

## The Effect of Cyberloafing and Psychological Improvement on Engagement Mediated by Job Satisfaction

Thera Najwa Ajeng Java Geubirina<sup>a</sup>, Diana Ambarwati<sup>b</sup>, Taufik Akbar<sup>c,\*</sup>

<sup>a,b,c</sup>Universitas Islam Kadiri Kediri, Indonesia

\*Corresponding author e-mail: [theranajwa4@gmail.com](mailto:theranajwa4@gmail.com)

### ARTICLE INFO

DOI: [10.32832/jmuika.v16i1.18307](https://doi.org/10.32832/jmuika.v16i1.18307)

Article history:

Received:

30 November 2024

Accepted:

05 Januari 2025

Available online:

05 Februari 2025

Keywords:

Cyber Loafing, Improment Psikologi, Engagement, Work Satisfaction

### ABSTRACT

*This research aims to examine how the level of work empowerment among employees at PT Citra Warna Abadi influences their innovative work behavior. The study involved 79 respondents, consisting of both current and former employees of PT Citra Warna Abadi, selected through a non-probability sampling method with a purposive component. Data was collected using a questionnaire in this quantitative research study. Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method was used to analyze the data, utilizing the SmartPLS version 4.0 application. The results reveal a positive and statistically significant relationship between job engagement and creative actions at work. Additionally, work empowerment is positively and significantly influenced by employee engagement. When employees feel empowered in their roles, they are more likely to act creatively and independently. Job engagement also impacts innovative work behavior indirectly through work empowerment. This study suggests that PT Citra Warna Abadi can enhance its employees' creative output by improving their job engagement. Therefore, factors like employee engagement, which significantly influence innovative work behavior, should receive greater attention from the company. The findings highlight the importance of work empowerment in fostering a workplace environment conducive to creativity and innovation. Future research could explore the role of other organizational factors, such as workplace culture and leadership, in driving employees' innovative work behavior.*

## 1. INTRODUCTION

As the level of competition intensifies, workers who can think creatively and solve problems are increasingly critical for both short-term productivity and long-term business success (Abidin et al., 2014). Innovative work behavior, which plays a key role in improving organizational performance and competitiveness, has been widely studied. With technological advancements and growing international trade, innovation has become a crucial factor for success in creative industries (Triyanti et al., 2022). However, research findings on the factors influencing innovative work behavior remain inconsistent (Blanchard & Henle, 2008). For instance, while some studies suggest a positive and significant correlation between work engagement and innovative work behavior (Nugroho, 2022); (Purnomo & Pranitasari, 2024), others present contradictory results (Sulistiawan & Andyani, 2020); (Lin et al., 2013). (Ardilasari & Firmanto, 2017) highlighted the need for further research to address these inconsistencies and better understand the relationship between work engagement and innovative work behavior.

This study focuses on employees at PT Citra Warna Abadi, a paint and coating manufacturer that heavily relies on innovation to develop new products and improve production processes. Employees' innovative actions are crucial to the company's success (Aziiz, 2019). PT Citra Warna Abadi, established in 2010, is a national producer of wall paint and coatings, known for its high-quality decorative paints (Prawira, 2017). The company strives to stay competitive in an increasingly crowded market by leveraging advanced technology and cultivating professional human resources in key areas.

Work engagement, defined as employees' investment, enthusiasm, and fulfillment in their work, significantly influences innovative work behavior (Ary & Sriathi, 2019). Engaged employees exhibit enthusiasm, commitment, and a proactive approach to their roles. Innovative work behavior, as defined by (Jong, 2007), includes activities aimed at introducing new and beneficial ideas related to products, processes, and stages. This behavior is characterized by perseverance, tolerance for ambiguity, and an orientation toward innovation (NURHAQSARI, 2023).

Employees' perception of their autonomy and control in the workplace, referred to as work empowerment, also plays a critical role in fostering innovative work behavior (Askew et al., 2014). Despite advancements in technology and processes, human resources remain an organization's most (JUMANTORO et al., 2019).

