RETURN
Study Of Management,
Economic and Business

The Effect of Workload on Cyberloafing with Burnout As A Mediating Variable in Employees of PT. XYZ

Trimega Mimika Onibala, I Gusti Made Suwandana
Universitas Udayana, Indonesia
Email: trimegaonibala211@gmail.com, gungdesuwanda@unud.ac.id

Abstract

The internet and social media are now an essential part of life, with employees considering the internet as a primary need, aided by companies providing Wi-Fi facilities and internet-connected electronics to support work. This study aims to analyze the influence of workload on cyberloafing, with burnout as a mediating variable in employees. Cyberloafing is a behavior that uses electronic devices during work hours for activities that are not related to work. High work pressure in the company can cause employees to feel burnout, which is emotional exhaustion due to individuals facing heavy workloads. The study is based on the Social Exchange Theory, which explains that the reciprocal relationship between individuals and organizations can influence work behavior. A high workload has the potential to trigger burnout, which is a state of emotional exhaustion due to individuals facing high work pressure, and can ultimately encourage cyberloafing as a stress diversion mechanism. The approach used is a quantitative approach with a survey method through a questionnaire distributed to all employees. Data analysis was carried out using the Path Analysis technique with the help of SPSS. The results show that workload has a significant positive effect on burnout, which in turn has a significant positive effect on cyberloafing, and burnout acts as a significant mediating variable between workload and cyberloafing, so that workload is not only directly but also indirectly affected through burnout. The implications of this study are the importance of paying attention to employee workload and trying to reduce burnout factors, as well as implementing clear internet usage policies and providing training on internet use ethics and time management. This is expected to contribute to the development of management science, especially in the field of human resource management and organizational behavior.

Keywords: Workload, Burnout, Cyberloafing

INTRODUCTION

The internet and social media have now become an essential part of daily life. Since the covid-19 pandemic, many people, including college students, employees, the general public, students and private employees, consider the internet to be a primary need (Juniar et al. 2024) In the era of globalization, rapid technological advances have a major impact on people's lives. People need the internet today to speed up and facilitate communication when sending or receiving information from various locations. The internet is easily accessible to anyone and anywhere, including in the workplace, helping companies achieve their goals by saving costs, labor and time. Almost all companies now provide Wi-Fi facilities or internet-connected computers to support employees to complete their tasks (Syaharani et al. 2023).

The 2024 survey by the Indonesian Internet Operators Association (APJII) states that internet users in Indonesia will reach 221 million out of a total population of 278

million people in the 2023 period with Indonesia's penetration touching 79.5 percent. The previous period showed an increase in internet penetration by 1.4 percent compared to 2023. Indonesia's internet penetration was recorded at 64.8 percent in 2018 and increased sequentially to 73.7 percent in 2020, 77.01 percent in 2022, and 78.19 percent in 2023. According to the results of the 2022 National Socio-Economic Survey (Susenas) from the Central Statistics Agency (BPS), 66.48 percent of the Indonesian population has accessed the internet in 2022 and 62.10 percent in 2021. The high number of internet users in Indonesia is inseparable from the rapid development of mobile phones. In 2022, 67.88 percent of the population in Indonesia already has a mobile phone. This figure increases when compared to the condition in 2021 which reached 65.87 percent. Then Gen X (born 1965-1980) as much as 18.98 percent, Post Gen Z (born less than 2023) as much as 9.17 percent, baby boomers (born 1946-1964) as much as 6.58 percent and pre-boomers (born 1945) as much as 0.24 percent. Forty-seven points six four percent of internet users in Indonesia are in the productive age group, namely 25-49 years old, which emphasizes the importance of the role of the internet in work. With the increasingly fierce competition between companies, companies must have the ability to survive that needs to be taken seriously. One way for companies to stay competitive is to manage human resources effectively (Sani and Suhana, 2022). Human resources are the main drivers of all company activities and play the role of thinkers, planners, and implementers in the company. Good human resource management is a very important aspect in an organization because of the vital role of human resources.

Hardiani's research (2021) states that emotional fatigue or boredom encourages a person to do certain activities to relieve the fatigue. Burnout can trigger cyberloafing, which is the behavior of using the office internet for personal purposes during work hours. If cyberloafing is not controlled, the impact can be detrimental to the performance of cyberloafing is not controlled, the impact can be detrimental to employee performance and affect the company's operational sustainability (Hardiani, 2021). Burnout occurs when a person experiences long-term exposure to work and employee-related mental stress, which is accompanied by symptoms of emotional, physical, and mental distress (Nodoushan et al. 2022). This condition makes a person lose direction and have difficulty meeting the demands of work.

The National Safety Council (NSC) states that burnout is caused by stress due to workload, boredom, pessimism, lack of concentration, and decreased job quality and satisfaction. Soelton et al. (2020) states that burnout occurs as a consequence of a person's failure to cope with long-term stressors that continue to occur at work. This condition has an impact on the decline in individual and organizational performance. Afrianty and Dewi (2022) stated that burnout in a person occurs due to a workload that is too large so that it drains their energy and ability to carry out their tasks. A high workload and imbalance with employees' skills and potential can be a major factor that triggers the appearance of burnout. This burnout condition not only has an impact on individual health, but also affects work productivity and behavior in the workplace. One of the counterproductive behaviors that can be triggered by burnout is cyberloafing (Sani and Suhana, 2022).

