

THE EFFECT OF BURNOUT ON CYBERLOAFING BEHAVIOR WITH JOB STRESS AS A MEDIATING VARIABLE

(Study on Employees of the Regional Development Planning Agency of Karangasem Regency)

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Abstract

This study aims to analyze the effect of burnout on cyberloafing behavior mediated by job stress in a study of employees of the Regional Development Planning Agency of Karangasem Regency. This study uses a saturated sampling technique that uses the population as the total sample of 52 employees. The method used in this study is a survey method with questionnaire and interview techniques with descriptive statistics and inferential statistical analysis tools of SEM PLS. The results of this study show that burnout has a positive and significant effect on cyberloafing behavior as well as job stress. Job stress has a positive and significant effect on cyberloafing behavior. Job stress also significantly mediates the relationship between burnout and cyberloafing behavior. The theoretical implication of this study is to prove the General Strain Theory and its relation to the research variables.

Keywords: burnout, cyberloafing behavior, job stress.

INTRODUCTION

The use of technology throughout the world, including Indonesia, continues to increase along with the development of industry 4.0 which transforms people's lifestyles to become increasingly digital (Fujimoto, 2021). Companies or institutions provide internet facilities to support work (Dewi & Wibawa, 2022). Access to the internet is a necessity for an employee today so that organizations that utilize it can achieve competitive advantage because it increases performance productivity (Koay, 2018). The use of the internet in the workplace has been found as a way for employees to engage in activities that are not related to work (Mohammad et al., 2019). Internet access becomes a particular advantage for employees of the Regional Development Planning Agency of Karangasem Regency. Companies or institutions can be disadvantaged if employees misuse internet use (Azizah & Setyawati, 2019). Employees can easily neglect their duties and obligations in the organization with the existence of internet technology (Adhana & Herwanto, 2021). Cyberloafing can occur in almost all organizations because almost all employees have easy access through technological devices from the company or personal devices (Rahma et al., 2023). The misuse of technology such as cyberloafing activity can be carried out by all generations, including employees who are closely related to technological developments (Lestari & Hatta, 2022).

The Regional Development Planning Agency is an institution located in Karangasem Regency with a total of 52 employees. The Regional Development Planning Agency experiences problems related to cyberloafing behavior during its operational activities. This high cyberloafing behavior is shown from the results of interviews conducted by the researcher with five employees of the Regional Development Planning Agency of Karangasem Regency on Friday, 07 March 2025.

Based on the preliminary survey and the results of interviews with 5 employees of the Regional Development Planning Agency, it was stated that when their work had been completed, they used their time to open YouTube, social media, and chatting rooms through gadgets. Several employees use gadgets for momentary entertainment because they feel exhausted from working and stressed even though their tasks have not been completed. The provision of fast internet facilities and the absence of written regulations regarding the prohibition of using gadgets support cyberloafing behavior and even sometimes cause work not to be completed on time.

The theory underlying the condition of cyberloafing behavior among employees is the General Strain Theory. The General Strain Theory explains that individuals experience pressure or strain due to the inability to achieve desired goals, losing something valuable, or facing unpleasant situations (Agnew, 1992). Research shows that burnout and job stress can encourage cyberloafing behavior as a coping mechanism or as an escape from work pressure (Askew et al., 2014). Research by Moffan and Handoyo (2020) found that job stress has a positive and significant effect on cyberloafing behavior. Research by Soelton et al. (2023) analyzes the effect of job stress on cyberloafing behavior mediated by burnout.

Burnout is a condition of exhaustion involving physical, mental, and emotional aspects, which is usually caused by prolonged stress and involves a high emotional level (Parashakti & Ekhsan, 2022). A person experiences physical, mental, and emotional exhaustion and emotional problems due to stress and high emotional burdens over a long period of time (Damayanti et al., 2022). A high level of burnout among employees can trigger counterproductive work behavior, such as cyberloafing (Hardiani, 2020). The research of Cahyaningrum and Yulianti (2022) states that cyberloafing behavior is all activities related to the intentional use of the internet during working hours, which is considered misuse of the internet because it is only for personal purposes. Job stress can be interpreted as pressure felt by employees due to many tasks that cannot be fulfilled (Aulia Ihsan et al., 2018). Job stress arises due to increasingly diverse and sometimes conflicting role demands in the workplace, family problems, excessive workload, and various other challenges that make stress difficult to avoid (Ekhsan, 2022). Triggers of job stress can be in the form of lack of time to complete tasks, the absence of facilities that support work, and conflicting tasks (Aulia Ihsan et al., 2018).