The paint industry in Indonesia faces intense competition, with an increasing number of brands offering innovative features such as mercury-free, splash-proof, and eco-friendly products (Nurhaini, 2018). To remain competitive, companies like PT Citra Warna Abadi must continuously innovate, not only in product development but also in production processes. This requires a workforce capable of generating and implementing innovative ideas.

One of the company's core values is proactivity, which emphasizes continuous improvement

and goal achievement (NURHAQSARI, 2023). PT Citra Warna Abadi fosters a culture of innovation and actively engages employees to ensure they contribute effectively toward achieving organizational goals. Research suggests that fostering work engagement can significantly enhance innovative work behavior, thereby helping organizations like PT Citra Warna Abadi respond to market demands and maintain a competitive edge (NURHAQSARI, 2023).

This study aims to explore how work engagement impacts innovative work behavior among employees at PT Citra Warna Abadi. By addressing this relationship, the study contributes to a deeper understanding of how companies can enhance creativity and innovation through effective human resource management.

## **RESEARCH METHODS**

This study utilizes a quantitative research approach to test specific hypotheses regarding the relationships among the variables Cyberloafing (X1), Psychological Improvement (X2), Job Satisfaction (Z), and Engagement (Y). The indicators for Cyberloafing (X1) include the frequency of non-work-related internet use during working hours, types of activities performed (e.g., browsing social media, online shopping), and the impact on job performance. Psychological Improvement (X2) is measured through indicators such as perceived increases in emotional well-being, reduction in stress levels, and improvement in mental focus and resilience. Job Satisfaction (Z) is assessed through satisfaction with the work environment and facilities, perceived fairness in rewards and recognition, and opportunities for personal and professional growth. Engagement (Y) is evaluated based on employees' level of enthusiasm and energy at work, commitment to organizational goals, and active involvement in tasks and responsibilities.

The sample for this study consists of 79 respondents, comprising current or former employees of PT Citra Warna Abadi. A non-probability sampling method with a purposive overlay is employed to ensure the selection of respondents who meet the study's criteria. Data collection methods include observation, questionnaires, interviews, and a literature study. Observations allow for direct examination of employee behavior in the workplace, while structured questionnaires are used to measure the indicators of each variable. Semi-structured interviews provide deeper insights into employee experiences, and a literature study supports the theoretical framework of the research (Sugiyono, 2020).

The data is analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method, supported by SmartPLS Version 4.0 software. This method enables the examination of direct and indirect relationships between variables while assessing the significance of each indicator. Through this approach, the study aims to provide a comprehensive understanding of how Cyberloafing and Psychological Improvement influence Engagement, mediated by Job Satisfaction (Ghozali, 2008).

## 2. RESULTS & DISCUSSION

A table based on gender, age, length of service, and education level presents the results of the respondent profile analysis. A total of 79 participants were polled for this study. Table 1 shows the following distribution of respondent characteristics:

**Table 1. Characteristics of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<i>Male</i>	39	48,45%
<i>Female</i>	40	51,55%
<b>Age</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<i>25-30 years old</i>	25	38,41%
<i>31-35 years old</i>	23	26,02%
<i>36-40 years old</i>	18	20,53%
<i>41- 45 years old</i>	5	3,12%
<i>&gt; 45 years old</i>	8	11,92%
<b>Education</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<i>SMA/SMK</i>	21	20,82%
<i>Diploma</i>	33	49,18%
<i>Sarjana (S1)</i>	25	30,00%
<b>Status</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<i>Single</i>	31	39,97%
<i>Married</i>	48	60,03%
<i>Widowed</i>	0	0,00%

