

The Effect of Workload and Work Environment on Cyberloafing Behavior, with Work Stress as an Intervening Variable

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ABSTRACT

The purpose of this study is to examine how workload and workplace conditions affect cyberloafing among R&D Department employees at PT Kalbe Farma Tbk, considering job stress as a mediating variable. The high job expectations and work pressures in the R&D environment make this research important since they may lead to increased job stress and cyberloafing actions, both of which can have a negative effect on worker efficiency. The methodology of purposeful sampling was used for identifying 150 employees of PT Kalbe Farma Tbk's R&D Department for the study, which used a quantitative methodology and survey method. The method of Structural Equation Modeling-Partial Least Squares was used to examine the data (SEM-PLS). The research results show that employment stress and cyberloafing are significantly and positively affected by workload and work environment. Furthermore, cyberloafing is positively and significantly impacted by job stress, which has also been shown to mediate the association between workload and cyberloafing as well as between work environment and cyberloafing. The findings presented show that decreasing a cyberloafing behavior and enhancing worker effectiveness in the R&D setting requires productive control of workloads, the development of a supportive work environment, and proper job related stress reduction.

INTRODUCTION

The development of information technology and the internet has transformed the way organizations conduct business activities, including supporting communication, accessing information, and completing work more quickly and efficiently. On the other hand, easy internet access has also created new challenges in the form of cyberloafing, which is the use of company internet facilities by employees for personal purposes during work hours. Activities such as browsing social media, shopping online, reading news, sending private messages, and playing games can reduce focus on work, lower productivity, and hinder the achievement of organizational goals. A significant amount of research has found that cyberloafing has a greater negative influence on work effectiveness and organizational performance, despite the fact that certain studies have shown that cyberloafing at a specific intensity can assist relieve monotony and produce creative concepts. Therefore, a result, cyberloafing is an unproductive work practice that businesses need to take seriously.

Stress at the workplace is one of the many psychological and societal factors that are closely linked to the development of cyberloafing effects. Stress in the workplace is a condition that affects an employee's physical, emotional, and psychological well-being when they are under pressure to perform tasks that are beyond their capacity or resources. Internet browsing is a coping strategy or short-term break from work routines used by employees who are under a lot of stress. As shown by a range of previously conducted research, employees are more likely to use the internet for business-related purposes during the hours of employment if they are under a lot of stress at work. This situation shows that reducing cyberloafing behavior in organizational settings requires effective job stress management.

The research conducted environment and workload are two major elements that affect job stress. A high workload can cause psychological stress in employees, which can result in exhaustion and poor focus. This can be caused by a big number of tasks, complex work, or a short amount of time to finish them. On the opposite hand, a cozy, secure workplace that is bolstered by positive interpersonal connections might assist workers in better handling work-related stress. Previous research has also demonstrated that a favorable workplace can boost psychological well-being, work-life balance, and work engagement, which lowers stress levels at work and the risk of cyberloafing. Employee work behavior is therefore influenced by a number of interrelated elements, including workload, work environment, and job relate stress.

This study was carried out at the Research and Development (R&D) Department of PT Kalbe Farma Tbk, one of Indonesia's biggest pharmaceutical companies, which has high standards for product development speed, accuracy, and creativity. Employees in the R&D department must be highly focused, finish a variety of research projects on schedule, and provide ideas of the highest caliber. Compared to other work units, these circumstances make employees more vulnerable to workplace stress. Therefore, in order to promote greater productivity and organizational performance, it is essential to comprehend the factors that drive cyberloafing behavior in the R&D work environment.

LITERATURE REVIEW

Workload

The inconsistency between job requirements and worker capabilities is known as workload. As defined by Munandar, workload is a working condition that outlines the tasks that need to be finished in a specific amount of time. There are six indicators to take into account: temporal demands, which include the amount of time-related pressure required to finish a task; mental demands, which include the amount of mental and perceptual activity required for seeing, remembering, and searching; and physical demands, which refer to the amount of physical activity required to complete a task (Pangestuari et al., 2023).

