*Majalah Bisnis & IPTEK*
**Vol. 19 No. 2, October 2026, 115 - 130**
ISSN Online: 2502-1559. DOI: https://doi.org/10.55208/bistek
*Published by P3M, STIE Pasundan, Bandung, Indonesia.*

# Evaluating How Self-Control and Cyberloafing Influence Millennial Happiness at Work in Purwakarta Regency

**Dedeng Abdul Gani Amruloh[1], Wahyu Yulianto[2], Chintia Putri Efendi[3]**
[1,2,3] *Universitas Islam Dr. Khez Muttaqien, Indonesia*
*Email: wahyuyuliantokkp@gmail.com[2]*

## Abstract

*The purpose of this study is to examine the effect of self-control and cyberloafing on happiness at work among millennial employees in Purwakarta Regency. The population of this study consists of millennial employees in Purwakarta. The research employed a quantitative method with a sample of 100 respondents selected through purposive sampling. The data analysis method used in this research is multiple linear regression with the help of SPSS 25 software. The results of the study indicate that: (1) self-control has a positive and significant effect on happiness at work; (2) cyberloafing has a negative and significant effect on happiness at work; and (3) self-control and cyberloafing simultaneously have a significant effect on happiness at work. The analysis shows an F-value of 129.774, which is greater than the critical value of 3.090, with a significance level of 0.000 < 0.05. Furthermore, the R-Square value of 0.728 (72.8%) demonstrates that the independent variables collectively explain 72.8% of the variance in happiness at work, while the remaining 27.2% is influenced by other factors not examined in this study.*

**Keywords:** *Cyberloafing, Happiness at Work, Self-Control*

## Introduction

Organizations serve as coordinated platforms where people collaborate to achieve shared goals, making effective human resource management essential for organizational survival (Liana, 2020; Syukran et al., 2022). Indeed, an organization's ultimate effectiveness depends directly on how well it manages the quality of its talent (Yulianto, 2018). Today, Millennials form the backbone of Indonesia's productive workforce, with tens of millions of workers aged 25 to 39 dominating the labor market (BPS, 2022; Khoerunnisa & Fahmie, 2023). This generation actively reshapes workplace dynamics by driving technological adoption and demanding greater work flexibility (Deloitte, 2019).




**Figure 1. General Employment Profile of Indonesia, February 2024**
Sources: Satudata.kemnaker (2024)

In February 2024, Indonesia's working-age population reached 214 million people. Out of this group, 149.38 million entered the labor force, driving the Labor Force Participation Rate (TPAK) to 69.80%. Meanwhile, 64.62 million people (30.20%) remained outside the labor force as students, homemakers, or non-job seekers. Among those in the labor force, 142.18 million people secured employment, yielding an Employment-to-

Population Ratio (TKK) of 95.18%, while 7.20 million remained unemployed, resulting in an Open Unemployment Rate (TPT) of 4.82%.

Tabel 1 Number of Labor Force Population in Purwakarta Regency in 2023

| Category | Total (People) |
|---|---|
| **Labor Force** | **519.389** |
| Employed | 479.290 |
| Open Unemployment | 40.099 |

Sources: Badan Pusat Statistik (2024)

To cultivate happiness at work, employee self-control serves as a critical foundation for maintaining organizational stability and effectiveness. Self-control extends far beyond suppressing impulses and managing emotions; it encompasses the active capability to shape positive attitudes and behaviors in the workplace, ultimately driving happiness at work (Hussain et al., 2020).

However, as digital natives, Millennial employees frequently engage in online activities during working hours—a behavior known as cyberloafing. Lim defines cyberloafing as employees' conscious use of company internet access to visit websites, check emails, or browse platforms for personal, non-work-related purposes. While workers often view these activities as harmless temporary distractions, unchecked cyberloafing negatively impacts productivity and ultimately threatens happiness at work (Maulida & Praningrum, 2024).

Against this backdrop, this study investigates how self-control and cyberloafing influence happiness at work among Millennials in Purwakarta Regency. By examining these dynamics, the study aims to encourage Millennial employees to strengthen their self-control and minimize cyberloafing behaviors to cultivate maximum happiness in the workplace.

