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The Influence of Self-Control, Cyberloafing, Work Motivation, and Organizational Commitment on Employee Performance Among Generation Y and Generation Z in Bima City

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Employee performance among Generation Y and Generation Z workers is shaped by a mixture of individual regulation and organisational attachment, yet the relative weight of each factor remains debated. This study examines how self control, cyberloafing, work motivation, and organisational commitment relate to employee performance among Generation Y and Generation Z employees in Kota Bima. Using an associative quantitative design, 100 respondents were selected through purposive sampling, with the sample size derived from the Lemeshow formula given an undetermined population size. Data were gathered through a five-point Likert questionnaire and processed with multiple linear regression. Partially, self control, cyberloafing, and work motivation show no significant effect on employee performance, while organisational commitment exerts a significant positive effect. Taken together, the four variables significantly influence employee performance, accounting for 55.7 percent of its variance. The pattern suggests that for this generational cohort in Kota Bima, an employee's emotional attachment to the organisation carries more explanatory weight than self-regulatory capacity or motivational drive taken in isolation.

Keywords: Self Control, Cyberloafing, Work Motivation, Organisational Commitment, Employee Performance

INTRODUCTION

Employee performance rarely emerges from a single source. Rather, it crystallizes at the intersection of an individual's capacity for self-regulation and the degree to which they

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feel bound to the organization they work for (Abunio, 2022). When human resources within an organization function effectively, the organization's continuity becomes more assured; conversely, the failure to cultivate individual potential often leads to productivity declines whose root causes remain difficult to isolate. Employee performance, therefore, transcends mere technical competence it encompasses the ability to govern oneself and cultivate healthy working relationships with colleagues.

This phenomenon becomes substantially more complex when examined against the backdrop of a labor force increasingly composed of two generational cohorts with divergent formative experiences. Generation Y, born between 1981 and 1996, matured during the technological transition from analog to digital paradigms, resulting in work patterns and communication styles shaped by this hybrid era (Health, 2022). The defining traits of this cohort—receptiveness to innovation, career ambition, and a propensity to change employers when expectations are unmet (Humaira et al., 2024) necessitate management approaches that depart substantially from those applied to their predecessors.

Generation Z, born between 1997 and 2012, advances further as digital natives who construct their social and cultural identities through online ecosystems from early childhood (Vicari & Kirby, 2023; Rohmad et al., 2025). This generation's facility with digital technology presents a double-edged phenomenon: while it facilitates work efficiency, it simultaneously creates avenues for distraction unknown to earlier generations. This characteristic digital immersion demands that organizations reconsider how self-regulation, internet usage, motivation, and organizational loyalty are cultivated among employees who have grown to adulthood tethered to screens.

Employee performance itself refers to the outcomes an employee achieves both in terms of quality and quantity in executing tasks in accordance with organizational standards and objectives (Sumitra, 2023; Sharma & Taneja, 2018). Four factors are commonly identified as determinants of this performance among Generation Y and Generation Z: self control, cyberloafing, work motivation, and organisational commitment. Self control denotes an individual's capacity to resist impulses, manage emotions, and maintain self-discipline (Tangney et al., 2023; Baumeister & Alquist, 2021); when this capacity weakens, employees become susceptible to digital distractions and workplace pressures. Cyberloafing, by contrast, involves the deliberate use of organizational internet resources for personal purposes during working hours (Firmansyah, 2024; Astuti et al., 2023) a behavior that flourishes as internet access expands within workplaces. Work motivation reflects both intrinsic and extrinsic drives that propel the intensity and persistence of an individual's work efforts (Musytari, 2025; Hidayat & Tim, 2023), while organisational commitment indicates

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the extent to which employees identify with their organization, feel emotionally attached, and remain willing to invest discretionary effort toward organizational objectives (Allen & Meyer, 2022; Lewaherilla et al., 2022).

Preliminary observations of Generation Y and Generation Z employees in Kota Bima reveal patterns consistent with these broader tendencies. A number of employees appear to struggle with resisting digital distractions during work, as evidenced by routine engagement with social media or entertainment content during working hours. Initiative in pursuing organizational targets is not uniformly evident, and in some instances is accompanied by a readiness to seek employment elsewhere when personal expectations remain unfulfilled. Emotional attachment to the organization is likewise fragile: the perception of insufficient recognition for work contributions appears to erode organizational identification, which in turn dampens employees' willingness to engage fully in collaborative endeavors. The cumulative effect of these conditions manifests as inconsistent performance outcomes among the younger workforce in Kota Bima.

