

## The Effect Of Job Boredom, Cyberloafing, And Perceived Organizational Justice On Employee Performance Of Generation Z, With Mediating Role Of Organizational Commitment, In The Indonesia Logistics Sector

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### Abstract

This quantitative research aims to examine the influence of job boredom, cyberloafing, and perceived organizational justice on employee performance of generation Z, with mediating role of organizational commitment, in the logistics sector of warehousing and land transportation in Indonesia. The cross-sectional approach was used in data collection by distributing questionnaires to employees working in 8 logistics companies in Jakarta during October until November 2024, with 391 respondents involved. Data analysis is using Structural Equation Modelling with software AMOS version 23. The results of the hypothesis test show there is negative effect of job boredom and positive effect of perceived organizational justice on employee performance, and there is mediating role of organizational commitment. However, cyberloafing does not affect employee performance and organizational commitment. Companies need to strive on increasing organizational commitment to mitigating the negative impact of job boredom and increase the positive influence of perceived organizational justice on employee performance.

**Keywords:** Job Boredom, Cyberloafing, Perceived Organizational Justice, Organizational Commitment, Employee Performance

## INTRODUCTION

The success of an organization in winning market competition sustainably is largely determined by the employee performance of its employees. Employee performance is largely determined by work attitudes and behaviors related to their roles and duties in the organization, which have a positive effect on organizational performance (Nyathi & Kekwaletswe, 2023).

The freight and warehousing sector contributed IDR 1,090.2 trillion to Gross Domestic Product in 2023 and is expected to continue to increase in 2024 (Supply Chain Indonesia). The Indonesian Logistics Association estimates that the growth of the Indonesian logistics sector in 2024 will be in the range of 7% -8% (SWA.co.id). Digitalization of the supply chain process requires the support of digital knowledge and expertise from its workforce. The challenge faced is the lack of skilled workers in the supply chain, especially operators and supervisors (SWA.co.id).

Preliminary research conducted in October 2024 on 43 managers from 8 logistics companies in Jakarta confirmed the existence of job boredom, cyberloafing, organizational justice, and organizational commitment phenomena in employees based on the assessment of their leaders. The leaders believe that each of these variables has an influence on the individual performance of their team.

Table 1. Phenomenon in Logistics Companies in Jakarta

Team Assessment	Job boredom	Cyberloafing	Perceived Organizational Justice	Organizational Commitment
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There is a phenomenon in the team	69 %	70%	92%	88%
This phenomenon has an impact on performance	93 %	77%	96%	97%

Source: Preliminary research

A survey by the Indonesian Internet Service Providers Association (APJII, 2024) reported that the number of internet users was 215.6 million people, and 60.32% of these users were working individuals. The largest use of the internet is for accessing social media. Access to news information, access to public services, and online transactions are next in line. This activity, which is carried out during working hours, is a form of cyberloafing. A survey report from the Alvara Research Center (2022), which was conducted on more than 1,500 people in various cities in Indonesia, showed that the highest internet addiction behavior was among generation Z.

Gallup Inc., which conducted a survey of 122,416 respondents who were workers aged 15 years and over in 160 countries in 2022, reported that stress levels among workers globally continue to increase from year to year. Workers in Indonesia showed a stress level of 21%. This report states that anxiety and feelings of stress are usually caused by several factors, such as dissatisfaction with salary, disharmonious relationships with coworkers or superiors, and the lack of a sense of justice for employees. Several of these factors illustrate the lack of perceived organizational justice for employees.

Employee performance is closely related to organizational commitment. Organizational commitment is a work attitude that is important for employee performance and has strategic importance for the organization (Wright & Essman, 2019). Organizational goals will be achieved effectively with organizational commitment that is built from the attitudes and behavior of the entire organization (Celik, 2020). Employees who have organizational commitment tend to show voluntary and wise actions to improve company performance in the form of employee performance, and are less likely to leave it (Lee et al., 2023).

Several previous studies have shown inconsistent results regarding the influence of organizational commitment on employee performance. This was conveyed by Story & Castanheira (2019) and Silva et al. (2023) regarding the absence of influence of organizational commitment on employee performance. Normative commitment and continuance commitment have no effect on employee performance, and there is no influence from each of the 3 dimensions of organizational commitment, namely affective, normative, and continuance commitment on organizational performance (Govender & Naidoo, 2022).