Research on cyberloaifng has become increasingly relevant due to technological advancements that allow the use of the internet for a variety of purposes without many physical limitations (Lim and Teo, 2022). Mahendra and Tefa (2022) stated that cyberloafing comes from the word cyber which means using computer or internet access while loafing means wasting time while working. The definition of cyberloafing from Mahendra and Tefa (2022) cyberloafing is an activity of using internet service access that

is intended for personal use while working. While these behaviors can provide employees with the opportunity to cope with boredom or burnout, in the long run cyberloafing has the potential to lower productivity and harm the company. In an employment context, employees who feel the rewards received are not commensurate with the effort put in may seek informal compensation through cyberloafing. Employees may choose a more personally satisfying alternative such as switching to in-person online activities during business hours if the exchange results are deemed inadequate. Cyberloafing can be considered a social compensation effort when an employee feels that his or her social or emotional needs are not being met in the work environment.

Anam, et al. (2024) reveals that workload has a positive and significant influence on cyberloafing. This means that the higher the workload given to employees, the greater the cyberloafing that is carried out. The study found that workload can influence a person to cyberloafing when one is experiencing an excessive workload, it can cause tension and be a reason for employees to experience workload due to excessive delegating tasks that are not in line with their abilities, coupled with limited time to complete work. Paramita and Suwandana (2022) stated that normal workload refers to a condition where employees have a balanced amount of work with their abilities so that they do not experience difficulties in completing tasks.

High work pressure leads to cyberloafing. The form of cyberloafing that often occurs is the misuse of an organization's internet facilities to play games, access Facebook, Tiktok, YouTube, shop online, and so on. Workload refers to the number of tasks assigned to a worker according to the type of work. The perception of workload arises when an employee receives a task that must be completed within a certain amount of time. The term also indicates the estimated number of tasks or activities that are related to human work and need to be completed within a certain period.

There are some positions that do have a heavier workload due to the demands of the target. Then realize that burnout can be a challenge, especially for teams with high work pressure. Cyberloafing may occur in some situations, especially when employees feel bored or lack focus. Cyberloafing can be considered a sign that there is an unmet need, such as an unbalanced workload.

Cyberloafing is a behavior that uses information communication technology resources that include the internet, mobile phones, or computers for personal activities, which can interfere with work concentration or work focus, as well as waste unproductive work time. The results of the initial interview with the Manager at PT. Xyz stated that employees have quite excessive mobile phone usage behavior due to technological developments that have an impact on human dependence on technology, so that all activities can be carried out on mobile and cause cyberloafing that is quite much done by employees without realizing it. Research gaps are found in different research results obtained by Rizky et al. (2024) which says that workload has a negative and significant influence on cyberloafing in employees. Research by Leovani and Yakuputri (2024) said that workload mostly has a negative and significant influence on the performance of employees who are moderated by cyberloafing.

The above phenomenon and the existence of a research gap from previous research require further research on the validity of results in measuring cyberloafing, so the author took the research topic of "The Effect of Workload on Cyberloafing with Burnout as a Mediation Variable" in employees of PT. Xyz.

This research aims to (1) analyze the effect of workload on employee cyberloafing, (2) examine the impact of workload on employee burnout, (3) assess the

influence of burnout on cyberloafing, and (4) investigate burnout's mediating role in the relationship between workload and cyberloafing. The study provides both theoretical and practical benefits: theoretically, it contributes to human resource management literature by exploring how workload and burnout influence cyberloafing; practically, it offers organizations insights to make strategic decisions in managing cyberloafing caused by workload and burnout.

RESEARCH METHODS

This study employed an associative approach to analyze the relationship between variables. A quantitative method was used, allowing variables to be measured numerically and analyzed statistically (Sugiyono, 2022:7). The research design outlined the procedures for selecting, collecting, and analyzing data using this quantitative approach. The research took place at the Office of PT. Xyz, located at Jl. Raya Uluwatu No. 26c, Jimbaran, Kec. This location was selected due to identified issues related to workload, cyberloafing, and burnout among employees. The objects of the research were cyberloafing (Y), workload (X), and burnout (Z) at PT. Xyz.

The study included dependent, independent, and mediator variables. The dependent variable was cyberloafing (Y), the independent variable was workload (X), and the mediator variable was burnout (Z). Cyberloafing (Y1) encompassed activities such as social media use (Y1.1), online shopping (Y1.2), playing games (Y1.3), watching videos (Y1.4), accessing personal-interest content (Y1.5), and sharing personal information online (Y1.6). Burnout (Z1) was measured through emotional exhaustion (Z1.1), depersonalization (Z1.2), and reduced personal achievement (Z1.3). Workload (X1) included mental demands (X1.1), physical demands (X1.2), time pressure (X1.3), performance expectations (X1.4), effort level (X1.5), and frustration level (X1.6).

By examining mental and physical demands, time constraints, and emotional responses, the study identified factors that led employees to engage in cyberloafing as a coping mechanism. Understanding these variables assisted organizations in managing workload distribution and reducing counterproductive behaviors in the workplace.

The population consisted of all employees of PT. Xyz, totaling 38 people. The sample also comprised 38 employees, matching the total population. The saturated sampling method was used, meaning all members of the population were included as samples (Sugiyono, 2018:82).

Table 1. Population and Sample

No.	Position	Total
1	AO (Accounting Officer)	1
2	CRO (Customer Relations Officer)	3
3	COLLO Unit Manager	2
4	Estimator	3
5	Head of Unit	3
6	Collateral Manager	3
7	MO (Marketing Officer)	1
8	Cashier	8
9	Collection	1
10	BPO KUR (Business Process Officer of People's Business Credit)	1
11	Credit Admin	1

12	Security		11	
	Total Amount		**38**	

Source: PT. Xyz

This study utilizes both quantitative data, consisting of numerical scores from respondents' questionnaire answers, and two types of data sources: primary data, collected directly through online and printed questionnaires on workload, burnout, and cyberloafing, and secondary data, obtained from external sources such as company documents and relevant literature (Sugiyono, 2022:137). The primary data comes directly from respondents, while secondary data provides supplementary insights from existing records and research.