Prior research presents a landscape characterized by incomplete consensus regarding the individual contributions of these factors. Nurhaliza, Jaenab, and Hidayanti (2025), for instance, examined self control, cyberloafing, and emotional exhaustion among Generation Z employees in Kota Bima, yet did not simultaneously incorporate work motivation and organisational commitment within a single regression framework. Studies conducted in other geographical contexts similarly reveal divergent findings. Vanderson, Kirana, and Septyarini (2024) found work motivation to exert significant influence on Generation Z performance in Yogyakarta, whereas Afrieni and Yamasitha (2025) identified self control as positively influencing employee performance at the Bappeda office in Kota Padang Panjang. Such discordance creates space for re-examining these four variables in concert within a context that has received limited investigation: the Generation Y and Generation Z workforce in Kota Bima.

Given this foundation, the present study investigates "The Influence of Self Control, Cyberloafing, Work Motivation, and Organisational Commitment on Employee Performance among Generation Y and Generation Z in Kota Bima."

LITERATURE REVIEW

This research is grounded in Conservation of Resources Theory (Hobfoll, 1989), which conceptualises individual workplace behaviour as a continuous endeavour to acquire, maintain, and protect resources deemed valuable encompassing both personal resources such as the capacity for self-regulation and relational resources such as organisational

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attachment. When such resources are threatened or depleted as occurs, for instance, under work pressure or digital distraction individuals tend to exhibit compensatory behaviours such as cyberloafing as a means of temporary recovery. Conversely, when resources are abundant, as reflected in elevated work motivation and robust organisational commitment, individuals possess greater psychological capital with which to generate optimal performance.

This perspective is further strengthened by the Job Demands-Resources model (Bakker & Demerouti, 2007), which posits that both performance and work wellbeing are determined by the equilibrium between work demands and the resources available to employees. This framework proves particularly relevant for understanding the behaviour of Generation Y and Generation Z workers, who operate within environments characterised by high digital demands yet simultaneously enjoy substantial access to psychological and technological resources.

Generation Y and Generation Z

Generation Y, born between 1981 and 1996, came of age during the transition from analogue to digital technology, rendering them accustomed to multitasking and relatively adaptive to organisational change (Aido Health, 2022; Humaira et al., 2024). This generational cohort was shaped by the gradual integration of technological innovation into daily life, fostering a pragmatic approach to work and communication that bridges traditional and digital modes of engagement.

Generation Z, born between 1997 and 2012, grew up entirely within digital ecosystems and tend to construct their social identity through online interaction from early childhood onward (Vicari & Kirby, 2023; Rohmad et al., 2025). For this generation, digital communication represents not merely a tool for instrumental exchange but rather a primary medium through which relationships, social belonging, and self-expression are negotiated. This fundamental difference in formative experience produces distinct patterns of workplace engagement and expectations regarding technology, autonomy, and organisational culture.

Whilst both generations share a close familiarity with technology, they differ in the degree to which they have internalised digital interaction as a primary mode of engagement. This distinction renders it worthwhile to examine the factors shaping their work performance in concert within a single employment population, as undertaken in the present research. Understanding how self control, cyberloafing, work motivation, and organisational commitment operate among workers who have experienced markedly different

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technological transitions may illuminate patterns not visible when generations are examined in isolation.

Self Control

Self control refers to a hierarchical process in which individuals continuously monitor and adjust behavior to align with intended goals (Werner & Ford, 2023). Baumeister and Alquist (2021) add that this capacity encompasses impulse control, emotion management, and behavior modification, while Tangney et al. (2023) emphasize its role in self-discipline and delayed gratification for long-term objectives. In work contexts, self control helps employees manage distractions and emotional pressure, maintaining focus and productivity (Hofmann et al., 2022). In this research, the construct is measured through four dimensions: impulse control toward drives disrupting primary tasks, distraction management against digital temptations in modern work environments, emotional control to maintain composure under pressure, and self-discipline in adhering to standards set by oneself or the organization.

Cyberloafing

Cyberloafing describes use of organizational internet facilities for personal purposes during work hours, behavior growing as internet access expands in work environments (Firmansyah, 2024). Astuti et al. (2023) define it as deliberate internet misuse solely for personal interest, while Cahyaningrum and Yulianti (2022) assert that this behavior often emerges as response to work dissatisfaction. This study measures cyberloafing through five behavioral forms: accessing entertainment sites like YouTube or streaming platforms, opening social media outside work requirements, corresponding through personal email, visiting online shopping sites, and browsing news or sports results as personal consumption.