Work Environment

A comfortable workplace is necessary for enhance employee performance, according to Soetjipto (2008). A productive workplace is one where people make substantial contributions to the company's advancement, both directly and indirectly. The physical, social, and psychological conditions in which workers carry out their tasks and obligations constitute the work environment, according to Soetjipto. Facilities, corporate culture, and employee relationships are all part of this environment.

Work Stress

In accordance with Pangestuari et al. (2023), job stress is a physical and psychological condition brought on by external constraints, such as a lack of resources to satisfy personal requirements or demands. Stressors are things that lead to stress. In essence, stress is a reaction that workers have when they are unhappy at work. An severe emotional experience, such as emotions of worry, lack of excitement, anger, irritation, monotony, exhaustion, and lack of enthusiasm, is sometimes described as stress.

Cyberloafing

Cyberloafing, as the name implies, is the practice of employees using the internet for non-work-related purposes, such as browsing social media (Facebook, Instagram, Twitter), reading news, sending and receiving private emails, playing online games, buying online, and more. Employee productivity may be negatively impacted by cyberloafing behavior. There are two stages to cyberloafing. Using email or browsing entertainment websites are examples of minor cyberloafing. According to Pangestuari et al. (2023), serious cyberloafing is a form of cyberloafing in which employees use the internet in a number of risky ways that are against corporate policies and may be criminal.

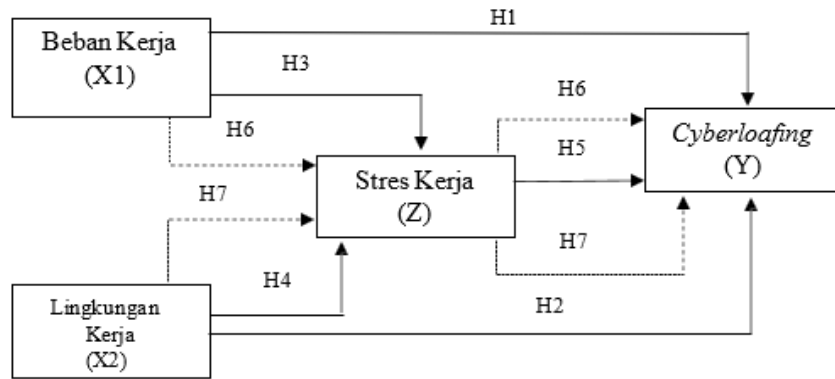


Figure 1. Research Framework

Research Hypothesis:

H1: Workload has a positive effect on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk.

H2: The work environment has a positive influence on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk.

H3: Workload has a positive effect on work stress among employees of the R&D Department of PT Kalbe Farma Tbk.

H4: The work environment has a positive effect on work stress among employees of the R&D Department of PT Kalbe Farma Tbk.

H5: Work stress has a positive effect on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk.

H6: Job stress mediates the influence of workload on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk.

H7: Job stress mediates the influence of the work environment on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk.

METHODOLOGY

This study examines the causative association between workload, work environment, work stress, and cyberloafing behavior among employees of PT Kalbe Farma Tbk's R&D Department using a quantitative technique and explanatory research (causal research). A questionnaire instrument created based on each study variable's indicators was used to gather research data, which was then statistically evaluated to yield quantifiable and objective results. In this study, cyberloafing is the dependent variable, workload and work environment are the independent factors, and work stress serves as a mediating variable to explain the mechanism of the relationship between the independent and dependent variables.

The study population included all employees of the R&D Department of PT Kalbe Farma Tbk. Sampling was conducted using a non-probability sampling technique with a purposive sampling approach, so that only respondents who met certain criteria were included in the study, such as being a permanent employee and having a minimum work period of one year. The number of samples was determined based on the guidelines of Hair et al. by considering the number of indicators and research variables, so that a minimum requirement of 140 respondents was obtained. To anticipate incomplete or invalid data, the

researcher distributed questionnaires to 150 respondents. All data used were primary data obtained directly through distributing questionnaires to respondents.

