

## How Cyberloafing Emerges: Burnout Identification Model Approaches

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*Abstract:* Cyberloafing in an organization certainly has a negative impact on a company, with cyberloafing behavior, employee performance in the company is below performance so that the work carried out by employees is not absorbed optimally. The absence of enforced restrictions on internet use in the workplace also indicates irregularities seriously. This research aims to analyze the influence of workload on cyberloafing behavior mediated by job stress and burnout moderated by job insecurity at Financial Planning Consultant in Jakarta. The population in this study was staff who did not have subordinates, totaling 74 people and used a saturated sample. The analytical study used is quantitative analysis using data collection methods through questionnaires. Structural equation modeling (SEM) is used as the analysis method and Smart PLS is used as the analysis tool. The conclusion of this research is that workload and work stress have a positive and significant effect on burnout, workload and burnout have a positive and significant effect on cyberloafing, work load has a positive and significant effect on work stress, work stress has a positive but not significant effect on cyberloafing, Job Insecurity as a moderating predictor of the influence relationship burnout on cyberloafing, Job Insecurity as a pseudo-moderation of the relationship between the influence of workload on burnout, work stress is unable to mediate the influence of workload on cyberloafing, Burnout is able to partially mediate the influence of workload on cyberloafing. An interesting finding from this research is that work stress does not have a significant impact on cyberloafing behavior, meaning that if employees experience excessive work stress, they will be more tired at work. Fatigue has a significant level of cyberloafing, by experiencing an extraordinary level of fatigue, they are easily distracted by internet playing activities that are far from their initial work goals.

*Key-Words:* Workload, Work Stress, Burnout, Cyberloafing Behavior, Job Insecurity

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### 1. Introduction

To achieve the company's vision and mission, the company relies on employees who can carry out their work effectively and are willing to give their best at work. Maintaining balance is very important for employees, as this allows the company to meet their needs according to [1]. Using the internet helps employees' work processes become faster in completing tasks. If employee performance cannot be managed well, it will have a negative impact on the company according to [2]. With internet

facilities in the workplace, employees tend to abuse the available internet facilities for personal interests during working hours. The act of employees deliberately using the company's internet access for non-work-related purposes during working hours is called cyberloafing. Cyberloafing in an organization certainly has a negative impact on a company. This is because, with cyberloafing behavior, employee performance in the company is not good so that the work carried out by employees is not absorbed optimally according to [3].

Workplace facilities in the form of easy internet access can cause problems if employees cannot utilize them optimally to help complete their work. Apart from that, the absence of restrictions on internet use in the workplace that are enforced also indicates irregularities, such as research conducted by APJII regarding limits on internet use in the workplace with data of 2.8% "yes, limited for the benefit of workers" and as large as 12.1 % "unrestricted or free". It can be seen that the use of the internet in the office is not restricted or free, which is higher than the use of the internet which is only intended for purposes or is related to the work carried out in each office according to [4]. The use of internet technology in companies today, especially companies large, it has become a mandatory requirement for the company. Internet technology can help the effectiveness and efficiency of company operations. Such as delivering information more quickly and receiving information that is more up to date. However, in practice there are only employees who are naughty enough to use the internet for non-work purposes. According to [5], cyberloafing activities in the workplace can break focus on work. According to statistical data from We are social in 2020, it shows that the total number of internet users in Indonesia is 175.4 million with a percentage of internet users based on the population of 64% and The average time a person accesses the internet is 8 hours a day. If we look at internet user data based on age in 2017, ages 19-34 are the age with the highest percentage rate at 49.52%. The internet provides benefits to companies but can also have a negative impact even though it has become a company need, employees can continue to carry out company duties and spend time accessing things for personal interests while pretending to carry out company duties according to Kurniawan, 2018 in [6].

Futures Financial Jakarta branch with 74 employees is part of the Inter Pan Group which is known for its business sector of Foreign Currency, Commodity (GOLD) and Stock Index Trading. Financial Planning Consultant has been established since 1989. Employees are given knowledge and skills training appropriate to their field of work so that they can work effectively to achieve the vision, mission and goals. The company's achievements are fluctuating or unstable, in the first quarter the closing achievement reached 65 customers from the fourth quarter achievement which only closed 52 customers, but in the second and third quarters there was a decrease in closing customers with a total of 59 in the second quarter and 55 in the third quarter. Instability The achievement of this closure

occurred because several employees preferred to use working hours by accessing various entertainment sites rather than carrying out tasks assigned by the company. This was also compared to work regulations within the company which made employees make mistakes in using the company's internet facilities.

