerio Indonesia. *Jurnal Ilmiah M-Progress*, 11(1), 22–37. <https://doi.org/10.35968/m-pu.v11i1.599>
- Thusi, X., Jili, N. ., Adetiba, T. ., Mlambo, V. ., & Mkhize, N. (2022). Journal of Public Administration Studies Performance Management Systems (PMS): Challages and Opportunities in the Public Sector. *Journal of Public Administration Studies*, 7(3), 41–49.
- Vanderson, V., Kirana, K. C., & Septyarini, E. (2024). Pengaruh Kontrol Diri, Cyberloafing, dan Motivasi Kerja terhadap Kinerja Karyawan Gen Z di Kota Yogyakarta. *J-MAS (Jurnal Manajemen Dan Sains)*, 9(1), 543. <https://doi.org/10.33087/jmas.v9i1.1702>
- Wahyuni, R., Irfani, H., & Mariana, R. (2020). Kinerja Pegawai Ditinjau Dari Perilaku Cyberloafing Dan Komitmen Organisasi. *Psyche 165 Journal*, 13(2), 240–245.
- Wicaksono, T., & Gazali, M. (2021). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior (OCB) Sebagai Variabel Intervening. *At-Tadbir : Jurnal Ilmiah Manajemen*, 5(1), 22. <https://doi.org/10.31602/atd.v5i1.3219>
- Wijanarko, B. A., & Suhana. (2024). Mediating Role Of Organizational Citizen Behavior (OCB) To The Effect Of Competence And Organizational Commitment On Employee Performance. *Management Studies and Entrepreneurship Journal*, 5(2), 9230–9251.
- Wijaya, T. E., Rochani, R., & Rochman, T. (2024). The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) with Organizational Commitment as an Intervening Variable. *Performa: Media Ilmiah Teknik Industri*, 23(1), 18.
- Wonda, T. A. (2024). Examination of organizational citizenship behavior influence on employee performance attainment: an empirical investigation. *Cogent Business and Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2418422>
- Zhao, X., Jr, J. G. L., & Chen, Q. (2010). Reconsidering Baron and Kenny : Myths and Truths about Mediation Analysis. *JOURNAL OF CONSUMER RESEARCH*, 37(August). <https://doi.org/10.1086/651257>