



Digital distractions and employee motivation: the power of internal communication

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Abstract

This study aims to understand how cyberloafing and boss phubbing affect work motivation through internal communication as a mediating variable. This study uses a quantitative approach using a path analysis model. The population consists of ASN employees in the Government Office in Tarakan City, North Kalimantan, with a sample of 139 respondents. The analysis technique uses the SmartPLS version 4.0 approach. The results of the study proved that cyberloafing had a significant influence on internal communication. Boss phubbing had a significant influence on internal communication. Cyberloafing had a significant effect on employee work motivation. Boss phubbing had no significant effect on employee work motivation. Internal communication had a significant influence on employee work motivation. Internal communication mediates between cyberloafing on employee work motivation and internal communication mediates between boss phubbing on employee work motivation. Further research recommendations are to expand the research dimension by considering generational variations, in order to specifically explore the differences in views between Generation X, Generation Y, and Generation Z workers regarding this digital anomaly phenomenon.

Introduction

The digital transformation in the Tarakan City government agency, historically known as "Bumi Paguntaka", has overhauled the communication and interaction patterns of the State Civil Apparatus (ASN). In this era, organizational communication management in government agencies and schools is the central point to create a conducive work environment (Patton, 2020). Improving reciprocal communication between leaders and employees ensures that employee roles and accountability in performing their work align with company expectations. Functional and organizational goals, along with transparently communicating feedback, contribute to improved performance and ongoing development (Ramly, 2022). Fundamental changes in the way the State Civil Apparatus (ASN) works, offering flexibility and efficiency through various online collaboration platforms. However, behind the ease of access to internet technology, serious challenges arise in the form of digital-based counter-productive work behavior, namely Cyberloafing (use of the internet for non-work activities) and Boss Phubbing (superiors who ignore subordinates for the sake of gadgets). The urgency of research on ASN in Tarakan City is driven by the availability of excellent internet access throughout the city, which on the one hand supports administrative tasks but on the other hand triggers digital behavior deviations.

Previous research confirms that the low work motivation of civil servants in Indonesia, including in Tarakan, is often triggered by various factors such as internal communication factors in public organizations in Tarakan City have triggered various phenomena that systematically erode employee motivation. Based on a review of various agencies, it was found that cases in several agencies in Tarakan City, where the implementation of organizational communication did not run optimally because information from the leadership was conveyed gradually through several message recipient channels (Patton, 2020). This results in a change in the meaning of the message (distortion) before it reaches the lower level of employees, which triggers operational confusion. As a result, the work program does not run as planned, which ultimately reduces the enthusiasm and confidence of employees in achieving organizational targets. This communication disorder creates emotional distance that makes employees lose job satisfaction and motivation to perform at their best (Prasetyo, 2023). Although digital technology

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is applied for efficiency, its use often replaces face-to-face dialogue excessively. The case in some instances shows that messages delivered only through instant media (such as WhatsApp) often lack the clarity of comprehensive characteristics compared to direct dialogue (Patton, 2020). This lack of clarity in instructions triggers misunderstandings and disputes between colleagues, which has an impact on a decrease in employee discipline and work ethic.

Internal communication disorders and high work stress encourage the appearance of behaviors Cyberloafing (misuse of the internet for personal gain during working hours). Employees use social media or digital entertainment as an escape from an uncommunicative work environment (Pangalila et al., 2024). This behavior creates a vicious cycle: poor communication lowers motivation, and employees seek digital escapes that lead to greater neglect of primary responsibilities and lower team performance collectively (Cahyaningrum & Yulianti, 2022). According to Handayani (2020) in (Pangalila et al., 2024) that work stress, self-control, and behavior Cyberloafing positively affect the performance of teachers in Tarakan City. Phenomenon Cyberloafing the use of office internet for personal interests often appears in the midst of the high workload of civil servants. However, contrary to common perception, this behavior is often a mechanism for diverting boredom from monotonous routines (Cahyaningrum & Yulianti, 2022). This phenomenon has become very relevant within the Tarakan City Government, considering the increasingly dominant role of technology. Use of digital devices for non-professional activities such as social media and Online Games It has been proven to disrupt team dynamics and reduce employee discipline. Easy internet access can make civil servants often postpone work, reduce work completion initiatives, and become less disciplined.

Another contemporary challenge that is often associated with is behavior Boss Phubbing, where the boss ignores the subordinate in face-to-face interaction for the sake of gadget devices. This behavior fundamentally inhibits interpersonal communication and undermines a healthy hierarchical order (Diklat, 2024; Mubarik et al., 2024). Further, the behavior Boss Phubbing What the leaders did reportedly damaged the working relationship and lowered the level of satisfaction and motivation of subordinates due to the loss of quality face-to-face interaction. Serious cases are often found in interactions between superiors and subordinates, where the behavior of the leader ignores direct interaction for the sake of gadgets (Boss Phubbing) undermines the quality of professional relationships. Employees feel unappreciated and lose their role models, which directly interferes with work attachment (Work Engagement) (Mubarik et al., 2024).