Many factors cause Cyberloafing to occur. Based on previous research, it was found that Cyberloafing is influenced by Workload ([7], [8], [9], [10], [11], [12], [13], [14]) Burnout ([8], [10], [11]) Role Conflict [12] Work Stress ([15], [16]), [17], [10], [11], [18], [19], [20]) Self-Control [17] Job Satisfaction ([18])

This research refers to a number of previous studies which present various different points of view. Research conducted [7] shows that workload has a positive and significant influence on cyberloafing behavior. This research was conducted within the employee environment of the South Tangerang City Education and Culture Service, with a total population of 54 people. On the other hand, research conducted by [9] found that workload had a negative relationship and did not have a significant impact on cyberloafing behavior. This research involved civil servants (PNS) with a population of around 159 people.

[10] shows that Workload has a significant positive influence on Job Stress. This research was conducted on employees of PT. Valdo Sumber Daya Mandiri Tangerang branch with a population of 25 respondents. [11] shows that Workload has a significant positive effect on Burnout. This research was conducted by employees of the Ministry of Education and Sports of the Republic of Indonesia with a total population of 60 respondents. [19] show that work stress has a direct effect on Cyberloafing. This research was conducted on office employees who had worked for more than six months in the city of Surabaya with a total of 174 respondents spread across Surabaya. Meanwhile, according to research by [8], Burnout statistically has a positive and significant effect on cyberloafing behavior. This research was conducted on employees of PT. ABC in Kendal Regency with a population of 109 employees.

### 1.1 Problem-solving approaches

Workload is the amount of work that must be carried by a position or organizational unit and is the product of the amount of work and time [21], the dimensions of workload according to [22] are the adequacy of working time, the type of work given, the speed of work given. Work stress is something that concerns the interaction of an

individual and the environment, namely the interaction between stimulus and response. So it can be said that work stress is a consequence of every action and environmental situation that causes excessive psychological and physical disturbances in a person according to [23]. According to Spielbreg in [24] the dimensions of work stress are individual stress and organizational stress. Burnout is defined as a condition where individuals experience physical fatigue, cynicism (depersonalization), mental fatigue, reduced ability to solve problems (reduced personal achievement) and emotional exhaustion (emotional exhaustion) which occurs due to stress suffered over a long period of time in situations which demands high emotional interaction, burnout is also a disease but rather the result of a reaction as a result of unrealistic hopes and goals with existing changes (situations) according to Maslach, Schaufeli and Leiter in [25]. According to Maslach, Schaufeli and Leiter in [25], the dimensions of burnout are emotional exhaustion, depersonalization, decreased work performance. Job insecurity is defined as fear or anxiety that arises from subjective perceptions of the possibility of losing one's job and the situation in which the person concerned is involved. do not want. Apart from that, job insecurity can also be interpreted as an employee's hope to maintain a job and cannot be separated from attention to advertisements about job continuation and situations of uncertainty due to organizational changes such as employee absorption. Meanwhile, from another perspective, job insecurity can briefly be interpreted as a condition where a person feels unsafe and uncomfortable when carrying out their work, according to [26]. According to Smithson and Lewis in [26] the dimensions of Job Insecurity are the level of threat that employees feel towards aspects of their work, the level of threat of suddenly stopping work, concerns that will arise if they violate company regulations, the level of job insecurity, vulnerability of the population

### 1.2 State of the art and novelty

Many factors cause Cyberloafing to occur. Based on previous research, it was found that Cyberloafing is influenced by Workload ([7], [8], [9], [10], [11], [12], [13], [14]) Burnout ([8], [10], [11]) Role Conflict [12] Work Stress ([15], [16]), [17], [10], [11], [18], [19], [20]) Self-Control ([17]) Job Satisfaction ([18]).

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## 2. Literature Review and Hypotheses

### 2.1 Relationship between the influence of workload on cyberloafing behavior

Employees tend to do various things to reduce boredom at work and try to make work more interesting or avoid tasks so that cyberloafing actions shown by employees can be criticized as disciplinary behavior. This occurs due to the variety of employee work concentrations, including cyberloafing behavior caused by the workload received by employees [8]). According to [8], workload statistically has a positive and significant effect on cyberloafing behavior.

H1: Workload has a positive influence on cyberloafing behavior.

