



**ECONOMIC ANNALS-XXI**

ISSN 1728-6239 (Online)  
ISSN 1728-6220 (Print)  
<https://doi.org/10.21003/ea>  
<http://ea21journal.world>

Volume 206 Issue (11-12)'2023

Citation information: Nuraeni, Prayitno, I., & Alzubaidi, L. H. (2023). How far cyberloafing and burnout impact employee performance? Do the advantages of the increased performance outweigh disadvantages?  
Economic Annals-XXI, 206(11-12), 4-9. doi: <https://doi.org/10.21003/ea.V206-01>



**Nuraeni**

PhD (Management),  
Doctoral Program of Management,  
Faculty of Economics and Business,  
Universitas Muhammadiyah Jakarta  
Jl. KH. Ahmad Dahlan Cirende  
Tangerang Selatan,  
15419, Indonesia  
[nur.aini@umj.ac.id](mailto:nur.aini@umj.ac.id)  
ORCID ID:  
<https://orcid.org/0000-0002-9617-2864>



**Irwan Prayitno**

Professor (Human Resource Development)  
PhD (Management),  
Doctoral Program of Management,  
Faculty of Economics and Business,  
Universitas Muhammadiyah Jakarta  
Jl. KH. Ahmad Dahlan Cirende  
Tangerang Selatan,  
15419, Indonesia  
[irwan.prayitno@umj.ac.id](mailto:irwan.prayitno@umj.ac.id)  
ORCID ID:  
<https://orcid.org/0009-0004-7781-2434>



**Layth Hussein Alzubaidi**

PhD (Technical Engineering),  
Department of computers Techniques engineering,  
College of technical engineering,  
The Islamic University, Najaf, Iraq;  
Department of computers Techniques engineering,  
College of technical engineering,  
The Islamic University of Al Diwaniyah, Al Diwaniyah, Iraq;  
Department of computers Techniques engineering,  
College of technical engineering,  
The Islamic University of Babylon, Babylon, Iraq  
Najaf, 54003, Iraq  
[laith.h.alzubaidi@iunajaf.edu.iq](mailto:laith.h.alzubaidi@iunajaf.edu.iq)  
ORCID ID: <https://orcid.org/0009-0004-4685-0729>

## How far cyberloafing and burnout impact employee performance? Do the advantages of the increased performance outweigh disadvantages?

**Abstract.** The pandemic outbreak of COVID-19 brought about significant changes in various business sectors. As a result, companies had to adapt quickly to the changes to keep their businesses running smoothly. In the first instance, digital transformation was adopted to facilitate work process changes and maintain economic stability. However, implementing digitalization also has another impact on employee work patterns. Therefore, this article aims to analyze the research on how cyberloafing and burnout impact employee performance during COVID-19 in South Jakarta's companies. This study used a survey approach by a quantitative descriptive technique. Technique research analysis used SmartPLS software through the partial least square approach. The research subject was Y-generation employees in South Jakarta's companies, with 160 sample respondents. The study's findings and discussions have led to several conclusions. Firstly, two hypotheses have shown a significant positive correlation between work stress and both cyberloafing and burnout. Three hypotheses have shown a positive but insignificant correlation between work stress and performance and between cyberloafing and performance. Burnout has a negative and insignificant impact on cyberloafing. It is worth noting that while cyberloafing has a positive impact, it does not mediate the influence of burnout on performance and work stress. The research implies that companies should prioritize measures to reduce employee work-related stress. The company can make strategies such as optimizing workloads, offering stress management programs, and fostering a positive work environment.

**Keywords:** Pandemic COVID-19; Cyberloafing; Performance Employee; Burnout; Work Stress

**JEL Classifications:** E24; E41; E64; I18; J28; J31

**Acknowledgements and Funding:** The authors received no direct funding for this research.

**Contribution:** The authors contributed equally to this work.

**Data Availability Statement:** The dataset is available from the author upon request.

**DOI:** <https://doi.org/10.21003/ea.V206-01>

## 1. Introduction and Brief Literature Review

Current technological developments have exceeded what many people think, especially information technology and the internet (Premkumar & Roberts, 1999). The internet has changed how organizations improve information access and distribution (Apăvăloaie, 2014). The internet has become an indispensable part of one's work life. There are many benefits to be gained from the development of technology and the internet, one of which is that it can help the effectiveness and efficiency of company operations, such as delivering information faster and receiving more up-to-date information (Stanton, 2002). The internet allows organizations or companies to reduce company expenses, reduce product manufacturing time, and provide more efficient service because many companies provide product services and services to consumers via the internet.

