# THE INFLUENCE OF JOB STRESS, JOB SATISFACTION, ORGANIZATIONAL CULTURE AND CYBERLOAFING TOWARD JOB PERFORMANCE AT PT. PERWITA KONSTRUKSI

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Based on the results of the meeting held on February 23, 2021 the Thesis Examination Committee decides that :

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1. **Passes** the thesis examination **with/ ~~without~~** revision
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Yogyakarta, February 23, 2021

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Here in I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas or expression without acknowledgement. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, February 10th, 2021


Dody Permadi

# THE INFLUENCE OF JOB STRESS, JOB SATISFACTION, ORGANIZATIONAL CULTURE AND CYBERLOAFING TOWARD JOB PERFORMANCE AT PT. PERWITA KONSTRUKSI

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**THE INFLUENCE OF JOB STRESS, JOB SATISFACTION, ORGANIZATIONAL CULTURE AND CYBERLOAFING TOWARD JOB PERFORMANCE AT PT. PERWITA KONSTRUKSI**

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## ABSTRACT

The organization strives for employees to show their maximum performance in order to achieve organizational goals. However, in the process there are problems that arise such as job stress, job dissatisfaction, organizational culture and cyberloafing. The purpose of this study is to determine the effect of job stress, job satisfaction, organizational culture and cyberolafing on job performance. This research uses multiple linear regression method with SPSS version 22.0. There are 111 valid respondents from employees of PT. Perwita Konstruksi. The results of this study indicate that there is a significant influence between job stress on performance. Meanwhile, there is no significant effect between job satisfaction and performance. Organizational culture has a significant influence on performance. Meanwhile, cyberloafing has an insignificant effect on performance.

**Keywords: Job Stress, Job Satisfaction, Organizational Culture, Cyberloafing, Job Performance**

# PENGARUH STRESS KERJA, KEPUASAN KERJA, BUDAYA ORGANISASI DAN CYBERLOAFING TERHADAP KINERJA DI PT. PERWITA KONSTRUKSI

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## ABSTRAK

Organisasi mengupayakan agar karyawan dapat menunjukan kinerja mereka secara maksimal guna mencapai tujuan organisasi. Namun dalam prosesnya terdapat masalah yang muncul seperti stress kerja, ketidakpuasan kerja, budaya organisasi dan cyberloafing.Tujuan dari penelitian ini adalah untuk mengetahui pengaruh stress kerja, kepuasan kerja, budaya organisasi dan cyberloafing terhadap kinerja. Penelitian ini menggunakan metode regresi linier berganda dengan SPSS versi 22.0. Terdapat 111 responden yang valid dari karyawan PT. Perwita Konstruksi. Hasil dari penelitian ini menunjukkan bahwa terdapat pengaruh signifikan antara stress kerja terhadap kinerja.. Sedangkan tidak terdapat pengaruh yang signifikan antara kepuasan kerja dan kinerja. Budaya organisasi memiliki pengaruh yang signifikan terhadap kinerja. Sedangkan cyberloafing memiliki pengaruh yang tidak signifikan terhadap kinerja.

**Kata Kunci: Stress Kerja, Kepuasan Kerja, Budaya Organisasi, *Cyberloafing*, Kinerja**

# CHAPTER 1
# INTRODUCTION

## 1.1 BACKGROUND

In the organization, employees are an important asset for the organization because it is a resource to achieve organizational goals. In the process of achieving its objectives, the organization can measure it based on the performance of the organization. To get high performance results, employees must work hard and fast. Therefore, there is something that must be at stake, namely an increase in the level of job stress. A lot and heavy work from a boss can cause work stress, especially not having finished the old job, but it is added with a new job (Julvia, 2013).

Stress refers to psychological and physical disorders that occur in the environment due to pressure, such as the inability to meet the demands or needs of individuals (Naqvi *et al.,* 2013). Stress also can occur to employees in an organization which is called job stress. Job stress refers to a situation wherein job-related factors interact with the worker to change employee psychological and/or physiological conditions such that the person is forced to deviate from normal functioning (Newman and Beehr, 1979). Job stress implies a significant problem not only for the workers within an organization but also for the organization itself. Failure to overcome the causes of job stress causes problems for employees, especially in their physical and mental, which is never desired by the organization because it will impact to the performance.

Not only job stress, job satisfaction can also influence performance. Job satisfaction is an overall attitude towards a person's job and organization such as beliefs, thoughts, and feelings about their job (Bitsch and Hogberg, 2005). Employees show positive attitudes because of satisfaction with their job, on the other hand, employees will show negative attitudes because of low satisfaction with their job (Çelik, 2014). Employees will act positively or negatively

depends on how they feel and think about their work at the workplace. Suratman and Supriyantiningsih (2019) took a sample of 103 respondents of 114 teachers in total using a questionnaire about the influence of organizational culture and work safety on performance with job satisfaction as an intervening variable in Vocational High School 1 Bawang and the result is job satisfaction has a positive implication on the employee's performance.

According to Schein (1996), the basic tacit assumptions about how the world is and ought to be that a group of people share and that determines their perceptions, thoughts, feelings, and, their overt behavior. Research has shown that employees learn what group norms are appropriate in the workplace from their coworkers and supervisors (Feldman, 1984). According to Luthans (1995) organizational culture is the norms and values that direct the behavior of organizational members. Often times, employees work harder to achieve organizational goals if they think of themselves as part of the corporate environment. Different cultures operating in one company can also affect employee performance.

Electronic machines, including computers, have become the tools that are commonly used by the employees to help them in completing their day-to-day tasks. Unfortunately, it was found that the employees often misuse the easy internet access in the workplace. The employees eventually use the internet to look for things that are not relevant to their job. According to Lim (2002), cyberloafing is a term to describe employees' behavior in using email and the internet which are provided by the company to help them in doing non-work-related activities while they are working. There are several other terms to describe cyberloafing, such as non-work-related computing, cyberslacking, cyber bludging, online loafing, internet deviance, problematic internet use, personal web usage at work, and internet dependency (Kim, Sahara, & Byrne, 2011). Many researchers said that cyberloafing mostly occurs through the use of computers. Moreover, Askew (2012), in his study, suggested that

cyberloafing behavior can also occur through cell phones and tablets because taking calls and messages that are irrelevant to the job are also counted as cyberloafing behavior. Cyberloafing behavior will most likely continue to happen due to the ease of accessing the internet through smartphones and tablets. Apart from its benefits in increasing productivity within the workplace, internet technology has resulted in new behavior which creates an opportunity for the employees to loaf on the job (Askew, 2012). According to Greengard (2002) in Şen (2017), in the year of 2000, around 56% of employees were caught using the company's internet facility for personal reasons. Griffiths (2003) in Şen (2017), in the year of 2003, around 59% of internet use at work was unrelated to the job task. Lastly, Malachowski (2005) in Şen (2017), argued that in 2005, cyberloafing became a common behavior for spending free time at work. In such a way, the researchers found that the amount of time spent on cyberloafing among employees is increasing.

Job performance relates to the act of doing a job. Job performance is a means to reach a goal or set of goals within a job, role, or organization (Campbell, 1990). Lim and Chen (2009) suggested that work internet leisure allows and motivates employees to break and rejuvenate from the stressful working conditions that may bring positive benefits, such as employees' productivity. The organization provides internet facilities to increase employee productivity so that it further increases, but at the same time this facility is misused to carry out activities that have nothing to do with work. Cyberloafing results in lower task performance through lost work time (Barlow, Bean, & Hott, 2003) Employee working time reduces because of using the internet for personal purposes which are not work-related.

In this study, the researcher wants to find out the effects of job stress, job satisfaction, organizational culture, and cyberloafing toward job performance in PT. Perwita Konstruksi. The researcher is interested in research

with the title "**The Influence of Job Stress, Job Satisfaction, Organizational Culture, and Cyberloafing toward Job Performance**".

## 1.2 RESEARCH PROBLEM

Based on the background of the problem described above, the problems in this thesis are formulated as follows:

1. Is there an influence of job stress towards job performance?
2. Is there an influence of job satisfaction towards job performance?
3. Is there an influence of organizational culture towards job performance?
4. Is there an influence of cyberloafing towards job performance?

## 1.3 RESEARCH PURPOSE

Based on the research problem above, then the research purpose are follows:

1. To find out an influence of job stress towards job performance
2. To find out an influence of job satisfaction towards job performance
3. To find out an influence of organizational culture towards job performance
4. To find out an influence of cyberloafing towards job performance

## 1.4 RESEARCH BENEFIT

1. **For the company**

   The results of this study are expected to be useful to increase understanding of job stress, job satisfaction, organizational culture, cyberloafing, and job performance in the company.

2. **For researchers**

   The results of this study can be one of the references in understanding the effects of job stress, job performance, organizational culture, and cyberloafing toward job performance, and is expected to be studied in more comprehensive for further research

# CHAPTER 2
# THEORETICAL REVIEW

## 2.1 LITERATURE REVIEW

### 2.1.1 Job Stress

#### 2.1.1.1 Definition of Job Stress

Stress can occur to employees when they are at workplace. Stress refers to physical and psychological mental disorders that occur in stressful environment, such as resources which are not enough to satisfy the demands or needs of an individual (Naqvi *et al*, 2013). Stress is a normal psychophysical response for demanding or taxing events in the environment (Selye, 1974). Employees often experience job stress interpreted according to Beehr and Newman (1979) as a situation where factors related to work interact and change workers, who are forced to deviate from normal function from the usual.

Job stress refers to a situation wherein job related factors interact with the worker to change their psychological and/or physiological condition such that the person is forced to deviate from normal functioning (Newman and Beehr, 1979). Meanwhile, Robbins (2007) defined work stress as a dynamic condition in which a person is confronted with an opportunity, obstacle, or demand related to what he wants and for that success is apparently uncertain.

#### 2.1.1.2 Factors that Cause Job Stress

According to Hasibuan (2004), the factors that cause job stress are:

1. Difficult and excessive workloads.
2. The pressure and attitude of the leadership is not fair and reasonable.

3. Inadequate time and work equipment.
4. Conflicts between individuals and leaders or with work groups.
5. Reply services that are too low.
6. Family problems such as children, wife, in-laws and others.

#### 2.1.1.3 Indicator of Job Stress

Cooper and Straw (1995) said that stress measurement can be seen from three sides, namely:

1. Physical Symptoms

Physical symptoms caused by work stress are the appearance of fatigue in the body such as easy to get headaches at work, increased blood pressure, difficulty sleeping due to fatigue at work, breath hunting, dry mouth and throat, moist hands, body feels hot, tense muscles , disturbed digestion, loose stools, constipation, unreasonable fatigue, tenderness and restlessness. Also unstable feelings such as being out of focus at work, easily agitated, and irritable.

2. Behavior

On the behavioral side, stress symptoms can be seen from three parts, namely:

a. Unstable feelings, such as being out of focus, easily agitated, irritable, and uneasy at work, feeling confused, anxious, annoyed, feeling ignored.
b. Difficulties, for example in terms of concentration, making decisions at work, personal problems.
c. Loss of enthusiasm for work, for example, easy to lose enthusiasm for work, difficult to think clearly, attendance decreases.

3. Symptoms at Work

This can be seen from low job satisfaction, decreased job satisfaction, decreased enthusiasm and energy, non-smooth communication of creativity and innovation is reduced, and dwelling on unproductive tasks.

According to Charles D, Spielberg in Hulaifah (2012), general work stress is grouped into individual and organizational stress, as follows:

1. Individual Stress includes: role conflict, career burden, career development, relationship in work.
2. Organizational Stress includes: Organizational structure and leadership.

### 2.1.2 Job Satisfaction

#### 2.1.2.1 Definition of Job Satisfaction

Employee job satisfaction affects how an employee's performance to achieve a predetermined target. Job satisfaction means positive emotional reaction of employees against to job (Eroğluer *et al*, 2011:123). According to Luthans (2005), job satisfaction is a happy emotional state or positive emotions that come from the assessment of one's work or work experience. According to Bitsch and Hogberg (2005), Job satisfaction is an overall attitude toward a person’s job and organization such as beliefs, thoughts and feelings about their job. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis and Nestrom, 1985).

Based on several definitions above, it can be concluded that job satisfaction is the feelings and thoughts of an employee towards their work.

#### 2.1.2.2 Factors that Influence Job Satisfaction

According to Robbins (2002), employee job satisfaction is influenced by many factors, including: challenging works, rewards, working environment conditions and interpersonal relationships.

1. Work that is mentally challenging

   In general, individuals prefer jobs that provide opportunities to use skills and abilities and provide a variety of tasks, freedom and feedback about how well the work. It will make the work be more mentally challenging. Jobs that are less challenging will create boredom, but those that are too challenging can also create frustration and feelings of failure.

2. Appropriate awards

   Employees want a payment system that is fair, unambiguous, and in line with employee expectations. When payments are considered fair, in the sense that they are in accordance with work demands, individual skill levels, and community pay standards, satisfaction is likely to be created.

3. Supporting working conditions.

   Employees relate to the work environment for personal comfort and ease of doing good work. It includes spatial planning, work space cleanliness, facilities and assistive devices, temperature, and noise levels.

4. Supportive colleagues.

   Individuals get something more than money or real achievements from work but employees also meet the needs of social interaction. The behavior of superiors is also a major determinant of

satisfaction. Therefore, it is necessary to apply mutual respect, loyalty and tolerance between one another, an open attitude, and familiarity between employees.

#### 2.1.2.3 Indicators of Job Satisfaction

According to Luthans (2005) there are a number of factors that influence job satisfaction: wages, work itself, promotion, supervision, work groups, and working conditions.

1. Wages

   Wages are significant factor in job satisfaction. Money does not only help people achieve their basic needs but also plays a role in providing a level of satisfaction needs.

2. The Job Itself

   Some of the most important material from satisfying work found by this survey includes interesting and challenging work, jobs that are not boring, and jobs that provide status.

3. Promotion

   Promotional opportunities appear to have different effects on job satisfaction because promotions take a number of different forms and have various accompanying rewards.

4. Supervision

   There are two dimensions of supervision style that affect job satisfaction. One of them is employee-centering. It is measured by the extent to which a supervisor takes a personal interest in employee welfare. Another dimension is participation or influence, as illustrated by managers who allow people to participate in decisions that affect their own work.

5. Working group

The nature of work groups will have an effect on job satisfaction. Friendly, cooperative colleagues are a simple source of job satisfaction to individual employees. Working groups function as a source of support, comfort, advice, and assistance for individual workers. A good work group makes the work be more fun.

6. Working conditions

   Working conditions are another factor that has a simple effect on job satisfaction. If working conditions are good (clean, attractive environment, for example), it will be easier for individuals to carry out their work. If working conditions are poor, personnel will find it more difficult to get things done.

### 2.1.3 Organizational Culture

#### 2.1.3.1 Definition of Culture

Culture is an important factor in human behavior and cultural values play a critical role in influencing judgement and decision-making (David and Linda, 2013). A research has shown that employees learn what group norms are appropriate in the workplace from their coworkers and supervisors (Feldman, 1984) In an environment where many employees participate in non-work related activities, other employees are likely to emulate these behaviors because of the norm that indicates that off-task activities are acceptable to perform in the organization (Martin *et al*., 2010). According to Schein (2010), the culture of a group can now be defined as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problem.

#### 2.1.3.2 Definition of Organizational Culture

Organizational Culture is a system of shared understanding held by members of an organization which distinguishes one organization from another (Robbins, 2006). Luthans (1995) stated that organizational culture is the norms and values that direct the behavior of organizational members. Each member of the organization will behave in accordance with the prevailing culture in order to be accepted by the environment. According to Schein (1996), the basic tacit assumptions about how the world is and ought to be that a group of people share and that determines their perceptions, thoughts, feelings, and, their overt behavior.

#### 2.1.3.3 Level of Organizational Culture

Schein (2010) suggests there are, in fact, 3 levels on which organizational culture makes its presence felt:

1. **Artefacts**

   Artefacts include any tangible, evident or verbally identifiable elements in an organization, such as perks provided to executives, dress codes, the level of technology utilized (and where it is utilized), and the physical layout of work spaces. Artefacts are visible structures and processes of an organization and include all aspects of the physical workspace. Some notable characteristic behaviors may have considerable longevity – such as rites, ceremonies, organizational myths, and shop talk.

2. **Values**

   Values underlie and, to a large extent, determine behavior, but they are not directly observable (as behaviors are). There may be a difference between stated and operating values (the values the organization espouses, and those that are actually in use). Organizational values are frequently expressed through norms–

characteristic attitudes and accepted behaviors that might be called the unwritten rules of the road–and every employee quickly picks them up.

3. **Basic Assumptions**

   Basic assumptions is an organization's underlying assumptions grow out oF-values, until they become taken for granted and drop out of awareness.

#### 2.1.3.4 Functions of Organizational Culture

According to Ndraha (1997), there are several cultural function, such as:

1. As the identity and image of a community.
2. As a binder of a society.
3. As a source.
4. As a driving force.
5. As the ability to form added value.
6. As a pattern of behavior.
7. As inheritance.
8. As a substitute for formalization.
9. As a mechanism for adaptation to change.
10. As a process that makes a nation be congruent with the state so that a nation-state is formed.

Meanwhile, according to Robbins (2002) the function of culture in an organization are:

1. Culture has a role in determining boundaries.
2. Culture means the identity of a member of the organization.
3. Culture facilitates commitment.
4. Culture enhances social system stability.

### 2.1.3.5 Indicator of Organizational Culture

Luthans (2002: 123) also explained several cultural indicators organization, namely:

1. Observed Behavioral Regularities

The regularity of the ways in which the members seem to be observed. When organizational members interact with other organizational members, they might use common language, terms, or certain rituals.

2. Norms.

Standards of behavior, including guidance on numbers work to be done and cooperation between management and employees.

3. Dominant Values.

The main values are supported and expected by organizations that are shared by members, such as high quality products and services, low level of attendance, and high rates efficiency.

4. Philosophy.

It includes various policies that express belief organization of how employees and / or customers are treated.

5. Rules.

It includes strict guidelines about how to behave in a manner together in the organization. These guidelines dictate behavior employees may or may not do; concerning matters such as productivity, customer relations and cooperation between groups. Newcomers must learn the rules in order accepted as a full member.

6. Organizational climate.

It is a total "feeling" conveyed through physical order, the way members interact, and the way members of the organization behave towards customers and other outsiders.

