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Research Article

THE INFLUENCE OF WORKLOAD AND JOB STRESS ON CYBERLOAFING BEHAVIOR AMONG EMPLOYEES OF PT KARYA INDAH ALAM SEJAHTERA

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Abstract

The rapid development of information technology has transformed workplace dynamics, yet it also increases the risk of non-work internet use, known as cyberloafing. This behavior emerges when employees access digital platforms for personal purposes during working hours, potentially reducing productivity and disrupting organizational performance. This study examines the influence of workload and job stress on cyberloafing behavior among employees of PT Karya Indah Alam Sejahtera. The research employed a quantitative causal design using saturated sampling, involving 50 employees as respondents. Data were collected through Likert-based questionnaires measuring workload, job stress, and cyberloafing, and were analyzed using multiple linear regression. The results indicate that workload has a significant positive effect on cyberloafing, suggesting that excessive mental, physical, and time-related demands encourage employees to seek short-term psychological relief through online activities. Meanwhile, job stress did not show a significant direct effect on cyberloafing, implying that stress may manifest through other coping mechanisms beyond digital diversion. The simultaneous regression test confirmed that workload and job stress together influence cyberloafing behavior. The study concludes that managing workload distribution is essential to reducing cyberloafing and maintaining employee productivity. Future research is recommended to explore additional psychological and organizational factors that may mediate cyberloafing tendencies.

Keywords: cyberloafing, job stress, workload

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INTRODUCTION

The acceleration of digital technology has reshaped the modern workplace and transformed how employees interact with organizational systems. Internet access, digital platforms, and mobile devices have become critical tools for enhancing efficiency and supporting organizational communication (Barros dkk., 2026). The widespread availability of digital technologies, however, carries unintended behavioral consequences, particularly in the form of non-work-related internet use during working hours (Gantzopoulou dkk., 2026). This phenomenon, commonly referred to as cyberloafing, represents a growing challenge for organizations striving to maintain productivity and discipline in increasingly digital work environments.

Growing internet accessibility has created opportunities for employees to shift their attention away from job responsibilities toward personal online activities. The behavior ranges from browsing entertainment content to engaging in social media platforms, online shopping, and digital communication that are unrelated to work tasks (Kaissar dkk., 2026). These actions may seem harmless on an individual level but accumulate into significant organizational losses when performed repeatedly. Cyberloafing has been widely documented as a coping behavior triggered by workload pressure, boredom, and psychological stress associated with demanding work conditions.

Rising concerns regarding cyberloafing are particularly evident in industries with high task loads, tight deadlines, and extensive use of computers and internet systems (Caballo dkk., 2026). Employees who experience heavy workloads often seek immediate psychological relief by diverting their attention to online activities. Employees who face demanding mental, physical, or time-related pressures tend to engage in quick digital distractions, which subsequently reduce job focus and hinder productivity (Choudhary & Chitranshi, 2026). The increasing prevalence of this behavior underscores the importance of understanding organizational and psychological factors that drive cyberloafing in professional settings.

Cyberloafing presents a persistent challenge for organizational performance, particularly in environments where employees are highly dependent on internet-based systems (de Bruijn dkk., 2026). PT Karya Indah Alam Sejahtera, as described in the document, has observed indications of cyberloafing among its employees, especially during periods of intense workload and peak operational duties. The behavior appears not only as a form of personal distraction but also as an avoidance strategy that employees adopt when facing overwhelming job demands (Camacho-Munoz dkk., 2026). The presence of cyberloafing during working hours raises critical concerns regarding time misuse, reduced productivity, and compromised work quality.

Increasing workload has been identified as one of the primary triggers of cyberloafing within the organization. Employees who are required to complete multiple tasks within limited timeframes frequently report physical and mental fatigue. Employees experiencing cognitive overload become more vulnerable to distraction and more likely to resort to personal online activities as a form of temporary escape (Wang dkk., 2026). The tendency to disengage from job tasks through cyberloafing reinforces a cycle of reduced performance and increased psychological tension, creating a systemic issue that impacts the broader workflow of the company.

