



Cyberloafing, Work Environment, and Leadership on Performance and Job Satisfaction of Education Personnel at Sultan Syarif Kasim State Islamic University Riau

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Abstract

The purpose of this study was to determine the effect of Cyberloafing, Work Environment, and Leadership on the Performance and Job Satisfaction of Education Personnel at Sultan Syarif Kasim State Islamic University Riau. The method used in collecting data in this research is a questionnaire. The population in this study was 88 education staff or employees. The sample of this study used data analysis and PLS Structural Equation Modeling (SEM) analysis. The results show that Cyberloafing has no significant effect on Performance and Job Satisfaction, Work Environment Variables are not significant on Performance and Job Satisfaction, Leadership Variables are not significant on Performance but provide a significant positive on Job Satisfaction, and Performance Variables are not significant on Job Satisfaction.

Keywords: Cyberloafing, Work Environment, Leadership, Performance, Job Satisfaction

1.0 INTRODUCTION

In addition to lecturers, educational staff who are one of the supporting elements in the smooth teaching and learning process in tertiary institutions. The learning process is the main pillar in higher education activities. Its existence is not only as a student intellectual development, but more than that. That in this process students are trained, accustomed and guided to be responsive and able to explore and strengthen their various potentials towards the desired goals. So that in the future they can develop and absorb knowledge and skills for the betterment of themselves, society, state and religion. This educational condition must receive special attention when we want to make this university a leader in Southeast Asia and the world in general.

The role of educational staff in an effort to create a conducive learning process is a supporter of the success of an institution. Large institutions such as universities consisting of various faculties, study programs, institutions/agencies and work units certainly require professional academic work. Given that the good or not of a service carried out by lecturers and leaders is also supported by various factors, one of which is the service performance of education staff / employees.

Good performance is performance that is built on the principles of professionalism and high dedication. The performance of education staff/employees in providing services to lecturers and students needs to be evaluated to improve service in the future.

In recent years, the misuse of Internet resources by employees within companies has received a lot of attention from academics. The term cyberloafing is used to describe the voluntary act of employees using company internet access for non-work related purposes during work hours (Lim, 2002). Researchers conceptualize cyberloafing as production deviance in the workplace (Lim 2002, Lim and Teo 2005). This is because cyber activities (browsing and e-mail) that are carried out at work during working hours are unproductive use of time and reduce employee productivity in completing work. So that cyberloafing can be considered as a type of counterproductive work behavior, namely behavior that endangers the company and or company stakeholders (Spector, et al., 2005).

Although employers are concerned about the loss of employee performance associated with cyberloafing activities, several researchers have identified that cyberloafing can serve as a palliative copying of negative workplace experiences such as stress (Stanton 2002, Oravec 2002, Anandarajan and Simmers 2005). This is

important because many employees work longer hours and tend to suffer from job stress and burnout (Maslach and Leiter, 1997). Therefore, it is very important for companies to examine how cyberloafing can have positive and negative impacts on employees.

Cyberloafing activities at work can disrupt employees' cognitive focus so that it takes time and energy to refocus on their work. This can increase the chances of work errors (Ross, 2018). Cyberloafing activities can also lead to reduced engagement at work because employees do not interact and build relationships with co-workers during their free time (Koay and Soh, 2018). Cyberloafing is also considered to reduce company performance and productivity and is contrary to work techniques that are harmful to organizations (Lim & Chen, 2012, Olajide et al., 2018). Employees switch from their work to e-mail, browsing, social networking for several hours at work (Chris Stokel Walker, 2020). Furthermore, 6 in 10 employees admit that they cannot get through the workday without checking social media. Facebook is the biggest sink of time. This phenomenon can cause an estimated \$85 billion in business losses through lost work time.

There is substantial evidence to conclude that cyberloafing generates significant costs for companies. Some of the negative impacts experienced by companies, such as: disciplinary action, termination of employment, breach of company secrets and loss of reputation, personal and corporate responsibility and loss of productivity (Weatherbee, 2010). In addition, cyberloafing activity also causes a decrease in network resources (Lieberman et al., 2011). Cyberloafing can cause problems in information systems such as bandwidth clogging, spyware infections and task delays (Rajah & Mesa, 2010). Cyberloafing is destructive and is a form of deviation committed by employees and behavior that violates significant corporate norms can threaten the stability of the company, employees and both (Beugre and Kim, 2006).