This study employs two primary data collection methods: interviews, conducted directly with PT. Xyz employees to gather preliminary insights on workload, cyberloafing, and burnout, and questionnaires, distributed to employees in written form to measure their perceptions using a 5-point Likert scale (ranging from 1 = Strongly Disagree to 5 = Strongly Agree). The research instrument consists of three parts: an application letter for respondents, respondent identity and instructions, and statements related to the study variables (workload, burnout, cyberloafing) based on predefined indicators. The questionnaire, designed to assess attitudes and opinions, will be distributed to all sample employees of PT. Xyz, with responses quantified for analysis (Sugiyono, 2022: 147).

RESULTS AND DISCUSSION
Respondent Characteristics

The demographic description in this study is the characteristics of the respondents described. Respondent characteristics data is respondent data collected to find out the profile of research respondents. The results of the research conducted on employees of PT. Xyz can be known the characteristics of the respondents including gender, age, last education, and working period as described in Table 2.

Table 2. Characteristics of Respondents

Yes	Variable	Classification	Number (people)	Present (%)
1	Gender	Man	27	71
		Woman	11	29
		Total	**38**	**100**
2	Age	21-30 Years	18	47
		31-40 Years	18	47
		≥50 Years	2	6
		Total	**38**	**100**
3	Final Education	High School/ Vocational School	14	37
		Diploma (D1/D2/D3/D4)	3	8
		Bachelor (S1)	20	53
		Postgraduate (S2/S3)	1	2
		Total	**38**	**100**
4	Tenure	< 1 Year	7	18
		1-5 years	14	37

6-10 years	4	11
11-15 years	9	23
> 15 Years	4	11
Total	**38**	**100**

Source: Appendix 7 (Data processed 2025)

Table 2 explains that the majority of respondents in this study were men with a percentage of 71 percent, while women were only 29 percent. Gender differences can affect how individuals respond to workload and burnout. Previous studies have said that men tend to be more involved in cyberloafing behaviors than women as a coping mechanism against work stress. Meanwhile, women are more likely to experience higher emotional burnout than men, but with a lower tendency to cyberloafing.

When viewed from the age, most of the respondents are in the age range of 21-30 years and 31-40 years old with a percentage of 47 percent each. Younger ages are generally more adaptive to technology and more familiar with the use of the internet in their daily lives, which has the potential to increase the likelihood of cyberloafing as a coping mechanism for work pressure. In addition, younger employees are also more prone to burnout due to high work demands and lack of experience in stress management compared to more senior employees. On the other hand, employees who are ≥50 years old with a percentage of 6 percent may have more resilience to the workload, but are also more prone to experiencing physical fatigue that can have an impact on burnout.

The tendency in cyberloafing can be lower compared to younger generations. When viewed from the last education, the majority of respondents have a high school/vocational education background with a percentage of 37 percent and a bachelor's degree with a percentage of 53 percent. Employees with higher education may be more accustomed to academic pressure and have better coping strategies, resulting in less burnout. But they are also more proficient in using technology, which can increase the likelihood of cyberloafing.

Employees with a secondary education may feel more pressure at work due to limited career opportunities or additional skills, which can increase burnout rates and the possibility of cyberloafing as a way of diverting stress. When viewed from the employment period of employees with a working period of less than 1 year with a percentage of 18 percent, it is likely that they are still in the phase of adapting to work culture and demands. If the workload is too high, it can be more prone to burnout, which ultimately increases cyberloafing as a form of escape. Employees with a tenure of 1-5 years with a percentage of 37 percent are in a stable phase, but also face higher performance demands.

An increasing workload without good stress management can increase the risk of burnout. Employees with a 6-10 year tenure at a percentage of 11 percent and an 11-15 year tenure at a percentage of 23 percent may have better work resilience because of their experience in managing stress. However, an ever-increasing workload can still cause stress that leads to burnout and cyberloafing. Employees with a tenure of 16-40 years with a percentage of 11 percent typically have senior positions with greater responsibility. Even though you are used to facing work pressure, you can experience burnout due to prolonged fatigue.

Description of Research Variables

The description of respondents' responses regarding the variables in the study was carried out by classifying the average respondents' answer scores on a measurement scale that had been set into five categories. Categories are formulated into a range interval obtained from the highest limit value minus the lowest limit value and then divided by the total value used (5-1); 5 = 0.80. The measurement criteria used, namely:

Table 3. Variable Description Criteria

Average Score	Criterion		
	Cyberloafing	**Burnout**	**Workload**
1,00-1,80	Very Low	Very Low	Very Low
1,81-2,60	Low	Low	Low
2,61-3,40	Enough	Enough	Enough
3,41-4,20	Tall	Tall	Tall
4,21-5,00	Very High	Very High	Very High

Source: Sugiyono (2022)

Cyberloafing

A description of the respondents' answers regarding the cyberloafing variable can be seen in Table 4 it is known that the respondents' perception of the cyberloafing variable has the highest and lowest averages.