Job stress has also emerged as a significant factor influencing cyberloafing behavior. Employees who encounter stressful work conditions, whether due to unclear demands, high performance expectations, or excessive responsibilities, often experience emotional strain that diminishes their concentration and motivation (Kaitosalmi & Ratia, 2026). Employees may turn to the internet as an easily accessible coping mechanism to alleviate stress, regain emotional balance, or simply avoid mental pressure. The interaction between stress and

cyberloafing highlights the complexity of psychological responses in the workplace and the urgent need to analyze these factors systematically.

The study aims to examine and explain the influence of workload on cyberloafing behavior among employees of PT Karya Indah Alam Sejahtera (Bonyad dkk., 2026). The relationship between workload and cyberloafing is essential to understand, as excessive task demands and limited recovery time may encourage employees to seek brief digital interruptions that undermine overall productivity. The research intends to measure how mental, physical, and time-related aspects of workload contribute to the frequency and intensity of cyberloafing. Clarifying these mechanisms will help organizations better manage employee responsibilities and promote healthier work environments.

The study also aims to determine the extent to which job stress affects cyberloafing behavior within the company. Job stress manifests in various psychological and physical symptoms that reduce employees' ability to regulate attention and maintain task engagement (Peng dkk., 2026). The research seeks to identify whether stress contributes directly to cyberloafing or whether stress interacts with workload to produce more complex behavioral outcomes. Understanding this relationship will provide deeper insight into employee coping patterns and the psychological factors influencing internet misuse at work.

The research further aims to analyze the combined influence of workload and job stress on cyberloafing. The simultaneous examination of both variables enables the study to evaluate whether these factors operate independently or interactively in shaping employee behavior (Cho dkk., 2026). The results will offer a comprehensive understanding of how organizational pressures and individual psychological responses jointly influence cyberloafing. Insights from this study are expected to guide companies in designing interventions that reduce cyberloafing and enhance employee well-being and performance.

Existing literature has explored cyberloafing extensively, yet inconsistent findings persist regarding the relationship between job stress and cyberloafing. Several studies report a positive correlation, suggesting that stress increases the likelihood of cyberloafing, while others find no significant link, implying that alternative coping strategies may mediate the relationship (Meçe & Sefa, 2026). This inconsistency indicates a need for further contextual research to clarify how stress influences cyberloafing in different organizational settings. The study addresses this gap by examining stress-related behaviors in a work environment characterized by high task demands and strict deadlines.

Research on workload and cyberloafing also presents mixed conclusions. Some research identifies heavy workload as a catalyst for cyberloafing, whereas other studies claim workload discourages non-work online activity due to the lack of available time (Makowska-Tlomak dkk., 2026). These conflicting perspectives highlight the importance of analyzing workload dynamics in specific industrial contexts. The present study fills this gap by focusing on PT Karya Indah Alam Sejahtera, where workload intensity may contribute uniquely to cyberloafing patterns.

Limited research has investigated the combined influence of workload and job stress on cyberloafing simultaneously (Neumann dkk., 2026). Most studies examine these variables individually, overlooking potential interactions between organizational pressure and psychological strain. This oversight leaves a research gap concerning how workload and stress may jointly shape employees' tendencies to engage in cyberloafing (Shao dkk., 2026). This study seeks to address this gap by adopting a multivariate approach to provide a more integrated understanding of employee behavior.

The study introduces a contextual analysis of cyberloafing within a company where high task volume and demanding schedules characterize daily operations (Herz dkk., 2026). The industrial context of PT Karya Indah Alam Sejahtera offers a distinctive setting not commonly explored in prior research, which predominantly focuses on corporate offices, academic institutions, or public-sector organizations (Dhaenens dkk., 2026). The specificity of this

workplace environment provides unique insights into how workload and stress influence cyberloafing in operational industries.