Self-control represents an individual's innate potential to develop and adapt throughout life, particularly when navigating environmental demands (Ghufron, 2021). According to Ghufron (2021), three key dimensions measure self-control: Behavior Control: An individual's readiness to respond in ways that directly modify or reduce unpleasant situations. This dimension relies on two main indicators: regulated

administration (managing execution) and stimulus modifiability (controlling external triggers). Cognitive Control: An individual's ability to process unwanted information by interpreting, evaluating, or framing events within a cognitive context to lower psychological stress. Key indicators include information gain (retrieving information) and appraisal (evaluating events). Decisional Control: A person's capacity to choose actions or outcomes based on personal beliefs. Key indicators include weighing multiple decisions and articulating the rationale behind each choice.

Henle and Blanchard define cyberloafing as employee behavior that wastes work hours on non-work-related internet activities (Monica et al., 2020). Henle and Blanchard (2008) categorize cyberloafing into two main dimensions: Minor Cyberloafing: Non-work-related internet use that involves common, low-risk personal activities. Examples include sending or receiving personal emails, browsing social media, checking sports websites, updating network statuses (e.g., Facebook, Instagram), and shopping online. Serious Cyberloafing: High-risk internet misuse that inflicts significant harm on the workplace. Examples include playing online games, operating personal profit-generating websites, participating in online gambling, spreading false news, and accessing adult content.

Happiness at work stems from positive psychology, encompassing pleasant subjective experiences, positive personal traits, and supportive institutional environments that aim to enhance overall quality of life (Salas-Vallina et al., 2018). Salas-Vallina et al. (2018) outline three primary dimensions of workplace happiness: Job Satisfaction: A positive emotional state resulting from an individual's job evaluation or work experiences. Key indicators assess the nature of the work itself, salary, promotional opportunities, transparency, and coworker relationships. Organizational Commitment: An employee's bond with and dedication to their organization. Meyer and Allen divide this commitment into three forms: affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (a sense of moral obligation to stay) (Nusannas et al., 2020). Work Engagement: The positive

psychological state generated by finding meaning at work. Key indicators measure an employee's vigor, dedication, and absorption in their daily tasks.

In their study examining how self-control impacts happiness and life satisfaction across 307 survey respondents, Husain and Islam (2020) demonstrated that strong self-control positively correlates with happiness, including happiness in workplace settings.

H1: Self-control has a significant positive effect on Happiness at Work.

Adelina and Saputro (2023) investigated self-control and cyberloafing behaviors among police personnel at the West Sumatra Regional Police. Their findings reveal that cyberloafing negatively impacts the work environment by fostering indiscipline and inefficiency, which ultimately lowers employee comfort, job satisfaction, and overall workplace happiness.

H2: Cyberloafing has a significant negative effect on Happiness at Work.

**Research Method**

This study employs a quantitative descriptive survey design to systematically gather and present factual data regarding the target population. It relies on numerical data and quantified responses to evaluate three key operational variables: self-control (X1) and cyberloafing (X2) as independent variables, and happiness at work (Y) as the dependent variable. To evaluate how these independent factors influence the dependent variable, the authors apply Multiple Linear Regression analysis. Population and Sample, Sugiyono (2023) defines a population as a complete set of subjects or objects that meet specific criteria set by the researcher for analysis and drawing conclusions. The target population for this study comprises millennial professionals (born between 1981 and 1996) currently employed within Purwakarta Regency. To guarantee the face validity of our research instrument, we implemented a non-probability purposive sampling approach guided by two strict inclusion parameters. First, participants must hold office-based or administrative roles that necessitate

daily desktop computer usage. Second, their employers must supply unrestricted internet or Wi-Fi connectivity during standard operational hours. To avoid measurement bias, we intentionally disqualified manual laborers and field personnel who lack consistent digital access, given that cyberloafing intrinsically depends on digital infrastructure. By applying Slovin's equation with a 10% error margin, we successfully secured 100 fully completed and valid survey responses from this specific demographic.