Source : Result of Research, 2024

Male employees outnumber female employees by a wide margin (48.45% to 51.55%, according to the distribution of respondent characteristic data shown above). As a general rule, female workers are more adaptable and careful than their male counterparts. Of the total number of respondents, 25 fall within the 25-30 year old age bracket (38.41%), while 26.02 percent are in the 31-35 year old bracket, 20.53% are in the 36-40 year old bracket, 3.12% are in the 41-45 year old bracket, and 11.92% are older than 45. People in the 25–30 age range are capable of putting in adequate effort and producing satisfactory results. The majority of respondents have a Bachelor's degree (30.00%), followed by a high school diploma (40.18%), and a certificate or associate's degree (20.82%). Due to the practical training that is a common component of diploma programs, PT BRI prefers to hire more people with diplomas when filling open positions. Looking at the data by marital status, we can see that 60.03 percent of the participants are married and 39.97 percent are single.

Using the Partial Least Square (PLS) method, we will examine the inferential data on how cyber loafing and psychological improvement affect task engagement through variables related to job satisfaction. Included in this procedure are the testing phases.

the two models: the structural model and the measurement model. As part of the testing phase for measurement models, we check for convergent validity, discriminant validity, and composite reliability. If the PLS model's indicators satisfy the criteria of convergent validity, discriminant validity, and composite reliability, then the research hypothesis can be tested using the PLS analysis's results.

By comparing the loading factor values of each indicator to its construct, the convergent validity test is carried out. A loading factor limit of 0.7 is utilized in confirmatory research, while a loading factor limit of 0.6 is utilized in exploratory research. A loading factor limit of 0.7 is utilized to test the convergent validity of each indicator in this confirmatory research study. The model for the PLS algorithm used in this research is estimated as follows.

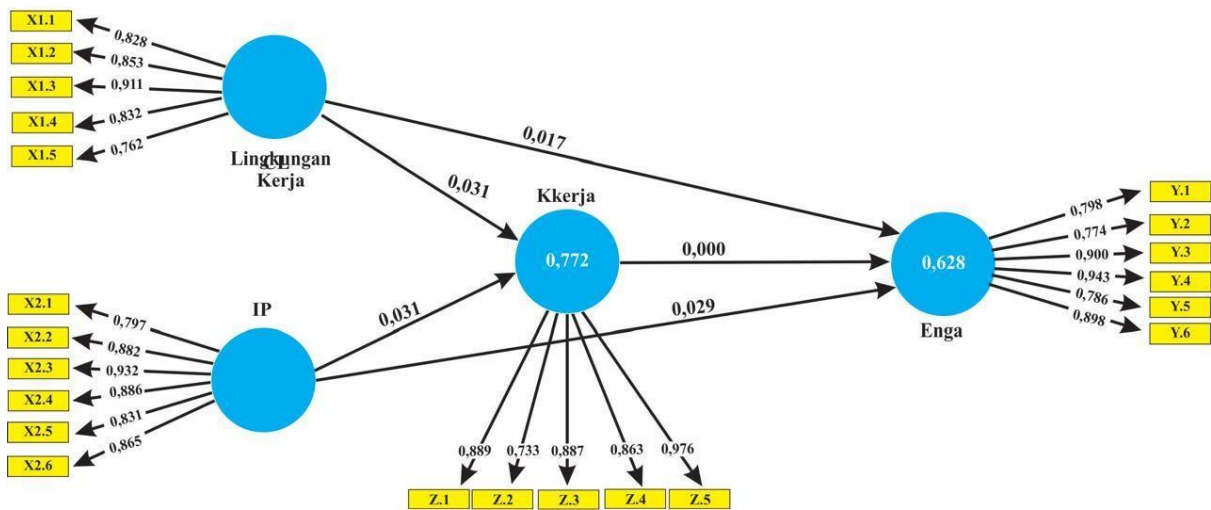


Figure 1. Model Algorithm PLS

Source: Research, 2024.

Based on the calculations that have been carried out, the factor loading values for each research indicator were obtained.

