



The Effect of Cyberloafing, Leader Member Exchange and Innovative Work Behavior on Employee Performance

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Abstract: *Literature Article Review* of the Effect of *Cyberloafing, Leader Member Exchange* and *Innovative Work Behavior* on *Employee Performance* is a scientific article that aims to build a research hypothesis of the influence between variables that will be used in future research, within the scope of Human Resource Management. The method of writing this *Literature Review* article is by the *library research* method, which is sourced from online media such as *Google Scholar, Mendeley* and other academic *online* media. The results of this *Literature Review* article are: 1) *Cyberloafing* affects *Employee Performance*; 2) *Leader Member Exchange* affects *Employee Performance*; and 3) *Innovative Work Behavior* affects *Employee Performance*.

Keyword: *Employee Performance, Cyberloafing, Leader Member Exchange* and *Innovative Work Behavior*

INTRODUCTION

Every student, both Strata 1, Strata 2 and Strata 3, must conduct research in the form of a thesis, thesis and dissertation. Likewise, lecturers, researchers and other functional personnel are active in conducting research and making scientific articles for publication in scientific journals. Scientific work is one of the requirements for students to complete their studies at most universities in Indonesia. This provision applies to all levels of education, namely undergraduate thesis (S1), undergraduate thesis (S2), third strata dissertation (S3). Based on empirical experience, many students and authors have difficulty in finding supporting articles for their scientific papers as previous research or as relevant research. Relevant articles are needed to strengthen the theory under study, to see the relationship or influence between variables and build hypotheses. This article discusses the effect of *Cyberloafing, Leader Member Exchange*, and *Innovative Work Behavior* on *Employee Performance*, a *Literature Review* study in the field of Human Resource Management.

LITERATURE REVIEW

Employee Performance

Performance is defined as a result that has been achieved in performing its duties (Mangkunegara, 2009). Dimensions or indicators of Employee Performance can be measured through several things, namely:

- 1) Quality, is the level of good and bad of a person in completing a given task.
- 2) Quantity, is the level of duration or speed of work of a person when working within a set time intensity.
- 3) Implementation of duties, is the level of employees in carrying out their work accurately or inaccurately.
- 4) Responsibility for work, is the level of awareness of a person on the obligations that have been given (Mangkunegara, 2009).

Employee performance is the result of an employee's ability multiplied by effort and support. Thus, performance will decrease if one factor is reduced or absent (Mathis & Jackson, 2001). Performance indicators can be measured through the following four aspects, namely:

- 1) The quantity of results, is the amount of work that has been produced by employees.
- 2) Quality of results, is the level of good and bad or the level of a work that has been done.
- 3) Timeliness of results, an employee's perception of the estimated level of an activity completed from inception to a result.
- 4) When attending work, the level of intensity of entry is not accompanied by the punctuality or not of a person to the set work schedule (Mathis & Jackson, 2001).

Employee performance according to Robbins (2006) is defined as a measurement of a person's work results that are expected to produce a good result. Indicators to measure individual employee performance there are five indicators, namely (1) Quality; (2) Quantity; (3) Punctuality; (4) Effectiveness; (5) Self-reliance.

Meanwhile, according to Kuvaas (2009), employee performance can be seen from the dimensions (1) Established result standards; (2) Expected work; (3) Effort in completing work; (4) The level of effort made; (5) Quality of work; and (6) Much effort is made in work.

Several authors have conducted research related to this topic including (Santos, 2016), (Olajide et al., 2016) and (Kariem et al., 2019).

From the findings put forward, many experts briefly explain that what is said to be performance is the result of achievement from assignment by the tasker. This achievement can be qualitative or quantitative based on a previously agreed work contract. In profit or non-profit organizations, in relation to the management of human resources or employees, the issue of employee performance or employee performance today has become a discussion and material that main. Various parameters to measure performance have been commonly used, especially in the context of providing compensation, career development and increasing the competence of human resources themselves. The size of performance achievements in government institutions will certainly be different from the measurement method in the commercial private world. Usually, performance measurement items in government are more qualitative and general, although the source data can be in the form of numbers. While the presentation of the performance of employees in the private environment is in the form of numerical results and is more micro. In fact, employees as human resources in many organizations have not paid strong attention to the importance of employee performance itself and the conditions that affect him. High employee work ethic is highly demanded if you want to get job success and vice versa the organization is also required to create a conducive work climate that allows its realization That work ethic. This kind of mutual relationship will be very beneficial for employees and the company.

