



The Influence of Cyberloafing Behavior, Organizational Commitment, and Locus of Control on Employee Performance through Job Satisfaction as a Mediating Variable at CV. Maketees Industries

Lulita Rahmawati^{1,*}, Djoko Wijono¹, Putri Ana Nurani¹

¹Universitas Proklamasi 45, Indonesia

*Corresponding author. Email: lulitarahmawatiputri27@gmail.com

ABSTRACT

This study aims to investigate the influence of cyberloafing behavior, organizational commitment, and locus of control on employee performance through job satisfaction as a mediating variable. This research employs a quantitative method with a survey approach involving employees of CV. Maketees Industries as respondents. Data was collected using a questionnaire that has been tested for validity and reliability. The data analysis technique used is path analysis to examine the direct and indirect relationships among the variables studied. The results indicate that cyberloafing behavior does not have an effect on job satisfaction and employee performance. Organizational commitment has an effect on job satisfaction but does not influence performance. Locus of control has an effect on both job satisfaction and employee performance. Job satisfaction is shown to mediate the relationship between organizational commitment and performance, as well as between locus of control and performance. However, job satisfaction does not mediate the relationship between cyberloafing and performance.

Keywords: *Cyberloafing, Organizational Commitment, Locus of Control, Job Satisfaction, Employee Performance.*

1. BACKGROUND

In the current era, the use of technology has become an integral part of our lives. Every day, technology continues to experience rapid growth and advancement. One of the countries keeping pace with this development is Indonesia, as internet usage in the country continues to increase over time [10]. According to APJII data [3], the rate of internet usage in Indonesia in 2023 reached 78.19 percent, with a total of 215,626,156 users out of a total population of 275,773,901. Internet penetration in Indonesia in 2023 increased by 1.17 percent. The internet serves as a vital source of information that can be accessed from various locations. It has significantly impacted the work environment by helping to increase employee productivity in completing their tasks. However, the internet can also be used for activities unrelated to employees' work. This behavior is known as cyberloafing, which refers to the use of the internet for personal purposes during working hours. This behavior

can delay tasks that should have been completed on time, leading to work delays and unfinished tasks [1].

This behavior by an employee can be considered a violation of their commitment to the organization, as they are unable to complete their tasks. Organizational commitment refers to an employee's emotional attachment to the company [8]. Employees with high organizational commitment can have a positive impact on their performance. On the other hand, if a company or organization has a low level of organizational commitment, it can negatively affect the company's performance.

The success of a company depends on the quality of work produced by its human resources. In addition to this, another factor that can influence company performance is the locus of control, which refers to how much individuals feel they have control over their lives, or whether control is held by external factors [16]. Therefore, it is crucial for every employee to have a high locus of control in relation to the company's

development. Every individual who has a job naturally seeks satisfaction in completing the tasks assigned to them. Job satisfaction serves as a key indicator of the quality of work life, reflecting an individual's perception of the job they are engaged in [4]. Positive work relationships contribute significantly to employee job satisfaction. Additionally, employee performance refers to how well employees achieve their goals and responsibilities in the workplace.

This research was conducted at CV. Maketees Industries, a clothing service company specializing in custom apparel, which has partnered with hundreds of local and international companies. Currently, CV. Maketees Industries is focused on developing its services and continues to expand to meet all market demands in accordance with customer requests, entrusting its employees with the potential to continually grow and advance the company. To achieve this, good employee performance is essential. Cyberloafing, organizational commitment, and locus of control are important factors that influence performance. The primary objective of this research is to identify the mediating effect of job satisfaction on the relationship between cyberloafing, organizational commitment, and locus of control on employee performance.

THEORETICAL REVIEW

Cyberloafing Behavior

According to Sofyanti and Supriyadi [17], cyberloafing behavior refers to the term used to describe an individual's behavior of using work time to engage in activities unrelated to their job. Lim and Chen, as cited in Adquisiciones et al. [2], stated that cyberloafing behavior can be divided into two activities: browsing activities, which include accessing news websites, sending or receiving instant messages, accessing entertainment through entertainment sites, downloading videos, music, or films, and playing games; and emailing activities, such as receiving, checking, and sending non-work-related emails.

Organizational Commitment

According to Silaen et al. [15], organizational commitment is an important aspect that not only encompasses loyalty but also involves an employee's active engagement in the organization, where employees contribute their personal efforts to help the organization achieve success. Robbins and Judge, as cited in Yusuf & Syarif [20], mentioned the indicators of organizational commitment, which include affective commitment, continuance commitment, and normative commitment.