**Validity Convergen Test** The data analysis shows that the cyber loafing variable's construct, which includes 5 indicators, has a value greater than 0.7, so the whole construct is deemed valid. With a value greater than 0.7, the entire construct of the psychological improvement variable—which includes 6 indicators—is deemed valid. With a value greater than 0.7, the entire construct of the engagement variable—which is comprised of 6 indicators—is deemed valid. With a value greater than 0.7, the entire construct of the 5-item job satisfaction variable is deemed valid. All things considered, each variable can be legitimately declared to have met its convergent validity requirements.

To guarantee that each latent variable concept is distinct from other variables, discriminant validity is performed. If the square root of each construct's AVE value is greater than the correlation between that construct and other constructs, then the model has good discriminant validity. In terms of more recent metrics, the Heretroit-Monotrait Ratio (HTM) is where it's at. A construct is considered to have good discriminant validity if the HTMT value is less than

0.90. As stated by (Henseler et al., 2015). The following are the findings of the test for discriminant validity.

**Table 2. Results of the Discriminant Validity Test**

	Cyber Loafing	Improment Psychology	Engagement	Job Satisfaction
Cyber Loafing				
Improment Psychology	0,962			
Engagement	0,520	0,854		
Job Satisfaction	0,637	0,621	0,817	

Source : Data processed by researcher, 2024.

According to the findings of the discriminant validity test using the heterotrait-monotrait ratio (HTMT), there is a strong correlation between cyber loafing and psychological improvement (HTMT value of  $0.962 < 0.90$ ), engagement and cyber loafing (HTMT value of  $0.520 < 0.90$ ), job satisfaction and cyber loafing (HTMT value of  $0.637 < 0.90$ ), engagement and psychological improvement (HTMT value of  $0.854 < 0.90$ ), job satisfaction and psychological improvement (HTMT value of  $0.621 < 0.90$ ), and engagement and job satisfaction (HTMT value of  $0.817 < 0.90$ ). All things considered, this analysis is deemed valid.

**Reliability Test** By combining the results of Cronbach's Alpha and the Composite Reliability test, the consistency of the measuring tool is investigated in composite reliability testing. If a construct's Cronbach's Alpha and Composite Reliability values are greater than 0.7, it is deemed reliable. As shown in Table 4, the composite reliability tests were successful.

**Table 3. Composite Realibility**

	Cronba`s Alpha	CompositeReliability (rho_a)	Composite Reliability(rho_c)	Average Variance Extracted (AVE)
Cyber Loafing	0.882	0.882	0.716	0.911
Improment Psikologi	0.964	0.964	0.534	0.764
Engagement	0.845	0.845	0.683	0.511
Kepuasan Kerja	0.913	0.913	0.814	0.838

Source : Data processed by researcher, 2024.

All of the study's variables were determined to be reliable because their Cronbach's alpha and composite reliability values were higher than 0.7. The instruments utilized in this study were found to be valid and reliable, allowing for future analysis to be conducted using them.

**Coefficient Determinant R<sup>2</sup>** In this study, the reliability of the estimates between the construct variables is investigated using structural model analysis. The R-squared value in Table 5 shows the structural model:

**Table 4. Coefficient of Determination (R2)**

	<b>R Square</b>	<b>R Square Adjusted</b>
Job Satisfaction (Z)	0,701	0,634
Engagement (Y)	0,772	0,628

Source : Data processed by researcher, 2024.

The results demonstrate that job satisfaction and self-regulation variables influence the engagement variable by 77.2% (as indicated by the R Square value of 0.772), while other variables, which were not measured or discussed in this study, influence the engagement variable by 22.8%. In light of what we learned from the Bootstrapping data test, the significance test of the direct influence between variables can be presented.