According to Robbins (2006), there are seven main characteristics that, as a whole, cover the contents of organizational culture. The seven characteristics are:

1. Innovation and Risk Taking, is the extent to which the organization encourages employees to be innovative and dare to take risks. In addition, how the organization values risk taking actions by employees and generate employee ideas.
2. Attention to details, is the extent to which the organization expects employees to show care, analysis and attention to detail.
3. Result orientation, is the extent to which management focuses on results rather than on the techniques and processes used to achieve them.
4. People orientation, is the is the level of decision making by considering the impact on the people in the organization
5. Team orientation, is the degree to which work activities are organized around teams, not individuals.
6. Aggressiveness, is the extent to which the people in the organization are aggressive and competitive to carry out the best organizational culture.
7. Stability, is the extent to which organizational activities emphasize the status quo rather than growth.

### 2.1.4 Cyberloafing

#### 2.1.4.1 Definition of Cyberloafing

In this digital era, it is easy for people to get information in the form of text, images, and videos quickly via internet. It has an impact on most organizations in carrying out daily activities, ranging from sending e-mails, ordering raw materials, looking for market information, and so forth by their employees. However, in its implementation, there are some deviant behaviors when employees using internet which is called cyberloafing.

According to Lim (2002), Cyberloafing can be defined as the use of the internet for purposes that are not related to work during working hours. Besides cyberloafing, many terms are explaining similar behavior like non-work-related computing, cyberslacking, cyberbludging, on-line loafing, internet deviance, problematic internet use, personal web usage at work, internet dependency, internet abuse, internet addiction, and internet addiction disorder (Kim and Byrne, 2011). Cyberloafing is defined as a set of the behavior of employees in electronically mediated activities in the workplace, specifically through the use of the Internet, that their immediate supervisor will not consider work-related" (Askew *et al*, 2014). There are also some other terms being used for cyberloafing in literature, for example "voluntary on-line web behaviors during the working time using any of the organization's resources for activities outside current customary job/work requirements." is also been called as personal web use (PWU) (Anandarajan et.al, 2005).

#### 2.1.4.2 Types of Cyberloafing

Anandarajan *et al*. (2004) classified personal web usage (PWU) into four parts from the perspectives of productivity and organisation-individual, namely:

a. Disruptive PWU Activities

It is sometimes referred to web abuse or cyber-slacking which is a negative activity from using the web such as downloading movies, playing online games and visiting adult websites.

b. Recreational PWU Activities

This activities contains leisure and entertainment PWU behaviors. It comprises behaviors such as searching for exploring their interests/hobbies, social activities, weekend trip, and find information about the product they want to buy.

c. Personal Learning PWU Activities

Behaviors found in this cluster include visiting the news portal website related to current events/news, learning about education / training classes, finding information about the organization, visiting professional associations' website.

d. Ambiguous PWU Activities

This paradoxical activities contains three behaviors, namely, visiting at government websites, discussing work related topic in a chat room, and discussing about other companies in a chat room.

Mahatanankoon *et al*. (2004: 101) divided PWU into three dimension, as follows:

a. PWU-related to e-commerce
b. PWU-related to information seeking/viewing
c. PWU-related to interpersonal communication.

Blanchard and Henle (2008: 1067) defined two categories of cyber-loafing as follows:

a. Major Cyberloafing

Serious cyberloafing is defined as abusive or potentially illicit activities for example visit adult websites, maintenance personal

websites, interactions through chat rooms/blogs/personal ads, gambling online, downloading music and sending harassing emails.

b. Minor Cyberloafing

Minor cyberloafing is classified as using personal e-mail services to check email or surfing mainstream news websites or financial websites, and shopping online.

### 2.1.4.3 Cause of Cyberloafing

Şimşek and Şimşek (2019) classified the antecedents of cyberloafing into two parts from the perspective of personal causes and organizational causes

**1. Personal Causes**

There are some cause regarding to cyberloafing that comes from the individual itself.

**a. Internet Skills**

Discussing, commenting, integrating, cooperating, designing, sharing, creating, and blogging. It can be concluded that people use the internet because they see opportunities on the web.

**b. Age**

In the use of the internet, the younger generation is always more advanced than their parents. In other words, the younger generation is more adept at using new media; thus, digital natives tend to exhibit more cyberloafing behavior because of their fluency in internet use.

**c. Gender**

Women seek to obtain the same salary, recognition, and administrative power as men. Men usually get higher salaries, good career positions. In general men are more tolerated of deviant behavior at work.

**d. Status**

Employees who have high status in the organization have more opportunities for cyberloafing. Employees who are in administrative positions involve more cyberloafing because they have more flexibility in time management, wider opportunities, less inspection to face, and higher autonomy.

**e. Personal Traits**

Employees who have internal locus of control believe that responsibilities for success and failures in life belong to themselves. On the other hand, employees who have external locus of control believe that what happens in their life are consequences of luck, destiny, opportunity, and other external factors.

**2. Organizational Cause**

Cyberloafing also has organizational antecedents which are rooted in several factors according to the characteristics and nature of the organization.

**a. Social Pressure**

The determinant of cyberloafing occurs because social pressure interacts with job characteristics. It refers to existence of others in the environment.

**b. Social Facilitation**

The presence of other people in the environment provokes the individual to take action and this increases the likelihood of the behavior occurring.

The presence of tolerating others provides a promising atmosphere for the envisioned behavior. According to this concept, knowing a person's existence of others in frequently repeated activities helps an employee to do the same quickly and well.

**c. Job Structure**

Employee workload is a big factor in cyberloafing. It is easier for those with a low workload to exhibit cyberloafing behaviors. If an employee has direct access to a computer connected to the Internet, the employee may have a tendency to exhibit cyberloafing behaviors simply because using the Internet for personal purposes turns out to be an ordinary activity, so that "It's hard for coworkers or managers to realize that the employee is cyberloafing instead of performing a job related task. Boring jobs are another reason for cyberloafing. When an employee cannot meet social and psychological needs through work, the employee will seek alternatives to fill the gap.

**d. Administrations' Perspective**

Socially approved guidelines for leading and motivating individual behavior are a function of the administrations' perspective. If cyberloafing is not seen as a negative behavior by administrators, it is likely that cyberloafing will increase among subordinates..

**e. Precision of Rules**

Employees can understand the extent to which they can use the internet to do work that cannot be done with their job with precise and clear rules. Employees will find out for themselves the unclear and precise rules by asking a colleague or informal behavior service to get an idea of the norm.

Organizations must find the right policies and implement them wisely and fairly in order to control cyberloafing.

**f. Ethical Understanding**

Although it is claimed to be important, there is no clear consensus in terms of the role of ethical understanding on cyberloafing. It's important to adjust the frequency and frequency of employees and organizations using the internet. The ethical norms of an organization have an impact on individual behavior. For example, personal use of the internet can be viewed positively. During breaks and free time, the organization may not restrict employees' internet use. On the other hand, negative effects can occur when employees spend a lot of time using the internet for personal purposes that have nothing to do with organizational productivity.

**g. Organizational Unfairness**

If the policies and practices within an organization are seen as unfair, then those who are treated negatively by the situation may reveal cyberloafing behaviors to equalize the situation. Furthermore, if an employee feels that organizational policies and practices are in a weak position, then the employee may protest the inequity and try to create a neutralizing impact in their power.

### 2.1.5 Job Performance

#### 2.1.5.1 Definition of Job Performance

Employee's job performance depends on or is a consequence of some combination of ability, effort and opportunity. Job performance is a means to reach a goal or set of goals within a job, role, or organization (Campbell, 1990). Cascio in Olajide *et al (2018)* stated that performance is the degree

of employees' achievement on a given job based on organizational goal and mission.

According to Bernardin and Russel (1993), Performance as achievement or performance is a record of the results obtained from certain job functions or activities during a certain period of time. While Dessler (2007) explained employee performance (work performance) as an employee's actual achievement compared to the expected performance of that employee.

### 2.1.5.2 Factor of Performance

According to Mangkunegara (2008), there are two things that affect performance, namely:

1. Ability Factor

   Psychologically, an employee's ability consists of potential abilities and reality abilities in terms of employees who have adequate education for the position as well as the skills possessed in doing work, then it will be easier to achieve the expected performance so as to cause a sense of satisfaction with the work that has been done.

2. Motivation Factor

   Motivation is formed from employee attitudes when facing situations that direct employees to achieve desired goals. Motivation is the goal to give rise to one's mentality so that he can deal with everything with a strong sense of encouragement to achieve work targets and be able to take advantage of and create safe and comfortable work situations.

### 2.1.5.3 Performance Appraisal

Performance evaluation according to Hasibuan (2004) is the assessment of the ratio of real work results with quality and quantity standards produced by each employee. Another opinion put forward by Sadili

(2006), states that performance appraisal is a process by the organization to evaluate or assess employee work performance. Performance appraisals, which are an important part of performance management systems, are the results of an annual or biannual process in which a manager evaluates an employee's performance relative to the requirements of his or her job and uses the information to show the person where improvements are needed and why.

#### 2.1.5.4 Indicator of Performance

According to Bernardin and Russel (2011), there are six criteria to assess employee performance, namely:

1. Quality is the level at which the process or adjustment to the ideal way of carrying out activities or fulfilling activities as expected.
2. Quantity is the amount generated which is realized through the value of the currency, the number of units, or the number of activity cycles that have been completed.
3. Timeliness is the level at which an activity has been completed with a time that is faster than specified and maximizes the time available for other activities.
4. Cost effectiveness is the level where the use of company resources in the form of human, financial, and technology is maximized to get the highest yield or reduction in losses from each unit.
5. Need for supervision is the level where an employee can do his work without needing to ask for help or guidance from his superiors.
6. Interpersonal impact is the level where an employee feels confident, has good desires, and works together among colleagues.

Robbins (2006) elaborated indicators to measure employee performance in a manner

There are six individual indicators, namely:

1. Quality

   Work quality is measured by employee perceptions of the quality of work produced and the perfection of the task of the skills and abilities of employees.

2. Quantity

   Represents the amount produced expressed in terms such as the number of units, the number of activity cycles completed.

3. Timeliness

   Represents the level of activity completed at the beginning of the stated time, viewed from the point of coordination with the output results and maximizes the time available for other activities.

4. Effectiveness

   Represents the level of use of organizational resources (energy, money, technology, raw materials) maximized with the intention of increasing the yield of each unit in the use of resources.

5. Independence

   Independence is the level of an employee who will be able to carry out their work functions.

6. Work commitment

   Commitment is as a condition where an individual sits with the organization and his goals and desires to maintain his membership in the organization.

Meanwhile, according to Dessler (2006: 329) there are several indicators of performance appraisal:

1. Quality of work

   Accuracy, completeness, and acceptance of the work done.

2. Productivity

   The quality and efficiency of work produced in a certain period of time.

3. Knowledge of work

   Practical skills and expertise and technical information used on the job.

4. Reliability

   The extent to which an employee can be relied upon involves the completion of tasks and follow-up.

5. Availability

   The extent to which an employee is timely, and records overall attendance.

6. Dependence

   The extent to which work is carried out with little or no supervision.

## 2.2 PREVIOUS STUDY

This research was conducted based on previous researches that had been done before about job stress and job satisfaction on job performance through cyberloafing, those researches are elaborated:

1. Jalagat (2017)

   Jalagat (2017) conducted a research entitled "Determinants of Job Stress and Its Relationship on Employee Job Performance". The purpose of this study is to find out the effect of job stress and employee performance. The study was conducted to Petroleum Development Oman in Al-Bahja Center to 65 respondents.

   There is significant relationship between job stress and employee performance. When analyzing the independent variables individually using regression analysis, results revealed that both independent variables: underutilization of skills and

work overload significantly correlates to employee performance and there was no significant relationship between role ambiguity and employee performance.

2. Deng *et al.* (2019)

   Deng *et al.* (2019) conducted a research entitled "How Job Stress Influences Job Performance among Chinese Healthcare Workers: a Cross-Sectional Study". The purpose of this study is determining challenge stress and hindrance stress influence job performance among healthcare workers in Chinese public hospitals. It has also examined the mediating effect of public service motivation.

   Hindrance stress and Challenge stress were strongly correlated among healthcare workers in Chinese public hospitals ($\beta = 0.59$; $p < 0.001$). Challenge stress was significantly positively associated with public service motivation ($\beta = 0.14$; $p < 0.001$) and job performance ($\beta = 0.13$; $p < 0.001$). Public service motivation was directly positively associated with job performance ($\beta = 0.58$; $p < 0.001$). Hindrance stress was significantly negatively associated with public service motivation ($\beta = -0.27$; $p < 0.001$) and job performance ($\beta = -0.08$; $p < 0.05$).

3. Khuong and Yen (2016)

   Khuong and Yen (2016) conducted a research entitled "Investigate the Effects of Job Stress on Employee Job Performance — A Case Study at Dong Xuyen Industrial Zone, Vietnam". The study was analyzed the effects of five working factors including, role ambiguity, work overload & role conflict, working relationship, working environment, and career development on job stress and employee job performance in six different industries. The study was conducted inDong Xuyen Industrial Zone, Ba Ria – Vung Tau province, Vietnam to 378 respondents.

   Quantitative approach was the major method used, with statistical techniques applied, including multiple regression, and path analysis. As a result, these working factors had significant and positive influence on job stress and in contrast, job stress had negative influence on employee job performance.

4. Fadlallh (2015)

   Fadlallh (2015) conducted a research entitled “Impact of Job Satisfaction on Employees Performance an Application on Faculty of Science and Humanity Studies University of Salman Bin Abdul-Aziz-Al Aflaj”. This research was conducted to identify the impact of job satisfaction factors on employee`s performance (employee's impressions, inclinations, desires, and visualizations towards their jobs) in the faculty of science and humanity studies.

   Total sample size of research is 86 members of teaching staff from the faculty (male =46 and female =40). SPSS was used to analyze the data. Research applied chi- squared or ($x^2$) and regression analysis. Research examined that there is a positive and statistically significant relationship between job satisfaction factors and employee's performance.

5. Siengthai & Pila-Ngarm (2016)

   Siengthai & Pila-Ngarm (2016) conducted a research entitled “The Interaction Effect of Job Redesign and Job Satisfaction on Employee Performance”. The purpose of this paper is to examine the effect of job redesign as well as that of the interaction effect of job redesign and job satisfaction on employee performance. Multiple regression analysis was used to analyse the survey data obtained from 295 sample respondent managers.

   It is found that job redesign is significantly and inversely related to employee performance. Meanwhile job satisfaction is found to be positively and significantly related to employee performance. Moreover, the interaction effect between job satisfaction and job redesign is found to be positively and significantly related to employee performance.

6. Hendri (2019)

   Hendri (2019) conducted a research entitled “The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance”. The purpose of this paper is to test the effect of organizational learning on employees’ job satisfaction, the effect of organizational

learning on the employees' organizational commitment, the effect of the organizational learning on employees' performance, the effect of job satisfaction on the employees' performance and the effect of organizational commitment on employees' performance in PTPN XIII in West Kalimantan.

Learning organization has a positively and significantly effected on job satisfaction and organizational commitment, but it has no significant effect on the employee performance. Job satisfaction and organizational commitment have a significant effect on employee performance. Job satisfaction has a significant effect on employee performance.

7. Iis & Yunus (2016)

Iis & Yunus (2016) conducted a research entitled "Job Satisfaction as an Intervening Variable of Self-Efficacy and Employee Performance". This study examined the effects of self-efficacy, empowerment and organizational culture on job satisfaction and employee performance employees, as well as tested the mediating effect of variables Job Satisfaction. The sample in this study was 120 employees of PT. Surya Madistrindo Branch Lhokseumawe. The analytical tool used is path analysis by SEM method (Structural Equation Modeling) using AMOS.

The results showed that each variable empowerment, self-efficacy and organizational culture positively and significantly affected on the job satisfaction, employee performance and job satisfaction mediate third variable exogenous with endogenous variable partial mediation.

8. Fitria (2018)

Fitria (2018) conducted a research entitled "The Influence of Organizational Culture and Trust through the Teacher Performance in the Private Secondary School in Palembang". The objectives of the research were to find the impact of organizational culture and trust to erformance in the private school in Palembang. This research using quantitative method with path analysis method. This study got 326 teachers sample from 1,773 private junior high school teachers in Palembang.

The findings of the study revealed that there was a direct positive and significant impact of organizational culture to performance. There was a direct impact between trust and teacher performance.

9. Zhang (2016)

Zhang (2016) conducted a research entitled "Relationship between Organizational Culture Identity and Job Performance of Enterprise Employees". In this study, the Organizational Culture Identity questionnaire and Job Performance questionnaire have been used to explore the relationship between organizational culture identity and job performance among 232 enterprise employees in a city in Shandong Province.

The results show that there is extremely significant positive correlation between four dimensions of organizational culture identity and two dimensions of job performance, organizational culture identity has significant positive effect to job performance; in particular, culture identity degree in cognitive and behavioural aspect has significant positive effect to task performance, and culture identity degree in cognitive, behavioural, affective and social aspects has significant positive effect to contextual performance.

10. Sapada (2017)

Sapada (2017) conducted a research entitled "The effect of organizational culture and work ethics on job satisfaction and employees performance". This research aims to analyzing the influence, work ethic, organizational culture and employee's performance with job satisfaction as a mediating. There are 357 employees as a sample in local government of Pinrang in South Sulawesi Province. It used Structural equation modelling (SEM).

Results are shown in different work ethic in practice has not been able to improve the employees' performance. Organizational culture has a positive and significant impact on employee' performance, as a mediate job satisfaction.

11. Kawiana *et al.* (2018)

Kawiana *et al.* (2018) conducted a research entitled "The Influence of Organizational Culture, Employee Satisfaction, Personality, and Organizational Commitment towards Employee Performance". The research was conducted at Bank Perkreditan Rakyat (BPR) in Bali. The data collection method was using questionnaires to 135 employees of BPR in Bali. Data were analyzed through SEM technique in AMOS 22 program.

The results of this study showed there was significant influence of organizational culture on organizational commitment, there was significant influence of employee satisfaction on organizational commitment, there was significant influence of personality on organizational commitment, there was significant influence of organizational culture on employee performance interest, there was significant influence of employee satisfaction on employee performance, there was significant influence of personality on employee performance, and there was significant influence of organizational commitment on employee performance.

12. Olajide *et al*. (2018)

Olajide *et al*. (2018) conducted a research entitled "Effect of Cyberloafing on Employee Performance among Deposit Money Banks in Kaduna Metropolis". The study examines the effect of cyberloafing on the performance of employees among deposit money banks in Kaduna metropolis. The study population is 440 staff of deposit money banks in Kaduna metropolis and a sample size of 205 staff. The researcher and assistants distributed 267 questionnaires by hand to participants sampled systematically. The study utilized partial least square structural equation modelling PLS-SEM through Smartpls 2 software.