Table 4. Description of Cyberloafing Respondent Answers

	Statement	Proportion of Respondents' Answers (People)					Sum	Average	Criterion
		1	**2**	**3**	**4**	**5**			
1	Often using internet access at work to take care of personal matters, such as checking emails, looking for non-work information, and managing personal affairs (Y1)	0	0	8	23	7	38	3,97	Tall
2	Often open social media applications during business hours, such as Instagram, Facebook, or Twitter, with the aim of seeing updates interacting with friends, or just scroliing content (Y2)	0	1	5	18	14	38	4,18	Tall
3	Often access online shopping sites during business hours such as searching for products, comparing prices,	0	1	3	23	11	38	4,16	Tall

No	Statement							Average	Criteria
	completing purchase transactions. (Y3)								
4	Playing online games often on mobile phones as a way to relieve stress of boredom while working (Y4)	0	1	8	19	10	38	4,00	Tall
5	Frequently access video content that is relevant to personal interests such as videos or discussion forums that are not related to work (Y5)	0	1	3	22	12	38		
6	Often share information on the Internet such as posting photos, stories, or status updates on personal social media accounts during work hours even if they are not relevant to work. (Y6)	0	0	12	16	10	38	3,95	Tall
	Total							4,07	Tall

Source: Appendix 10 (processed data) year 2025

Respondents' perceptions of the cyberloafing variables that have the highest and lowest averages are as follows:

1) Respondents' assessment of the statement "I feel that I often share information on the Internet such as posting photos, stories, or status updates on personal social media accounts during work hours even though it is not relevant to work" with a score of 3.95 which is relatively high

2) Respondents' assessment of the statement "I feel that I often open social media applications during working hours, such as Instagram, Facebook, and Twitter, with the aim of seeing updates, interacting with friends, or just browsing content" with a relatively high score of 4.18.

Workload

A description of respondents' answers regarding workload variables can be found in Table 5.

1) Respondents' assessment of the statement " Felt that they had to complete the task in this job with a very strict time limit, so it often sacrificed rest time." An average score of 3.87 was obtained which was included in the sufficient criteria, but had a low average score compared to other statements.

2) The respondents' assessment of the statement "Feels that the job has a level of effort to exert physical and mental energy in meeting the demands of the task." with an average score of 5 which is included in the high criteria.

Table 5. Description of respondents' responses to workload

	Statement	Proportion of Respondents' Answers (People)					Sum	Average	Criterion
		1	2	3	4	5			
1	Tasks in this job require mentality such as high concentration, deep thinking, and complex analysis for good completion. (X1)	0	1	8	16	13	38	4,08	Tall
2	This job requires physical activity, such as lifting heavy objects, standing for long periods of time, or moving continuously. (X2)	0	1	7	17	13	38	4,11	Tall
3	Having to complete tasks in this job with very strict deadlines, often at the expense of rest time. (X3)	0	1	9	22	6	38	3,87	Enough
4	The tasks given can be completed effectively and efficiently according to predetermined standards. (X4)	0	1	12	13	12	38	3,95	Tall
5	Work has a level of effort that exerts physical and mental energy in fulfilling the demands of the task. (X5)	0	4	3	15	16	38	4,13	Tall
6	This job creates a level of frustration such as a mismatch of expectations, abilities, work outcomes, (X6)	0	4	2	20	12	38	4,05	Tall
	Total							4,03	Tall

Source: Appendix 10 (data processed) in 2025.

Burnout

Description of respondents' answers regarding the burnout variable.

Table 6. Description of Respondents' Responses to Burnout

	Statement	Proportion of Respondents' Answers (People)					Sum	Average	Criterion
		1	2	3	4	5			
1	Often experience emotional fatigue, such as irritability, loss of patience, and feeling psychologically tired in completing work. (Z1)	0	0	7	17	14	38	4,18	Tall

2	Frequent loss of motivation includes emotional exhaustion when thinking about the workload that must be completed, especially approaching deadlines. (Z2)	0	1	15	16	6	38	3,71	Tall
3	Often experience depersonalization such as cynicism, and apathy at work. (Z3)	0	1	17	13	7	38	3,68	Enough
4	Often experiencing emotional distance from co-workers because they are too tired of establishing social relationships after finishing work. (Z4)	2	1	6	21	8	38	3,84	Tall
5	Often experience a decrease in performance that has an impact on work productivity. (Z5)	0	2	5	18	13	38	4,11	Tall
6	Often experience ineffectiveness in completing job responsibilities. (Z6)	0	1	8	17	12	38	4,05	Tall
	Total							**3,93**	Tall

Source: processed data 2025

Table 6 shows the respondents' perception of the burnout variables that have the highest and lowest averages.

1) Respondents' assessment of the statement "I often experience depersonalization such as cynicism, and apathy at work**."** An average score of 3.68 was obtained which was included in the sufficient criteria, but had a low average score compared to other statements.
2) Respondents' assessment of the statement "I often experience emotional fatigue, such as irritability, loss of patience, and feeling psychologically exhausted in completing work. " It was obtained with a value of 4.18 which is a high criterion.

Discussion of Research Results

The Effect of Workload on Cyberloafing

The effect of workload on cyberloafing shows that workload has a positive and significant effect on employees' tendency to cyberloafing. This finding is in line with the general strain theory put forward by Agnew (1992) which states that tension or stress

experienced by individuals due to negative situations, such as high work demands can cause negative emotions such as stress, frustration, or fatigue. Individuals who do not have a healthy coping mechanism or adequate work environment support tend to vent such pressure through cyberloading, i.e. the use of the internet for personal gain during working hours. A high workload is a major source of psychological tension. When job demands exceed employee capacity or expectations, it creates significant mental stress.