**Table 5. Hypothesis Significance Test**

<b>Hypothesis</b>	<b>Correlation between variable</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics (O/STDEV)</b>	<b>P Values</b>	<b>Description</b>
H1	Cyber Loafing > Engage- ment	0.482	0.382	0.216	3.911	0.017	<b>Significant</b>
H2	Improment Psychology > Engage- ment	0.414	0.364	0.234	4.764	0.029	<b>Significant</b>
H3	Engage- ment > Job Satisfaction	0.405	0.445	0.483	6.511	0.000	<b>Significant</b>
H4	Cyber Loafing , Improment Psychology > Engage- ment > Job Satisfaction	0.313	0.389	0.314	5.838	0.031	<b>Significant</b>

Source : Data processed by researcher, 2024.

Based on the hypothesis testing results table that has been presented, the testing results are stated as follows:

1. According Cyber loafing significantly and positively affects engagement. The path coefficient, p-value, and T statistic for the direct effect of cyber loafing are 0.482, 0.017, and 3.911, respectively, which is greater than 1.96. The findings support the acceptance of the first hypothesis (H1) of this study, which states that cyber loafing does in fact impact engagement.
2. According H2, asserts that engagement is positively and significantly impacted by psychological improvement. The path coefficient for the direct effect of psychological improvement is 0.414, and the p-value is 0.029. The T-statistic is 4.764, which is greater

than 1.96. We accept the second hypothesis (H2) of this study as true based on these results, which show that psychological improvement affects engagement.

3. According to H3, engagement significantly and positively impacts job satisfaction. With a p-value of 0.000 and a T-statistic of 0.405, the direct effect of engagement is statistically significant. with a significance level of  $6.511 > 1.96$ . This study's third hypothesis (H3) is accepted based on the results showing that engagement does have an effect on job satisfaction.

Hypothesis 4 demonstrates that engagement is moderated by job satisfaction with respect to the effects of cyber loafing and psychological improvement. The evidence is supported by a p-value of 0.031 and a path coefficient of 0.313, along with a T-statistic of  $5.838 < 1.96$ . We reject  $H_0$  and conclude that organizational commitment cannot mediate the effect of the work-life balance variable on task performance indirectly because the obtained p-value is  $> 0.05$ .

**The Influence of Cyber Loafing on Engagement.** This study's data analysis revealed that cyber loafing significantly and positively affects engagement. Employees' engagement is positively and significantly impacted by cyber loafing, which is defined as using the internet for purposes other than work or learning. It would appear that cyber loafing activities can actually enhance individual engagement, according to the data analysis results. This occurs because taking a virtual vacation allows people to recharge their batteries and return their attention to their studies or jobs with renewed vigor. Therefore, cyber loafing, within reason, can actually be rejuvenating and promote enhanced engagement, rather than a decrease in productivity. The beneficial effect of cyber loafing on engagement, however, will only be apparent when practiced within acceptable boundaries. Excessive use of this feature has the potential to reduce engagement since it causes people to lose focus on the task at hand. Educators and managers must take the lead in monitoring and restricting students' internet use while they are on the clock. Increased engagement is possible through the strategic use of cyber loafing, which allows for a balance between break time and productivity when managed correctly.

**The Influence of Psychological Improvement on Engagement.** Based on the data analysis results in this study, it was found that psychological improvement has a positive and significant impact on engagement. According to the data analysis results, the higher the level of psychological improvement undertaken, the greater the level of individual engagement in the work or activities they perform. This is due to the increased sense of self-confidence and motivation that encourages individuals to participate more actively and engage emotionally in their tasks. When individuals feel more mentally capable, they are more enthusiastic in facing challenges and more focused on achieving their goals. On the other hand, psychological improvement also plays an important role in helping individuals manage stress and work pressure, which ultimately has a positive impact on their engagement. For example, with strong mental resilience, individuals can maintain their engagement and performance even when facing difficult situations or high workloads. This psychological improvement not only strengthens



individuals' ability to remain engaged but also creates a more positive and productive work atmosphere. Thus, psychological improvement can be a crucial factor in creating a work or learning environment that supports optimal engagement levels.

