

## **The Influence of Job Stress and Workload on Cyberloafing: The Mediating Role of Job Satisfaction**

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### ABSTRACT

*Cyberloafing is behavior exhibited by employees when using office facilities such as the internet for activities unrelated to their work. This can reduce productivity and pose security risks. This study aims to examine how job stress and workload influence cyberloafing behavior, using job satisfaction as a mediator in Bhayangkara Hospital Bengkulu. This study employed a quantitative approach, with data collected via internet-based questionnaires from 115 employees at Bhayangkara Hospital in Bengkulu City. The analysis used Structural Equation Modeling-Partial Least Squares (SEM-PLS) via SmartPLS 3.0. This study reveals that both job stress and workload have a positive and significant influence on cyberloafing behaviour. Meanwhile, job satisfaction has a negative influence on cyberloafing behaviour. The study also found that job stress and workload both positively and significantly influence cyberloafing behaviour. Furthermore, job satisfaction plays a mediating role; lower job satisfaction resulting from high stress and workload contributes to an increase in cyberloafing behavior. This research offers practical implications, particularly in promoting workforce productivity and organizational efficiency. Effective stress and workload management, such as through flexible work policies and employee wellness programs, can increase job satisfaction and reduce non-productive behaviors like cyberloafing. This research aims to provide a reference for future studies while enhancing the concepts or theories that underpin knowledge development in human resource management, specifically on the influence of workload and job stress on cyberloafing behavior.*

## INTRODUCTION

Hospitals are complex healthcare institutions, characterized by the intensive use of experts, capital, and technology. This complexity arises because hospitals not only provide medical care, but also include educational and research functions, covering various levels and disciplines in healthcare. To ensure that these complex functions run effectively, hospitals require the support of professional human resources, both in the medical and healthcare administration fields. Bhayangkara Hospital TK III Bengkulu is one such institution, established to serve members of the Indonesian National Police, civil servants, their families, and the wider community. This hospital provides goods and services not for profit, but with an emphasis on efficiency and productivity. This approach aims to improve the quality of community services, provide flexibility in financial management, and is in line with good business practices. However, in addition to these responsibilities, hospitals also face challenges related to human resources. Data from the 2013 Basic Health Survey (Riskesdas) reported that 6.0% of health workers in Indonesia—around 37,728 people—experienced work-related stress. In 2018, this figure increased significantly to 19.8% (Irwan, 2024). This sharp increase indicates a worrying trend and requires further academic and practical investigation, especially in the hospital environment.

In addition to work stress, another factor contributing to the psychological condition of healthcare workers is workload. Workload arises when job demands are not balanced with the abilities, skills, and resources possessed by employees (Wahyuni & Irfani, 2019). Excessive workload can cause fatigue and boredom, thereby reducing motivation and focus at work. Several studies have found that high workloads correlate with increased work stress, decreased job satisfaction, and encourage dysfunctional behavior in the workplace (Syahrani & Kuntadi, 2023) and (Surya, 2015).

In this context, job satisfaction becomes an important variable that can bridge the influence of stress and workload on employee behavior. Job satisfaction refers to employees' positive attitudes toward their work, which reflects the integration of emotions and behavior in carrying out responsibilities (Saputra, 2021). High levels of job satisfaction contribute to increased commitment, loyalty, and service quality. Conversely, low job satisfaction has the potential to give rise to various forms of deviant behavior in the work environment, including cyberloafing.

Cyberloafing is defined as the use of organizational internet facilities by employees for personal interests during working hours, such as accessing social media, online shopping, and online gambling (Lim, 2002) & (Blanchard & Henle, 2008). This phenomenon is increasingly relevant in Indonesia, given that national internet penetration has reached 79.5% with an estimated number of users exceeding 221 million in 2024 (APJII, 2024). Cyberloafing can be triggered by stress and high workloads, where employees seek distraction or brief entertainment through

the internet. On the other hand, low job satisfaction also reinforces the tendency for this behavior to emerge.