## Results and Discussion

Through survey data collection and statistical processing, the researchers analyzed how self-control and cyberloafing affect happiness at work, yielding the findings presented below:

Table 2. Regression Test Results (t-Test)

| Model Matrix | Unstandardized | Std. Error | t-value | Sig. (p) |
|---|---|---|---|---|
| (Constant) | 18.075 | 3.281 | 5.510 | 0.000 |
| Self-Control (X_1) | 1.307 | 0.103 | 12.640 | 0.000 |
| Cyberloafing (X_2) | -0.212 | 0.055 | -3.839 | 0.000 |
| ANOVA | Sum of Squares=3300.067 | df=2 | F=129.774 | Sig. (p)= 0.000 |
| Model Summary | R= 0.853 | | R Square = 0.728 | |

The partial hypothesis testing (t-test) yielded the following statistical outcomes for both independent variables:Effect of Self-Control (X1) on Happiness at Work (Y): The initial hypothesis established that H0: $\beta 1 = 0$ (self-control has no effect on happiness at work) and H1: $\beta 1 \neq 0$ (self-control significantly affects happiness at work). The statistical analysis revealed a significance value of 0.000 (less than 0.05) and a calculated t-value of 12.640, which exceeds the critical t-table value of 1.661. Consequently, the researchers rejected H0 and accepted H1, confirming that self-control significantly and positively influences happiness at work. Effect of Cyberloafing (X2) on Happiness at Work (Y): Similarly, the testing evaluated H0: $\beta 1 = 0$ (cyberloafing has no effect on happiness at work)

against H2: $\beta 1 \neq 0$ (cyberloafing significantly affects happiness at work). The results showed a significance value of 0.000 (less than 0.05) and a calculated t-value of -3.839. Because the magnitude of this negative t-value exceeds the critical t-table threshold of 1.661, the researchers rejected H0 and accepted H2, concluding that cyberloafing exerts a significant negative effect on happiness at work.

Based on the statistical calculations in Table 2, the analysis yielded a calculated F-statistic of 129.774, which substantially exceeds the critical F-table value of 3.090. Furthermore, the significance value of 0.000 falls below the 0.05 threshold. Consequently, the researchers accepted H3, confirming that Self-Control (X1) and Cyberloafing (X2) simultaneously exert a statistically significant effect on Happiness at Work (Y).

The statistical results in Table 2 reveal an R2 (R-Squared) value of 0.728, or 72.8%. This indicates that Self-Control and Cyberloafing simultaneously account for 72.8% of the variance in Happiness at Work among the respondents. External factors and unexamined variables outside the scope of this study drive the remaining 27.2% of the variance.

The Influence of Self-Control on Happiness at Work

The partial hypothesis evaluation (t-test) provides empirical evidence that self-control exerts a highly significant and positive influence on the workplace happiness of millennial professionals in Purwakarta Regency. The unstandardized regression coefficient ($\beta = 1.307$) and a calculated t-statistic of 12.640—which easily surpasses the 1.661 critical threshold—demonstrate this linear relationship, further supported by a definitive p-value ($p = 0.000$). Econometrically, this Ordinary Least Squares (OLS) output establishes a standard linear trajectory: a one-unit enhancement in an employee's self-control elevates their work happiness by 1.307 units, assuming all other variables remain constant. A robust Pearson correlation ($r = 0.829$) validates this direct association, indicating that internal regulatory capacity entirely anchors the psychological well-being of these young workers.

From an organizational behavior perspective, this substantial impact aligns perfectly with theoretical expectations, as the study measures the

construct through three vital dimensions: behavior control, cognitive control, and decisional control. Millennial staff in Purwakarta who achieve high self-control scores (mean = 3.71) demonstrate mature capabilities in stimulus modifiability and information gain. When navigating heavy workloads and digitally distracting office environments, employees with strong internal regulation successfully filter irrelevant data, reframe professional challenges constructively, and suppress the emotional impulses that typically lead to task procrastination.