The research contributes novelty by reevaluating the role of job stress in predicting cyberloafing, particularly in light of the inconsistent findings in previous literature (Pareke dkk., 2026). The findings may challenge or refine existing theoretical assumptions about stress-related coping mechanisms in the workplace (Y. Li dkk., 2026). The results are expected to expand conceptual understanding and encourage the development of more nuanced models of cyberloafing behavior.

The study is justified by the increasing need for organizations to manage digital distractions that hinder productivity and workflow efficiency. Understanding how workload and stress contribute to cyberloafing enables companies to design evidence-based strategies to reduce non-productive internet use (Manamperi dkk., 2026). These findings are highly relevant for modern workplaces, where digital accessibility is both a necessity and a potential source of counterproductive behavior.

RESEARCH METHOD

The following sections detail the methodology employed in this study, which focuses on quantitative analysis of work-related behavior.

Research Design

The study employed a quantitative approach using a causal research design. This design was specifically aimed at examining the influence of the independent variables—workload and job stress—on the dependent variable, cyberloafing behavior (Read dkk., 2026). The use of a causal framework was crucial as the research sought to determine the degree of impact that work-related pressures exerted on employee behavior, moving beyond mere description (Ranasinghe & Grosse, 2026). The reliance on numerical data and statistical analysis ensured objectivity, replicability, and clarity in understanding the behavioral patterns within the organizational setting.

Research Target/Subject

The population of this study consisted of all employees of PT Karya Indah Alam Sejahtera working in the accounting and administrative divisions, totaling 50 individuals. The sampling technique used was saturated sampling, which means that the entire population meeting the criteria was included as the sample. The use of saturated sampling was appropriate because the population size was relatively small, allowing all employees with similar job characteristics and exposure to internet-based tasks to participate (Lim & Ma, 2026). The criteria for sample inclusion included employees who worked with computer and internet facilities, those experiencing substantial task demands, and those willing to complete the questionnaires distributed.

Research Procedure

The data collection procedure began with obtaining permission from the company's management and coordinating with the administration unit responsible for distributing the questionnaires. The questionnaires were delivered in printed form and completed by respondents during break hours to avoid interfering with work duties. The process lasted approximately two weeks, ensuring adequate time for all respondents to participate. Completed questionnaires were collected manually and checked for completeness before being coded for analysis (Pamidimukkala & Kermanshachi, 2026). The data were then processed using statistical software to conduct descriptive analysis, validity and reliability testing, classical assumption tests, and multiple linear regression. These analytical steps enabled the researcher

to determine the independent effects of workload and job stress, as well as their combined influence, on cyberloafing behavior among employees of PT Karya Indah Alam Sejahtera.

Instruments, and Data Collection Techniques

The research employed three main instruments, all utilizing a five-point Likert format (Salihu dkk., 2026**)**. These were the Cyberloafing Scale (adapted from Lim and Chen, assessing browsing and emailing activities unrelated to work), the Workload Scale (measuring mental workload, time pressure, and physical workload), and the Job Stress Scale (adapted from Robbins and Judge, capturing physiological, psychological, and behavioral stress responses). All instruments underwent rigorous validity testing (Pearson correlation) and reliability testing (Cronbach's Alpha), with all variables meeting the minimum reliability threshold of 0.60. The data collection technique primarily involved the administration of self-report questionnaires in printed form.

Data Analysis Technique

Data analysis involved several steps using statistical software (Sun dkk., 2026). Initial steps included descriptive analysis of the data, followed by checks on instrument quality (validity and reliability testing) and classical assumption tests (e.g., normality, multicollinearity, heteroscedasticity).

RESULTS AND DISCUSSION

Employee characteristics were examined to provide an initial understanding of the demographic profile of respondents. The sample consisted of 50 employees of PT Karya Indah Alam Sejahtera, drawn from accounting and administrative divisions. The majority of respondents were male (74%), while the remaining 26% were female. Most employees were within the age range of 26–35 years (50%), indicating a relatively young workforce with high exposure to digital tools and internet-based operational systems. Educational attainment varied across the sample, with 50% holding a senior high school qualification, 30% holding a bachelor's degree, and the rest distributed between diploma and master's degree levels.