Research conducted by Husna et al. (2020) states that burnout significantly acts as a predictor of cyberloafing behavior among employees at University X. The research of Azizah (2019) states that burnout has an effect on cyberloafing. Research by Moffan and Handoyo (2020) states that there is a positive and significant effect between job stress and cyberloafing, in which the higher the job stress, the higher the level of cyberloafing, and vice versa. Research by Fanani (2020) shows results indicating a positive relationship between burnout and job stress.

The research gap from previous studies indicates that burnout has a positive and significant effect on cyberloafing behavior and job stress. Research by Karyatun et al. (2023) states that there is a positive and significant effect between burnout and cyberloafing. Research by Sari and Putra (2021) states that burnout has a positive effect on job stress, which subsequently has an effect on cyberloafing behavior. Research by Satria (2022) states that there is a positive and significant relationship between the level of job stress and the frequency of cyberloafing behavior.

Based on the phenomenon and research gap from previous studies, the author is interested in conducting deeper research; therefore, this study adopts the title "The Effect of Burnout on Cyberloafing Behavior with Job Stress as a Mediating Variable (Study on Employees of the Regional Development Planning Agency of Karangasem Regency)."

RESEARCH METHOD

This study uses a quantitative approach with a causal explanatory design, which aims to analyze the cause effect relationship between burnout and cyberloafing behavior with job stress as a mediating variable. The study was conducted at the Regional Development Planning Agency of Karangasem Regency, Bali, with the subjects being all employees totaling 52 people, so the sampling technique used is saturated sampling. The research objects include three main variables, namely burnout as an exogenous variable, cyberloafing behavior as an endogenous variable, and job stress as a mediating variable, which are measured based on indicators that have been tested in previous studies (Rahyuda, 2019; Sugiyono, 2019).

The research data consist of quantitative and qualitative data sourced from primary and secondary data. Primary data were obtained through questionnaires and interviews, while secondary data were obtained from relevant institutional documents. The research instrument in the form of a questionnaire was compiled using a five-point Likert scale and was tested through validity and reliability tests. The test results show that all indicators have correlation values above the minimum threshold and Cronbach's Alpha values above 0.6, so the instrument is declared valid and reliable for measuring burnout, job stress, and cyberloafing behavior among employees (Sugiyono, 2017; Maulidah et al., 2022; Salim & Winata, 2018; Sulastri & Onsardi, 2020).

The data analysis techniques used include descriptive statistical analysis and inferential statistical analysis with the Structural Equation Modeling Partial Least Square (SEM-PLS) method using SmartPLS 3.0 software. Model evaluation was carried out through testing of the outer model (convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha) as well as the inner model (R-Square and Q-Square). Hypothesis testing and the mediating role were conducted using the bootstrap method, which is considered more accurate than the Sobel test in analyzing direct and indirect effects. This approach is used to ensure the role of job stress in mediating the effect of burnout on cyberloafing behavior empirically (Ghozali, 2012; Hair et al., 2017; Nitzl et al., 2016).

RESULTS AND DISCUSSION

General Description of the Study

The Regional Development Planning Agency (Bapeda) of Karangasem Regency is a supporting element of regional government in the field of planning that is tasked with assisting the Regent in planning, controlling, and evaluating cross-sectoral development, including socio-cultural, economic, infrastructure and regional development, and is led by the Head of Bapeda who is responsible to the Regent through the Regional Secretary. Based on Regional Regulation Number 6 of 2021, Bapeda had transformed into the Regional Development Planning, Research and Development Agency (Bapelitbangda), before on January 1, 2024, an organizational separation was carried out with the establishment of the Regional Research and Innovation Agency (BRIDA) and Bapelitbangda returned to using the name Bapeda of Karangasem Regency. In carrying out its functions, Bapeda carries the vision of realizing transparent and accountable information services in accordance with laws and regulations, with the mission of improving the quality of information management and services, developing information service systems, and improving human resource competence, as illustrated in the organizational structure of Bapeda of Karangasem Regency.