The COVID-19 had a main effect on the changes in all business sectors (Prawoto et al., 2020). These major changes resulted in many rapid changes for the companies. Companies must change how employees work so that the wheels of the company's economy are not disrupted. Therefore, the company carried out the digitization process very quickly to survive in an uncertain situation due to COVID-19. However, the company's implementation of digitalization also has another impact on employee work patterns.

However, its existence is very important and significant for increasing work efficiency and effectiveness, saving time and energy, and accelerating the flow of information for leaders to make decisions (Manoharan et al., 2022). However, the positive value obtained from using the internet in the scope of employee performance also creates a problem for online employee behaviour for personal gain at work (Regalado Reyes & Tangkeko, 2017). Cyberloafing is a form of employee behaviour utilizing the company facilities for personal usages over working hours, such as opening news sites, visiting social networking sites, online shopping, online chatting, online games, and stock trading (Sarioğlu & Özcan, 2021).

In line, Song et al. (2021) explains that cyberloafing or cyberslacking is a form of deviant behaviour in the company which utilizes its staff's situation to access the internet and over working times for non-work-related purposes. Reizer (2022) states that cyberloafing is a conscious action done via staffs in utilizing different gadgets kinds, both facilities of company or private property, without aim to use with work at the place and working times. Whereas, based on Zhang et al. (2022), cyberloafing is the staff action in emploting the internet over working times for personal advantiges that not related to work. Based on several shreds of evidence show that the internet is a double-edged sword that businesses should deploy freely to staff with caution.

According to Lim (2002), the Internet's negative impact is giving employees access to the world's largest playground. Batabyal & Bahl (2020) show that 90% of staff admit that they often browse recreational sites over working hours at the office, and 84% say that they check own email which is not related to work. In line, Weissenfeld et al. (2019) estimate that staff spends mean fifty-one minutes per working day, by 2.5 hours, browsing the internet outside of work. One of the factors that cause employees to open the site Internet in their free time during working hours is caused by burnout. The burden of the COVID-19 pandemic also makes the stressor and burnout increase very quickly for the company's employee. Therefore, based on the issues above, we assume that the environmental pandemic stressors and burnout will impact employee performance. Thus, the research aims to analyze how cyberloafing and burnout impact employee performance during COVID-19. This research analyzes the association of COVID-19 and cyberloafing to broaden this line of inquiry.

## 2. Method

The applied methodology is field research with a quantitative technique to correlation models. The study location is in South Jakarta. Respondents in this study were Y-generation employees located in South Jakarta Region. Questionnaire distribution was carried out by distributing forms using Google Forms, consisting of 32 questions for respondents. Based on distributing questionnaires to 150 Y generation employee respondents in the South Jakarta Region, after collecting the results of filling out the questionnaires, 160 were collected again, and all declared valid.

Loading factor is utilized for determining the validity of a construct, and a construct is approved if it amount is larger than 0.7. Also, validation can be extracted from Average Variance Extracted (AVE) which should be larger than 0.5 (Rönkkö & Ylitalo, 2010). Reliability of construct test was done for the reliability value of 0.7 too. The obtained data was investigated by employing

SmartPLS with a second-order embedded two-level method. Hence, two level analysis done dimensional and variable levels (tests of reliability and validity).

### 3. Result

The SmartPLS is used to evaluate the outer and inner models, and the findings is presented in Figure 1. In this step, the SEM used to better understanding of links to test. In Figure 1, the links of constructs showed by arrows. A straight arrow indicates a direct link of constructs by others as shown in Figure 1.

#### Convergent Validity Test

The CVT is valid if it meets two conditions: the result of the loading factor value, which shows larger than 0.5, and the AVE value must be > 0.5. Processing of data and CVT are shown in Figure 2.