Employee performance can be negatively affected by job boredom, which is caused by a lack of engagement with work that arises due to a lack of challenges, routine and monotonous work (Avci & Çetin, 2023), or the perception of being overqualified by employees (Kim et al., 2021). Job boredom has a positive effect on daily counterproductive work behavior both actively and passively (Spanouli et al., 2023), and has a negative effect on employee performance (Wihler et al., 2022). Evidence is presented by Velasco & Jorda (2020) that job boredom has a negative effect on employee performance of athletes and increases the opportunity to engage in overconsumption behavioral patterns, where the main causes are related to lack of motivation, repetitive or monotonous activities or tasks, frustration, and lack of competition or challenges. Job boredom for employees is more dangerous than workload, and has a negative effect on various employee performance outcomes (Avci & Cetin, 2023).

Employee performance can also be influenced by cyberloafing behavior from employees. Cyberloafing has a positive effect on employee performance (Sao et al., 2020). There is a positive direct effect of cyberloafing on employee performance during the Covid-19 pandemic as

conveyed by Zhong et al. (2022). Most employees engage in cyberloafing to gain skills, develop themselves, take a break, follow self-development sites, learn new skills and recover from work fatigue. Cyberloafing provides employees with an opportunity for a mental break, which provides distance from stressful work situations (Andel et al., 2019; Mohammad et al., 2019). The effect of cyberloafing on employee performance can be curvilinear, which can hinder employee performance at low or high levels of cyberloafing, but at moderate levels it will lead to the best employee performance (She & Li, 2023).

Different results were presented in several previous studies, which proved the negative influence of cyberloafing on employee performance and organizational performance (Senevirathne & Kularathne, 2021) and organizational commitment (Muafi, 2023). Cyberloafing has a negative effect on employee performance, so organizations must supervise their employees while working and make strict regulations regarding restrictions on internet use in the workplace (Kamila & Muafi, 2023). The same thing was also conveyed by Ngowella et al. (2022) that reducing the time spent on using social media will increase the time spent on work-related activities so that it can improve employee performance.

Perceived organizational justice is another factor that can improve employee performance. Perceived organizational justice has a positive effect on employee performance, so organizations must create justice in the work environment, such as focusing on communication to achieve procedural justice and distributive justice, and to increase their awareness of organizational justice (Song et al., 2024). Perceived organizational justice has a positive effect on employee performance as proven in previous studies (Hyder et al., 2022; Amoah-Gyarteng & Dhliwayo, 2024), and each procedural justice and interactional justice have a positive effect on employee performance (Kim & Jeong, 2021).

Generation Z, in addition to prioritizing work-life balance, also places more emphasis on mental health support, as well as active support from companies in maintaining a healthy workload to avoid burnout. Generation Z was fully born and developed with the presence of the internet and digital technology. This makes them very dependent on social media and the use of digital technology (Beresford Research, 2024). This generation is identical to job hoppers, often moving from company to company (Lao et al., 2023). They highly value freedom and flexibility in work, related to working hours and how to do it, thus supporting their creativity. For them, work needs to be meaningful and in line with their values.

The inconsistent results of previous studies related to the influence of cyberloafing and organizational commitment on employee performance, as well as the lack of attention to generation Z, and the limitations of research in the logistics sector in Indonesia, are the basis for formulating the problem in this study, namely whether job boredom, cyberloafing, and perceived organizational justice have a direct effect on employee performance of generation Z in the logistics sector in Indonesia, and whether organizational commitment acts as a mediator in the influence of job boredom, cyberloafing, and perceived organizational justice on employee performance.