Based on this description, it can be understood that work stress, workload, and job satisfaction are closely related to the emergence of cyberloafing behavior in the workplace, especially in a high-pressure hospital environment. This study aims to analyze the influence of work stress and workload on cyberloafing behavior, with job satisfaction as a mediating variable, among employees at Bhayangkara Hospital TK III Bengkulu. This study is expected to contribute academically to the development of literature related to dysfunctional work behavior and serve as a practical reference in formulating human resource management strategies in hospitals.

High job stress will impact the employees' mental health. Employees with high job stress will feel bored and vent it by playing on social media during work hours as their entertainment. In the research conducted by (Moffan & Handoyo, 2020), Cyberloafing behaviour is influenced by job stress, and this influence is statistically positive significant. In these research conducted by (Adhana & Herwanto, 2021), Job stress positively effect cyberloafing behavior, indicating that as job stress increases, cyberloafing behavior also tends to rise. Conversely, if the job stress felt by someone is lower, the cyberloafing behavior will also be lower. although according to (Benasmi et al., 2021) job stress does not have an effect on cyberloafing. From the above studies, this research will propose the following hypothesis.

H1: It is suspected that job stress has a positive influence to cyberloafing behavior.

Workload is the work assigned to employees with a deadline. A heavy workload can disrupt the health and mental well-being of workers, and as a result, it will lead to increased cyberloafing behavior in the workplace. This is in line with the statement by (Howay & Suryosukmono, 2024). Workload has a positive and significant effect on cyberloafing behavior, which means that if the workload assigned by supervisors to employees is high, cyberloafing behavior will increase. In the research conducted by (Syahrani & Kuntadi, 2023), it is stated that workload affects cyberloafing. although according to (Anindita et al., 2024) Cyberloafing behaviour is not significantly affected by workload, from the above studies, this research will propose the following hypothesis.

H2: It is suspected that workload has a positive effect on cyberloafing behavior.

Job satisfaction is a collection of employees' feelings towards their work, whether they are satisfied with their job or not, as a result of the interaction and assessment of employees towards their work environment and their job (Sutrisno et al., 2022). Cyberloafing is less likely to be engaged in by employees who experience job satisfaction. This is in line with research conducted by (Rosilawati & Azizi, 2024). Job satisfaction has a significant negative influence on cyberloafing behavior. In the study conducted by (Korzynski, 2024), Job satisfaction negatively affects cyberloafing behaviour. In other words, if job satisfaction increases, cyberloafing behaviour decreases, and conversely. Although according to (Adams Ogirima et

al., 2020) job satisfaction significantly affects cyberloafing behavior. From the above studies, this research will formulate the following hypothesis.

H3: It is suspected that job satisfaction negatively affects cyberloafing behavior.

Job stress is a significant burden from the company imposed on employees, causing them to feel stressed (Prasetyo, 2020) High job stress tends to result in employees being less satisfied with their jobs. This is because high stress levels affect employee performance. That statement is consistent with research conducted by (Wibowo, 2015), Job stress negatively affects job satisfaction. This means if job stress increases, employees' job satisfaction will decrease. Conversely, if job stress decreases, employees' job satisfaction will increase. Although according to (Gofur et al., 2018) job stress has a positive impact to job satisfaction. From the above studies, this research will formulate the following hypothesis.

H4: It is suspected that job stress negatively affects job satisfaction.

When employees have excessive workloads, they will experience mental and physical fatigue. If this happens, it will make them feel dissatisfied with their work. This is in line with the statement (Safitri & Astutik, 2019) that job satisfaction is negatively affected by workload, meaning that when employees feel their workload has increased, their job satisfaction decreases. According to (Saputra, 2021), job satisfaction is significantly influenced by workload, indicating that as employees' workload increases, their level of job satisfaction tends to decrease. However, the effect is not significant enough to be considered meaningful or statistically significant. In the study conducted by (Tentama et al., 2019), there is a very significant influence of workload on job satisfaction. This means that if the workload felt by employees increases, the job satisfaction felt by employees will also increase. From the studies mentioned above, this research will formulate the following hypothesis.

H5: It is suspected that workload negatively affects job satisfaction.