The result confirmed that both informational and social loafing have significant negative effect on performance. Leisure loafing does not provide a significant impact. The study therefore recommended that the management should incorporate a cohesive policy tailored to control internet usage in the workplace.

13. Palladan (2018)

Palladan (2018) conducted a research entitled “Moderating Effect s of Cyberloafing Activity on Innovative Work Behaviour and Lecturers Job Performance”. The study investigated the moderating g effect of cyberloafing on employee’s innovative work behaviour (IWB) and how it affects their organization performance. Sample of the study comprised of 217 lecturers (faculties) from the three tertiary institutions located in the north-eastern Nigeria. Out of 217 questionnaires distributed, 196 were retrieved and 189 were considered for further analysis. It indicates 91.1 % response rate. Confirmatory factor analysis (CFA) was conducted for this study using SmartPLS 3 algorithm to determine the structure of the research model and the hypotheses testing. Findings reveals negative moderating effects of lecturer’s cyberloafing activity between lectures innovative behaviour and dimensions of lecturer’s job performance.

14. Wu *et al*. (2018)

Wu *et al*. (2018) conducted a research entitled “Student Cyberloafing In and Out of the Classroom in China and the Relationship with Student Performance”. This study investigates the in-class and out-of-class cyberloafing activities of students in China, and tests the relationship between those activities and academic performance. A sample of 1,050 undergraduate students at a large University in China reported their in-class (N= 548) and out-of-class (N= 502) cyberloafing activities, which were tested against the students’ academic performance.

The test results show a negative relationship between in-class cyberloafing and academic performance, but an inverted U-shaped relationship between out of class cyberloafing and academic performance. The results support our propositions that cyberloafing is a harmful distraction in the classroom, but can have positive effects when performed in moderation outside the classroom as a means of effort recovery.

## 2.3 TABLE OF PREVIOUS STUDY

**Table 2.1PREVIOUS STUDY**

| No. | Journal Identity | Variable | Result |
|---|---|---|---|
| 1. | • Revenio Jalagat<br>• 2017<br>• *Determinants of Job Stress and Its Relationship on Employee Job Performance*<br>• American Journal of Management Science and Engineering<br>• Vol. 2, No. 1, pp. 1-10.<br>• Quantitative | **Independent Variable:**<br>• Job Stress (Stamper & Johlke, 2003).<br>**Dependent Variable:**<br>• Job Performance (Foster, 2002) | The result showed that there is significant relationship between job stress and employee performance with r=0.955. |
| 2. | • Jianwei Deng, Yilun Guo, Tengyang Ma, Tianan Yang, and Xu Tian<br>• 2019<br>• *How Job Stress Influences Job Performance among Chinese Healthcare Workers: a Cross-Sectional Study*<br>• Environmental Health and Preventive Medicine<br>• Vol 24, No.2<br>• Quantitative | **Independent Variable:**<br>• Job Stress (Cavanaugh, 2000)<br>**Mediating Variable:**<br>• PSM (Coursey & Pandey, 2012)<br>**Dependent Variable:**<br>• Job Performance (Darwish, 2000) | The result proved that stress is significantly positively associated with job performance |
| 3. | • Mai Ngoc Khuong & Vu Hai Yen<br>• 2016<br>• *Investigate the Effects of Job Stress on Employee Job Performance — A Case Study at Dong Xuyen Industrial Zone, Vietnam*<br>• International Journal of Trade, Economics and Finance<br>• Vol. 7, No. 2<br>• Quantitative | **Independent Variable:**<br>• Work overload (French and Caplan, 1972)<br>• Role ambiguity & role conflicts (Cooper, 1994)<br>• Working relationship<br>• Career development<br>• Working environment<br>**Mediating Variable:**<br>• Job Stress (Newton, 1995) | The result proved that Job stress had negative influence on employee job performance. |

| | | | |
|---|---|---|---|
| | | • **Dependent Variable:**<br>• Job Performance<br>• Campbell (1990) | |
| 4. | • Dr. Abdul Wahid A. Fadlallh<br>• 2015<br>• *Impact of Job Satisfaction on Employees Performance an Application on Faculty of Science and Humanity Studies University of Salman Bin Abdul-Aziz-Al Aflaj*<br>• International Journal of Innovation and Research in Educational Sciences<br>• Volume 2, Issue 1, ISSN (Online): 2349–5219<br>• Quantitative | **Independent Variable:**<br>• Job Satisfaction (Locke, 1976; Herzberg, 1987)<br>**Dependent Variable:**<br>• Job Performance (Bernardin dan Russel, 1993) | Research examined that there is a positive and statistically significant relationship between job satisfaction factors and employee's performance. |
| 5. | • Sununta Siengthai and Patarakhuan Pila-Ngarm<br>• 2016<br>• *The interaction effect of job redesign and job satisfaction on employee performance*<br>• Global Forum for Empirical Scholarship<br>• Vol. 4 No. 2, pp. 162-180<br>• `Quantitative | **Independent Variable:**<br>• Job Redesign (Morrow *et al*. 2012)<br>• Job Satisfaction (Locke, 1976)<br>**Dependent Variable:**<br>• Job Performance (Campbell, 1990) | Job satisfaction was found to be positively and significantly related to employee performance. |
| 6. | • Muhammad Irfani Hendri<br>• 2019<br>• *The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance*<br>• International Journal of Productivity and Performance Management<br>• Vol. 68 No. 7, pp. 1208-1234<br>• Quantitative | **Independent Variable:**<br>• Learning Organization (Senge, 1990)<br>**Mediating Variable:**<br>• Job Satisfaction (Luthans, 2002)<br>• Organization Commitment (O'Reilly and Chatman, 1986)<br>**Dependent Variable:**<br>• Job Performance | Job satisfaction and organizational commitment had a significant effect on employee performance. |

| | | | |
|---|---|---|---|
| | | (Bernardin and Russel, 1998) | |
| 7. | • Em Yusuf Iis & Mukhlis Yunus<br>• 2016<br>• *Job Satisfaction as an Intervening Variable of Self Efficacy and Employee Performance*<br>• International Journal of Academic Research in Business and Social Sciences<br>• Vol. 6, No. 7 ISSN: 2222-6990<br>• Quantitative | **Independent Variable:**<br>• Self- Efficacy (Bandura, 1997)<br>• Empowerment (Spreitzer, 1995)<br>**Mediating Variable:**<br>• Job Satisfaction (Gibson, *et al*. 2000, Luthans, 2002 & Sugiyarti, 2012)<br>**Dependent Variable:**<br>• Employee Performance (Bernardin and Russell, 1998; Lazer and Wikstrom, 1977; Mc. Donald & Lawton, 1977 dalam Ratminto & Winarsih 2010) | The study proved that employee performance has a positive and significant effect on job satisfaction, and the mediating effect of job satisfaction is not proven in this study. |
| 8. | • Happy Fitria<br>• 2018<br>• *The Influence Of Organizational Culture And Trust Through The Teacher Performance In The Private Secondary School In Palembang*<br>• International Journal Of Scientific & Technology Research<br>• Volume 7, Issue 7<br>• Quantitative | **Independent Variable:**<br>• Organizational Culture (McShane & Von Glonow, 2010)<br>• Trust (Anee Mckee, 2012)<br>**Dependent Variable:**<br>• Job Performance (Campbell, 1990) | The result showed that There was direct positive effect of organizational culture on job performance. |
| 9. | • Wen-Juan Zhang<br>• 2016<br>• *Relationship between Organizational Culture* | **Independent Variable:**<br>• Organizational Culture (Chen and Zhang , 2009)<br>**Dependent Variable:** | The result proved that There was extremely significant positive correlation between four dimensions of organizational culture identity and two dimensions of job performance. |

| | | | |
|---|---|---|---|
| | *Identity and Job Performance of Enterprise Employees*<br>• International Conference on Advanced Education and Management<br>• 3rd<br>• Quantitative | • Job Performance (Borman and Motowildo, 1993) | |
| 10. | • Achmad Faisal A. Sapada, H. Basri Modding, Ahmad Gani, & Syamsu Nujum<br>• 2017<br>• *The effect of organizational culture and work ethics on job satisfaction and employees performance*<br>• The International Journal of Engineering and Science (IJES)<br>• Volume 6, Issue 12,Pages pp. 28-36<br>• Quantitative | **Independent Variable:**<br>• Work Ethics (Tasmara, 2002)<br>**Mediating Variable:**<br>• Organizational Culture (Edison, *et al*., 2016)<br>**Dependent Variable:**<br>• Job Satisfaction (Robbins & Coulter, 2009)<br>• Job Performance (Armstrong, 2006) | The result of this study provided evidence that the organizational culture and work ethic is proven to increase the perceived of employee job satisfaction. Good organizational culture and perceived of employee job satisfaction proven to improve employee performance. |
| 11. | • I Gede Putu Kawiana, Luh Komang Candra Dewi, Luh Kadek Budi Martini, Ida Bagus Raka Suardana<br>• 2018<br>• *The Influence of Organizational Culture, Employee Satisfaction, Personality, and Organizational Commitment towards Employee Performance*<br>• Vol. 5 No. 3, pages: 35~45<br>• Quantitative | **Independent Variable:**<br>• Organizational Culture Hofstede (2001)<br>• Employee Satisfaction (Kreitner and Kinicki, 2005).<br>• Personality (Hall and Lindzey, 2005)<br>**Mediating Variable:**<br>• Organizational Commitment(Robbins, 2003)<br>**Dependent Variable:**<br>• Employee Performance (Robbins, 2006) | The result showed that the influence of organizational culture variable on employee performance interest was significant |

| | | | |
|---|---|---|---|
| 12. | • Omolade Olajide, Maryam Abdu, Ahmad Bawa Abdul-Qadir<br>• 2018<br>• *Effect Of Cyberloafing On Employee Performance Among Deposit Money Banks In Kaduna Metropolis*<br>• Online Journal of Arts, Management and Social Sciences (OJAMSS)<br>• Vol.3 No.1, pp.27 – 37 (ISSN: 2276 – 9013)<br>• Quantitative | **Independent Variable:**<br>• Cyberloafing (Li and Chung, 2006)<br><br>**Dependent Variable:**<br>Employee Performance (Campbell, 1990). | The result proved that two of the three typologies of cyberloafing has significant negative effect on the performance of employees |
| 13. | • Ahmad Aliyu Palladan<br>• 2018<br>• *Moderating Effects of Cyberloafing Activity on Innovative Work Behaviour and Lecturers Job Performance*<br>• International Journal of Advanced Studies in Social Science & Innovation (IJASSI)<br>• Vol. 2, No. 1, eISSN: 2600-7746<br>Quantitative | **Independent Variable:**<br>• Innovative Work Behavior (Janssen, 2000)<br>**Mediating Variable:**<br>• Cyberloafing (Doorn, 2011)<br>**Dependent Variable:**<br>Performance (Blanchard, 2004) | Findings revealed negative moderating effects of lecturer cyberloafing activity between lectures innovative behaviour and dimensions of lecturer's job performance |
| 14. | • Jinnan Wu, Wenjuan Mei, and Joseph C. Ugrin<br>• 2018<br>• *Student Cyberloafing In and Out of the Classroom in China and the Relationship with Student Performance*<br>• Cyberpsychology, Behavior, And Social Networking<br>• Volume 21, Number 3<br>• Quantitative | **Independent Variable:**<br>• Cyberloafing (Lim *et al.,* 2002)<br>**Dependent Variable:**<br>Student Peformance (Gerow *et al.,* 2010) | The results showed negative relationship between in-class cyberloafing and academic performance. |

RESEARCH FRAMEWORK

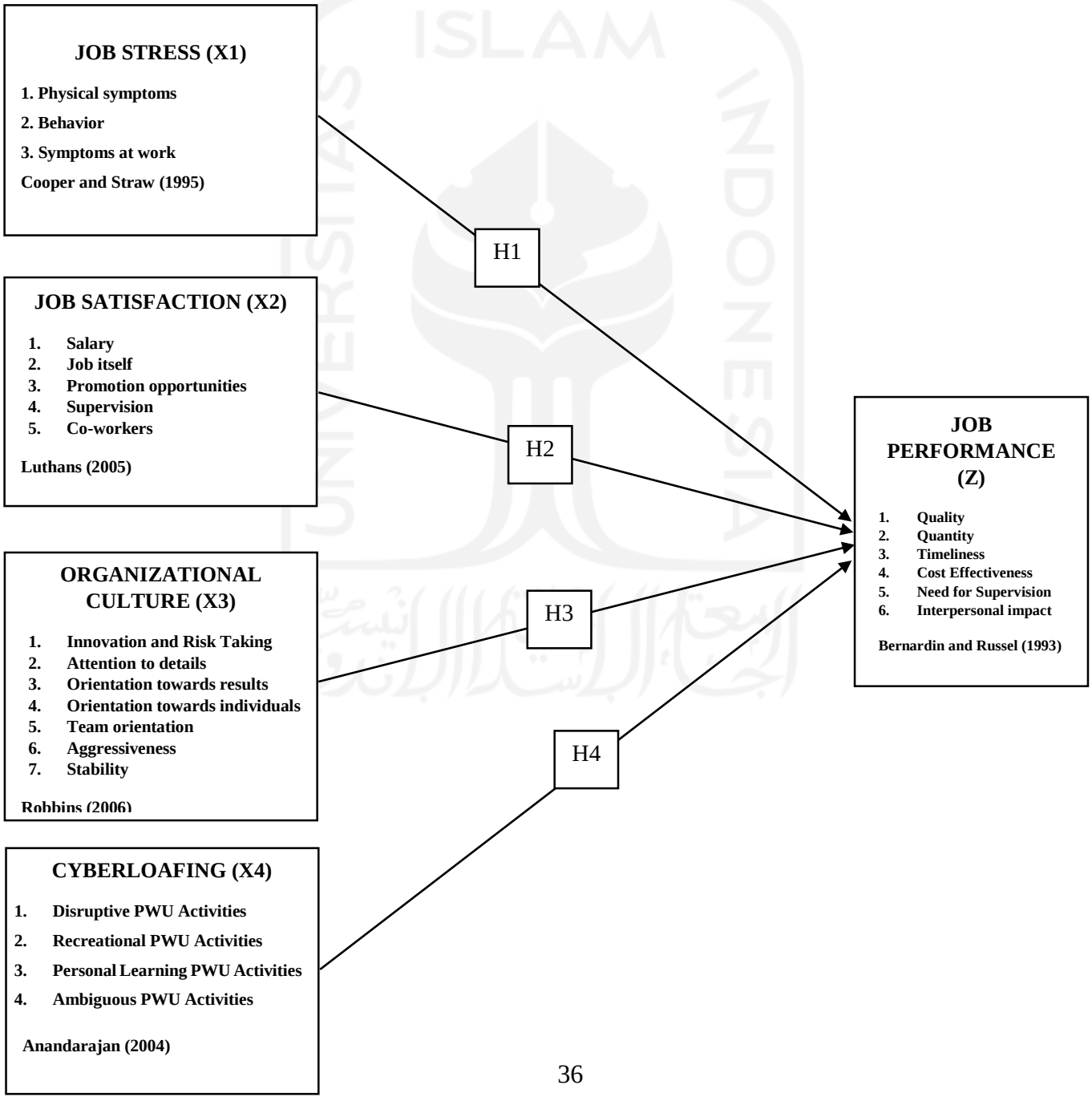

**Figure 2.1 Research Framework**

## 2.4 HYPOTHESIS

### 2.4.1 The Influence of Job Stress towards Job Performance

Jalagat (2017) stated that there is significant impact between job stress and job performance. Deng *et al*. (2019) said that there is significant positive between job stress and job performance. Khuong and Yen (2016) showed result that these working factors had significant and positive influence on job stress and in contrast, job stress had negative influence on employee job performance.

*H1: There is a positive influence between Job Stress and Job Performance*

### 2.4.2 The Influence of Job Satisfaction towards Job Performance

Fadlallh (2015) examined that there is a positive and statistically significant relationship between job satisfaction factors and employee's performance. Siengthai & Pila-Ngarm (2016) concluded that job satisfaction is found to be positively and significantly related to employee performance. Hendri (2019) concluded that job satisfaction has a significant effect on employee performance. Iis & Yunus (2016) showed that job Satisfaction positive and significant effect on the performance of employees at PT. Surya Madistrindo Branch Lhokseumawe.

*H2: There is a positive influence between Job Satisfaction and Job Performance*

### 2.4.3 The Influence of Organizational Culture towards Job Performance

Fitria (2018) concluded that there was a direct positive effect of organizational culture to the employee performance. Zhang (2016) showed organizational culture identity has significant positive predict to job performance. Sapada (2017) said that Organizational culture has a significantly positive effect on employee performance. Kawiana *et al.* (2018) said that there is a significantly positive influence between organizational culture on employee performance.

*H3: There is a positive influence between Organizational Culture and Job Performance*

### 2.4.4 The Influence of Cyberloafing towards Performance

Olajide *et al*. (2018) conveyed that the result confirming that both informational and social loafing have significant negative effect on performance. According to Palladan (2018), Findings revealed negative moderating effects of lecturer's cyberloafing activity between lectures innovative behaviour and dimensions of lecturer's job performance. Wu *et al*. (2018) proved that the test results show a negative relationship between in-class cyberloafing and academic performance, but an inverted U-shaped relationship between out of class cyberloafing and academic performance.

*H4: There is a negative influence between cyberloafing and Job Performance*

# CHAPTER 3
# RESEARCH METHODOLOGY

## 3.1 RESEARCH APPROACH

This study will utilize quantitative approach. In this situation, the researcher test the hypothesis by determining slender speculations and the gathering of information to help or decline the theories (Creswell, 2009). This investigation will utilize poll to acquire the information.

## 3.2 RESEARCH OBJECT

### 3.2.1 Research Site

This research was conducted at PT. Perwita Konstruksi. It is located at Jl. Pangeran Diponegoro No. 52 B - 54 Yogyakarta, Daerah Istimewa Yogyakarta, 55232. The phone number (0274) 565945.

### 3.2.2 Company Background

PT. Perwita Konstruksi is a subsidiary of PT. Perwita Karya which is engaged in construction. This company has been established since 2000 and has expertise in road construction, dams, housing, buildings and drainage. This company already has two branch companies and one head office. This company has built several sections of the pantura road, toll road, bus station and flyover in Java and Sumatra island.

