

The Role of Job Stress and Organizational Commitment on Turnover Intention of Gen Z Employees in Cirebon with Job Satisfaction as a Mediating Variable

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ABSTRACT

This research investigates the influence of work stress and organizational commitment on the turnover intention of Generation Z employees in Cirebon City, examining the mediating role of job satisfaction. Employing a quantitative approach with an associative design, data were collected via questionnaires from 253 Generation Z employees in Cirebon City and analyzed using Structural Equation Modeling (SEM) with SMART PLS. The findings indicate a positive and significant effect of work stress on turnover intention, while organizational commitment shows a negative but insignificant effect. Work stress has a negative and insignificant impact on job satisfaction, whereas organizational commitment positively and significantly influences job satisfaction. Furthermore, job satisfaction did not mediate the relationship between work stress and turnover intention; however, it did mediate the relationship between organizational commitment and turnover intention. These findings offer implications for organizations seeking to reduce turnover among Generation Z employees by addressing work stress and fostering organizational commitment, considering the role of job satisfaction. Future research could explore other antecedents of turnover intention, such as organizational culture, leadership styles, and career development opportunities. Comparative studies across different industries or regions could also enhance the understanding of this phenomenon.

1. INTRODUCTION

As a key component of an organization's operations, human resource management (HRM) seeks to manage the workforce efficiently to achieve business goals. Turnover intention, or the tendency of employees to leave the company, is one of the biggest problems in HR management. This phenomenon is even more relevant in the context of Generation Z, which is recognized as having different characteristics from previous generations. According to Indonesia's Minister of Manpower, Ida Fauziah, Generation Z also works differently from previous generations. Generation Z works only when it makes them happy and has no long-term commitment (Pratiwi, 2022). This is reinforced by a survey from Deloitte Millennial Survey 2018 that supports this. According to the findings of this study, 61% of Gen Z respondents chose to change jobs within two years.

One important factor that influences the intention to quit is job stress. Employees who experience stress at work often feel physically and emotionally exhausted, which increases their likelihood of leaving. According to (Wijonarko & Wirapraja, 2024) Job stress is a physical and mental condition that arises due to pressure to meet job demands. This stress can be caused by various factors, such as high workloads, conflicts with coworkers, non-conducive work environments, poor physical conditions, and complex licensing procedures. This pressure often leads to emotional exhaustion, mental disorders, and decreased employee productivity. A 2023 Cigna International Health survey of nearly 12,000 workers worldwide found that 91% of workers between the ages of 18 and 24 felt more stressed than usual (Carnegie, 2023). Research shows that Gen Z is increasingly becoming the most stressed generation at work. The same statistics show that almost all Gen Z respondents (98%) have symptoms of burnout, and more than a quarter (23%) experience unbearable stress. In addition to work stress, another factor that also plays an important role in increasing turnover intention is low organizational commitment, which reflects employees' level of loyalty and emotional attachment to the workplace.

Organizational commitment is a form of deep psychological relationship between employees and organizations, which includes dedication to organizational principles and values, as well as a strong desire to work and remain part of an organization (Susijawati et al., 2017). The form of employee devotion is reflected in a commitment to maintain loyalty and loyalty to the organization (Solahudin et al., 2024). Low organizational commitment is one of the important factors that encourage increased turnover intention. When employees do not have a strong attachment, the sense of loyalty to work and colleagues also weakens, so they more easily decide to leave the organization. A survey (Jobplanet, 2017) noted the low level of job commitment among Generation Z with 57.3% of respondents changing jobs after one year of employment.

However, the direct relationship between job stress and organizational commitment to turnover intention is not always linear. This is where job satisfaction becomes a potential mediating variable. Job satisfaction describes the extent to which workers are satisfied with various aspects of their jobs, such as career development opportunities, relationships with coworkers, and appreciation of their contributions. Theoretically, job satisfaction acts as a psychological balancer

that can reduce the negative impact of job stress and strengthen the positive influence of organizational commitment, thereby reducing the tendency of employees to leave their jobs. With increased job satisfaction, individuals are better able to cope with workplace pressures while building emotional attachment to the organization.

Various previous studies have discussed the factors that influence turnover intention, especially the role of job stress and organizational commitment. According to (Kurniati et al., 2019) job stress has a major impact on job satisfaction and turnover intention, while organizational commitment helps improve both. Another study by (Widyawati, 2023) shows that job satisfaction has an important role in reducing turn-over intention. Even so, (Wahyuningrum & Khan, 2023) noted that job satisfaction does not always succeed in dampening the relationship between job stress and turnover intention. These findings suggest inconsistencies that open up opportunities for further research.