Locus of Control

An employee who desires good performance must have a locus of control. According to Karyanto [7], locus of control is an individual's capacity to assess and fully utilize their potential in performing tasks or jobs with the aim of achieving the company's targets. According to (2022), there are two aspects of locus of control: internal locus of control and external locus of control.

Job Satisfaction

According to Sandini et al. [12], job satisfaction is the behavior of individuals who have a passion for work. When individuals feel satisfied with their work, it becomes a crucial factor for job satisfaction, which is key to achieving the goals of a company. The indicators of job satisfaction, according to Afandi (2018) as cited in Haris et al. [6], are as follows: job, job content, wages, rewards, promotions, supervisors, and coworkers.

Employee Performance

According to Sutrisno et al. [19], employee performance is the level of achievement or completion of specific tasks. To achieve optimal performance, a worker must not only be willing but also possess adequate competencies. Performance is a tangible reflection of an employee's actions or negligence in carrying out their duties [13]. Robbins and Judge, as cited in Nurfitriani [9], outline indicators that can be used as measurement tools for assessing employee performance, which include: quality of work, quantity, timeliness, effectiveness, and independence.

Research Hypotheses

- H1: There is a negative influence of cyberloafing behavior on job satisfaction.
- H2: There is a positive influence of organizational commitment on job satisfaction.
- H3: There is a positive influence of locus of control on job satisfaction.
- H4: There is a negative influence of cyberloafing behavior on employee performance.
- H5: There is a positive influence of organizational commitment on employee performance.
- H6: There is a positive influence of locus of control on employee performance.
- H7: There is a positive influence of job satisfaction on employee performance.
- H8: There is a positive influence of cyberloafing behavior on employee performance through job satisfaction as a mediating variable.
- H9: There is a positive influence of organizational commitment on employee performance through job satisfaction as a mediating variable.

H10: There is a positive influence of locus of control on employee performance through job satisfaction as a mediating variable.

Framework of Thought

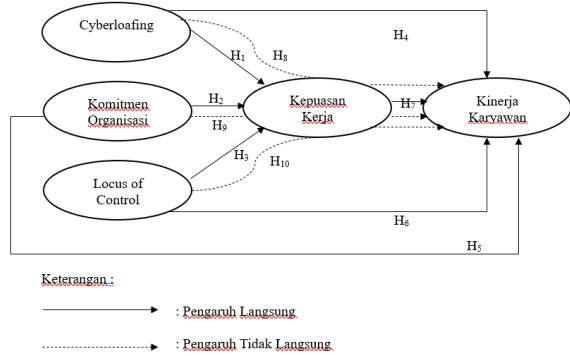


Figure 1. Conceptual Framework

RESEARCH METHODOLOGY

This study employs a quantitative research approach. The population consists of 75 employees from CV. Maketees Industries. In this research, the researcher will take a sample from the population itself. The sampling technique used in this study is non-probability sampling with accidental sampling type. The sample size is determined with a margin of error of 5% using Slovin's formula. Based on the calculations using Slovin's formula, the sample used consists of 64 respondents. Data collection will be conducted by distributing a questionnaire via Google Forms in June 2024. The questionnaire will consist of statements with five response options ranging from strongly disagree to strongly agree, using a Likert scale. Variables will be assessed and explained through several indicators. Subsequently, these variables will form the basis for designing the elements of the instrument, which can take the form of statements or questions [18].

The data used in this study were analyzed using SmartPLS to test and evaluate the validity and reliability of the research variables, which include the effects of cyberloafing behavior, organizational commitment, and locus of control on performance through job satisfaction as a mediating variable.

RESULTS AND DISCUSSION

Description of Respondents

Based on the collection of primary data, it was found that the number of male respondents was higher, accounting for 75% compared to female respondents at 25%. In

terms of age, the dominant group was those aged 21-30 years, making up 95%, while the remaining 5% were aged 31-40 years. Additionally, regarding job positions, a majority of the respondents held positions in operations, totaling 67%.

