

Boredom, Cyberloafing, And Perceived Justice Affect Performance Of Generation Y And Generation Z, In Indonesia's Logistics Sector: Mediating Role Of Organizational Commitment

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Abstract

This quantitative research aims to examine the influence of job boredom, cyberloafing, and perceived organizational justice on performance of generation Y and Z, with the mediation of organizational commitment in the logistics sector of warehousing and land transportation in Indonesia. The cross-sectional approach was used in data collection with purposive sampling, by distributing questionnaires to employees, working in 8 logistics companies in Jakarta during October until November 2024, with 1014 respondents involved, 623 generation Y and 391 generation Z. Data analysis is using Structural Equation Modeling. The results of the hypothesis test show there is no direct influence of cyberloafing or through the mediation of organizational commitment on employee performance, but there is mediation of organizational commitment in the influence of job boredom and perceived organizational justice on employee performance. This study contributes to the enrichment of literature on the work behavior of generation Y and generation Z regarding job boredom, perceived organizational justice, cyberloafing, and organizational commitment in association with performance. Companies need to strive on strengthening organizational values and culture that can inspire employees, as well as creating policies and activities that can strengthen organizational commitment, so that they can mitigate the negative impact of job boredom and increase the positive influence of perceived organizational justice on employee performance. Future research should study the frequency of cyberloafing and longitudinal test that can lead to more comprehensive analysis.

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

INTRODUCTION

Beresford Research (2024) reports that Generation Y (1997-2012) expects work-life balance and tends to prioritize flexibility in work arrangements. They prefer the opportunity to work remotely and with flexible working hours. Generation Z (1981-1996), in addition to prioritizing work-life balance, also places greater emphasis on mental health support and active company support in maintaining a healthy workload to avoid burnout.

A study conducted in October 2024 among 43 managers from eight logistics companies in Jakarta confirmed the phenomena of job boredom, cyberloafing, organizational justice, and organizational commitment among employees. They believed each of these variables influenced the individual performance of their respective teams. Perceived organizational justice and organizational commitment accounted for the highest percentages of these phenomena and their influence on employee performance (Turnip et al., 2025).

Employee performance can be negatively impacted by job boredom, which is caused by a lack of engagement with work arising from a lack of challenge, routine and monotonous work (Avci & Çetin, 2023), or perceptions of overqualification among employees (Kim et al., 2021). Job boredom positively impacts daily work behaviors, both active and passive (Spanouli et al., 2023), and negatively impacts employee performance (Wihler et al., 2022). Employee performance can also be positively influenced by employee cyberloafing (Sao et al., 2020). The

effect of cyberloafing on employee performance can be curvilinear, hindering employee performance at low or high levels, but at moderate levels, it can lead to optimal employee performance (She & Li, 2023).

Perceived organizational justice is another factor that can improve employee performance (Hyder et al., 2022; Amoa-Gyarteng & Dhliwayo, 2024). Therefore, organizations must create fairness in the workplace, such as focusing on communication to achieve procedural and distributive justice, and increasing employee awareness of organizational justice (Song et al., 2024).

When overqualified employees feel bored, their extra-role performance is lower than that of lower-qualified employees (Kim et al., 2021). Job boredom is associated with poor workplace outcomes, so it's important to design jobs to prevent it. Leaders should assign less monotonous but more challenging tasks to overqualified employees. Job boredom can mediate the effect of perceived overqualification on counterproductive work behaviors (Kim et al., 2021; Khan et al., 2022).

Several previous studies have concluded that cyberloafing has a positive effect on employee performance (Sao et al., 2020; Zhong et al., 2022), as internet use outside of work provides a sense of recovery after work (Andel et al., 2019; Mohammad et al., 2019). However, several other studies have shown a negative effect of cyberloafing on employee performance (Senevirathne & Kularathne, 2021; Ngowella et al., 2022; Kamila & Muafi, 2023).

Perceived organizational justice determines the nature of the relationship between employees and employers. Conversely, injustice is corrosive, harming both individuals and organizations. Justice is crucial for individuals working in institutions because it provides stability, predictability, and a sense of security (Celik, 2020). Procedural justice can effectively reduce employee turnover intentions in companies predominantly comprised of Generation Y and Generation Z. Leaders should design generational management strategies, particularly those focusing on fair compensation distribution and supervisor treatment, to curb turnover intentions, particularly among Generation Y and Z (Moon et al., 2024).