This study examines how the dynamics of *cyberloafing* and *boss phubbing* can affect the work motivation of civil servants in Tarakan City through internal communication channels that are often distorted.

Research Gap

In the previous study on human resources in Tarakan City, it focused more on positive variables, (Prasetyo, 2023) researching the influence of transformational leadership, work motivation and work climate on the performance of medical employees at the hospital in Tarakan City, (Cahyaningrum & Yulianti, 2022) researching the influence of self-control, motivation and Cyberloafing on the performance of high school and vocational school employees in Tarakan City during the COVID 19 pandemic, (Arfiono & Hidayat, 2022) researching the influence of organizational culture and job rotation on the work motivation and performance of health center employees in Tarakan City, (Patton, 2020) discussing organizational communication management strategies in the educational environment, namely in several schools in Tarakan City, and (Hasmin, 2019) researching the role of transformational leadership and motivation in the Regional Secretariat of Tarakan City.

The sources provided significantly support and clarify the identified research gaps and emphasize the need for this particular study in the context of the State Civil Apparatus (ASN) in Tarakan City. The following is an explanation:

1. Examination using Cyberloafing and Boss Phubbing variables in government agencies in Tarakan City

These sources highlight a significant gap in the current literature, noting that the influence of contemporary negative digital behaviors—specifically cyberloafing and boss phubbing—has not been thoroughly explored in regional bureaucracies. Historically, the Human Resource Management literature has isolated these two issues, treating cyberloafing solely as "employee misbehavior" and boss phubbing as "leader toxicity." The novelty of this study lies in its theoretical contribution to bridging these two distinct phenomena within a single public sector ecosystem.

2. Internal Communication as a Mediating Variable

Previous studies have not explored how these negative digital behaviors disrupt internal organizational communication. To address this, the current study positions internal communication as the

primary mediating variable. This is recognized as a major research contribution, described as the reconstruction of a mediation model of internal communication in response to digital behavioral anomalies in the public sector. Thus, this study positions internal communication as a crucial buffer variable that can maintain employee motivation despite digital disruption.

3. Limitations of Research on Civil Servant Digital Behavior in Government Agencies in Indonesia

A review of previous literature specifically focused on human resources in Tarakan City revealed that previous research largely focused on positive variables, such as transformational leadership, general work motivation, and work climate. Although digital transformation in Tarakan City government agencies has revolutionized communication patterns and provided excellent internet access, it has also triggered new, underexplored deviations in digital behavior. Therefore, there is an urgent need to study the actual digital habits of civil servants (ASN) in this local government environment, where technology is increasingly dominant but the impact of its negative behaviors remains largely unexplored.

A significant research gap exists in that the influence of contemporary negative digital behaviors such as cyberloafing and boss phubbing has not been thoroughly explored in the context of regional bureaucracy, particularly how these behaviors disrupt internal organizational communication. This research is here to fill this gap by placing internal communication as a mediating variable.

Literature Review

1. Variable Theoretical Discourse

a. Work Motivation

Work motivation is defined as the force that drives the direction, intensity, and perseverance of employee behavior (Van den Broeck et al., 2021). In the current HR management tradition, Self-Determination Theory (SDT) provides a multidimensional view that distinguishes between intrinsic motivation (performing activities for the sake of inherent satisfaction) and extrinsic motivation (for the sake of separate outcomes). The quality of motivation, not just the quantity, is crucial in predicting employee performance and well-being. The basic need for autonomy, competence, and connectedness is a key driver of intrinsic motivation that enables employees to function optimally (Bovermann & Bastiaens, 2020; Lee et al., 2020).

b. Internal Communication

Internal communication is not just the transmission of information, but the strategic management of interactions and relationships between stakeholders within the organization (Araújo & Miranda, 2021; Pološki Vokić et al., 2021). Internal communication satisfaction (Internal Communication Satisfaction/ICS) is the socio-emotional result that individuals feel from the communication interaction (Pološki Vokić et al., 2021) and (Sinčić Ćorić et al., 2020). Symmetrical and two-way communication has been shown to increase attachment (Commitment), organizational identification, and productivity (Yue et al., 2021). The hypothesis that can be drawn from this opinion are: Internal communication affects Work Motivation (Majerova et al., 2021); Internal Communication mediates influence Cyberloafing on Work Motivation (Kumar et al., 2024).; Internal Communication mediates influence Boss Phubbing on Work Motivation (Duradoni et al., 2023; Tandon et al., 2022).

c. Cyberloafing

Cyberloafing refers to the intentional actions of employees who use an organization's internet access for personal purposes during work hours, such as checking social media, shopping online, or sending personal emails (Cheng et al., 2020; J. Zhang et al., 2020; Y. Zhang et al., 2022) This behavior is often categorized as a form of production deviation (Production Deviance) because it shifts focus from the main task (Lim et al., 2021; J. Zhang et al., 2020). However, recent research also looks at the "positive" side Cyberloafing as a coping mechanism to cope with work stress or emotional fatigue through "micro-breaks" (Hensel & Kacprzak, 2021; Lim et al., 2021; Wu et al., 2020). The hypothesis that can be drawn from this opinion are Cyberloafing affect Internal Communication (Agarwal, 2019); Cyberloafing affects Work Motivation (Toker & Baturay, 2021).