Respondent Characteristics

This study involved the entire population as well as the sample of 52 respondents who are employees of the Regional Development Planning Agency of Karangasem Regency, with respondent characteristics viewed from the aspects of gender, age, education level, and marital status. Based on gender, respondents are dominated by females with a percentage of 51.9 percent, while in terms of age all respondents are in the productive age category and most are in the age range of 36–40 years at 25 percent. From the education level, the majority of employees have senior high school/vocational high school as their last education with a percentage of 44.2 percent. Based on marital status, most respondents are married, namely 67.3 percent, which shows that the majority of employees already have families and responsibilities outside of work.

Description of Research Variables

Descriptive analysis is used to describe respondents' perceptions of statements related to the research variables. Calculations are carried out based on the percentage of respondents' answers and the mean value of each indicator in the questionnaire in order to reflect the overall perception of respondents. Furthermore, respondents' answers are grouped into five measurement scales using the interval range formulation.

Table 1. Criteria of Variable Description

Criteria			
Average Score	Cyberloafing Behavior	Burnout	Work Stress
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: (processed data), 2025

Description of the Cyberloafing Behavior Variable

Respondents' perceptions of the cyberloafing behavior variable show a total mean value of 3.62, which is included in the high criteria, indicating that the level of cyberloafing behavior of employees at the Regional Development Planning Agency of Karangasem Regency is classified as high. The statement with the lowest mean value is related to the activity of reading online news for a short duration while working, with a value of 3.51, which is included in the moderate criteria, while the highest mean value is in the activity of downloading songs or images for personal purposes while working, with a value of 3.80, which is included in the high criteria. These results show that although the intensity of cyberloafing varies across activities, in general employees still quite often utilize office internet facilities for personal purposes during working hours.

Description of the Burnout Variable

Respondents' perceptions of the burnout variable show a total mean value of 3.50, which is included in the high criteria, indicating that employees of the Regional Development Planning Agency of Karangasem Regency experience a relatively high level of burnout. The lowest mean value is in the aspect of fatigue due to the demands of work-life balance with a score of 3.36, which is included in the moderate criteria. Meanwhile, the highest mean value is in the statement regarding the decrease in physical endurance due to high workload with a score of 3.63, which is included in the high criteria, indicating that the workload has a real effect on the physical condition of employees.

Description of the Job Stress Variable

Respondents' perceptions of the job stress variable show a total mean value of 3.59, which is included in the high criteria, indicating that employees of the Regional Development Planning Agency of Karangasem Regency experience a relatively high level of job stress. The lowest mean value is in the statement regarding the creation of an innovative work environment with a score of 3.03, which is included in the moderate criteria. Meanwhile, the highest mean value is in the statement regarding the high expectations that must be fulfilled in the planning and management of regional policies with a score of 3.84, which is included in the high criteria, indicating the high demands and work pressure perceived by employees.

Results of Inferential Analysis

Inferential statistical analysis is a statistical technique used to analyze sample data by describing or illustrating the data that have been collected, and the results can be applied to the population (Sugiyono, 2019). The inferential statistics used in this study are Structural Equation Modeling (SEM) analysis based on PLS.

Analysis of the Research Model Using the PLS (Partial Least Square) Method

The data analysis technique used in this research is Structural Equation Modeling (SEM) or variance-based structural equation modeling, also known as component-based SEM, referred to as Partial Least Square (PLS). SEM PLS analysis in this research was conducted using the Smart PLS 4.0 software application. The steps in analyzing data using PLS are the evaluation of the fundamental model in this testing, namely the outer model and inner model, so that the results of the outer and inner model testing can be identified as follows:

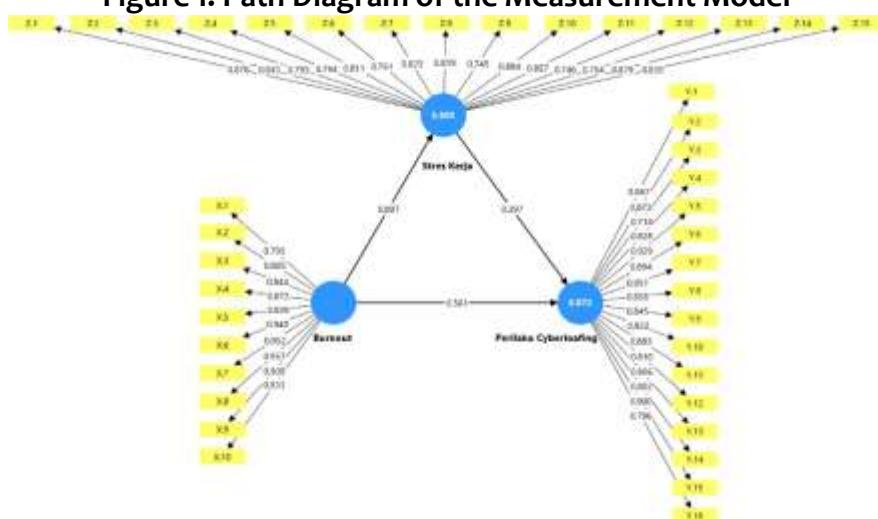
1) Outer Model Testing

The evaluation of the Outer Model is a measurement model or outer model with reflective indicators evaluated based on the results of convergent and discriminant validity of the indicators and composite reliability for the indicators. All variables in this research are latent variables with reflective indicators; therefore, the evaluation of the measurement model is as follows.

a) Evaluation of the Measurement Model (Outer Model)

The evaluation of the measurement model or outer model is defined as how each block of indicators is related to its latent variable. The evaluation of the measurement model is conducted through convergent validity, discriminant validity, and composite reliability testing.

Figure 1. Path Diagram of the Measurement Model



Source: Primary Data (processed data), 2025

1) Convergent Validity

Table 2. Results of Outer Loadings Testing

	Original sample (O)	T statistics (O/STDEV)	P values
X.1 <- Burnout	0.795	10,456	0.000
X.2 <- Burnout	0.805	11,009	0.000
X.3 <- Burnout	0.844	15,174	0.000
X.4 <- Burnout	0.872	18,862	0.000
X.5 <- Burnout	0.839	16,903	0.000
X.6 <- Burnout	0.940	36,767	0.000
X.7 <- Burnout	0.952	62,004	0.000
X.8 <- Burnout	0.957	71,937	0.000
X.9 <- Burnout	0.908	27,440	0.000
X.10 <- Burnout	0.833	13,941	0.000
Y.1 <- Cyberloafing Behavior	0.867	15,977	0.000
Y.2 <- Cyberloafing Behavior	0.873	18,329	0.000

Y.3 <- Cyberloafing Behavior	0.714	8,862	0.000
Y.4 <- Cyberloafing Behavior	0.828	16,859	0.000
Y.5 <- Cyberloafing Behavior	0.929	30,785	0.000
Y.6 <- Cyberloafing Behavior	0.894	23,195	0.000
Y.7 <- Cyberloafing Behavior	0.951	55,308	0.000
Y.8 <- Cyberloafing Behavior	0.858	14,832	0.000
Y.9 <- Cyberloafing Behavior	0.845	12,230	0.000
Y.10 <- Cyberloafing Behavior	0.922	34,466	0.000
Y.11 <- Cyberloafing Behavior	0.883	18,522	0.000
Y.12 <- Cyberloafing Behavior	0.810	10,681	0.000
Y.13 <- Cyberloafing Behavior	0.806	9,705	0.000
Y.14 <- Cyberloafing Behavior	0.802	10,414	0.000
Y.15 <- Cyberloafing Behavior	0.900	18,213	0.000
Y.16 <- Cyberloafing Behavior	0.796	9,253	0.000
Z.1 <- Job Stress	0.878	18,900	0.000
Z.2 <- Job Stress	0.843	12,677	0.000
Z.3 <- Job Stress	0.793	8,936	0.000
Z.4 <- Job Stress	0.794	11,438	0.000
Z.5 <- Job Stress	0.811	10,809	0.000
Z.6 <- Job Stress	0.761	8,235	0.000
Z.7 <- Job Stress	0.823	11,526	0.000
Z.8 <- Job Stress	0.819	11,486	0.000
Z.9 <- Job Stress	0.745	8,317	0.000
Z.10 <- Job Stress	0.884	26,594	0.000
Z.11 <- Job Stress	0.857	18,853	0.000
Z.12 <- Job Stress	0.746	6,272	0.000
Z.13 <- Job Stress	0.754	6,769	0.000
Z.14 <- Job Stress	0.879	20,547	0.000
Z.15 <- Job Stress	0.830	18,911	0.000

Source: Primary Data (processed data), 2025

Table 2 shows that all outer loadings values are above 0.70 and the t-statistic value is above 1.96. Thus, it can be concluded that the variable indicators in this study are valid because they have met the convergent validity criteria.