### 3.2.3 Comapany's Logo

## 3.3 RESEARCH VARIABLE

### 3.3.1 Independent Variable

Independent variables are variables that affect the dependent variable, either positively or negatively (Sekaran, 2003). The independent variables of this study are Job Stress (X1), Job Satisfaction (X2), Organizational Culture (X3) and Cyberloafing (X4).

### 3.3.2 Dependent Variable

Dependent variable is the variable being a primary interest of the research. The researcher's goal is to understand and describe or predict the dependent variable (Sekaran, 2003). In this study, the dependent variable is Job Performance (Y).

## 3.4 OPERATION VARIABLE

Operational variable is an idea that can be measured by reducing abstraction level through dimensions and elements depiction (Sekaran, 2003). In this study, the operational variable are;

### 3.4.1 Job Stress (X1)

Job stress refers to a situation in where job related factors interact with the worker to change their psychological and/or physiological condition such that the person is forced to deviate from normal functioning (Newman and Beehr, 1979).

Cooper and Straw (1995) said that stress measurement can be seen from three sides, namely:

1. Physical symptoms

   Physical symptoms caused by work stress are the appearance of fatigue in the body such as easy to get headaches at work, increasing blood pressure, sleeping difficulty due to fatigue at work, breath hunting, dry

mouth and throat, moist hands, body feels hot, tense muscles , disturbed digestion, diarrhea, constipation, unreasonable fatigue, tenderness and restlessness. Also unstable feelings such as being out of focus at work, easily to get agitated, and irritable.

2. Behavior

On the behavioral side, stress symptoms can be seen from three parts, namely:

a. Unstable feelings, such as being out of focus, easily to get agitated, irritable, and uneasy at work, feeling confused, anxious, annoyed, feeling ignored.
b. Difficulties in terms of concentration, making decisions at work, personal problems.
c. Loss of enthusiasm for work, for example, easy to lose enthusiasm for work, difficult to think clearly, decreasing attendance.

3. Symptoms at work
    a. Satisfaction with job performance decreases, including:
        i. Not satisfied with performance
        ii. Not satisfied with the job
        iii. Decreasing produtivity
    b. Bored appears at work, including:
        i. Job is boring
    c. Loss of creativity, including:
        i. Not innovating enough

### 3.4.2 Job Satisfaction (X2)

Job satisfaction is a happy emotional state or positive emotions that come from the assessment of one's work or work experience (Luthans, 2005). According to Luthans (2005), there are a number of factors that influence job

satisfaction: wages, work itself, promotion, supervision, work groups, and working conditions.

1. Salary
    a. Employee satisfaction with salary received.
    b. Employee satisfaction with benefits provided by the company.
    c. Employee satisfaction with salary payment systems and procedures.
2. Job itself
    a. Employee satisfaction with job suitability.
    b. Employee satisfaction with responsibilities.
    c. Employee satisfaction with work to be more creative.
    d. Employee satisfaction for learning opportunities.
3. Promotion opportunities
    a. Employee job satisfaction for providing promotional opportunities.
    b. Employee satisfaction with the position to be accepted.
4. Supervision
    a. Employee satisfaction with technical assistance provided by superiors.
    b. Employee satisfaction with the moral support provided by the employer.
    c. Employee satisfaction over supervision by the employer.
5. Co-workers
    a. Employee satisfaction towards teamwork.
    b. Employee satisfaction on the social environment at work.
    c. Employee satisfaction in competitive sportsmanship.

### 3.4.3 Organizational Culture (X3)

Organizational Culture is a system of shared understanding held by members of an organization which distinguishes one organization from another (Robbins, 2006). Robbins (2006) puts forward 7 indicator elements in organizational culture, namely:

1. Innovation and Risk-Taking, is the extent to which the organization encourages employees to be innovative and dare to take risks. In addition, how the organization values risk taking actions by employees and generate employee ideas.
2. Attention to details, is the extent to which the organization expects employees to show care, analysis and attention to detail.
3. Result orientation, is the extent to which management focuses on results rather than on the techniques and processes used to achieve them.
4. People orientation, is the degree to which management decisions take into account the effect of results on people in the organization.
5. Team orientation, is the degree to which work activities are organized around teams, not individuals.
6. Aggressiveness, is the extent to which the people in the organization are aggressive and competitive to carry out the best organizational culture.
7. Stability, is the extent to which organizational activities emphasize the status quo rather than growth.

### 3.4.4 Cyberloafing (X4)

According to Anandarajan (2004), Cyberloafing is voluntary on-line web behaviors during working time using any of the organization's resources for activities outside current customary job/work requirement and it is also been called as personal web use (PWU) (Anandarajan et.al, 2005). Anandarajan *et*

*al*. (2004) classified personal web usage (PWU) into four parts from the perspectives of productivity and organisation-individual, namely:

a. Disruptive PWU Activities

   It is sometimes referred to as Web abuse or cyber-slacking which is a negative activity of using the web such as downloading movies, playing online games and visiting adult websites.

b. Recreational PWU Activities

   This cluster comprises behaviors such as searching for exploring their interests/hobbies, social activities, weekend trip, and find information about the product they want to buy.

c. Personal Learning PWU Activities

   Behaviors found in this cluster include visiting the news portal website related to current events/news, learning about education / training classes, finding information about the organization, visiting professional associations' website.

d. Ambiguous PWU Activities

   Paradoxical grouping contains only three behaviors, namely, visiting government websites, discussing work related topic in a chat room, and discussing about other companies in a chat room.

### 3.4.5 Job Performance (Y)

According to Bernardin and Russel (1993), Performance as achievement or performance is a record of the results obtained from certain job functions or activities during a certain period of time. Bernardin and Russel (2011) devided employee performance into six criteria, namely:

1. Quality is the level at which the adjustment or process to the ideal way of carrying out activities or fulfilling activities as expected.

2. Quantity is the amount generated which is realized through the value of the currency, the number of units, or the number of activity cycles that have been completed.
3. Timeliness is the level at which an activity has been completed in a time that is faster than specified and maximizing the time available for other activities.
4. Cost effectiveness is the level where the use of company resources in the form of human, financial, and technology is maximized to get the highest yield or reduction in losses from each unit.
5. Need for supervision is the level where an employee can do his work without needing to ask for help or guidance from his superiors.
6. Interpersonal impact is the level where an employee feels confident, has good desires, and works together among colleagues.

## 3.5 POPULATION AND SAMPLE

### 3.5.1 Population

Population is a group of people, or event that the researcher has interest to study (Sekaran, 2003). The population of this research is PT. Perwita Konstruksi's employees, the total employees in the company are 117 employees including the office staffs and the field workers. The number of population is the number of permanent employees who are taken as respondents in this research.

### 3.5.2 Sample

Sample is a part of population, sample is gained from the population (Sekaran, 2003). In other words, some, but not all, population elements form the sample. So the sample is all of the employees who work in headquarter and

branch office. In this research, the researcher uses purposive sample and gets 111 respondents as a sample data of the company. These respondents are permanent employess that is taken during the research in PT. Perwita Konstruksi. Since not all of the employees in this company are permanent employees, but some of the field workers are contract employees. This research uses purposive sample because this research only takes a sample of permanent employees and does not take samples of contract employees.

## 3.6 SOURCE OF DATA

### 3.6.1 Primary Data

Primary data are obtained from the firsthand that are related with the purpose of research (Sekaran, 2003). In this research, the primary data will be gathered from questionnaire. The questionnaire will be distributed to the employees who work in the office of PT. Perwita Konstruksi.

### 3.6.2 Secondary Data

Secondary data is the information gathered by someone other than the researcher who conducting the study such as publication, industry analysis, company record, web publications and so on (Sekaran, 2003). The secondary data can be gathered from libraries, companies, and government offices. In this research, the secondary data gathered is the data that support with the research and relevant with the variables.

## 3.7 DATA COLLECTION METHOD

According to Sekaran (2003), questionnaire is a list of written question that will be answering by respondent. The data was collected through primary sources of data. The primary data was collected through questionnaire, and each point of answer on the questionnaire was determined by using Likert scale score (Strongly agree [5] and strongly disagree [1]).

## 3.8 INSTRUMENTAL ANALYSIS

### 3.8.1 Validity Test

Validity test is done to know how well an instrument is developed to measure the particular concept. The instrument of this research study is questionnaire. According to Sekaran (2003), Questionnaire is defined as pre formulated written set of questions to which respondents record their answer, usually within rather closely defined alternatives. In this research, validity test focused on internal validity which means, validity method that measure the validity of instrument based on the statistical value in each question asked using SPSS 22.0 version.

### 3.8.2 Reliability Test

The reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure (Sekaran, 2003). Reliability is the degree of precision or accuracy (error free) which is demonstrated by the research instrument. A questionnaire is considered reliable if the respond from respondent are consistent or stable over time (Ghozali, 2013).

## 3.9 DATA ANALYSIS METHOD

### 3.9.1 Classical Assumption Test

Classical assumption test aims to determine whether the regression model is a linear estimator or not. The classical assumption test consists of three those are;

1. **Normality test**

   Normality test aims to know whether there is a barrier or not in the variable regression (Ghozali, 2013). The normality test aims to test whether in the regression model the dependent variable and the independent variable have a normal distribution or not. A good

regression model is a normal or near to normal of the data distribution. This study uses Kolmogorov-Smirnov Test. If the significance is below 0.05, there is a significant difference, and if the significance is above 0.05, there is no significant difference.

**2. Heteroskedasticity**

The heteroskedasticity test points to test whether the relapse demonstrate happens within the consistency of change from the leftover of one perception to another (Ghozali, 2013). In this study, the heteroskedastic test uses the graph approach through the glejser test using a significant level of 5 percent. Ghozali (2009) reviewed that basic analysis includes:

a. If there is a certain pattern, such as the points that exist form a certain regular pattern (widened, wavy, then narrowed), then it is indicated there has been heteroskedasticity.
b. If there is no clear pattern, and the points spread above and below the number 0 on the Y-axis, there is no heteroskedastic.

**3. Multicollinearity**

Multicollinearity is a condition in which the independent variables in the regression equation have a influence with each other. Multicollinearity can cause independent variables to explain the same variance in estimating the dependent variable. The way to detect the presence of multicollinearity is to look at the amount of Tolerance Value and Variance Inflation Factors (from the computer output of the SPSS 22.0 program for Windows 11.0). Variables that cause multicollinearity can be seen from tolerance values greater than 0.1 (> 0.1) and VIF less than 10 (Ghozali, 2013).

### 3.9.2 Multiple Regression Analysis

According to Sekaran (2003), multiple regression analysis is used if the independent variable is more than one. By computing all of the independent variable at the same time along with dependent variable.

The regression equation which has three independent variables are:

$$Yc=b0 + b1X1 + b2X2 + b3X3$$

Regression that is used in this research study are;

1. **Regression Analysis**

   The regression analysis is used to find out the direct influence of variable job stress, job satisfaction, organizational culture, and cyberloafing towards job performance.

   Y = a + b1X1 + b2X2 + b3X3 + b4X4.....

   Explanation

   Y = Job Performance

   X1 = Job Stress

   X2 = Job Satisfaction

   X3 = Organizational Culture

   X4 = Cyberloafing

   b1 = regression coefficient

   b2 = regression coefficient

   b3 = regression coefficient

   b4 = regression coefficient

### 3.10 Hypothesis Test

After understanding the regression model, the next step is testing the hypotheses. The explanation below elaborates the steps in hypothesis test.

1. **T-test**

T- test is done to see if there are any significant differences in the means for two groups in the variable of interest (Sekaran, 2003). T-test is also used to examine the hypothesis, the followings are several steps to examine the hypothesis.

A. Hypotheses Ho and Ha

   Ha: There is an influence of performance feedback towards employee's job performance of PT. Perwita Konstruksi.

   Ho: There is an influence of performance feedback towards job performance but not significance.

B. Determine the significance value (α), that is a=55, or 0,05

C. Make a conclusion :

   a. If p> □= Ho is rejected, which means there is an influence of performance feedback towards job performance but not significant.

   b. If p< □= Ho, it means there is a significant influence of performance feedback towards job performance in PT. Perwita Konstruksi.

D. Perform calculations in accordance with the statistical approach used, by using analysis of variance (ANOVA) on SPSS 22.0 version.

**2. F-test**

The step to conduct f-test are below;

A. Define the hypothesis Ho and Ha

   Ho: there is an influence of cyberloafing towards job performance but not significance.

   Ha: there is an influence of cyberloafing towards job performance.

B. Determine significance value (a), i.e. a=5% or 0,05

C. Make a conclusion

a. If p> □ = Ho is accepted and Ha is rejected, it means there is an influence of cyberloafing towards job performance but it is not significant.
b. If p≤ □ = Ho is rejected and Ha is accepted, it means there is a significant value of cyberloafing towards job performance.

D. Perform calculations in accordance with the statistical approach used, by using analysis of variance (ANOVA) on SPSS 22.0 Version.

# CHAPTER 4

# ANALYSIS & DISCUSSION

This chapter will explain the results of research on "The Influence of Job Stress, Job Satisfaction, Organizational Culture, and Cyberloafing toward Job Performance at PT. Perwita Konstruksi". In this study, research data collection was carried out by distributing questionnaires to research respondents, namely permanent employees and field employees at PT. Perwita Konstruksi. The questionnaire was distributed to 117 employees. In fact, all of the questionnaires distributed were not returned, so that there were 111 questionnaires that could be processed with a response rate of 92.98%.

**Table 4.1**

**Number of Research Questionnaires**

| No. | Information | Number of Questionnaire | Percentage |
|---|---|---|---|
| 1. | Distributed Questionnaires | 117 | 100 |
| 2. | The number of questionnaires that did not return | 6 | 7,02 |
| 3. | Number of questionnaires returned | 111 | 92,98 |

Based on table 4.1, the number of questionnaires returned was 111 or 92.98% and those that were not returned were 6 or 7.02%. The discussion of the analysis of the results of this study begins with descriptive analysis of research variables, analysis of the respondents, then continues with quantitative analysis, namely the classical assumption test, multiple linear regression analysis, and hypothesis testing with the F test and t test.

## 4.1 Validity and Reliability Test

### 4.1.1 Validity Test

**Table 4.2 Distribution of Instruments Based on Variables**

**Table 4.2**

**Number of Questions**

| No. | Variable | Total |
|---|---|---|
| 1. | Job Stress *(X1)* | 10 |
| 2. | Job Satisfaction *(X2)* | 14 |
| 3. | Organizational Culture *(X3)* | 18 |
| 4. | Cyberloafing *(Y)* | 15 |
| 5. | Job Performance *(Z)* | 11 |
| Total Question | | 68 |

The validity test is a measurement that shows the level of validity of an instrument. An instrument is considered valid if it is able to measure the variables appropriately. The method used to test the validity is the Pearson correlation test. If r count is greater than r table and the value of r is positive, then the proof of the statement is said to be valid or it can also be seen from the significance value of the Pearson correlation if it is below 5% or 0.05, then the data is said to be valid (Ghozali, 2013).

The validity test aims to measure the accuracy of a measuring instrument to perform its measuring function. The technique used in the validity test is the Pearson product moment correlation. The measurement instrument is said to have high validity if it is able to carry out the measurement function in accordance with the purpose of the measurement.

The results of the validity test are shown in the following table:

**Table 4.3**

**Validity Test**

| Variable | Item | Pearson Correlation | Pearson Correlation Sig | Remark |
|---|---|---|---|---|
| **Job Stress** | JS1 | 0.335 | 0,034 | Valid |
| | JS2 | 0.586 | 0,000 | Valid |
| | JS3 | 0.538 | 0,000 | Valid |
| | JS4 | 0.471 | 0,002 | Valid |
| | JS5 | 0.315 | 0,048 | Valid |
| | JS6 | 0.468 | 0,002 | Valid |
| | JS7 | 0.436 | 0,005 | Valid |
| | JS8 | 0.422 | 0,007 | Valid |
| | JS9 | 0.568 | 0,000 | Valid |
| | JS10 | 0.594 | 0,000 | Valid |
| **Job Satisfaction** | JST1 | 0.406 | 0,009 | Valid |
| | JST2 | 0,176 | 0,277 | Invalid |
| | JST3 | 0.347 | 0,028 | Valid |
| | JST4 | 0.383 | 0,015 | Valid |
| | JST5 | 0,041 | 0,800 | Invalid |
| | JST6 | 0.482 | 0,002 | Valid |
| | JST7 | 0.413 | 0,008 | Valid |
| | JST8 | 0.490 | 0,001 | Valid |
| | JST9 | 0,269 | 0,094 | Invalid |
| | JST10 | 0.659 | 0,000 | Valid |
| | JST11 | -0,080 | 0,622 | Invalid |
| | JST12 | 0.539 | 0,000 | Valid |
| | JST13 | 0,031 | 0,849 | Invalid |
| | JST14 | 0.650 | 0,000 | Valid |
| **Organizational Culture** | OC1 | 0.622 | 0,000 | Valid |
| | OC2 | 0.460 | 0,003 | Valid |
| | OC3 | 0.755 | 0,000 | Valid |
| | OC4 | 0,288 | 0,072 | Invalid |
| | OC5 | 0.470 | 0,002 | Valid |
| | OC6 | 0.761 | 0,000 | Valid |
| | OC7 | 0,172 | 0,289 | Invalid |
| | OC8 | 0.706 | 0,000 | Valid |
| | OC9 | 0,090 | 0,579 | Invalid |
| | OC10 | 0,293 | 0,067 | Invalid |
| | OC11 | 0.463 | 0,003 | Valid |

| | | | | |
|---|---|---|---|---|
| | OC12 | 0.387 | 0,014 | Valid |
| | OC13 | 0.355 | 0,025 | Valid |
| | OC14 | 0.374 | 0,017 | Valid |
| | OC15 | 0.558 | 0,000 | Valid |
| | OC16 | 0.340 | 0,032 | Valid |
| | OC17 | 0.579 | 0,000 | Valid |
| | OC18 | 0.510 | 0,001 | Valid |
| **Cyberloafing** | CL1 | 0.463 | 0,003 | Valid |
| | CL2 | 0,266 | 0,097 | Invalid |
| | CL3 | 0,309 | 0,053 | Invalid |
| | CL4 | 0.590 | 0,000 | Valid |
| | CL5 | 0.776 | 0,000 | Valid |
| | CL6 | 0.623 | 0,000 | Valid |
| | CL7 | 0.654 | 0,000 | Valid |
| | CL8 | 0.809 | 0,000 | Valid |
| | CL9 | 0.657 | 0,000 | Valid |
| | CL10 | 0.730 | 0,000 | Valid |
| | CL11 | 0.461 | 0,003 | Valid |
| | CL12 | 0.494 | 0,001 | Valid |
| | CL13 | 0.587 | 0,000 | Valid |
| | CL14 | 0.564 | 0,000 | Valid |
| | CL15 | 0,197 | 0,223 | Invalid |
| **Job Performance** | JP1 | 0.734 | 0,000 | Valid |
| | JP2 | 0.784 | 0,000 | Valid |
| | JP3 | 0.740 | 0,000 | Valid |
| | JP4 | 0.770 | 0,000 | Valid |
| | JP5 | 0.724 | 0,000 | Valid |
| | JP6 | 0.694 | 0,000 | Valid |
| | JP7 | 0.852 | 0,000 | Valid |
| | JP8 | 0.687 | 0,000 | Valid |
| | JP9 | 0.619 | 0,000 | Valid |
| | JP10 | 0.872 | 0,000 | Valid |
| | JP11 | 0.669 | 0,000 | Valid |

From table 4.3, it can be seen that the correlation coefficient of all the questions is proven to have a significance value of the Pearson correlation below 0.05, except for the JST2, JST5, JST9, JST11 and JST13 instruments from the Job Satisfaction variable. Then the OC4,

OC7, OC9 and OC10 instruments from the Organizational Culture variable. Then the CL2, CL3 and CL15 instruments from the Cyberfloading variable.