d. Boss Phubbing

Boss phubbing or phone snubbing occurs when a boss ignores a subordinate in a face-to-face interaction because he is more focused on their phone (Yousaf et al., 2022). This behavior is considered a form of interpersonal neglect and social exclusion that violates the norms of politeness in communication (Tandon et al., 2022). Theoretically, this is explained through Expectancy Violations Theory, where the employee feels the expectation of undivided attention from the employer has been violated (Roberts & David, 2020). The hypothesis that can be drawn from this opinion are: Boss Phubbing affect Internal Communication (Çikrikci et al., 2022); Boss Phubbing affects Work Motivation (Yousaf et al., 2022).

2. State of the Art

State of the art in this topic shows a major transition towards Digital Internal Communication (DIC) as an evolution of traditional communication (Wuersch et al., 2023). The most cutting-edge research now focuses not only on technical tools, but on aspects of human "software," including how digital distractions such as Boss Phubbing Undermining the trust and psychological conditions necessary for work attachment (Roberts & David, 2020). The latest findings confirm that internal communication serves as a critical mediating variable that links leadership behaviors (including authoritarian or transformational leadership) to employees' digital deviant behaviors (Lee, 2020; Y. Zhang et al., 2022). In addition, recent research proves that Boss Phubbing causally responsible for the decline in the quality of interaction and job satisfaction (Aagaard, 2020).

A key theoretical issue in the current literature is the lack of integration between motivation theory and the phenomenon of digital distraction in modern institutional environments. Historically, the Human Resource Management literature has isolated these variables, treating cyberloafing strictly as "employee misbehavior" and boss phubbing as "leadership toxicity." This new research position bridges these two distinct phenomena within a single public sector ecosystem.

Recent findings confirm that internal communication is no longer simply a means of conveying information but rather serves as a crucial mediating variable linking leadership behavior to employee digital distraction. It acts as a buffer, suggesting that government institutions' resilience to digital disruption lies not in indiscriminately restricting device use, but in developing a robust and transparent internal communication infrastructure.

3. Latest Research Trends and Research Priorities

Current research trends are beginning to explore the concept of "Digital Acrasia", which is the tendency of individuals to continue using digital devices even if they are aware that it interferes with their goodwill or morality (Aagaard, 2020). Other research priorities include:

- a. Generational Differences: How Generations X, Y, and Z Interpret Sources of Motivation and Use of Technology in the Workplace Differently (Mahmoud et al., 2021).
- b. Post-Pandemic Impact: Increased intensity Cyberloafing as a result of the normalization of remote work (Remote work) that reduces direct supervision (Jiang et al., 2023; Zhong et al., 2022).
- c. Digital Wellbeing: Usage Cyberloafing social as a tool for resource recovery (Resource Recovery) and psychological relief from work fatigue (Wu et al., 2020).

4. Current Issues

- a. Practical Problems. In practical terms, organizations face massive economic losses, estimated at \$4,500 per employee annually due to the decline in productivity caused by Cyberloafing excessive (Lim et al., 2021; Y. Zhang et al., 2022). In addition, the phenomenon Boss Phubbing creates a culture of low empathy, where employees feel "invisible" and unappreciated, which triggers high numbers Turnover (Cebollero-Salinas et al., 2022; Chu et al., 2021).
- b. Theoretical problems. There is a theoretical debate about what Cyberloafing should always be considered counterproductive behavior (Hensel & Kacprzak, 2020). Some experts argue that in tasks that require creativity, Cyberloafing moderation actually helps generate new ideas (Sao et al., 2020; Sutton, 2023). Another problem is the lack of integration between motivation theory and the phenomenon of digital disruption in the modern agency environment (Zhu et al., 2021).

5. Summary of Research Dimensions and Indicators

Based on the study of these journals, the following is the classification of the variables that were managed:

Table 1. Dimensional Matrix and Variable Indicators

Variable	Key Indicators	Reference Source
Work Motivation	Intrinsic motivation	(Bovermann & Bastiaens, 2020; Mahmoud et al., 2021)
	Extrinsic Motivation	
	Organizational Factor	
Internal Communication	Accessibility	(Sinčić Ćorić et al., 2020; Tkalac Verčić & Špoljarić, 2020)
	Clarity	
	Work Engagement	
	Timelines	

Variable	Key Indicators	Reference Source
Cyberloafing	Social Support	(Sutton, 2023)
	Frequencies	
	Duration	
	Neglect Of Duty	
Boss Phubbing	Boredom (Burnout)	(Schneider & Hitzfeld, 2021)
	Lack of Attention	
	Lack of responsiveness ,	
	Neglect in Interaction	
	Lack of Empathy	
	Disruption in Communication	

This study proposes a model in which Boss Phubbing and Cyberloafing impact Work Motivation with Internal Communication as mediators.

