The Influence of Cyberloafing on Employee Productivity: The Moderating Role of Job Stress

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Abstract. This study aims to test and analyze the influence of cyberloafing on employee productivity and to determine the role of work stress in moderating the influence of cyberloafing on employee productivity at the sugar factory, PG Soedhono Ngawi. This research used a quantitative, with a population of 109 employees and 75 samples. The data analysis used was Structural Equation Modeling (SEM) analysis. This study found that cyberloafing does not affect employee productivity. Additionally, job stress has a negative and significant effect on employee productivity. It means that job stress plays a part in strengthening the influence of cyberloafing on productivity. However, it is insignificant, or it can be said that work stress does not play a role in moderating the relationship between cyberloafing and productivity. The results of this study can be used to manage the impact of cyberloafing and job stress and can help plan to increase employee productivity.

Keywords: Cyberloafing, Job Stress, Productivity

1 Introduction

The development of the Internet has become an indispensable necessity in the lives of persons and businesses of all ages, regardless of social status[1]. Many people involve the Internet in their activities. Not least, many agencies also involve the Internet to facilitate their work [2]. Nowadays, organization-owned assets for personal use have become very common. Employee use of the organizational Internet for individual purposes is called cyberloafing, and this condition can impact both the employee and the organization, both positively and negatively[1]. Cyberloafing is the act of freewill use of organizational internet resources by employees during working times in order to involve in online activities that are not related to work[3]. It has been found that cyberloafing is one of the daily activities of employees. The dependence of employees on smartphones or internet connections to complete their jobs makes the difference between those who cyberloaf and those who do actual work even smaller. (Cyberloafing: The Hidden Epidemic Killing Business Productivity by My Sammy, July 10, 2013). Some entrepreneurs consider cyberloafing a counterproductive behavior that leads to a loss of productivity[4]. Cyberloafing occurs not only individually, but the environment and employee needs also affect it[5]. Cyberloafing can also occur due to other factors, including work stress. [2].

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Stress has become a necessary issue that organizations need to pay attention to. The successful implementation of stress management is crucial for both individuals and organizations, as stress negatively affects individuals, causing fatigue, anxiety, fear, and unrest, and greatly impacts their performance and productivity [1]. Job stress is defined as a condition that requires employees to create high performance by doing work that cannot be achieved within the limits of their abilities. However, limited resources are needed to do the work, resulting in employees not getting rewards proportional to the demands of completing their work [6]. If a company has employees who experience stress at a certain level, it can reduce productivity and decrease company performance [7]. Improving employee productivity is a major concern for management in any organization [8]. Internet users in Indonesia in 2023 reached 78.19%, with a population of 215.6 million users, an increase of 1.17% compared to the previous year[9]. Then, from the Databoks survey, as many as 51.1% of respondents accessed the Internet from 07.00 to 10.00, which are working hours [10].

One company that has made various efforts to increase its productivity is Limited Liability Company or *Perseroan Terbatas* (PT) Sinergi Gula Nusantara or Sugar Co., which was established to support food and energy security[11]. PG Soedhono is one of the sugar factories under the management of PT Sinergi Gula Nusantara. It is one of the oldest sugar factories, established in 1888, and is still operating today. PG Soedhono has two working periods: the milling period and the off-milling period. In addition, PG Soedhono has two types of employees, namely permanent and non-permanent employees; non-permanent employees usually work during the milling period, while permanent employees will continue to work during the off-milling period. One of the efforts made by PG Soedhono to improve productivity internally is regarding the productivity of factory capacity and efficiency, management, and human resources. Therefore, researchers are interested in making this company the subject of research.

The research by [12] revealed that the less time employees spend on the Internet, the higher the level of productivity. In the research [13], it was revealed that Self-control has a negative relationship with cyberloafing behavior, and job stress has a positive relationship with cyberloafing behavior[14]. This study updates previous research by using job stress as a moderating variable and examines employees of agribusiness companies. Therefore, this research focuses on the productivity of PG Soedhono employees during the working period outside the milling period, which is influenced by cyberloafing and the role of job stress in moderating the relationship between cyberloafing and workers' productivity.