### 2.2 Relationship between the influence of workload and work stress

Burnout is a psychological problem that triggers ongoing and chronic stress at work. Burnout arises due to a person's condition experiencing persistent stress. Stress experienced by an individual over a long period of time with a fairly high intensity will result in the individual

concerned experiencing fatigue, both physically and mentally according to Maslach (2023) in [27]. According to [10] shows that Workload has a significant positive influence on Job Stress. According to [28] show that workload directly influences workload.

H2: Workload has a positive influence on work stress.

### **2.3 Relationship between the influence of workload on burnout**

The large number of work demands is a challenge in itself. For some individuals, these conditions and circumstances are felt as challenges, but for other individuals these conditions are serious obstacles and require difficult adjustments so that life is filled with tension. This can lead to decreased productivity, feelings of anxiety, depression and helplessness. If it is prolonged without being managed effectively it will result in physical and mental disorders. A situation where a person experiences problems related to ongoing fatigue, boredom and avoiding doing work is called burnout according to Hadjana, 2005; Davis and Newstrom, 1985 in [27]. According to [27] show that there is a positive relationship between workload and burnout. According to [29] show that workload influences burnout.

H3: Workload has a positive effect on burnout.

### **2.4 The Relationship between the Effect of Job Stress on Cyberloafing Behavior**

Job demands that can cause employees to experience work stress. So when employees experience work stress, the activity of employees or employees tend to use personal websites that are not related to work increases according to [7], Sen et al., 2012 in [17]. According to [16], work stress has a significant negative effect on cyberloafing. According to [17], work stress has a positive correlation with cyberloafing behavior. According to [19] work stress has a direct effect on cyberloafing.

H4: Job Stress Has a Positive Influence on Cyberloafing Behavior.

### **2.5 Therelationship between the influence of burnout on cyberloafing behavior**

Burnout is felt when stress in employees at work occurs continuously, causing emotional exhaustion accompanied by low motivation. Burnout is a condition where employees feel emotionally tired in various types of work. Burnout can also be interpreted as a condition where employees feel pressure, boredom and dissatisfaction with work,

the result of which is emotional exhaustion and physical depression. The higher the burnout felt by employees, the more counterproductive work behavior, one of which is cyberloafing behavior, according to Hardiani, 2020 in [8]. According to [8], burnout statistically has a positive and significant effect on cyberloafing behavior. According to [10], burnout has a positive and significant effect on cyberloafing behavior.

H5: Burnout has a positive influence on cyberloafing behavior.

### **2.6 Relationship between the influence of work stress on work load**

Work stress is not just nervous tension, work stress can have positive consequences and work stress is not something that should be avoided. The work that companies give employees can cause work stress. If the work exceeds the limits of ability, there will be pressure felt by the employee, this can trigger work stress according to Luthan (2008) in [30]. In [31] show that workload has an influence and there is a positive and significant relationship with cyberloafing behavior.

H6: Job Stress Can Mediate Workload to Have a Positive Influence on Cyberloafing Behavior.

### **2.7 The Relationship between the Effect of Burnout on Workload**

The greater the workload felt by employees, the greater the employee's work motivation. The lighter the workload, the lower the employee's work motivation. A high workload will have an impact on high work stress or what is called burnout [29]. In [32] research, it shows that burnout has a positive effect on cyberloafing.

H7: Burnout is able to mediate workload and have a positive influence on cyberloafing behavior.

### **2.8 Job Insecurity Moderates Workload and Has a Positive Influence on Burnout**

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H8: Job Insecurity Can Moderate Workload and Have a Positive Influence on Burnout

### **2.9 Relationship between the influence of burnout on workload**

The greater the workload felt by employees, the greater the employee's work motivation. The lighter

the workload, the lower the employee's work motivation. A high workload will have an impact on high work stress or what is called burnout [29]. [32] research, it shows that burnout has a positive effect on cyberloafing.

H9: Work Stress Has a Positive Influence on Burnout

**2.10 Relationship between the Influence of Job Insecurity on Burnout**

Job Insecurity is a perceived insecurity or uncertainty experienced by employees in the workplace. In a journal written by [33], it stated that 'When the intention of employees is to break

away from routine practices and relieve job anxiety or job insecurity, it influences cyberloafing behavior.

Based on the above research findings, it can be concluded that the hypothesis of this study is as follows:

H10: Job Insecurity is able to moderate Burnout on Cyberloafing Behavior.