Cyberloafing

Cyberloafing in brief is the personal use of the internet in the work environment (Lim, 2002). There are two indicators in measuring *Cyberloafing* activity according to Lim (2002), namely (1) browsing activity, is an activity that is an employee's activity in browsing *websites* such as investment sites, sports sites, entertainment sites or even porn sites, where it has nothing to do with the work of an employee. Furthermore, namely (2) *emailing* activity, is an activity where an employee sends and checks the contents of their personal electronic mail messages (*e-mail*) during working hours. *Cyberloafing* is a term to describe the actions of employees who use internet access facilities through personal devices or *gadgets* of the company for personal gain during working hours (Doorn, 2011). *Cyberloafing* dimensions or indicators are measured by eight indicators, namely: (1) social, (2) informational, (3) virtual emotional, (4) leisure, (5) recovery, (6) deviant, (7) development and (8) addiction (Doorn, 2011).

Cyberloafing is a huge consumer of time, thus distracting employees from their work, lowering their organization's overall performance and productivity (Santos, 2016). The results of Santos' study also inform the negative effects of *Cyberloafing* on employee performance in cognitive and motor terms (Santos, 2016). It is quite interesting and the importance of *this Cyberloafing* problem makes many researchers including (Yogun, 2015), (Derin & Gökçe, 2016), and (Wijanarko, 2019), also conduct research on this topic. In the opinion of some experts, *Cyberloafing* is the deviant behavior of employees during working hours on the company's internet facilities where it is used for their personal interests has nothing to do with the work assigned to them. In fact, there are employees who act correctly by only using the internet for work matters, while others act improperly by using the office internet for personal matters. This phenomenon almost certainly occurs in offices that have implemented internet-based enterprise information systems that allow cyberloafing activities.

There may be several ways management can prevent the company's internet usage activities for personal gain, such as the position of the computer facing the hallway or facing in view. Leader, Saturday Sunday WiFi is turned off, password dissemination is limited and so on the complaint is easy and logical to implement, but in fact it is difficult and almost impossible to do restrictions on internet use. *Cyberloafing* is not always perceived negatively. Some employees in fact feel the benefits of this activity. The underlying argument could be due to the lack of resources available to access the private internet; Saturation due to the demanding rhythm of daily work; and the basic need for him to feel comfortable and relaxed. *Cyberloafing*, on the other hand, can actually have a positive influence on the organization where employees work. This situation occurs when the employee uses rest hours and internet access facilities for the purpose of increasing general knowledge on various aspects both social, economic, Health, technology, new ways of getting work done and similar things that are useful to improve competence and skills in work.

In the daily reality of the world of work, it is quite difficult to control the activities of employees who are indicated to be *Cyberloafing*. In some offices that already use computer-based and internet-based work support systems, there is usually a person or section appointed to carry out system maintenance, as well as monitor Internet surfing activities. Some of these computer software have been designed to only be able to access formal information, and are blocked against entertainment sites, social media and the like. But even this will be limited to general things only. Today the procedures for internet access are almost impossible to limit.

Cyberloafing can also be seen as a resource conservation mechanism. If someone feels a deficit of resources either due to loss or the development of the external environment that causes a condition of decreased competence, then that person is very likely to make efforts to acquire resources and increase them. This kind of effort gives birth to the potential for

innovative work behaviors that may be unusual or can be called wild. This may lead to a corporate Internet personal usage behavior called *cyberloafing*.

Leader Member Exchange

Leader Member Exchange is the quality of interpersonal exchange relationships between employees and their superiors, and involves interdependence and mutual influence (Graen, 1976; Uhl-Bien, 2006). The *Leader Member Exchange* dimension or indicator is measured using a scale of seven question items, namely:

- 1) Do you know where you stand with your leader. Do you usually know how satisfied your leader is with what you're doing? (Do your members usually know)
- 2) How well does your leader understand the problems and needs of your work? (how well you understand)
- 3) How well do your leaders recognize your potential? (how well you recognize)
- 4) Regardless of how much formal authority he has built up in his position, what opportunities will your leader use to help you solve problems in your work? (Any changes you want)
- 5) Again, regardless of the amount of formal authority your leader has, what are the chances that he or she will "save you", at his own expense? (What opportunities do you want)
- 6) I believe enough in my leader that I will defend and justify his decision if he is not present to do so? (your members will)
- 7) How would you describe your working relationship with your leader? (Your Member) (Graen, 1976; Uhl-Bien, 2006).