Evaluation of Measurement Model (Outer Model)

Validity Test

1. Convergent Validity

Convergent validity is measured through the loading factor values of latent variables and their indicators. It assesses convergent validity by evaluating the correlation between item scores and item construct scores calculated using PLS. An indicator is considered valid if its loading factor correlates above 0.70 [5]. The data from the research results using SmartPLS 4 produced the following model:

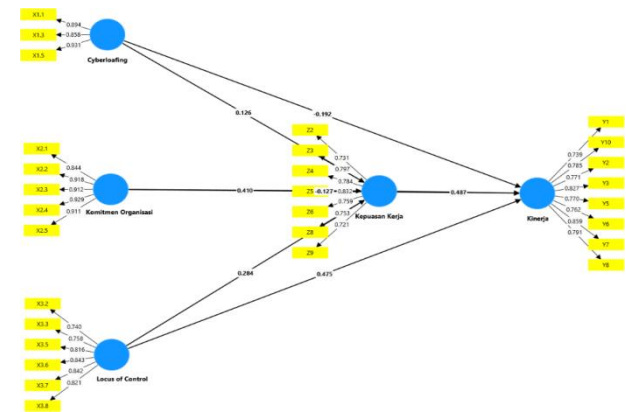


Figure 2. PLS-SEM Path Analysis

Source: Processed Data from SmartPLS 4

In Figure 2, a PLS-SEM path analysis is presented, where the loading factor values indicating the strength of the relationship between the variables and their indicators are above 0.7. Therefore, the indicator values are considered valid.

2. Discriminant Validity

Discriminant validity is used to assess the validity of a model by examining cross-loading values and the Fornell-Larcker method. This means evaluating the level of correlation between constructs and their indicators, as well as the indicators of other constructs.

Table 1. Discriminant Validity According to Fornell-Larcker Criterion

Variabels	Cyberloafing	Job Satisfaction	Performance	Organizational Commitment	Locus of Control
<i>Cyberloafing</i>	0,895				
Job Satisfaction	0,344	0,769			
Performance	0,144	0,608	0,789		
Organizational Commitment	0,242	0,589	0,363	0,903	
<i>Locus of Control</i>	0,419	0,551	0,597	0,525	0,804

Source: Processed data from SmartPLS 4 (2024)

Based on Table 1, the values on the diagonal cross-loading are 0.895, 0.769, 0.789, 0.903, and 0.804. These numbers are above 0.7, indicating that the data is considered valid.

Reliability Test

In the reliability test using PLS, Cronbach’s alpha and composite reliability values are analyzed. If the Cronbach’s alpha and composite reliability values are greater than 0.70, the constructs are considered reliable [14]. Table 2 shows that the Cronbach’s alpha and composite reliability values are >0.70, and the AVE values for all research variables are >0.5. These results indicate that each construct variable is deemed reliable.

Table 2. Reliability Test

Variable	Cronbach’s Alpha	Composite Reliability	AVE
<i>Cyberloafing</i>	0,877	0,905	0,801
Job Satisfaction	0,885	0,888	0,592
Performance	0,914	0,919	0,622
Organizational Commitment	0,943	0,945	0,816
<i>Locus of Control</i>	0,890	0,893	0,647

Source: Processed data using SmartPLS 4 (2024)

Evaluation of Structural Model (Inner Model)

1. Adjusted R-Square

The coefficient of determination is used to assess the extent to which the model can explain the variation in endogenous variables, which is referred to as the R-square value.

Table 3. R-Square

Variabel	R-square	Adjusted R-square
Job Satisfaction	0,441	0,413
Performance	0,506	0,473

Source: Processed data using SmartPLS 4 (2024)

Table 3 shows that the adjusted R-square for the mediating variable of job satisfaction is 0.413, which means that 41.3% of the exogenous variables can explain the mediating variable (job satisfaction), while the remaining 58.7% is influenced by other variables outside the model. Furthermore, the adjusted R-square value of 0.473 indicates that 47.3% of the exogenous variables and the mediating variable (job satisfaction) can explain the endogenous variable, while the remaining 52.7% is influenced by other variables outside the model.

2. Stone Geisser Q-Square Test (Predictive Relevance)

If the Q-Square value is greater than 0, the model has a high predictive relevance relationship. Conversely, if Q-Square is less than 0, the predictive relevance relationship is low.

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_p^2)$$

$$Q^2 = 1 - (1 - 0,441)(1 - 0,506)$$

$$Q^2 = 1 - 0,276$$

$$Q^2 = 0,723$$

From the results above, the Q-square value of 0.723 indicates that it is greater than 0, suggesting that the model has a good predictive relevance relationship.