Based on the discussions above, the research framework develops as display below:

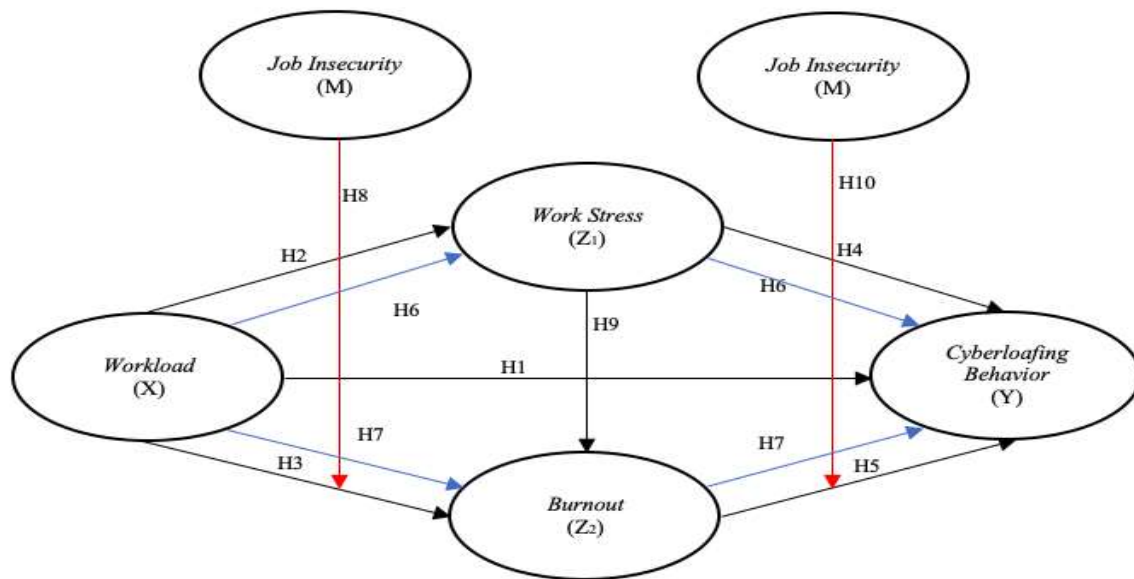


Figure 1. Research Framework

**3. Research Methods**

The research design began with the identification of problems in study locations, formulating problems, and developing basic theories to strengthen the foundation of each variable. This study used a saturated sampling technique, wherein samples were drawn from the entire population. Furthermore, a survey was conducted using a questionnaire method and SEM (Partial Least Square). The population for this study consisted of employees with a total of 74 people.

Online questionnaires with a Likert scale were used to collect both main and secondary data. The items for each variable were adapted from previous studies, independent of the mediator and dependent factors, with slight modifications ([34], [35], [36],

[37], [38]. Cyberloafing behavior was measured using Browsing activity, Emailing activity. Workload was measured using indicators of Sufficiency of working time, Type of work given, Speed of work given. Work Stress was measured using indicators of Individual Stress, Organizational Stress. Burnout was measured using indicators of Emotional Exhausted, Depersonalization, Reduced Personal Accomplishment.

The questionnaire was tested for reliability and validity before use. Structural equation modeling (SEM) can be used in social science investigations to analyze econometric and psychometric results, as it causally evaluate additive models that have been theoretically verified ([39], [40]). PLS-SEM (Partial Least Square Structural Equation Modeling) data analysis have advantages and disadvantages, particularly with regard to the

assumption and consequent fit statistics, and are based on the Covariance Approach SEM (CB-SEM) and PLS-SEM. For CB-SEM to be utilized, the following criteria are required: 1) a large sample size; 2) normally distributed data;

3) reflective construct indicators; and 4) trigger factors (errors), which arise when the program fails to produce results due to the lack of identifying the model (Reinartz et al., 2009; Sarstedt & Hwang, 2020). PLS-SEM, on the other hand, can overcome this constraint by creating intricate models of causal links with latent variables. It is resistant or immune to multivariate statistical statistics that simultaneously manage numerous explanatory and response variables [41].