Leader Member Exchange is a leader who treats subordinates differently at different levels and levels, whether the latter is part of the group within (high-quality relationships) or outside the group (low-quality relationships) (Graen and Scandura, 1987). The 12-item *Leader Member Exchange* dimension developed by Liden & Maslyn (1998) is used to measure four *Leader Member Exchange* indicators: (1) influence, (2) loyalty, (3) exchange contribution and (4) professional rewards.

Leader Member Exchange is an approach that recognizes the inconsistent absence of superior behavior to all subordinates. Superiors foster personal bonds and relationships with each subordinate (Ivancevich *et al.*, 2006).

In its implementation, according to the discussion of this article, *Leader Member Exchange* is known to provide links and influences on other variables related to employee performance. According to Pitoyo & Sawitri (2016) explained, there is a significant positive influence between *Leader Member Exchange* on employee performance. Furthermore, it is explained that leadership is closely related to superiors, subordinates and situations. The intertwining of these three elements occurs when there is interaction between superiors and subordinates to answer various situations in work. In other words, a high-quality *Leader Member Exchange* will encourage employees to improve their performance. Duyan and Yildiz (2018) and Elshifa (2018) have proven through their research that *Leader Member Exchange* is positively related to employee performance.

Research on *Leader Member Exchange* is also researched by (Tastan & Davoudi, 2015), (Atitumpong & Badir, 2017), and (Kartika & Suharnomo (2016).

From the conclusion of the expert opinion, it can be explained that *Leader Member Exchange* is a pattern of behavioral exchange carried out by superiors to their subordinates regarding the level of quality of the working relationship of each individual.

The quality of correlation between superiors and subordinates can be distinguished by the type of high-quality relationships and low-quality relationships. It is said to be a high-quality relationship when the control and management of human resources carried out by the leader is in accordance with or close to the subordinates' needs. For example, superiors give interesting assignments; expand opportunities for more participation in decision-making processes;

shareable information flows; Tangible rewards received by employees include salary and other benefits as well as career promotion support.

In turn, the quality of positive relationships from *Leader Member Exchange* will be able to strengthen subordinates' trust in superiors and willingness to give maximum contribution from employees to work more productive. The end result is that employee performance as well as the performance of the institution is getting better.

The current development of the pattern of behavioral relations between superiors and subordinates in offices or other groups can be said to have undergone major changes. In this case, we are talking about the COVID-19 pandemic which has caused changes in behavior and the way humans work and interact with each other. Meetings that in the past were communal and an intimate form of interaction between superiors and subordinates, since the COVID-19 pandemic were replaced with zoom technology and the like that do not require interaction physical. In the early period of cultural change, this interaction felt very rigid and dry, especially for the sense of the human person as a social being, part of which was the need for each other Get to know and meet other colleagues. Now it seems that it has gradually been accepted by society in general as a global reality and has become a new era of human civilization.

Innovative Work Behavior

Innovative Work Behavior is the role of work, the conscious creation, promotion and implementation of new ideas to benefit a group or organization (Janssen, 2000). There are nine items that can be used to measure innovative work behavior as follows: (1) create new ideas for difficult problems (idea generation); (2) search for new methods, techniques, or instruments of work (idea generation); (3) generate original solutions to problems (idea generation); (4) mobilize support for innovative ideas (promotion of ideas); (5) obtain approval for innovative ideas (promotion of ideas); (6) make important members of the organization enthusiastic for innovative ideas (promotion of ideas); (7) turning innovative ideas into useful applications (idea realization); (8) introduce innovative ideas to the work environment systematically (idea realization); (9) evaluate the utility of innovative ideas (idea realization) (Janssen, 2000).

Innovative Work Behavior is the deliberate behavior of an individual to introduce and/or apply new ideas, products, processes, and procedures to his or her role, unit, or organization (De Jong and Den Hartog, 2007). Dimensions or indicators of Innovative Work Behavior can be measured using 10 question items, namely:

- 1) I often notice problems that are not part of his daily job
- 2) I often wonder how things can be improved/improved
- 3) I often look for new working methods, new technologies or new instruments
- 4) I often produce original solutions to a problem
- 5) I often find new approaches to running errands
- 6) I often make important members of the organization enthusiastic with innovative ideas
- 7) I often try to convince people to support innovative ideas
- 8) I often systematically introduce innovative ideas in work practice
- 9) I often contribute to the implementation of new ideas
- 10) I often try hard in developing something new (De Jong and Den Hartog, 2007).