A descriptive summary of cyberloafing behavior revealed a notable pattern of non-work internet use during working hours. Employees frequently accessed entertainment platforms, social media, and personal communication channels during break periods and, in some cases, during active work time. The behavioral trend was further supported by the descriptive statistics obtained from questionnaire responses.

Table 1. Descriptive Statistics of Main Variables

Variable	Mean	SD	Interpretation
Cyberloafing	35.48	3.12	Moderate–High
Workload	42.76	4.51	High
Job Stress	38.32	3.89	Moderate

Cyberloafing scores demonstrated that employees periodically engaged in online activities unrelated to their job roles. The moderate-to-high levels of cyberloafing indicated that the behavior was not incidental but rather an embedded coping pattern within the workplace. Respondents commonly accessed social media, short videos, or personal email during moments of fatigue or reduced motivation. The distribution of responses suggested that cyberloafing occurred predominantly around midday hours, aligning with the documented timeframe of 12.00–14.00 mentioned in preliminary interviews.

Workload data exhibited consistently high scores across all dimensions of mental load, time pressure, and physical demands. Employees reported frequent task accumulation, strict deadlines, and high cognitive effort requirements. These patterns indicated that a substantial portion of employees perceived their job responsibilities as exceeding their physiological and

psychological capacity. The prevalence of high workload scores strengthened the initial assumption that work pressure might serve as a precursor to compensatory behaviors such as cyberloafing.

Job stress levels revealed a moderate intensity among employees, with several respondents reporting psychological tension, fatigue, irritability, and difficulty maintaining concentration. Physiological stress indicators were also noted, including headaches, sleep disturbances, and reduced stamina during working hours. The dataset demonstrated that job stress was primarily influenced by workload fluctuations, task complexity, and unpredictable workflow demands. While stress appeared significant, its variability across employees suggested that coping mechanisms differed among individuals.

Validity and reliability analyses further supported the robustness of the instrument measurements. All items in the cyberloafing, workload, and job stress scales met the validity threshold ($r > 0.254$) and exhibited acceptable Cronbach's Alpha coefficients: 0.705 for cyberloafing, 0.771 for workload, and 0.626 for job stress. These findings confirmed that the scales consistently measured their designated constructs and were suitable for inferential analysis in subsequent regression testing.

Multiple linear regression analysis demonstrated that workload had a significant and positive influence on cyberloafing behavior. The regression coefficient for workload ($\beta = 3.567$, $p < .001$) indicated that employees who experienced higher workload tended to engage more frequently in cyberloafing. This suggests that cyberloafing served as an immediate coping strategy when employees faced overwhelming task demands or mental exhaustion. The magnitude of the coefficient further implied a strong directional relationship, positioning workload as a primary predictor of cyberloafing behavior.

Job stress, however, did not show a statistically significant effect on cyberloafing, with a regression coefficient of $\beta = -0.771$ and $p = .267$. Despite moderate levels of reported stress, the data showed that stress alone was insufficient to predict cyberloafing. This finding indicated that employees may resort to alternative coping strategies, such as withdrawing, seeking peer support, or pausing work temporarily, rather than consistently turning to online activities. The non-significance of job stress suggests variability in personal coping mechanisms and highlights the complexity of psychological responses among employees.

The simultaneous regression test ($F = 156.651$, $p < .001$) confirmed that both workload and job stress jointly influenced cyberloafing behavior. Although job stress did not yield individual significance, its inclusion in the model enhanced the overall explanatory capacity of the predictors. The adjusted R^2 value of 0.729 indicated that 72.9% of the variance in cyberloafing behavior could be explained by workload and job stress together. This substantial proportion suggests that organizational pressures constitute a major determinant of non-work online behavior among employees.

