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The Effect of Workload and Work Stress on Employee Performance with Cyberloafing as a Mediating Variable (Study on Employees of Bank Mega Syariah KCP Kebon Jeruk)

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ABSTRACT

This study aims to test and analyze The Influence Of Workload And Work Stress On Employee Performance With Cyberloafing Behavior As Variable A Mediation. The population in this study is Bank Mega Syariah KCP Kebon Jeruk employees, the population of this study is 95 employees. The sample drawing method used in this study is Nonprobability Sampling and is a type of causal relationship associative research. The sample size was determined using the saturated sample technique, which is to take the entire population. This research is a quantitative research with a data collection method using the questionnaire distribution method, with the research instrument being a questionnaire using the Ordinal scale as a questionnaire research tool. The data analysis method in this study uses multiple linear regression processed with the SmartPLS 3.0 application and Spss 23.

Keywords: Work Stress; Turnover Intention; Coping Stress; Organizational Citizenship Behavior.

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INTRODUCTION

Employee performance plays a vital role in organizational success and is influenced by workload and work stress. High workload often leads to stress, reducing productivity. Cyberloafing using the internet for personal reasons during work can be a response to such pressure.

A pre-survey of 30 employees at Bank Mega Syariah KCP Kebon Jeruk revealed that workload and stress are linked to cyberloafing, which may mediate their impact on performance. This study aims to examine the relationships among workload, stress, and performance, with cyberloafing as a mediating factor. The findings are expected to support HR strategies to boost employee productivity.

LITERATURE REVIEW

SDGS

Goal 3 of the SDGs (healthy lives and well-being) has a target by 2030 to reduce by one-third premature mortality from non-communicable diseases, through prevention and treatment, and improve mental health and well-being. Strong health systems can also provide support against the social and economic impacts of disease outbreaks and other health emergencies. Better health, in turn, will advance the other goals. (Goal 3: Healthy and prosperous lives, 2024).

Organisational Behaviour

According to (Robbins, S. P., & Coulter, M. 2021) Organisational behaviour focuses on how individuals behave in the work environment, how groups interact, and how organisational structure and culture influence that behaviour. the main aspects of organisational behaviour include motivation, leadership, communication, power, organisational politics, organisational culture, and organisational change and development. This study aims to improve organisational effectiveness by understanding the factors that influence the behaviour of individuals and groups within them.

Employee Performance

According to (Robbins & Judge, 2015) employee performance is the degree to which an individual fulfils the tasks and responsibilities assigned to him in an organisation. Robbins emphasises that performance is influenced by ability, motivation, and work environment.

Cyberloafing

Non-work-related internet use can help employees temporarily escape the demands of work helping them conserve their limited resources is the definition of Cyberloafing (Peng et al., 2023).

Workload

According to (Suradi & Syarifuddin, 2023) Workload is defined as a set or number of activities that must be completed by an organisational unit within a certain period of time. This workload includes various tasks that must be done by individuals and groups in an organisation. Each job has a different level of complexity, so it requires proper management so that employees can work optimally without experiencing fatigue or decreased productivity.

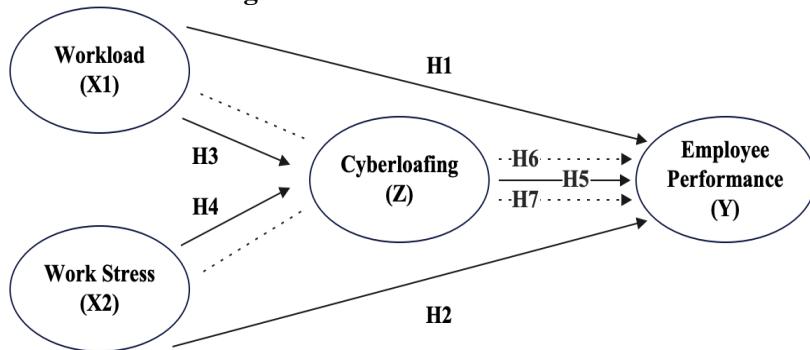
Work Stress

According to Mukhtar (2021), stress is the body's response that arises when a person faces conditions of pressure, threat, or a change that comes from within himself or from outside himself. Based on some of the opinions of the figures above, the author can formulate the understanding of work stress is an emotional condition that can affect a person's mindset and physique caused by pressure or demands.

Hypothesis and Conceptual Framework

Based on the description below, a conceptual framework is formed as follows:

Figure 1. Research Framework



Hypothesis Development

a. The effect of Work Load on Employee Performance

In research conducted by M. Iqbal et al (2023) concluded that workload has a significant effect on employee performance. This is supported by Chairunnisa's research, T. L. T. (2021) workload has a positive and significant effect on employee performance. according to Trianika, A. R., et al (2024) explained that employee performance is positively influenced by work stress, workload and work experience.