Miles (2012) states that when the workload is perceived as disproportionate to the rewards or appreciation received, employees tend to look for ways to reduce tension, for example by accessing personal websites or social media at work. Research by Howay and Suryosukmono (2024) supports this, by showing that the higher the workload, the higher the level of cyberloafing that occurs. Amelia et al. (2021) found that the internet is an easily accessible means of escape to avoid boredom and work pressure, such as playing games, shopping online, or opening social media while working. This finding is reinforced by Sani and Suhani (2022) who say that workload has a positive and significant influence on cyberloafing, because internet-connected work devices provide opportunities for employees to shift work pressure through non-productive online activities. This theory of general tension provides a strong theoretical foundation in explaining that workload as a source of strain can trigger cyberloaifing as a form of venting from strong psychological pressure in explaining that workload as a source of strain can trigger cyberloafing as a form of venting from psychological pressure felt by employees.

The Effect of Workload on Burnout

The effect of workload on burnout shows that the test results show that workload has a positive and significant effect on burnout. These findings are in line with the general strain theory put forward by Agnew (1992), which states that the pressure or tension experienced by individuals in response to unpleasant situations can cause negative emotional reactions such as stress, frustration, and emotional exhaustion. In the context of work, a high workload is a form of stress that can come from complex job demands, tight deadlines, and excessive volume of tasks. Exposure to employees who are constantly faced with pressure can experience physical and emotional exhaustion, which in the long run develops into burnout. Burnout is a form of accumulation Psychological tension due to heavy workload as described in the framework of General Strain Theory.

Research by Anggraini et al. (2023) supports these findings, where workload was found to have a positive and significant relationship with burnout. The higher the workload that employees feel, the higher the level of emotional exhaustion they experience. The same thing was expressed by Sundari and Meria (2022) who said that the increasing demands of tasks in a limited period of time lead to physical fatigue that triggers burnout. In addition, Hardiani (2021) added that a high workload, especially when accompanied by strict quality and time targets, can cause excessive stress and lead to emotional exhaustion. Overall, the general tension theory provides a logical explanation that workload is a form of work environment stress that creates psychological tension and ultimately leads to burnout.

The Effect of Burnout on Cyberloafing

The effect of burnout on cyberloafing shows that burnout has a positive and significant effect on employees' tendency to cyberloafing. This finding can be explained through the general strain theory developed by Agnew (1992), which says that

psychological stress or tension (strain) that arises in an individual's life including at work can give rise to negative emotions such as stress, fatigue, frustration, or anger. These negative emotions then encourage individuals to engage in deviant behavior as a form of escape or an effort to reduce the pressure. In this context, burnout is understood as a tangible form of psychological tension due to excessive workload, time pressure, and high organizational demands. When employees experience prolonged emotional exhaustion, they tend to look for ways to divert stress and reset energy, one of which is through cyberloafing by using the internet for personal purposes during work hours.

Research conducted by Ali et al (2024) says that employees with high levels of burnout tend to cyberloafing to reduce the mental load they experience during work. This is reinforced by the findings of Lim et al. (2021) which says that emotional fatigue has a positive and significant influence on cyberloafing, which means that the higher the level of fatigue, the more likely employees are to access the internet for entertainment or escape. In line with the research of Vania et al. (2023) said that high levels of boredom and fatigue increase the tendency of cyberloafing in employees.

The Effect of Workload on Cyberloafing through Burnout

The effect of workload on cyberloafing through burnout shows that the burnout variable can mediate the influence of workload on cyberloafing positively and significantly. This means that burnout is able to bridge the relationship between high workload and Employees' tendency to cyberloafing. This explanation is in line with the general strain theory developed by Agnew (1992) which states that psychological stress or tension arising from negative experiences in the work environment, such as high workload, can cause negative emotions such as emotional exhaustion, frustration, or stress. These negative emotions, if not channeled in a constructive way, can encourage individuals to engage in deviant behavior as a form of escape.

One of them is cyberloafing, in this context burnout is a manifestation of the tension felt by employees due to an imbalance between job demands and personal capacity. When burnout appears, employees are more prone to cyberloafing as a form of coping mechanism or escape from work pressure. Research by Juniar et al. (2024) supports these findings, by showing that burnout is able to mediate the influence of workload on cyberloafing, the fatigue experienced by employees as a link between work pressure and deviant behavior. The results of the study Soelton et al. (2024) found that excessive workload that does not match the capacity of the task triggers emotional exhaustion and impacts cyberloafing. Research by Pangestuari et al. (2023) also shows that work fatigue can mediate the influence of workload on cyberloafing.

Implications of Research Findings
Theoretical Implications

The theoretical implications of this study make a theoretical contribution to understanding the relationship between workload, burnout, and cyberloafing within the framework of general strain theory. This theory explains that psychological distress arising from negative experiences, such as excessive workload, can create emotional tension in individuals. This tension, if not managed properly, will develop into cyberloafing as a form of coping mechanism. In the context of digitized work, cyberloafing is a common response to stressful and fatigued conditions due to high work pressure. Thus, the study reinforces the understanding that employees not only respond

to workload rationally through productivity, but also emotionally through escape behaviors as a result of natural tension in the work environment.

Practical Implications

The practical implication of this study is that it makes a practical contribution to understanding cyberloafing through a general tension theory approach, which explains that psychological stress or tension due to negative workplace situations, such as high workloads, can trigger maladaptive responses such as burnout and cyberloafing. The results of this study prove that workload and burnout have a significant effect on cyberloafing, so that companies, including PT. Xyz, needs to pay more attention to the balance of employee workload.