#### 4. Results and Discussion

Based on the results of data processing in Table 1, it shows that of the 74 respondents, 39 respondents or 52.7% were male, while the remaining 35 respondents or 47.3% were female. Based on the data table above, it can be seen that most of the employees, the highest number is

respondents with ages between 21-30 years, namely 60 respondents or 81.1%. It can be concluded that the employees work at a productive age. with the latest high school / equivalent education level, namely as many as 36 respondents or 48.6%, the number of employees with the latest Diploma education level, namely as many as 9 respondents or 12.2%, and the number of employees with the latest Strata One (S1) education level, namely as many as 29 respondents or 39.2%. the latest high school / equivalent education level, namely as many as 36 respondents or 48.6%, the number of employees with the latest Diploma education level is 9 respondents or 12.2%, and the number of employees with the latest Strata One (S1) education level is 29 respondents or 39.2%. The number of employees with less than 1 year of work was 15 respondents or 20.3%, the number of employees with 1-3 years of work was 46 respondents or 62.2%, and the number of employees with more than 3 years of work was 13 respondents or 17.6%.

Table 1. Respondents' characteristics

No.	Gender	Age's	Education Level	Work Period (year)
1	Male = 39 (52.7 %)	<20 = 7 (9.5%)	Senior High School = 36 (48.6%)	<1 = 15 (20.3%)
2	Female = 35 (47.3%)	21-30 = 60 (81.1%)	Diploma = 9 (12.2%)	1-3 = 46 (62.2%)
3		>30 = 7 (9.5%)	S1 = (39.2%)	>3 = 13 (17.6%)

Sources: Process Data

Table 2. AVE Testing Results

Variable	AVE
Workload	0,666
Burnout	0,617
Cyberloafing	0,716
Job Insecurity	0,647
Work Stress	0,663

Sources: Process Data

Table 3. Discriminant Validity Test Results (Fornell Lacker Criterion)

	Workload	Burnout	Cyberloafing	Job Insecurity	Work Stress
Workload	<b>0,816</b>				
Burnout	0,730	<b>0,785</b>			
Cyberloafing	0,777	0,710	<b>0,846</b>		
Job Insecurity	0,738	0,740	0,781	<b>0,805</b>	
Work Stress	0,718	0,725	0,768	0,708	<b>0,814</b>

Sources: Process Data

Dari From Tables 2 and 3 it can be concluded that the square root of the average variance extracted ( $\sqrt{AVE}$ ) for each construct is greater than the correlation between one construct and another in the model. The AVE value based on the table above, it can be concluded that the

constructs in the estimated model meet the discriminant validity criteria.

**Composite Reliability and Cronbach's Alpha Test Results**

Testing composite reliability and Cronbach's alpha aims to test the reliability of instruments in a research model. If all latent

variables have a composite reliability value and Cronbach's alpha  $\geq 0.7$ , it means that the construct has good reliability or the questionnaire used as a tool in this study is reliable or consistent.

Table 4 Composite Reliability and Cronbach's Alpha Test Results

Variable	Cronbach Alpha's	Composite Reliability	Description
Workload	0,916	0,933	Reliable
Burnout	0,937	0,946	Reliable
Cyberloafing	0,901	0,926	Reliable
Job Insecurity	0,922	0,936	Reliable
Work Stress	0,898	0,922	Reliable

Sources: Process Data

Based on Table 4, the results of testing composite reliability and Cronbach's alpha show a satisfactory value, because all latent variables have a composite reliability value and Cronbach's alpha  $\geq 0.70$ . This means that all latent variables are said to be reliable.

Inner model testing is the development of concept and theory-based models in order to analyze the relationship between exogenous and endogenous variables that have been described in the conceptual framework. The steps for testing the structural model (inner model) are as follows:

**Structural Model Testing or Hypothesis Testing (Inner Model)**

a. R-square Value Testing Result

Seeing the R-square value which is a goodness-fit model test.

Table 5 R<sup>2</sup> Value of Endogenous Variables

Endogenous Variable	R-square
Burnout	0,918
Cyberloafing	0,849
Work Stress	0,842

Sources: Process Data

The structural model indicates that the model on burnout, cyberloafing, and work stress variables can be said to be strong because it has a value above 0.67. The model of the influence of independent latent variables (Workload and work stress) on Burnout provides an R-square value of 0.918 which can be interpreted that the variability of the Burnout construct can be explained by the variability of the Workload and work stress quality constructs by 91.8% while 8.2% is explained by other variables outside the study. Cyberloafing has an R-Square value of 0.849, so it can be interpreted that the variability of the Cyberloafing construct can be explained by the variability of the Workload, burnout, and work stress constructs by 84.9% while 15.1% is explained by other variables outside the study, while Work Stress has an R-Square value of 0.849, so it can be interpreted that the variability of the Work Stress construct can be explained by the variability of the Workload construct by 84.2% while 15.8% is explained by other variables outside the study.