A review of previous research indicates a scarcity of testing the mediating role of organizational commitment in the influence of job boredom on employee performance. Several studies confirm the negative effect of job boredom on employee performance, its negative effect on organizational commitment, and its positive effect on employee performance. The mediating role of organizational commitment in the influence of job boredom on employee performance is the focus of this study. The mediating role of organizational commitment in the influence of cyberloafing on employee performance is still rarely studied. However, several previous studies have shown a positive effect of cyberloafing on employee performance and a positive effect on organizational commitment.

Previous research has examined the mediating role of affective commitment in the influence of perceived organizational justice on employee performance (Swalhi et al., 2017; Martins et al., 2023). In contrast, this study will examine organizational commitment as a whole (not solely focusing on affective commitment), and this mediating role will be tested in relation to the influence of other independent variables, namely job boredom and cyberloafing. This study will also consider Generation Y and Generation Z, which have received little attention in previous research.

Regarding the mediating role of organizational commitment, previous studies have examined the influence of different variables on employee performance, such as Osei et al. (2023) who studied internal marketing, and Averina et al. (2023) who used transformational leadership. Evtasari et al. (2023) focused on the influence of transformational leadership on employee performance, mediated by affective commitment. Katebi et al. (2023) focused on testing the

mediating role of affective commitment in influencing task significance on employee performance.

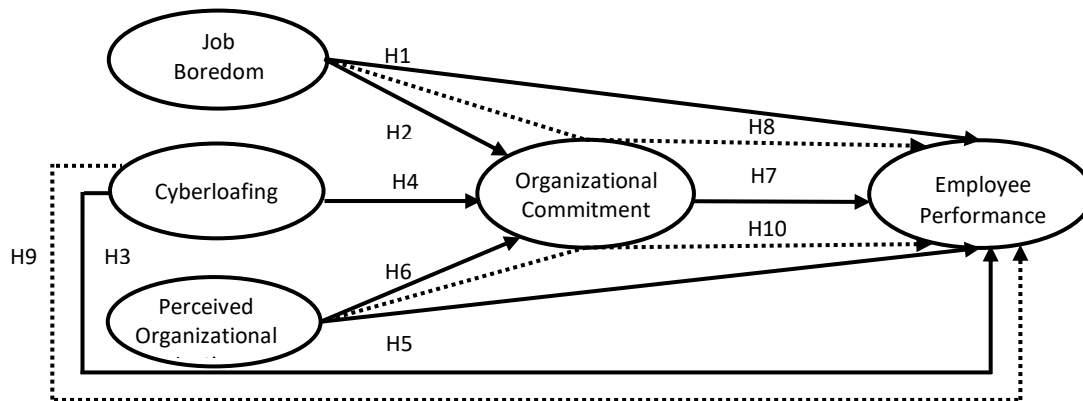


Figure 1. Framework Conceptual

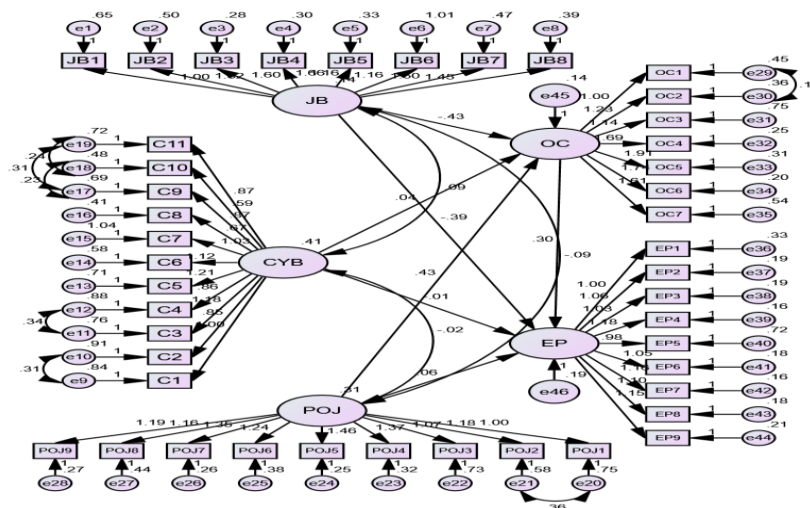
RESEARCH METHODS

A cross-sectional approach was used in data collection, with the unit of analysis are employees at with non-managerial level, with the distribution of questionnaires containing statements measured on a 5-point Likert scale with demographics in Table 1, there are 623 generation Y and 391 generation Z.