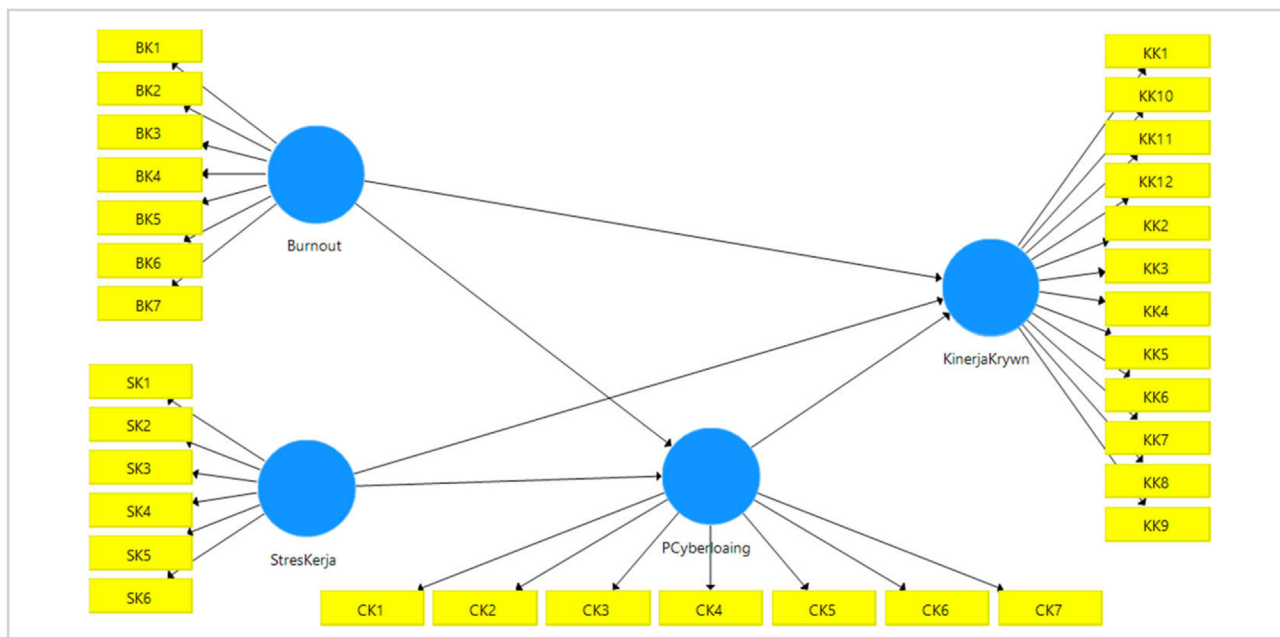


Figure 1:  
A model of causal relationships between variables  
Source: Authors' own research