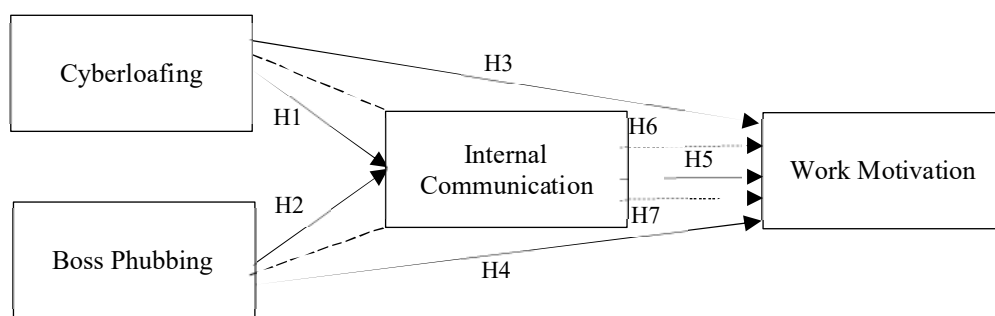


Figure 1. Frame of Mind

Research Methods

Good research relies on the collection of objective empirical data, considering that research without data is impossible and the use of invalid data will result in misinformation (Hardani et al., 2020). The data collected in this study is divided into two classifications, namely primary data obtained directly from primary sources through questionnaires, and secondary data that functions as a complement and is obtained from documentation, literature, national and international scientific journals. This study uses a quantitative approach with a correlational research design that aims to objectively test the causal relationship between variables using statistical techniques (Syahza, 2021).

Primary data collection was conducted at government agencies located in Tarakan City, North Kalimantan, with the primary data collection period occurring in March 2025. This location was selected based on the characteristics of agencies that have implemented modern work tools, where the potential for cyberloafing and boss phubbing behaviors is highly relevant to observe within the work dynamics of State Civil Apparatus (ASN).

The population defined in this study included 213 employees in several government agencies in Tarakan City. This study population of 213 employees does not represent the total number of civil servants (ASN) in Tarakan City. Rather, this figure reflects the total number of employees in the specific government agencies selected and focused on in this study. The population of 213 was determined based on strict criteria designed to fit the specific context of the study. The researchers specifically selected agencies that have implemented modern work tools, as this specific environment makes the potential for observing digital behaviors—such as cyberloafing and boss phubbing—highly relevant.

Furthermore, this study used a purposive sampling approach, specifically targeting employees who actively use communication technology in their daily work activities. Therefore, the population of 213 is not a random sample, but rather a specific collection of employees within the selected agency who match the technological characteristics required for this study. From this predetermined population of 213 employees, the researcher then applied the Slovin probability formula with a 5% margin of error to determine a final representative sample of 139 individuals. To estimate the representative sample size of the population, the Slovin probability sampling method was used through the mathematical formulation:

$$n = \frac{N}{1+Ne^2}$$

Description:

n = Number of samples

N = Total population

e = 5% percentage of leeway (accuracy/error) of tolerated sampling.

Based on this formulation, the sample in this study amounts to the following:

$$n = \frac{213}{1+213(5\%)^2}$$

$$n = 138.9 \text{ (rounded to 139 people)}$$

The sample was then distributed to employees who met the characteristics of the use of communication technology to ensure that the data obtained was in line with the research context. The sampling technique used was non-probability sampling, with a sampling approach that prioritized respondents as employees who actively use communication technology in their daily work activities. This was done with the following objectives:

1. Context-Specific Selection Criteria: The sampling approach aimed to specifically target employees who actively use communication technology in their daily work activities. Furthermore, the research location was intentionally limited to agencies that have implemented modern work tools. Because the sample represents only a small portion of employees who actively use technology, the findings cannot be automatically generalized to all civil servants (ASN) in Tarakan City or other regions, particularly those working in agencies with limited digital infrastructure or more traditional administrative routines.
2. The Multigenerational Workforce, not discussed in the source, explicitly notes a major limitation rooted in the characteristics of the selected sample: the study did not separate the analysis by age group or generation. Although the sample was intentionally selected due to their active use of technology, treating them as a homogeneous group limits generalizability because the current workforce has a complex multigenerational composition (Generations X, Y, and Z). These generations have fundamentally different values, preferences, communication styles, and levels of technological literacy.
3. Differences in motives across generations: Because samples were uniformly selected and analyzed, general findings obscure important nuances about how different generations interact with technology. For example:
 - a. Generation X tends to be motivated by structured managerial rewards and social rewards from superiors.
 - b. Generation Y (Millennials), as the first "Digital Natives," values transparency and may view cyberloafing as a valid way to build social networks.
 - c. Generation Z workers are highly adept at digital multitasking but are more sensitive to loss of motivation and highly value financial stability.

Consequently, generalized results cannot fully explain whether younger generations are more tolerant of boss phubbing (because they are also accustomed to gadgets) or whether they feel more alienated by it, nor can they fully explain how cyberloafing motives differ across age groups. Future research should map these generational variations to address this limitation.