When employees face increased job stress, their level of job satisfaction generally decreases, which in turn affects the increased behavior of cyberloafing. In the research conducted by (Moffan & Handoyo, 2020), Job satisfaction cannot mediate the influence by job stress to cyberloafing behaviour among employees. This means that although job stress can impact job satisfaction, it does not mediate the effect on cyberloafing behaviour. This indicates that the effect between job stress and cyberloafing is direct, without being influenced by the level of job satisfaction. Nevertheless, references for this hypothesis are still limited, so these results need to be further tested in a broader context to fully understand the effect between job stress, job satisfaction, and cyberloafing behavior. From the above research, this study will propose the following hypothesis.

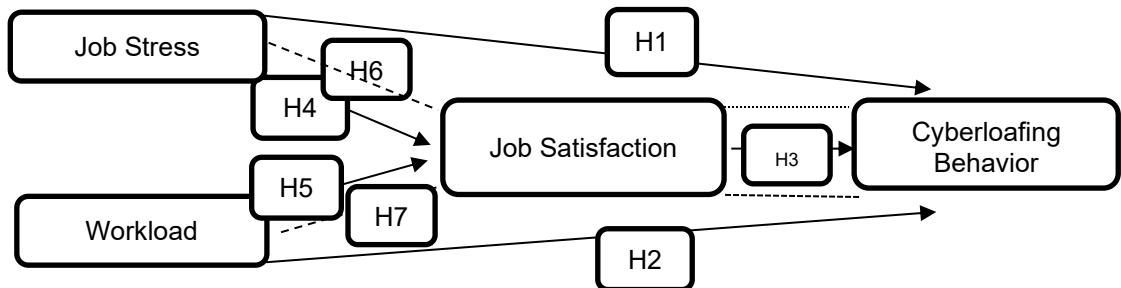
H6: It is suspected that job satisfaction mediates the influence of job stress on cyberloafing behavior.

If someone who feels satisfied with their job is more likely to handle their workload more effectively, thereby reducing the desire to distract themselves by engaging in cyberloafing.

Conversely, someone who is dissatisfied with their job may be more susceptible to the influence of workload and are more prone to resorting to cyberloafing as a way to manage stress.. According to (Korzynski, 2024), the influence between workload and cyberloafing behavior can be mediated by job satisfaction, meaning that job satisfaction is an important factor that explains how workload can affect cyberloafing behavior. However, references to this hypothesis are still limited, so these results need to be further tested to understand the overall influence between workload, job satisfaction, and cyberloafing behavior.

H7: It is suspected that job satisfaction mediates the influence of workload on cyberloafing behavior.

**Conceptual Framework.** This research model aims to provide an in-depth understanding of the complex relationship between variables. The main objective is to reveal how work stress and workload affect cyberloafing behavior, mediated by satisfaction. In line with the objectives of this study, the following hypotheses are proposed:



**Figure 1. Conceptual Framework**

## RESEARCH METHODS

The research adopts a quantitative method. According to (Balaka, 2022), the quantitative research method is a process of collecting data numerical form that can be categorized, ranked, and then measured in its measurement units. The sample for this study includes employees working at the Bhayangkara Hospital in Bengkulu City. The research used a simple random sampling method. This selection was carried out without dividing the population into specific groups or strata. The formula from (Hair J et al., 2010) was used to determine the sample size, which states the research indicator method  $x$  5. The number of research indicators is  $23 \times 5 = 115$ . This was used to select the participants, meaning that the entire population has the opportunity to be part of the research sample. In this study, the questionnaire was distributed online to all employees in the population until the required number of respondents was reached. Respondents were randomly selected from the entire population, namely all employees of the Bhayangkara Hospital in Bengkulu City. An interval scale 1-5 is used to measure the data in this study. The primary source of information used on this study was primary data. According by (Pramiyati et al., 2017), Information gathered directly from original sources is referred to as

primary data. In this research, Questionnaire was used to collect the data, and it included questions about cyberloafing behaviour (Wu et al., 2018), which consists of 5 questions, one of which is "I play games during work hours." In the job satisfaction variable (Han et al., 2011), there are 4 questions, one of which is "I like the work I do." In the job stress variable (Görgens-Ekermans & Brand, 2012), there are 8 questions, one of which is the perception that "I cannot cope or be productive with the amount of work allocated to me". At the workload variable (Hoonakker et al., 2011), there are 6 questions, one of which is the extent of time pressure I feel due to the level or speed of task execution or task elements.