Structural Equation Modeling–Partial Least Squares (SEM-PLS) was used for data analysis because it can assess the link between latent variables concurrently, including direct and indirect influences through mediating factors. Descriptive analysis consisting of respondent characteristics and research variables, outer model testing using convergent validity, discriminant validity, composite reliability, and collinearity tests, and inner model testing using Variance Inflation Factor (VIF) values, coefficient of determination (R-Square), and path coefficient tests to test the research hypotheses comprise the stages of analysis. This method was selected in order to conduct a thorough analysis and generate highly valid results regarding the relationship between workload, work environment, job stress, and cyberloafing.

RESEARCH RESULT

Convergent Validity Test

Table 1. Convergent Validity Test Results

Variable Indicator	Outer Loadings	AVE	Results
WL1 <- WL	0.847	0.736	Valid
WL2 <- WL	0.836		Valid
WL3 <- WL	0.890		Valid
WL4 <- WL	0.872		Valid
WL5 <- WL	0.821		Valid
WL6 <- WL	0.809		Valid
WE1 <- WE	0.786	0.684	Valid
WE2 <- WE	0.832		Valid
WE3 <- WE	0.862		Valid
WE4 <- WE	0.845		Valid
WE5 <- WE	0.818		Valid
WE6 <- WE	0.801		Valid
JS1 <- JS	0.785	0.722	Valid
JS2 <- JS	0.871		Valid
JS3 <- JS	0.889		Valid
JS4 <- JS	0.852		Valid
JS5 <- JS	0.834		Valid
JS6 <- JS	0.821		Valid
JS7 <- JS	0.808		Valid
JS8 <- JS	0.776		Valid
CL1 <- CL	0.826	0.638	Valid
CL2 <- CL	0.799		Valid
CL3 <- CL	0.770		Valid
CL4 <- CL	0.812		Valid
CL5 <- CL	0.784		Valid
CL6 <- CL	0.807		Valid

Source: Processed primary data, 2026.

Based on the table above, all indicators for each variable have outer loading values above 0.70, indicating that each indicator adequately reflects the latent construct. The Average Variance Extracted (AVE) values for all variables are also above 0.50, with values of 0.736 for workload, 0.684 for work environment, 0.722 for job stress, and 0.638 for cyberloafing. This indicates that the constructs in this study meet convergent validity criteria, enabling the variables to adequately explain the variance of their indicators.

Discriminant Validity Test

Table 2. Discriminant Validity Test Results (Fornell Larcker)

Variables	WL	WE	JS	CL
WL (Workload)	0.858			
WE (Work Environment)	0.421	0.827		
JS (Job Stress)	0.673	0.498	0.850	
CL (Cyberloafing)	0.582	0.446	0.689	0.799

Source: Processed primary data, 2026.

Based on Table 2, the results of the discriminant validity test using the Fornell-Larcker criteria, all variables in this study are declared to meet discriminant validity, because the square root of the AVE value for each construct is greater than the correlation value between other constructs. This can be seen from the diagonal values such as workload (0.858), work environment (0.827), work stress (0.850), and cyberloafing (0.799) which are higher than the correlation between variables. In addition, the correlation pattern also shows a logical relationship, where workload has a fairly strong relationship with work stress (0.673), and work stress has the strongest relationship with cyberloafing (0.689), which indicates a mediating role in the research model. Thus, it can be concluded that each variable is able to measure its construct specifically without overlapping, so that the research model is worthy of proceeding to the structural analysis stage.

Table 3. Results of Discriminant Validity Test (Cross Loading)

Indicator	WL	WE	JS	CL
WL1	0.847	0.412	0.598	0.521
WL2	0.836	0.398	0.573	0.487
WL3	0.890	0.435	0.612	0.534
WL4	0.872	0.421	0.601	0.509
WL5	0.821	0.389	0.565	0.472
WL6	0.809	0.377	0.548	0.461
WE1	0.398	0.786	0.472	0.421
WE2	0.421	0.832	0.495	0.438
WE3	0.447	0.862	0.518	0.452
WE4	0.433	0.845	0.502	0.441
WE5	0.402	0.818	0.486	0.429
WE6	0.389	0.801	0.471	0.417
JS1	0.566	0.471	0.785	0.612
JS2	0.602	0.498	0.871	0.658
JS3	0.615	0.512	0.889	0.671
JS4	0.593	0.489	0.852	0.649