Innovative Work Behavior is having a broader meaning than creativity, because creativity is only the ability to develop new ideas but innovative behavior also includes the implementation of these ideas (Yunus, et al., 2014). The measurement of Innovative Work Behavior using six statement items follows: (1) produce creative ideas; (2) I research new technologies, processes, techniques, and generate new ideas; (3) I research sources for new ideas and allocate them; (4) make plans and timelines for the implementation of new ideas; (5)

encourage and support other employees' ideas; and (6) innovative ideas, proposed by Scott and Bruce (1994) and adapted/translated into Turkish by Çalışkan and Akkoç (2012).

Some previous researchers who included variables of innovation work behavior include (Wijanarko, 2019), (Derin & Gökçe, 2016), and (Yogun, 2015).

From the findings of the researchers explained that innovative work behavior is a series of patterns of creation or formulation of ideas, products, processes and more and the realization of the implementation of these components to be useful for an organization.

The importance of this aspect of innovative work behavior plays a role, especially in the current era where the challenges of global competition and environmental uncertainty are very high so as to be able to create the right strategy in areas of innovation to address these challenges. If these challenges can be overcome appropriately, the improvement of employee performance and organizational performance can be maintained to achieve organizational goals.

In general, the work culture in Indonesian society views innovative work behavior as still relatively unpopular. This is thought to be due to the pattern of education applied to their school generation is more of a memorization culture; Delivering monologues from teachers and making test scores and rankings in class the highest achievements. While the need to link match with the world of work and new discoveries of human work, especially the technology of creating devices that facilitate human life, it becomes faster, Convenient and efficient does not get the attention of all parties.

RESEARCH METHOD

The method of writing this *Literature Review* article is by Descriptive Qualitative method and Library Research review, sourced from *Google Scholar* online applications, *Mendeley* and other online academic applications. In qualitative research, literature review should be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions asked by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013).

FINDINGS AND DISCUSSION

Based on the study of theory and relevant previous research, the discussion of *this Literature Review* article is a review of **relevant articles**, continued with a review of the influence between variables and continued by making conceptual thinking research plans:

Review of Relevant Articles

Review relevant articles as a basis for establishing research hypotheses by explaining the results of previous research, explaining similarities and differences with research plans from relevant research such as table 1 below.

Table 1. Review of relevant articles

No	Author (Year)	Previous Research Results	Similarities with this article	Differences with this article	Hipoteis
1	Saints (2016)	<i>Cyberloafing</i> negatively affects cognitive and motor performance; Physical exercise has a positive influence in cognitive and motor performance; and	<i>Cyberloafing</i> affects Employee Performance	<i>Cyberloafing</i> with Physical exercise affects Employee Performance. Added Awareness and Engagement moderator variables	H1

		Awareness and Involvement as moderators of these relationships with respect to cognitive performance, showing enormous positive effects along with physical exercise.			
2	Olajide et al (2016)	Shows the variation in the relationship of each dimension of <i>the Cyberloafing</i> variable. Both dimensions of information convenience and social laziness have significant negative influences on performance. The comfort of relaxing has no significant effect on performance.	<i>Cyberloafing</i> affects Employee Performance	-	H1
3	Diastama & Fajrianthi (2018)	<i>Cyberloafing</i> has no effect on <i>task performance</i>		<i>Cyberloafing</i> affects Employee Performance	H1
4	Kartika & Suharnomo (2016)	<ol style="list-style-type: none"> 1. <i>Leader Member Exchange</i> is directly related and has a positive impact on employee engagement 2. <i>Leader Member Exchange</i> is directly related and positively impacts on job satisfaction 3. Variable <i>Employee involvement</i> addresses directly and positively on employee performance 4. <i>Job satisfaction</i> is directly and positively related to employee performance 5. <i>Indirect Leader Member Exchange</i> 	Equally related influence of LMX on Employee Performance	Include mediation variables: job satisfaction and job engagement	H2

