

Research Article

The Influence of Leadership and Work Motivation on Cyberloafing Activities Among Personnel of the Mobile Brigade Unit of the Yogyakarta Special Region Police

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Abstract: This study aims to analyze the influence of leadership and work motivation on cyberloafing activities among mobile brigade personnel in the Special Region of Yogyakarta Regional Police. Specifically, the research examines: (1) the effect of leadership on cyberloafing, (2) the effect of work motivation on cyberloafing, and (3) the combined effect of leadership and work motivation on cyberloafing. The research employs an associative quantitative method with a sample of 247 mobile brigade personnel selected using probability sampling. Data collection was conducted through questionnaires and interviews, utilizing a Likert scale to measure responses. Before hypothesis testing, prerequisite analyses were carried out, including linearity, multicollinearity, autocorrelation, and heteroscedasticity tests. The main analytical technique applied was multiple linear regression. The results show that leadership has a positive and significant influence on cyberloafing activities, with a t-value of 2.764, significance level of 0.003 (<0.05), and a regression coefficient of 0.100. Similarly, work motivation also has a positive and significant influence on cyberloafing, with a t-value of 10.692, significance level of 0.004 (<0.05), and a regression coefficient of 0.440. Furthermore, simultaneous testing using the F-test reveals that leadership and work motivation jointly have a significant effect on cyberloafing, with an F-value of 67.412 and a significance of 0.000 (<0.05). The coefficient of determination (R^2) obtained is 0.356, indicating that 35.6% of variations in cyberloafing activities can be explained by leadership and work motivation, while the remaining 64.4% is determined by other factors not examined in this study. These findings emphasize the importance of leadership approaches and motivation strategies in managing non-productive online behaviors within police organizations.

Keywords: Cyberloafing; Leadership; Work Motivation; Police Personnel; Organizational Behavior

1. Introduction

In the era of globalization, organizations face increasing pressure to adapt in order to remain sustainable in the future. The progression of time and environmental changes demand that organizations reassess their performance metrics. Human resources have become a critical asset in navigating competition, thus organizations must ensure optimal performance to sustain themselves in a competitive environment (Saputra & Judge, 2021). Human resources (HR) play a pivotal role in organizational success, as all responsibilities and goal achievements begin with the individuals within the organization. Therefore, organizational management must be capable of managing HR effectively to enhance productivity. Good leadership is essential to ensure that human resources are managed optimally, positioning HR as a primary asset in achieving the organization's strategic objectives (Dessler, 2020).

One of the emerging challenges in HR management is the phenomenon of cyberloafing, which refers to the use of the internet for personal purposes during working hours—something that can negatively impact employee productivity (Chen & Lim, 2022). Cyberloafing, namely the use of internet-enabled devices for personal matters during work

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hours, has become a serious concern for organizations, as it can lead to decreased productivity and pose risks such as data breaches and legal liabilities. A survey involving 800 members found that 89% (712 individuals) engaged in such activities. Based on work motivation, cyberloafing was done to reduce work-related stress (60% or 426 individuals), to cope with boredom (26% or 185 individuals), to maintain personal social relationships (10% or 71 individuals), and for self-development outside of work (5% or 30 individuals). Cyberloafing occurs due to various factors, including permissive leadership and low work motivation (Askew, 2018).

The Mobile Brigade Corps (Brimob) of the Indonesian National Police, as the elite unit responsible for domestic security, faces discipline challenges due to personnel frequently using mobile phones during working hours. Personal activities conducted during work hours include accessing social media (30%), watching streaming videos (20%), playing online games (10%), reading articles/news (12%), online shopping (8%), and other activities such as participating in online group interactions and online learning. These behaviors disrupt productivity and work discipline, posing a challenge to Brimob's leadership (Nurhaidin, 2024). Currently, the majority of personnel (89%) in the Brimob Unit of the Yogyakarta Regional Police perceive the leadership in their unit as permissive. This permissive leadership leads personnel to feel neglected and insufficiently supervised, prompting them to seek escape through cyberloafing activities. The lack of oversight by leaders, coupled with job dissatisfaction, minimal recognition, and limited opportunities for development, has led to a decrease in personnel motivation. As a result, they are more likely to shift their focus to personal activities during work hours. A mismatch between assigned tasks and personnel skills may also lead to boredom, which ultimately encourages cyberloafing behavior.