These psychometric strengths actively drive the emergence of workplace happiness, specifically elevating both Job Satisfaction and Work Engagement—a construct fundamentally built upon vigor, dedication, and cognitive absorption. When millennial professionals exercise strict behavioral discipline, they generate profound internal fulfillment by consistently meeting their daily operational targets on schedule. Psychologically, this reinforced sense of professional competence and personal autonomy stimulates deep positive emotions, infuses their daily tasks with meaning, and significantly curtails occupational stress. Furthermore, our empirical evidence directly corroborates the theoretical framework established by Husain and Islam (2020), which postulates that internal self-regulation maintains a positive, linear correlation with overall life satisfaction and individual joy within corporate environments. Consequently, cultivating self-control capabilities among millennial human resources transcends mere administrative compliance. Instead, management teams must treat this psychological development as a fundamental investment to construct a joyful, highly productive, and sustainable workplace ecosystem.

The Influence of Cyberloafing on Happiness at Work

To assess the secondary predictor, we evaluated the null hypothesis (H0: $\beta 2 = 0$) against the alternative (H2: $\beta 2 \neq 0$). The regression framework produced an unstandardized coefficient ($\beta$) of -0.212, a significant p-value ($p = 0.000$), and a t-statistic of -3.839. Since the absolute magnitude of this calculated statistic strictly exceeds the 1.661 critical threshold, we reject H0 and confirm H2. Statistically, the -0.212 coefficient indicates that a single-

unit escalation in cyberloafing reduces a professional's workplace happiness by 0.212 units, assuming self-control remains constant. This negative correlation exposes a vital organizational dynamic: engaging in digital distractions during corporate hours fails to serve as a benign mental break. Rather, frequent internet misuse generates feelings of guilt, stimulates task-delay anxiety, and shatters the mental concentration necessary for deep work, thereby actively degrading employee well-being.

Through the lens of theoretical deconstruction and organizational psychology, these findings expose a severe digital paradox. Historically, millennial professionals—widely classified as digital natives—frame cyberloafing activities, such as browsing social networks, shopping online, or exchanging personal messages (minor cyberloafing), as harmless micro-breaks designed to alleviate cognitive fatigue. Nevertheless, the empirical data, which reflects a moderate cyberloafing index score of 2.70, demonstrates the exact opposite effect. Unregulated non-work internet consumption actively operates as a psychological boomerang. As employees divert their productive hours toward digital distractions, they consciously or inadvertently cause pending office tasks to accumulate. This operational backlog directly triggers cognitive dissonance and pervasive guilt, which subsequently evolve into acute procrastination anxiety as deadlines approach.

The substantial impact of this digital anxiety directly compromises the three core dimensions of happiness at work identified by Salas-Vallina et al. (2018). Specifically, these pervasive distractions dismantle Work Engagement by draining employee vigor and fracturing cognitive absorption. Furthermore, they actively erode Job Satisfaction by fostering intense feelings of unproductivity, while simultaneously degrading Organizational Commitment by stripping away the intrinsic meaning of the profession. As daily performance metrics plummet due to excessive online wandering, professionals experience a total collapse of their internal fulfillment, a psychological cascade that ultimately destroys their comprehensive occupational happiness.These results firmly align with the empirical work of Sulistyowati et al. (2025), demonstrating that

unregulated digital loitering severely compromises both job satisfaction and overall occupational output.

This study demonstrates that operational performance deterioration extends far beyond mere statistical deficits; it actively represents a severe degradation of psychological well-being. When professionals miss their operational targets because corporate internet access and digital devices distract them, they inherently forfeit authentic job satisfaction. Consequently, curbing cyberloafing behaviors—particularly by fortifying personnel with robust self-control—does not restrict employee autonomy. Rather, organizations must view this intervention as a strategic imperative that rescues the cognitive focus and mental health of millennial workers, ultimately enabling them to secure genuine workplace happiness.