2) Discriminant Validity

Table 3. Cross Loading Test Results

	Burnout	Cyberloafing Behavior	Job Stress
X.1	0.795	0.735	0.801
X.2	0.805	0.720	0.674
X.3	0.844	0.768	0.740
X.4	0.872	0.799	0.760
X.5	0.839	0.690	0.672
X.6	0.940	0.848	0.838
X.7	0.952	0.843	0.890
X.8	0.957	0.876	0.887
X.9	0.908	0.901	0.850
X.10	0.833	0.826	0.708

Y.1	0.759	0.867	0.707
Y.2	0.761	0.873	0.729
Y.3	0.605	0.714	0.557
Y.4	0.832	0.828	0.739
Y.5	0.894	0.929	0.879
Y.6	0.845	0.894	0.811
Y.7	0.915	0.951	0.890
Y.8	0.844	0.858	0.826
Y.9	0.892	0.845	0.859
Y.10	0.866	0.922	0.826
Y.11	0.795	0.883	0.799
Y.12	0.712	0.810	0.694
Y.13	0.656	0.806	0.692
Y.14	0.692	0.802	0.719
Y.15	0.722	0.900	0.737
Y.16	0.671	0.796	0.782
Z.1	0.734	0.739	0.878
Z.2	0.654	0.641	0.843
Z.3	0.591	0.574	0.793
Z.4	0.665	0.637	0.794
Z.5	0.625	0.600	0.811
Z.6	0.525	0.505	0.761
Z.7	0.623	0.601	0.823
Z.8	0.666	0.599	0.819
Z.9	0.553	0.525	0.745
Z.10	0.878	0.848	0.884
Z.11	0.900	0.831	0.857
Z.12	0.752	0.901	0.746
Z.13	0.747	0.894	0.754
Z.14	0.894	0.929	0.879
Z.15	0.881	0.844	0.830

Source: Primary Data (processed data), 2025

Table 3 shows that all items have cross-loading values with their corresponding latent variables that are higher than their correlations with other latent variables. These results indicate that each indicator truly represents the appropriate latent variable and does not have a stronger relationship with other variables, thus supporting the discriminant validity of the model.

3) Composite Reliability

Table 4. Results of the Composite Reliability and Cronbach's Alpha Tests

Variabel	Composite reliability	Cronbach's alpha	Keterangan
<i>Burnout</i>	0.971	0.966	Reliabel
<i>Perilaku</i> <i>Cyberloafing</i>	0.978	0.976	Reliabel
<i>Stres Kerja</i>	0.967	0.965	Reliabel

Source: Primary Data (processed data), 2025

Table 4 shows that the values of composite reliability and Cronbach's alpha for all constructs are greater than 0.70. Thus, this research model has good construct reliability.

4) Evaluation of the Structural Model (Inner Model)

The evaluation of the structural model or inner model aims to analyze the relationships between exogenous and endogenous variables that have been described in the conceptual framework. The theoretical model developed in the conceptual framework is then illustrated in a path diagram that functions to show the relationships between exogenous and endogenous variables to be tested. The evaluation of the structural model in this research consists of the R-square test and Q-square test.

(1) R-Square Value

Table 5. Results of the R-Square Test

	R-square	R-square adjusted
Cyberloafing Behavior	0.872	0.867
Job Stress	0.805	0.801

Source: Primary Data (processed data), 2025

Table 5 shows that the R-square value for the cyberloafing behavior variable is 0.872, which means that 87.2% of the cyberloafing behavior variable can be explained by the variables in the model, while the remaining 12.8% is influenced by other factors outside the research model. Furthermore, the R-square value for the job stress variable is 0.805, which indicates that 80.5% of the job stress variable can be explained by the variables in the model, while the remaining 19.5% is influenced by other variables outside this research model.