However, cyberloafing activities do not always have a bad impact on both employees and companies. Cyberloafing activities can also help employees to reduce stress levels and burnout due to work fatigue. When the employee's intention is to break away from routine practices and release anxiety, then cyberloafing activity becomes a form of constructive behavior (Beugre and Kim, 2006). When employees feel happy and excited, they can work optimally which leads to better performance. But it is suggested that employees should not spend time on cyberloafing activities. Even though cyberloafing activities employees can get insights, innovative ideas to support their work. Cyberloafing can serve as an "office toy" to reduce work stress and inspire creativity (Anandraj and Simmers, 2005).

This is revealed using cyberloafing aspects proposed by (Lim, 2002), namely aspects of e-mail activities and browsing activities. So, it is known that several education staff at UIN Suska Riau show indications of cyberloafing behavior in the workplace. All educational staff admit that they often open Facebook and e-mail during working hours, this is related to aspects of e-mailing activities, namely all forms of e-mail activities that have nothing to do with work and are also related to work. Eight out of 11 education staff at UIN Suska Riau admitted that they often open YouTube during working hours, this is related to aspects of browsing activities, which include all forms of browsing that have nothing to do with work, and also those that have to do with work, of course, for example YouTube about how to use functions. functions in excel.

A conducive work environment provides a sense of security and allows employees to work optimally. If an employee likes the work environment where he works, then the employee will feel at home at work, carry out his activities so that work time is used effectively. Conversely, an inadequate work environment will reduce employee performance.

Some experts define the work environment as follows: According to Nitisemito (Nuraini, 2013) the work environment is everything that is around the employee and can influence the carrying out of the tasks assigned to him, for example by having air conditioner (AC), adequate lighting and so on. According to Isyandi (2004) the work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment.

According to Simanjuntak (2003) the work environment can be interpreted as the whole of the tools faced, the surrounding environment where a person works, the method of work, as the influence of work both as individuals and as a group. Meanwhile, according to (Mardiana (2005) the work environment is the environment where employees carry out their daily work. From some of the definitions above, it can be concluded that the work environment is everything that is around workers/employees that can affect employee job satisfaction (Nasution et al., 2022) in carrying out their work so that they will get maximum work results, where in the work environment there are work facilities that support employees in completing tasks assigned to employees in order to improve employee work in a company.

In the opinion of Siagian (2006) To create a good work environment there are several things that must be considered, namely:

1. Workplace building.
2. A relieved workspace.
3. Air exchange ventilation.
4. Availability of places of religious worship.
5. The availability of special and public transportation facilities for employees is comfortable and easy.

The work environment can be divided into several parts or it can be called the forming aspects of the work environment, the parts can be described as follows (Simanjuntak, 2003:39).

According to Sedarmayanti (2009), the work environment indicators are as follows:

1. Lighting, namely if there is not enough lighting, then the atmosphere of the room will look gloomy. In addition, employees can get carried away and even be lazy. Under these conditions, it is better to prepare the best possible lighting so that it can make employees more optimal at work.
2. Air temperature, namely good air circulation is necessary in order to be able to physically support employees. In addition, the air temperature in the room must also be considered. Don't get it too hot or too cold because of course it can affect employee performance as well.
3. Lighting, namely if there is not enough lighting, then the atmosphere of the room will look gloomy. In addition, employees can get carried away and even be lazy. Under these conditions, it is better to prepare the best possible lighting so that it can make employees more optimal at work.
4. Air temperature, namely good air circulation is necessary in order to be able to physically support employees. In addition, the air temperature in the room must also be considered. Don't get it too hot or too cold because of course it can affect employee performance as well.
5. Noise, i.e. Do not let any noise disturb employees while working. Therefore, a calm atmosphere must be highlighted in the room. Noise disturbance from outside the room can also occur. That's what the company should pay attention to by controlling the noise.
6. Use of Color, that is, the color in a room definitely affects the atmosphere in it. In order to get the right atmosphere, the use of soft colors in the work environment is mandatory, especially in the color of the walls of the work space.
7. The required space for movement is that one must be able to have good space for movement in the work space. Do not let too much space in the room. If there are too many, then the space for movement will be limited and cannot provide comfort either.
8. Cooperation between groups, namely having to feel that there is good cooperation between groups. This is what makes the work done more smoothly and easily.

Leadership is the ability to influence a person or a unit to have the ability to work effectively and efficiently to achieve specified goals in certain situations (Chandra, 2016).

Leadership involves multidirectional and non-coercive influence among a number of people who expect significant change. Influence is the power to change attitudes, behavior, opinions, goals, needs, values (Suhardjo et al., 2022), abilities and actions to get to the expected target in which there is a process of social (Renaldo et al., 2022) interaction of two parties to influence each other (Syafaruddin, 2015). To achieve success, a leader must be able to have managerial and leadership qualities.