2 Research Method

This research uses a quantitative method by distributing questionnaires through Google Forms that will be administered online to employees at PG Soedhono Ngawi during the off-milling period. The measurements used in each statement are 1 = strongly disagree, 2 = disagree, 3= = agree, and 4= = strongly agree. A Likert scale of 1-4 is used to avoid bias. The result of bias is the tendency to choose neutral options on a Likert scale [15].

The population of this research is about 109 employees. According to Sugiyono, the population is a generalized area where objects or subjects have been determined by researchers so that they can be studied, and then conclusions can be drawn [16]. Purposive sampling is a sampling technique used, with the criteria that respondents are at least 20 years old, work at PG Soedhono during the off-milling period, have a smartphone, and can access the Internet. Using the

Ferdinan formula, multiply the number of indicators by numbers 5 to 10, resulting in 80 respondents. The questionnaire was delivered to 109 respondents and returned with 75 respondents. After data processing, 62 respondents who met the criteria were obtained. The data analysis used is Structural Equation Modeling (SEM) analysis, using SmartPLS as an analysis tool. SEM is an analytical technique that can be used in examining and approximating causal connections by combining factor analysis and path analysis. SEM also has advantages in path analysis with latent variables[17].

Table 1. Variables, indicators, and instruments

Variables	Indicators	Instruments
Cyberloafing (Independent variable) [2]	1. Browsing activity	Visiting websites of personal interest Visiting the investment stock website Visiting entertainment websites Prefer to read news on the Internet. Downloading information from the Internet Selling or buying in online shops Visiting sports websites
	2. E-mailing activity	Sending and receiving messages Opening and checking private messages
Job Stress (moderating variable) [18]	1. Role ambiguity	lack of a clear understanding of job duties and specifications.
	2. Relationships	Poor at establishing positive relationships with coworkers and superiors within the company.
	3. Workload	The workload is too heavy.
	4. Autonomy	Feeling a lack of employee empowerment in the workplace.
	5. Bureaucracy	Suppressed by numerous rules.
	6. Tools and equipment	The effective execution of tasks is hindered when the tools and equipment required for the job are either damaged or insufficient.
	7. Career advancement/job security	The position holds a promising future.
	8. Physical environment	noisy and poorly lit work environment disrupts work concentration.
	9. Work/home interface	Lack of support from my family or friends.
Productivity (Dependent variable) [8]	1. The quantity of work	1. Do a lot of work on a daily basis.
	2. Speed and efficiency	2. Completing tasks promptly and effectively.
	3. completion standards	3. Put a high standard of task completion.
	4. Quality of work	4. High-quality work results
	5. Team targets	5. Ability to exceed team targets.

Then, a schematic conceptual framework can be made in this study, namely as follows:

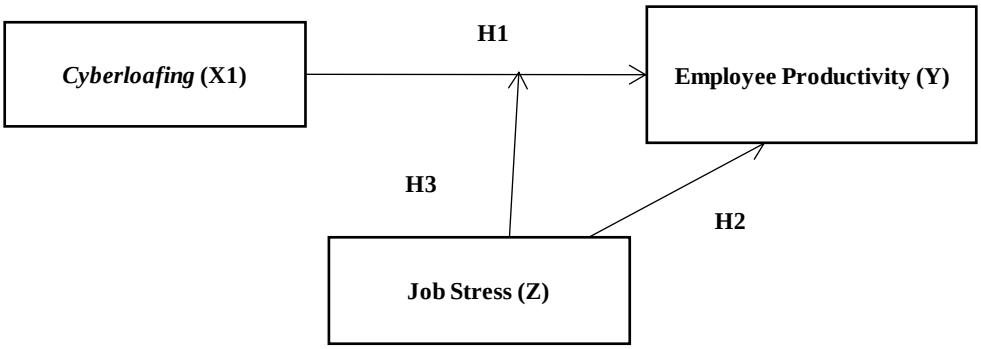

Fig. 1. Research Model

Research conducted by [12] revealed that the less time employees spend on the Internet, the higher their productivity level will be. According to [19], employee performance is negatively affected by cyberloafing, which means that the performance of an employee will decrease when the cyberloafing actions taken are getting worse. In contrast, if the possibility of cyberloafing behavior decreases, the resulting performance will increase. In the previous research by [20], no evidence was found that cyberloafing affects employee productivity. However, under the condition of employee marital status, cyberloafing negatively affects the productivity of married employees.
H1: Cyberloafing has a significant negative effect on employee productivity

The result of [7] is that there is an impact of work stress factors on employee productivity. Research by [21] found evidence pointing to a significant relationship between work stress and employee productivity. Research by [22] shows that job stress negatively affects employee productivity. The findings of research conducted by [23] said that work stress significantly affects employee productivity, with environmental factors dominating work stress. Employee productivity is significantly influenced by work stress[24].
H2: Job stress has a significant negative effect on employee productivity.

The outcomes of research by [25] state that job stress plays a moderating role in the relationship between cyberloafing and employee performance. Research conducted by [26] found that job stress plays a role in weakening the relationship between work motivation and employee well-being. Meanwhile, the research by [2] revealed that work stress holds a positive effect on cyberloafing.
H3: Job stress plays a role in moderating the relationship between cyberloafing and employee productivity.

3 Result and Discussion

3.1 Descriptive Statistics

75 respondents who completed the questionnaire, 94.7% were male, and 5.3% were female. 46.7% of the participants were in the age range of 36 and 45 years old, while 40% were over

45 years old, and the remaining 13.3% were 26 to 35 years old. Then, in terms of education, 76% are high school graduates, 21.3% are Bachelor 1 (S1) graduates, and the rest are Master graduates. Based on length of employment, 89.3% of individuals have worked for 11 years or more, 6.7% have worked for 7-10 years, and the rest have worked for 4-6 years.

3.2 Measurement Model Analyze (Outer Model)

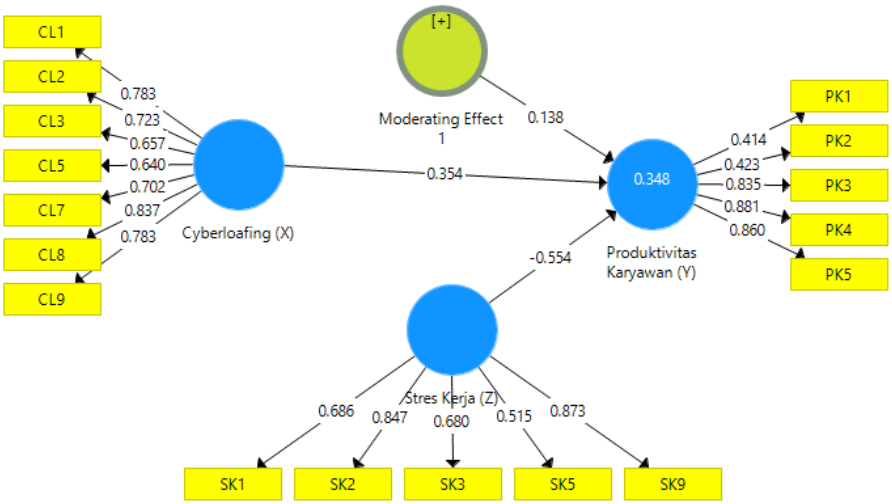

Fig. 2 . Outer loadings

According to [27], indicators with an outer loading value < 0.4 must be eliminated. Based on the figure above, it can be seen that indicators CL4 and CL5 of the Cyberloafing variable are eliminated because the outer loading value does not reach 0.4. Meanwhile, in the work stress variable, indicators SK4, SK6, SK7, and SK8 were removed because they did not reach 0.40. Then, all indicators on the employee productivity variable have reached the outer loadings value> 0.40, so they can be said to be valid.