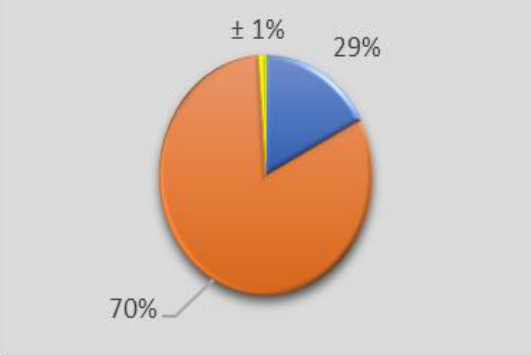

Figure 1. Weighted Distribution of Predictor Influence on Cyberloafing Behavior

The relational pattern between variables suggests that workload is the dominant factor shaping cyberloafing tendencies. Employees facing excessive workload were more inclined to use the internet as a momentary psychological break, which aligns with coping theories emphasizing micro-rest strategies. The relational context also reveals that job stress, while not

directly predictive, may interact with workload at a perceptual level, influencing the intensity at which employees experience fatigue and disengagement. These dynamics demonstrate that cyberloafing operates as a multi-dimensional behavioral adaptation.

Interview excerpts highlighted individualized experiences that reinforced the quantitative findings. Employees frequently expressed that excessive workload contributed to mental fatigue, emotional instability, and decreased concentration. Several respondents described feeling overwhelmed when assigned tasks requiring immediate completion while previous tasks remained unfinished. These accounts illustrated how workload accumulation drove employees toward digital distractions as a self-soothing mechanism.

Stress-related responses in the interviews revealed patterns of irritability, reduced motivation, and diminished job engagement. Some employees admitted to feeling mentally "drained" or "confused," prompting them to momentarily disengage through browsing social media or watching short videos. Others reported that digital distraction temporarily alleviated emotional pressure during peak workload episodes. These case-based narratives enriched the statistical patterns by contextualizing the psychological reasoning behind cyberloafing behavior.