Table 1. Respondent Demographics

Gender	Amount	Percentage	Years of Service	Amount	Percentage
Man	534	52.7	2 - <4 years	526	51.9
Female	480	47.3	4 - <6 years	160	15.8
Total	1014	100.0	6 - <8 years	111	10.9
			8 years and older	211	21.4
Department	Amount	Percentage	Total	1014	100.0
Operation	212	20.9			
Marketing	292	28.8	Education	Amount	Percentage
Finance	129	12.7	Senior High School	142	14.0
Human Resources	121	11.9	Associate Degree	164	16.2
IT	56	5.5	Undergraduate	640	63.1
Audit	9	0.9	Master	67	6.6
Others	195	19.2	PhD	1	0.1
Total	1014	100.0		1014	100.0

Source: Data Processing Results



Source: Data Processing Results with Amos version 23
 Figure 2. Path Diagram of Hypothesis Testing Output Results

RESULTS AND DISCUSSION

The data processing results can be seen in Figure 2 and Table 2, which are the results of testing seven hypotheses with regression related to the direct effect between variables.

Table 2. Testing Direct Effect Hypotheses

Path	Estimate	p-value	conclusion
Employee Performance ← Job boredom	-0.394	0.000	H1 supported
Organizational Commitment ← Job boredom	-0.429	0.000	H2 supported
Employee Performance ← Cyberloafing	-0.013	0.328	H3 not supported
Organizational Commitment ← Cyberloafing	0.036	0.089	H4 not supported
Employee Performance ← Perceived organizational justice	0.063	0.049	H5 supported
Organizational Commitment ← Perceived organizational justice	0.428	0.000	H6 supported
Employee Performance ← Organizational Commitment	0.300	0.000	H7 supported

Source: Hypothesis Test Results with regression (SEM AMOS)

H1: Job boredom has a negative effect on employee performance

The test results yielded a p-value of $0.000 < 0.05$ (alpha 5%) with a job boredom coefficient value of -0.394. The test results indicate that increasing job boredom will have an impact on decreasing employee performance, and conversely, if the level of job boredom can be mitigated, performance will increase.

The results of this study are consistent with previous research, which demonstrated the

negative impact of job boredom on employee performance in students in Mexico (Baños et al., 2020) and athletes in Ecuador (Velasco & Jorda (2020), with the main causes being related to lack of motivation, repetitive or monotonous activities or tasks, frustration, and a lack of competition or challenge. Yakobi et al. (2021) also stated that job boredom is associated with poorer employee performance in Canadian students, and this was confirmed by Wihler et al. (2022) who concluded that job boredom in employees can negatively impact employee performance in Mexico.

These results are also consistent with Coen's (2023) findings, which concluded that job boredom negatively impacts employee performance in Germany. This also confirms the findings of Avci & Çetin (2023) in their research in Turkey, which concluded that job boredom is more harmful than workload and negatively impacts employee and organizational performance.

Employees experiencing job boredom tend to distance themselves from work by engaging in passive, counterproductive work behaviors, such as using break times beyond the allotted time (Spanouli et al., 2023). Overqualified employees experience boredom, feeling that the work assigned is too easy and far below their capacity, resulting in poorer extra-role performance than employees with lower qualifications (Kim et al., 2021).

The results of this study confirm self-determination theory, which states that when work fails to meet some or all of three innate psychological needs—a lack of control or freedom in carrying out the work; a lack of perceived challenges relative to one's competencies; or a lack of interpersonal relationships with coworkers or superiors—experiences at work can lead to or exacerbate job boredom. When job boredom occurs, employee motivation decreases, which in turn leads to decreased employee performance when employees' innate psychological needs are not met.

H2: Job boredom has a negative effect on organizational commitment

The test results yielded a p-value of $0.000 < 0.05$ (alpha 5%) with a job boredom coefficient value of -0.429. The test results indicate that increasing job boredom will have an impact on decreasing organizational commitment in employees, and conversely, if the level of job boredom can be mitigated, organizational commitment will increase.

The results of this study is consistent with a study conducted in Pakistan by bank employees in Puerto Rico who, in sedentary jobs, experienced job boredom and job dissatisfaction, resulting in low organizational commitment (Cruz Santiago et al., 2020). Job boredom is considered a negative cognitive and emotional state that makes employees inactive and uncomfortable with unchallenging work, leading to poor organizational commitment (Teng et al., 2020). The negative impact of job boredom on affective commitment was also confirmed by Zeshan et al. (2023) in a study conducted in Pakistan.

Referring to self-determination theory, employees' lack of control or freedom in carrying out their work, a perceived lack of challenges relative to their competencies, and a lack of interpersonal relationships with coworkers and superiors, experienced in the workplace, negatively impact employee motivation, thus decreasing their organizational commitment.