H1 : Workload has a positive effect on employee performance

b. The effect of Work Stress On Employee Performance

In research conducted by Buulolo, F (2021) concluded that work stress has a positive and significant effect on employee work performance. This is supported by Nasrul, R.N et al (2023) Work stress has a positive and significant effect on employee performance. The same results are also shown in research conducted by Rahman, M. A. (2023) The results of the study state that work conflict, work stress, and work environment affect employee performance.

H2: Work stress has a positive and significant effect on employee performance

c. The effect of Work Load On Cyberloafing

In research conducted by Husna (2022) concluded that workload has a significant positive effect on cyberloafing. This is supported by Howay's research (2024) Workload statistically has a positive and significant effect on cyberloafing behaviour. The same thing is also shown in the research of Syaharani and Kuntadi (2023) work load affects Cyberloafing Behaviour.

H3 : There is a positive influence of Workload on Cyberloafing

d. The effect of Work Stress on Cyberloafing

In research conducted by Rahmaditha, A. et al (2024). work stress affects cyberloafing behaviour. This is supported by Kartinah, K., et al (2024) research work stress has a positive and significant effect on Cyberloafing. And in the research of Syaharani and Kuntadi (2023) work stress affects Cyberloafing Behaviour.

H4: Work stress affects cyberloafing behaviour.

e. The effect of Cyberloafing on Employee Performance

In research conducted by Syed Sumera, et al (2020) cyberloafing has a significant impact on employee work performance. This is supported by research by Al Utsmani and Sukarno, G (2022) cyberloafing has a significant and positive effect on employee performance. And

in the research of Andardinata, A, et al (2024) Cyberloafing behaviour and organizational commitment have a positive and significant effect on employee performance.

H5 : Cyberloafing has a positive effect on employee performance.

f. The effect of cyberloafing mediates the relationship between workload on employee performance

In research supported by research by M. Iqbal et al (2023) there is a mediating effect of cyberloafing on the relationship between workload and employee performance. According to Ovika, M. N. (2024) Cyberloafing is able to mediate the relationship between workload and employee performance by having significant results.

H6 : There is a positive effect of cyberloafing mediating the relationship between workload and employee performance.

g. The effect of cyberloafing mediates the relationship between work stress and employee performance.

In research conducted by M. Iqbal et al (2023) cyberloafing mediates the relationship between work stress and employee performance. supported by research by Farhat (2022) cyberloafing variables mediate the relationship between work stress and employee performance.

H7 : There is a positive effect of cyberloafing mediating the relationship between work stress and employee performance.

METHOD

Research Time

This research was conducted in stages during the research period. It starts with research preparation, obtaining permission for the research object, distributing pre-survey questionnaires, requesting secondary data, distributing research questionnaires, processing data, and finally writing and compiling research reports. In this process, it takes research time from April 2024 to July 2024.

Research Design

This research design is quantitative research. Quantitative is data expressed in numerical form and is usually obtained through questions that have been compiled. The research design used is causal research, which is research that tests causal relationships. (Sekaran and Bougie, 2019)

Research Population

Population According to (Sekaran and Bougie, 2019), Population refers to the entire group of people, events, or things of interest to be investigated. To the entire group of people, events, or things of interest that the researcher wants to investigate. Population is an interesting group of people, events, or things that researchers want to conclude (based on sample statistics). So the population in this study were all employees of Bank Mega Syariah KCP Kebon Jeruk, totalling 95 permanent employees.

Data Analysis Method

The data analysis method used in this research is Component or Variance Based Structural Equation Model where the data processing uses the Partial Least Square (Smart- PLS) version 3.2.8 PLS programme. PLS (Partial Least Square) is an alternative model of covariance based

SEM. PLS is a method of solving structural equation modelling (SEM) which in this case (according to research objectives) is more appropriate than other SEM techniques. Ghazali (2014) states that PLS (Partial Least Square) is a powerful analytical method because it is not based on many assumptions, the data must be normally distributed, and the sample does not have to be large.

RESULT AND DISCUSSION

Results

The Employee Performance variable has an R-Square value of 0.674, which means it has a large influence that can be explained by workload, work stress and cyberloafing by 67.4%. Then the Cyberloafing variable has an R-square value of 0.765, which means that Cyberloafing is stated to be included in the high criteria and can be explained by Workload and Workstress by 76.5%. While the rest is explained by other variables not examined in this study.

a. Convergent Validity Testing Results

The results of the modified convergent validity test in Figure 4.2 and Table 4.8 can be seen that all indicators have fulfilled convergent validity because they have a loading factor value above 0.70.

b. Discriminant Validity Test Results

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 ≥ 0.70 . This means that all latent variables are said to be reliable.