JS5	0.578	0.473	0.834	0.636
JS6	0.561	0.462	0.821	0.624
JS7	0.548	0.455	0.808	0.611
JS8	0.521	0.438	0.776	0.589
CL1	0.532	0.421	0.662	0.826
CL2	0.487	0.398	0.621	0.799
CL3	0.461	0.377	0.598	0.770
CL4	0.509	0.441	0.643	0.812
CL5	0.472	0.429	0.617	0.784
CL6	0.495	0.417	0.635	0.807

Source: Processed primary data, 2026

Based on Table 3, the results of the discriminant validity test using the cross-loading method, all indicators in each variable show the highest loading value on the measured construct compared to other constructs. This is seen in the workload indicator (WL1-WL6) which has the highest loading value on the WL variable, the work environment indicator (WE1-WE6) which is dominant on the WE variable, the work stress indicator (JS1-JS8) which is highest on the JS variable, and the cyberloafing indicator (CL1-CL6) which is highest on the CL variable. Although there is a correlation between constructs, such as between workload and work stress or work stress and cyberloafing, the value is still lower than the main loading on each variable. Thus, it can be concluded that all indicators are able to clearly differentiate their constructs and there is no overlap between variables, so that the research model has met the discriminant validity criteria and is suitable to proceed to the structural analysis stage.

Reliability Test (Composite Reliability)

Table 4. Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
WL (Workload)	0.879	0.887	0.917	0.736
WE (Work Environment)	0.852	0.861	0.901	0.684
JS (Job Stress)	0.913	0.918	0.934	0.722
CL (Cyberloafing)	0.821	0.829	0.874	0.638

Source: Processed primary data, 2026

Based on the table above, all variables in this study have met the criteria for good reliability. The Cronbach's Alpha value for each variable is above 0.70, indicating that the indicators in each construct have high internal consistency. Furthermore, the Composite Reliability values for both rho_a and rho_c are also above 0.70, indicating that the constructs used have a very good level of reliability in measuring latent variables. The Average Variance Extracted (AVE) value for all variables has also exceeded the minimum limit of 0.50, indicating that the variables are able to explain more than half of the variance in their indicators.

Collinearity Test (VIF Outer Model)

Table 5. Outer Model VIF Test Results

Research Variable Indicators	VIF
WL1	2,184
WL2	2,063
WL3	2,412
WL4	2,276
WL5	1,958
WL6	1,876
WE1	1,742
WE2	1,863
WE3	1,954
WE4	1,889
WE5	1,768
WE6	1,721
JS1	2.115
JS2	2,346
JS3	2,487
JS4	2,298
JS5	2,173
JS6	2,064
JS7	1,956
JS8	1,842
CL1	1,834
CL2	1,721
CL3	1,658
CL4	1,792
CL5	1,689
CL6	1,756

Source: Processed primary data, 2026

Based on the collinearity test results table on the outer model, all indicators in this study have Variance Inflation Factor (VIF) values below 5, with most of them even below 3, indicating no symptoms of multicollinearity between indicators. This indicates that each indicator is able to explain the latent construct independently without excessive correlation with other indicators in one variable. Thus, it can be concluded that the measurement model in this study has met the collinearity assumption, so that the indicators used are declared feasible and can be continued to the inner model analysis stage to test the relationship between variables in the context of workload, work environment, work stress, and cyberloafing among employees of the R&D Department of PT Kalbe Farma Tbk.