The Simultaneous Influence of Self-Control and Cyberloafing on Happiness at Work

Primary data processing using SPSS 25 demonstrates that self-control and cyberloafing simultaneously influence happiness at work among Millennial employees in Purwakarta Regency. The simultaneous F-test generated a calculated F-statistic of 129.774, far exceeding the critical F-table value of 3.090, with a significance level of 0.000 (less than 0.05). Consequently, the researchers rejected H0 and accepted H3, proving that Self-Control (X1) and Cyberloafing (X2) together significantly impact Happiness at Work (Y).

These findings align with research by Isman (2023), who discovered that cyberloafing negatively affects employee performance while self-control affects it positively. Excessive cyberloafing hurts performance and reduces workplace happiness, whereas strong self-control boosts performance and enhances job satisfaction.Simultaneously, both independent variables significantly drive the dependent variable: increasing self-control (X1) elevates happiness at work (Y), while reducing cyberloafing (X2) yields the same positive result. Finally, descriptive analysis of Happiness at Work yielded a high index score of 4.03. This indicates that self-control and cyberloafing strongly connect to and effectively shape workplace happiness among the studied workforce.

## Conclusion

This research demonstrates that professional happiness for millennial staff in Purwakarta Regency arises from the active interplay between personal self-regulation and digital distraction management, rather than depending on a solitary factor. Evaluated through an organizational psychology lens, this demographic exhibits a complex behavioral profile, demonstrating rational work habits that simultaneously suffer from acute vulnerability to technological triggers.

First, self-control acts as the central engine that linearly and positively fuels professional joy. Young professionals exhibiting superior capabilities in modifying external stimuli and selectively filtering digital information display far greater resilience against daily operational stress. By enforcing this strict self-regulation, workers cultivate genuine professional autonomy and deep inner competence. In turn, these psychological benefits directly drive profound work engagement, task-oriented satisfaction, and unwavering moral commitment to the company.

Second, workplace cyberloafing acts as a psychological boomerang that systematically deteriorates the mental well-being of employees. Although digital natives frequently perceive non-work internet surfing as a harmless micro-break, these activities actively generate a severe backlog of delayed tasks. Unregulated virtual distractions provoke operational anxiety and pervasive guilt, which systematically erode the cognitive focus of the staff. Consequently, this cognitive degradation paralyzes the professionals' emotional connection to their work's purpose. Ultimately, as employees confront their own unproductivity, they experience a total collapse in their overall job satisfaction.

Theoretically, these two constructs govern workplace happiness in diametrically opposing directions. When millennial workers fortify themselves with robust internal regulation and actively minimize digital escapism in the office, they successfully unlock authentic professional joy. This resulting happiness transcends superficial contentment; it represents a productive and robust psychological state that perfectly aligns with the

organization's long-term strategic objectives. Therefore, management must synergize efforts to elevate individual self-discipline while implementing prudent corporate internet policies. This strategic combination stands as the definitive key to cultivating a healthy, modern, and deeply rewarding work ecosystem in Purwakarta Regency.

## References

Adelina, N., & Saputro, H. B. (2023). Pengaruh cyberloafing terhadap kinerja karyawan dengan self control sebagai variable moderasi. 3(1).

Algarni, M. A., & Alemeri, M. (2023). The Role of Employee Engagement, Job Satisfaction and Organizational Commitment on Happiness at Work at a Saudi Organization. International Journal of Business and Management, 18(2), 27. https://doi.org/10.5539/ijbm.v18n2p27

Amruloh, D., Yulianto, W., & Wulandari, A. (2023). Pengaruh Cyberloafing dan Leader Member Exchange terhadap Innovative Work Behavior Pada Karyawan Perum Jasa Tirta II. 2(4), 394–411.

Badan Pusat Statistik. (2024). Profil Ketenagakerjaan Kabupaten Purwakarta.

Cipta, A. (2023). Manajemen Sumber Daya Manusia. In Repository Alungcipta (Vol. 1, Issue 1). https://doi.org/10.59000/ra.v1i1.4

Dardiri, Hartati, S., & Winarko, R. (2020). Analisis Perilaku Organisasi Untuk Mencapai Efektivitas Organisasi Pada Jejaring Masyarakat Air Bersih Dan Sanitasi Pasuruan. Jurnal Manajerial Bisnis, 3(2), 120–130. https://doi.org/10.37504/jmb.v3i2.240

Deloitte Indonesia Perspective. (2019). Millennials in industry 4.0: a blessing for Indonesia's human capital or a threat? In 2019 Deloitte Indonesia Perspective Survey.