relevance value (Q<sup>2</sup>). A Q-square value greater than 0 (zero) indicates that the model has predictive relevance. The R-square value of each endogenous variable in this study can be seen in the following calculations:

The predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R_1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.918)(1 - 0.849)(1 - 0.842)$$

$$Q^2 = 1 - (0.082)(0.151)(0.158)$$

$$Q^2 = 0.9980$$

The results of the above calculations show a predictive-relevance value of 0.9980, which is greater than 0 (zero). That means that 99.80% of burnout, cyberloafing, and job stress (dependent variable) are explained by the independent variables used. Thus the model is said to be feasible to have relevant predictive value.

b. Goodness of Fit Model Testing Results

c. Hypothesis Testing Results (Path Coefficient Estimation)

Testing Goodness of Fit The structural model on the inner model uses the predictive-

The estimated value for the path relationship in the structural model must be significant. The significance value of this hypothesis can be obtained with the bootstrapping procedure. Seeing the significance of the



hypothesis by looking at the parameter coefficient value and the significance value of the T-statistic in the bootstrapping algorithm report. To determine whether it is significant or insignificant, it can be seen from the T-table at alpha 0.05 (5%) = 1.96,

then the T-table is compared with the T-count (T-statistic).

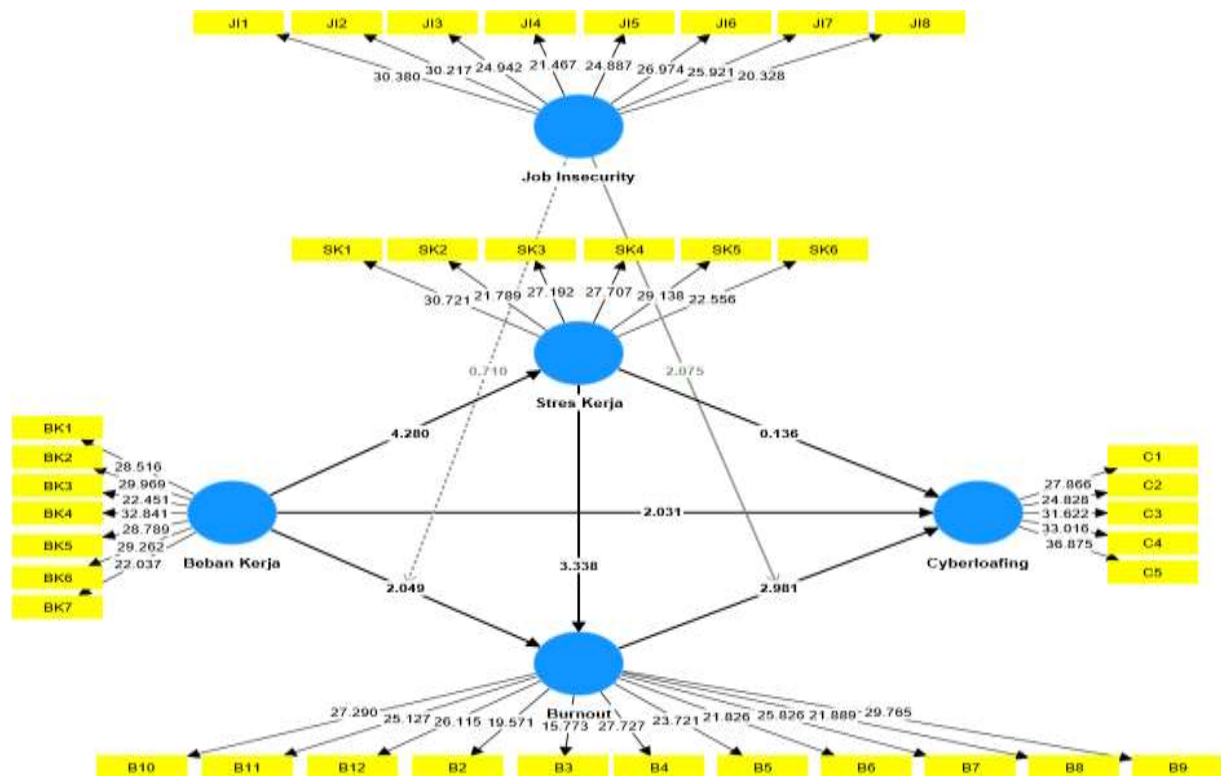
### 5. Discussion

**Table 6 Results of Hypothesis Testing**

	Original Sample	Standard Deviation	T-Statistics	P Values	Description
Workload -> Burnout	0,223	0,109	2,049	0,041	Positive - Significant
Workload -> Cyberloafing	0,167	0,135	2,031	0,004	Positive - Significant
Workload -> Work Stress	0,918	0,015	4,280	0,000	Positive - Significant
Burnout -> Cyberloafing	0,494	0,166	2,981	0,003	Positive - Significant
Work Stress -> Burnout	0,363	0,109	3,338	0,001	Positive - Significant
Work Stress -> Cyberloafing	0,022	0,161	0,136	0,892	Positive – Not significant
<b>Moderation</b>					
Job Insecurity x Burnout -> Cyberloafing	0,301	0,145	2,075	0,038	Moderation Predictor
Job Insecurity x Workload -> Burnout	-0,091	0,128	0,710	0,478	Pseudo Moderation
<b>Mediation</b>					
Workload -> Work Stress -> Cyberloafing	0,020	0,148	0,135	0,892	Unmediated
Workload -> Burnout -> Cyberloafing	0,115	0,064	1,980	0,045	Partial Mediation

Sources: Process Data

**Figure 1 Bootstrapping Test Results**



Sources: Process Data



### 5.1 Effect of Workload on Burnout

Based on the hypothesis test in this study, the results obtained T-statistic value of 2.049, original sample value of 0.223, and P Values value of 0.041. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, these results indicate that Workload has a positive and significant effect on burnout. This is because they feel that their work requires analytical thinking and problem-solving skills, so employees feel frustrated with the work that is currently being carried out and feel emotionally exhausted by the work being completed. The results of this study are in line with the research of [27] which shows that there is a positive relationship between workload and burnout. According to [29] shows that workload affects burnout.