3. Goodness of Fit (GoF) Test

Evaluation of the model's Goodness of Fit can be conducted through the measurement of R² from the latent dependent variable, which is interpreted in the same way as in regression analysis. The model is categorized as good if the GoF value is above 0.38.

$$GoF = \sqrt{AVE * R^2}$$

$$GoF = \sqrt{0,696 * 0,474}$$

$$GoF = \sqrt{0,330}$$

$$GoF = 0,574$$

"From the analysis, a GoF value of 0.574 was obtained, indicating that the model is considered good (fit), which means that the GoF falls within the category of high goodness-of-fit."

4. Hypothesis Testing

Hypothesis testing is conducted through the t-statistic and p-values. A hypothesis is considered accepted if the t-statistic is greater than the t-table value of 1.96 and the p-values are less than 0.05.

Table 4. Hypothesis Test Results

Hipotesis	Original sample (O)	T Statistics	P Values
H1: <i>Cyberloafing</i> → Job Satisfaction	0.126	1.292	0.197
H2: Organizational Commitment → Job Satisfaction	0.410	4.674	0.000
H3: <i>Locus of Control</i> → Job Satisfaction	0.284	2.550	0.011
H4: <i>Cyberloafing</i> → Performance	-0.192	1.480	0.139
H5: Organizational Commitment → Performance	-0.127	1.009	0.313
H6: <i>Locus of Control</i> → Performance	0.475	0.405	0.000
H7: Job Satisfaction → Performance	0.487	3.856	0.000
H8: <i>Cyberloafing</i> → Job Satisfaction → Performance	0.062	1.218	0.224
H9: Organizational Commitment → Job Satisfaction → Performance	0.200	2.888	0.004
H10: <i>Locus of Control</i> → Job Satisfaction → Performance	0.138	2.374	0.018

Data in Table 4: Hypothesis Testing Results

a. Hypothesis H1, which states that cyberloafing behavior does not have an effect on job satisfaction, is accepted. The analysis shows a t-statistic value of 1.292, which is less than the t-table value of 1.64, and a p-value of 0.197, which is greater than the alpha of 0.05. Therefore, cyberloafing behavior does not have an effect on job satisfaction.

b. Hypothesis H2, which states that organizational commitment has an effect on job satisfaction, is accepted. The analysis shows a t-statistic value of 4.674, which is greater than the t-table value of 1.64, and a p-value of 0.000, which is less than the alpha of 0.05. Therefore, organizational commitment has an effect on job satisfaction.

c. Hypothesis H3, which states that locus of control has an effect on job satisfaction, is accepted. The analysis shows a t-statistic value of 2.550, which is greater than the t-table value of 1.64, and a p-value of 0.011, which is less than the alpha of 0.05. Therefore, locus of control has an effect on job satisfaction.

d. Hypothesis H4, which states that cyberloafing behavior does not have an effect on performance, is accepted. The analysis shows a t-statistic value of 1.480, which is less than the t-table value of 1.64, and a p-value of 0.139, which is greater than the alpha of 0.05. Therefore, cyberloafing behavior does not have an effect on performance.

e. Hypothesis H5, which states that organizational commitment has an effect on performance, is rejected. The analysis shows a t-statistic value of 1.009, which is less than the t-table value of 1.64, and a p-value of 0.313, which is greater than the alpha of 0.05. Therefore, organizational commitment does not have an effect on performance.

f. Hypothesis H6, which states that locus of control has an effect on performance, is accepted. The analysis shows a t-statistic value of 4.509, which is greater than the t-table value of 1.64, and a p-value of 0.000, which is less than the alpha of 0.05. Therefore, locus of control has an effect on performance.

g. Hypothesis H7, which states that job satisfaction has an effect on performance, is accepted. The analysis shows a t-statistic value of 3.856, which is greater than the t-table value of 1.64, and a p-value of 0.000, which is less than the alpha of 0.05. Therefore, job satisfaction has an effect on performance.

h. Hypothesis H8, which states that cyberloafing behavior has an effect on performance through job satisfaction as a mediating variable, is rejected. The analysis shows a t-statistic value of 1.218, which is less than the t-table value of 1.64, and a p-value of 0.224, which is greater than the alpha of 0.05. Therefore, cyberloafing behavior does not have an effect on performance through job satisfaction as a mediating variable.

i. Hypothesis H9, which states that organizational commitment has an effect on performance through job satisfaction as a mediating variable, is accepted. The analysis shows a t-statistic value of 2.888, which is greater than the t-table value of 1.64, and a p-value of 0.004, which is less than the alpha of 0.05. Therefore, organizational commitment has an effect on performance through job satisfaction as a mediating variable.

j. Hypothesis H10, which states that locus of control has an effect on performance through job satisfaction as a mediating variable, is accepted. The analysis shows a t-

statistic value of 2.374, which is greater than the t-table value of 1.64, and a p-value of 0.018, which is less than the alpha of 0.05. Therefore, locus of control has an effect on performance through job satisfaction as a mediating variable.