Although a large number of studies have been conducted, the majority of them still focus on the general population without specifically mentioning the generation or region relevant. Another significant study has not examined how work-related stress serves as an intermediate variable in the relationship between organizational commitment, job stress, and turnover intention, especially among Generation Z employees who have different work-related characteristics and perspectives compared to previous generations.

In addition, research examining the role of job satisfaction as a mediating variable in the relationship between organizational commitment, job stress, and turnover intention is still relatively limited, especially in certain areas such as Cirebon City. Given that geographical, social, and cultural factors can affect the dynamics of the relationship between these variables, area-based research is relevant to produce findings that are more contextual and applicable.

In the relationship between job stress and turnover intention, job satisfaction serves as an intermediary that explains how job stress does not always directly cause the desire to leave, but rather through decreasing job satisfaction first (Ong et al., 2023). Similarly, in the relationship between organizational commitment and turnover intention, high levels of organizational commitment will increase job satisfaction, which in turn reduces the intention to leave the organization (Kumari & Surya, 2024).

Therefore, this study aims to specifically examine how job satisfaction functions as a mediating variable, as well as examine the influence of job stress and organizational commitment on turnover intention among Generation Z employees in Cirebon City. This research is expected to make a unique contribution in the local context, given the limitations of previous studies that have not specifically highlighted the Gen Z population in Cirebon. The results of this study can be an important foundation for HR management in designing strategies that can reduce job stress, strengthen organizational commitment, and reduce employee turnover rates in the modern work era.

RESEARCH METHODS

This study examines the causal relationship between the variables studied using a quantitative approach and associative method. This research uses primary and secondary data sources. By

distributing questionnaires to Generation Z workers in Cirebon City, primary data was collected directly from respondents. The Central Bureau of Statistics (BPS) and other official sources that support this research, as well as related literature such as scientific journals and previous research reports are secondary data sources.

The population in this study is generation Z employees in Cirebon who are between 20 to 24 years old and have worked for at least one year. This age range was chosen because individuals aged 20-24 years are part of Generation Z who have entered the early career stage, which is the transition period from education to the world of work, as described in Super's career development theory (1990). At this stage, individuals begin to form work attitudes, expectations of the organization, and stability of commitment to the profession. Therefore, this age range is considered the most relevant to examine the phenomena of turnover intention, job stress, organizational commitment, and job satisfaction.

The research was conducted using a survey method by distributing questionnaires to all individuals in the population who met the predetermined criteria. Based on the census approach as stated (Sugiyono, 2018) where all members of the population who meet the requirements and are willing to participate are used as respondents in the study. Respondents were asked to fill out a closed questionnaire using a five-point Likert scale to assess the extent to which they agreed with the proposed statement. The number of respondents successfully collected was 253 respondents who overall represented the Gen Z population who met the criteria and were willing to participate in this study, so as to provide a complete and accurate picture of the phenomenon under study.

The research variables were measured using 29 statement instruments consisting of indicators of each variable. Work stress variables are measured by indicators (Robbins & Judge, 2018) consisting of statements containing environmental stress, organizational stress and individual stress. Organizational commitment variables are measured by Wibowo indicators in (Priharti & Marjati, 2022) consisting of statements regarding affective commitment, normative commitment and continuance commitment. Job satisfaction variables are measured by indicators (Afandi, 2021) which consist of work, salary, promotion, supervision, and coworkers. Meanwhile, the turnover intention variable is measured using Mobley's indicators (Desi & Dosari, 2023) which include statements about thoughts of quitting, desire to leave, and interest in seeking better job opportunities.

The data that has been obtained is analyzed using statistical methods, namely Structural Equation Modeling (SEM-PLS) with the help of SmartPLS software. The research model in SmartPLS is divided into two, outer model (measurement) and inner model (structural model).

2. RESULTS & DISCUSSION

The correlation between the instrument and the construct is used to measure the output of the outer loading estimation results. If the indicator correlation value is greater than 0.70, it is considered valid. Based on the findings of the convergent validity of this study, each statement

instrument is considered valid.

Table 1. Average Loading Factor Results

Instrument	Job Stress	Organizational commitment	Job Satisfaction	Turnover Intention	Description
Job Stress	0.749				Valid
Organizational commitment		0.876			Valid
Turnover Intention			0.845		Valid
Job Satisfaction				0.897	Valid

Source: Data processed, 2025

The results of the calculation of Average Variance Extracted (AVE), shown in Table 2 are used to assess convergent validity. The AVE value must be higher than 0.5 in order to be considered convergent. The calculation results show that each variable has an AVE value <0.5 , which indicates that convergent validity is acceptable.