Dewi, A. N., Mawardi, A., Chrisulianti, R., Winarni, R., & Pramesti, H. (2025). Pelatihan pengembangan manajemen sumber daya manusia dan kualitas pelayanan untuk meningkatkan produktivitas pada pabrik kuda tandang olahan snack kota sumedang. 6(1), 543–552.

Felicia, M. (2024). Peran Kepuasan Kerja dan Komitmen Organisasional Terhadap Kebahagiaan Di Tempat Kerja. 08(2020), 82–92.

Gary Dessler, & Varrkey, B. (2017). Human Resource Management (15th ed.). Pearson Education Limited. http://www.pearsonmylabandmastering.com

Geubirina, thera najwa, Ambarawati, D., & Akbar, T. (2025). The Effect of Cyberloafing and Psychological Improvement on Engagement

Mediated by Job Satisfaction. 16(1), 214–224. https://doi.org/10.32832/jmuika.v16i1.1830 7

Ghozali. (2018). Aplikasi Analisis Multivariate Dengan Program IBM SPSS.

Ghufron, M. N., & Risnawita, R. S. (2021). Teori-teori Psikologis (p. 202).

Gorda, O. S., Sulastri, D., & Noval, I. M. M. (2022). Existing The Existence Of Cyberloafing Behavior In The Middle Of Pandemi Covid-19 (Case Study On Employees Of Universitas Pendidikan Nasional). Management Studies and Entrepreneurship Journal, 3(4), 2424–2427. http://journal.yrpipku.com/index.ph p/msej

Husain, S., & Islam, A. (2020). Bagaimana pengendalian dir berdampak pada kebahagiaan dan kepuasan terhadap hidup dengan peran moderator dari lokus pengendalian.

Hussain, S., Baqir, M., Islam, K. M. A., & Asif, S. (2020). How Self-Control Impact'S on Happiness and Satisfaction With Life With Moderating Role of Locus of Control. American Economic & Social Review, 6(2), 13–30. https://doi.org/10.46281/ aesr.v6i2.851

Imbron, I., & Pamungkas, I. B. (2021). Manajemen Sumber Daya Manusia. Widina Media Utama, 1–27.

Isman, Y. (2023). Pengaruh Cyberloafing , Self Control dan Stres Kerja Terhadap Kinerja Karyawan di CV.Pancuran Karya pekanbaru. Sneba, 3, 1–13.

Jobstreet. (2024). Tingkat Kebahagiaan Karyawan di Indonesia. https://id.jobstreet. com/id/career-advice/article/jobstreet-com-ungkap-tingkat-kebahagiaan-karyawan-d i-indonesia-dan-3-faktor-utama-yang-membuat-karyawan-bahagia-dalam-pekerjaan nya

Khoerunnisa, E., & Fahmie, A. (2023). Kebahagiaan di Tempat Kerja pada Masa Pandemi Covid-19 di Indonesia. Journal of Islamic and Contemporary Psychology (JICOP), 3(1s), 250–260. https://doi.org/10.25299 /jicop.v3i1s.12366

Kun, A., & Gadanecz, P. (2022). Workplace happiness, well-being and their relationship with psychological capital: A study of Hungarian Teachers. Current Psychology, 41(1), 185–199. https://doi.org/10.1007/s12144-019-00550-0

Kusumaning, S. A. A., Roesminingsih, E., Khamidi, A., Nursalim, M., Surabaya, U. N., Masyarakat, H., & Sekolah, P. (2024). Perilaku Organisasi dan Peran Hubungan Masyarakat dalam Pemasaran Sekolah. 1192–1205. https://doi.org/10.47709/ educendikia.v4i03.