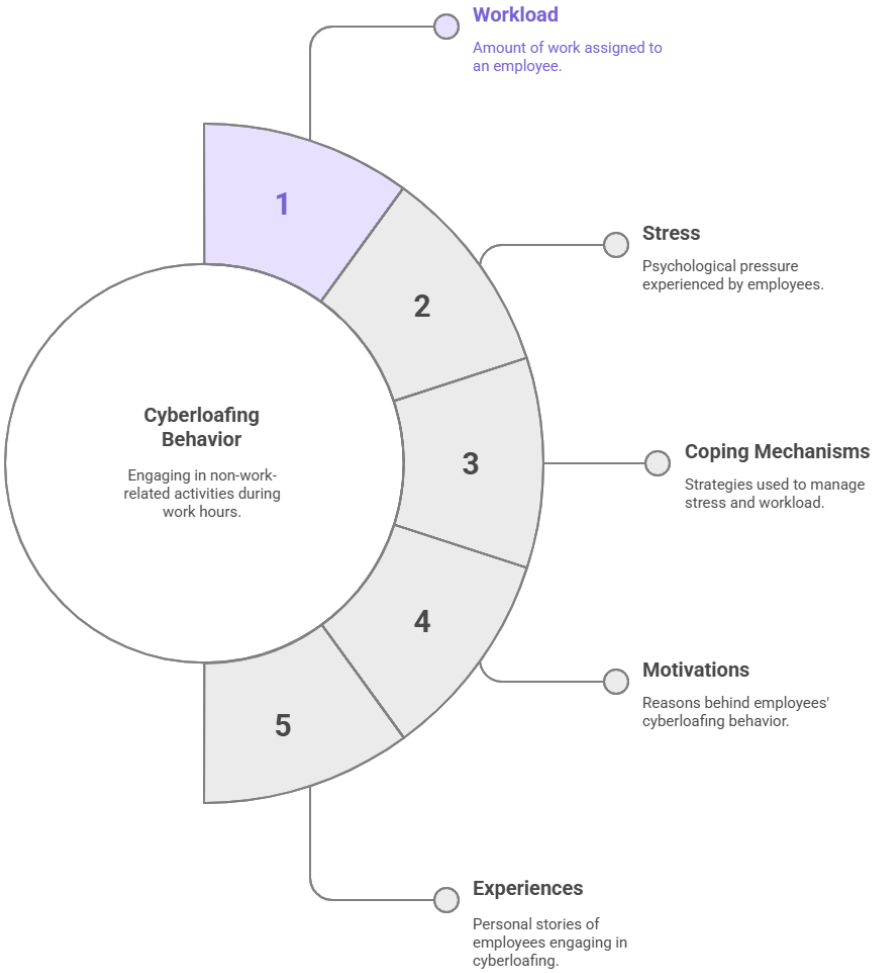

Figure 2. Unveiling the Dimensions of Cyberloafing

Narratives indicated that employees did not perceive cyberloafing as deviant behavior but instead viewed it as a legitimate break from intense cognitive demands. The normalization of such behavior among colleagues contributed to its persistence. The qualitative data demonstrated that cyberloafing filled a functional gap in employee coping strategies, particularly in situations where formal breaks were insufficient for recovery. The collective nature of these narratives affirmed that cyberloafing behavior emerged from both individual coping needs and workplace cultural norms.

Several respondents expressed that workload, rather than job stress, triggered their cyberloafing more frequently. Heavy tasks, tight deadlines, and continuous job demands created immediate psychological pressure that employees attempted to regulate through digital micro-breaks. Job stress, although present, appeared to influence broader emotional states rather than moment-to-moment behavioral choices. These qualitative distinctions support the inferential result indicating workload as the primary predictor of cyberloafing.

The overall results strongly suggest that cyberloafing at PT Karya Indah Alam Sejahtera is primarily a workload-driven behavior rather than a stress-induced coping strategy. Employees tended to engage in non-work internet activity when tasks accumulated, when deadlines tightened, or when cognitive load exceeded personal capacity. Cyberloafing functioned as an accessible and immediate action that temporarily reduced mental strain, despite its negative impact on productivity.

The findings indicate that organizational interventions targeting workload distribution, task clarity, and realistic deadlines may significantly reduce the frequency of cyberloafing. Strategies focusing solely on stress reduction may be insufficient, as stress did not directly predict cyberloafing behavior. The study concludes that cyberloafing represents a rational, albeit counterproductive, form of regulatory behavior that emerges when employees struggle to maintain equilibrium under intense workload demands.

The results of this study demonstrate that workload has a significant and positive influence on cyberloafing behavior among employees of PT Karya Indah Alam Sejahtera. Employees who experienced high task demands, time pressure, and mental fatigue showed a higher tendency to engage in non-work internet use during working hours. The statistical evidence confirmed that cyberloafing became a compensatory behavior directly linked to increased workload intensity.

The study also revealed that job stress did not have a significant effect on cyberloafing. Employees experiencing psychological strain, emotional tension, and physical fatigue did not consistently redirect their attention toward online distractions. The non-significant coefficient shows that stress alone is insufficient to predict cyberloafing behavior and may instead lead to varied coping mechanisms beyond digital engagement.

The simultaneous analysis clarified that workload and job stress together explained 72.9% of the variance in cyberloafing behavior. This outcome suggests that organizational and psychological pressures collectively shape employee tendencies, even though only workload demonstrates strong predictive power. The combined influence aligns with the idea that cyberloafing is multidimensional, emerging from intersecting internal and external factors.

The descriptive findings indicated that cyberloafing was not perceived as deviant but rather as an acceptable and normalized form of micro-break among employees. The qualitative insights strengthened the interpretation that cyberloafing functioned as an immediate relief strategy in response to overwhelming work conditions. The findings show a pattern in which the behavior develops from practical necessity rather than intentional misconduct.

The finding that workload significantly predicts cyberloafing aligns with studies such as those by Lim & Chen (2009), who observed that employees experiencing heavier workloads sought short-term psychological escape through digital distractions. The current study reinforces this perspective by demonstrating a similar phenomenon within a manufacturing-administrative context in Indonesia. The consistency suggests that workload-induced cyberloafing may represent a cross-sector pattern rather than an industry-specific anomaly.