The invalid instruments are then removed or excluded from the research, therefore it can be concluded that all indicators or statement items to measure the variables proven to be valid.

**Table 4.4**

**Validity Test**

| Variable | Item | Pearson Correlation | Pearson Correlation Sig | Remark |
|---|---|---|---|---|
| **Job Stress** | JS1 | 0.335 | 0,034 | Valid |
| | JS2 | 0.586 | 0,000 | Valid |
| | JS3 | 0.538 | 0,000 | Valid |
| | JS4 | 0.471 | 0,002 | Valid |
| | JS5 | 0.315 | 0,048 | Valid |
| | JS6 | 0.468 | 0,002 | Valid |
| | JS7 | 0.436 | 0,005 | Valid |
| | JS8 | 0.422 | 0,007 | Valid |
| | JS9 | 0.568 | 0,000 | Valid |
| **Job Satisfaction** | JS10 | 0.594 | 0,000 | Valid |
| | JST1 | 0.406 | 0,009 | Valid |
| | JST3 | 0.347 | 0,028 | Valid |
| | JST4 | 0.383 | 0,015 | Valid |
| | JST6 | 0.482 | 0,002 | Valid |
| | JST7 | 0.413 | 0,008 | Valid |
| | JST8 | 0.490 | 0,001 | Valid |
| | JST10 | 0.659 | 0,000 | Valid |
| | JST12 | 0.539 | 0,000 | Valid |
| | JST14 | 0.650 | 0,000 | Valid |
| **Organizational Culture** | OC1 | 0.622 | 0,000 | Valid |
| | OC2 | 0.460 | 0,003 | Valid |
| | OC3 | 0.755 | 0,000 | Valid |
| | OC5 | 0.470 | 0,002 | Valid |
| | OC6 | 0.761 | 0,000 | Valid |
| | OC8 | 0.706 | 0,000 | Valid |

| | | | | |
|---|---|---|---|---|
| | OC11 | 0.463 | 0,003 | Valid |
| | OC12 | 0.387 | 0,014 | Valid |
| | OC13 | 0.355 | 0,025 | Valid |
| | OC14 | 0.374 | 0,017 | Valid |
| | OC15 | 0.558 | 0,000 | Valid |
| | OC16 | 0.340 | 0,032 | Valid |
| | OC17 | 0.579 | 0,000 | Valid |
| | OC18 | 0.510 | 0,001 | Valid |
| **Cyberloafing** | CL1 | 0.463 | 0,003 | Valid |
| | CL4 | 0.590 | 0,000 | Valid |
| | CL5 | 0.776 | 0,000 | Valid |
| | CL6 | 0.623 | 0,000 | Valid |
| | CL7 | 0.654 | 0,000 | Valid |
| | CL8 | 0.809 | 0,000 | Valid |
| | CL9 | 0.657 | 0,000 | Valid |
| | CL10 | 0.730 | 0,000 | Valid |
| | CL11 | 0.461 | 0,003 | Valid |
| | CL12 | 0.494 | 0,001 | Valid |
| | CL13 | 0.587 | 0,000 | Valid |
| | CL14 | 0.564 | 0,000 | Valid |
| **Job Performance** | JP1 | 0.734 | 0,000 | Valid |
| | JP2 | 0.784 | 0,000 | Valid |
| | JP3 | 0.740 | 0,000 | Valid |
| | JP4 | 0.770 | 0,000 | Valid |
| | JP5 | 0.724 | 0,000 | Valid |
| | JP6 | 0.694 | 0,000 | Valid |
| | JP7 | 0.852 | 0,000 | Valid |
| | JP8 | 0.687 | 0,000 | Valid |
| | JP9 | 0.619 | 0,000 | Valid |
| | JP10 | 0.872 | 0,000 | Valid |
| | JP11 | 0.669 | 0,000 | Valid |

In Table 4.4, it can be seen that the results of the validity test have been proven to have a significance value of the Pearson correlation below 0.05, so that the question instruments related to job stress, job satisfaction, organizational culture, cyberloafing, and employee performance in the table above meet the criteria that will be used in this research.

**Table 4.5**

**Validity Test Comparison**

| Number of Initial Item | Number of Final Item |
|---|---|
| 68 | 56 |

From table 4.5, it can be seen that the number of initial items is 68 items and the number of final items is 56 items. There are 12 items that are invalid and will be deleted and not used in this research. The number of final items is the items that will be used in this study because they have met the criteria for a valid item.

### 4.1.2 Reliability Test

Reliability is the level of reliability of the questionnaire. A reliable questionnaire is a questionnaire that, if tried repeatedly on the same group, will produce the same data. The assumption is that there are no psychological changes in respondents (Ghozali, 2013). The method used in this reliability is alpha technique. Cronbach's Alpha value is> 0.6, so the instrument can be declared reliable (Ghozali, 2013).

**Table 4.6**

**Reliability Test**

| **Variable** | ***Cronbach's Alpha*** | **Critical Value** | **Remark** |
|---|---|---|---|
| Job Stress | 0,609 | 0,6 | Reliabel |
| Job Satisfaction | 0,653 | 0,6 | Reliabel |
| Organizational Culture | 0,822 | 0,6 | Reliabel |
| Cyberloafing | 0,864 | 0,6 | Reliabel |
| Job Performance | 0,911 | 0,6 | Reliabel |

Source: Primary data processed, 2020

Based on the summary of the reliability test results as summarized in Table 4.6, it can be seen that the Cronbach's Alpha

coefficient value on all variables is greater than 0.6. Thus all the questions in this study were declared reliable. So that the questions in this study can be used in further research.

## 4.2 Descriptive Analysis of Research Respondents

### 1. Characteristics of Respondents by Field of Work

The results of grouping obtained from distributed questionnaires can be found from the classification of respondents according to their fields of work as in Table 4.7:

**Table 4.7**

**Fields of Work**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Director | 1 | .9 | .9 | .9 |
| | Head of Division | 3 | 2.7 | 2.7 | 3.6 |
| | Manager | 6 | 5.4 | 5.4 | 9.0 |
| | General Superintendent | 8 | 7.2 | 7.2 | 16.2 |
| | Personnel | 9 | 8.1 | 8.1 | 24.3 |
| | Officer | 13 | 11.7 | 11.7 | 36.0 |
| | Engineer | 15 | 13.5 | 13.5 | 49.5 |
| | Drafter | 7 | 6.3 | 6.3 | 55.9 |
| | Supervisor | 3 | 2.7 | 2.7 | 58.6 |
| | Administration | 13 | 11.7 | 11.7 | 70.3 |
| | Surveyor | 6 | 5.4 | 5.4 | 75.7 |
| | Field workers | 27 | 24.3 | 24.3 | 100.0 |
| | Total | 111 | 100.0 | 100.0 | |

Based on Table 4.7, It can be seen from 111 respondents that consist of 1 director or 0,9 percent, 3 heads of division or 2,7 percent, 6 Managers or 5,4, 8 General Superintendents or 7,2 percent, 9 Personnels or 8,1 percent, 13 officers or 11,7 percent, 15 Engineers or 13,5 percent, 7 Drafters or 6,3 percent, 3 Supervisors or 2,7 percent, 13 Administrative Officers or 11,7 percent, 6 Surveyors or 2,7 percent, 27 Field workers or

24,3 percent. These respondents were obtained using a purposive sample in which all of these respondents were permanent employees.

**2. Characteristics of Respondents Based on Gender**

The results of grouping obtained from distributed questionnaires can be obtained from the classification of respondents according to gender as in the table 4.8:

**Table 4.8**

**Gender**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Male | 92 | 82.9 | 82.9 | 82.9 |
| | Female | 19 | 17.1 | 17.1 | 100.0 |
| | Total | 111 | 100.0 | 100.0 | |

Based on table 4.8, it can be seen that the majority of employees working in this company are male. There are 92 people or 82,9 percent are male and 19 people or 17,1 percent are female.

**3. Characteristics of Respondents by Age**

The results of grouping obtained from distributed questionnaires can be obtained from the classification of respondents according to the age of the respondent as in the table 4.9:

**Table 4.9**

**Respondent Age**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Less than 25 years old | 4 | 3.6 | 3.6 | 100.0 |

| | | | | | |
|---|---|---|---|---|---|
| | 26-30 years old | 15 | 13.5 | 13.5 | 96.4 |
| | 31 – 35 years old | 13 | 11.7 | 11.7 | 82.9 |
| | 36 - 40 years old | 25 | 22.5 | 22.5 | 71.2 |
| | Over 41 years old | 54 | 48.6 | 48.6 | 48.6 |
| | Total | 111 | 100.0 | 100.0 | |

Based on Table 4.9, it can be seen that there is 4 people or 3,6 percent are less than 25 years old, there is 15 people or 13,5 percent are 26-30 years old, there is 13 people or 11,7 percent are 31-35 years old, and there is 49 people or 48,6 percent who are over 41 years old. This can indicate that the age of the study respondents is dominated by respondents who were more than 41 years old.

### 4.3 Descriptive Analysis of Research Variables

Descriptive analysis was conducted to determine respondents' perceptions or assessments of job stress, job satisfaction, organizational culture, cyberloafing, and job performance. By referring to the minimum and maximum values, the following assessment intervals can be determined:

Minimum Score = 1

Maximum Score= 5

Interval = $\frac{Maximum\ Score - Minimum\ Score}{Number\ of\ Class} = \frac{5-1}{5} = 0{,}8$

The score of the statement item is known through an index analysis using the following interval values:

**Table 4.10**

**Rating Weight**

| No. | Information | Value |
|---|---|---|
| **1.** | **Very Low** | 1,00 – 1,80 |
| **2.** | **Low** | 1,81 – 2,61 |
| **3.** | **Moderate** | 2,62 – 3,42 |
| **4.** | **High** | 3,43 – 4,23 |
| **5.** | **Very High** | 4,24 – 5,00 |

**1. Descriptive Analysis of Job Stress Variable**

The job stress variable is measured using 10 question items shown in Table 4.11 below:

**Table 4.11**

**Descriptive Analysis of Job Stress Variable (X1)**

| No. | Statement | Mean | Category |
|---|---|---|---|
| **Physical Symptoms** | | | |
| 1 | My body gets tired easily when I work | 2.47 | Low |
| 2 | I get headaches easily at work | 2.14 | Low |
| 3 | I have difficulty sleeping due to fatigue while working | 2.23 | Low |
| **Behavior** | | | |
| 4 | I don't have a stable feeling at work | 2.05 | Low |
| 5 | I can't concentrate while working | 2.05 | Low |
| 6 | During work I couldn't think clearly | 2.12 | Low |
| 7 | I easily feel anxiety at work | 2.07 | Low |
| **Symptoms at Work** | | | |
| 8 | I feel dissatisfied with my job | 2.37 | Low |
| 9 | I have decreased work performance | 2.30 | Low |
| 10 | I always feel discouraged at work | 2.26 | Low |
| Average Total | | 2,20 | Low |

Based on Table 4.11, it is known that most of the employees have given an assessment of the low job stress variable with an average score of 2.20 which is in the interval between 1.81 - 2.61 and can be categorized as low. The highest rating on the item statement "my body gets tired easily when working" with an average of 2.47, while the lowest rating on the statement item "I do not have a stable feeling while working" and "I can't concentrate while working" with same average of 2.05. This shows that the employees of PT. Perwita Konstruksi has a low stress level.

**2. Descriptive Analysis of Job Satisfaction Variable**

The Job Satisfaction variable is measured using 10 question items shown in Table 4.12 below:

**Table 4.12**

**Descriptive Analysis of Job Satisfaction Variable (X2)**

| No. | Statement | Mean | Category |
|---|---|---|---|
| **Salary** | | | |
| 1 | The salary I receive is sufficient for my monthly needs | 2.43 | Low |
| 2 | The company has a clear payroll system | 2.42 | Low |
| 3 | I received a salary with a clear procedure | 2.47 | Low |
| **Job itself** | | | |
| 4 | I am satisfied that the workload is given to me according to my ability | 2.73 | Moderate |
| 5 | I am satisfied because I was given the freedom to work | 3.02 | Moderate |
| **Promotion opportunities** | | | |
| 6 | I feel comfortable working here because there are many opportunities to advance or develop a career. | 2.99 | Moderate |
| **Supervision** | | | |
| 7 | Monitoring by the direct leadership on a regular basis can spur me to work. | 3.26 | Moderate |

| | | | |
|---|---|---|---|
| **Co-Workers** | | | |
| 8 | I can work with a team to get work done | 3.13 | Moderate |
| 9 | I can work competitively with colleagues | 3.55 | High |
| Average Total | | 2,88 | Moderate |

Based on Table 4.12, it is known that most employees have given an assessment of the moderate job satisfaction variable with an average score of 2.88 which is in the interval between 2.62 - 3.42 and can be categorized as low. The highest rating on the statement item "I can compete competitively with my colleagues" with an average of 3.55, while the lowest rating on the statement item "The company has a clear salary payment system" with the same average of 2.42. This shows that the employees of PT. Perwita Konstruksi has a moderate level of job satisfaction.

**3. Descriptive Analysis of Organizational Culture Variable**

The organizational culture variable was measured using 14 question items shown in Table 4.13 below:

**Table 4.13**

**Descriptive Analysis of Organizational Culture Variable (X3)**

| No. | Statement | Mean | Category |
|---|---|---|---|
| **Innovation and Risk Taking** | | | |
| 1 | I am encouraged to be an innovative employee | 3.09 | Moderate |
| 2 | I am driven to be an employee who can take risks | 3.09 | Moderate |
| **Attention to details** | | | |
| 3 | To some degree, I am empowered to solve work-related problems without depending on others | 3.07 | Moderate |
| **Result Orientation** | | | |
| 4 | I develop the ability to improve the quality of work | 3.23 | Moderate |

| | | | |
|---|---|---|---|
| 5 | I was given the freedom to determine the priority scale in performing tasks | 3.17 | Moderate |
| 6 | I was given optimal time to complete work | 3.12 | Moderate |
| **Individual Orientation** | | | |
| 7 | This organization always empowers me individually | 3.05 | Moderate |
| **Team Orientation** | | | |
| 8 | This organization allows work to be done in teamwork | 3.00 | Moderate |
| 9 | Most of the work program here has to be done in groups / teams | 2.80 | Moderate |
| 10 | Communication between colleagues is always well created | 3.03 | Moderate |
| **Aggresiveness** | | | |
| 11 | Here it is possible to have fair competition among employees to improve the progress of the company | 2.99 | Moderate |
| 12 | I am always challenged to get work done quickly | 3.26 | Moderate |
| **Stability** | | | |
| 13 | The company always assigns clear and consistent duties and responsibilities to me | 3.22 | Moderate |
| 14 | I have a vision that is in line with the company in carrying out my duties and responsibilities | 3.40 | Moderate |
| Average Total | | 3,10 | Moderate |

Based on Table 4.13, it is known that most of the employees have given an assessment of the moderate organizational culture variable with an average score of 3,10 which is in the interval between 2,62 – 3,42 and can be categorized as moderate. The highest rating on the statement item "I have a vision that is in line with the company in carrying out my duties and responsibilities" with an average of 3,40, while the lowest rating on the statement item "The work program here has a lot to be done in groups / teams" same average of 2,80. This shows that the employees of PT. Perwita Konstruksi has a moderate level of job satisfaction.

### 4. Descriptive Analysis of Cyberloafing Variable

Cyberloafing variables were measured using 14 question items shown in Table 4.14 below

**Table 4.14**

**Descriptive Analysis of Variable Cyberloafing (X4)**

| No. | Statement | Mean | Category |
|---|---|---|---|
| **Disruptive PWU Activities** | | | |
| 1 | I open social media sites (for example, Facebook, Instagram, Twitter, etc.) from my computer and gadgets while working | 2.41 | Low |
| 2 | I play online games while working | 1.80 | Very Low |
| **Recreational PWU Activities** | | | |
| 3 | I am looking for information related to interests / hobbies on the internet | 2.32 | Low |
| 4 | I open an online trading site (for example Bukalapak, Tokopedia, Shopee, etc.) | 2.33 | Low |
| 5 | I shop online for personal needs | 2.25 | Low |
| 6 | I open a travel site (for example, booking a plane ticket or hotel online) | 2.12 | Low |
| **Personal Learning PWU Activities** | | | |
| 7 | I open online discussion forums on certain sites (for example, cooking forums, soccer lovers forums, bicycle hobby forums, etc.) | 2.16 | Low |
| 8 | I open or read other people's blogs (articles) (Blogspot, wordpress). | 2.21 | Low |
| 9 | I open an online news site (Kompas, Detik, Tirto, etc.) | 2.23 | Low |

| | | | |
|---|---|---|---|
| 10 | I open online training sites (e.g. Udemy, Class.com, Skills Colleges, etc.) | 2.22 | Low |
| **Ambiguous PWU Activities** | | | |
| 11 | I open government websites (Kominfo.go.id, PU.go.id, Jatengprov.go.id, etc.) | 2.22 | Low |
| 12 | I discuss other companies in company chat groups (for example, whatsapp groups) | 2.43 | Low |
| Average Total | | 2,22 | Low |

Based on Table 4.14, it is known that most of the employees have given an assessment of the low cyberloafing variable with an average score of 2,22 which is in the interval between 1,81 – 2,61 and can be categorized as low. The highest rating on the statement item "I discuss companies in the company chat group (for example, whatsapp group)" with an average of 2,43, while the lowest rating on the statement item "I play online games while working" with an average of 1,80. This shows that the employees of PT. Perwita Konstruksi has a low level of cyberloafing.