Structural Model (Inner Model)

Collinearity Test (VIF Inner Model)

Table 6. Collinearity Test Results (VIF Inner Model)

Research Hypothesis	VIF
WL -> CL	1,628
WE -> CL	1,122
WL -> JS	1,000
WE -> JS	1,171
JS -> CL	1,122
WL -> SS -> CL	1,458
WE -> SS -> CL	1,301

Source: Processed Primary Data, 2026

Based on Table 4.16, the results of the collinearity test on the inner model show that all Variance Inflation Factor (VIF) values are below the critical limit of 5, and all are still below 3, so it can be concluded that the research model is free from multicollinearity problems. The highest VIF value is found in the relationship between Workload and Cyberloafing through Job Stress at 1.458, while the lowest value is found in the relationship between Workload and Job Stress at 1.000. These results indicate that the variables of Workload, Work Environment, and Job Stress in the study of cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk do not have excessive correlation between constructs, so that each variable is able to explain its influence independently on cyberloafing behavior. Thus, the structural model used in this study is considered feasible and meets the assumptions of the inner model test, so that the analysis of the influence of Workload, Work Environment, and Job Stress on cyberloafing behavior can be continued to the hypothesis testing stage.

Coefficient of Determination Test (R-Square)

Table 7. Results of the Coefficient of Determination (R-Square) Test

Variables	R-square	R-square adjusted
CL	0.109	0.103
JS	0.340	0.326

Source: Processed Primary Data, 2026

Based on Table 4.17, the results of the coefficient of determination (R-Square) test show that the Cyberloafing (CL) variable has an R-square value of 0.109 and an adjusted R-square of 0.103. This means that the Workload, Work Environment, and Job Stress variables are able to explain the Cyberloafing variable by 10.3%, while the remaining 89.7% is explained by other variables outside the research model. This value indicates that the model's ability to explain cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk is still relatively weak. Meanwhile, the Job Stress (JS) variable has an R-square value of 0.340 and an adjusted R-square of 0.326, which means that the Workload and Work Environment variables are able to explain Job Stress

by 32.6%, while the remaining 67.4% is influenced by other factors outside the research. Thus, the research model has a moderate ability to explain the Job Stress variable, but there are still other factors that influence the level of work stress and employee cyberloafing behavior.

Research Hypothesis Test (Path Coefficient)

Table 8. Hypothesis Test Results (Path Coefficient)

Research Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)
WL -> CL	0.155	0.148	0.090	1,713
WE -> CL	0.552	0.552	0.065	8,508
WL -> JS	0.330	0.337	0.092	3,588
WE -> JS	0.130	0.137	0.072	1,793
JS -> CL	0.172	0.175	0.076	2,247
WL -> SS -> CL	0.412	0.412	0.088	4,699
WE -> SS -> CL	0.064	0.067	0.031	2,065

Source: Processed Primary Data, 2026

Table 9. Summary of Hypothesis Test Results

Research Hypothesis	Information
H1: Workload → Cyberloafing	Accepted
H2: Work Environment → Cyberloafing	Accepted
H3: Workload → Job Stress	Accepted
H4: Work Environment → Job Stress	Accepted
H5: Job Stress → Cyberloafing	Accepted
H6: Workload → Job Stress → Cyberloafing	Accepted
H7: Work Environment → Job Stress → Cyberloafing	Accepted

Source: Processed Primary Data, 2026

DISCUSSION

The Effect of Workload on Cyberloafing

The results of the hypothesis testing indicate that Workload has a positive effect on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk with an original sample value of 0.155 and a t-statistics value of 1.713. This value is greater than the minimum limit of one-tailed testing of 1.645, so the hypothesis is declared accepted. These results indicate that the higher the workload received by employees, the tendency to engage in cyberloafing also increases. This condition occurs because high work demands can cause boredom, mental stress, and work fatigue so that employees seek temporary diversion through non-work internet activities during work hours.

The results of this study indicate that workload has a positive effect on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk. This condition indicates that the higher the work demands received by employees, the greater the tendency of employees to engage in non-work internet activities during work hours as a form of diversion from work pressure experienced. High work targets, tight deadlines, and pressure in completing

tasks can cause boredom and mental fatigue so that employees tend to seek temporary entertainment through social media, browsing, or other digital activities. The results of this study are in line with the research of Putri and Riana (2025) which stated that workload has a positive influence on cyberloafing behavior, where high work pressure can increase the tendency of individuals to engage in digital distractions as a form of release from work boredom.