Table 2. AVE Results of Convergent Validity Test

Instrument	Average Variance Extracted (AVE)	Description
Job Stress	0.562	Valid
Organizational commitment	0.769	
Job Satisfaction	0.805	
Turnover Intention	0.716	

Source: Data processed, 2025

To ensure the internal consistency of the indicators that make up the latent variables, composite reliability is used. Composite reliability is the main metric used in smartPLS to measure reliability, and a CR value ≥ 0.7 is considered to meet research standards. Based on the results of the composite reliability calculation in Table 3, each variable in this study has a value greater than 0.7 so it is declared reliable.

Table 3. Composite Reliability Value

Instrument	Composite Reliability	Description
Job Stress	0.920	Reliable
Organizational Commitment	0.952	
Job Satisfaction	0.954	
Turnover Intention	0.953	

Source: Data processed, 2025

The direct effect analysis aims to test the hypothesis of the direct effect of an independent

variable on the dependent variable. The criterion is if the p-values <0.05 , then the variable effect is significant.

Table 4. Path Coefficient Direct Effect Results

Path coefficient	Original Sample (O)	T Statistic	P Values
Job Stress ->Turnover Intention	0.623	14.825	0.000
Organizational Commitment ->Turnover Intention	-0.212	1.768	0.078
Job Stress ->Job Satisfaction	-0.048	1.666	0.143
Organizational Commitment -> Job Satisfaction	0.854	32.419	0.000
Job Satisfaction -> Turnover Intention	-0.290	2.445	0.015

Source: Data processed, 2025

Based on Table 4 which is used as a hypothesis test, the next section explains that job stress has a very significant positive effect on turnover intention with an effect value of 0.623, T statistic 14.825 (> 1.65) and P value 0.000 (<0.05). Organizational commitment has a negative and insignificant effect on turnover intention. With an effect value of -0.212, T statistic 1.768 (> 1.65) and P value 0.078 (>0.05). Job stress has a negative and insignificant effect on job satisfaction. Indicated by the effect value of -0.048, T statistic 1.666 (> 1.65) and P value 0.143 (>0.05). Organizational commitment has a positive and significant effect on job satisfaction. With an influence value of 0.854, T statistic 32.419 (> 1.65) and P value 0.000 (<0.05). Job satisfaction has a negative and significant effect on turnover intention. Indicated by an influence value of -0.290, T statistic 2.445 (> 1.65) and P value 0.015 (<0.05).

When there is an intervening variable or mediator, the hypothesis of how the independent variable affects the dependent variable is tested using indirect effect analysis. By looking at the T-statistic (>1.65) and P-value (<0.05) on Specific Indirect Effects from the bootstrapping results, this analysis seeks to ascertain whether the intervening variable functions as a significant mediator.

Table 5. Path Coefficient Indirect Effect Results

Path Coefficient	Original Sample (O)	T Statistik	P Values
Job Stress -> Job Satisfaction -> Turnover Intention	0.014	1.141	0.254
Organizational Commitment -> Job Satisfaction -> Turnover Intention	-0.248	2.408	0.016

Source: Data processed, 2025

Based on Table 5 which is used as a hypothesis test, the following section explains that the job satisfaction variable does not function as a mediator between job stress and turnover intention, which is indicated by a statistical T value of 1.141 (<1.65) and a P value of 0.254 (>0.05). Conversely, with a statistical T value of 2.408 (>1.65) and a P value of 0.016 (<0.05), job satisfaction significantly mediates the relationship between organizational commitment and turnover intention.

H1 is statistically accepted. Job stress has a positive and significant impact on exit intentions, as shown by the hypothesis testing above. According to research (Widyawati, 2023) stress

levels have a negative impact on employees' intention to leave their jobs. Workload factors have an impact on work stress levels, as shown by (Hamid & Fauzan, 2023) Employee stress levels can be lowered and turnover (intention to leave the company) can be reduced if the company provides a workload that matches the skill level of each employee. These results suggest that among generation Z Cirebon City, work stress plays an important role in influencing their intention to leave. Employees who are under a lot of stress are more likely to think about leaving the company in an attempt to avoid prolonged psychological pressure, seek a healthier work environment, or find a job that better matches their expectations and life balance. This reflects the importance of stress management in creating working conditions that support employee retention, especially among Generation Z who tend to be more sensitive to mental well-being issues.