		affects employee performance 6. <i>Leader Member Exchange</i> will be directly affected if mediated by job satisfaction and job engagement.			
5	Duyan & Yildiz (2018)	Statistically significant positive effect of <i>leader-member</i> exchange on job performance	<i>Leader Member Exchange</i> influences Employee Performance	<i>Leader Member Exchange</i> is the single variable in the study (X)	H2
6	Elshifa (2018)	1. <i>Leader Member Exchange</i> influences Employee Behavior (<i>OCB</i>) 2. The organization's commitment affects <i>OCB</i> Kospin Jasa Pekalongan 3. <i>Leader Member Exchange</i> influences the performance of Kospin Jasa Pekalongan employees 4. Organizational commitment affects the performance of Kospin Jasa Pekalongan employees 5. <i>OCB</i> affects the performance of Kospin Jasa Pekalongan employees 6. <i>Leader Member Exchange</i> has an indirect influence on performance through <i>OCB</i> 7. Organizational commitment has an indirect effect on employee performance through <i>OCB</i>	<i>Leader Member Exchange</i> influences Employee Performance	Include independent variables of Organizational Commitment and moderation variables of Employee Behavior (<i>OCB</i>)	H2

7	Palladan (2018)	The negative moderation effect of lecturer <i>cyberloafing</i> activities between the lecturer's innovative behavior and the lecturer's job performance dimension	Innovative Work Behavior affects Employee Performance	<i>Cyberloafing's</i> moderation role	H3
8	Afsar et al (2015)	1. Perceptions of person-job fit and person-organization fit are positively associated with Innovative Work Behavior and innovation confidence 2. <i>INNOVATIVE WORK BEHAVIOR</i> is significantly and positively related to employee job performance 3. Innovation belief is positively related to <i>INNOVATIVE WORK BEHAVIOR</i> 4. Innovation trust mediates <i>PJ-Fit</i> and <i>PO-Fit</i> currents against <i>IWB</i> .	<i>INNOVATIVE WORK BEHAVIOR</i> with employee job performance	Innovative Work Behavior together with Employee Performance are variables that are influenced	H3
9	Shanker et al (2017)	1. Organizational clim for innovation has no effect on organizational performance; 2. Innovative work practices mediate the organizational climate for innovation and organizational performance	Innovative Work Behavior affects Employee Performance	Innovative Work Behavior plays a role in mediating the relationship of independent variables to Employee Performance	H3

**Analysis of the Influence between Variables
The Effect of *Cyberloafing* on Employee Performance.**

Cyberloafing is not proven to have a significant effect on Employee Performance, where *Cyberloafing* dimensions or indicators, namely *browsing* activities and *email activities*, do not affect task performance or work assignments, (Diastama & Fajrianti, 2018).

Different opinions are expressed based on Santos' (2016) research. According to this study, the use of personal internet in company facilities has a negative effect on employee performance in cognitive and motor terms. This study used cyberloafing as an independent variable together with physical exercise with moderation of involvement and awareness variables. The results showed that *cyberloafing* had a negative effect on cognitive and motor performance, while physical exercise variables accounted for a positive effect in cognitive and motor performance. Awareness and engagement were also found to be moderators of these relationships with respect to cognitive performance, showing enormous positive effects along with physical exercise.

In order to improve Employee Performance by including *Cyberloafing* considerations, management should pay attention to other influential aspects such as physical training, increased awareness and increased employee engagement which will improve cognitive and motor performance (Santos, 2016).

Cyberloafing has an effect on Employee Performance, if *Cyberloafing* is viewed favorably by employees by avoiding or reducing the negative influence of *Cyberloafing*. This kind of situation can improve Employee Performance, (Olajide et al, 2019). Two of the three dimensions measured had a negative influence on performance, namely the information comfort dimension and the social laziness dimension, and one dimension did not affect performance. Performance is a dimension of comfort, leisure or entertainment.

Related to research conducted by Olajide et al. (2019) Yogun (2015) in his research looking at the role of *Cyberloafing* in predicting innovative work behavior of employees reported that the information function and social function contributed Positive influence, while the function of leisure time has no effect on innovation work behavior.

Another study conducted by Palladan (2018) reported a negative moderating effect of lecturer *cyberloafing* activities between lecturers' innovative behavior and dimensions of lecturer job performance. It can be said that *cyberloafing* influences performance through its role as a moderator of the activities of other variables it influences.

The influence of *Cyberloafing* on Employee Performance, according to research conducted by: (Karim et al., 2019), (Koay & Soh, 2018), and (Rahman et al., 2022).