### 5.2 Effect of Workload on Cyberloafing

Based on the hypothesis test in this study, the results obtained T-statistic value of 2.031, original sample value of 0.167, and P Values value of 0.004. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, these results indicate that Workload has a positive and significant effect on cyberloafing. This is because employees feel that the rest time given is quite small and the time to do work is too fast, so employees do cyberloafing behavior during work time, such as opening online shopping applications during working hours. The results of this study are in line with [8] showing that Workload statistically has a positive and significant effect on cyberloafing behavior.

### 5.3 Effect of Workload on Work Stress

Based on the hypothesis test in this study, the results obtained T-statistic value of 4.280, original sample value of 0.918, and P Values value of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, these results indicate that Workload has a positive and significant effect on Work Stress. This is because employees feel that the tasks assigned are not in accordance with the capacity that can be done, so that employees feel that the position held is not in accordance with the existing responsibilities and feel pressured by the work given. The results of this study are supported by [10] which shows that Workload has a significant positive effect on Work Stress. According to [28] it shows that Workload directly affects work stress.

### 5.4 Effect of Burnout on Cyberloafing

Based on the hypothesis test in this study, the results obtained T-statistic value of 2.981, original sample value of 0.494, and P Values value of 0.003. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, these results indicate that burnout has a positive and significant effect on cyberloafing. This is because employees feel bored with the work and routines they do every day and feel less motivated in doing work, so employees often use office wifi for personal interests during working hours. The results of this study support the research of [8] showing that burnout statistically has a positive and significant effect on cyberloafing behavior. According to [10], it shows that burnout has a positive and significant effect on cyberloafing behavior.

### 5.5 Effect of Work Stress on Burnout

Based on the hypothesis test in this study, the results obtained T-statistic value of 3.338, original sample value of 0.363, and P Values value of 0.001. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, these results indicate that Work Stress has a positive and significant effect on burnout. This is because employees feel that the role conflict experienced has a negative impact on health and feel that superiors assign tasks unfairly, so that the heavy burden of tasks borne by employees makes them indifferent to others. The results of this study are in line with the research of [42] which shows that work stress has a significant positive effect on burnout.

### 5.6 Effect of Work Stress on Cyberloafing

Based on the hypothesis test in this study, the T-statistic value is 0.022, the original sample value is 0.136, and the P Values value is 0.892. The T-statistic value is less than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows more than 0.05, these results indicate that Work Stress has no effect on cyberloafing. This means that high or low cyberloafing is not influenced by work stress. This is because Work Stress refers to physical and psychological mental disorders that occur in environmental stress, which makes employees in this company prefer to leave the room or go to the cafeteria to vent the Work Stress they experience. The results of this study support the research of [5] which found that work stress has no effect on cyberloafing, this happens because employees are able to control the stress experienced.