SEM-PLS is the data analysis method used in the present study. This approach involves two main testing stages: (1) Evaluation of the Outer Model, which covers assessments of convergent validity, discriminant validity, and reliability; and (2) Evaluation of the Structural Model, which includes the R-square ( $R^2$ ) analysis and the Path Coefficient test. The path coefficient value is used to test the hypothesis. According to (Khoiriyah & Putra, 2022), Path analysis builds upon multiple linear regression by enabling the examination of complex effect among variables. There are two factors that will be tested in this study, namely direct influence and indirect influence, with the following path coefficient criteria: (1) A positive path coefficient indicates a positive effect between the two variables.(2) A negative path coefficient indicates a negative effect between the two variables. At a significance level of 0.05, the effect is deemed significant if the p-value is less than 0.05.

## RESULTS & DISCUSSION

**Respondents Profile.** Based on the respondents' answers, it can be seen that of the 115 respondents, 44 (38.3%) were male and 71 (61.7%) were female. This shows that the majority of respondents were female. In terms of work division, the respondents came from various units at Bhayangkara Bengkulu Hospital. The largest number came from the nursing division with 28 people (24.3%), followed by customer service (CS) staff with 12 people (10.4%), laboratory staff with 9 people (7.8%), nutrition staff and midwives with 8 people each (7%), and registration staff with 6 people (5.2%). Other divisions had relatively small numbers of respondents, such as laundry staff with 4 people (3.5%), pharmacy staff and facility staff with 3 people each (2.6%), and several other divisions that were represented by only 1 to 2 respondents (0.9%–1.7%). This reflects that the distribution of respondents was mostly from the direct health care division, especially nurses, while the number of non-medical divisions was smaller. In terms of length of service, the majority of respondents had worked for more than 5 years, namely 92 people (80%), while those who had worked for 1 to 5 years numbered only 23 people (20%). Thus, most respondents had considerable work experience at the hospital, enabling them to provide more mature perspectives on the working conditions and phenomena under study.

**Validity Test.** Validity testing in surveys using Likert scale questionnaires aims to ensure that the instruments used can truly describe the concepts to be measured. A loading above 0.7 is recommended because the construct can explain more than 50% of the indicator variance, as it

can ensure sufficient validity. The level of validity is usually positively correlated with the load value. As a result, it can be concluded that all questions are declared valid because as shown in Table 1, the factor loading values of all questions more than 0.70.

**Table 1. Validity Test Result**

Indicators	Estimates	Limit	Conclusion
Role ambiguity	0.770		valid
Relationships	0.771		valid
Equipment and supplies	0.792		valid
Career advancement	0.814		valid
Job security	0.799	> 0.5	valid
Lack of autonomy	0.770		valid
Work-home relationship	0.815		valid
Workload	0.801		valid
Mental demands	0.790		valid
Physical demands	0.822		valid
Time demands	0.801	> 0.5	valid
Performance	0.799		valid
Effort	0.748		valid
Frustration	0.750		valid
Using office wifi for purposes other than work.	0.844		valid
Using mobile phones for purposes other than work.	0.883		valid
Sending and receiving e-mails that are not related to work.	0.893	> 0.5	valid
Accessing social media during working hours.	0.890		valid
Browsing websites that are not related to work purposes.	0.830		valid
Work	0.873		valid
Wages	0.836	> 0.5	valid
Supervisor	0.847		valid
Colleagues	0.824		valid

Source: Processed (2025)

**Reliability Test.** Based on the results of the construct validity and reliability analysis, all variables show a good level of reliability. The Average Variance Extracted (AVE) value for each variable is greater than 0.5, indicating that each construct has adequate convergent validity. Furthermore, value from Composite Reliability more than 0.7 indicates that the research instrument has good internal consistency. These results confirm that the research instrument has sufficient validity and reliability, this allows it to be used to accurately and consistently measure the variables in this study.