Work Motivation

Work motivation is the internal and external drive that moves intensity, direction, and persistence in individual work behavior (Musytari, 2025). Hidayat and Tim (2023) view it as factor directing work behavior through effort levels varying from strong to weak that ultimately shape work results, while Ristiyanti (2024) emphasize its role in arousing effective work spirit. This study employs four dimensions to measure work motivation: job achievement as reflection of tangible results achieved, rewards addressing recognition need fulfillment, acknowledgment of employee capability and expertise, and effort and persistence reflecting magnitude of physical and mental energy expended in work.

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Organisational Commitment

Organisational commitment reflects the extent to which employees identify with their organization, feel emotionally bound, and willingly contribute beyond formal work requirements (Allen & Meyer, 2022). This commitment is not merely administrative compliance but psychological attachment formed through meaningful work experience and recognition received by employees (Lewaherilla et al., 2022). Three dimensions measure this construct: pride in organizational membership, emotional attachment to organizational values and objectives, and desire to remain associated through affection and loyalty toward the organization.

Employee Performance

Employee performance represents the work results achieved by employees in executing tasks according to standards, targets, or responsibilities established by the organization (Kurniawan, 2023). Sumitra (2023) emphasizes that performance encompasses both quality and quantity of work output along with observable work behavior such as discipline and thoroughness, while Sharma and Taneja (2018) underscore that performance is influenced by numerous factors working both directly and indirectly. This study employs four dimensions to measure employee performance: work quality showing degree of task completion perfection against company standards, work quantity measuring volume of output in specific periods, responsibility and independence crucial in modern work models, and interpersonal behavior reflecting employee contribution to overall organizational ecosystem.

The Influence of Self Control on Employee Performance

Drawing on Conservation of Resources Theory, self control functions as a personal resource that enables individuals to circumvent counterproductive behavior and sustain work focus. Hofmann et al. (2022) demonstrated that self control contributes to work persistence and performance outcomes, while Afrieni and Yamasitha (2025) identified positive and significant effects of self control on employee performance at Bappeda Kota Padang Panjang. The higher an employee's capacity for self-regulation, the greater the likelihood of demonstrating optimal performance.

H1: Self control is expected to significantly influence employee performance among Generation Y and Generation Z in Kota Bima.

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The Influence of Cyberloafing on Employee Performance

Cyberloafing represents a diversion of cognitive resources away from primary work tasks toward personal activities, and thus theoretically risks diminishing performance. Isman, Hinggo, and Kusumah (2023), alongside Rusmana, Firdaus, and Wirayudha (2026), identified negative relationships between cyberloafing and employee performance, although such intensity may be moderated by individuals' self-regulatory capacity. On this basis, cyberloafing is expected to exert an inverse directional effect on employee performance outcomes.

H2: Cyberloafing is expected to negatively and significantly influence employee performance among Generation Y and Generation Z in Kota Bima.

The Influence of Work Motivation on Employee Performance

Work motivation supplies the psychological energy that propels employees toward consistent pursuit of work targets. Vanderson, Kirana, and Septyarini (2024) demonstrated that work motivation significantly and positively influences Generation Z employee performance in Kota Yogyakarta, aligning with findings by Tyas, Ruminta, and Akbar (2026) in government bureaucratic contexts. The higher the work motivation employees possess, the greater their drive to generate superior performance.

H3: Work motivation is expected to significantly influence employee performance among Generation Y and Generation Z in Kota Bima.

The Influence of Organisational Commitment on Employee Performance

Employees possessing strong emotional attachment to their organization tend to direct their resources maximally toward achievement of collective objectives. Maranata, Widyaningtyas, and Istiqomah (2022) identified positive effects of organisational commitment on banking sector employee performance within state owned enterprises, and a literature review by Liling, Qori, and Dani (2024) confirmed consistency of this pattern across sectors. Organisational commitment thus constitutes one of the primary determinants of employee performance achievement.

H4: Organisational commitment is expected to significantly influence employee performance among Generation Y and Generation Z in Kota Bima.