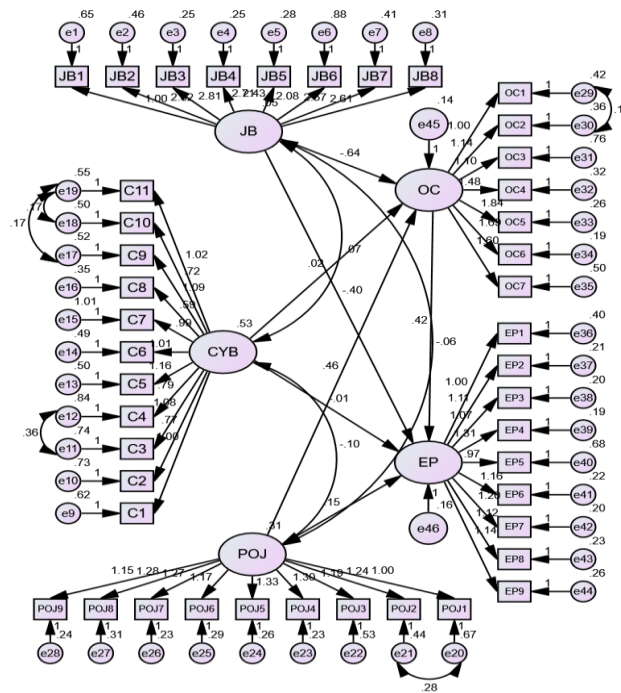
## RESEARCH METHODS

A cross-sectional approach was used in data collection, with the unit of analysis being generation Z employees at non-managerial levels working in 8 logistics companies in Jakarta, which focus on goods transportation and warehousing, with the distribution of questionnaires containing statements with 5 Likert scale measurements with demographics in Table 2.

Table 2. Respondent Demographics

Gender	Amount	Percentage	Years of Service	Amount	Percentage
Man	175	44,76%	2 - <4 years	313	80,05%
Woman	216	55,24%	4 - <6 years	48	12,28%
Total	391	100%	6 - <8 years	24	6,14%
			8 years and above	6	1,53%
Department	Amount	Percentage	Total	391	100,00%
Operation	75	19,18%			
Marketing	162	41,43%	Education	Amount	Percentage
Finance	34	8,70%	Senior High School	142	36,32%
Human Resources	30	7,67%	Associate Degree	55	14,07%
IT	17	4,35%	Undergraduate	185	47,31%
Audit	4	1,02%	Master	9	2,30%
Others	69	17,65%	PhD	0	0,00%
Total	391	100%	Total	391	100%

Source: Data Processing Results (2024)



Source: Data Processing Results with Amos v.23  
 Figure 1. Hypotheses Testing Output Results

## RESULT AND DISCUSSION

The results of data processing can be seen in Figure 1, and Table 3 is the result of testing seven hypotheses with regression related to the direct influence between variables.

Table 3. Direct Effect Hypothesis Testing

Path	Estimate	P-value	conclusion
Employee Performance ← Job boredom	-0.404	0.013	H1 supported
Organizational Commitment ← Job boredom	-0.643	0.001	H2 supported
Employee Performance ← Cyberloafing	-0.010	0.401	H3 not supported
Organizational Commitment ← Cyberloafing	0.016	0.336	H4 not supported
Employee Performance ← Perceived organizational Justice	0.150	0.013	H5 supported
Organizational Commitment ← Perceived organizational Justice	0.465	0.000	H6 supported
Employee Performance ← Organizational Commitment	0.418	0.000	H7 supported

Source: Hypothesis Test Results with Regression (SEM AMOS)

H<sub>1</sub>: Job boredom has a negative effect on employee performance

The regression test shows a job boredom coefficient value of -0.404, which means that if job boredom increases, employee performance will decrease. The test results show a negative coefficient in accordance with hypothesis; hence job boredom has a negative effect on employee performance. The test results show p-value of 0.000 < 0.05 (alpha 5%), which means accepting H<sub>1</sub>. The conclusion that can be conveyed is that statistically with a 95% confidence level there is a negative effect of job boredom on employee performance of generation Z in logistics companies in Indonesia.

The results are consistent with the results of previous studies, which prove the negative influence of job boredom on employee performance in students in Mexico (Baños et al., 2020), as well as athletes in Ecuador (Velasco & Jorda (2020), the main causes of which are related to lack of motivation, repetitive or monotonous activities or tasks, frustration, and lack of competition or challenges. The same thing was also conveyed by Yakobi et al. (2021) that job boredom is associated with worse employee performance in students in Canada, and confirmed by Wihler et al. (2022) who concluded that job boredom in employees can have a negative effect on employee performance in Mexico.