**Table 2. Reliability Test Result**

Variables	(AVE)	Limit	Composite Reliability	Limit	Conclusion
Job stress	0.627		0.931		Reliable
Workload	0.617	> 0.5	0.906	> 0.7	Reliable
Cyberloafing Behaviour	0.754		0.939		Reliable
Job Satisfaction	0.627		0.931		Reliable

Source: Processed (2025)

**R-Squared Test.** The results of the R-square test show to variability of job satisfaction and cyberloafing behaviour is fairly well explained by the independent variables in this model. The R-square value for job satisfaction is 0.447. This means that 44.7% of the changes in job satisfaction can be explained by the things in the model, like job stress and workload. The other 55.3% is influenced by other things that are not included in the model. After making the necessary adjustments for the number of predictors in the model, the adjusted R-square value experienced a slight decrease, standing at 0.468. Meanwhile, the R-square value for cyberloafing behaviour is 0.719, show that the combination of variables in the model can explain 71.9% of the variability in cyberloafing behaviour. After adjustment, the adjusted R-squared value decreased slightly to 0.712. These results suggest that the research model has strong predictive power, although about 20–30% of the variability is still influenced by factors outside the used model.

**Table 3. R-Squared**

Variables	R-square	R-square adjusted
Job Satisfaction	0.477	0.468
Cyberloafing Behavior	0.719	0.712

Source: Processed (2025)

**Analysis and Discussion.** To test the research hypotheses, an analysis was conducted using the Partial Least Square (PLS) method, which produced the original sample value, sample mean, standard deviation, t-statistics, and p-values. The results of this hypothesis testing are summarized in Table 4. All hypotheses proposed in this study were accepted because the t-statistics values were greater than 1.96 and the p-values were less than 0.05. Thus, each variable in the research model was proven to have a significant effect in accordance with the direction of the previously hypothesized relationship.

**Table 4. Hypothesis Testing Result**

Direction	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Result
H1: Job Stress -> Cyberloafing Behavior	0.441	0.445	0.073	6.067	0.000	Accepted
H2: Workload -> Cyberloafing Behavior	0.326	0.330	0.066	4.903	0.000	Accepted
H3: Job Satisfaction -> Cyberloafing Behavior	0.351	0.345	0.071	4.963	0.000	Accepted
H4: Job Stress -> Job Satisfaction	0.496	0.495	0.056	8.870	0.000	Accepted
H5: Workload -> Job Satisfaction	0.446	0.450	0.070	6.334	0.000	Accepted
H6: Job Stress -> Job Satisfaction -> Cyberloafing Behavior	0.174	0.170	0.038	3.663	0.000	Accepted
H7: Workload -> Job Satisfaction -> Cyberloafing Behavior	0.157	0.156	0.043	4.590	0.000	Accepted

Source: Processed (2025)

**H1 Job Stress and Cyberloafing Behavior.** The results of this study indicate that work stress has a positive and significant effect on cyberloafing behavior among employees at Bhayangkara Hospital in Bengkulu City. This indicates that the higher the level of work stress felt, the greater the tendency for employees to engage in online activities unrelated to work during working

hours. One of the indicators of work stress used in this study is “Unclear specifications and constant changes related to my job characteristics.” Uncertainty in roles and dynamic job changes can cause confusion, mental fatigue, and decreased concentration. In such conditions, employees tend to seek distraction by accessing social media or watching videos as a form of stress relief.

These findings can be explained through the Job Demands-Resources (JD-R) model, in which high job demands without adequate job resources result in fatigue, reduced motivation, and the emergence of disengagement behaviors such as cyberloafing. In this context, cyberloafing functions as a coping mechanism or an attempt to recover energy from heavy work pressure (Rahma & Wijono, 2023). The profile of the respondents in this study also reinforces these findings. The majority of respondents were women (61.7 percent), worked as nurses (24.3 percent), and had been working for more than five years (80 percent). This condition indicates that many respondents come from the healthcare workforce, who are exposed to high work stress due to physical demands, emotional demands, and significant professional responsibilities toward patients.

The results of this study are in line with a study conducted by (Rahma & Wijono, 2023), which found that work stress can increase cyberloafing behavior as a form of adaptive strategy for employees to reduce psychological pressure. However, these results differ from the findings of (Pangestuari et al., 2023), which showed that work stress does not significantly affect cyberloafing. This difference indicates that the relationship between work stress and cyberloafing can vary depending on the organizational context, job characteristics, and individual employee conditions. Thus, these findings emphasize that hospital management needs to pay serious attention to work stress factors, as the high pressure experienced by employees can have implications not only for psychological well-being but also for increased cyberloafing behavior that has the potential to reduce work productivity.