In the Brimob Unit of the Yogyakarta Regional Police, cyberloafing has become a significant issue, with personnel spending 1–3 hours per day on such activities, resulting in decreased productivity and hindrances to task execution at the workplace. Cyberloafing, defined as the use of the internet for personal purposes during work hours, has become a critical concern due to its negative impact on organizational performance. This research is expected to contribute both theoretically and practically to the understanding of the factors influencing cyberloafing within the Brimob environment. The findings may serve as valuable input for Brimob unit leaders in implementing effective leadership styles and appropriate motivational strategies, aimed at creating a conducive work environment and reducing cyberloafing activities.

2. Preliminaries or Related Work or Literature Review

2.1 Cyberloafing

Cyberloafing refers to actions undertaken by employees in a digital environment to engage in non-work-related activities, such as browsing the internet and sending emails, while at the workplace during working hours (Chen & Lim, 2022). Such activities can reduce employee productivity levels and potentially disrupt the completion of work-related tasks.

2.2 Leadership

Leadership can be defined through personal characteristics, habits, methods of influencing others, interactions, positions within an organization, and perceptions of legitimate influence (Zhu & Jiaxiu, 2024). Recent studies have applied theories such as the Conservation of Resources (COR) theory, which suggests that employees experiencing resource depletion (such as emotional energy) are more likely to engage in activities like cyberloafing to restore their balance (Burns & Bass, 2021). Leadership that combines control with emotional support or that offers flexibility is often more effective in reducing cyberloafing (Saragih & Simarmata, 2023).

2.3 Work Motivation

Motivation originates from the Latin word *movere*, which means to drive or to move. All human behavior is generally driven by some form of motivation or impulse that prompts them to act in certain ways. In management, motivation is what drives all members of an organization to work toward completing tasks aligned with the organization's or company's goals (Dhewani & Ramly, 2022). Motivation is often interpreted as a driving force both physical and mental energy that pushes an individual to act with a specific purpose (Satriadi, 2023). Motivation is defined as the entire process of providing reasons or motives to

subordinates so that they willingly work to achieve organizational goals efficiently and economically (Nazmah et al., 2017).

Research Paradigm

Research paradigm diagram illustrating the influence of leadership (X1) and work motivation (X2) on cyberloafing activities (Y).

3. Proposed Method

3.1 Type of Research

This research is an associative quantitative study aimed at investigating the relationship and influence of leadership and work motivation on cyberloafing activities. The main focus of this study is to understand the causal relationship between these variables, in order to explain how leadership and work motivation affect the level of cyberloafing. This study employs a quantitative approach with hypothesis testing, data collection through surveys or questionnaires, and data analysis using statistical methods such as multiple linear regression to explain the relationship between variables (Sugiyono, 2022).

3.2 Research Location and Time

This research will be conducted at the Mobile Brigade Unit (Brimob) Office of the Regional Police of the Special Region of Yogyakarta from July to November 2024.

3.3 Population and Research Sample

Population The population refers to a group consisting of objects that have specific qualities and characteristics determined by the researcher to be studied and from which conclusions will be drawn. The total population in this study is 800 Brimob personnel at the Mobile Brigade Unit of the Regional Police of the Special Region of Yogyakarta.

3.4 Sample

A sample is a subset of the total number and characteristics possessed by the population. Sampling was conducted randomly (probability sampling). Probability sampling is a sampling technique that uses the rules of probability in determining sample elements (Djawa et al., 2023). This technique gives each element of the population an equal chance of being selected as a sample. The sampling in this study uses the Slovin formula, as follows: $n = N / (1 + (N \times e^2))$

Explanation:

n: Number of samples

N: Total population

e: Margin of error

$$n = 650 / (1 + (650 \times 0.05^2))$$

$$n = 650 / (1 + 650 \times 0.0025)$$

$$n = 650 / (1 + 1.625)$$

$$n = 650 / 2.625$$

$$n = 247$$

The number of samples in this study is 247 respondents.

3.5 Data Collection Techniques and Instruments

a. Interview

The interview is a data collection process, using informants who answer questions posed for research purposes.

b. Questionnaire

The researcher submits a list of statements to each respondent, in this case, Brimob personnel at the Mobile Brigade Unit of the Regional Police of the Special Region of Yogyakarta, to obtain the necessary information to answer the research problems.