This study is also consistent with the test of Coen (2023) who concluded his research in Germany, that there is a negative influence of job boredom on employee performance in students. The same thing also confirms the findings of Avci & Çetin (2023) on their research in Turkey, with the conclusion that job boredom in employees is more dangerous than workload, and has a negative effect on employee performance and organizational performance.

Job boredom occurs because the work environment lacks resources and job demands (Oprea et al., 2019) which causes employee boredom with their work, so companies need to ensure the availability of the necessary resources and challenging job demands. Poor job design, work that is below capacity, and work that is routine and monotonous will increase the level of job boredom in employees (Avci & Çetin, 2023).

Companies need to provide tasks that are not too monotonous, but more challenging for employees, especially those who are highly qualified, so it is important to design work in such a way as to prevent job boredom (Kim et al., 2021; Khan et al., 2022). Mitigating job boredom is important for company leaders, because it has the potential to harm employee mental health in general, which can lead to decreased life satisfaction and increased symptoms of anxiety and depression (Li et al., 2024).

The result of this study confirms the self-determination theory that when work cannot meet some or all of the three innate psychological needs, namely the lack of control or freedom of employees in doing their work; lack of challenges that may be felt compared to the competencies they have; or lack of interpersonal relationships with coworkers or superiors, experienced in the workplace can cause or increase job boredom. When job boredom occurs, employee motivation will decrease which then causes employee performance to tend to decrease when the employee's innate psychological needs are not met.

H<sub>2</sub>: Job boredom has a negative effect on organizational commitment

The coefficient value obtained for job boredom is -0.643, which means that if job boredom increases, organizational commitment will decrease. The test results show a negative coefficient that aligned with the hypothesis; therefore, job boredom has a negative effect on organizational commitment. The test results show p-value of 0.000 < 0.05 (alpha 5%) so H<sub>2</sub> is accepted. Based on the results obtained, it can be concluded that statistically with a 95% confidence level, there is a negative effect of job boredom on the organizational commitment of generation Z in logistics companies in Indonesia.

The results support the results of previous studies in the United States conducted by Line & Hanks (2019), which stated that boredom has a negative effect on engagement and commitment. The same thing was also confirmed by Clemons (2020) based on his research in the United States, which concluded that at certain times, employees will experience some form of job boredom in the workplace, which can lead to counterproductive and destructive work behavior. Individuals who continuously experience job boredom may try to overcome it by doing anything that should be avoided in the work environment, including playing around in the office, withdrawing from company events, and sabotaging company property.

This study is also consistent with testing on bank employees in Puerto Rico who have passive jobs, are vulnerable to job boredom and are dissatisfied with their jobs, which results in low organizational commitment (Cruz Santiago et al, 2020). Job boredom is considered a state of negative cognition and emotion that makes employees inactive and uncomfortable with unchallenging work, which leads employees to poor organizational commitment (Teng et al., 2020). The negative influence of employee job boredom on affective commitment was also confirmed by Zeshan et al. (2023) in a study conducted in Pakistan.

Referring to self-determination theory, the lack of control or freedom of employees in doing their jobs, the lack of challenges that may be felt compared to their competencies, and the lack of interpersonal relationships with coworkers or superiors, experienced in the workplace will have a negative impact on employee motivation, thereby reducing their organizational commitment. The management of logistics companies in Indonesia needs to pay attention to work management that can minimize the negative influence of job boredom on organizational commitment in Generation Z employees, with a strategic approach and a focus on increasing employee engagement.

Generation Z, in addition to prioritizing work-life balance, also emphasizes mental health support, as well as active support from the company in maintaining a healthy workload to avoid burnout (Beresford Research, 2024). Generation Z has higher expectations for challenging and varied work. When these expectations are not met, job boredom begins to increase, resulting in decreased organizational commitment. They tend to need a higher level of involvement and participation in their work. Monotonous work results in reduced commitment to the organization.

Another thing to understand is that Generation Z was born and grew up in an era of advanced technology accompanied by a dynamic environment. They may get bored more quickly if their work is not in line with their expectations of high innovation and variety.