From the explanation of the influence of *cyberloafing* variables in relation to other independent variables, including if you include moderation variables, it can be explained that there is only one study whose results say there is no influence *cyberloafing* related to employee performance is research by Diastama & Fajrianti (2018). Conversely, employee performance influenced by *cyberloafing* activities is found in many other studies.

Quite a lot of the research conducted by these experts links the influence of *cyberloafing* to innovative work behavior. Furthermore, in the next study, separately, innovative work behavior turned out to have an impact on employee performance. As Koay & Soh (2018) research, the activity of accessing the internet for personal purposes turns out to help employees relieve stress and fatigue levels at work. As a factor of production, workers can be seen as resources that need rest periods to restore the energy that has been expended.

In addition, there are times when employees will get new inspiration and fresh perspective ideas in between breaks with internet surfing activities that are not related to their duties. At a later stage, they may reinvest the fresh idea into the job task they are handling or other activities related to their main job. This action in turn will improve performance.

From some of the studies mentioned above prove the influence and role of *Cyberloafing* on performance, both these variables have a direct relationship with other variables studied or act as moderators who mediate the relationship of influence between the variables studied.

The Influence of Leader Member Exchange on Employee Performance.

Leader Member Exchange affects Employee Performance, where the dimensions or indicators of Leader Member Exchange, namely within the group (high-quality relationships) or outside the group (low-quality relationships) affect the dimensions or indicators of Employee Performance in aspects of productivity (Duyan & Yildiz, 2018).

To improve Employee Performance by paying attention to the *Leader Member Exchange*, what must be done by management is to increase employee engagement, and job satisfaction in order to have a positive effect on employee performance (Kartika & Suharnomo, 2016).

Leader Member Exchange affects Employee Performance, if the Leader Member Exchange is perceived well by employees who give birth to positive employee behavior as part of the organization so as to strengthen organizational commitment, then this will be able to improve Employee Performance, (Elshifa, 2018).

Leader Member Exchange affects Employee Performance, this is according to research conducted by: (Pitoyo & Sawitri, 2016), (Yuan & Woodman, 2010), and (Alsughayir, 2017).

High-quality relationships between a boss and his subordinates provide encouragement to employees to act correctly which includes innovative work behavior. Subordinates will feel comfortable and valued more than just the routine activities of daily work that are their responsibility. This kind of social comfort will complement the work ethic of employees. This condition will encourage improved employee performance.

Linking high-quality relationships from superiors to subordinates is inseparable from the value system inherent and embraced by each party. Sometimes the assumption of a relationship that is close enough can be interpreted differently. An employee who has a superior position essentially wants his subordinates or subordinates or work groups under his control to always obey and carry out all his orders and directions. So there could be an assumption from a superior that interaction that is too close will reduce his influence so that he limits the pattern of interaction with subordinates to formal areas.

Conversely, employees at the lower level will feel that if they find a boss who wants to go downstairs occasionally talk to him, discuss with him about work or other things, it will give admiration which is more to his superiors. Then he will respond to the behavior of his boss with more respect, more obedient and willing to work optimally under the guidance of the superior. The pattern of assumptions or perceptions in the value system that surrounds the interaction of employees with their leaders is interesting to be studied further.

In many situations there can be circumstances where leaders who are able to establish good communication with employees will gain the trust of employees. This is certainly positive in translating superior orders to subordinates. But trust in the increased leadership does not necessarily affect or change employee work behavior. Because employees have more restrictions in terms of their space in the company. For example, an employee has an idea in solving the problem of the time flow of the movement of production goods (dwelling time). The idea required a slight change in the schedule he and his colleagues had in handling. It may also have to change certain working hours. Automatically employee work behavior must be changed. Although the employee personally trusts his boss because their relationship is of high quality and he believes the support from the boss, has not been Of course, the idea of changing work behavior will be implemented. This could be due to the owner's interests that differ from the perspective of workers at the lower level.

The Effect of Innovative Work Behavior on Employee Performance.

Innovative Work Behavior affects Employee Performance, where the dimensions or indicators of Innovative Work Behavior as stated by Janssen (2000) affect the dimensions or indicators of Employee Performance, namely *job performance* (Palladan, 2018). In this study,

the *cyberloafing* variable acts as a moderation variable between innovative work behavior and employee performance.