(2) Q-Square Value

The model fit test using the Q-square value produces a value of 0.976, which indicates that the model has a very strong and relevant predictive ability. This value indicates that 97.6% of the variance in the data in this research can be explained by the model developed. Thus, the variation in cyberloafing behavior of 97.6% can be explained by the burnout and job stress variables, while the remaining 2.4% is influenced by other factors outside the research model.

Hypothesis Testing

Table 6. Results of Partial Path Coefficient Test

Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Burnout -> Behavior	0.561			
Cyberloafing	0.575	0.123	4,557	0.000
Burnout -> Stress				
Work	0.897	0.903	0.027	33,099
Job Stress ->				
Behavior	0.397	0.386	0.110	3,610
Cyberloafing				0.000

Source: Primary Data (processed data), 2025

Based on the above calculation results, the partial hypothesis testing output is obtained as follows.

- 1) Hypothesis 1 Test (The Effect of Burnout on Cyberloafing Behavior) The hypothesis test results in Table 6 show a p-value of 0.000 (< 0.05), a t-statistic value of 4.557 (> 1.96), and an original sample value of 0.561 (positive), so H1 is accepted. Thus, burnout has a positive and significant effect on cyberloafing behavior.
- 2) Hypothesis 2 Test (The Effect of Burnout on Job Stress) The hypothesis test results in Table 6 show a p-value of 0.000 (< 0.05), a t-statistic value of 33.099 (> 1.96), and an original sample value of 0.897 (positive), so H2 is accepted. Thus, burnout has a positive and significant effect on job stress.
- 3) Hypothesis 3 Test (The Effect of Job Stress on Cyberloafing Behavior) The hypothesis test results in Table 6 show a p-value of 0.000 (< 0.05), a t-statistic value of 3.610 (> 1.96), and an original sample value of 0.397 (positive), so H3 is accepted. Thus, job stress has a positive and significant effect on cyberloafing behavior.

Table 7. Results of Path Coefficient Test (Mediation Test)

	Original sample (O)	Sample mean (M)	Standard deviation	T statistics (O/STDEV)	P values (STDEV)
Burnout-> Job Stress -> Cyberloafing Behavior	0.356	0.348		0.099 3,615	0.000

Source: Primary Data (processed data), 2025

Based on the calculation results above, the mediation hypothesis testing output is obtained as follows.

- 4) Hypothesis 4 Test (Job Stress Mediates the Effect of Burnout on Cyberloafing Behavior) The hypothesis test results in Table 7 show a p-value of 0.000 (< 0.05), a t-statistic value of 3.615 (> 1.96), and an original sample value of 0.356 (positive), so H4 is accepted. Thus, job stress significantly mediates the relationship between burnout and cyberloafing behavior.

Research Discussion

The Effect of Burnout on Cyberloafing Behavior

The results of hypothesis testing indicate that burnout has a positive effect on cyberloafing behavior among employees of the Regional Development Planning Agency of Karangasem Regency. This finding shows that the higher the burnout experienced by employees, the higher their cyberloafing behavior. Employees who experience excessive work exhaustion tend to seek diversion through non-work activities during working hours, such as accessing social media, watching videos, or browsing the internet. Employees perceive cyberloafing as a way to relieve stress, boredom, and psychological pressure resulting from burnout. They find it difficult to control themselves because of declining emotional and physical conditions.

This result is consistent with the study of Karyatun et al. (2023) which states that there is a positive and significant effect between burnout and cyberloafing. Hardiani (2020) also found that burnout positively and significantly affects cyberloafing, meaning that the higher the level of burnout experienced by employees, the greater the likelihood of engaging in cyberloafing. Pangestuari et al. (2023) reported a relationship between burnout and cyberloafing, implying that managers and organizations need to pay more attention to factors that trigger burnout to reduce its negative impact on employee performance. Hardiani (2021) further states that burnout has a positive and significant effect on cyberloafing. Likewise, Sani and Suhana (2022) found that burnout statistically has a positive and significant effect on cyberloafing behavior.