Both Generation Y and Generation Z also showed similar results, indicating that job boredom negatively impacted employee performance. However, the absolute estimated value of job boredom on organizational commitment was greater in Generation Z than in Generation Y. This indicates that the negative effect of job boredom on organizational commitment is stronger in Generation Z than in Generation Y. Job boredom has a more detrimental impact on organizational commitment in Generation Z. These results confirm previous research that Generation Z has low organizational commitment and high turnover (Bakker, 2020), and highly demands freedom and flexibility in work time and methods (Nabahani & Riyanto, 2020).

Generation Z, in addition to prioritizing work-life balance, also places greater emphasis on mental health support and active company support 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. Generation Z tends to require higher levels of involvement and participation in their work. Monotonous work results in reduced commitment to the organization. Another important thing to understand is that Generation Z was born and grew up in an era of advanced technology and a dynamic environment. They may become bored more quickly if their work doesn't align with their expectations for innovation and variety.

H3: Cyberloafing has a positive effect on employee performance

The resulting p-value of $0.328 > 0.1$ indicates that significance was not met even at the 90% confidence level. The conclusion from this test result is that statistically there is no effect of cyberloafing on employee performance of logistics company employees in Indonesia. The test results show that the coefficient sign does not match the proposed hypothesis, namely that cyberloafing has a positive effect on employee performance. Therefore, it can be interpreted that H3 is not supported, that there is no direct effect of cyberloafing on employee performance.

The results of this study show different conclusions from previous studies, which are divided into three groups: those that report a positive effect of cyberloafing on employee performance (Mohammad et al., 2019; Sao et al., 2020; Zhong et al., 2022; She & Li, 2023); those that conclude a negative effect of cyberloafing on employee performance (Senevirathne & Kularathne, 2021; Ngowella et al., 2022; Kamila & Muafi, 2023; Ngowella et al., 2022); and those that state that cyberloafing can have a positive or negative effect on employee performance (Syed et al., 2022; She & Li, 2023; Henle, 2024).

All previous studies did not specifically sample generations Y and Z, which have distinct characteristics from previous generations (Marinakou & Giousmpasoglou, 2019; Guzeller & Celiker, 2020; Sesen & Donkor, 2023). Therefore, the specific focus on these two generations in this study yielded different results when examining the effect of cyberloafing on employee performance.

According to Chavan et al. (2022), cyberloafing among Generation Y is perceived as an acceptable habit and not associated with workplace deviance. Research conducted by Hensel & Kacprzak (2020) in Poland concluded that cyberloafing can decrease as workload increases, while employees still perform well.

The results show that personal internet use is more likely a way to utilize free time than a form of productivity and employee performance deviation for almost all employees. The nature of work in logistics companies, which prioritize speed and accuracy, results in a workload that requires high concentration and focus. This situation reduces cyberloafing behavior, and employees continue to perform well.

Cyberloafing behavior arises because, instinctively, Generation Z, born and raised during the development of internet technology, has made internet access a basic need, even during work hours. Generation Y, which grew up alongside advances in internet technology, also has similar needs, although their cyberloafing levels are relatively lower than those of Generation Z.

Generations Y and Z continue to perform well despite relatively low levels of cyberloafing due to restrictions on internet access and monitoring of mobile phone use during work hours, as well as increased workloads. The results of this study demonstrate that cyberloafing behavior does not impact employee performance among Generation Y and Z. This provides new insights into the influence of cyberloafing on employee performance in Generation Y and Z, a trend overlooked in previous research.

H4: Cyberloafing has a positive effect on organizational commitment

The results of this test produced a p-value of $0.089 > 0.05$ (alpha 5%), so H4 is not supported at a 95% confidence level, so it can be concluded that there is no direct influence of cyberloafing on organizational commitment.

The results of this study differ from previous studies that conveyed the negative influence of cyberloafing on organizational commitment (Muafi, 2023), as well as other studies that stated the opposite that there was a positive influence 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 was because this study took a specific sample of generations Y and Z, while previous studies did not specifically take samples of these two generations.

Generation Y and Generation Z do not perceive cyberloafing as a necessary part of their work management controls, so it does not significantly increase feelings of autonomy and freedom in the workplace. Therefore, limiting cyberloafing does not significantly impact overall organizational commitment.

Generation Y's high stress tolerance makes them the least loyal employees. As a result, they may repeatedly leave their jobs without feeling pressured to find new ones (Cismaru & Iunius, 2019). Therefore, companies need to pay attention and provide opportunities for cyberloafing within certain limits for Generation Y, who have a higher potential to positively influence organizational commitment compared to Generation Z.