There are 4 reasons to study leadership (Armstrong, 2014):

1. Train leadership to get other people to do something.
2. Must be sensitive to leadership development in the organization.
3. Able to work according to its function.
4. Get involved in bringing about change.

The biggest challenge of leadership is making wise decisions (Renaldo, Jollyta, et al., 2022) that can affect other people at any time (Gibson, 2017). Everyone who works expects to be able to get satisfaction from their place of work (Hamali, 2016). Job satisfaction will affect the productivity that is expected by a manager, so a manager needs to understand what must be done to create job satisfaction for his employees.

The definition of job satisfaction put forward by management experts is as follows:

1. Robbins and Coulter translated by Emron et al (2016) state that, "Job satisfaction refers to a person's general attitude toward his or job" (job satisfaction is a person's general attitude towards his job).
2. Green and Baron translated by Hamali (2016) describe job satisfaction as a positive or negative attitude that is carried out by individuals towards their work.
3. Gibson translated by Hamali (2016) states that job satisfaction is an attitude that workers have about the work done.
4. Sutrisno (Hamali, 2016) job satisfaction has the following meaning stating that job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and other matters relating to physical and psychological. This attitude towards work is the result of a number of individual specific attitudes towards work factors, individual adjustment, and individual social relations outside of work resulting in an individual's general attitude towards the job he faces.

Performance can be interpreted as the result of work that results from work processes carried out by humans (Arman, 2016). In other words, performance is a form of behavior (Panjaitan et al., 2022) of a person or organization with the aim of achieving the expected target. Performance is the overall value expected by the organization in the event (Stevany et al., 2022) of different behavior that is brought by an individual according to standards in one period of time. Performance also plays a major role in personal decisions regarding merit-based payments, promotions and employee assignments that enable them to build positive work relationships, work effectively in teams and build social capital (Mohamad & Jais, 2016).

Performance can be described in various ways because it is realized that employees will act differently in different conditions so that the definition can be described as follows (Adeyemi, 2010):

1. Performance is the achievement of the tasks assigned to employees or managers.
2. Performance is the result achieved for the activities carried out during certain time.

3. Performance is the ability of the organization to use resources efficiently and effectively to achieve organizational goals.

The results of the 2019 Suska Riau State Islamic University Education Staff performance audit represent elements of institutional faculties and work units.

Table 1. Performance audit results for Tarbiyah and Teacher Training faculty employees

No	Rated Aspect	Work Index	Category
1	Superior	3.5	Good
2	Perceptional	4.26	Very good
3	Colleague	3.97	Good
Average		3.91	Good

Table 2. Results of the performance audit of educational staff in the Civil Service and Legal organization

No	Rated Aspect	Work Index	Category
1	Superior	4.28	Very good
2	Perceptional	4.27	Very good
3	Colleague	4.32	Very good
Average		4.29	Very good

Table 3. Results of the performance audit of the LPM Education Team

No	Rated Aspect	Work Index	Category
1	Superior	3.63	Good
2	Perceptional	3.56	Good
3	Colleague	3.43	Good
Average		4.29	Good

Performance standards need to be formulated to be used as a reference in conducting assessments such as comparing what has been achieved with what is expected so that it can become a guideline in measuring performance (Arman et al., 2016). Performance results refer to organizational outcome measures. The success of every organization in achieving its goals is largely determined by the performance of its employees (Bukit et al., 2017). Poor performance in the organization will have a negative impact on employee performance and produce negative output as well (Ngugi, 2019). At the same time, the relationship between organizational tenure and performance varies in various dimensions not entirely uniform, strong, positive, and consistent, so organizations must be aware of the fact that motivation and retaining senior employees do not fully affect organizational performance and productivity (Ng & Feldman, 2010).