4. Results and Discussion

Research Results

Assumption Tests

a. Normality Test

The normality test is used to determine whether the distribution of residuals or data in a regression model follows a normal distribution. Residual normality is important in regression because this assumption affects the validity of statistical inferences, such as

hypothesis testing and the creation of confidence intervals. The results of the normality test are presented in the following table:

Table 1. Normality Test Results

Unstandar_residual	Threshold	Description
0,196	0,05	Normal

It is known that the asymp.sig value is $0.196 > 0.05$, indicating that the data are normally distributed.

b. Linearity Test

The linearity test is used to determine whether there is a linear relationship between the independent and dependent variables. A linear relationship exists when an increase in the independent variable is followed by an increase in the dependent variable. The criterion is met if the calculated F-value is less than or equal to the F-table at a significance level greater than 5%, indicating a linear relationship. The linearity test in this study used the Deviation From Linearity method, as shown below:

Table 2. Linearity Test Results

Variable	F	Sig.	Threshold	Description
Leadership	1,401	0,083	$> 0,05$	Linear
Work Motivation	1,404	0,088	$> 0,05$	Linear

It is evident that the significance value of 0.083 (sig. $0.083 > 0.05$) indicates a linear relationship between Leadership and Cyberloafing Activities. Similarly, the significance value of 0.088 (sig. $0.088 > 0.05$) shows a linear relationship between Work Motivation and Cyberloafing Activities.

c. Multicollinearity Test

The multicollinearity test aims to determine whether there is any correlation between independent variables in the regression model. A good regression model should not have correlations among the independent variables. Multicollinearity can be detected by examining the Variance Inflation Factor (VIF) and tolerance values.

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Leadership	0.975	1.026	No multicollinearity
Work Motivation	0.975	1.026	No multicollinearity

As the tolerance value is greater than 0.10 and the VIF is less than 10, there is no multicollinearity present.

d. Heteroscedasticity Test

This test is used to determine whether there is inequality in the variance of residuals from one observation to another in a regression model. For regression analysis to proceed, the assumption of homoscedasticity (no heteroscedasticity) must be met. If $\text{Sig} < 0.05$, heteroscedasticity exists; if $\text{Sig} > 0.05$, it does not.

Table 4. Heteroscedasticity Test Results

Variable	Sig.	Threshold	Description
Leadership	0.191	> 0.05	No heteroscedasticity
Work Motivation	0.901	> 0.05	No heteroscedasticity

As the significance values are greater than 0.05, no heteroscedasticity is detected in the variables used in this study.

e. Autocorrelation Test

This test is used to detect the presence of correlation between residuals in a regression model over time or observations. Autocorrelation occurs when the error in one period correlates with the error in another, which can bias and reduce model efficiency. The commonly used Durbin-Watson (DW) test indicates no autocorrelation if the DW value is near 2.

Table 5. Autocorrelation Test Results

DU	DW	(4-DU)	Description
1.805	2.013	2.195	No autocorrelation

Since $1.805 < 2.013 < 2.195$, there is no autocorrelation in this study's variables

f. Multiple Linear Regression Analysis

This test was conducted to determine whether Leadership and Work Motivation influence Cyberloafing Activity. The results of the multiple linear regression analysis using SPSS are as follows:

Table 6. Multiple Linear Regression Results

Variable	Regression Coefficient	t-count	Sig.
Constant	14.231	6.713	0.000
Leadership	0.100	2.764	0.001
Work Motivation	0.440	10.692	0.000

$R^2 = 0.356$ Adjusted

$R^2 = 0.351$

F-count = 67.412

Sig. = 0.000

Both Leadership and Work Motivation have significance values below 0.05, indicating a statistically significant influence.

g. F-Test (Simultaneous Test)

The F-test examines whether all independent variables in the model simultaneously influence the dependent variable.

Table 7. F-Test Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	3042.534	2	1521.267	67.412	0.000
Residual	5506.244	244	22.567		
Total	8548.777	246			

a. Dependent Variable: Cyberloafing Activity

b. Predictors: (Constant), Work Motivation, Leadership

Since the F-count (67.412) is greater than the F-table (2.642) and significance is $0.000 < 0.05$, the regression model is considered a good fit. Leadership and Work Motivation jointly have a significant influence on Cyberloafing Activity.

h. t-Test (Partial Test)

The t-test aims to examine the partial effect of each independent variable on the dependent variable. If the significance value is < 0.05 , the independent variable has a significant partial effect.