The Simultaneous Influence of Self Control, Cyberloafing, Work Motivation, and Organisational Commitment on Employee Performance

These four variables theoretically complement one another in shaping employee performance: self control and cyberloafing operate at the level of personal resource

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management, while work motivation and organisational commitment function as motivational and relational resources. Mahsyar et al. (2023) and Masruroh et al. (2024) demonstrated that the combination of self control, cyberloafing, and organisational commitment collectively influences employee performance, and findings by Hermawan, Rozi, and Basofitrah (2025) reinforce the pattern that organisational commitment and work motivation simultaneously exert significant effects on employee performance.

H5: Self control, cyberloafing, work motivation, and organisational commitment are expected to simultaneously and significantly influence employee performance among Generation Y and Generation Z in Kota Bima.

RESEARCH METHODOLOGY

Research Design and Variables

This research employs a quantitative approach with an associative research design, which aims to determine the relationship between two or more variables (Sugiyono, 2019). The independent variables examined consist of self control (X1), cyberloafing (X2), work motivation (X3), and organisational commitment (X4), while the dependent variable is employee performance (Y). The research was conducted among Generation Y and Generation Z employees working in Kota Bima.

Population and Sample

The research population encompasses all Generation Y and Generation Z employees in Kota Bima, which according to Kota Bima Central Bureau of Statistics (2026) comprises 55,850 individuals for Generation Y and 60,085 individuals for Generation Z. Given that the precise population size meeting actual research criteria could not be ascertained, sample size was determined using the Lemeshow formula (Lwanga & Lemeshow, 1991, as cited in Oktavia, Safaryna, & Isfandiari, 2023) with a 95 percent confidence level. The calculation yielded a minimum sample size of 96.04 respondents, which was rounded upward to 100 respondents on the basis that larger sample sizes provide more stable estimations.

Sampling Technique and Respondent Criteria

Respondent selection employed purposive sampling, a form of nonprobability sampling that establishes specific criteria for sample inclusion. Respondent criteria were: aged 14–29 years for Generation Z or 30–45 years for Generation Y, possessing a minimum

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of secondary school (SMA/equivalent) education, and having worked for a minimum of three months. Data were collected through three techniques: direct observation of phenomena in the field, a five-point Likert scale questionnaire (1 = strongly disagree to 5 = strongly agree), and library research encompassing relevant literature and reports.

Data Analysis Procedures

Data analysis commenced with validity testing, whereby statement items were deemed valid if the calculated r value exceeded 0.300 (Ghozali, 2019), and reliability testing with Cronbach's Alpha threshold of 0.60. Classical assumption testing encompassed normality testing via Kolmogorov-Smirnov test, multicollinearity testing based on tolerance values and Variance Inflation Factor (VIF), heteroscedasticity testing through scatterplot distribution patterns, and autocorrelation testing using Durbin-Watson statistic. Hypothesis testing was conducted through multiple linear regression analysis with the equation $Y = a + b1X1 + b2X2 + b3X3 + b4X4 + e$, followed by coefficient of determination testing (R^2), simultaneous testing (F-test), and partial testing (t-test) at 5 percent significance level

RESULTS AND DISCUSSION

Research Objects and Respondent Profile

The research objects in this study are Generation Y and Generation Z employees working in Kota Bima. These two generations were selected because they dominate current workforce composition while simultaneously possessing a distinctive relationship with digital technology, making them particularly relevant for examining how self-regulatory capacity, online behavior, work motivation, and organisational commitment shape performance outcomes. The total number of respondents in this research was 100 individuals.

Respondent Characteristics

Respondent Profile	Category	Frequency (n)	Percentage (%)
Gender	Female	38	38%
	Male	62	62%
Age Range	14-20 years	14	14%
	21-29 years	44	44%

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	30-37 years	24	24%
	38-45 years	18	18%
Education Level	Secondary (SMA/SMK)	27	27%
	Diploma (D1/D2/D3)	13	13%
	Bachelor/Master (S1/S2)	58	58%
	Doctorate (S3)	2	2%
Tenure (Years)	< 3 months	11	11%
	1-2 years	20	20%
	3-5 years	32	32%
	> 5 years	38	38%

Note: n = number of respondents; Total N = 100

Descriptive Profile of Respondents

Based on the descriptive analysis presented in Table 4.1, the majority of respondents were male (62%), comprising 62 individuals, while 38 respondents (38%) were female. This gender distribution is representative of workforce patterns in the research locale. In terms of age distribution, respondents aged 21-29 years constituted the largest segment with 44 individuals (44%), followed by the 30-37 age range with 24 respondents (24%), the 38-45 age range with 18 respondents (18%), and the youngest segment of 14-20 years with 14 respondents (14%). This distribution confirms the predominance of younger workers characteristic of Generation Y and Generation Z workforce participation.