As for some of the phenomena identified and seen from the performance of UIN Suska Riau educational staff, namely:

- (1) Coordination at work. Coordination of work with colleagues is an important thing that must be understood in the world of work, because it can affect the attainment of the vision/objectives of the organization that have been set. Work coordination is important to be understood by every state civil apparatus in carrying out the mission/policy direction of the organization. Work coordination can be disrupted due to poor working relations or incompatibilities among state civil servants, so that work coordination messages from superiors cannot be carried out properly.
- (2) Understanding the role at work. Based on work contracts or Performance Agreements that are known by the state civil apparatus, performance targets are explained which become work guidelines and what must be achieved in an implementation of a fiscal year. It is important for the state civil apparatus to understand this, both at the superior and subordinate levels, so that the main tasks and functions of the organization can run well. The thing that is still an obstacle in the implementation and achievement of the performance of the state civil apparatus at this time is the giving or carrying out of work that is not in accordance with the work agreement that has been stipulated.
- (3) Discipline towards working time (Atika et al., 2022; Imarni et al., 2022). Time discipline can be interpreted as an attitude or behavior that shows adherence to working hours which includes the presence and compliance of the state civil apparatus during working hours, including carrying out tasks in a timely and correct manner. The implementation of time discipline which is an important value of an organization is still disturbed by attitudes that are disobedient and comply with the set working hours.
- (4) Service Excellence/Excellent Service to the public. Excellent service is a pattern of the best service in modern management that prioritizes concern for customers/community. The most important thing in providing services to customers/community, contains at least three main points, namely: caring for customers/community, serving with the best actions and satisfying customers/community by being oriented towards certain service standards. Thus, the success of the excellent service program depends on the alignment of abilities, attitudes, appearance, attention, actions and responsibilities in its implementation.

student. So that in excellent service there are two important elements that are interrelated, namely service and quality (Lukman et al., 2022). Service by the government is differentiated based on who receives the service, whether it is an individual party or a group party. Then the concept of service goods consists of private goods and collective service goods (public goods).

2.0 LITERATURE REVIEW

Performance

According to Mangkunegara (2007) Performance comes from the term Job performance or actual performance (work achievement or actual achievement), or also work results in quality or quantity that an employee wants to achieve in carrying out his duties in accordance with the responsibilities given to him.

Performance (Asl & Osam, 2021; Rafizal et al., 2022; Yarmanelis et al., 2022) is the result of work that can be achieved by a person or group of people in an organization, in accordance with the authority and responsibility of each in an effort to achieve organizational goals without violating the law and in accordance with morals and ethics (Sedarmayanti, 2007).

This is in line with the opinion which states that "Performance (work achievement) is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity of time" (Hasibuan, 2006). Hadari Nawawi, (2006) defines performance (Andi et al., 2022; Hafni et al., 2022) as what is done or not done by someone in carrying out their main tasks.

From some of the meanings that have been mentioned above, it can be concluded about performance. Performance is the result of work or work performance that is shown in carrying out their duties based on their abilities, in this case educational staff/employees. Performance can be seen in the aspects of carrying out tasks and quality in carrying out these tasks.

Performance Indicator

According to Robbins (2006) employee performance has six indicators, namely:

1. Quality
Quality of work is measured by employees' perceptions of the quality of the work produced and the perfection of the skills and abilities of employees.
2. Quantity
Things that can be measured can be expressed in the form of the number of units, the number of completed activity cycles.
3. Punctuality
The level of activity that can be completed at the start of time.
4. Effectiveness
The level of use of organizational resources (labour, money, technology (Renaldo et al., 2021), raw materials) is optimized with the aim of increasing the yield of each unit in the use of resources.
5. Independence
The following is the level of an employee who will be able to carry out his work duties.
6. Work Commitment

Job Satisfaction

Job satisfaction is "General attitude towards work. Someone with a high level of job satisfaction will show a positive attitude towards his work, whereas someone who is dissatisfied will show an attitude of organizational interest and desire to maintain his position as a member of the organization.

When people talk about employee attitudes, they usually refer to job satisfaction (Juprizon et al., 2022; Ngatno et al., 2022). Job satisfaction is a feeling of liking or disliking their job from an employee's point of view. Luthan stated that job satisfaction focuses on employees' attitudes towards their work and organizational commitment focuses on their attitudes towards the organization. overall. Job satisfaction is the result of employees' perceptions of how well their work can provide something they consider important. Locke defines job satisfaction (Suyono et al., 2022; Tohan et al., 2022) as a pleasant atmosphere or positive emotions resulting from an assessment of one's work or work experience, involving an assessment of cognitive, affective, and evaluative. From the various definitions of job satisfaction above, it can be concluded that job satisfaction is an employee's attitude towards his work which is shown through positive or negative emotional attitudes when the employee is doing his job.

Job Satisfaction Indicator

Job satisfaction has a dominant dimension (Emron, Anwar, Komariyah, 2018), including:

- a. Leadership (Abasilim et al., 2019; Gusriani et al., 2022; Sirait et al., 2022)
Good leadership, motivating, and open, is a fun factor and gives its own satisfaction to its members.
- b. Competence (Pernando et al., 2022) for the job at hand
Competence has a close relationship with job satisfaction. In general, someone likes his job because he has expertise in that field.