Generation Z is more likely to respond to job boredom with a decrease in organizational commitment in the form of searching for other jobs or organizations that are more in line with their expectations. Therefore, it is important for companies to pay attention and consider in creating an interesting and challenging work environment to maintain the organizational commitment of generation Z.

H<sub>3</sub>: Cyberloafing has a positive effect on employee performance

Table 2 shows the cyberloafing coefficient value of -0.010, which means that if cyberloafing increases, employee performance will decrease. The test results show the negative coefficient which does not match the hypothesis proposed, namely that cyberloafing has a positive effect on employee performance, so it can be interpreted that H<sub>3</sub> is rejected. The resulting p-value is  $0.401 > 0.1$ , indicating that significance is not met even at a 90% confidence level. The conclusion from the results of this test is that statistically there is no effect of cyberloafing on employee performance of generation Z in logistics companies in Indonesia.

The results of the study showed different conclusions from previous studies, which were divided into three groups, namely those that conveyed a positive influence of cyberloafing on employee performance (Mohammad et al., 2019; Sao et al, 2020; Zhong et al, 2022; She & Li, 2023); a group that concluded a negative influence of cyberloafing on employee performance (Senevirathne & Kularathne, 2021; Ngowella et al., 2022; Kamila & Muafi, 2023; Ngowella et al., 2022); and a group that stated that cyberloafing can have a positive or negative effect on employee performance (Syed et al., 2022; She & Li, 2023; Henle, 2024).

Generation Z continues to show good performance despite relatively low cyberloafing due to restrictions on internet access and supervision of mobile phone use during working hours, as well as increasing workload. The results of this study prove that in generation Z, cyberloafing behavior does not affect employee performance. The results of this study provide a new understanding regarding the influence of cyberloafing on employee performance in generation Z, which was not a concern in previous studies.

Unlike the previous generation, Z does not place cyberloafing as part of the control that must be possessed in managing their working time and managing work pressure, so this does not affect increasing feelings of autonomy and freedom in the workplace as referred to in the concept of self-determination theory. Cyberloafing activities are only carried out as a variation and time break from the work routine for these two generations, which does not affect their performance.

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H<sub>4</sub>: Cyberloafing has a positive effect on organizational Commitment

The coefficient value of cyberloafing is 0.016, which means that if cyberloafing increases, organizational commitment will also increase. The test results show p-value of  $0.336 > 0.05$  (alpha 5%) then reject H<sub>4</sub> for a 95% confidence level. Therefore, it can be concluded that statistically with a 95% confidence level there is no positive effect of cyberloafing on the organizational commitment of generation Z in logistics companies in Indonesia.

The majority of respondents came from the marketing and operational departments which are the main pillars of the company's profit generator, with a relatively higher and tighter workload and targets compared to other departments. This condition makes employees quite busy with their work, which is accompanied by restrictions on internet access and the use of personal mobile phones in the work area, so that cyberloafing behavior is relatively low. However, this

condition does not reduce organizational commitment from employees, because the company provides a fair and transparent incentive pattern, which has proven to be effective in creating high organizational commitment.

The results of this study differ from previous studies that reported a negative effect of cyberloafing on organizational commitment (Muafi, 2023), as well as other studies that stated the opposite, that there was a positive effect of cyberloafing on organizational commitment (Andel et al. (2019; Mohammad et al., 2019; Monica & Maharani, 2020; Aladwan et al., 2021; Fahad & Kistyanto, 2021; Nyoto et al., 2023). The difference in results obtained is because this study took a specific sample of generation Z, while previous studies did not specifically take samples from that generation.

H<sub>5</sub>: Perceived organizational justice has a positive effect on employee performance

It is shown that the coefficient value of perceived organizational justice is 0.150, which means that an increase in perceived organizational justice will also result in an increase in employee performance. The test results show p-value of  $0.013 < 0.05$  (alpha 5%), therefore H<sub>5</sub> is accepted. These results conclude that statistically with a 95% confidence level there is a positive effect of perceived organizational justice on employee performance of generation Z in logistics companies in Indonesia.