The restrictions on cyberloafing implemented by the logistics company used in this study were shown to have no impact on increasing or decreasing employee organizational commitment. The results of this study provide new insights into the influence of cyberloafing on organizational commitment in Generations Y and Z, a concept not addressed in previous research.

H5: Perceived organizational justice has a positive effect on employee performance

The test results produced a p-value of $0.049 < 0.05$ (alpha 5%), with a coefficient value of perceived organizational justice of 0.063. The test results show that an increase in perceived organizational justice has an impact on increasing employee performance in employees, and conversely, if there is a decrease in the level of perceived organizational justice, employee performance will also decrease.

This research 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), teaching staff in Central and East Java (Hermanto & Srimulyani, 2022), workers in Shanghai (Lyu et al. (2023), credit union members in Brazil (Martins et al., 2023), and nurses in Turkey (Ekingen, 2023).

The results of this study differ from several previous studies, including AlMazrouei & Zacca (2021) stated that organizational justice has no effect on employee performance, based on their research on expatriate employees in Dubai; Kim & Jeong (2021) reported that distributive justice had no effect on employee performance in their study of professional athletes in South Korea.

The results obtained in this research also differ from those of Ghany (2022), who found that distributive justice, procedural justice, and transactional justice had no significant effect on employee performance, based on their testing of employees in various sectors in Egypt; and Martins et al., 2023, who stated that procedural justice and interactional justice had no direct effect on employee performance, based on their research on credit union workers in Brazil.

Employees need adequate motivation to perform their jobs. When a sense of fairness is met, employee motivation increases. This psychological mechanism can explain the positive effect of organizational justice on employee performance, as confirmed by several previous studies. Referring to social exchange theory, it can also be explained that employees who perceive fair treatment from the organization are more likely to demonstrate employee performance that meets, or perhaps even exceeds, expectations. Both generations Y and Z also showed similar

results, but the estimated value of perceived organizational justice on employee performance was greater in Generation Z than in Generation Y. These results indicate that the positive influence of perceived organizational justice on employee performance is stronger in Generation Z compared to Generation Y. Therefore, Generation Z may be more influenced by their perceptions of perceived organizational justice, which has three dimensions: distributive justice, procedural justice, and interactional justice, which have a greater influence on employee performance compared to Generation Y.

H6: Perceived organizational justice has a positive effect on organizational commitment

The test results produced a p-value of $0.000 < 0.05$ (alpha 5%) with a coefficient value of perceived organizational justice of 0.428. The test results indicate that perceived organizational justice has a positive effect on organizational commitment. The results of this study support the hypothesis that perceived organizational justice has a positive effect on employee organizational commitment at logistics companies in Indonesia. Employees expressed their perceptions of fairness regarding company policies and management related to the allocation of necessary resources and rewards for work performance, assessment processes and procedures, and interactions and treatment during the distribution and assessment process. This has proven highly effective in fostering high overall employee organizational commitment. The results of this study confirm previous studies conducted in various industries in several countries, including: employees working in a southern prison in the United States (Lambert et al., 2020), bank employees in Pakistan (Jehanzeb & Mohanty, 2020), expatriate workers in Dubai (AlMazrouei & Zacca, 2021), central and municipal 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), and MSME employees in China (Chen et al., 2024).

However, the results of this study differ from those reported by Chegini et al. (2019) who studied nurses in Iran and Sun et al. (2022) who studied police officers in Nigeria, which found that perceived organizational justice had no effect on organizational commitment. Furthermore, this study yielded results that differ from those of Pathardikar et al. (2023) who studied employees in India, and Malla & Malla's (2023) study of workers from various sectors in India, which concluded that procedural justice had no direct effect on affective commitment.

These research results can be explained by referring to social exchange theory, where perceived organizational justice and balance in connectedness are important. Employees will feel satisfied when there is a fair exchange between themselves and the company, so employees who perceive perceived organizational justice will tend to demonstrate equal organizational commitment in return.

H7: Organizational commitment towards employee performance.

The test results produced a p-value of $0.000 < 0.05$ (alpha 5%) with an organizational commitment coefficient value of 0.300. The test results show that increasing organizational commitment has an impact on increasing employee performance in employees, and conversely, if the level of organizational commitment decreases, employee performance will decrease.

The results of this study indicate that organizational commitment has a positive effect on employee performance at logistics companies in Indonesia, for a combined sample of generations Y and Z. The logistics company's focus on values, culture, and organizational policies that inspire employees has been shown to be effective in increasing employee organizational commitment, as evidenced by a 48% increase in employee tenure of 4 years or more. This is consistent with a relatively low turnover rate, ultimately impacting employee performance.