**H2 Workload and Cyberloafing Behavior.** The results of this study indicate that workload has a positive and significant effect on cyberloafing behavior among employees at Bhayangkara Hospital in Bengkulu City. This indicates that the higher the workload felt by employees, the greater their tendency to engage in online activities unrelated to work during working hours. One of the indicators used in measuring workload is “The amount of time pressure I feel due to the level or speed of task or task element execution.” High time pressure in completing work can cause mental and physical fatigue, prompting employees to seek breaks through recreational activities, such as accessing social media or watching videos. These activities provide temporary relief from workloads, even though they do not directly contribute to organizational productivity.

These findings are in line with the statement by (Howay & Suryosukmono, 2024), which explains that workload has a positive and significant effect on cyberloafing behavior, where cyberloafing can function as an adaptive coping mechanism to restore energy before returning

to work. The profile of the respondents in this study supports this explanation. The majority of respondents were women (61.7 percent) and most worked as nurses (24.3 percent), a profession synonymous with high work demands, both physically and mentally. In addition, the majority of respondents had worked for more than five years (80 percent), which means they had been exposed to heavy work demands for a long time. This condition increases the potential for prolonged fatigue, which encourages cyberloafing behavior as a form of temporary escape from work pressure.

However, the results of this study differ from the findings of (Anindita et al., 2024), which state that workload does not have a significant effect on cyberloafing. The difference in results shows that the relationship between workload and cyberloafing can be influenced by contextual factors, such as organizational climate, employee autonomy levels, and different job characteristics. Nevertheless, the results of this study emphasize that excessive workload can be a direct trigger for cyberloafing behavior, especially when employees do not have access to more constructive stress recovery strategies. Thus, proportional workload management is important for hospital management to reduce the potential for cyberloafing behavior that can decrease employee work effectiveness.

**H3 Job Satisfaction and Cyberloafing behavior.** The results of this study indicate that job satisfaction has a negative and significant effect on cyberloafing behavior among employees at Bhayangkara Hospital in Bengkulu City. These findings indicate that the higher the job satisfaction felt by employees, the lower their tendency to engage in online activities unrelated to work during working hours. One of the indicators used in measuring job satisfaction is "I like the work I do." This indicator reflects employees' positive attitudes toward their jobs. When employees like their jobs, they will be more focused, committed, and highly motivated to complete tasks, thereby reducing the likelihood of cyberloafing. Conversely, when job satisfaction is low, employees may feel bored or emotionally detached from their work, which ultimately increases their tendency to seek distraction through non-productive activities.

These results are consistent with the research by (Sutrisno et al., 2022), which states that job satisfaction is an employee's emotional response to their work, which includes an evaluation of working conditions, the nature of the tasks, interpersonal relationships, and opportunities for self-development. This study is also in line with the findings of (Korzynski, 2024), which concluded that job satisfaction has a negative effect on cyberloafing behavior. In other words, employees who feel satisfied and valued by the organization tend to allocate more energy and attention to productive work activities rather than seeking entertainment through the internet.

Thus, the findings of this study emphasize the importance of increasing job satisfaction as part of an organization's strategy to reduce cyberloafing behavior. This can be done by creating a supportive work environment, providing fair compensation, providing opportunities for skill development, and maintaining harmonious working relationships. These strategies can not only improve employee welfare but also minimize the potential loss of productivity due to cyberloafing.

**H4 Job Stress and Job Satisfaction.** The results of this study indicate that work stress has a negative and significant effect on job satisfaction among employees at Bhayangkara Hospital in Bengkulu City. These findings indicate that the higher the level of work stress experienced by employees, the lower their level of job satisfaction. One of the indicators used in measuring work stress is “The perception that I cannot cope with or be productive with the amount of work allocated to me.” This statement confirms that when job demands are considered to exceed an individual's capacity, employees tend to experience mental fatigue, loss of enthusiasm, and a decline in their sense of accomplishment at work. Such conditions ultimately reduce job satisfaction because work is no longer perceived as an activity that provides meaning and self-esteem, but merely as a burden that must be faced.