The absence of a significant relationship between job stress and cyberloafing contrasts with research that found stress positively correlated with online diversion. Several scholars argue that stress stimulates avoidance behaviors, including cyberloafing, yet the present findings indicate that employees may choose alternative coping strategies. This divergence implies that stress–cyberloafing relationships may be context-dependent, shaped by cultural norms, job structures, and organizational climate.

The combined significance of workload and stress mirrors research suggesting that environmental pressures influence internet misuse collectively rather than independently. However, the present study identifies workload as the dominant predictor, differing from research that assigns equal weight to both variables. This distinction highlights the need to view cyberloafing through the lens of specific organizational realities rather than generalized assumptions.

The normalization of cyberloafing in this study corroborates previous findings that digital micro-breaks serve as functional coping mechanisms rather than purely counterproductive behaviors. Several studies suggest that cyberloafing can help restore cognitive resources, reduce burnout, and temporarily relieve emotional strain. The current results lend further evidence to this interpretation while acknowledging the long-term productivity risks involved.

The dominance of workload in predicting cyberloafing signifies that employees at PT Karya Indah Alam Sejahtera experience substantial pressure that exceeds their cognitive and temporal capacity. The findings reflect a workplace environment where task accumulation and rapidly shifting responsibilities challenge employees' ability to sustain attentional focus. Cyberloafing emerges as a silent indicator of a larger issue: structural task overload.

The non-significant effect of job stress signals that employees have diverse coping strategies that do not always involve digital escape. The variability suggests that stress responses are shaped by personal resilience, emotional regulation, and workplace expectations. The finding signifies that employees are not uniformly driven toward cyberloafing when stressed, and their behaviors are mediated by nuanced psychological processes.

The substantial explanatory power of the model indicates that cyberloafing is deeply embedded in the organizational dynamics of the company. The behavior acts as a behavioral thermometer that reflects fluctuations in workload, emotional states, and environmental pressures. The results signify that cyberloafing functions as both a symptom and an adaptive response to operational strain.

The qualitative insights reflect that employees perceive cyberloafing as an informal rest mechanism rather than misconduct. This perception points to implicit cultural acceptance of cyber-based micro-breaks. The findings signify that cyberloafing may be interpreted as a psychological necessity within high-intensity workplaces rather than a violation of organizational norms.

The findings imply that organizations must reconsider how workloads are distributed and monitored. Excessive task demands trigger cyberloafing, which suggests that optimizing task allocation could substantially reduce non-productive behaviors. Effective workload management becomes a strategic priority for organizations aiming to enhance productivity and minimize digital distractions.

The absence of a significant relationship between job stress and cyberloafing implies that addressing stress alone will not reduce cyberloafing behavior. Organizations must therefore differentiate between stress-management interventions and workload-based interventions. This distinction is crucial because strategies that target emotional well-being may not effectively influence employees' tendencies to cyberloaf.

The strong explanatory power of the model underscores the need for leaders to recognize cyberloafing as an early indicator of rising pressure within the workplace. The behavior can serve as an informal diagnostic tool signaling declining employee capacity (Matt dkk., 2026). This understanding allows organizations to make timely adjustments to work systems, job demands, and performance expectations.

The normalization of cyberloafing suggests that punitive policies may be ineffective or counterproductive (Oshaibat & Canbary, 2026). Policies that emphasize strict prohibition may overlook the underlying need for rest and recovery. The findings imply that organizations should adopt balanced approaches that permit controlled micro-breaks while promoting responsible digital behavior.

The strong influence of workload on cyberloafing can be explained by the cognitive load theory, which posits that individuals tend to seek compensatory behaviors when mental resources are depleted. Employees experiencing heavy workload naturally gravitate toward digital micro-breaks to restore cognitive balance (D. Li dkk., 2026). The immediacy and accessibility of online platforms make cyberloafing a convenient form of relief.