**5. Descriptive Analysis of Job Performance Variable**

Performance variable was measured using 11 question items shown in Table 4.15 below:

**Table 4.15**

**Descriptive Analysis of Job Performance Variable (Z)**

| No. | Statement | Mean | Category |
|---|---|---|---|
| **Quality** | | | |
| 1 | The job that I do is in line with the quality standards that the company expects | 3.00 | Moderate |

| | | | |
|---|---|---|---|
| 2 | I managed to complete the job according to the quality standards set | 2.91 | Moderate |
| 3 | I work according to the procedures set by the company | 2.61 | Low |
| **Quantity** | | | |
| 4 | I complete work according to the targets set by the company | 2.30 | Low |
| 5 | I get a lot of work done every day | 2.36 | Low |
| 6 | I can complete the overtime work if the company needs it | 2.25 | Low |
| **Timelines** | | | |
| 7 | I use my time efficiently at work | 2.32 | Low |
| 8 | I am on time at work | 2.35 | Low |
| 9 | I make good use of rest / meals | 2.39 | Low |
| **Cost Effectiveness** | | | |
| 10 | I was able to complete assignments on time | 2.48 | Low |
| 11 | I am able to reduce errors at work | 2.61 | Low |
| Average Total | | 2,50 | Low |

Based on Table 4.15, it is known that most employees have given an assessment of the low performance variable with an average score of 2,50 which is in the interval between 1,81-2,61 which can be categorized as low. The highest rating on the statement item "The work I do is in accordance with the quality standards that the company expects" with an average of 3,00, while the lowest rating on the statement item "I can complete overtime work if the company needs it" with an average of 2,25 .This shows that the employees of PT. Perwita Konstruksi has a low level of performance.

## 4.4 Classical Assumption Test

### 4.4.1 Normality Test

This test aims to test whether in the regression model, the residual variable has a normal distribution or not. The data normality test in this study used the *Kolmogorof-Smirnof non-parametric* statistical test. The basis for decision making based on probability. If the probability > 0,05, the research data is normally distributed. The results of the normality test in this study are as shown in table 4.16.

**Table 4.16**

**Kolmogorov-Smirnov Test Results (K-S)**

| DESCRIPTION | Unstandardized Residual |
|---|---|
| **N** | 100 |
| **Kolmogorov-Smirnov** | 0,069 |
| **Asymp. Sig. (2-tailed)** | 0,200 |

**Source: The data has been processed by SPSS, 2020**

Based on table 4.16, the significance value is 0,200 which means it is greater than 0,05, it can be concluded that the residual data is normally distributed.

### 4.4.2 Linearity Test

Linearity test aims to determine whether two variables have a significant linear influence or not. A good correlation should have a linear influence between the independent and dependent variables. Independent and dependent variables can be said to have a significant linearity influence if they have a significant value of deviation from linearity> 0,05. The results of the linearity test in this study are as shown in Table 4.17.

**Table 4.17**

**Linearity Test Result**

| | Significance of Deviation from Linearity |
|---|---|
| **JP and JS** | 0,288 |
| **JP and JST** | 0,370 |
| **JP and OC** | 0,094 |
| **JP and CL** | 0,150 |

**Source: The data has been processed by SPSS, 2020**

Based on table 4.17 it is known that the significance value of deviation from linearity in this study for all independent variables to the dependent variable is already above 0.05, which means that it has a significance value> 0.05. So it can be concluded that the variables in this study have significant linearity influence.

### 4.4.3 Heteroscedasticity Test

This test aims to test whether there is an inequality of variance from the residuals of one observation to another in the regression model. If the residual variance from one observation to another is constant, it is called Homoscedasticity and if it is different it is called Heteroscedasticity. To test for heteroscedasticity this study uses the Glejser test (Ghozali, 2013). The results of the heteroscedasticity test are shown in Table 4.18.

**Table 4.18**

**Heteroscedasticity Test Result**

| Variable | t | Sig. |
|---|---|---|
| JS | 1,083 | 0,281 |
| JST | -0,851 | 0,397 |
| OC | -0,829 | 0,409 |

| | | |
|---|---|---|
| CL | 0,509 | 0,612 |

**Source: The data has been processed by SPSS, 2020**

Table 4.18 above shows that the influence variables in this study have a significance value ≥ 0.05, namely the variable JS 0,281, JST 0,397, OC 0,409 and CL 0,612 because the significance is more than 0,05. It can be concluded that there is no heteroscedasticity problem in the regression model.

### 4.4.4 Multicollinearity Test

This test aims to test whether the regression model found a correlation between the independent variables (independent). A good regression model should not have a correlation between the independent variables. Multicollinearity test can be seen from (1) *tolerance* value and its counterpart, (2) *Variance Inflation Factor* (VIF). *Cut of F-value*s that are commonly used to indicate multicollinearity are the Tolerance value> 0,10 and the VIF-value <10 (Ghozali, 2013). The multicollinearity test results are shown in Table 4.19

**Table 4.19**

**Tolerance and VIF-value Test Results**

| Variable | Tolerance | VIF |
|---|---|---|
| JS | 0,435 | 2,300 |
| JST | 0,977 | 1,024 |
| OC | 0,287 | 3,478 |
| CL | 0,303 | 3,297 |

**Source: The data has been processed by SPSS, 2020**

Based on table 4.19 it is known that none of the tolerance values for the independent variables are less than 0,10. And there is no *variant inflation factor* (VIF) value that is more than 10. Thus it can be concluded that there is no

multicollinearity between the independent variables in the regression model, because none of the independent variables have a tolerance value smaller than 0,10 and the VIF-value is more. of 10.

### 4.4.5 Multiple Linear Regression Test

The second multiple linear regression test will test hypothesis 1, hypothesis 2, hypothesis 3 and hypothesis 4, namely the influence between Job Stress (JS), Job Satisfaction (JST), Organization Culture (OC) and Cyberloafing (CL) on Job Performance (JP).

1. Simultaneous Test (F count)

   Basically, the F-value test is to show whether all the independent variables in the research model have a joint influence on the dependent variable. Hypothesis testing F test is used to determine whether overall the independent variables have a significant effect on the dependent variable. The results of the F-value test can be seen in Table 4:23

**Table 4.20**

**F-Value Test Result**

| | **Regression Coefficient** |
|---|---|
| Fcount | 89,227 |
| Sig. F | 0,000 |

Dependent Variable: JP

The results of the table 4.23 above can be seen that this equation model has a calculated F-value of 89,227 with a significance level of 0,000. The significance value of 0,000 is smaller than alpha 0,05, it shows that the independent variables in the form of Job Stress, Job

Satisfaction, Organization Culture and Cyberloafing in this study jointly influence the dependent variable, namely Job Performance.

2. Coefficient of Determination Square ($R^2$)

The coefficient of determination in essence measures how far the model's ability to explain the variation in the dependent variable. $R^2$ value that is close to one means that the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2013). The coefficient of determination (Adjusted R Square) shown in the following table indicates the ability of the multiple regression equation to show the level of explanation of the model for the dependent variable. The results of the coefficient of determination ($^2$) are presented in the following table at 4.24

**Table 4.21**

**Determination Coefficient Test Results**

| | |
|---|---|
| ***Adjusted R²*** | 0,762 |
| ***R Square*** | 0,771 |

Based on table 4.24, the magnitude of the coefficient of determination (adjusted R Square) is 0,762 or 76,2%, which means that the ability of the dependent variable, namely the Job Performance (JP) policy can be explained by 4 independent variables, namely Job Stress, Job Satisfaction, Organization Culture and Cyberloafing. While the rest (100% - 76,2%) 23,8% is explained by other variables not included in the regression model.

3. Significant Test for Individual Parameters (t statistical test)

The t test aims to test each independent variable (Job Stress, Job Satisfaction, Organization Culture and Cyberloafing) individually whether it has a significant effect on the dependent variable Job Performance or not, or the t test is used to determine the high degree of one variable X to variable Y if the other variable X is held constant. The results of the *coefficients* regression analysis using SPSS version 22 are shown in Table 4.25

**Table 4.22**

**Summary of t-value test results**

| | **Coefficient Regression** | **Sig. T** | **P Value** | **Remark** |
|---|---|---|---|---|
| **Constant** | 0,438 | | | |
| JS | 0,302 | 3,311 | 0,001 | Significant |
| JST | 0,039 | 0,588 | 0,558 | Not significant |
| OC | 0,387 | 7,195 | 0,000 | Significant |
| CL | 0,092 | 0,958 | 0,340 | Not significant |

Dependent variable: JP

Based on the results of the calculations shown in Table 4.25, it can be interpreted as follows:

a. Hypothesis 1 Test

Based on the test in table 4.25, the estimation results of the Job Stress (JS) variable have a regression coefficient of + 0,302 with a probability of 0,001. The significance value below α (0,05) indicates that the Job Stress (JS) variable has a positive and significant direction towards Job Performance (JP). Thus, this study explains that **hypothesis 1 supported.**

b. Hypothesis 2 Test

Based on the test in table 4.25, the estimation results of the Job Satisfaction (JST) variable have a regression coefficient of + 0,039 with a probability of 0,558. The significance value above α (0,05) indicates that the Job Satisfaction (JST) variable has a positive and insignificant direction towards Job Performance (JP). Thus, this study explains that **hypothesis 2 is not supported.**

c. Hypothesis 3 Test

Based on the test in table 4.25, the estimation results of the Organization Culture (OC) variable have a regression coefficient of + 0,387 with a probability of 0,000. The significance value below α (0,05) indicates that the Organization Culture (OC) variable has a positive and significant direction towards Job Performance (JP). Thus, this study explains that **hypothesis 3 is supported.**

d. Hypothesis 4 Test

Based on the test in table 4.25, the estimation results of the Cyberloafing (CL) variable have a regression coefficient of + 0,092 with a probability of 0,340. The significance value above α (0,05) indicates that the Cyberloafing (CL) variable has a positive and insignificant direction towards Job Performance (JP). Thus, this research explains that **hypothesis 4 is not supported.**

## 4.5 Discussion of Research Result

### 4.5.1 The Influence of Job Stress towards Job Performance

Based on the test in table 4.25, the estimation results of the Job Stress variable have a regression coefficient of + 0,302 with a probability of 0,001. The significance value below α (0,05) indicates that the Job Stress variable has

a positive and significant direction on Job Performance. This study shows that the level of job stress affects employee performance. Jalagat (2017) revealed that the case of too much work (*overload*) can have a negative impact on employee performance because this will not only cause stress but can also lead to poor performance. Management can take appropriate steps to control the level of employee work stress which leads to high morale and productivity for employees.

The results of this study are the same as the research conducted by Deng *et al*. (2019) there is a significant positive effect between job stress and employee performance. Khuong and Yen (2016) stated that work factors have a significant and positive effect on work stress while work stress has a negative effect on employee work performance.

### 4.5.2 The Influence of Job Satisfaction towards Job Performance

Based on the test in table 4.25, the estimation results of the Job Satisfaction variable have a regression coefficient of + 0,039 with a probability of 0,558. The significance value above α (0,05) indicates that the Job Satisfaction variable has a positive and insignificant direction towards Job Performance. This study shows that the level of job satisfaction affect employee performance. Valianawaty & Sutanto (2015) suggest that this can occur because of the influence of employees who are in the comfort zone, where employees in the comfort zone make them feel satisfaction and comfort, so they no longer pay attention to performance and result in decreased work performance. In addition, it could be that the placement of employees at each post is not in accordance with the abilities of the employees. Employees are satisfied, but their presence in an inappropriate position causes an imbalance in their performance.

The results of this study are the same as the research conducted by Hidayati & Rahmawati (2016) which stated that job satisfaction was not significant effect on job performance clinics in Kalimantan Timur. Sawitri *et al*. (2016) argued that the results of the study showed that job satisfaction had no effect on employee performance.

### 4.5.3 The Influence of Organizational Culture towards Job Performance

Based on the test in table 4.25, the estimation results of the Organization Culture variable have a regression coefficient of + 0,387 with a probability of 0,000. The significance value below α (0,05) indicates that the Organization Culture variable has a positive and significant direction on Job Performance. This study shows that organizational culture affects employee performance. The findings from this study indicate that organizational culture positively determines employee performance. Marislinda (2017) suggests that organizational culture is indispensable in directing the performance of organizational members because the performance shown by organizational members will have an impact on the achievement of organizational goals as a whole. Organizational norms and values based on different cultures have an effect on workforce management.

The results of this study are the same as research conducted by Fitria (2018) which states that there is a positive direct influence of organizational culture on employee performance. Sapada (2017) states that organizational culture has a significant positive effect on employee performance.

### 4.5.4 The Influence of Cyberloafing towards Job Performance

Based on the test in table 4.25, the estimation results of the Cyberloafing variable have a regression coefficient of + 0,092 with a probability of 0,340. The significance value above α (0,05) indicates that the Cyberloafing variable has a positive and insignificant direction towards Job

Performance. This research found that when cyberloafing is high, the performance is also high but not significant. Cyberloafing does not harm organizations through lost productivity when employees withdraw from important work assignments. Civilidag (2017) stated that employees who do cyberloafing do not always have a negative impact in all cases, cyberloafing can have a positive function, especially for creativity, design and innovation, research and development (R&D) employees in a position to generate new ideas, learn, and develop their potential.

The results of this study are the same as research conducted by Mahatanankoon *et al.* (2004) of which results of structural equation modelling showed that all three dimensions of cyberloafing do not have significant relationship with work inefficiency. Koay *et al.* (2017) also tested the relationship between cyberloafing and job performance found that cyberloafing has no significant impact on job performance.

**Table 4.23**

**Hypothesis Conclusion**

| No | Hypothesis | Result |
|---|---|---|
| H1 | There is a positive influence between Job Stress and Job Performance | **Supported** |
| H2 | There is a positive influence between Job Satisfaction and Job Performance | **Not Supported** |
| H3 | There is a positive influence between Organizational Culture and Job Performance | **Supported** |
| H4 | There is a negative influence between Cyberloafing and Job Performance | **Not Supported** |

# CHAPTER 5
# CONCLUSIONS AND RECOMMENDATIONS

## 5.1 Conclusions

Based on the results of research about The Influence of Job Stress, Job Satisfaction, Organizational Culture, and Cyberloafing toward Job Performance through Cyberloafing at PT. Perwita Konstruksi, it can be concluded as follow:

1. There is a positive and significant influence of job stress on job performance of PT. Perwita Konstruksi. It means the higher level of job stress, the higher job performance of the employees.
2. There is a positive and insignificant influence of job satisfaction on job performance of PT. Perwita Konstruksi. It means that high or low levels of job satisfaction do not really influence the job performance of the employees.
3. There is a positive and significant of organizational culture of PT. Perwita Konstruksi. It means the higher organizational culture, the higher job performance of the employees.
4. There is a positive and insignificant influence of cyberloafing on job performance of PT. Perwita Konstruksi. It means that high or low levels of cyberloafing do not really influence the job performance of the employees.

## 5.2 Recommendations

According to the conclusion above, further recommendations can be proposed which are expected to be beneficial for related parties:

1. For the company

   Based on the result of the research, the researcher suggests to the company to clarify the payroll system because based on the distributed questionnaire, the clarity of the payroll system gets the lowest score.

This will have an impact on employee job satisfaction. And the other suggestion is the company can encourage their employees to work more with teamwork since the organizational culture indicator shows that teamwork gets the lowest score. Teamwork will make work easier and it will boost employee and company performance.

2. For employees

   Based on the result of the research, the researcher recommends that employees should adjust their abilities to the work they are doing. If the employees feel unable to do a certain job, they can talk to the HRD. If the inability to continue to happen, not only the level of stress that keeps mingkat but the performance of employees and the company will not be obtained maximally.

3. For future researchers

   Future researchers can investigate cyberloafing more deeply because it is a hot topic discussed in the HRM world. Future researchers can make cyberloafing as an intervening to emphasize more deeply on this topic. This topic is still divided into several categories such as gender, status, how long they have worked in the company and also adding other variables such as organizational climate and work attitudes.

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# APPENDIX 1

KUESIONER PENELITIAN

Pengaruh Stress Kerja, Kepuasan Kerja, Budaya Organisasi, Cyberloafing terhadap Kinerja Karyawan di PT. Perwita Konstruksi

Assalamu'alaikum Wr.Wb.

Responden yang terhormat,
Perkenalkan nama saya Dody Permadi, mahasiswa S1 Departemen Manjemen International Program, Fakultas Bisnis dan Ekonomika, Universitas Islam Indonesia. Penelitian ini dilakukan guna melengkapi tugas akhir sebagai salah satu syarat kelulusan.

Kuesioner ini berfungsi untuk mengukur variabel penelitian saya dengan judul "The Influence of Job Stress, Job Satisfaction, Organizational Culture, and Cyberloafing toward Job Performance at PT. Perwita Konstruksi".
Responden dalam penelitian ini adalah karyawan perusahaan PT. Perwita Konstruksi.

Demi tercapainya tujuan penelitian ini, maka penyusun mohon kesediaan dari Bapak/Ibu/Saudara/Saudari untuk membantu mengisi kuesioner atau daftar pertanyaan yang telah disediakan.

Atas kesediaan Bapak/Ibu/Saudara/Saudari, saya mengucapkan banyak terima kasih karena telah meluangkan waktunya untuk mengisi kuesioner penelitian ini.

Wassalamu'alaikum Wr. Wb.