The research variables consisted of two independent variables, namely Cyberloafing (X1) and Boss Phubbing (X2), one mediator variable, namely Internal Communication (Z), and one dependent variable, namely Work Motivation (Y). Each variable was observed through specific indicators adapted from the established literature. The variables of cyberloafing were measured through the dimensions of frequency, duration, job neglect, and boredom. The variables of boss phubbing were measured through indicators of inattention, lack of responsiveness, neglect in interactions, lack of empathy, and communication disorders. Internal communication variables are observed through accessibility, clarity, work attachment, punctuality, and social support. Meanwhile, work motivation variables are measured through intrinsic, extrinsic, and organizational factors.

The data collection process was carried out through a closed questionnaire method which was distributed online and offline to respondents. The questionnaire is designed as a structured instrument in the form of a series of written questions to respondents so that the collection process remains focused on the research objectives (Syahza, 2021). The questionnaire instrument used a 5-point Likert Scale, ranging from "Strongly Disagree" (scale 1) to "Strongly Agree" (scale 5). Before the main data is collected, a pilot test is carried out to ensure the understanding of the items of the statement by the respondents. After the

data is collected, a data processing procedure is carried out starting from the editing stage to check the completeness of the answers, scoring the questionnaire items, to tabulating the data into a recapitulation table for the preparation of statistical analysis (Hardani et al., 2020).

Table 2. Operationalization of Research Variables and Indicators

No	Variable	Key Indicators	Scale
1	Work Motivation (Y)	Intrinsic motivation, extrinsic motivation, organizational factors.	Likert
2	Internal Communication (Z)	Accessibility, clarity, engagement, timeliness, social support.	Likert
3	Cyberloafing (X1)	Frequency, duration, work neglect, boredom.	Likert
4	Boss Phubbing (X2)	Absence of attention, lack of response, neglect of interaction, lack of empathy, communication disorders.	Likert

The quantitative data analysis methods applied to test the feasibility of the model (assumption) and test the hypothesis are Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software version 4.0. PLS-SEM was chosen because this method is a highly multivariate statistical technique. Robust (immune) to the assumption of data distribution abnormalities, and able to handle a large number of explanatory variables at once effectively (Wednesday, 2023).

The first stage is a data quality test which includes validity and reliability tests (Measurement Model/Outer Model). Validity shows the degree of accuracy between the data in the research object and the measuring tool used, so that there is no information deviation (Hardani et al., 2020). Convergent validity Rated by value Loading Factor (> 0.70) and Average Variance Extracted (AVE > 0.50), while discriminant validity is assessed through Cross-loading and HTMT criteria (< 0.85). The reliability test is carried out by looking at the value Cronbach's Alpha and Composite Reliability (> 0.70) to ensure the consistency of the instrument.

The second stage is the feasibility test of the model (Structural Model/Inner Model) to evaluate the predictive strength of the model through the R-square value (with a strong category of 0.67, moderate 0.33, and weak 0.19), a Q-square value for prediction capability, as well as a Goodness of Fit (GoF) test using SRMR (< 0.08) and NFI (> 0.90) indicators. This study does not require strict data normality assumptions because PLS-SEM is robust against data that is not normally distributed. The final stage is a hypothesis test through a bootstrapping procedure with 500 resampling to produce t-statistical and p-values. The hypothesis is stated to be accepted if the p-value < 0.05 or the t-statistic > 1.96 . This process includes testing for direct influences between variables as well as testing for indirect influences to prove the mediating role of internal communication.

Results and Discussion

1. Respondent Profile

This study involved 139 respondents who were State Civil Apparatus (ASN) within the Tarakan City Government agency, North Kalimantan. Respondent characteristics are categorized by key demographics, which can be seen in the following table:

Table 3. Characteristics of Respondent Profiles

Characteristics	Categories	Number (People)	Percentage (%)
Gender	Male	72	51,8%
	Women	67	48,2%
Education	Diploma / D3	35	25,2%
	Bachelor / S1	82	59,0%
	Master's Degree / S2	22	15,8%
Tenure	< 5 Years	41	29,5%
	5 - 10 Years	54	38,8%
	> 10 Years	44	31,7%

Based on Table 1, the composition of respondents is dominated by 72 men (51.8%) and 67 women (48.2%). The majority of respondents have a bachelor's degree (S1) with a working period of between 5

to 10 years, which indicates that respondents have an adequate level of digital literacy and a good understanding of the dynamics of work culture and internal communication in their agencies.

2. Data Processing Results

Quantitative data analysis was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach through SmartPLS 4.0 software. Data processing is carried out systematically through the evaluation of measurement models (Outer Model) and structural models (Inner Model).