c. Result of R-square

The results of the study explain that the model on the Employee Performance variable has an R-square value of 0.674, which means that it has a large influence that can be explained by workload, work stress and cyberloafing by 67.4%. Then the Cyberloafing variable has an R-square value of 0.765, which means that Cyberloafing is stated to be included in the high criteria and can be explained by Workload and Workstress by 76.5%. While the rest is explained by other variables not examined in this study.

d. Goodness of Fit Model Testing Results

From the processing results in this study, it is explained that the above calculations show the Q Square value on Employee Performance of 0.426 and Cyberloafing of 0.236, which is greater than 0, which indicates that this research model has Predictive relevance.

e. Hypothesis Testing Results (Path Coefficient Estimation)

Direct Relationship Hypothesis Testing Results

Variable	Original Sample	tvalue	Pvalue	Description
Cyberloafing (Z)	->	0,665	3,174	0,002
Employee Performance				Valid
Workload (X1)	->	0,379	4,121	0,000
Cyberloafing (Z)				Valid

Workload (X1)	->	0,175	1,309	0,191	Not Valid
Employee Performance					
Workstress (X2)	->	0,557	5,776	0,000	Valid
Cyberloafing (Z)					
Workstress (X2)	->	0,617	4,181	0,000	Valid
Employee Performance					

Source: Data Processing PLS 3.0 (2025)

The significance value in this hypothesis can be obtained with the bootstrapping procedure. To find out 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). Hypothesis testing of direct relationships there are two variables that are not significant with a Pvalue that passes the 0.05 number, namely the Workload variable on Employee Performance with a value of 0.191 which indicates an insignificant relationship.

f. Mediation Relationship Test Results

Hypothesis Test Results of Mediation Relationship

Variable	Original Sample	T_value	P_values	Description	Mediation
WORKLOAD (X1) -> CYBERLOAFING (Z) -> EMPLOYEE PERFORMANCE (Y)	0,252	2,216	0,027	Valid	Partial
WORKSTRESS (X2) -> CYBERLOAFING (Z) -> EMPLOYEE PERFORMANCE (Y)	0,370	2,680	0,008	Valid	Full

Source: Data Processing PLS 3.0 (2025)

The results of hypothesis testing show that the mediation relationship can be seen that the cyberloafing variable mediates the variable relationship between variables X to Y which shows significant results.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of testing and data analysis and discussion that has been done before, the research conclusions are as follows:

1. From the results of the research hypothesis test, there is a positive and insignificant influence between the Workload variable on employee performance. It can be concluded that increasing workload does not always have a direct impact on improving employee performance.
2. From the results of the research hypothesis test, there is a positive and significant influence between the Work stress variable on employee performance. It can be concluded that the higher the work stress experienced by employees, the more their performance increases.

This shows that work stress within a certain limit can be a trigger factor that encourages employees to work more optimally.

3. From the results of the research hypothesis test, there is a positive and significant influence between workload variables on cyberloafing. It can be concluded that the higher the workload received by employees, the higher their tendency to cyberloafing. This shows that an increase in workload can encourage employees to seek escape or a short break by accessing the internet for personal purposes during working hours.
4. From the results of the research hypothesis test, there is a positive and significant influence between work stress variables on cyberloafing. It can be concluded that the higher the level of work stress experienced by employees, the more likely they are to engage in cyberloafing. This shows that employees tend to use non-work online activities as a coping mechanism or escape from the work pressure they face. Individuals who experience excessive pressure will look for ways to reduce tension, one of which is by diverting attention to other activities such as cyberloafing.
5. From the results of the research hypothesis test, there is a positive and insignificant influence between the Cyberloafing variable on employee performance. It can be concluded that using the internet for personal interests during working hours can help employees manage stress increase creativity and also maintain work-life balance. Thus cyberloafing can be a recovery mechanism that contributes to increased productivity..
6. From the results of the research hypothesis test, there is a positive and significant influence between workload variables on employee performance mediated through cyberloafing. It can be concluded that companies can take advantage of cyberloafing or controlled use of personal internet as a form of short break that helps employees manage stress due to workload while still ensuring limits so as not to interfere with the main work.
7. From the results of the research hypothesis test, there is a positive and significant influence between Work stress variables on employee performance mediated through Cyberloafing. It can be concluded that when employees experience work stress they use cyberloafing or personal internet use as a mechanism to reduce pressure which can increase the contribution to improving employee performance.

Advice

1. Suggestions for further research, where the results show that the variables studied do not fully affect employee performance. This can be seen from the R-square value of 60% and the variable contribution to employee performance of 0.67 which indicates that there are still other variables that have not been studied. Therefore, it is recommended for future research to explore other variables that have the potential to influence employee performance, such as burnout, motivation, and work commitment, in order to obtain a more comprehensive picture of the variables that contribute to overall employee performance.
2. Suggestions for future researchers can make or link workload to work stress and then mediate between workload, work stress and cyberloafing. For example workload to work stress, work stress to cyberloafing.

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