This study supports the results of previous studies conducted in several countries with different industries, namely: teachers in Turkey, tobacco company employees in Pakistan (Zeb et al., 2019), public sector employees in Greece (Mylona & Mihail, 2019), motorcycle salespeople in Bekasi (Wolor et al, 2019), professional athletes in South Korea (Kim & Jeong, 2021), bank employees in Pakistan (Fiaz et al., 2021), teachers in East Java (Sopiah et al, 2021), doctors in Pakistan (Hyder et al, 2022), teachers in Central Java and East Java (Hermanto & Srimulyani, 2022), workers in Shanghai (Lyu et al. (2023), and credit union members in Brazil (Martins et al., 2023), and nurses in Turkey (Ekingen, 2023).

Employees need sufficient motivation to do their jobs. When a sense of justice fulfilled, employee motivation increases. This psychological mechanism can explain that organizational justice has a positive effect on employee performance, in accordance with the results confirmed in several previous studies. Referring to social exchange theory, it can also be explained that employees who feel that the organization is treating them fairly will tend to show employee performance that is in accordance with expectations, or maybe even exceeds it.

H<sub>6</sub>: Perceived organizational justice has a positive effect on organizational commitment

The coefficient value of perceived organizational justice of 0.465 indicates that the higher the perceived organizational justice, the higher the organizational commitment. The results of the regression test show p-value of  $0.000 < 0.05$  (alpha 5%), so H<sub>6</sub> is accepted. It is concluded that statistically with a confidence level of 95%, there is a positive effect of perceived organizational justice on the organizational commitment of generation Z in logistics companies in Indonesia, which means that increasing perceived organizational justice will increase employee organizational commitment.

The results of this study confirm previous studies conducted in various industries in several countries, including: employees working in southern prisons in the United States (Lambert et al., 2020), bank employees in Pakistan (Jehanzeb & Mohanty, 2020), expatriate workers in Dubai (AlMazrouei & Zacca, 2021), central and city government employees in South Korea (Jang et al., 2021), ministry employees in Kuwait (Zayed et al., 2022), employees in various industries in India (Malla & Malla, 2023), MSME employees in China (Chen et al., 2024).

The results of this study can be explained by referring to social exchange theory, where perceived organizational justice and balance in connectedness are important. Employees will feel satisfied if there is a fair exchange between themselves and the company, so that employees who

feel perceived organizational justice will tend to show equal organizational commitment in return.

When Generation Z feels that the organization treats them fairly, both in terms of resource and reward distribution, processes and procedures, and interpersonal interactions, they will be more committed to the organization. Therefore, management needs to ensure the formation of an inclusive work environment, in ensuring that every employee has an equal opportunity to contribute and develop in the organization, so that it can maintain organizational commitment.

H7: Organizational commitment to employee performance

The result of the organizational commitment coefficient value is 0.418, meaning that if organizational commitment increases, employee performance will also increase. The test results show p-value of  $0.000 < 0.05$  (alpha 5%) so H7 can be accepted. The conclusion obtained is that statistically with a 95% confidence level there is a positive influence of organizational commitment on employee performance of generation Z in logistics companies in Indonesia.

The results of this study are consistent with previous studies, including studies on employees in Ghana (Cobbinah et al., 2020), workers in cellular companies in Pakistan (Kundi et al., 2020), lecturers from various universities in Iraq (Mohammed, 2021), expatriate workers in Dubai (AlMazrouei & Zacca, 2021). This research also confirms the same results in previous studies such as research on bank employees in Eswatini-Africa (Govender & Naidoo, 2022), employees of MSME construction consultants in Indonesia (Evitasari et al, 2023), government employees in Ghana (Osei et al, 2023), local government employees in Indonesia (Averina et al, 2023), employees in automotive finance companies in Indonesia (Azmy et al., 2023), government employees in Ghana (Zeshan et al., 2023), and workers in sugar factories in Kediri (Andriansyah et al., 2023), as well as workers from various companies in Malaysia (Sultana et al., 2024).

Employees' desire to be involved in achieving the best of the organization is formed from their conception of thinking which is part of the organization, which is the result of the employee's organizational commitment. This is what drives employees to try to show the best employee performance in order to support the achievement of their organization.