Regarding educational background, the majority of respondents possessed tertiary education: 58 individuals (58%) held Bachelor's or Master's degrees (S1/S2), followed by 27 respondents (27%) with secondary education (SMA/SMK), 13 respondents (13%) with diploma-level education (D1/D2/D3), and only 2 respondents (2%) with doctorate degrees (S3). This educational composition reflects an adequately qualified workforce capable of executing specialized roles requiring cognitive engagement.

Regarding tenure, the distribution reveals workforce stability mixed with newer entrants. The largest segment comprised employees with more than five years of service (38 respondents, 38%), followed by those with 3-5 years tenure (32 respondents, 32%), 1-2 years tenure (20 respondents, 20%), and those with less than three months service (11

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respondents, 11%). This distribution indicates a relatively mature workforce with adequate organizational knowledge, while the presence of newer employees suggests ongoing organizational recruitment and development initiatives.

VALIDITY TEST

Validity Test

Table 4.2 Validity Test Results

Item	r (X1)	r (X2)	r (X3)	r (X4)	r (Y)	Sig.	Threshold	Status
1	0.605	0.633	0.787	0.522	0.463	0.000	0.300	Valid
2	0.778	0.511	0.767	0.372	0.461	0.000	0.300	Valid
3	0.801	0.636	0.785	0.744	0.673	0.000	0.300	Valid
4	0.778	0.538	0.824	0.761	0.689	0.000	0.300	Valid
5	0.880	0.482	0.646	0.833	0.301	0.000	0.300	Valid
6	0.710	0.613	0.616	0.780	0.521	0.000	0.300	Valid
7	0.852	0.598	0.548	0.749	0.754	0.000	0.300	Valid
8	0.334	0.325	0.325	0.835	0.344	0.000	0.300	Valid

Source: Data processed, 2026

The validity test results presented in Table 4.2 indicate that all statement items on the variables of self control, cyberloafing, work motivation, organisational commitment, and employee performance have calculated r values exceeding 0.300 with significance level of 0.000. Consequently, all items are declared valid and suitable for use in subsequent analysis stages.

Reliability Test

Table 4.3 Reliability Test Results

Variable	Cronbach's Alpha	Status
Self Control	0.871	Reliable
Cyberloafing	0.659	Reliable
Work Motivation	0.826	Reliable
Organisational Commitment	0.855	Reliable

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Employee Performance	0.632	Reliable

Source: Data processed, 2026

Table 4.3 demonstrates that Cronbach's Alpha values for all five variables exceed the 0.60 threshold, with the highest value for self control (0.871) and the lowest for employee performance (0.632). All research instruments are therefore declared reliable and demonstrate consistency in measuring their respective constructs.

Normality Test

Normality testing was conducted to ensure that regression model residuals are normally distributed. The normal probability plot displayed in Figure 4.1 shows data points dispersed around the diagonal line, an initial indication that the normality assumption is satisfied.

[Figure 4.1: Normal Probability Plot - Visual representation of normal Q-Q plot]

Table 4.4 Kolmogorov-Smirnov Test Results

Test Statistic	Unstandardized Residual
N	100
Asymp. Sig. (2-tailed)	0.813

Source: Data processed, 2026

This result is confirmed through the Kolmogorov-Smirnov test presented in Table 4.4, which yielded an Asymp. Sig. (2-tailed) value of 0.813. Since this value substantially exceeds the 0.05 threshold, the regression residuals in this study can be concluded to be normally distributed.