Furthermore, the results of this study also support the research of Malindra and Yulinda (2025), which found that high workloads can lead to increased cyberloafing behavior in employees. This study explains that excessive work pressure can affect an individual's psychological state, causing employees to tend to use internet access for personal gain as a means of temporary relaxation. In the context of this study, employees in the R&D Department have high job demands and require concentration and precision in completing their work. Therefore, when work pressure increases, cyberloafing becomes a form of temporary diversion from the boredom and work pressure they feel.

The Influence of Work Environment on Cyberloafing

The results of the hypothesis testing indicate that the Work Environment has a positive and significant effect on cyberloafing behavior with an original sample value of 0.552 and a t-statistics value of 8.508. This value indicates that the hypothesis is accepted because it has exceeded the significance limit of 1.645. These results indicate that less conducive work environment conditions can increase employee cyberloafing behavior. A stressful, uncomfortable work environment with minimal social support causes employees to tend to carry out personal activities on the internet as a form of reducing boredom and work pressure. This variable is also the variable with the strongest direct influence on cyberloafing in the research model.

The results of this study indicate that the work environment has a positive and significant effect on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk. This indicates that less conducive work environment conditions, such as a stressful work atmosphere, less harmonious work relationships, and low social support in the workplace can increase the tendency of employees to engage in non-work internet activities during work hours. Employees tend to use the internet as a form of temporary diversion to reduce boredom and work pressure felt during work. The results of this study are in line with Tsai's (2023) research which states that an uncomfortable work environment can increase cyberloafing behavior because individuals tend to seek temporary escape from the pressures of the work environment through personal digital activities.

Furthermore, this study supports the findings of Kurniawati et al. (2022), who found that the work environment significantly influences employee cyberloafing behavior. The study explains that a work environment that does not support productivity, such as ineffective communication, high work pressure, and low work comfort, can trigger employees to engage in internet-based non-work activities. In the context of this study, the high work demands in the R&D Department cause employees to need a form of temporary relaxation when the

work environment is perceived as uncomfortable, making cyberloafing a form of coping with the work pressure they experience.

The Effect of Workload on Job Stress

The test results show that workload has a positive and significant effect on job stress, with an original sample value of 0.330 and a t-statistic value of 3.588. This value is greater than 1.645, so the hypothesis is accepted. This indicates that the higher the workload received by employees, the higher the level of job stress they experience. High job demands, tight work targets, and pressure to complete work cause psychological and emotional stress in employees.

The results of this study indicate that workload has a positive and significant effect on job stress among employees in the R&D Department of PT Kalbe Farma Tbk. This indicates that the higher the workload received by employees, the higher the level of job stress they experience. High job demands, tight work targets, and pressure to complete tasks cause employees to experience physical and psychological fatigue. These conditions can trigger emotional stress, decreased work concentration, and even feelings of boredom at work. The results of this study are in line with research by Novianti and Roz (2023) which stated that workload has a positive effect on job stress, where high job demands can increase employee psychological stress in the banking work environment.

Furthermore, the results of this study are also supported by research by Assidiqi and Suryosukmono (2023), who found that workload and job stress have a positive relationship with employee work behavior, including the emergence of cyberloafing. This study explains that high job demands cause individuals to experience work pressure, which impacts their emotional and psychological well-being. In the context of this study, employees in the R&D Department have job responsibilities that require high concentration and timely completion of targets. Therefore, as the workload increases, the level of work stress experienced by employees also increases.

The Influence of Work Environment on Job Stress

The test results show that the Work Environment has a positive effect on Job Stress with an original sample value of 0.130 and a t-statistic value of 1.793. Because this value is greater than 1.645, the hypothesis is accepted. These results indicate that uncomfortable and unsupportive work environment conditions can increase employee work stress levels. An uncondusive work environment, less harmonious work relationships, and high work pressure can affect employees' psychological conditions, thereby increasing work stress during work.