Hormat Saya

Dody Permadi
NIM: 16311153

PETUNJUK PENGISIAN

Mohon kuesioner ini diisi secara lengkap dari seluruh pernyataan yang telah disediakan. Berilah tanda (√) pada kolom jawaban yang tersedia. Terdapat 5 (lima) alternatif pengisian jawaban, yaitu:

SS = Sangat Setuju

S = Setuju

N = Netral

TS = Tidak Setuju

STS = Sangat Tidak Setuju

A. IDENTITAS RESPONDEN

Nama :

Usia :

Jenis Kelamin : Laki-Laki/Perempuan

Posisi :

B. KUESIONER

**Stress Kerja**

| **No.** | **Pernyataan** | | | | | |
|---|---|---|---|---|---|---|
| **Gejala Fisik** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Tubuh saya mudah lelah ketika bekerja | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 2 | Saya mudah sakit kepala saat bekerja | | | | | |
| 3 | Saya sulit tidur karena kelelahan saat bekerja | | | | | |
| **Tingkah Laku** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya tidak memiliki perasaan yang stabil saat bekerja | | | | | |
| 2 | Saya tidak dapat berkonsentrasi selama bekerja | | | | | |
| 3 | Selama bekerja saya tidak dapat berfikir jernih | | | | | |
| 4 | Saya dengan mudah merasakan kecemasan di tempat kerja | | | | | |
| **Gejala di Tempat Kerja** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya merasa tidak puas dengan pekerjaan saya | | | | | |
| 2 | Saya mengalami penurunan prestasi kerja | | | | | |
| 3 | Saya senantiasa merasa tidak semangat dalam bekerja | | | | | |

**Kepuasan Kerja**

| **No.** | **Pernyataan** | | | | | |
|---|---|---|---|---|---|---|
| **Gaji** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Gaji yang saya terima cukup untuk kebutuhan bulanan saya | | | | | |
| 2 | Benefit yang saya terima di luar bulanan sesuai dengan kebutuhan saya | | | | | |
| 3 | Perusahaan memiliki sistem pembayaran gaji yang jelas | | | | | |
| 4 | Saya menerima gaji dengan prosedur yang jelas | | | | | |
| **Pekerjaan** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya puas karena bekerja sesuai dengan keahlian saya | | | | | |
| 2 | Saya puas karena beban diberikan kepada saya sesuai dengan kemampuan saya | | | | | |
| 3 | Saya puas karena saya diberi kebebasan untuk bekerja | | | | | |
| **Kesempatan Promosi** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya merasa nyaman bekerja disini karena banyaknya peluang untuk maju atau mengembangkan karier. | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 2 | Perusahaan tidak menyediakan informasi dan data yang lengkap mengenai syarat untuk menempati suatu jabatan tertentu kepada setiap karyawan. | | | | | |
| **Pengawasan** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Monitoring yang dilakukan oleh pimpinan langsung secara berkala dapat memacu saya bekerja. | | | | | |
| 2 | Pimpinan memberikan masukan pada saat saya melaksanakan pekerjaan. | | | | | |
| **Rekan Kerja** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya dapat bekerja dengan tim untuk menyelesaikan pekerjaan | | | | | |
| 2 | Saya nyaman dengan lingkungan sosial dalam pekerjaan saya | | | | | |
| 3 | Saya bisa bersaing secara kompetitif dengan kolega | | | | | |

**Budaya Organisasi**

| **No.** | **Pernyataan** | | | | | |
|---|---|---|---|---|---|---|
| **Inovasi & Pengambilan Resiko** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya didorong untuk menjadi karyawan yang inovatif | | | | | |
| 2 | Saya terdorong untuk menjadi karyawan yang berani mengambil risiko | | | | | |
| **Perhatian pada Detail** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Pada tingkatan tertentu, Saya diberi wewenang untuk menyelesaikan masalah terkait pekerjaan tanpa bergantung pada orang lain | | | | | |
| 2 | Pekerjaan saya menuntut saya untuk bersikap teliti dapa detail tertentu | | | | | |

| **Orientasi Hasil** | | **SS** | **S** | **N** | **TS** | **STS** |
|---|---|---|---|---|---|---|
| 1 | Saya mengembangkan kemampuan untuk meningkatkan kualitas pekerjaan | | | | | |
| 2 | Saya diberi kebebasan untuk menentukan skala prioritas dalam melakukan tugas | | | | | |
| 3 | Saya diberi standar kesuksesan di tempat kerja yang ditetapkan oleh perusahaan | | | | | |
| 4 | Saya diberi waktu optimal dalam menyelesaikan pekerjaan | | | | | |
| **Orientasi pada Individu** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Terdapat program pelatihan yang bisa saya ikuti | | | | | |
| 3 | Saya diberi penghargaan sebagai karyawan | | | | | |
| 4 | Organisasi ini senantiasa memberdayakan saya secara individu | | | | | |
| **Orientasi pada Tim** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Organisasi ini memungkinkan pekerjaan dikerjakan secara teamwork | | | | | |
| 2 | Program kerja di sini banyak yang harus dikerjakan secara berkelompok/tim | | | | | |
| 3 | Komunikasi antara rekan kerja senantiasa tercipta dengan baik | | | | | |
| **Agresivitvas** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Di sini dimungkinkan adanya kompetisi secara sehat antar karyawan untuk meningkatkan kemajuan perusahaan | | | | | |
| 2 | Saya senantiasa diberi tantangan untuk menyelesaikan pekerjaan dengan cepat | | | | | |
| **Stabilitas** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Perusahaan senantiasa memberikan tugas dan tanggung jawab yang jelas dan konsisten kepada saya | | | | | |
| 2 | Saya memiliki visi yang sejalan dengan perusahaan dalam menjalankan tugas dan tanggung jawab saya | | | | | |

**Cyberloafing**

| No. | Pernyataan | | | | | |
|---|---|---|---|---|---|---|
| **Aktivitas Penggunaan Web Pribadi yang Mengganggu** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya membuka situs media sosial (misalnya, Facebook, Instagram, Twitter, dll.) dari komputer dan gadget saat bekerja | | | | | |
| 2 | Saya mengunduh berbagai file yang tidak terkait dengan pekerjaan saat bekerja | | | | | |
| 3 | Saya membuka situs judi online saat bekerja | | | | | |
| 4 | Saya bermain game online saat bekerja | | | | | |
| **Aktivitas Penggunaan Web Pribadi Rekreasi** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya mencari informasi terkait minat / hobi di internet | | | | | |
| 2 | Saya membuka situs jual beli online (misalnya Bukalapak, Tokopedia, Shopee, dll.) | | | | | |
| 3 | Saya berbelanja online untuk kebutuhan pribadi | | | | | |
| 4 | Saya membuka situs perjalanan (misalnya, memesan tiket pesawat atau hotel online) | | | | | |
| **Aktivitas Penggunaan Web Pribadi untuk Pembelajaran Pribadi** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya membuka forum diskusi online di situs tertentu (misalnya, forum memasak, forum pecinta sepak bola, forum hobi sepeda, dll.) | | | | | |
| 2 | Saya membuka atau membaca blog orang lain (artikel) (Blogspot, wordpress). | | | | | |
| 3 | Saya membuka situs berita online (Kompas, Detik, Tirto, dll.) | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 4 | Saya membuka situs pelatihan online (misalnya Udemy, Class.com, Akademi Keterampilan, dll.) | | | | | |
| **Aktivitas Penggunaan Web Pribadi yang Ambigu** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya membuka situs web pemerintah (Kominfo.go.id, PU.go.id, Jatengprov.go.id, dll.) | | | | | |
| 2 | Saya mendiskusikan perusahaan dalam grup obrolan perusahaan (misalnya, grup whatsapp) | | | | | |
| 3 | Saya membahas tentang perusahaan lain di grup obrolan | | | | | |

**Kinerja Pekerjaan**

| **No.** | **Pernyataan** | | | | | |
|---|---|---|---|---|---|---|
| **Kualitas** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Pekerjaan yang saya lakukan sesuai dengan standar kualitas yang perusahaan harapkan | | | | | |
| 2 | Saya berhasil menyelesaikan pekerjaan sesuai dengan standar kualitas yang ditetapkan | | | | | |
| 3 | Saya bekerja sesuai dengan prosedur yang ditetapkan oleh perusahaan | | | | | |
| **Kuantitas** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya menyelesaikan pekerjaan sesuai dengan target yang ditentukan oleh perusahaan | | | | | |
| 2 | Saya menyelesaikan banyak pekerjaan setiap harinya | | | | | |
| 3 | Saya dapat menyelesaikan pekerjaan lembur jika perusahaan membutuhkannya | | | | | |
| **Ketepatan Waktu** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya menggunakan waktu secara efisien di tempat kerja | | | | | |
| 2 | Saya tepat waktu di tempat kerja | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 3 | Saya menggunakan waktu istirahat / makan dengan tepat | | | | | |
| **Efektivitas biaya** | | **SS** | **S** | **N** | **TS** | **STS** |
| 1 | Saya mampu menyelesaikan tugas tepat waktu | | | | | |
| 2 | Saya mampu mengurangi kesalahan di tempat kerja | | | | | |

**TERIMA KASIH DAN SELAMAT MENJALANKAN AKTIFITAS**

# APPENDIX 2

## Research Data

| JS1 | JS2 | JS3 | JS4 | JS5 | JS6 | JS7 | JS8 | JS9 | JS10 |
|---|---|---|---|---|---|---|---|---|---|
| 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 2 | 2 | 1 | 2 | 2 | 1 | 3 | 2 | 2 |
| 2 | 3 | 2 | 4 | 2 | 4 | 3 | 3 | 2 | 4 |
| 5 | 2 | 2 | 2 | 1 | 1 | 1 | 1 | 2 | 4 |
| 1 | 2 | 3 | 1 | 3 | 1 | 4 | 2 | 2 | 4 |
| 4 | 4 | 2 | 2 | 1 | 2 | 2 | 1 | 2 | 3 |
| 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 4 |
| 1 | 1 | 3 | 1 | 3 | 2 | 1 | 2 | 1 | 1 |
| 4 | 2 | 3 | 1 | 2 | 1 | 2 | 2 | 2 | 4 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 2 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 2 |
| 2 | 1 | 1 | 2 | 2 | 3 | 1 | 3 | 1 | 3 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 2 |
| 3 | 3 | 4 | 1 | 1 | 1 | 3 | 1 | 2 | 3 |
| 4 | 3 | 1 | 2 | 1 | 2 | 1 | 2 | 2 | 1 |
| 1 | 5 | 5 | 1 | 5 | 2 | 1 | 2 | 1 | 2 |
| 4 | 3 | 2 | 3 | 1 | 3 | 1 | 1 | 3 | 2 |
| 5 | 2 | 3 | 3 | 1 | 1 | 1 | 3 | 4 | 2 |
| 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 3 | 2 | 2 | 1 | 2 | 2 | 2 | 2 | 2 | 3 |
| 4 | 2 | 2 | 1 | 2 | 3 | 1 | 3 | 1 | 2 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
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| JST1 | JST3 | JST4 | JST6 | JST7 | JST8 | JST10 | JST12 | JST14 |
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| OC 1 | OC 2 | OC 3 | OC 5 | OC 6 | OC 8 | OC 11 | OC 12 | OC 13 | OC 14 | OC 15 | OC 16 | OC 17 | OC 18 |
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| CL1 | CL4 | CL5 | CL6 | CL7 | CL8 | CL9 | CL10 | CL11 | CL12 | CL13 | CL14 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 | 2 | 3 | 2 |
| 4 | 1 | 3 | 3 | 3 | 2 | 1 | 3 | 3 | 1 | 3 | 3 |
| 4 | 2 | 4 | 3 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 |
| 1 | 3 | 3 | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 4 | 3 |
| 3 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 1 | 1 |
| 4 | 1 | 1 | 4 | 3 | 2 | 1 | 1 | 4 | 1 | 1 | 3 |
| 2 | 3 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 3 | 2 | 3 |
| 2 | 2 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 3 |
| 3 | 1 | 2 | 2 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 3 | 1 | 3 | 2 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 4 |
| 2 | 2 | 3 | 4 | 2 | 2 | 2 | 2 | 2 | 4 | 2 | 2 |
| 2 | 1 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 |
| 2 | 2 | 3 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 2 | 1 |
| 3 | 1 | 3 | 1 | 1 | 2 | 2 | 1 | 1 | 2 | 2 | 1 |
| 3 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 3 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 1 | 2 | 2 | 2 |
| 1 | 1 | 1 | 2 | 2 | 3 | 2 | 3 | 4 | 4 | 3 | 3 |
| 2 | 1 | 1 | 3 | 3 | 1 | 3 | 1 | 3 | 4 | 3 | 3 |
| 4 | 2 | 2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 4 |
| 1 | 2 | 1 | 1 | 2 | 2 | 2 | 1 | 2 | 1 | 2 | 2 |
| 2 | 2 | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 |
| 3 | 1 | 1 | 1 | 1 | 2 | 3 | 2 | 2 | 2 | 5 | 4 |
| 3 | 1 | 3 | 3 | 2 | 2 | 2 | 2 | 3 | 3 | 2 | 2 |
| 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 3 |
| 3 | 2 | 1 | 3 | 1 | 2 | 2 | 2 | 1 | 2 | 2 | 2 |
| 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 3 | 1 | 4 | 2 | 2 | 4 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 2 | 2 |
| 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 1 | 1 | 1 | 1 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 2 |
| 2 | 2 | 2 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 3 |
| 2 | 1 | 2 | 3 | 3 | 2 | 3 | 2 | 1 | 2 | 2 | 2 |
| 3 | 1 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 4 | 4 |
| 3 | 2 | 3 | 2 | 2 | 2 | 4 | 3 | 3 | 3 | 3 | 3 |
| 2 | 1 | 2 | 2 | 2 | 1 | 1 | 3 | 2 | 3 | 3 | 3 |
| 3 | 2 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 2 |
| 3 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 1 | 1 | 2 |
| 2 | 1 | 4 | 4 | 4 | 4 | 2 | 2 | 4 | 2 | 2 | 4 |
| 1 | 2 | 1 | 2 | 1 | 1 | 2 | 2 | 3 | 2 | 2 | 2 |
| 2 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 3 | 1 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 |
| 3 | 1 | 1 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 |
| 1 | 1 | 2 | 2 | 2 | 2 | 3 | 2 | 1 | 3 | 3 | 3 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 1 | 2 | 2 | 2 | 1 | 2 | 3 | 3 | 1 | 1 | 2 |
| 2 | 2 | 3 | 3 | 3 | 2 | 2 | 2 | 3 | 2 | 3 | 3 |
| 1 | 2 | 1 | 2 | 2 | 2 | 3 | 1 | 2 | 2 | 2 | 2 |
| 3 | 1 | 2 | 3 | 1 | 2 | 2 | 2 | 2 | 3 | 1 | 1 |
| 3 | 2 | 2 | 2 | 2 | 3 | 2 | 3 | 3 | 2 | 3 | 3 |
| 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 1 |
| 3 | 2 | 1 | 1 | 3 | 4 | 3 | 3 | 2 | 2 | 2 | 2 |
| 2 | 2 | 2 | 2 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 |
| 1 | 2 | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 3 |
| 2 | 2 | 1 | 2 | 1 | 2 | 1 | 2 | 2 | 2 | 2 | 2 |
| 2 | 1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 4 | 1 | 3 | 3 | 3 | 1 | 2 | 2 | 3 | 2 | 4 | 4 |
| 4 | 1 | 2 | 2 | 2 | 2 | 1 | 1 | 3 | 3 | 3 | 4 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 3 | 2 | 1 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 1 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 4 | 5 |
| 4 | 1 | 3 | 3 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 |
| 2 | 1 | 2 | 2 | 2 | 2 | 2 | 3 | 1 | 1 | 2 | 2 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 1 | 1 |
| 2 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 |
| 2 | 1 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 1 | 2 | 2 | 2 | 2 | 1 | 1 | 1 | 2 | 2 | 3 |
| 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 3 | 2 | 3 |
| 2 | 1 | 2 | 3 | 2 | 1 | 2 | 2 | 1 | 2 | 1 | 1 |
| 4 | 2 | 2 | 2 | 2 | 2 | 2 | 4 | 2 | 3 | 2 | 1 |
| 2 | 3 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 2 |
| 3 | 1 | 3 | 3 | 3 | 2 | 2 | 3 | 3 | 2 | 1 | 2 |
| 3 | 1 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 2 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 1 |
| 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 2 |
| 2 | 3 | 2 | 2 | 2 | 1 | 4 | 2 | 4 | 1 | 2 | 2 |
| 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 1 | 2 | 4 |
| 2 | 2 | 2 | 3 | 1 | 1 | 2 | 2 | 2 | 4 | 3 | 3 |
| 2 | 1 | 2 | 2 | 2 | 4 | 2 | 2 | 2 | 3 | 3 | 4 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 2 |
| 3 | 1 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 3 | 2 | 2 |
| 3 | 1 | 2 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 | 2 |
| 2 | 1 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 4 | 2 |
| 2 | 3 | 2 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 2 | 3 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 1 | 2 |
| 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 2 | 4 |
| 2 | 2 | 2 | 2 | 1 | 1 | 2 | 3 | 3 | 2 | 1 | 3 |
| 3 | 3 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 2 |
| 4 | 1 | 2 | 3 | 3 | 2 | 2 | 3 | 3 | 2 | 3 | 3 |
| 2 | 2 | 4 | 2 | 4 | 2 | 2 | 2 | 2 | 3 | 2 | 2 |
| 2 | 2 | 4 | 2 | 2 | 2 | 2 | 4 | 3 | 2 | 2 | 2 |
| 2 | 3 | 3 | 2 | 3 | 3 | 2 | 2 | 3 | 2 | 2 | 2 |
| 2 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| 3 | 2 | 2 | 3 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 2 |
| 3 | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 2 | 3 | 2 |
| 3 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 3 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 2 |
| 3 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 |
| 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 1 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 2 | 2 |
| 3 | 3 | 3 | 2 | 2 | 1 | 3 | 3 | 3 | 2 | 2 | 4 |
| 3 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 3 | 2 | 2 | 4 |
| 2 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 4 | 2 | 2 | 4 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 2 |
| 4 | 4 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 | 2 | 2 |
| 2 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 2 |
| 3 | 1 | 4 | 4 | 3 | 2 | 4 | 3 | 2 | 1 | 3 | 3 |
| 2 | 3 | 3 | 2 | 3 | 2 | 2 | 3 | 2 | 3 | 3 | 2 |
| 2 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 4 |
| 2 | 2 | 4 | 2 | 2 | 2 | 2 | 3 | 2 | 1 | 2 | 4 |