H2 is rejected based on the results of the research conducted, this is consistent with research (Bogar et al., 2021) which shows that organizational commitment to turnover intention has a negative and insignificant effect, which means that the greater an employee's commitment to the company, the less likely they are to want to leave the company (Susilo & Satrya, 2019). Employees with high organizational commitment are less likely to intend to leave the company, but this is not the main factor in their decision. One explanation could be that other factors, such as career opportunities, work-life balance, workplace stress, or more competitive salaries, have a greater impact on Generation Z than loyalty to the organization. In addition, the increasingly flexible dynamics of the labor market make them more likely to leave their current position in search of new experiences and professional growth, regardless of their level of loyalty to the organization.

H3 is rejected in this test in line with research (Adinata & Turangan, 2023) which states that job stress has a negative and insignificant effect on job satisfaction. Although workers face heavy workloads and constant pressure to complete tasks efficiently, these circumstances have shaped their perceptions of work. Therefore, this has no effect on how satisfied they are with their jobs (Aksa & Transistari, 2021). Theoretically, more job stress should lead to lower job satisfaction, but in this case, the effect was not significant enough to be the main determinant of employee satisfaction. It is known that Generation Z is more adaptive in handling demands at work, especially when they believe that the job is stressful.

H4 is accepted in this study in line with (Sandy et al., 2023) which states that organizational commitment has a positive and significant effect on job satisfaction. Employee job satisfaction increases along with organizational commitment. A key component of job success and personal satisfaction, which can increase morale and motivation, is organizational commitment. Employees will also develop expectations as a result of commitment, which will motivate them to work as hard as possible to meet those expectations (Harahap, 2023). When Gen Z employees feel emotionally, normatively, or persistently attached to the company, employees tend to have a more favorable view of the work environment, company policies, and career development opportunities. Strong organizational commitment often reflects support from management,

company values that resonate with employees, and harmonious working relationships, ultimately increasing job satisfaction.

H5 is accepted as research conducted (Harahap, 2023) states that job satisfaction has a negative and significant effect on turnover intention. employees who have a very high level of job satisfaction are caused by adequate welfare and good communication between superiors and employees (Anastia et al., 2021). Gen Z employees tend to view the workplace, company policies, and career development opportunities more positively when they feel emotionally, normatively, or persistently connected to the organization. Alignment of individual and company values is also important as Gen Z is looking for a work environment that aligns with their principles so that perceived job satisfaction will increase.

H6 is rejected. The results of this study are in line with research (Balqis et al., 2022) which states that job satisfaction cannot mediate the relationship between job stress and intention to leave. The relationship between job stress and intention to leave is not mediated by job satisfaction, despite the fact that it has a negative impact on intention to leave. This suggests that employees' decisions to stay or leave are influenced by various factors other than job satisfaction (Tarigan & Lataruva, 2024). Many Gen Z decide to leave their jobs if the workplace does not support their mental health, in contrast to previous generations who view success as the pinnacle of professional achievement (Luthfurrahman & Dahayu, 2024). Even if other aspects of their jobs are satisfying, Gen Z still quit because they value work-life balance, mental health, and a supportive work environment. In addition, Generation Z workers are more likely to choose more convenient workplaces due to easy access to information and job opportunities. Because of this, job satisfaction is not enough to mitigate the impact of job stress on turnover intentions.

H7 is accepted in this study in line with (Kurniati et al., 2019) which states that organizational commitment has a negative and significant effect on turnover intention through job satisfaction. Employees will be happier at work and have less desire to change jobs if they are more committed to the organization. Employees, especially those belonging to Generation Z, will feel more valued and satisfied at work when their employer shows a strong commitment to their well-being. In addition, having positive relationships with co-workers and superiors increases their emotional attachment to the organization and reduces the desire to change jobs. As a result, among Gen Z Cirebon, job satisfaction is a factor that enhances the impact of organizational commitment in reducing turnover intention.

3. CONCLUSION & SUGGESTIONS

Based on the results of the study, it can be concluded that job stress has a positive and significant effect on turnover intention. This means that the higher the level of job stress, the greater the employee's desire to leave the company. In contrast, organizational commitment has a negative but insignificant effect on turnover intention, indicating that other factors are more influential in Generation Z's decision to stay or leave the job. In addition, job stress has no significant effect on job satisfaction, while organizational commitment has a positive and significant effect

on job satisfaction. Job satisfaction is proven to have a negative and significant effect on turnover intention, and acts as a mediator in the relationship between organizational commitment and turnover intention.

Companies need to prioritize managing job stress to reduce turnover rates, for example through workload adjustments, providing counseling services, and flexible work policies. Increasing organizational commitment is also important, especially for Generation Z employees, by providing clear career paths, self-development programs, and creating an inclusive and appreciative work culture. With these strategies, companies can create a healthier work environment and reduce employee exit intentions.

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