Multicollinearity Test

Table 4.5 Multicollinearity Test Results

Variable	Tolerance	VIF	Status
Self Control	0.845	1.184	No multicollinearity
Cyberloafing	0.368	2.718	No multicollinearity
Work Motivation	0.133	7.516	No multicollinearity
Organisational Commitment	0.105	9.567	No multicollinearity

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Dependent Variable: Employee Performance. Source: Data processed, 2026

Table 4.5 presents multicollinearity test results through tolerance and VIF values. Self control registered tolerance of 0.845 and VIF of 1.184; cyberloafing tolerance of 0.368 and VIF of 2.718; work motivation tolerance of 0.133 and VIF of 7.516; and organisational commitment tolerance of 0.105 and VIF of 9.567. All tolerance values exceed 0.10 and VIF values remain below 10, indicating formally that no multicollinearity occurs in the regression model. Nevertheless, VIF values for work motivation and organisational commitment approaching the threshold indicate substantial variance overlap between these two variables. This condition is conceptually rational, given that work motivation and organisational commitment both stem from employee psychological attachment to work, tending to move in tandem at the individual perception level. The implication is that partial coefficients for each variable should be interpreted cautiously, as some variance that should represent work motivation may have been absorbed into the organisational commitment coefficient.

Heteroscedasticity Test

Heteroscedasticity testing was conducted through observation of residual scatterplot distribution patterns, as displayed in Figure 4.2. Data points on the graph are dispersed randomly both above and below zero on the Y-axis without forming any specific pattern, allowing the conclusion that this regression model is free from heteroscedasticity.

[Figure 4.2: Scatterplot of Heteroscedasticity Test - Residual plot showing random dispersion] Autocorrelation Test and Coefficient of Determination

Table 4.6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	0.746	0.557	0.538	2.028	1.934

Predictors: (Constant), Organisational Commitment, Self Control, Cyberloafing, Work Motivation. Dependent Variable: Employee Performance. Source: Data processed, 2026

Table 4.6 shows a Durbin-Watson value of 1.934. With a sample size of 100 and four independent variables, the upper boundary value (dU) is 1.7152 while the 4-dU boundary is 2.2636. Since the Durbin-Watson value falls between these two boundaries (1.7152 < 1.934 < 2.2636), the regression model is declared free from autocorrelation. The same table also presents R value of 0.746, R Square of 0.557, and Adjusted R Square of 0.538, signifying that self control, cyberloafing, work motivation, and organisational commitment together

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explain 55.7 percent of employee performance variation, while the remaining 44.3 percent is explained by other factors not included in this model.

The multiple correlation coefficient value of 0.746 falls within the 0.60–0.799 interval according to Sugiyono's (2019) categorization, indicating that the relationship between self control, cyberloafing, work motivation, and organisational commitment to employee performance is classified as strong

Multiple Linear Regression Analysis

Table 4.7 Multiple Linear Regression Analysis Results

Variabel	B	Std. Error	Beta	t	Sig.
(Constant)	15,663	2,415	-	6,486	0,000
Self Control	0,084	0,050	0,124	1,670	0,098
Cyberloafing	-0,213	0,113	-0,212	-1,887	0,062
Work Motivation	0,045	0,156	0,053	0,285	0,776
Organisational Commitment	0,613	0,161	0,803	3,804	0,000

Dependent Variable: Employee Performance. Sumber: Data diolah, 2026

Multiple linear regression analysis presented in Table 4.7 produces the following equation:

$Y = 15.663 + 0.084\ X_1 - 0.213\ X_2 + 0.045\ X_3 + 0.613\ X_4 + e$

The constant value of 15.663 indicates the baseline level of employee performance in the absence of contributions from the four independent variables. The self-control coefficient of 0.084 signifies that for each unit increase in self-control, employee performance is projected to rise by 0.084 units, holding other variables constant. Cyberloafing demonstrates an inverse relationship, with a coefficient of −0.213—each unit increase in cyberloafing corresponds to a 0.213-unit decline in employee performance. Work motivation and organizational commitment both move in the same direction as employee performance, though with markedly different magnitudes: organizational commitment exerts substantially greater influence than the remaining three variables combined.

Hypothesis Testing (t-test)

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Partial tests were conducted by comparing calculated t values against the critical t value of 1.985 (df = 95, α = 0.05), as summarized in Table 4.8.

Table 4.8 Summary of t-Test Results

Variable	Regression Coefficient	t-calculated	Sig.	Hypothesis	Predicted Direction	Conclusion
Self Control	0.084	1.670	0.098	H1	Positive	Not Statistically Significant
Cyberloafing	-0.213	-1.887	0.062	H2	Negative	Not Statistically Significant
Work Motivation	0.045	0.285	0.776	H3	Positive	Not Statistically Significant
Organisational Commitment	0.613	3.804	0.000	H4	Positive	Statistically Significant

Source: Data processed, 2026

H1: Self Control significantly influences Employee Performance among Generation Y and Generation Z employees in Kota Bima.