The results of this study indicate that the work environment has a positive effect on job stress among employees in the R&D Department of PT Kalbe Farma Tbk. This indicates that the less conducive the work environment perceived by employees, the higher the level of job stress they experience. An uncomfortable work environment, less harmonious work relationships, and high levels of work pressure can affect employees' psychological and emotional well-being while working. These conditions make employees more susceptible to mental fatigue, emotional stress, and decreased job satisfaction. The results of this study align

with the research of Runtuwarouw, Tewal, and Dotulong (2022), which states that the work environment has a positive and significant effect on employee job stress, where a less supportive work environment can increase psychological stress at work.

Furthermore, the results of this study are also supported by research by Chandra and Adriansyah (2017), which found that the work environment significantly influences employee job stress. This study explains that unfavorable work conditions, such as ineffective communication, inter-employee conflict, and an uncomfortable work environment, can trigger job stress in individuals. In the context of this study, R&D Department employees face high job demands and require concentration, so an unsupportive work environment can increase the psychological stress they experience while carrying out their work.

The Effect of Job Stress on Cyberloafing

The results of the hypothesis testing indicate that Job Stress has a positive and significant effect on cyberloafing behavior with an original sample value of 0.172 and a t-statistic value of 2.247. This value is greater than 1.645, so the hypothesis is accepted. This indicates that the higher the level of work stress experienced by employees, the higher the tendency to engage in cyberloafing. Cyberloafing behavior is carried out as a form of coping mechanism or temporary diversion to reduce the pressure and work boredom felt during work.

The results of this study indicate that work stress has a positive and significant effect on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk. This indicates that the higher the level of work stress experienced by employees, the higher the tendency of employees to engage in non-work internet activities during work hours. Work pressure, high work targets, and work boredom cause employees to seek temporary diversions through digital activities such as opening social media, watching videos, or browsing outside of work interests. This behavior is carried out as a form of coping mechanism to reduce psychological and emotional pressure felt during work. The results of this study are in line with the research of Herlianto (2012) which states that work stress has a positive influence on cyberloafing behavior, where individuals experiencing work pressure tend to engage in personal internet activities as a form of temporary escape from work stress.

Furthermore, the results of this study are also supported by research by Askew et al. (2014), which found that pressure and tension at work can increase cyberloafing behavior in employees. This study explains that when individuals experience high work stress, they tend to use the internet for non-work activities to reduce boredom and temporarily restore emotional conditions. In the context of this study, high work pressure in the R&D Department causes employees to need temporary distractions to reduce fatigue and psychological stress arising from high work demands. Thus, cyberloafing behavior is one form of individual adaptation to stressful work conditions.

The Role of Job Stress in Mediating the Effect of Workload on Cyberloafing

The results of the indirect effect test show that Job Stress is able to mediate the effect of Workload on cyberloafing behavior with an original sample value of

0.412 and a t-statistics value of 4.699. This value is greater than 1.645 so the hypothesis is accepted. These results indicate that high workload not only directly affects cyberloafing, but also increases work stress which then encourages the emergence of cyberloafing behavior. Thus, Job Stress is proven to play a role as a mediating variable in the relationship between Workload and Cyberloafing.

The results of this study indicate that work stress is able to mediate the influence of workload on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk. This indicates that the high workload received by employees not only directly increases cyberloafing behavior but also increases the level of work stress which then encourages the emergence of this behavior. High workload causes employees to experience psychological stress, emotional exhaustion, and work burnout so that individuals tend to seek temporary diversion through non-work internet activities during work hours. Thus, work stress is a psychological mechanism that explains the relationship between workload and cyberloafing behavior. The results of this study are in line with the research of Novianti and Roz (2023) which states that work stress is able to mediate the relationship between workload and cyberloafing behavior in the banking sector.

Furthermore, the findings of this study are supported by research by Koay, Soh, and Chew (2017), which found that high work pressure can increase an individual's work stress levels, ultimately leading to cyberloafing behavior in the workplace. This study explains that when individuals experience excessive workloads, they tend to engage in internet-based non-work activities as a form of coping with perceived work pressure. In the context of this study, the high work demands in the R&D Department make employees more susceptible to work stress, so cyberloafing behavior becomes a form of temporary relaxation to reduce emotional stress during work.