### 5.7 The effect of Burnout on Cyberloafing moderated by Job Insecurity

Based on the hypothesis test in this study, the results obtained a T-statistic value of 0.301, an original sample value of 2.075, and a P Values value of 0.038. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, these results indicate that Job Insecurity is able to predictively mediate the effect of burnout on cyberloafing. This is because they feel they don't care what happens around them, coupled with the differences in trust given to employees and coworkers, thus encouraging employees to behave cyberloafing, such as opening and sending emails that are not for work purposes during working hours. The results of this study are supported by [42] which shows that job insecurity is able to mediate the effect of burnout on cyberloafing.

### 5.8 Effect of Workload on Burnout moderated by Job Insecurity

Based on the hypothesis test in this study, the T-statistic value is -0.091, the original sample value is 0.710, and the P Values value is 0.478. The T-statistic value is less than the T-table value of 1.96, the original sample value shows a negative value, and the P Values value shows more than 0.05, these results indicate that Job Insecurity is able to pseudo-mediate the effect of Workload on burnout. This is because employees feel worried when coworkers have more achievements than them, this makes employees feel that the tasks they get are heavier than coworkers, which has an impact on the employee's irritability when colleagues comment on work. The results of this study are in line with the research of [42] which shows that job insecurity is able to mediate the effect of Workload on burnout.

### 5.9 Effect of Workload on Cyberloafing mediated by Work Stress

Based on the hypothesis test in this study, the results obtained a T-statistic value of 0.020, an original sample value of 0.135, and a P Values value of 0.892. The T-statistic value is less than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows more than 0.05, these results indicate that work stress is unable to mediate the effect of Workload on cyberloafing. This is because employees feel that the facilities available for work do not support carrying out work, making employees tend to behave cyberloafing, such as opening personal chats that have nothing to do with work, even though these employees are not

experiencing stress at work. The results of this study support the results of [8] which shows that Workload affects cyberloafing behavior without going through mediating variables.

### 5.10 Effect of Workload on Cyberloafing mediated by Burnout

Based on the hypothesis test in this study, the results of the T-statistic value of 1.980, the original sample value of 0.115, and the P Values value of 0.045 were obtained. The T-statistic value is more than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, these results indicate that Burnout is able to mediate the effect of Workload on cyberloafing. This is because employees feel excessive workload and are not in accordance with their jobdesk, coupled with being emotionally tired because of the work at hand, making employees tend to choose to do cyberloafing behavior such as opening whatsapp while working for personal use or opening an onlinshop for personal use.

## 6. Conclusions

This study tries to analyze variables related to workload, cyberloafing, work stress, burnout, and job insecurity. The results of this study were obtained from research on employees, the results of the calculations in this study, the following conclusions can be drawn:

Workload has a significant positive effect on Burnout in employees, this means that if the workload felt by employees is excessive, the level of employee fatigue at work will increase. Workload has a significant positive effect on Cyberloafing in employees, that if the employee's Workload is high, then employees tend to engage in cyberloafing behavior at work. Workload has a significant positive effect on Work Stress in employees, that if the employee's workload in the company is high, the employee's work stress increases. Burnout has a significant positive effect on Cyberloafing in employees, this means that if the level of employee fatigue in the company is high, then employees will engage in cyberloafing behavior.

Work Stress has a significant positive effect on Burnout in employees, that if the employee's work stress is high, the employee will feel high burnout. Work Stress has a significant positive effect on Cyberloafing in employees, this means that if employees experience high work stress, then employee cyberloafing behavior is high.

Job insecurity moderates the predictor effect of burnout on Cyberloafing in employees, Job insecurity pseudo-moderates the effect of Workload on burnout in employees, Work Stress is unable to mediate the effect of Workload on cyberloafing in employees, Burnout is able to partially mediate the effect of Workload on cyberloafing.. An interesting finding from this research is that work stress does not have a significant impact on cyberloafing behavior, meaning that if employees experience excessive work stress, they will be more tired at work. Fatigue has a significant level of cyberloafing, by experiencing an extraordinary level of fatigue, they are easily distracted by internet playing activities that are far from their initial work goals.

### Limitations

This research focuses on employees who do not have subordinates, so the sample is very limited, and working in an industry is full of enormous pressure, both from superiors and from customers. However, further research may require the use of larger samples and the use of more comprehensive multidimensional scales.

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