Workload imbalances that create emotional tension can lead to mental fatigue and deviant behavior as a form of escape, such as the use of the internet for non-work activities. Therefore, companies need to manage work pressure wisely and provide psychological support, appreciation, and motivation, to prevent burnout and reduce the tendency of cyberloafing in the work environment.

Research Limitations

The limitation of this study is that this research was conducted in a relatively short period of time so that it has the possibility of affecting the understanding of the dynamics of variables in the long term between the variables being studied and the depth of analysis. Lack of resources in data collection narrows the reach of a wider range of respondents. In addition, this study only focuses on the variables of workload, burnout and cyberloafing. Other factors such as the number of tasks, work stress, and appreciation can also affect employee performance. Although the validity of this study has been tested, the use of measuring tools or indicators that refer to multiple sources may not fully capture the complexity and nuances of workload and burnout. Further research is suggested to overcome the limitations in this study, for example by using a larger sample size.

CONCLUSION

This study concluded that workload had a positive and significant effect on both burnout and cyberloafing among employees, with higher workloads leading to increased burnout and a greater tendency for cyberloafing. Additionally, burnout itself significantly increased cyberloafing, suggesting that when employees experience emotional exhaustion from their tasks, they are more likely to engage in non-work-related internet activities. Furthermore, burnout was found to significantly mediate the relationship between workload and cyberloafing, indicating that the impact of workload on cyberloafing is both direct and indirect through increased burnout. For future research, it is suggested to explore additional mediating or moderating variables, such as organizational support or individual coping strategies, to better understand and manage the factors influencing cyberloafing in the workplace.

REFERENCE

Adiguna, A. A. B. W., & Suwandana, I. G. M. (2023). The relationship between burnout, work stress, and turnover intention on non-permanent (contract) employees: Study at the communication and information office of Badung Regency, Indonesia. European Journal of Business and Management Research, 8(3), 104-107.

Afrianty, T. W., & Dewi, N. N. A. A. (2022). Workload and its effect on burnout and turnover intention of banking employees. Niagawan, 11(1), 11-20.

Agarwal, U. A., & Avey, J. B. (2020). Abusive supervisors and employees who cyberloaf: examining the roles of psychological capital and contract breach. Internet Research, 30(3), 789-809.

Agnew, R. (1992). Foundation for a general strain theory of crime and delinquency. Criminology, 30(1), 47–87. https://doi.org/10.1111/j.1745-9125.1992.tb01093.x

Ali, M. Y., Mulyati, H., & Sukmawati, A. (2024). Cyberloafing and Job Burnout Among Educators: How Does Organizational Commitment Play A Role as A Moderating Variable?. Journal of Education: Journal of Research Results and Literature Review in the Field of Education, Teaching and Learning, 10(2).

Amelia, D. D., Kurniawan, R., & Kusasi, F. (2021). The Influence of Workload, Role Conflicts, and Work Environment on Cyberloafing at the Riau Islands Provincial Marine and Fisheries Service. Student Online Journal (SOJ) UMRAH-Economics, 2(2), 1106-1116.

Anam, I. M. S., Fitriani, L. K., & Adzimatinur, F. (2024). The Effect of Workload and Work Stress on Cyberloafing: A Survey on Alfamart in Kuningan District. Scientific Journal of Management, Economics and Business, 1(2), 62-73.

Anggraini, M. Z., & Idulfilastri, R. M. (2023). The Role of Workload on Burnout in PT X Employees. Journal on Education, 5(2), 5212-5218.

Ardiningrum, N. A., Atmojo, T. B., & Wijayanti, R. (2024). The Relationship between Social Support and Mental Workload with Burnout Syndrome of PT Trans Marga Central Java Workers. Journal of Public Health, 12(1), 9-15.

Askew, K. L., Ilie, A., Bauer, J. A., Simonet, D. V., Buckner, J. E., & Robertson, T. A. (2019). Disentangling how coworkers and supervisors influence employee cyberloafing: what normative information are employees attending to?. Journal of Leadership & Organizational Studies, 26(4), 526-544.

Astuti, D. A., Hernaya, A., Nabila, A., & Kusumaningtiar, D. A. (2022). Factors that affect burnout in health workers at the Radiology and Nuclear Medicine Service Installation of Cipto Mangunkusumo Hospital in 2021. Journal of Public Health, 10(1), 108-114

Attiq, K., & Filatrovi, E. W. (2022). Managing Employee Burnout to Stop Cyberloafing. Scott, 53-64.

Bagiada, I., & Netra, I. G. S. K. (2019). The Effect of Work Stress, Burnout and Work Motivation on the Performance of Nurses at Mangusada Hospital, Badung Regency. E-Journal of Economics and Business, Udayana University, 8(5), 493-524.

Cipta, D. A., Wijovi, F., Melisa, L., Lili, R., Marcella, E., Tancherla, A., Siswanto, F. G., Adiya, D. A. K. L., Chen, S., & Dermawan, G. J. C. I. (2022). Burnout prevalence and degree among undergraduate medical students in Indonesia during 1 month of the COVID19 pandemic: A cross-sectional descriptive survey. International Journal of Social Psychiatry, 68(6), 1232–1237.

Dewi, I. A., & Kusumawati, P. M. (2021). The Role of Work Stress Mediates the Influence of Workload on Nurse Burnout in Mangusada Regional Hospital Badung. E-Journal of Management, 209-228.