The results of this study are consistent with the findings of (Wibowo et al., 2015), which confirm that work stress has a negative effect on job satisfaction. Increased stress levels generally result in decreased motivation, weakened work morale, and reduced commitment to organizational goals. Conversely, when work stress levels can be minimized through effective workload management, supportive leadership, and the creation of a healthy work environment, employees will more easily feel satisfaction, motivation, and attachment to their work.

Thus, the results of this study emphasize the importance of hospital management efforts to reduce work stress levels in order to maintain employee job satisfaction. Strategies that can be implemented include creating open communication, providing occupational health programs, and supporting work-life balance. Through these efforts, organizations can maintain employee job satisfaction while improving performance and productivity in a sustainable manner.

**H5 Workload and Job Satisfaction.** The results of this study indicate that workload has a negative and significant effect on job satisfaction among employees at Bhayangkara Hospital in Bengkulu City. These findings indicate that the heavier the workload felt by employees, the lower their level of job satisfaction. One of the questionnaire statements that reflects this condition is “The amount of time pressure I feel due to the level or speed of task execution or task elements.” High time pressure, accompanied by physical and mental demands, often makes employees feel tired, stressed, and lose opportunities to develop themselves and build positive working relationships. In the long term, these conditions erode a sense of accomplishment, reduce motivation, and diminish emotional attachment to work.

These findings are consistent with the research by (Safitri & Astutik, 2019), which confirms that workload has a negative effect on job satisfaction. When the workload increases, employees tend to feel pressured by the demands to complete many tasks simultaneously, face tight deadlines, and sacrifice the balance between work and personal life. These factors cause frustration and a decrease in motivation to contribute their best to the organization. Conversely, when workloads are managed reasonably and in a balanced manner, employees are better able to maintain focus, work effectively, and feel satisfaction from the results of their work.

The profile of the respondents in this study provides a relevant picture of these findings. The majority of respondents were women (61.7 percent), with the largest proportion working as nurses (24.3 percent) and dominated by employees with more than five years of service (80 percent). These characteristics indicate that most respondents have a high intensity of work, especially in direct service to patients that demands speed, accuracy, and empathy. This constant pressure has the potential to cause physical and mental fatigue, thereby reducing job satisfaction.

Thus, the results of this study emphasize the importance of workload management as one of the main strategies in increasing job satisfaction. Organizations need to consider fair task allocation, setting realistic deadlines, and providing adequate manpower to avoid excessive workloads. The implementation of these strategies has the potential to not only increase employee job satisfaction, but also encourage productivity and the quality of hospital services in a sustainable manner.

**H6 Job Stress, Job Satisfaction and Cyberloafing Behavior.** This study shows that among employees at Bhayangkara Hospital in Bengkulu City, job satisfaction acts as a mediating variable in the relationship between work stress and cyberloafing behavior. The results of the study confirm that work stress has a significant effect on cyberloafing behavior through a decrease in job satisfaction. Employees who experience high levels of stress at work tend to feel less satisfied with their jobs, whether due to unclear task specifications, poor interpersonal relationships, or a lack of empowerment at work. This decline in job satisfaction then contributes to an increased tendency for employees to engage in cyberloafing behavior as a way to vent their boredom and stress. Activities such as accessing social media or opening websites unrelated to work become a form of temporary release to reduce the pressure they face.

This mechanism is in line with the Job Demands-Resources (JD-R) model, which emphasizes that when job demands exceed the resources available to employees, pressure will arise that leads to reduced job satisfaction and the emergence of disengagement behaviors, including cyberloafing. These results reinforce the findings by (Rosilawati & Azizi, 2024), which reveal that job satisfaction does not act as a full mediator, but only as a partial mediator. This means that although job satisfaction significantly explains part of the relationship between work stress and cyberloafing, this variable does not fully bridge the relationship. There are still other factors that have the potential to influence this relationship, such as organizational culture, leadership style, individual coping strategies, and ease of access to technology during working hours.