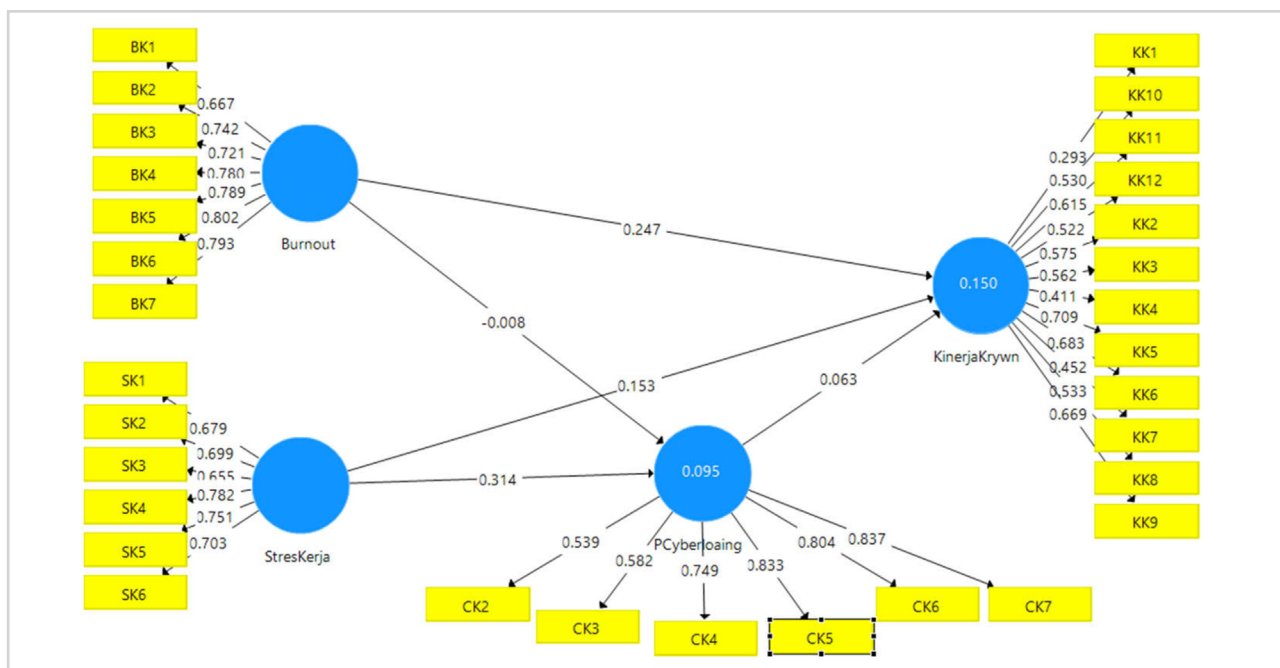


Figure 2:  
The results of causal relationships between variables assessment  
Source: Authors' own research

According to the findings of processing outer loading data on the indicators of each variable, it was found that the indicators of Cyberloafing, Burnout, and work stress variables were all valid because the outer loading amount > 0.5. Meanwhile, three indicators are invalid in the Employee Performance variable because they have an outer loading value of < 0.5, namely KK1, KK4, and KK7. Furthermore, invalid indicators will be removed from the calculation of the next data processing so as not to impact the results in the next data analysis test. Furthermore, the AVE amounts at the variable level are presented in Table 1. As highlighted in red in Table 1, Performance has Cronbach Alpha 0.698 and Rho\_A 0.699 > 0.5, consequently, the Performance is reliable.

Table 1:  
Average Variance Extracted (AVE) Value

Matrix	Coronbach Alpha	Rho_A	Composite reliability	AVE
Burnout	0.877	0.908	0.903	0.573
Performance	0.698	0.699	0.815	0.524
Cyberloafing	0.822	0.839	0.872	0.539
Work Stress	0.810	0.821	0.862	0.508

Source: Authors' own research using SmartPLS, 2022

Quality can be measured using GoF index presented by Ghazali & Latan (2015). Among others, it can be applied to determine measurement and structural models and provide simple measurements for the entirety of the model predictions. GoF is obtained from the square root of the average communality and average R2 amounts, which were reviewed in our preliminary studies. Ghazali & Latan (2015) gave the rule of thumb quality index test using the GoF small parameter = 0.10; GoF medium = 0.25, and GoF large = 0.36.

The GoF calculation for our research is as follows:  $GoF = \sqrt{Comm \times R^2}$ . The GOF value is larger than 0.79 which confirms it in describing the model.

According to the Table 1, the AVE a in each variable > 0.5 is deduced, so it can be said that all dimensions have met the convergent validity test necessities.

Discriminant Validity Test was done based on Hair et al. (2019) and the results can be from the Fornell and Larcker which presented in Table 2.

Table 2:  
Fornell and Larcker

Matrix	Burnout	Performance	Cyberloafing	Work Stress
Burnout	0.757			
Performance	0.349	0.727		
Cyberloafing	0.200	0.114	0.734	
Work Stress	0.655	0.315	0.309	0.713

Source: Authors' own research

As presented in Table 2, all variables confirm the discriminant validity.