Doorm, O. N. (2011). Cyberloafing: A Multi-dimensional construct placed in a theoretical framework. Eindhoven: Depaetment Industrial Engineering and Innovation Sciences, 118.

Durak, H. Y., & Saritepeci, M. (2019). Occupational burnout and cyberloafing among teachers: Analysis of personality traits, individual and occupational status variables as predictors. The Social Science Journal, 56(1), 69-87.

Firsitian, M. R., & Warsindah, L. (2022). The Effect of Perceived Organizational Justice, Abusive Supervision, and Job Stress on Cyberloafing in Employees of PT Mandiri (Persero) Tbk Jakarta Sudirman Area. Serial Metrics of Humanities and Sciences, 53-59.

Ghani, N. A., Rahi, S., Yasin, N. M., & Alnaser, F. M. (2018). Adoption of Internet Banking: Extending the Role of Technology Acceptance Model (TAM) With E-Costumer Service and Customer Satisfaction. World Applied Sciences Journal, 36(4), 569-578.

Ghozali, I. (2016). Multivariate Analysis Applications with IBM SPSS 23 Program (8th Edition). Semarang: Publishing Agency of Diponegoro University.

Gibran, A. K., Rahmawati, U., Muzrifah, R. A., & Joenarni, E. (2024). The Effect of Self-Control, Workload and Work Stress on the Behavior of Cyberloafing Employees at Perum Perhutani (Case Study of KPH Mojokerto). GOLD, 7(1), 29-43.

Hardiani, W. A. (2021). The Influence of Work Family Conflict and Workload on Burnout and Its Impact on Cyberloafing (Study at PT PLN (Persero) Construction Management Center). Journal of Management Vision, 14-30.

Hardiani, W. A. A., Rahardja, E., & Yuniawan, A. (2017). The Effect of Role Conflict and Role Overload on Burnout and Its Impact on Cyberloafing (Study at Pt Pln (Persero) Construction Management Center) (Doctoral Dissertation, Faculty of Economics & Business).

Hensel, P. G., & Kacprzak, A. (2020). Job overload, organizational commitment, and motivation as antecedents of cyberloafing: evidence from employee monitoring software. European Management Review, 17(4), 931-942.

Howay, A. A., & Suryosukmono, G. (2024). The Effect of Workload, Work Fatigue and Work Stress on Cyberloafing in Employees at the Mimika Regent Office. Journal of Applied Management and Finance, 13(01), 222-228.

Indryan, N. K. G. (2022, January). The effect of workload on burnout in covid-19 nurses at dr. M. Salamun hospital. In Bandung Conference Series: Psychology Science (Vol. 2, No. 1, pp. 310-318).

Juniar, R., & Arijanto, A. (2024). The Effect of Burnout-Mediated Workload and Work Stress on Cyberloafing in the R&D Department of PT. Kalbe Farma Tbk. Publishing, 1-19.

Khusnul, N. R., & Kenny, R. (2023). Cyberloafing: The Determinant Factors Related To Work Stress And Workload In The Banking Sector. Journal of Management and Business Applications, Vol. 9 No.2, May 2023, 379-385.

Koay, K. Y., & Soh, P. C. H. (2018). An Empirical Study of The Direct and Indirect Relationship Between Emotional exhaustion, Job Satisfaction, and Cyberloafing: Evidence from the Malaysian Workplace. Information & Management, 55(7), 1020-1029.

Kursunmaden, F. I. (2022). A Theoretical Overview To The Concept Of Cyberloafing. Academic Social Resources Journal, 562-566.

Lengkong, K. M., Tewal, B., & Pondaag, J. J. (2024). The Effect of Burnout and Workload on Cyberloafing in Election Commission Office Employees. (KPU) South Minahasa Regency. Indonesia Journal of Economics, Management, and Accounting, 1048-1040.

Leovani, E., & Yakuputri, A. T. (2024). The Moderator Effect of Cyberloafing on Workload and Employee Performance. KnE Social Sciences, 853-867.

Lim, P. K., Koay, K. Y., & Chong, W. Y. (2021). The effects of abusive supervision, emotional exhaustion and organizational commitment on cyberloafing: a moderated-mediation examination. Internet Research, 31(2), 497-518.

Lim, V. K., & Teo, T. S. (2024). Cyberloafing: A review and research agenda. Applied Psychology, 73(1), 441-484.

Lineuwih, I. I., Sariwulan, T., & Fidhayallah, N. F. (2023). The Effect of Workload, Work Stress, and Work Family Conflict on Employee Burnout. SINOMIKA Journal: Scientific Publications in the Field of Economics and Accounting, 1(5), 1235-1248.

Lu, X., Wang, Y., Xiaoxiao, C., & Lu, Q. (2024). From Stress to Screen: Understanding Cyberloafing through Cognitive and Affective Pathways. MDPI, 2-18.

Maslach, C. & (1981). The Measurement of Experienced Burnout. Journal Of Occupational Behavior, 99-113.

Maslach, C. (1998). A Multidimensional theory of burnout. In Theories of organizational stress (p. 68).

Mercado, B. K., Giordano, C., & Dilchert, S. (2017). A Meta-Analytic Investigation of Cyberloafing and Organizational Citizenship Behavior: The Neutralizing Effect of Organizational Justice. Computers in Human Relations Behavior, 77, 51-58.

Miles, A. J. (2012). Management and Organization Theory. United States of America: Jossey-Bass: An Imprint of Wiley.

Nabawi, R. (2019). The influence of work environment, job satisfaction and workload on employee performance. Maneggio: Scientific Journal of the Master of Management, 2(2), 170-183.