**The Influence of Engagement on Job Satisfaction.** The findings of this study indicate that engagement significantly and positively affects job satisfaction. The results of the data analysis showed that workers report higher levels of job satisfaction when they are actively involved in their work. This is because when people are actively involved in things that matter to them, they develop a sense of pride and ownership. A more pleasant and fulfilling work environment is the result of employees' strong engagement, which improves their relationships with both management and coworkers. Engaged workers, on the other hand, are better equipped to deal with stress and heavy workloads because they approach work challenges in a more optimistic light. Workers are more likely to be satisfied with their jobs when they believe their contributions matter and are acknowledged. Strong engagement boosts job satisfaction and happiness by making employees feel like they make a significant contribution to the organization's goals. This demonstrates that engagement leads to increased productivity and a more fulfilling work environment for every employee.

**The Influence of Cyber Loafing and Psychological Improvement on Engagement Through Job Satisfaction.** This study found that engagement is influenced by cyber loafing and psychological improvement through job satisfaction. Cyber loafing and psychological improvement on engagement are related, but job satisfaction acts as a mediator, according to the results. Although it's generally thought of as a bad thing to do, cyber loafing can actually give people the mental break they need to recharge and even boost their happiness at work. People who enjoy what they do for a living are more likely to put their hearts and souls into their work, which in turn boosts engagement. Therefore, by improving work satisfaction, cyber loafing can bolster engagement in a roundabout way. Job satisfaction is a key factor in employee engagement, which is in turn enhanced by targeted psychological improvements like increased self-confidence and mental resilience. People who are mentally strong report greater levels of job satisfaction because they believe they can handle any challenges that come their way. When people are happy in their jobs, they are more likely to put their whole effort into it and give their best, which in turn improves their mental health. Cyber loafing and psychological improvement both lead to higher levels of job satisfaction, which in turn inspires people to be more invested in what they do for a living.

### 3. CONCLUSION & SUGGESTION

Cyber loafing significantly and positively affects engagement, according to the research. Enhancement of one's mental health has a notable and beneficial influence on participation. The impact of engagement on job satisfaction is positive and substantial. The relationship between cyberloafing, psychological improvement, and engagement is moderated by job satisfaction. We conclude that organizational commitment is not a moderating variable in the relationship between work-life balance and task performance.

One of the goals of this study is to inform policymakers and business leaders about the potential pitfalls of internet usage on the job. Also, the business needs to find psychological programs that work to boost employee engagement and happiness on the job. There needs to be a balance between work breaks and psychological development, and the company should help workers figure out how to make that happen.