To improve Employee Performance by paying attention to Innovative Work Behavior, what must be done by management is to create an innovation organizational climate where the variable Innovative Work Behavior is able to act as a mediation in the relationship between the organizational climate for innovation and performance (Shanker et al., 2017).

Innovative Work Behavior affects Employee Performance, if Innovative Work Behavior is perceived well by employees, namely the perception of person-job compatibility and the perception of person-organization compatibility are positively related then this will be able to improve Employee Performance (Asfar et al., 2015).

The matter of people's suitability for the type of work they carry out is an interesting discussion to be related more broadly. In general, working groups who come from low social life backgrounds with average skills, then relatively those concerned will not consider the compatibility aspect too much these people-jobs. Because he will prioritize the important things to get a job and there is a monthly salary that can be used to cover the expenses for his life and / or family. He will tend to accept whatever the conditions of his work. In this position, it is difficult to expect the employee to emerge innovative work behavior.

It's different when it comes to the person-organization compatibility aspect. A person with high enough capital skills and education certainly has strong self-confidence so they are not afraid of losing their job. In a situation where he feels suitable or even comfortable with the position in his job, he will tend to be able to actualize the ideas and expectations that are in his mind, and willing to release all the potential and resources he has for greater environmental progress. At this point that can be expected to give rise to the inovaof the work.

Innovative Work Behavior affects Employee Performance, also in line with the perspective of resource conservation. When a person loses resources, there is a tendency for him to develop innovative behaviors that aim to recover or reserve the remaining resources. It could be that where he works *cyberloafing* activities aimed at seeking and gathering new perspectives in his knowledge. Such activities include innovative work attitudes and the end result is improved employee performance.

Research conceptual framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework of thinking in this article is as in below.

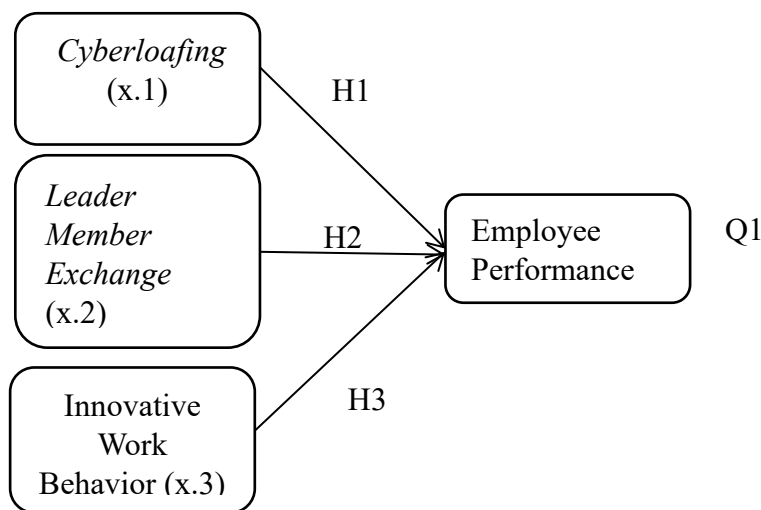


Figure 1: Conceptual Framework

Based on the *conceptual framework* image above, then: *Cyberloafing*, *Leader Member Exchange*, and *Innovative Work Behavior* affect *Employee Performance*.

Apart from these three exogenic variables that affect *Employee Performance*, there are many other variables that affect *Employee Performance* including:

- 1) *Organizational Culture*: (Harini et al., 2020), (Elmi et al., 2016) and (Limakrisna et al., 2016) ,
- 2) *Disciplines*: (Elmi et al., 2016), (Ali, 1926), (Agussalim et al., 2016)
- 3) *Governance*: (Ansori & Ali, 2017), (No et al., 2017), (Agussalim et al., 2020).

CONCLUSION AND SUGGESTION

Conclusion

Based on the theory, relevant articles and discussions, hypotheses can be formulated for further research:

1. *Cyberloafing* affects *Employee Performance*.
2. *Leader Member Exchange* influences *Employee Performance*.
3. *Innovative Work Behavior* affects *Employee Performance*.

Suggestion

Based on the conclusions above, the advice for the next *author* is that there are many other factors that affect *Employee Performance*, apart from *Cyberloafing*, *Leader Member Exchange*, and *Innovative Work Behavior*, therefore further study is still needed to look for these other factors. Other factors influence employee performance apart from the three variables that have been studied in this article, such as organizational culture, discipline and governance.

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