Nodoushan, R. J., Madadizadeh, F., Anoosheh, V. S., Boghri, F., & Chenani, K. T. (2021). Mental workload and occupational burnout among the faculty members and administrative staff of Yazd Public Health School. Journal of Education and Health Promotion, 10(1).

Nurosalina, B. (2024). The Influence of Workload and Organizational Commitment Mediated by Work Stress and the Effect of Burnout on Cyberloafing (Study on Pt Valdo Sumber Daya Mandiri Tangerang Branch). JFM: Journal of Fundamental Management, 4(2), 211-233.

Pangestuari, I., Karyatun, S., Sultoni, R. P., Saratian, E. T. P., Soelton, M., & Hidayat, T. N. (2023). Is it true that cyberloafing is due to excessive workload and work stress? Journal of Finance and Business, 21(2), 214-277.

Paramita, N. K. S., & Suwandana, I. G. M. (2022). Effect of job stress, work conflict, and workload on employees' performance. European Journal of Business and Management Research, 7(4), 125-128.

Rahyuda, K. (2019). Business Research Methods (Revised Edition). Denpasar: UdayanaUniversity Press.

Ramdani, Harjadi, D., Fitriani, L. K., Djuniardi, D., & Supriatna, O. (2024). Analysis Of The Effect Of Job Burnout And Organizational Commitment To Employee Performance Mediated By Cyberloafing. Journal of Social Research, 695-705.

Rizky, R., Lestari, E. P., & Wihadanto, A. (2024). Cyberloafing Mechanism: The Impact Of Workload, Self-Control, And Job Stress On Civil Servant Performance. Ekbis Journal, 25(1).

Rostami, F., Babaei-Pouya, A., Teimori-Boghsani, G., Jahangirimehr, A., Mehri, Z., & Feiz-Arefi, M. (2021). Mental workload and job satisfaction in healthcare workers: the moderating role of job control. Frontiers in public health, 9, 683388.

Salat, D. R., & Darmadi, D. (2020). Analysis of the workload level of production employees using the NASA-Task Load Index method in Pt. Along Baut Sejahtera. Journal of Industrial Engineering, 23(2), 9-18.

Sani, M. P., & Suhana, S. (2022). The Effect of Workload, Burnout, and Organizational Commitment on Cyberloafing (Study on PT. ABC in Kendal Regency). Journal of Mirai Management, 7(2), 286-305.

Sari, A. P. (2022). The Impact of Workload and Cyberloafing Behavior on Employee Performance at PT. Dwidaya World Wide Jakarta Regional Branch. Journal of the Indonesian Academy of Accounting Padang, 2(1), 1-13.

Sari, N. L. G. K., & Putra, M. S. (2021). The role of job burnout in mediating the effect of perceived organizational support on work satisfaction at perumda Tirtaamerthabuana in Tabanan. American Journal of Humanities and Social Sciences Research, 5(2), 356-362.

Soelton, M., Astuti, P., Susilowati, E., & Nugrahati, T. (2021, March). How workload and work stress affect employee performance with burnout as a mediating variable. In Conference on Economic and Business Innovation (CEBI) (pp. 1168-1181)

Soelton, M., Hardianti, D., Kuncoro, S., & Jumadi, J. (2020, February). Factors affecting burnout in manufacturing industries. In 4th International Conference on Management, Economics and Business (ICMEB 2019) (pp. 46-52). Atlantis Press.

Sugiyono. (2022). Management Research Methods. (Revised Edition 2). Bandung: Alfabeta.

Sulistyan, R. B., & Ermawati, E. (2020). Cyberloafing Among Employees.

Sundari, P. R. S., & Meria, L. (2022). The Effect of Workload Through Burnout and Job Satisfaction on Turnover Intention. ADI Interdisciplinary Digital Business Journal, 3(2), 81-96.

Syaharani, H. D., & Kuntadi, C. (2023). The Effect of Workload, Work Stress and Self Control on Cyberloafing. Jupiter: Balance Sheets of Management, Accounting, and Economics, 1(8), 91-100.

Tefa, G., & Mahendra, M. A. (2022). Phenomenological Study of Civil Servant Cyberloafing at the Personnel and Human Resources Development Agency of Karangasem Regency, Bali Province. Journal of MSDA (Apparatus Resource Management), 10(1), 1-15.

Vania, A. S., Zaitul, Z., & Puspa, D. F. (2023). The Effect of Emotional Exhaustion as a Mediation Between Abusive Supervision and Cyberloafing: An Intermediary of Organizational Commitment as Moderation. Journal of Management and Innovation (MANOVA), 6(2), 149-168.

Vitak, J. C. (2011). Personal Internet use at work: Understanding cyberslacking. Computes in Human Behvaior, 1751-1759.

Wari, A. S., & Widajati, N. (2022). The Relationship of Individual Characteristics and Work Stress with Burnout in Aviation Security Workers. Indonesian Health Promotion Publication Media (MPPKI), 5(9), 1129-1136. Wicaksana, I. S., & Dewi Manuati, I. A. (2021). Role stress mediates the influence of workload on employee burnout. E-Journal of Management of Udayana University, Vol 5: 768-787.

Yuan, C. M., & Xu, C. Y. (2020). Concept analysis of nurse burnout. Frontiers of Nursing, 7(3), 227-233.

Zoghbi-Manrique-de-Lara, P. (2024). A commentary on Lim and Teo's (2022) review of cyberloafing: Further discussion on its concept and potential impact. Applied Psychology, 73(1), 490–494.