Liana, Y. (2020). Budaya Organisasi Terhadap Kinerja Karyawan Melalui Komitmen. Manajerial, 7(01), 86. https://doi.org/10.30587/jurnalmanajerial. v7i01.1311

Maulida, O., & Praningrum. (2024). Reslaj : Religion Education Social Laa Roiba Journal Reslaj : Religion Education Social Laa Roiba Journal. 6, 791–803. https://doi .org/10.47476/reslaj.v6i3.335

Monica, I., Maharani, A., & Nusantara, U. B. (2020). Procuratio : Jurnal Ilmiah Manajemen Procuratio : Jurnal Ilmiah Manajemen. 8(4), 491–502.

Mustofa, A. C., & Prasetyo, A. R. (2020). Hubungan Antara Kebahagiaan Di Tempat Kerja Dengan Kepuasan Kerja Pada Perawat Bagian Rawat Inap Rumah Sakit Islam Sultan Agung Semarang. Jurnal EMPATI, 8(4), 665–671. https://doi. org/10.14710/empati.2019.26510

Nurhasanah, Wulandari, K., & Husna, A. (2021). Impact of workload and work environment on cyberloafing behavior. 1, 6.

Nusannas, I. S., Rahayu, M., Yuniarsih, T., Disman, D., Sojanah, J., Mutmainnah, D., & Waskito, S. K. (2020). Pengaruh Servant Leadership Dan Kompetensi Terhadap Komitmen Organisasional Di Universitas Swasta. Visipena, 11(2), 377–392. https://doi.org/10.46244/visipena.v11i2.1241

P.Robbins, S., Mary, K. C., & Randel, A. (2021). Management, Global Edition (15th ed.). Pearson Education Limited.

Patoni, P. (2021). Pengaruh Tambahan Penghasilan Pegawai, Komitmen Organisasi dan Keahlian Teknologi Informasi Terhadap Kinerja Tenaga Administrasi Sekolah Menengah Pertama (SMP) Pada Masa Pandemi Covid 19 di Kabupaten Purwakarta. 8(1).

Permana, M. H., & Pratama, M. (2024). Hubungan Kontrol Diri Dengan Perilaku Cyberloafing Pada Personil Polri Polda Sumatera Barat. 1(4), 182–186.

Prasetyo, A., Ratnaningsih, I., & Prihatsanti, U. (2019). Bahagia di Tempat Kerja. In Sustainability (Switzerland) (Vol. 11, Issue 1). http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484

Robbins, S. P. (2024). Organizational Behavior, Edition Nineteenth. In Pearson Education Limited (19th ed.).

Salas-Vallina, A., Alegre, J., & Fernández Guerrero, R. (2018). Happiness at work in knowledge-intensive contexts: Opening the research agenda. European Research on Management and Business Economics, 24(3), 149–159. https://doi. org/10. 1016/j.iedeen.2018.05.003

Satudata.kemnaker. (2024). Profil Ketenagakerjaan Umum Indonesia

Februari 2024. https://satudata.kemnaker.go.id/infografik/53

Sawal, L., Rudin, A., Oleo, U. H., & Diri, K. (2022). Faktor-faktor yang memengaruhi rendahnya self control siswa factors affecting the low student self control. Jurnal Attending, 1, 389. https://ojs.uho.ac.id/index.php/attending /article/download/28463/ 16625

Sitorus, R. R., NUgrahaningsih, H., Yani, A. S., & Gunawan, G. U. (2019). Pengaruh Komitmen Organisasi dan Cyberloafing Terhadap Kinerja Karyawan yang Dimoderasi Oleh Prosedur Kerja (SOP). Media Manajemen Jasa, 7(2), 18–33. http://journal.uta45jakarta.ac.id/index.php/MMJ/article/ view/2501

Sugiyono. (2023). Metode Penelitian Kuantitatif Kualitatif. In Sustainability (Switzerland) (Vol. 11, Issue 1).

Sulistyowati, H., Nuraini, D., Wijaya, U., & Surabaya, K. (2025). Pengaruh Cyberloafing terhadap Kinerja Karyawan melalui Self Control Sebagai Variabel Moderasi pada PT Swadharma Sarana Informatika Surabaya. 3.