CONCLUSION AND SUGGESTIONS

The results of the validity testing in this study indicate that all data variables, including cyberloafing behavior, organizational commitment, locus of control, job satisfaction, and performance, are valid. The results of the reliability testing show that each variable—cyberloafing, organizational commitment, locus of control, job satisfaction, and performance—has a Cronbach's Alpha value greater than 0.7, thus indicating reliability. The findings reveal that cyberloafing does not have an impact on job satisfaction and performance; organizational commitment affects job satisfaction but does not influence performance; locus of control impacts both job satisfaction and performance; and job satisfaction influences performance. Job satisfaction does not mediate the effect of cyberloafing on performance, but it can mediate the effect of organizational commitment on performance, as well as the effect of locus of control on performance.

Based on these findings, companies need to strengthen employee commitment to the organization's goals and values. High commitment will contribute to better performance and increased job satisfaction. This can be achieved through engagement-enhancing programs, such as training, recognition of achievements, and career development opportunities. For future research, this study has limitations regarding the sample size, as it only involved 64 respondents. The researcher suggests increasing the sample size and exploring not only mediation variables but also potential moderation variables.

AUTHORS' CONTRIBUTIONS

(LULITA RAHMAWATI, DJOKO WIJONO, PUTRI ANA NURANI; UNIVERSITAS PROKLAMASI 45)

ACKNOWLEDGMENTS

Dedicate this article to the University of Proklamasi 45 (Universitas Proklamasi 45), Faculty of Economics; Management study program; and also to support the development of science. Thank you also to all parties who have helped with the research process and preparation of this journal. Hopefully it will be of benefit to all.

REFERENCES

- [1] Abid Muhtarom, Hery Suprpto, & Fatihatus Sa'adah. (2021). Pengaruh Locus Of Control, Organizational Commitment, Dan Perilaku Cyberloafing Terhadap Kinerja Pegawai Di Era Kebiasaan Baru (Studi Pada Pegawai Perumda BPR. Bank Daerah Lamongan). *Jurnal E-Bis (Ekonomi-Bisnis)*, 5(1), 115–125. <https://doi.org/10.37339/E-Bis.V5i1.453>
- [2] Adquisiciones, L. E. Y. D. E., Vigente, T., Frampton, P., Azar, S., Jacobson, S., Perrelli, T. J., Washington, B. L. L. P., No, Ars, P. R. D. A T. A W., Kibbe, L., Golbère, B., Nystrom, J., Tobey, R., Conner, P., King, C., Heller, P. B., Torras, A. I. V., To-, I. N. O., Frederickson, H. G., ... Southeastern, H. (2019). Internet Dan Perilaku Cyberloafing Pada Karyawan Mirza. *Duke Law Journal*, 1(1), 26–35.
- [3] APJIII. (2023). *Survei APJII Pengguna Internet Di Indonesia Tembus 215 Juta Orang*. <https://www.apjiii.or.id/berita/d/survei-apjii-pengguna-internet-di-indonesia-tembus-215-juta-orang>
- [4] Dewi, I. A. A. S., Padnyawati, K. D., & Pramuki, N. M. W. A. (2023). *Pengaruh Profesionalisme Dan Locus Of Control Terhadap Kinerja Badan Pengawas Lembaga Perkreditan Desa Se-Kabupaten Badung*. 119–130.
- [5] Hair Jr, M. Hult, G. T., & Sarstedt, M. (2022). Partial Least Squares Structural Equation Modeling. In *Women Entrepreneurs*. <https://doi.org/10.1201/9781032725581-7>
- [6] Haris, A., Effendi, F., & Darmayanti, N. (2023). *Kepuasan Kerja*. https://www.google.co.id/books/edition/Kepuasan_Kerja/Syzeaaaqbaj?hl=en&gbpv=1&dq=Indikator+Kepuasan+Kerja&pg=PA16&printsec=frontcover
- [7] Karyanto, B. (2020). Pengaruh Locus Of Control Dan Stress Kerja Terhadap Prestasi Kerja Karyawan Head Office CV Jasa Alam. *Journal Of Management, Accounting, Economic And Business*, 01(03), 58–70.
- [8] Muhammad Arif Abdillah, Prayekti Herawati, J. (2023). Pengaruh Kepemimpinan Demokrasi, Keadilan Organisasi Dan Kepuasan Kerja Terhadap Komitmen Organisasi Di Cafe Basa-Basi Yogyakarta. ... *Seminar Psikologi Universitas ...*, 23(1), 3283–3288. <https://doi.org/10.33087/Jiubj.V23i3.3724>
- [9] Nurfitriani. (2022). *Manajemen Kinerja Karyawan*. <https://www.google.co.id/books/edition/Manaj>