These findings are consistent with previous research, including research on employees in Ghana (Cobbinah et al., 2020), workers at a mobile phone company in Pakistan (Kundi et al., 2020), lecturers from various universities in Iraq (Mohammed, 2021), and expatriate workers in Dubai (AlMazrouei & Zacca, 2021).

This research also confirms similar findings from previous studies, such as those 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 at an automotive finance company in Indonesia (Azmy et al., 2023), government employees in Ghana (Zeshan et al., 2023), and workers at a sugar factory in Kediri (Andriansyah et al., 2023), as well as workers from various companies in Malaysia (Sultana et al., 2024).

Both generations Y and Z also showed a positive influence of organizational commitment on employee performance. However, the estimated value of organizational commitment on employee performance was greater in Generation Z than in Generation Y. This indicates that the positive influence of organizational commitment on employee performance is stronger in Generation Z than in Generation Y. This suggests that Generation Z is more sensitive to factors that can increase organizational commitment, thus having a greater influence on their employee performance compared to Generation Y.

The absolute value of the estimated effect of job boredom on employee performance is the highest compared to the absolute values of the other variables, at -0.394. This indicates that the negative impact of job boredom has the highest impact on employee performance compared to other variables, indicating that increasing job boredom will result in a decrease in employee performance. The lowest impact is the positive impact of perceived organizational justice, with an estimate of 0.063.

The negative influence of job boredom and the positive influence of perceived organizational justice have almost equal strength on organizational commitment, as indicated by the nearly identical absolute estimated values for both variables, namely -0.429 and 0.428. A summary of the estimated values for the influence between variables for Generation Y and Generation Z can be seen in Table 3 below.

Table 3. Estimated Values of the Influence Between Variables (Each Generation)

Track		Estimated Value	
		Gen Y	Gen Z
Organizational Commitment	← Job Boredom	-0.380	-0.643
Organizational Commitment	← Perceived Organizational Justice	0.424	0.465
Employee Performance	← Job Boredom	-0.407	-0.404
Employee Performance	← Perceived Organizational Justice	0.088	0.150
Employee Performance	← Organizational Commitment	0.229	0.418

Source: Data Processing Results

Table 4. Testing Indirect Effects

Hypothesis	Estimate	p-value	Conclusion
: Organizational commitment mediates the effect of job boredom on employee performance	-0.1287	0.00000243	supported
: Organizational commitment mediates the effect of cyberloafing on employee performance	0.0108	0.09611842	not supported
0 : Organizational commitment mediates the effect of perceived organizational justice on employees Performance	0.1284	0.00000000	Supported

Source: Results of Indirect Effect Hypothesis Testing with Sobel Test

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

The results of the Sobel test show a p-value of $0.0000 < 0.05$ (alpha 5%), therefore H8 is supported. This means that statistically with a 95% confidence level, organizational commitment mediates the effect of job boredom on employee performance of logistics company employees in Indonesia. Based on the test results, it is known that the magnitude of the indirect effect coefficient of job boredom on employee performance through organizational commitment is $-0.1287 = -0.429 \times 0.300$ (Table 4), which means that increasing job boredom will decrease organizational commitment which ultimately decreases employee performance. These results confirm the partial mediation role of organizational commitment, which means that some of the influence of job boredom on employee performance occurs through organizational commitment.

The results of this study indicate that organizational commitment mediates the effect of job boredom on employee performance at a logistics company in Indonesia for both Generation Y and Z. This finding is novel in this study, proving that company interventions to increase organizational commitment can mitigate the negative impact of job boredom on employee performance. Previous research has not examined the mediating role of organizational commitment in relation to job boredom on employee performance.

This study demonstrates this mediating role among employees at a logistics company in Indonesia, specifically testing Generation Y and Z. A high level of organizational commitment among employees can mitigate the negative impact of job boredom on employee performance. Therefore, companies need to pay attention to and implement policy strategies related to increasing organizational commitment to minimize the negative impact of job boredom on employee performance among Generation Y and Z. Interventions that companies can implement to increase organizational commitment in the workplace include clearly explaining the company's vision and mission, achievements, and upcoming changes that can inspire employees; the company's values are reflected in the behavior of company leaders who serve as role models in every department; A culture of open and transparent communication between management and employees; and a work-life balance to increase employee satisfaction and commitment.