The non-significance of job stress may be explained by the multi-dimensional nature of stress. Stress responses vary widely among individuals, and not all employees express stress through digital diversion (Johal dkk., 2026). Some employees may manage stress through interpersonal support, brief physical rest, or internal emotional regulation. The findings reflect this diversity of stress-coping strategies.

The substantial combined effect of workload and stress aligns with behavioral adaptation models that recognize the interplay between environmental demands and individual psychological states (Ferreras-Garcia dkk., 2026). Employees respond to an accumulation of pressures by selecting behaviors that provide short-term recovery. The findings reveal that cyberloafing represents one such adaptive behavior chosen when workload intensity peaks.

The normalization of cyberloafing can be explained by social learning dynamics. Employees observe colleagues engaging in similar behaviors without consequences and gradually adopt the behavior themselves (Huang dkk., 2026). The shared workplace culture reinforces the perception that small-scale digital distractions are acceptable coping strategies under heavy workload conditions.

Organizations can utilize these findings to redesign workload structures, implement rotational task distribution, and offer formal micro-break opportunities to reduce cyberloafing (Holgado dkk., 2026). Structured micro-breaks may fulfill employees' psychological needs without encouraging unregulated online behavior. Workload adjustments can improve focus, performance, and organizational discipline.

Future interventions should integrate digital behavior guidelines that encourage responsible internet use (Kang dkk., 2026). Organizations may adopt soft-monitoring systems combined with education-based strategies that promote digital ethics rather than relying solely on disciplinary enforcement. These approaches are likely to be more effective given the normalized nature of cyberloafing observed in this study.

Researchers can further investigate mediating variables such as emotional exhaustion, motivation, or organizational justice to deepen understanding of cyberloafing dynamics (Poncetti dkk., 2026). The non-significant effect of stress indicates the presence of hidden factors that may indirectly influence cyberloafing. Future studies should explore these mediators or moderators to enrich theoretical clarity.

Longitudinal research is needed to determine whether cyberloafing patterns change over time as workload and stress fluctuate. Examining the temporal dimension of employee behavior may reveal cyclical patterns or threshold effects that cannot be captured through cross-sectional analysis (Chen, 2025). This approach can extend the practical value of cyberloafing research and inform dynamic work management strategies.

CONCLUSION

The most distinctive finding of this study is the strong and significant influence of workload on cyberloafing behavior, contrasted with the non-significant effect of job stress. This pattern differs from several previous studies suggesting that both workload and stress exert comparable influence on cyberloafing. The current research demonstrates that cyberloafing at PT Karya Indah Alam Sejahtera is predominantly a workload-driven response, functioning as a direct coping mechanism when employees experience task accumulation and cognitive overload. The finding reveals that employees do not consistently resort to digital

diversion when stressed, highlighting a more nuanced behavioral response shaped by organizational context and individual coping strategies.

The study offers a conceptual contribution by demonstrating that cyberloafing should be interpreted not merely as counterproductive behavior but as a functional micro-recovery mechanism triggered by workload intensity. The results support an emerging perspective within organizational behavior research that reframes cyberloafing as adaptive self-regulation rather than purely deviant conduct. The methodological contribution lies in combining quantitative regression analysis with contextual qualitative insights, enabling a more comprehensive interpretation of employee behavioral patterns. This integrative approach strengthens the theoretical understanding of how workload operates as the dominant antecedent of cyberloafing while stress remains a non-determinant within similar working conditions.

The research is limited by its use of a cross-sectional design, which restricts the ability to observe temporal fluctuations in workload, stress, and cyberloafing behavior. The use of a single organizational setting also limits generalizability across industries with different technological cultures and structural demands. Future research should incorporate longitudinal methods to identify cyclical or time-dependent patterns in cyberloafing, along with exploring additional mediators such as emotional exhaustion, work engagement, or organizational justice. Expanding the sample across multiple industries and job characteristics may provide deeper insights into how contextual factors interact with psychological variables in shaping cyberloafing behavior.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.
Author 2: Conceptualization; Data curation; In-vestigation.

CONFLICTS OF INTEREST

The authors declare no conflict of interest.

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