- c. Management policy
Management policies can influence employee satisfaction or dissatisfaction.
- d. Compensation
Compensation is the dominant factor, compensation that pays attention to aspects of fair contribution and performance can lead to job satisfaction.
- e. Award
The award is a matter of pride for employees. Someone who feels appreciated in his work will lead to enthusiasm and job satisfaction.
- f. Environmental atmosphere
A conducive environmental atmosphere will create a sense of comfort and fun for employees, which can have implications for job satisfaction.

Cyberloafing

Cyberloafing is deviant behavior in the workplace that uses its "employee status" to access the internet and e-mail during working hours for non-work-related purposes (Lim, 2000).

Cyberloafing behavior is the behavior of someone who deliberately uses information technology (Renaldo, Suhardjo, et al., 2022; Sudarno et al., 2022) and internet access that is personal during working hours that has nothing to do with work that should be completed on time and can harm the organization or related agencies so that the impact on worker productivity (Rahayuningsih, 2017). This is reinforced by Aldilasari (2017) who explains that it is not surprising that the use of the Internet that is not related to work and delays in work, this will lead to a decrease in productivity for the organization. Unlike other forms of laziness, cyberloafing does not require someone to be physically absent from the office for an extended period of time. Thus cyberloafing does not look like any other lazy behavior. In fact, employees can spend a significant amount of time engaging in cyberloafing without leaving their desks (Wagner, Barnes, Lim & Ferris, 2012). Given the ease with which it is possible to engage in this productivity-draining endeavor, cyberloafing can be seen as a workplace temptation that requires employees to exercise self-regulation in order to stay on task.

From the description above, the researcher uses the term cyberloafing as the behavior of using agency internet access using either personal gadgets or agency-owned gadgets that are used for personal gain and have nothing to do with their job duties at the agency.

Cyberloafing Indicator

Indicators of cyberloafing behavior include perceptions, attitudes towards cyberloafing, general internet use, personal traits, internet habits and addiction, demographic factors, intention to engage in cyberloafing, social norms, personal code of ethics regarding internet use.

Work Environment

A conducive work environment provides a sense of security and allows employees to work optimally. If an employee likes the work environment where he works, then the employee will feel at home at work, carry out his activities so that work time is used effectively. Conversely, an inadequate work environment will reduce employee performance (Elfita et al., 2022; Habibi et al., 2022). Some experts define the work environment, including the following:

According to Nitisemito (Nuraini, 2013) the work environment is everything that exists around the employee and can influence the carrying out of the tasks assigned to him, for example by having air conditioner (AC), adequate lighting and so on. According to Isyandi (2004) the work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and the adequacy of work equipment.

According to Simanjuntak (2003) the work environment can be interpreted as the whole of the tools encountered, the surrounding environment where a person works, the method of work, as the influence of work both as individuals and as a group. Meanwhile, according to (Mardiana (2005) the work environment is an environment where employees carry out their daily work.

From some of the definitions above, it can be concluded that the work environment is everything that exists around workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks that is imposed on employees in order to improve the work of employees in a company.

Work Environment Indicators

According to Sedarmayanti (2009), the work environment indicators are as follows:

1. Lighting, namely if there is not enough lighting, then the atmosphere of the room will look gloomy. In addition, employees can get carried away and even be lazy. Under these conditions, it is better to prepare the best possible lighting so that it can make employees more optimal at work.

2. Air temperature, namely good air circulation is necessary in order to be able to physically support employees. In addition, the air temperature in the room must also be considered. Don't get it too hot or too cold because of course it can affect employee performance as well.
3. Noise, that is, there should be no noise that can disturb employees while working. Therefore, a calm atmosphere must be highlighted in the room. Noise disturbance from outside the room can also occur. That's what the company should pay attention to by controlling the noise.
4. Use of Color, namely the color in a room must affect the atmosphere in it. In order to get the right atmosphere, the use of soft colors in the work environment is mandatory, especially in the color of the walls of the work space.
5. The required space for movement is that one must be able to have good space for movement in the work space. Do not let too much space in the room. If there are too many, then the space for movement will be limited and cannot provide comfort either.
6. Cooperation between groups, namely having to feel that there is good cooperation between groups. This is what makes the work done more smoothly and easily.