The t-calculated value for self control was 1.670, falling below the critical t-table value of 1.985, with a significance level of 0.098 exceeding the 0.05 threshold. This result indicates that self control does not significantly influence employee performance among Generation Y and Generation Z workers in Kota Bima; therefore, H1 is rejected.

Despite the positive regression coefficient (0.084) aligning with the hypothesized direction, its magnitude proved insufficient to attain statistical significance. Through the lens of Conservation of Resources Theory, this finding can be interpreted as evidence that self control functions more as a protective resource preventing performance deterioration rather than as a primary driver of performance enhancement. Generation Y and Z employees in Kota Bima appear to anchor their performance outcomes more heavily on external organizational factors such as institutional support and goal clarity than on self-regulatory capacity alone. This pattern aligns with Zega, Handoyo, and Rahayu (2025), who identified

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self control operating more as a moderating mechanism than as a direct predictor of performance, and resonates with Halimah and colleagues (2026) concerning the inconsistent direct pathways through which individual psychological factors influence employee performance. The finding diverges, however, from research by Afrieni and Yamasitha (2025) conducted among local government employees in Padang Panjang, where self control demonstrated a positive and significant effect on performance a discrepancy suggesting that self control's role may be contingent upon sectoral characteristics and the generational composition of the workforce under examination.

H2: Cyberloafing significantly influences Employee Performance among Generation Y and Generation Z employees in Kota Bima.

The t-calculated value for cyberloafing was 1.887, with its absolute value still below the critical t-table threshold of 1.985, and a significance level of 0.062 marginally exceeding the 0.05 boundary. Consequently, cyberloafing does not significantly influence employee performance among Generation Y and Generation Z workers in Kota Bima; H2 is rejected, although the negative coefficient direction remains consistent with the hypothesized relationship.

The proximity of the significance value to the critical threshold warrants careful consideration: cyberloafing in this study demonstrates a tendency toward performance reduction, yet its effect lacks sufficient statistical strength to be classified as genuine influence on the research population. The technological fluency characteristic of Generation Y and Z appears to render non-work-related internet use less disruptive to core task completion; portions of this behavior likely function as micro-restorative breaks that sustain mental stamina during work, a mechanism consistent with Conservation of Resources Theory's conceptualization of resource recovery behaviors. This outcome parallels the findings of Isman, Hinggo, and Kusumah (2023) as well as Rusmana, Firdaus, and Wirayudha (2026), who likewise found that the relationship between cyberloafing and employee performance often lacks statistical significance despite maintaining a consistent negative trajectory.

H3: Work Motivation significantly influences Employee Performance among Generation Y and Generation Z employees in Kota Bima.

The t-calculated value for work motivation was 0.285, substantially below the critical t-table value of 1.985, with a significance level of 0.776. This result demonstrates that work

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motivation does not significantly influence employee performance among Generation Y and Generation Z workers in Kota Bima; H3 is rejected.

This finding diverges from research by Vanderson, Kirana, and Septyarini (2024) as well as Tyas, Ruminta, and Akbar (2026), both of whom identified work motivation as a significant predictor of performance within their respective contexts. The divergence likely stems from multicollinearity concerns noted earlier: the VIF value for work motivation approaching 7.5 signals that a substantial portion of variance conceptually attributable to motivational drivers has overlapped with organisational commitment, thereby diminishing its unique explanatory power when both variables are jointly specified in the model. Rather than indicating irrelevance of work motivation to Generation Y and Z performance outcomes in Kota Bima, this result suggests that its influence, within this population, is likely channeled through or deeply intertwined with their attachment to the organization itself.

H4: Organisational Commitment significantly influences Employee Performance among Generation Y and Generation Z employees in Kota Bima.

The t-calculated value for organisational commitment was 3.804, exceeding the critical t-table value of 1.985, with a significance level of 0.000 well below the 0.05 threshold. This result demonstrates that organisational commitment exerts a positive and significant influence on employee performance among Generation Y and Generation Z workers in Kota Bima; H4 is accepted.