H9: Organizational commitment mediates the effect of cyberloafing on employee performance

The Sobel test results showed a p-value of $0.096 > 0.05$ (alpha 5%), thus H9 was not supported. The conclusion obtained was that statistically, with a 95% confidence level, organizational commitment does not mediate the effect of cyberloafing on employee performance. However, when using an alpha of 10%, the p-value obtained was < 0.1 , so with a 90% confidence level, it can be concluded that organizational commitment mediates the effect of cyberloafing on employee performance in logistics companies in Indonesia. Based on the test results, the coefficient of the indirect effect of cyberloafing on employee performance through organizational commitment was $0.0108 = 0.036 \times 0.300$, which means that as cyberloafing increases, organizational commitment increases, thereby leading to improved employee performance.

The results of this study indicate that organizational commitment does not mediate the effect of cyberloafing on employee performance for either Generation Y or Generation Z employees in an Indonesian logistics company. This is consistent with the unsupported H3 and H4, where cyberloafing has no direct effect on organizational commitment or employee performance.

The restrictions on cyberloafing implemented by the logistics company in this study were shown to have no impact on increasing or decreasing organizational commitment and employee performance. Job characteristics that provide limited opportunities for employee leisure time also contribute to mitigating cyberloafing behavior. The combination of these two conditions results in the absence of a mediating role for organizational commitment in the effect of cyberloafing

on employee performance. Generation Y and Generation Z continue to demonstrate strong performance and organizational commitment.

However, with the evidence of a positive effect of organizational commitment on employee performance, companies still need to pay attention to and strive to build and strengthen organizational commitment in Generation Y and Generation Z to improve their performance and meet expected targets. Furthermore, controlling and limiting internet access is still necessary to allow these two generations to focus on their assigned work.

H10: Organizational commitment mediates the effect of perceived organizational justice on employee performance.

The Sobel test results showed a p-value of $0.0000 < 0.05$ (alpha 5%), thus supporting H10. Therefore, it was concluded that, statistically, with a 95% confidence level, organizational commitment mediates the effect of perceived organizational justice on employee performance in logistics companies in Indonesia. Based on the test results, the coefficient of the indirect effect of perceived organizational justice on employee performance through organizational commitment was $0.1284 = 0.428 \times 0.300$, indicating that an increase in perceived organizational justice will be followed by an increase in organizational commitment, resulting in increased employee performance. These results confirm the partial mediation of organizational commitment, meaning that some of the influence of perceived organizational justice on employee performance occurs through organizational commitment.

This study demonstrates the mediating role of organizational commitment in influencing perceived organizational justice on employee performance in logistics companies in Indonesia, particularly among Generation Y and Generation Z employees. This conclusion is novel in this study, providing an understanding of the indirect influence of perceived organizational justice on employee performance, specifically through organizational commitment, in logistics companies in Indonesia, focusing on Generation Y and Generation Z.

High levels of organizational commitment among employees will increase the positive influence of perceived organizational justice on employee performance. Organizational commitment is a significant mediator, so companies need to focus on strengthening employee commitment to the organization to increase the indirect influence of perceived organizational justice on employee performance. These interventions include: a work environment that reinforces inspiring organizational values and culture for employees; facilitating activities that strengthen employee engagement, such as outings, family gatherings, and staff town halls; building an inclusive work environment that supports equality for employees to contribute and receive recognition for their performance, and providing flexible work arrangements 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. Explain to employees how decisions are made and ensure they understand that the process is fair, and provide opportunities for employee feedback on related policies and procedures; and encourage employee participation in corporate social responsibility.

CONCLUSION

Hypothesis testing shows no direct effect of cyberloafing on employee performance in either generation. Generation Y and Generation Z do not perceive cyberloafing as part of the controls necessary to enhance feelings of autonomy and freedom in the workplace, thus having no impact on employee performance. These results were obtained when the company-imposed internet restrictions, preventing employees from spending significant time cyberloafing. When restrictions were not in place, the results regarding the impact of cyberloafing on employee

performance would likely be different. In addition, hypothesis testing showed no direct effect of cyberloafing on organizational commitment in either generation. Generation Y and Generation Z do not perceive cyberloafing as part of the control necessary to enhance feelings of autonomy and freedom in the workplace, thus having no impact on organizational commitment.

The positive effect of perceived organizational justice on employee performance is stronger in Generation Z compared to Generation Y. 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 regarding the allocation and distribution of resources and rewards; and fairness in interpersonal interactions and treatment (superiors and subordinates) when these processes and procedures are implemented.

The positive effect of perceived organizational justice on organizational commitment is stronger in Generation Z than in Generation Y. Generation Z is known to be highly sensitive to issues of fairness, transparency, and inclusion in the workplace. They grew up in an era of widespread access to information via the internet, thus having high expectations regarding the treatment they receive. Generation Z tends to react more strongly (will be more committed to the organization) when they feel they are being treated fairly compared to Generation Y.