**Indirect effect:**

H8: Organizational commitment mediates the influence of job boredom on employee performance

Based on the test results, it is shown that the magnitude of the indirect influence coefficient of job boredom on employee performance through organizational commitment is -0.1688 ( $-0.404 \times 0.418$ ), which means that if job boredom increases, organizational commitment will decrease, causing a decrease in employee performance. The test results show p-value of  $0.040 < 0.05$ , so H8 is accepted. It is statistically concluded at a 95% confidence level that there is mediation of organizational commitment in the influence of job boredom on employee performance.

This result is a novelty of this study, which proves that the existence of company intervention in an effort to increase organizational commitment can mitigate the negative impact of job boredom on employee performance, because previous studies did not test the mediating role of organizational commitment related to the influence of job boredom on employee performance, with specific testing carried out on generation Z. The high organizational commitment possessed by employees will be able to reduce the negative impact of job boredom on employee performance.

Therefore, companies need to pay attention and take policy steps related to strategies for increasing organizational commitment in order to minimize the negative impact of job boredom on employee performance in generation Z. Interventions that can be carried out by companies in increasing organizational commitment in the work environment include: elaboration of the company's vision and mission as well as achievements, and clear future changes that can inspire employees; the values adopted by the company are reflected in the behavior of company leaders

who are role models in each department; a culture of open and transparent communication between management and employees; and work-life balance to increase employee satisfaction and commitment.

H<sub>9</sub>: Organizational commitment mediates the effect of cyberloafing on employee performance

The test results show the coefficient of indirect influence of cyberloafing on employee performance through organizational commitment of 0.0066 (0.016 x 0.418), meaning that if cyberloafing increases, organizational commitment will increase, causing employee performance to increase. The test results show p-value of 0.666 > 0.05, so H<sub>9</sub> is rejected. It is concluded statistically that there is no mediation of organizational commitment in the influence of cyberloafing on employee performance.

This result is consistent with the unsupported H<sub>3</sub> and H<sub>4</sub>, where cyberloafing has no direct effect on organizational commitment or employee performance. However, with the evidence of a positive effect of organizational commitment on employee performance, companies still need to pay attention and strive to form and improve organizational commitment in generation Z so that their performance can improve and meet the expected achievement targets.

In addition, controlling and restricting internet access is still needed so that this generation can focus on the work given. The same thing was also conveyed by Ngowella et al. (2022) that reducing the time spent on using social media will increase the time spent on work-related activities so that it can improve employee performance.

H<sub>10</sub>: Organizational commitment mediates the influence of perceived organizational justice on employee performance.

Based on the test results, it is known that the magnitude of the indirect influence coefficient of perceived organizational justice on employee performance through organizational commitment is 0.1943 (0.465 x 0.418), which means that if perceived organizational justice increases, organizational commitment will also increase, causing employee performance to increase. The test results show p-value of 0.0000 < 0.05, so H<sub>10</sub> is accepted. It is concluded statistically at a 95% confidence level that there is mediation of organizational commitment in the positive influence of perceived organizational justice on employee performance.

This conclusion is a novelty resulting from this study, which provides an understanding of the indirect influence of perceived organizational justice on employee performance, namely through organizational commitment in logistics companies in Indonesia with a focus on generation Z.

The high organizational commitment possessed by employees will be able to increase the positive influence of perceived organizational justice on employee performance. Organizational commitment is a significant mediator, so companies need to pay attention to strengthening employee commitment to the organization, in order to increase the indirect influence of perceived organizational justice on employee performance with several interventions including: a work environment by strengthening inspiring organizational values and culture for employees; facilitating activities that strengthen employee engagement, such as outings, family gatherings, staff town halls; building an inclusive work environment and supporting equality for employees to contribute and receive appreciation for their performance, regardless of differences related to gender, ethnicity, religion and other backgrounds; providing flexible work schemes to help employees balance their work and personal lives.

Companies also need to increase employee engagement by encouraging employees to actively participate in company decision-making and initiatives; explaining to employees how decisions are made and ensuring they understand that the process is fair, and providing opportunities for employee feedback on related policies and procedures; and encouraging employee participation in corporate social responsibility programs.