The Effect of Burnout on Job Stress

The results of hypothesis testing show that burnout has a positive effect on job stress among employees of the Regional Development Planning Agency of Karangasem Regency. This indicates that the higher the burnout experienced by employees, the higher their job stress. Employees experiencing burnout face substantial increases in job stress, where prolonged physical and mental exhaustion causes them to feel unmotivated, have difficulty concentrating, and tend to face high psychological pressure in performing their daily tasks.

This finding is consistent with Ahmad and Omar (2018) who reported that burnout has a positive effect on job stress. Apriyani and Susanti (2023) also demonstrated that burnout has a positive and significant effect on job stress. Sari and Putra (2021) explained that burnout positively affects job stress, which subsequently impacts cyberloafing behavior. Maslach and Leiter (2018) found that burnout characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment is highly correlated with increased job stress, particularly in highly demanding work environments. Rahmawati and Irwana (2020) also showed that burnout has a positive and significant effect on job stress.

The Effect of Job Stress on Cyberloafing Behavior

The results of hypothesis testing show that job stress has a positive effect on cyberloafing behavior among employees of the Regional Development Planning Agency of Karangasem Regency. This indicates that the higher the job stress experienced by employees, the higher their cyberloafing behavior. Excessive job stress may encourage employees to engage in cyberloafing as an attempt to relieve stress, where non-work online activities are perceived as reducing pressure and providing a temporary break from accumulated job demands.

This finding is consistent with Suryadi and Hoeroni (2023) who stated that job stress may encourage employees to engage in cyberloafing, namely the use of the internet for personal purposes during working hours. Rahma et al. (2023) reported that job stress has a significantly negative impact associated with cyberloafing behavior. Satria (2022) stated that there is a positive and significant relationship between the level of job stress and the frequency of cyberloafing behavior. Jamaluddin et al. (2023) reported that job stress has a positive and significant effect on cyberloafing behavior. Kurniawati (2022) also showed that job stress affects cyberloafing because employees attempt to manage the stress they experience.

Job Stress Mediates the Effect of Burnout on Cyberloafing Behavior

The results of hypothesis testing show that job stress has a positive and significant mediating effect on the relationship between burnout and cyberloafing behavior among employees of the Regional Development Planning Agency of Karangasem Regency. This indicates that the higher the job stress experienced by employees, the higher their burnout and cyberloafing behavior. Employees experiencing burnout characterized by emotional exhaustion, depersonalization, and reduced work accomplishment experience significantly increased levels of job stress. Job stress functions as a mediating variable linking burnout with cyberloafing behavior in the workplace. Employees respond to job stress by seeking temporary distraction from pressure and exhaustion, and cyberloafing emerges as an attempt to relieve stress or divert attention from accumulated job demands.

This result is in line with Ahmad and Omar (2018) who stated that job stress mediates the relationship between burnout and cyberloafing behavior. Sanjiwani et al. (2023) also reported that job stress plays a positive mediating role between burnout and cyberloafing behavior. Putri and Kurniawan (2023) stated that job stress is a significant mediator in the relationship between burnout and cyberloafing. Anindita et al. (2024) found that job stress significantly mediates the relationship between burnout and cyberloafing. Similarly, Cipta et al. (2022) revealed that job stress effectively mediates the effect of burnout on cyberloafing.

CONCLUSION

Based on the results of the study, several conclusions can be drawn as follows:

1. Burnout has a positive effect on cyberloafing behavior among employees of the Regional Development Planning Agency of Karangasem Regency. This means that the higher the level of burnout, the more likely employees are to engage in cyberloafing behavior.
2. Burnout has a positive effect on job stress among employees of the Regional Development Planning Agency of Karangasem Regency. This indicates that increasing levels of burnout tend to lead to higher job stress.
3. Job stress has a positive effect on cyberloafing behavior among employees of the Regional Development Planning Agency of Karangasem Regency. This means that when job stress increases, employees tend to show higher levels of cyberloafing behavior.
4. The results of the analysis show that job stress partially and complementarily mediates the effect of burnout on cyberloafing behavior among employees of the Regional Development Planning Agency of Karangasem Regency. This finding illustrates that cyberloafing behavior emerges when employees experience burnout, where burnout is triggered by prolonged job stress.

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