3. Evaluation of Measurement Models (Outer Model)

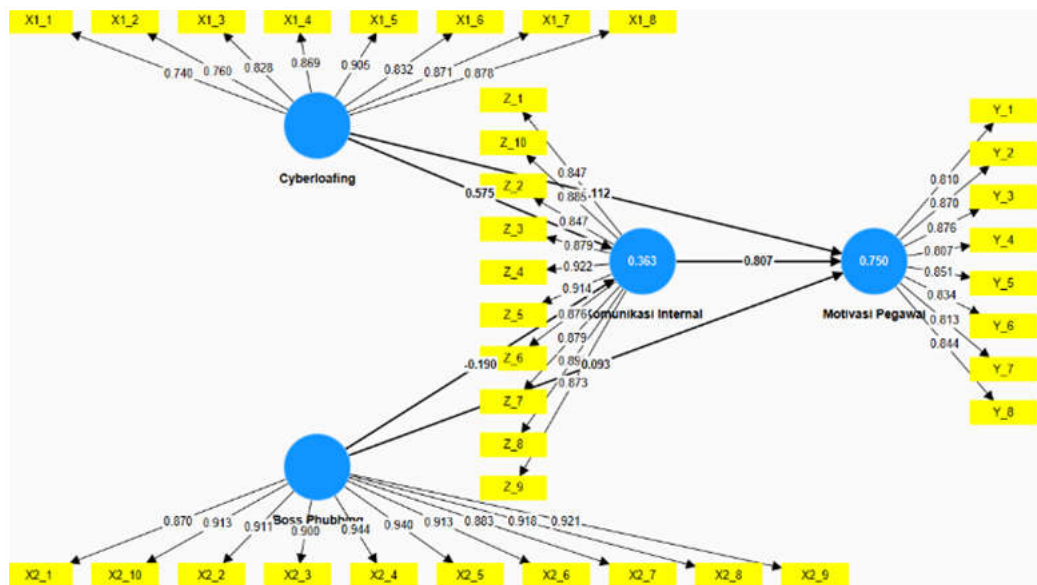


Figure 2. Loading Factor Test Model

Outer model testing aims to validate indicators that form latent variables through convergent validity, discriminant validity, and reliability tests.

Table 4. Construct Validity and Reliability Test Results

Leave variable	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability	Remarks
Cyberloafing (X1)	0.740-0.905	0.701	0.938	0.949	Valid & Reliable
Boss Phubbing (X2)	0.870-0.944	0.831	0.978	0.980	Valid & Reliable
Internal Communication (Z)	0.847-0.922	0.779	0.968	0.972	Valid & Reliable
Work Motivation (Y)	0.807-0.876	0.703	0.940	0.950	Valid & Reliable

Based on Table 2, all outer loading values are above the threshold of 0.70, and the Average Variance Extracted (AVE) value of all variables > 0.50, so that the convergent validity requirements are met. Reliability tests showed Cronbach's Alpha and Composite Reliability values well above the 0.70 criterion, which means that all instruments have excellent internal consistency. The discriminant validity test is also fulfilled because the cross-loading value of each indicator against its own construct is greater than the correlation of other constructs.

Table 5. R-Square Value

Variable	R2
Internal communication (Z)	0,354
Employee work motivation (Y)	0,744

4. Evaluation of Structural Models (Inner Model)

The internal evaluation of the model was carried out by looking at the R2 value to determine the clear power of the model and Q2 for its predictive relevance. The R2 value for the Internal Communication (Z) variable was 0.354, while the Work Motivation (Y) was 0.744.

Furthermore, the feasibility of the model as a whole is tested through Q2 predictive relevance with the formula:

$$\begin{aligned}
 Q2 &= 1 - (1 - R12) (1 - R22) \\
 &= 1 - (1 - 0.354) (1 - 0.744) \\
 &= 0.835
 \end{aligned}$$

A value of 0.835 (83.5%) indicates that this structural model has very strong predictive relevance, of which 83.5% of the data diversity can be comprehensively explained by the model, while the rest (16.5%) is explained by factors outside the study.

5. Hypothesis Test

Hypothesis testing was performed using a bootstrapping procedure with a significance level of 5% (T-table = 1.96; p-value < 0.05).