This finding is important because it confirms that reducing work stress alone is not enough to reduce cyberloafing behavior. Organizations also need to improve job satisfaction by improving working conditions, providing social support, and implementing fair and transparent policies. On the other hand, the fact that job satisfaction mediation is partial indicates the need for further research to explore other variables that may act as mediators or moderators, such as work engagement, self-control, or organizational justice. Thus, job satisfaction plays an important but not sole role in explaining how work stress affects cyberloafing behavior, thereby emphasizing the multidimensional nature of this behavior.

**H7 Workload, Job Satisfaction and Cyberloafing Behavior.** The results of this study indicate that job satisfaction acts as a mediating variable in the relationship between workload and cyberloafing behavior among employees at Bhayangkara Hospital in Bengkulu City. These findings confirm that workload has a significant effect on cyberloafing behavior through job satisfaction. When employees are satisfied with their jobs, they tend to be better able to manage their workload, both physical and mental demands, so that the desire to seek distraction through non-work activities on the internet becomes lower. Conversely, when employees are dissatisfied with their jobs, high workloads increase the likelihood of them engaging in cyberloafing as a form of temporary escape from work pressure.

This finding is in line with (Korzyński, 2024) research, which states that the relationship between workload and cyberloafing behavior can be bridged by the variable of job satisfaction. In other words, job satisfaction is an important psychological factor that explains how workload affects cyberloafing behavior. This proven significant mediating role shows that increased job satisfaction can mitigate the negative impact of workload on cyberloafing tendencies, while decreased job satisfaction strengthens this relationship.

Thus, the results of this study confirm that job satisfaction is the primary mechanism linking workload to cyberloafing behavior. Therefore, organizations need to pay serious attention to efforts to increase job satisfaction, whether through reasonable workload management, support from superiors, or the creation of a conducive work environment. These steps not only serve to reduce the potential for cyberloafing behavior but can also increase productivity and service quality in the long term.

## CONCLUSION & SUGGESTION

**Conclusion.** The aim of this study is to examine how job stress and workload influence cyberloafing behaviour, it also considers the role of job satisfaction. Job satisfaction is a mediator in the effect on job stress and workload on cyberloafing behaviour. The results in this research indicate that job stress and workload positively and significantly affect cyberloafing behaviour, meaning that the higher the stress and workload experienced by employees, the greater the likelihood of their engaging in cyberloafing. Conversely, job satisfaction has a negative and significant effect on cyberloafing behaviour, suggesting that employees who are more satisfied with their jobs are less likely to engage in cyberloafing. Furthermore, the study found that job satisfaction can mediate the effect of job stress and workload on cyberloafing behaviour. In other words, high stress and workload can decrease job satisfaction, which ultimately increases cyberloafing.

Based on the results of this study, it can be concluded that cyberloafing behavior essentially reflects employees' responses to work pressure and their level of satisfaction. High stress and workload can increase the tendency to cyberloaf, but job satisfaction has been proven to mitigate this effect. This means that cyberloafing should not only be viewed as deviant

behavior, but also as an indicator of imbalance in working conditions. Therefore, organizations should not only focus on controlling behavior, but also on strategies to increase job satisfaction, such as creating a supportive, fair, and conducive work environment, so that employees can be more engaged in their work and reduce the tendency to cyberloafing.

**Suggestions and Recommendations.** Based on the results of this study, there are several suggestions and recommendations that can be considered. First, organizations, especially hospitals, need to pay attention to managing employee work stress and workload. Excessive workload and unmanaged stress have been shown to reduce job satisfaction and increase the tendency for employees to engage in cyberloafing. Therefore, management needs to implement fair workload management strategies, set realistic targets, and provide support from superiors so that employees feel more capable of coping with the demands of their work. Second, increasing job satisfaction is key to reducing cyberloafing behavior. This can be done by creating a supportive work environment, rewarding performance, providing opportunities for self-development, and maintaining a work-life balance. With increased job satisfaction, employees will be more engaged in their tasks and reduce their use of the internet for non-work purposes. Third, for future research, it is recommended to expand the research object to other sectors and regions so that the results can be more generalized. In addition, researchers can also add other variables, such as leadership, organizational culture, or work motivation, to gain a more comprehensive understanding of the factors that influence cyberloafing behavior.

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