### Hypothesis Test

In this hypothesis testing stage, we consider whether there is a significant influence between the independent and dependent variables. According to findings of data processing and statistical data analysis, the following discussion can be carried out:

Burnout Affects Cyberloafing Behavior of Generation Y Employees in South Jakarta Area. The hypothesis test results in Table 3 show that the burnout variable has an insignificant negative effect on cyberloafing behaviour. This can be seen from the P Values value > of 0.05 (0.977 > 0.05), so the hypothesis is rejected. The coefficient value of -0.003 means that it has an insignificant negative influence. If burnout increases by 0 units, cyberloafing behaviour will also decrease by 0.003 units. The P Values highlighted in red in Table 3 0.977, 0.851, and 0.226 > 0.05 are not significant.

Table 3:  
Test the Hypothesis of Direct Influence

	Original Sample	Modified Sample	SD	T-Statistics	P-Value
Burnout: Performance	0.250	0.261	0.113	2.204	0.028
Burnout: Cyberloafing	-0.003	-0.002	0.120	0.028	0.977
Cyberloafing: Performance	0.019	0.025	0.099	0.188	0.851
Stress work: Performance	0.146	0.151	0.121	1.212	0.226
Stress work: Cyberloafing	0.311	0.335	0.124	2.508	0.012

Source: Authors' own research

Work stress affects the cyberloafing behaviour of generation Y employees in the South Jakarta area. The hypothesis test results in Table 3 show that the Work Stress variable significantly positively affects unlimited cyberloafing behaviour. This can be seen from the P Values value smaller than 0.05 ( $0.012 < 0.05$ ), so the hypothesis is accepted. The value of the coefficient of 0.311 means that it has a significant positive influence; namely, if work stress increases by 1 unit, cyberloafing behaviour will also increase by 0.311 units.

Burnout Affects the Performance of Generation Y Employees in the South Jakarta Area. The hypothesis test results in Table 3 show that the Burnout variable has a significant positive effect on employee performance. This can be seen from the P Values value  $<$  of 0.05 ( $0.028 < 0.05$ ), so the hypothesis is accepted. The value of the coefficient of 0.250 means that it has a significant positive influence. If burnout increases by 1 unit, employee performance will also increase by 0.250 units.

Work stress affects the performance of generation Y employees in the South Jakarta area. The hypothesis test results in Table 3 show that the variable Work stress has a positive effect, not significantly, on employee performance. This can be seen from the P Values value  $>$  of 0.05 ( $0.226 > 0.05$ ), so the hypothesis is rejected. The coefficient value (original sample column) of 0.146 means that it has an insignificant positive influence. If work stress increases by 1 unit, employee performance will also increase by 0.146 units.

Cyberloafing behaviour affects the performance of generation Y employees in the South Jakarta area. The hypothesis test results in Table 3 show that the cyberloafing behaviour variable has an insignificant positive effect on employee performance. This can be seen from the P Values value  $>$  of 0.05 ( $0.851 > 0.05$ ), so the hypothesis is rejected. The value of the coefficient of 0.019 means that it has an insignificant positive influence. If cyberloafing behaviour increases by 1 unit, employee performance will also increase by 0.019 units.

#### 4. Conclusion

This research can conclude that two hypotheses are positive and significant: stress work to cyberloafing and burnout to performance. On the contrary, three hypotheses are positive but insignificant between stress work to performance and cyberloafing to performance. Besides, burnout has a negative and insignificant impact on cyberloafing. Furthermore, cyberloafing is positive but cannot mediate the influence of burnout on performance and work stress. Therefore, organizations must manage burnout and work stress to improve employee performance and address cyberloafing behaviour as a potential consequence of work stress.

In managing burnout and work stress and improving employee performance, providing employees with tools and resources to reduce stress and maintain work-life balance is essential. This can include offering flexible work arrangements, providing opportunities for exercise and other stress-reducing activities, and promoting open communication between managers and employees to identify and address sources of stress. Besides, creating a positive work environment that emphasizes trust, autonomy, and engagement is essential to address cyberloafing behaviour as a potential consequence of work stress. This can include providing clear expectations and feedback, promoting teamwork and collaboration, and providing opportunities for skill development and career growth. Additionally, organizations can implement technology policies and tools to monitor and address cyberloafing behaviour while respecting employees' privacy and autonomy.

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*Received 22.07.2023*

*Received in revised form 19.08.2023*

*Accepted 29.08.2023*

*Available online 29.12.2023*