Leadership

Leadership is the ability to influence a person or a unit to have the will to work effectively and efficiently to achieve specified goals in certain situations (Chandra, 2016). Leadership involves multidirectional and non-coercive influence among a number of people who expect significant change. Influence is the power to change attitudes, behavior, opinions, goals, needs, values, abilities and actions to get to the expected target in which there is a process of social interaction of two parties to influence each other (Syafaruddin, 2015).

Leadership Indicator

Leadership according to (Edison, et al, 2018):

1. Have a clear and well-communicated strategy (Putri et al., 2022)
 - a. Have a clear and realistic business strategy
 - b. Business strategy is well communicated to subordinates
 - c. Subordinates believe in the leader in making changes for the better
2. Concern for subordinates and work environment
 - a. Give attention and motivate the work of subordinates
 - b. Care about every problem faced by subordinates
 - c. Pay attention to the work environment and comfort for work
3. Motivating subordinates
 - a. Motivating subordinates to equip themselves with knowledge and expertise in business improve competency
 - b. Motivating subordinates to have the determination to complete the task thoroughly
 - c. Invite all quality-oriented subordinates
4. Maintain team cohesiveness
 - a. Invite subordinates to work in a solid and harmonious team
 - b. Resolving any conflicts between subordinates properly
5. Respect differences and beliefs
 - a. Appreciate any difference of opinion for a better purpose
 - b. Invite all subordinates to respect differences and beliefs.

Effect of cyberloafing on performance

Several studies related to the effect of cyberloafing on performance, such as research conducted by (Derry Prasetya, 2020), have a negative impact. In contrast to the results of research conducted by (Inge, Monica, Anita Maharani, 2020) that cyberloafing has no impact/influence on employee performance.

Effect of work environment on performance

Some of the results of research on the influence of the work environment on performance as research conducted by Andi Suci Ramadhani Putri Agustang (2013), Ahmad Salahuddin (2013) the results of his research show that the work environment has a positive and significant effect on performance. A pleasant work environment for employees through increased harmonious relations with superiors, colleagues and subordinates, and supported by adequate facilities and infrastructure in the workplace will have a positive impact on employees, so that employee performance can increase.

The influence of leadership on performance

Good leadership can improve the performance of subordinates to maximize quality so that the achievement of goals can be realized effectively and efficiently and plays an important role in it. The results of research conducted by (Dihan Profita, Surachman 2017) show that leadership has an indirect effect on performance whereas according to (Nurmin Arianto, 2018) leadership has a positive and significant influence on employee performance.

Effect of cyberloafing on job satisfaction

Cyberloafing is an emotional response to work that is frustrating, therefore attitudes toward work can influence the emergence of cyberloafing (Lieberman, 2011). Other studies have found that employees tend to commit inappropriate actions when they have bad attitudes (Garret & Danziger, 2008). As for what is included in the job attitude is job satisfaction, organizational commitment (Putra & Renaldo, 2020; Renaldo, Putra, et al., 2022), and prejudice in the workplace (Greenberg in Ozler & Polat, 2012).

The influence of the work environment on job satisfaction

The results showed that there was a significant influence between work environment variables on job satisfaction variables for employees. So, the more comfortable the work environment in the workplace felt by employees resulted in an increase in job satisfaction for employees. Based on this study, the hypothesis which states that there is a significant influence between work environment variables on employee job satisfaction variables is declared accepted.

The influence of leadership on job satisfaction

Leadership and job satisfaction are aspects that are interrelated with one another and play an important role in determining the performance of an employee. With better leadership it will encourage employees to work in a disciplined manner which will ultimately encourage job satisfaction. According to research conducted by (Nurmin Arianto, 2018) leadership has a positive and significant influence on job satisfaction.

Effect of performance on job satisfaction

Several assessments of performance have a significant relationship with employee job satisfaction. The better the employee's perception of the job appraisal system, the higher the job satisfaction. This research was conducted by Ariwibowo, Mohammad Akuntanto, Prof. Dr. Asip F. Hadipranata, Psi (2004). Mangkunegara, (1993) defines employee performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Simamora (2004) stated that performance refers to the level of achievement of the tasks that make up an employee's job.

3.0 METHODOLOGY

Place and time of research

This research was conducted at UIN Suska Riau. All faculties and institutions and units are used as research sites. The research was conducted from January 2022 to June 2022.

Population and Sample

According to Arikunto (2010) the sample is part or representative of the population being studied. Sampling was carried out by using the Census technique, which is a way of collecting data when all elements of the population are investigated one by one. The data obtained is the result of census processing referred to as the actual data (true value), or often also called parameters. Therefore, the number of samples in this study was 100 educational staff at UIN Suska Riau.