- emen_Kinerja_Karyawan/Hsedeaaqbaj?HI=En&Gbpv=1&Dq=Faktor+Yang+Mempengaruhi+Kinerja+Karyawan&Pg=PA6&Printsec=Frontcover
- [10] Putri, E. K. (2022). Efek Mediasi Komitmen Organisasi Atas Pengaruh Cyberloafing Terhadap Kinerja Karyawan. *Media Akuntansi Dan Perpajakan Indonesia*, 4(1), 67–100. <https://doi.org/10.37715/Mapi.V4i1.2782>
- [11] Rachman, M. M.(2022). *Locus Of Control Sebagai Pengendali Individu Karyawan Terhadap Kesuksesan*. https://www.google.co.id/books/edition/Locus_of_Control_Sebagai_Pengendali_Indi/AY96EAAAQBAJ?HI=En&Gbpv=1&Dq=Indikator+Locus+Of+Control&Pg=PR5&Printsec=Frontcover
- [12] Sandini, D., Hariyanti, I., & Maulyan, F. F. (2021). Dampak Kepuasan Kerja Terhadap Kinerja Pada Ibu Bekerja Ditinjau Dari Work Family Conflict Dan Stres Kerja Selama Pandemic Covid-19. *Jurnal Sains Manajemen*, 3(2), 76–82. <https://doi.org/10.51977/Jsm.V3i2.562>
- [13] Setyo Widodo, D., & Yandi, A. (2022). Model Kinerja Karyawan: Kompetensi, Kompensasi Dan Motivasi, (Literature Review MSDM). *Jurnal Ilmu Multidisplin*, 1(1), 1–14. <https://doi.org/10.38035/Jim.V1i1.1>
- [14] Sihombing, P. R., & Arsani, A. M.(2022). *Aplikasi Minitab Untuk Statistisi Pemula* (Issue March). <https://www.researchgate.net/publication/359053660>
- [15] Silaen, D. J., Sinurat, E. J., & Rajagukguk, T. (2023). *Pengaruh Kepuasan Kerja, Komitmen Organisasional Dan Motivasi Kerja Terhadap Loyalitas Kerja Karyawan Pada Taman Simalem Resort Kabupaten Tanah Karo*. 1, 198–208.
- [16] Siregar, E., & Anggina, R. N. (2020). *Pengaruh Kepribadian, Self Efficacy Dan Locus Of Control Terhadap Kinerja Karyawan*. 5(11), 1–10.
- [17] Sofyanty, D., & Supriyadi, T. (2021). Cyberloafing Ditinjau Dari Kontrol Diri Dan Kepuasan Kerja. *Jurnal Kajian Ilmiah*, 21(2), 135–146. <https://doi.org/10.31599/Jki.V21i2.514>
- [18] Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*.
- [19] Sutrisno, Tannady, H., Novie Citra Arta, D., Indah Asmarany, A., & Nardo Setia Budi Djojo, L. (2023). Analysis Of The Role Of Work Environment And Cyberloafing On Employee Performance In Manufacturing Machinery Control And Protection Companies. *Journal Of Economic, Business And Accounting*, 6(2).
- [20] Yusuf, R. M., & Syarif, D. (2018). *Komitmen Organisasi : Definisi, Dipengaruhi, Dan Mempengaruhi*. https://www.google.co.id/books/edition/Komitmen_Organisasi/Jz5ydwaqbaj?HI=En&Gbpv=1&Dq=Faktor+Yang+Mempengaruhi+Komitmen+Organisasi&Pg=PA150&Printsec=Frontcover

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