Table 8. t-Test Results

Variable	Regression Coefficient	t-count	t-table	Sig.	Conclusion
Leadership	0.300	2.764	1.970	0.003	H ₁ accepted*
Work Motivation	0.440	10.692	1.970	0.004	H ₂ accepted*

Discussion

A summary of the research findings on the influence of Leadership and Work Motivation on Cyberloafing Activities among personnel of the Brimob Unit at the Regional Police of the Special Region of Yogyakarta (Polda DIY) is presented as follows:

a. Leadership has a positive and significant effect on cyberloafing activity among Brimob personnel at Polda DIY. The research findings show a t-value of $2.764 > t$ -table of 1.970 with a significance level of 0.003 (< 0.05), indicating that H₁ is accepted. The regression coefficient of 0.300 means that each one-unit increase in the leadership score increases cyberloafing by 0.100 units. A permissive leadership style without strict supervision tends

to encourage misuse of work time, such as accessing social media. Conversely, disciplined leadership can suppress such behavior. This finding aligns with the study by Pratama Adi (2023), which demonstrated a significant influence of leadership style and work motivation on cyberloafing behavior among police officers.

- b. Work Motivation has a positive and significant effect on cyberloafing activity among personnel of the Brimob Unit. The research shows a t-value of $10.692 > t\text{-table of } 1.970$ with a significance level of $0.004 (< 0.05)$, thus H_2 is accepted. The regression coefficient of 0.440 means that an increase of one unit in work motivation leads to an increase of 0.440 units in cyberloafing. High motivation may sometimes drive employees to seek short-term entertainment as a coping mechanism, thereby increasing the frequency of cyberloafing. This finding is supported by Wijayanti and Rachmawati (2023), who stated that transformational leadership style and work motivation jointly have a significant negative effect on cyberloafing, with an R^2 of 0.63 indicating that inspirational leadership and strong motivation can reduce cyberloafing behavior.
- c. There is a positive and significant simultaneous influence of leadership and work motivation on cyberloafing activity among Brimob personnel at Polda DIY. The results of the multiple linear regression F-test show an F-value of $67.412 > F\text{-table of } 2.642$, with a significance level of $0.000 (< 0.05)$, thus H_3 is accepted. The coefficient of determination (R^2) of 0.356 indicates that 35.6% of the variance in cyberloafing activity is explained by these two variables, while 64.4% is influenced by other factors. This research is supported by Puspita and Rahmawati (2023), who found a significant influence of leadership and work motivation on cyberloafing among 310 public sector employees, with an R^2 of 0.54 . Sutanto (2022) stated that the combination of transformational leadership and work motivation can either increase or decrease cyberloafing depending on the leadership pattern. Pramono and Sari (2024) also found a significant effect of both variables in suppressing cyberloafing among police officers, with a regression coefficient of -0.485 ($p < 0.01$). Lestari and Kurniawan (2022) reported a negative relationship between authoritarian leadership style and work motivation with cyberloafing, with an R^2 of 0.58 emphasizing the importance of strict supervision and incentives to reduce such behavior.

5. Conclusions

A. Conclusion

- a. Leadership style has a positive and significant effect on cyberloafing activity among Brimob personnel in the Special Region of Yogyakarta; overly permissive leadership tends to increase cyberloafing.
- b. Work motivation also has a positive and significant effect on cyberloafing; an increase in work motivation leads to an increase in such activity.
- c. Leadership and work motivation together explain 35.6% of the variation in cyberloafing activity, while the remaining percentage is influenced by other factors.

B. Suggestions

- a. Brimob leadership needs to adopt an adaptive, communicative, and firm leadership style to reduce cyberloafing and improve discipline.
- b. The organization must enhance work motivation through incentives, a comfortable work environment, and development programs so that cyberloafing can be controlled.
- c. Further research is needed to examine other factors such as organizational culture and internet policies in the workplace.
- d. Clear internet usage policies and restrictions on access to unproductive websites need to be implemented.
- e. Regular evaluation of leadership style and work motivation is essential to create a conducive work environment and improve overall performance.

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