The Role of Job Stress in Mediating the Influence of Work Environment on Cyberloafing

The results of the indirect effect test indicate that Job Stress is able to mediate the influence of the Work Environment on cyberloafing behavior with an original sample value of 0.064 and a t-statistics value of 2.065. This value is greater than 1.645 so that the hypothesis is declared accepted. This indicates that a less conducive work environment can increase the level of employee work stress, which then has an impact on increasing cyberloafing behavior. Thus, Job Stress is proven to be a mediating variable that explains the relationship between the Work Environment and cyberloafing behavior in employees of the R&D Department of PT Kalbe Farma Tbk.

The results of this study indicate that work stress can mediate the influence of the work environment on cyberloafing behavior among employees of the R&D Department of PT Kalbe Farma Tbk. This indicates that a less conducive work environment not only directly influences cyberloafing behavior but also increases employees' work stress levels, which then encourages the emergence of such behavior. A stressful, uncomfortable work environment,

minimal social support, and less harmonious work relationships can cause employees to experience psychological and emotional stress during work. These conditions make employees tend to seek temporary diversions through non-work internet activities as a form of coping with the work pressure they experience. The results of this study are in line with research by Koay (2018) which states that unsupportive work environment conditions can increase work stress, which then has an impact on increasing cyberloafing behavior in the workplace.

Furthermore, the findings of this study are supported by research by Askew et al. (2014), which found that organizational stress is associated with increased employee cyberloafing. This study explains that when individuals feel uncomfortable with their work environment and experience psychological stress, they tend to engage in personal internet activities to reduce perceived work stress and boredom. In the context of this study, the high work demands in the R&D Department lead employees to require temporary relaxation when the work environment is perceived as less conducive, leading to cyberloafing as a temporary escape from the work pressures they experience.

CONCLUSION AND RECOMMENDATIONS

Based on the results of the SEM-PLS analysis of 150 employees of the R&D Department of PT Kalbe Farma Tbk, this study shows that workload and work environment have a positive and significant effect on cyberloafing behavior. The higher the job demands and stressful work environment conditions, the greater the tendency of employees to engage in cyberloafing activities as a form of diversion from work. In addition, workload and work environment have also been shown to increase work stress, indicating that these two factors are the main sources of stress experienced by employees in research-based work environments.

This study also demonstrated that work stress has a positive and significant effect on cyberloafing. Employees experiencing higher levels of stress tend to use the internet for personal gain during work hours as a coping mechanism against work pressure. Furthermore, work stress has been shown to mediate the influence of workload and work environment on cyberloafing behavior, suggesting that increased cyberloafing is not only directly influenced by workload and work environment, but also through increased work stress experienced by employees. These findings confirm that stress management is a crucial factor in reducing cyberloafing behavior while maintaining employee productivity, particularly in the R&D Department of PT Kalbe Farma Tbk.

Based on the research results, companies are advised to manage workloads more proportionally, adjust task distribution to employee capacity, and avoid excessive work pressure to prevent increased stress levels and cyberloafing. Furthermore, companies need to continue to create a comfortable, conducive work environment that supports employee psychological well-being by improving the quality of work facilities, improving communication between superiors and subordinates, and strengthening cooperation between employees. Stress management efforts, such as counseling programs, stress management

training, and improving work-life balance, also need to be implemented to help employees cope with work demands more effectively.

ADVANCED RESEARCH

1. For a more thorough research model, future researchers are advised to include additional variables that may affect cyberloafing, such as job satisfaction, burnout, organizational commitment, work engagement, self-control, or organizational culture.
2. For easier comparisons and a higher degree of generality, it is advised that future researchers extend the research object to other departments or various businesses.
3. For a more thorough understanding of the elements that promote the establishment of work stress and cyberloafing behavior in the workplace, future researchers are advised to employ mixed methods research or incorporate in-depth interview approaches.

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