## REFERENCES

- Abidin, R., Abdullah, C. S., Phd, Hasnan, N., & Bajuri, A. L. (2014). University Utara Malaysia (UUM), School of Technology Management and Logistic, 06010. *Australian Journal of Basic and Applied Sciences*, 8(12), 61–66.
- Ardilasari, N., & Firmanto, A. (2017). Hubungan Self Control dengan Perilaku Cyberloafing pada Pegawai Instansi Kota Malang. *Jurnal Ilmiah Psikologi Terapan*, 05(01), 19–39.
- Ary, I. R., & Sriathi, A. A. A. (2019). Pengaruh Self-Efficacy dan Locus of Control Terhadap Kinerja Karyawan. *E-Jurnal Manajemen Unud*, 8(1), 6990–7013.
- Askew, K., Buckner, J. E., Taing, M. U., Ilie, A., Bauer, J. A., & Coovert, M. D. (2014). Explaining cyberloafing: The role of the theory of planned behavior. *Computers in Human Behavior*, 36, 510–519.
- Aziiz, A. (2019). Hubungan antara Self Control dengan Counterproduktive Work Behavior (CWB) pada Perawat. *UIN Sunan Ampel Surabaya*.
- Blanchard, A. L., & Henle, C. A. (2008). Correlates of different forms of cyberloafing: The role of norms and external locus of control. *Computers in Human Behavior*, 24(3), 1067–1084. <https://doi.org/https://doi.org/10.1016/j.chb.2007.03.008>
- Ghozali, I. (2008). *Structural equation modeling: Metode alternatif dengan partial least square (pls)*. Badan Penerbit Universitas Diponegoro.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43, 115–135.
- Jong, J. P. J. (2007). *Individual Innovation: The connection between leadership and employees' innovative work behavior*. EIM Amsterdam, The Netherlands:
- JUMANTORO, R., FARIDA, U., & SANTOSO, A. (2019). Pengaruh Kompetensi, Motivasi Kerja, Beban Kerja, Dan Pelatihan Terhadap Produktivitas Kerja Sumber Daya Manusia Koperasi Serba Usaha Anak Mandiri Ponorogo. *ISOQUANT : Jurnal Ekonomi, Manajemen Dan Akuntansi*, 3(1), 106. <https://doi.org/10.24269/iso.v3i1.244>
- Lin, N. H., Tsay, S. C., Maring, H. B., Yen, M. C., Sheu, G. R., Wang, S. H., Chi, K. H., Chuang, M. T., Ou-Yang, C. F., Fu, J. S., Reid, J. S., Lee, C. Te, Wang, L. C., Wang, J. L., Hsu, C. N., Sayer, A. M., Holben, B. N., Chu, Y. C., Nguyen, X. A., ... Liu, G. R. (2013). An overview of regional experiments on biomass burning aerosols and related pollutants in Southeast Asia: From BASE-ASIA and the Dongsha Experiment to 7-SEAS. *Atmospheric Environment*, 78, 1–19. <https://doi.org/10.1016/j.atmosenv.2013.04.066>
- Nugroho, A. (2022). Kepemimpinan Autentik Dan Perilaku Inovatif: Keterikatan Kerja Sebagai Mediasi. *PROCEEDING IAIN Batusangkar, Ncssr*, 48–54.
- Nurhaini, D. (2018). Pengaruh Konsep Diri dan Kontrol Diri dengan Perilaku Konsumtif dengan Gadget Remaja SMAN 1 Tanah Grogot. *ejournal. psikologi. fisip-unmul. ac. id.*, 6 (1).
- NURHAQSARI, W. (2023). PERAN MEDIASI WORK EMPOWERMENT PADA PENGARUH

KETERIKATAN KERJA TERHADAP PERILAKU KERJA INOVATIF (Studi Pada PT Citra Warna Abadi). *AT-TAWASSUTH: Jurnal Ekonomi Islam*, VIII(I), 1–19.

Prawira, A. W. (2017). Hubungan kontrol diri dengan perilaku kerja kontraproduktif pada aparatur sipil negara kota batu. *Skripsi. Fakultas Psikologi Universitas Muhammadiyah Malang*.

Purnomo, & Pranitasari, D. (2024). The Role of Work Engagement in Mediating Organizational Culture and Self-Efficacy on Commitment at PT. Perusahaan Listrik Negara. *Ecoment Global Journal*, 9(2), 2024.

Sugiyono. (2020). *Metodologi Penelitian Kuantitatif, Kualitatif dan R & D*.

Sulistiawan, J., & Andyani, D. (2020). Psychological Contracts, Innovative Work Behavior, and Knowledge Sharing Intention: the Role of Work Engagement and Job Resources. *Jurnal Aplikasi Manajemen*, 18(4), 741–753. <https://doi.org/10.21776/ub.jam.2020.018.04.13>

Triyanti, T., Amelia, W., Maharani, A., & Pandu, T. L. S. (2022). Peran Cyberloafing Terhadap Produktivitas Karyawan Dengan Kesehatan Mental Sebagai Pemediasi. *Jurnal Manajemen*, 13(3), 353. <https://doi.org/10.32832/jm-uika.v13i3.7317>