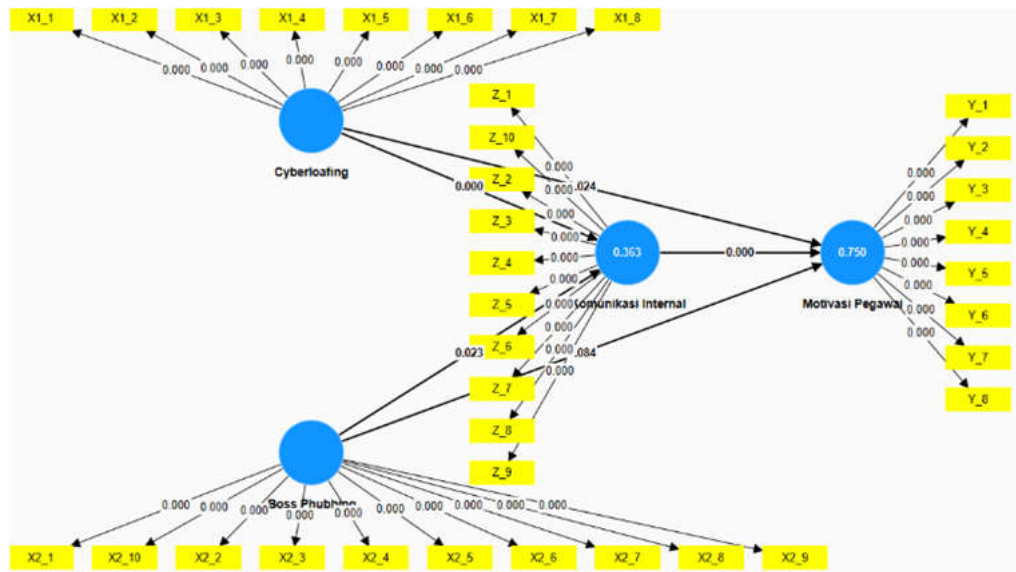


Figure 3. Path Analysis Diagram Research Model

As a basis for drawing the main conclusions, the following is presented a table of recapitulation of data from the results of testing the research hypothesis that has been processed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach:

Table 6. Recapitulation of Research Hypothesis Test Results

Pathways of Intervariable Relationships	Coefficients	T-Statistics	P-Value	Verdict
Cyberloafing → Internal Communication	0,575	7,103	0,000	Significant (Accepted)
Boss Phubbing → Internal Communication	-0,190	2,282	0,023	Significant (Accepted)
Cyberloafing → Work Motivation	0,112	2,263	0,024	Significant (Accepted)
Boss Phubbing → Work Motivation	0,093	1,728	0,084	Insignificant (Rejected)
Internal Communication → Work Motivation	0,807	14,870	0,000	Significant (Accepted)
Cyberloafing → Internal Communication → Work Motivation	0,464	6,082	0,000	Significant (Accepted)
Boss Phubbing → Internal Communication → Work Motivation	-0,154	2,258	0,024	Significant (Accepted)

Based on the table of data managed above, the hypothesis test states that a hypothesis is accepted if the significance level (p-value) is less than 0.05. In addition to direct influences, the PLS regression approach also formulates specific indirect effects values to see the role of Internal Communication (Z) mediation in bridging independent variables to the dependent variables of the study. The results of this data analysis are then interpreted to draw conclusions from the research holistically.

6. Interpretation and Analysis of Research Results

Based on Table 6, the results of data processing interpret very interesting dynamics in the ASN organizational environment:

- a. Effects of Cyberloafing on Internal Communication and Motivation: Contrary to the common stigma that considers cyberloafing to be purely counterproductive, this study proves that cyberloafing actually has a positive and significant influence on internal communication (H1) and work motivation (H3). Empirically, access to social media or light internet breaks provide space for employees to release stress (coping mechanism). When the mind is fresh again, the circulation of communication between employees becomes more fluid, which ultimately boosts work motivation.
- b. Boss Phubbing Effect: The behavior of the boss who is engrossed in his own gadget significantly impairs internal communication (H2), with a negative coefficient (-0.190). Employees feel unappreciated, so the exchange of formal and informal information is hampered. Interestingly, on H4, boss phubbing had no significant direct effect on work motivation ($p\text{-value } 0.084 > 0.05$). This means that the indifference of the superiors does not necessarily make ASN lazy to work, but rather damages the communication climate first before it leads to a decrease in motivation.
- c. Central Role of Internal Communication: Internal communication was shown to have the most dominant positive influence on work motivation with a coefficient of 0.807 (H5). Furthermore, mediation analysis proves that internal communication is crucially able to mediate the influence of cyberloafing (H6) and reduce the negative impact of boss phubbing (H7) on work motivation.

7. Comparison with Previous Research and Novelty Exploration

Comparative analysis with previous studies confirms the contributive position of this research, as well as exploring its newness:

Comparison with Previous Research:

- a. Related Cyberloafing: Previous research by (Agarwal, 2019; Toker & Baturay, 2021) concludes that Cyberloafing inhibits the effectiveness of communication and lowers motivation linearly due to the burden of irrelevant information. However, the results of this study are in line with the findings (Lizarte Simón et al., 2024; Sao et al., 2020), which found that Cyberloafing In a moderate portion in the government bureaucratic environment, it acts as a micro-break that restores employees' cognitive reserves, thus having a positive impact on colleagues' social communication and increasing motivation.
- b. Related to Phubbing Boss: (Çikrikci et al., 2022; Yousaf et al., 2022) agreed that Boss Phubbing reduce interaction and motivation. This study strengthens these findings on the aspect of communication climate damage (H2). However, a sharp difference occurred in work motivation (H4). If (Yousaf et al., 2022) Find Boss Phubbing directly kills the intrinsic motivation of subordinates, this research finds that in the public sector/civil servants, work motivation does not directly collapse due to Boss Phubbing. There is a bureaucratic mechanism that keeps ASN working administratively. Motivation damage only occurs if the phubbing boss has completely destroyed his internal communication channels (evidence Full Mediation on H7).