Supriadi, A., Kusumaningsih, A., Kohar, Priadi, A., Yusniar Mendo, A., L. Asi, L., Podungge, R., Amelia Nuryadin, A., Hakri Bokingo, A., & Utami, F. (2022). Manajemen Sumber Daya Manusia. In Tahta Media Group (Issue 1).

Sutrisno, Hendy Tannady, Deddy Novie Citra Arta, Anugriaty Indah Asmarany, L. N. S. B. D. (2023). Analysis of the role of work environment and cyberloafing on employee performance in manufacturing machinery control and protection companies. 6.

Syahputra, D. R., & Aslami, N. (2023). Prinsip-Prinsip Utama Manajemen George R. Terry. Manajemen Kreatif Jurnal (MAKREJU), 1(3), 51–56.

Syukran, M., Agustang, A., Idkhan, A. M., & Rifdan, R. (2022). Konsep Organisasi Dan Pengorganisasian Dalam Perwujudan Kepentingan Manusia. Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik, 9(1), 95–103. https://doi.org/10.37606/publik.v9i1.277

Tumbol, J. N., Nelwan, O. S., & Pandowo, M. H. C. (2022). Pengaruh Kepuasan Kerja, Komitmen Organisasi, Dan Kebahagiaan Di Tempat Kerja Terhadap Organizational Citizenship Behavior Pada Karyawan Pt. Pln (Persero) Unit Layanan Pelanggan Termohon. Jurnal EMBA, 10(4), 72–84.

Wang, Y. J., Chen, K. Y., Dou, K., & Liu, Y. Z. (2021). Linking Self-Control to Voluntary Behaviors at Workplace: The Mediating Role of Job

Satisfaction. Frontiers in Psychology, 12, 1–9. https://doi.org/10.3389/fpsyg.2021.530297

Wulandari, S., & Widyastuti, A. (2020). Siska Wulandari, Ami Widyastuti, Faktor - Faktor Kebahagiaan Di Tempat Kerja. Jurnal Psikologi, 1(1), 49–60. https://ejournal.uin-suska.ac.id/index.php/psikologi/article/view/1178

Yamin Mubarok, Ade Komaludin, & Edy Suroso. (2024). Peran Self-Control Dalam Memediasi Pengaruh Komitmen Organisasi, Lingkungan Kerja Dan Stres Kerja Terhadap Perilaku Cyberloafing. Jurnal Rimba : Riset Ilmu Manajemen Bisnis Dan Akuntansi, 2(3), 271–289. https://doi.org/10.61132/ rimba.v2i3.1161

Yulianto, W. (2018). Pengaruh kepemimpinan trensformasional dan kemampuan terhada[ komitmen organisasi dengan kepuasan kerja sebagai variabel intervening (studi pada balai pendidikan dan pelatihan aparatur sukamandi). Hasibuan 2002, 1–19.

Zulkarnain, L. (2023). Manajemen Sumber Daya Manusia dalam Pendidikan Islam. Intelektium, 3(2), 409–421. https://doi.org/10.37010/int.v3i2.1114

Jobstreet. (2024). Tingkat Kebahagiaan Karyawan di Indonesia. https://id.Jobstreet.com/id/career-advice/article/jobstreet-com-ungkap-tingkatkebah agiaan-karyawan-di-indonesia-dan-3-faktor-utama-yang-membuat karyawan-ba hagia-dalam-pekerjaannya

## Conflicts Of Interest

The authors declare no conflict of interest. The funders had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript, or in the decision to publish the results.

## Use Of Artificial Intelligence (AI)

The authors transparently disclose the use of AI Tool exclusively for the purpose of linguistic editing and grammatical refinement of the original draft. The authors maintain full responsibility for the manuscript's substantive content, data integrity, andfinal scientific conclusions.sion to publish the results.

© 2026 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC Attribution-NonCommercial-ShareAlike 4.0) license (https://creativecommons.org/licenses/by-nc-sa/4.0/).