The regression coefficient of 0.613, substantially larger than those of the other three variables, underscores that emotional attachment to the organization constitutes the primary determinant of performance outcomes within this population. Employees who experience pride in organizational membership and hold strong attachments to institutional values and objectives tend to channel discretionary effort toward organizational success, a dynamic consistent with Conservation of Resources Theory's proposition that individuals possessing robust relational resources are better positioned to generate optimal outputs. This finding aligns with research by Maranata, Widyaningtyas, and Istiqomah (2022) in the state-owned banking sector and the systematic review by Liling, Qori, and Dani (2024), which confirms this pattern across sectors. For Generation Y and Z cohorts known for relatively high job mobility when expectations are unmet organisational commitment appears to function as the anchor sustaining their engagement and performance contribution.

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Simultaneous Testing (F-Test)

Table 4.9 F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	491.442	4	122.861	29.873	0.000
Residual	390.718	95	4.113		
Total	882.160	99			

Source: Data processed, 2026

H5: Self Control, Cyberloafing, Work Motivation, and Organisational Commitment collectively exert a significant influence on Employee Performance among Generation Y and Generation Z employees in Kota Bima.

The simultaneous test presented in Table 4.9 yielded an F-calculated value of 29.873, substantially surpassing the critical F-table value of 2.47 (df1 = 4, df2 = 95, α = 0.05), with a significance level of 0.000. Accordingly, self control, cyberloafing, work motivation, and organisational commitment collectively exert a statistically significant influence on employee performance among Generation Y and Generation Z workers in Kota Bima; H5 is accepted.

This outcome reveals a noteworthy empirical pattern deserving careful examination: despite organisational commitment being the sole variable demonstrating individual statistical significance, the four constructs together account for more than half the observed variation in employee performance (55.7 percent). Such a configuration aligns with the organizational behavior perspective that performance is rarely determined by a solitary mechanism but rather emerges from the interplay of individual characteristics, motivational states, work orientations, and organizational context (Liling, Qori, & Dani, 2024). Self control and cyberloafing appear to operate as buffering mechanisms that prevent performance degradation, while work motivation and organisational commitment function as primary resource drivers—with organisational commitment empirically absorbing the preponderance of explanatory power. This pattern corresponds with findings by Hermawan, Rozi, and Basofitrah (2025) and Mahsyar and colleagues (2023), who likewise identified that comparable variable combinations maintain simultaneous statistical significance despite uneven individual contributions.

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CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The research findings permit the following conclusions. First, self control does not significantly influence employee performance among Generation Y and Generation Z workers in Kota Bima, although its directional effect remains positive as originally hypothesized. Second, cyberloafing similarly shows no statistically significant effect on employee performance, maintaining a negative direction consistent with theoretical expectations yet lacking sufficient statistical strength. Third, work motivation demonstrates no significant influence on employee performance a pattern closely tied to its variance overlap with organisational commitment. Fourth, organisational commitment proves to exert a positive and statistically significant effect on employee performance, establishing itself as the strongest partial predictor within the research model. Fifth, self control, cyberloafing, work motivation, and organisational commitment collectively exert a statistically significant simultaneous influence on employee performance, accounting for 55.7 percent of its variance.

Research Limitations

This study operates under several constraints requiring careful consideration when interpreting its outcomes. The research sample comprised only 100 respondents representing Generation Y and Z employees working in Kota Bima, necessitating cautious generalization beyond this immediate population. The cross-sectional research design further constrains the capacity to draw long-term causal conclusions, and the reliance on self-report questionnaires introduces potential response bias reflecting respondents' subjective perceptions of their behavior and performance. The VIF values approaching critical thresholds for both work motivation and organisational commitment suggest these constructs may overlap empirically, warranting circumspect interpretation of each variable's unique contribution. Additionally, factors external to the model including workplace environment, leadership style, and job satisfaction likely modulate relationships among the variables but remain unmeasured within the present research scope.

Recommendations

For organizational management, strengthening organisational commitment warrants priority consideration given its status as the most consistent performance predictor identified in this research. Such efforts might be realized through effective onboarding practices, transparent two-way communication channels, inclusive workplace culture, and meaningful

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employee participation in organizational decision-making. For Generation Y and Z employees, intentional limitation of social media and non-work-related activities during work hours is recommended, coupled with reinforcement of self-discipline through explicit goal-setting and cultivation of organizational identification to mitigate propensities toward job transitions. For future researchers, expanding the model to incorporate mediating or moderating mechanisms such as job satisfaction and digital literacy is advised. Consideration of Structural Equation Modeling via Partial Least Square approaches would permit decomposition of the variance overlap between work motivation and organisational commitment identified herein, while extending the sample across Nusa Tenggara Barat province would strengthen generalizability of findings.

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