The positive effect of organizational commitment on employee performance is stronger in Generation Z than in Generation Y. Generation Z is more sensitive to factors that can increase organizational commitment, thus having a greater impact on employee performance than Generation Y. A stronger emotional attachment to the organization and an organizational culture that supports and aligns with Generation Z's values are key determinants in the formation of organizational commitment, which ultimately improves employee performance.

Organizational commitment mediates the effect of job boredom on employee performance. This hypothesis is supported for both generations, as well as for Generation Y and Generation Z individually. Companies need to pay attention to establishing policies and organizational management that can increase organizational commitment in order to mitigate the negative impact of job boredom on employee performance.

Hypothesis testing indicates no mediating role for organizational commitment in the influence of cyberloafing on employee performance in Generation Y and Generation Z. When employees do not associate cyberloafing as part of an innate psychological need, this behavior has no impact on employee performance, and organizational commitment does not play a mediating role in this influence. However, companies should still restrict non-work-related internet access to ensure employees remain focused and utilize their work time optimally, without worrying about a decline in employee performance.

Organizational commitment mediates the influence of perceived organizational justice on employee performance. This hypothesis is supported across generations, as well as for Generation Y and Generation Z. Companies need to pay attention to establishing policies and organizational management that can increase organizational commitment and bridge the positive influence of perceived organizational justice on employee performance.

The results also show that among logistics company employees in Indonesia, both Generation Y and Generation Z, the negative influence of job boredom on employee performance is higher than the positive influence of perceived organizational justice. This result illustrates the importance of mitigating the potential negative impact of job boredom on employee performance, as its influence is stronger than the positive influence of perceived organizational justice.

This research contributes to the theory of cyberloafing, which has been shown to have no effect on organizational commitment or employee performance. This finding is novel, as cyberloafing does not threaten organizational commitment or employee performance in Generation Y and Generation Z. Both generations can still demonstrate good performance and high commitment to the organization, even when internet access is restricted during work hours.

This research also makes a significant contribution to organizational commitment theory, demonstrating that it can mitigate the negative impact of job boredom and bridge the positive influence of perceived organizational justice on employee performance. This finding is a novelty, rare in previous research, providing a more specific picture of the partial mediation role of organizational commitment.

Cyberloafing has been shown to have no impact on organizational commitment or employee performance. Therefore, companies should limit and control internet access through policies and supervision, without worrying about a decline in organizational commitment or employee performance. Generation Y and Generation Z do not perceive cyberloafing as part of the necessary controls related to their work management, so it has no impact on increasing feelings of autonomy and freedom in the workplace. Cyberloafing control is implemented to optimize employee focus and work time.

The mediating role of organizational commitment has been shown to mitigate the negative impact of job boredom and enhance the positive influence of perceived organizational justice on employee performance. Therefore, companies need to strive to strengthen organizational values and culture that inspire employees, as well as create policies and activities that can increase organizational commitment. This can be achieved by establishing an inclusive culture, open communication patterns, and employee engagement, which are important factors in strengthening organizational commitment. Employee training and development, along with the behavior of leaders at all levels within the organization as role models, contribute to increased organizational commitment, which ultimately mitigates job boredom and strengthens the positive influence of perceived organizational justice on employee performance.

There are some limitations of this study. It was sampled logistics companies in Jakarta, local cultural differences in other cities may produce different results, making it unrepresentative of the work behavior of Generation Y and Z in Indonesia in general. Furthermore, the logistics sector has distinctive work patterns compared to other sectors, such as hospitality, hospitals, manufacturing, and others, making it impossible to generalize the results of this study to other industries.

This research did not differentiate between employee cyberloafing intensity (low, medium, and high). This difference in frequency could yield different results regarding the effect of cyberloafing on employee performance. As reported in previous research, the effect can be curvilinear, hindering employee performance at low or high levels of cyberloafing, but at moderate levels, it can lead to optimal employee performance (She & Li, 2023). In addition, data collection used a cross-sectional method, which cannot capture changes that occur over a specific period. The five variables tested in this study can change along with organizational dynamics; thus, some factors were unobserved in this study.

Further research can be conducted in different industries and with samples spread across several cities in Indonesia to provide a more comprehensive picture. Measuring the intensity of cyberloafing in respondents at three different levels, then examining its effect on employee performance in each of the three groups can provide a more comprehensive picture. Different conclusions may be obtained by differentiating the intensity of cyberloafing. In addition, the use of longitudinal methods that can observe the influence of each variabel directly and through the mediating role of organizational commitment on employee performance over a certain period, thus providing more comprehensive results.

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