Exploration of novelty and research contributions: The main novelty of this study lies in the reconstruction of the internal communication mediation model in responding to digital behavior anomalies in the public sector (ASN).

So far, the HR Management literature has isolated cyberloafing as "employee delinquency" and boss phubbing as "leader toxicity". The theoretical contribution of this research succeeds in bridging these two phenomena in one ecosystem:

- a. Affirmative Approach to Cyberloafing: This study offers a new view that cyberloafing is not always bad. If internal communication is managed properly, cyberloafing will transform from just a "time theft" to a means of social support and coping mechanism that triggers work efficiency.
- b. Positioning of Internal Communication as a Buffer Variable: This study provides a practical contribution that the resilience of the work motivation of government agencies in the face of digital disruption and boss phubbing attention deficit does not lie in the prohibition of gadgets, but in the development of a strong, clear, and transparent internal communication infrastructure.

By outlining this state of the art, the research provides direct guidance for public managers to not only impose blind restrictive rules on digital devices, but rather prioritize improving internal communication channels as the heart of modern bureaucratic motivation.

Conclusion

Based on the analysis of the data summarized in the table 6, this study produced conclusions that provide a new perspective on digital behavior in the workplace of modern government bureaucracy. The first findings show that cyberloafing, which has often been connotated as a form of productivity deviation, has been proven to have a positive and significant influence on both the quality of internal communication and employee work motivation. In the context of administrative workloads, the use of the internet for personal purposes at a reasonable intensity acts as an effective coping mechanism to help employees recover their emotional resources. When employees feel refreshed through these micro-breaks, communication between colleagues becomes more cooperative and the intrinsic motivation to complete tasks increases.

On the other hand, the phenomenon of boss phubbing or neglect by superiors due to the use of gadgets has been proven to have a negative impact that significantly damages the effectiveness of internal communication. Employees who are victims of phubbing feel unappreciated and ignored, thus reducing the quality of social interaction in the work environment. However, the study found that boss phubbing behavior did not directly destroy employee motivation, indicating that the motivation of government officials remained supported by other systemic determinants beyond a single interaction with the boss. The most central conclusion is that internal communication serves as a crucial mediator; Good internal communication is able to transform the recovery energy from cyberloafing into increased work motivation, as well as a buffer that explains the process of how managerial neglect (boss phubbing) can ultimately have an impact on a decrease in motivation indirectly.

The implications of this study provide valuable insights for agency leaders and human resource managers, especially in the midst of a shift in the demographics of the workforce that is now dominated by a mix of different generations. These findings confirm that agency leaders are recommended to shift from a rigid internet blocking policy to a more supportive and measurable approach to digital governance, considering that cyberloafing has an affirmative impact on motivation recovery. Furthermore, management can no longer use a one-size-fits-all approach in motivating its employees, but must start considering the unique characteristics of each generational cohort. On the other hand, to overcome boss phubbing, organizations are required to conduct behavioral interventions at the leadership level through leadership training that focuses on empathy awareness, digital politeness ethics, and the ability to be fully present (mindful presence) when interacting with subordinates.

Although this research model has been managed in a structured manner, there are a series of limitations that need to be of important note. The first limitation lies in the use of a cross-sectional research design in which data is collected only over a specific time period, so this study has limitations in confirming the long-term causality influence between variables. The second limitation is related to the data collection process which relies heavily on the self-reported questionnaire method. Given that cyberloafing is a sensitive issue related to work time deviant behavior, it is very likely that this data is colored by social desirability bias where respondents tend to hide the real intensity of their digital behavior. The third limitation is rooted in the loci and characteristics of the sample that have not yet conducted analysis separation based on age group or generation, even though the views and technological literacy are greatly influenced by the generational background of workers.

Based on these limitations, the main recommendation for future research is the need to broaden the dimensions of research by considering and testing generational variations, particularly differences in views between Generation X, Generation Y (Millennial), and Generation Z workers. Given that today's workforce has a complex multigenerational composition, each generation is proven to have fundamentally different values, preferences, and communication styles (Mahmoud et al., 2021). Generation X workers tend to value work-life balance and are more motivated by social rewards from their superiors as well as structured managerial punishment. Meanwhile, Generation Y as a Digital Natives The first generation values transparency, authenticity of communication, and attachment through social media, where they view Cyberloafing Maybe it's more of a means to build a social network (Mahmoud et al., 2021). On the other hand, Generation Z, who is the youngest generation and a very fluent worker, Digital multitasking, it is proven to have different motivational characteristics; they are more sensitive to loss of motivation (Amotivation), highly value financial stability (material regulation), and intrinsic motivational encouragement.

Therefore, the next researcher is strongly advised to compare how these three generations interpret the phenomenon of boss phubbing-whether the younger generation is more tolerant because they are also used to gadgets, or feel more alienated-and how their cyberloafing motives affect performance differently. This generation-based mapping will be crucial for the human resource management literature in helping

organizations design the most precise internal communication strategies and technology policies to retain the best talent from each age group in the future.

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