Table 4. Variable Operationalization

Variable	Definition	Indicator	Source	Scale
Job satisfaction (Y2)	Job satisfaction is an employee's attitude towards his work which is shown through positive or negative emotional attitudes when the employee is doing his job.	1. Jobs 2. Overseer 3. Work Wages 4. Promotion 5. Colleagues	-Robbins,Stephen P,2012 -Luthans,2011 -Mangkunegara, 2013	Interval
Performance (Y1)	Performance is the overall value expected by the organization in the event of different behavior that is brought by an individual according to standards in one period	1. Focus on achieving targets. 2. Challenging and realistic targets. 3. According to the standards set. 4. Commitment about quality. 5. Quality achievement procedures. 6. Work is completed on time. 7. Subordinates have a	Mohamad & Jais, 2016	Interval

Variable	Definition	Indicator	Source	Scale
	of time. (Mohamad & Jais, 2016)	commitment. 8. Effective and efficient. 9. Transparent and accountable.		
Cyberloafing (X1)	Cyberloafing is deviant behavior in the workplace that uses its "employee status" to access the internet and email during working hours for non-work-related purposes.	1. Often use Wi-Fi outside of work. 2. Using a cell phone outside of business hours. 3. Download music 4. Access social media 5. Online shopping. 6. Access social media. 7. Online games.	-Lim, 2009 -Henle, Blanchard (2008)	Interval
Work Environment (X2)	Lighting	Light or lighting is very beneficial for employees to get safety and smooth work	Sedarmayanti, (2007)	Interval
	Air temperature	Oxygen is a gas needed by living things to maintain life, namely for metabolic processes.		
	Noise	One of the pollutions that is quite busy for experts to deal with is noise, namely sound that is not wanted by the ear		
	Use of Color	Managing color in the workplace needs to be studied and planned as well as possible		
	Required space	The space for movement in question is the placement of people in a room that does not create a cramped feeling.		
	Job Security	In order to keep the place and working environment in a safe condition, it is necessary to pay attention to its existence.		
	Employee Relations	Employee relations in question are all conditions that occur related to work relations, both relations with superiors, as well as relations with fellow co-workers or relations with subordinates.		
Leadership (X3)	Leadership means inspiring others to do their best to achieve the desired results	1. Clear strategy and good communication. 2. Concern for members and work environment. 3. Motivating subordinates. 4. Maintain team cohesiveness and respect differences and beliefs.	-Armstrong, 2014	Interval

Data analysis technique

Data analysis techniques in this study used descriptive analysis and Structural Equation Model (SEM) with the help of Microsoft Excel, SPSS 21 and Smart PLS software.

Descriptive Analysis

The discussion of the characteristics of the respondents is associated with the responses of the respondents as a descriptive analysis in this study. Analysis of Respondent Characteristics (Analysis of respondent characteristics is described based on gender, age, level of education. The analysis will be carried out in the form of an analysis using

the mode with grouping based on the highest rank and comparing with the lowest. Next is an analysis of the respondents' responses (containing a discussion of the respondents' responses associated with the characteristics respondents, to determine the level of respondents' perceptions of competency, work motivation, work environment on teacher performance and teacher job satisfaction) using the intervals described above Mapping the influence of independent variables on the dependent variable (the effect of variable X on variable Y) (Adrian et al., 2022; Sari et al., 2022).

Validity test

Validity Test is a test conducted to measure the accuracy of research instruments or questionnaires. The questionnaire is said to be valid if the questions or statements from the questionnaire are able to reveal something that will be measured by the questionnaire. The size of the accuracy of the questionnaire can be measured using the correlation coefficient. The questionnaire is said to be good and valid if the correlation coefficient is significant or $r_{count} > r_{table}$. Where $df = n - 2$ with a 2-tailed test (Ghozali 2016) or $r_{count} > 0.30$ (Sugiyono 2019).

Reliability Test

The reliability test is a questionnaire test conducted with the intention of measuring the consistency of the respondents' answers. The reliability test was carried out with the cronbach alpha statistical test. The limit for the Cronbach alpha test is ≥ 0.70 (Ghozali 2016).

Testing Assumptions in Structural Equation Modeling

Before arriving at the results of the analysis in the form of goodness of fit, it is necessary to first check the assumptions underlying the validity of the model that has been made. The assumptions in SEM are divided into two parts, namely assumptions related to the model and assumptions related to parameter presumptions and hypothesis testing.