| JP1 | JP2 | JP3 | JP4 | JP5 | JP6 | JP7 | JP8 | JP9 | JP10 | JP11 |
|---|---|---|---|---|---|---|---|---|---|---|
| 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 2 | 1 | 1 | 2 | 2 | 2 | 2 | 1 | 2 | 2 |
| 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| 3 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 3 | 4 |
| 3 | 3 | 2 | 4 | 3 | 2 | 2 | 3 | 2 | 3 | 2 |
| 3 | 3 | 3 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 |
| 2 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 4 | 4 | 4 |
| 2 | 2 | 2 | 2 | 1 | 2 | 1 | 2 | 1 | 2 | 1 |
| 2 | 3 | 3 | 2 | 2 | 3 | 3 | 2 | 3 | 3 | 4 |
| 4 | 3 | 3 | 2 | 3 | 2 | 2 | 3 | 3 | 3 | 3 |
| 2 | 2 | 3 | 3 | 1 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 2 | 2 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 2 |
| 2 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 1 | 2 | 2 | 2 | 2 | 1 | 2 | 1 | 1 | 1 | 2 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 2 |
| 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| 3 | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 3 | 3 | 3 |
| 3 | 4 | 3 | 4 | 3 | 4 | 3 | 4 | 4 | 4 | 4 |
| 2 | 2 | 1 | 1 | 2 | 3 | 2 | 1 | 1 | 2 | 2 |
| 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 | 2 | 3 | 3 |
| 1 | 2 | 2 | 1 | 2 | 2 | 2 | 3 | 2 | 3 | 4 |
| 3 | 3 | 3 | 1 | 3 | 1 | 1 | 1 | 2 | 2 | 5 |
| 2 | 3 | 2 | 3 | 3 | 2 | 3 | 4 | 3 | 3 | 3 |
| 2 | 2 | 2 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 2 |
| 2 | 2 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 3 | 3 |
| 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 2 | 2 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | 2 | 2 |
| 2 | 2 | 2 | 1 | 1 | 2 | 2 | 2 | 1 | 1 | 1 |
| 3 | 3 | 3 | 3 | 2 | 2 | 2 | 1 | 1 | 2 | 2 |
| 3 | 3 | 4 | 2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| 2 | 4 | 2 | 3 | 4 | 2 | 3 | 2 | 2 | 2 | 2 |
| 4 | 4 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 2 | 2 |
| 3 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 2 |
| 3 | 3 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 |
| 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 4 |
| 3 | 3 | 4 | 3 | 4 | 4 | 3 | 4 | 4 | 3 | 4 |
| 3 | 4 | 1 | 2 | 2 | 1 | 2 | 1 | 2 | 2 | 4 |
| 4 | 2 | 4 | 2 | 3 | 3 | 2 | 4 | 2 | 4 | 2 |
| 1 | 1 | 2 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 3 |
| 2 | 1 | 1 | 4 | 1 | 4 | 4 | 1 | 4 | 1 | 2 |
| 1 | 2 | 4 | 2 | 1 | 2 | 3 | 2 | 4 | 2 | 1 |
| 2 | 2 | 2 | 1 | 2 | 2 | 2 | 2 | 5 | 2 | 2 |
| 4 | 4 | 2 | 3 | 2 | 3 | 3 | 4 | 2 | 4 | 2 |
| 3 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 3 | 2 |
| 1 | 1 | 5 | 1 | 1 | 4 | 1 | 2 | 2 | 2 | 4 |
| 4 | 3 | 2 | 2 | 3 | 3 | 4 | 2 | 2 | 3 | 2 |
| 3 | 3 | 3 | 3 | 3 | 2 | 1 | 3 | 1 | 1 | 2 |
| 2 | 2 | 2 | 2 | 3 | 2 | 2 | 4 | 4 | 5 | 4 |
| 3 | 1 | 1 | 1 | 4 | 2 | 4 | 2 | 3 | 2 | 3 |
| 2 | 2 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 1 | 5 |
| 2 | 4 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 | 1 |
| 4 | 2 | 3 | 1 | 3 | 1 | 4 | 1 | 1 | 2 | 2 |
| 2 | 3 | 2 | 5 | 2 | 2 | 2 | 2 | 2 | 2 | 4 |
| 4 | 5 | 2 | 2 | 4 | 2 | 3 | 3 | 1 | 2 | 2 |
| 3 | 2 | 1 | 1 | 1 | 2 | 3 | 4 | 2 | 1 | 2 |
| 5 | 5 | 5 | 2 | 2 | 1 | 1 | 1 | 2 | 1 | 2 |
| 5 | 2 | 4 | 2 | 3 | 2 | 1 | 3 | 3 | 2 | 3 |
| 5 | 3 | 2 | 2 | 4 | 4 | 2 | 1 | 4 | 1 | 2 |
| 4 | 5 | 4 | 5 | 5 | 5 | 5 | 3 | 3 | 5 | 2 |
| 5 | 4 | 2 | 2 | 1 | 1 | 1 | 4 | 1 | 2 | 1 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 2 | 4 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 2 |
| 2 | 2 | 2 | 2 | 3 | 2 | 2 | 3 | 4 | 4 | 4 |
| 2 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 4 | 3 | 2 | 2 | 3 | 2 | 1 | 4 | 3 | 2 | 2 |
| 2 | 2 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 4 |
| 1 | 4 | 1 | 1 | 4 | 2 | 4 | 1 | 4 | 5 | 5 |
| 5 | 4 | 1 | 1 | 1 | 3 | 1 | 1 | 2 | 2 | 2 |
| 4 | 2 | 1 | 1 | 2 | 2 | 4 | 4 | 4 | 4 | 4 |
| 2 | 2 | 4 | 1 | 2 | 1 | 4 | 1 | 4 | 2 | 1 |
| 4 | 4 | 4 | 1 | 2 | 2 | 1 | 2 | 2 | 1 | 2 |
| 2 | 4 | 4 | 2 | 2 | 2 | 2 | 4 | 4 | 2 | 3 |
| 2 | 2 | 1 | 2 | 3 | 3 | 2 | 2 | 2 | 2 | 2 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 4 | 5 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 |
| 5 | 5 | 4 | 3 | 2 | 2 | 3 | 2 | 2 | 2 | 2 |
| 2 | 4 | 2 | 2 | 2 | 2 | 2 | 1 | 1 | 2 | 2 |
| 4 | 3 | 1 | 4 | 1 | 1 | 3 | 1 | 2 | 2 | 2 |
| 3 | 2 | 4 | 2 | 2 | 3 | 3 | 3 | 4 | 4 | 4 |
| 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 | 2 |
| 3 | 3 | 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 2 |
| 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 2 | 2 | 2 | 2 | 2 | 5 | 2 | 2 | 4 | 2 |
| 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 3 | 2 | 2 |
| 4 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 4 | 4 | 4 | 4 | 3 | 2 | 2 | 2 | 2 | 2 | 2 |
| 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 4 | 3 |
| 3 | 2 | 4 | 2 | 2 | 2 | 2 | 4 | 2 | 2 | 2 |
| 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 4 | 4 |
| 4 | 4 | 4 | 4 | 4 | 3 | 2 | 4 | 2 | 4 | 2 |
| 4 | 5 | 4 | 4 | 4 | 3 | 2 | 2 | 4 | 2 | 2 |
| 4 | 4 | 4 | 2 | 2 | 2 | 2 | 2 | 4 | 2 | 2 |
| 4 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 4 |
| 4 | 5 | 4 | 5 | 2 | 2 | 2 | 2 | 4 | 2 | 2 |
| 4 | 2 | 2 | 4 | 2 | 2 | 2 | 2 | 2 | 5 | 2 |
| 2 | 4 | 2 | 4 | 2 | 4 | 2 | 4 | 2 | 3 | 4 |
| 4 | 4 | 3 | 4 | 2 | 2 | 2 | 4 | 2 | 5 | 2 |
| 4 | 4 | 4 | 2 | 3 | 2 | 1 | 2 | 2 | 1 | 4 |
| 4 | 5 | 3 | 2 | 2 | 2 | 5 | 2 | 2 | 2 | 4 |
| 4 | 2 | 2 | 2 | 2 | 4 | 2 | 3 | 5 | 4 | 4 |
| 4 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 4 | 3 |
| 5 | 2 | 2 | 2 | 2 | 2 | 2 | 5 | 2 | 5 | 2 |
| 4 | 4 | 5 | 4 | 2 | 2 | 2 | 3 | 2 | 2 | 4 |
| 4 | 5 | 3 | 2 | 2 | 2 | 2 | 4 | 3 | 3 | 4 |
| 4 | 2 | 3 | 2 | 2 | 2 | 5 | 2 | 2 | 2 | 2 |
| 4 | 4 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 4 | 4 | 5 | 4 | 2 | 2 | 2 | 2 | 2 | 2 | 3 |
| 4 | 4 | 5 | 2 | 4 | 4 | 2 | 2 | 2 | 2 | 2 |

## APPENDIX 3

Validity & Reliability Test

Validity test

| Variable | Item | Pearson Correlation | Pearson Correlation Sig | Remark |
|---|---|---|---|---|
| **Job Stress** | JS1 | 0.335 | 0,034 | Valid |
| | JS2 | 0.586 | 0,000 | Valid |
| | JS3 | 0.538 | 0,000 | Valid |
| | JS4 | 0.471 | 0,002 | Valid |
| | JS5 | 0.315 | 0,048 | Valid |
| | JS6 | 0.468 | 0,002 | Valid |
| | JS7 | 0.436 | 0,005 | Valid |
| | JS8 | 0.422 | 0,007 | Valid |
| | JS9 | 0.568 | 0,000 | Valid |
| **Job Satisfaction** | JS10 | 0.594 | 0,000 | Valid |
| | JST1 | 0.406 | 0,009 | Valid |
| | JST2 | 0,176 | 0,277 | Invalid |
| | JST3 | 0.347 | 0,028 | Valid |
| | JST4 | 0.383 | 0,015 | Valid |
| | JST5 | 0,041 | 0,800 | Invalid |
| | JST6 | 0.482 | 0,002 | Valid |
| | JST7 | 0.413 | 0,008 | Valid |
| | JST8 | 0.490 | 0,001 | Valid |
| | JST9 | 0,269 | 0,094 | Invalid |
| | JST10 | 0.659 | 0,000 | Valid |
| | JST11 | -0,080 | 0,622 | Invalid |
| | JST12 | 0.539 | 0,000 | Valid |
| | JST13 | 0,031 | 0,849 | Invalid |
| | JST14 | 0.650 | 0,000 | Valid |
| **Organizational Culture** | OC1 | 0.622 | 0,000 | Valid |
| | OC2 | 0.460 | 0,003 | Valid |
| | OC3 | 0.755 | 0,000 | Valid |
| | OC4 | 0,288 | 0,072 | Invalid |
| | OC5 | 0.470 | 0,002 | Valid |
| | OC6 | 0.761 | 0,000 | Valid |
| | OC7 | 0,172 | 0,289 | Invalid |
| | OC8 | 0.706 | 0,000 | Valid |
| | OC9 | 0,090 | 0,579 | Invalid |

| | | | | |
|---|---|---|---|---|
| | OC10 | 0,293 | 0,067 | Invalid |
| | OC11 | 0.463 | 0,003 | Valid |
| | OC12 | 0.387 | 0,014 | Valid |
| | OC13 | 0.355 | 0,025 | Valid |
| | OC14 | 0.374 | 0,017 | Valid |
| | OC15 | 0.558 | 0,000 | Valid |
| | OC16 | 0.340 | 0,032 | Valid |
| | OC17 | 0.579 | 0,000 | Valid |
| | OC18 | 0.510 | 0,001 | Valid |
| **Cyberloafing** | CL1 | 0.463 | 0,003 | Valid |
| | CL2 | 0,266 | 0,097 | Invalid |
| | CL3 | 0,309 | 0,053 | Invalid |
| | CL4 | 0.590 | 0,000 | Valid |
| | CL5 | 0.776 | 0,000 | Valid |
| | CL6 | 0.623 | 0,000 | Valid |
| | CL7 | 0.654 | 0,000 | Valid |
| | CL8 | 0.809 | 0,000 | Valid |
| | CL9 | 0.657 | 0,000 | Valid |
| | CL10 | 0.730 | 0,000 | Valid |
| | CL11 | 0.461 | 0,003 | Valid |
| | CL12 | 0.494 | 0,001 | Valid |
| | CL13 | 0.587 | 0,000 | Valid |
| | CL14 | 0.564 | 0,000 | Valid |
| | CL15 | 0,197 | 0,223 | Invalid |
| **Job Performance** | JP1 | 0.734 | 0,000 | Valid |
| | JP2 | 0.784 | 0,000 | Valid |
| | JP3 | 0.740 | 0,000 | Valid |
| | JP4 | 0.770 | 0,000 | Valid |
| | JP5 | 0.724 | 0,000 | Valid |
| | JP6 | 0.694 | 0,000 | Valid |
| | JP7 | 0.852 | 0,000 | Valid |
| | JP8 | 0.687 | 0,000 | Valid |
| | JP9 | 0.619 | 0,000 | Valid |
| | JP10 | 0.872 | 0,000 | Valid |
| | JP11 | 0.669 | 0,000 | Valid |

Reliability

| **Variable** | ***Cronbach's Alpha*** | **Critical Value** | **Remark** |
|---|---|---|---|

| | | | |
|---|---|---|---|
| Job Stress | 0,609 | 0,6 | Reliabel |
| Job Satisfaction | 0,653 | 0,6 | Reliabel |
| Organizational Culture | 0,822 | 0,6 | Reliabel |
| Cyberloafing | 0,864 | 0,6 | Reliabel |
| Job Performance | 0,911 | 0,6 | Reliabel |

## APPENDIX 4

Regression Test

### Regression Test

### R Test

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .878[a] | .771 | .762 | 2.444 |

a. Predictors: (Constant), CL, JST, JS, OC

b. Dependent Variable: JP

### F Test

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 2132.704 | 4 | 533.176 | 89.227 | .000[b] |
| | Residual | 633.404 | 106 | 5.976 | | |
| | Total | 2766.108 | 110 | | | |

a. Dependent Variable: JP

b. Predictors: (Constant), CL, JST, JS, OC

### T Test

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .438 | 2.283 | | .192 | .848 |
| | JS | .302 | .091 | .233 | 3.311 | .001 |
| | JST | .039 | .066 | .028 | .588 | .558 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | OC | .387 | .054 | .624 | 7.195 | .000 |
| | CL | .092 | .096 | .081 | .958 | .340 |

a. Dependent Variable: JP

## APPENDIX 5

Classical Assumption Test

### Normality Test

**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residual |
|---|---|---|
| N | | 111 |
| Normal Parameters[a,b] | Mean | .0000000 |
| | Std. Deviation | 2.39962926 |
| Most Extreme Differences | Absolute | .069 |
| | Positive | .049 |
| | Negative | -.069 |
| Test Statistic | | .069 |
| Asymp. Sig. (2-tailed) | | .200[c,d] |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

### Linearity Test

**ANOVA Table**

| | | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|---|
| JP * JS | Between Groups | (Combined) | 1738.149 | 17 | 102.244 | 9.250 | .000 |
| | | Linearity | 1526.991 | 1 | 1526.991 | 138.148 | .000 |
| | | Deviation from Linearity | 211.158 | 16 | 13.197 | 1.194 | .288 |
| | Within Groups | | 1027.960 | 93 | 11.053 | | |
| | Total | | 2766.108 | 110 | | | |

**ANOVA Table**

| | | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|---|
| JP * JST | Between Groups | (Combined) | 443.020 | 17 | 26.060 | 1.043 | .421 |
| | | Linearity | 4.889 | 1 | 4.889 | .196 | .659 |
| | | Deviation from Linearity | 438.131 | 16 | 27.383 | 1.096 | .370 |
| | Within Groups | | 2323.088 | 93 | 24.979 | | |
| | Total | | 2766.108 | 110 | | | |

**ANOVA Table**

| | | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|---|
| JP * OC | Between Groups | (Combined) | 2201.836 | 18 | 122.324 | 19.944 | .000 |
| | | Linearity | 2040.005 | 1 | 2040.005 | 332.606 | .000 |
| | | Deviation from Linearity | 161.831 | 17 | 9.519 | 1.552 | .094 |
| | Within Groups | | 564.272 | 92 | 6.133 | | |
| | Total | | 2766.108 | 110 | | | |

**ANOVA Table**

| | | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|---|
| JP * CL | Between Groups | (Combined) | 1812.878 | 18 | 100.715 | 9.720 | .000 |
| | | Linearity | 1564.386 | 1 | 1564.386 | 150.985 | .000 |
| | | Deviation from Linearity | 248.492 | 17 | 14.617 | 1.411 | .150 |
| | Within Groups | | 953.231 | 92 | 10.361 | | |
| | Total | | 2766.108 | 110 | | | |

## Multicollinearity Test

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | .438 | 2.283 | | .192 | .848 | | |
| | JS | .302 | .091 | .233 | 3.311 | .001 | .435 | 2.300 |
| | JST | .039 | .066 | .028 | .588 | .558 | .977 | 1.024 |
| | OC | .387 | .054 | .624 | 7.195 | .000 | .287 | 3.478 |
| | CL | .092 | .096 | .081 | .958 | .340 | .303 | 3.297 |

a. Dependent Variable: JP

## Heteroskedasticity test

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.826 | 1.404 | | 1.300 | .196 |
| | JS | .061 | .056 | .157 | 1.083 | .281 |
| | JST | -.034 | .040 | -.083 | -.851 | .397 |
| | OC | -.027 | .033 | -.148 | -.829 | .409 |
| | CL | .030 | .059 | .089 | .509 | .612 |

a. Dependent Variable: Abs_RES

## APPENDIX 6

**PT. PERWITA KONSTRUKSI**
Jl. P. Diponegoro 52B Yogyakarta, 55232, Telp. (0274) 565 945 Fax. (0274) 561 452
*Email: perwita_konstruksi@yahoo.com*

SURAT KETERANGAN
No. 02/PK-YK/SK/I/2021

Yang bertanda tangan di bawah ini :

Nama : Ir. BAMBANG ASTADI GUNAWAN
Jabatan : Direktur
Perusahaan : PT. Perwita Konstruksi

Menerangkan bahwa:

Nama : DODY PERMADI
Jurusan : Manajemen IP 2016
Universitas : Universitas Islam Indonesia

Telah selesai melakukan penelitian di PT. PERWITA KONSTRUKSI dalam rangka riset/penelitian untuk karya ilmiah yang diselenggarakan oleh Fakultas Ekonomi Universitas Islam Indonesia.

Demikian surat keterangan ini dibuat dengan sebenarnya, untuk dapat dipergunakan sebagaimana mestinya.

Yogyakarta, 04 Oktober 2020
PT. PERWITA KONSTRUKSI

PT. Perwita Konstruksi
YOGYAKARTA

Ir. BAMBANG ASTADI GUNAWAN
Direktur