## CONCLUSION

Generation Z expects more challenging, varied and meaningful work to reduce work boredom which can significantly affect performance. Generation Z who experience monotonous work or are far below their competence will be susceptible to experiencing greater negative impacts of job boredom on their employee performance.

Generation Z who experiences job boredom will tend to feel less committed or have low organizational commitment. Generation Z tends to require a higher level of involvement and participation in their work. Monotonous work results in reduced commitment to the organization. Generation Z was born and developed in an era of advanced technology and a dynamic environment. They get bored and lose commitment more quickly if their work is not in line with expectations of high innovation and variety.

Generation Z does not perceive cyberloafing as part of the control that must be had in increasing feelings of autonomy and freedom in the workplace, so it does not have an impact on employee performance and organizational commitment. Cyberloafing restrictions still need to be implemented so that Generation Z employees can focus and use a lot of time for the work given.

Perceived organizational justice has a positive effect on employee performance. Generation Z values transparency, openness, and fair treatment regarding the allocation and distribution of resources and rewards; the processes and procedures used in decision-making on the allocation and distribution of resources and rewards; and fairness in interpersonal interactions and treatment (superiors and subordinates) when these processes and procedures are carried out.

Generation Z is known to have high sensitivity to issues of fairness, transparency, and inclusion in the workplace. They grew up and developed in an era of wide access to information via the internet, so they have high expectations of the treatment they receive. Generation Z tends to have a stronger reaction (will be more committed to the organization) when they feel treated fairly.

Companies need to pay attention to increasing the organizational commitment of generation Z, so that they can mitigate the negative impact of job boredom and bridge the positive influence of perceived organizational justice on employee performance.

This study contributes to enriching the understanding and literature on the work behavior of generation Z in logistics companies in Indonesia regarding job boredom, perceived organizational justice, cyberloafing, and organizational commitment in relation to employee performance, namely:

1. contribution to cyberloafing theory, which has been proven to have no effect on organizational commitment or employee performance.
2. confirmation of the theory of generation Z behavior which shows the negative influence of job boredom and the positive influence of perceived organizational justice on employee performance.
3. significant contribution to organizational commitment theory, which has been proven to reduce the negative impact of job boredom, and bridge the positive influence of perceived organizational justice on employee performance.

This research provides managerial implications that can be considered for logistics companies in Indonesia, especially in managing generation Z, including:

1. Companies still need to provide limitations and controls on internet access in the form of policies and supervision, without having to worry about a decrease in organizational commitment or employee performance.
2. Companies need to pay special attention to the management of the organization and work patterns given to employees that can reduce the potential for work boredom. Job design needs to be packaged in such a way that it is in accordance with employee capacity, and not just routine and monotonous. In addition, companies ensure that there is fairness in the allocation

and distribution of resources and rewards; processes and procedures carried out; and personal interactions with employees.

3. Companies need to strive to strengthen organizational values and culture that can inspire employees, as well as create policies and activities that can increase organizational commitment, in order to mitigate the negative effects of job boredom and bridge the positive effects of perceived organizational justice.

Some limitations of this study are as follows:

1. This study took samples from logistics companies in Jakarta. The existence of local cultural differences in other cities can produce different results, so it cannot represent the work behavior of generation Z in general in Indonesia. In addition, the logistics sector has a distinctive work pattern compared to other sectors such as: the hotel business, hospitals, manufacturing and other sectors, so it cannot generalize the results of this study to different industries.
2. This research does not differentiate the intensity of cyberloafing in employees (low, medium, and high). This frequency differentiation can produce different results related to the effect of cyberloafing on employee performance, as stated in the results of previous studies.
3. Data collection uses a cross-sectional method, which cannot see changes that occur during a certain period. The five variables tested in this study can change along with the dynamics that occur in the organization, so there are factors that are not observed in this study.

Referring to the limitations of this research, here are some suggestions for future research, namely:

1. Further research is conducted in different industries and sample distribution in several cities in Indonesia, so that it can provide a more comprehensive picture.
2. Measuring the intensity of cyberloafing in respondents at three different levels, then testing its effect on employee performance in each of the three groups.

Using a longitudinal method that can observe the effect of each job boredom, cyberloafing, and perceived organizational justice directly and through the mediation of organizational commitment on employee performance over a certain period of time

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