Data Processing Process and Hypothesis Testing

The next step is to process the data using SPSS 21, Smart PLS. The results obtained can be directly used to test the hypothesis.

Path Analysis Hypothesis Test with Smart PLS

Path analysis, known as path analysis, was first developed in the 1920s by a geneticist, namely Sewall Wright. The path analysis model is used to analyze the pattern of relationship between variables with the aim of knowing the direct or indirect effect of a set of independent variables (variable X) on the dependent variable (variable Y).

4.0 RESULTS AND DISCUSSION

Results

Table 5. Hypothesis Test Result

Influence between Variables	T Statistics (O/STDEV)	P Values	Conclusion
Cyberloafing -> Performance	0.5199	0.6033	Not significant
Work environment -> Performance	0.9956	0.3199	Not significant
Leadership -> performance	0.0715	0.942	Not significant
Cyberloafing -> Job satisfaction	1.202	0.2299	Not significant
Work environment -> Job satisfaction	0.7306	0.4654	Not significant
Leadership -> Job satisfaction	2.177	0.0299	Significant Positive
Performance -> Job Satisfaction	1.3553	0.1759	Not significant

Source: Processed data, 2022

Discussion

Effect of Cyberloafing on performance

Based on the results of the study, it showed that cyberloafing had an insignificant impact on the performance of UIN Suska Riau educational staff. The results of this study are in line with the results of previous research conducted by Inge, Monica, Anita Maharani, (2020) showing that cyberloafing has no effect/significant impact on employee performance.

Effect of work environment on performance

Based on the results of the study, it shows that the work environment has no significant impact on the performance of the teaching staff at UIN Suska Riau. Which means that the work environment does not have an effect on the performance of the teaching staff at UIN Suska Riau.

The results of this study are not in line with the results of previous studies conducted by Andi Suci Ramadhani Putri Agustang (2013) and Ahmad Salahuddin (2013) which show that the work environment has a positive and significant effect on performance.

The influence of leadership on performance

Based on the results of the study, it shows that leadership has an insignificant impact on the performance of UIN Suska Riau educational staff. The results of this study are not in line with research conducted by Dihan Profita, Surachman (2017) which shows that leadership has an indirect influence on performance, while according to Nurmin Arianto (2018) leadership shows a positive and significant influence on employee performance.

Effect of Cyberloafing on job satisfaction

Based on the results of the study, it shows that cyberloafing has an insignificant positive impact on job satisfaction. This means that cyberloafing is not always bad or a negative behavior. According to Sao Chandak, Patel and Bhadade (2020) cyberloafing has an influence on job satisfaction both from a positive and negative side.

The influence of the work environment on job satisfaction

Based on the results of the study, it shows that the work environment has a positive but not significant impact on the job satisfaction of UIN Suska Riau educational staff. In contrast to the research results from Mega Arum Yunanda (2021) showing that the work environment has a significant influence on employee job satisfaction.

The influence of leadership on job satisfaction

Based on the results of the study, it shows that leadership has a positive and significant impact on the job satisfaction of the UIN Suska Riau educational staff. This means that good leadership will encourage employees to work in a disciplined manner which will ultimately encourage job satisfaction. This is in line with the results of Nurmin Arianto's research (2018) that leadership has a positive and significant influence on job satisfaction.

Effect of performance on job satisfaction

Based on the results of the research conducted, it shows that performance does not have a significant effect on job satisfaction. The results of this study are not in line with research conducted by Ariwibowo, Muhammad Akuntanto (2004).

5.0 CONCLUSION

Conclusion

Based on the data analysis described in the discussion in the previous chapter, the conclusions of this study can be explained as follows.

The cyberloafing variable has an insignificant impact on the performance of UIN Suska Riau educational staff. The work environment variable has an insignificant impact on the performance of UIN Suska Riau educational staff. The leadership variable has an insignificant impact on the performance of UIN Suska Riau educational staff. not significant to job satisfaction. This means that cyberloafing is not always bad or a negative behavior.

Work environment variables have a positive but not significant impact on the job satisfaction of UIN Suska Riau educational staff. The leadership variable has a positive and significant impact on job satisfaction of UIN Suska Riau educational staff. Performance variables do not have a significant effect on job satisfaction.

Recommendation

Based on the results of the research and discussion, it can be suggested for agencies to provide a supportive work environment, so that educational staff are more enthusiastic about carrying out official duties. For Academics/Researchers Furthermore, if interested in the same theme, with this research it is advisable to use another sampling method with a larger sample size so that the influence of the independent and dependent variables is more measurable.

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