Table 2. AVE Value

	Average Variance Extracted (AVE)	Criteria	Description
Cyberloafing	0.54	> 0.5	Valid
Moderating Effect 1	1.000	> 0.5	Valid
Employee Productivity	0.513	> 0.5	Valid
Job Stress	0.536	> 0.5	Valid

According to [27], the Average Variance Extracted or AVE value should be more than 0.5 to elucidate over half of the indicator variance. The table above indicates that the AVE value of the cyberloafing, work stress, and productivity variables is more than 0.5, so it can be said to be valid.

Table 3. Discriminant validity

	Cyberloafing	Moderating Effect 1	Employee Productivity	Job Stress
Cyberloafing	0.735			
Moderating Effect 1	0.007	1.000		
Employee Productivity	0.224	0.121	0.716	
Job Stress	0.237	0.14	-0.442	0.732

Based on [27], it is explained that the square root of the AVE for each variable must surpass the highest correlation with other variables. In accordance with the provided table, the root AVE value of each variable exceeds the root AVE of its correlation with other variables. This suggests that discriminant validity is likely satisfied. The AVE value of the cyberloafing variable is 0.540, and the AVE root value is 0.735; the AVE root value surpasses the cyberloafing correlation with the employee productivity variable and job stress. The AVE root value of the employee productivity variable is 0.224 <0.735, and the square root of the AVE of the work stress variable is 0.237 <0.735, so the cyberloafing variable is valid. Likewise, the employee productivity and work stress variables have a root AVE value greater than their correlation with other variables.

Table 4. Construct reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Cyberloafing	0.865	0.896	0.891
Moderating Effect 1	1.000	1.000	1.000
Employees Productivity	0.756	0.861	0.827
Job Stress	0.791	0.838	0.848

The outcomes of the reliability test are presented in the table above. All variables, namely cyberloafing, work stress, and employee productivity, are reliable because the Cronbach alpha value is > 0.7. Cronbach alpha and composite reliability values ranging from 0.6 to 0.70 are acceptable in research, whereas values of 0.70 to 0.90 can be considered satisfactory[27]. Then, the rho A value of the three variables is > 0.70, so the three variables can be said to be reliable. The composite reliability value of the cyberloafing, work stress, and employee productivity variables is> 0.60, so it is reliable.

3.3 Structural Model Evaluation (Inner Model)

Table 5. Path coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Cyberloafing -> Employees Productivity	0.354	0.283	0.264	1.343	0.180
Moderating Effect 1 -> Employees Productivity	0.138	0.128	0.122	1.132	0.258
Stress Kerja -> Employees Productivity	-0.554	-0.55	0.135	4.09	0.000

Based on [27], it is explained that some studies use a significance level of 5%. From the table, it is evident that the P-value should be less than 0.05 to assert the existence of a significant relationship.

Table 6. R Square

	R Square	R Square Adjusted
Employees Productivity	0.348	0.314

Adjusted R Square Model = 0.314, meaning that the ability of cyberloafing variables to explain employee productivity is 31.4% (low). At the same time, the remaining 68.6% represents the influence of other independent variables that were not measured in this study.

Table 7. Q Square

	SSO	SSE	Q^2 (=1-SSE/SSO)
Cyberloafing	434.000	434.000	
Moderating Effect 1	62.000	62.000	
Employees Productivity	310.000	274.415	0.115
Job Stress	310.000	310.000	

Q square value > 0 means that the independent variable can predict the dependent variable. Meanwhile, if the Q square value <0, the independent variable can less predict the dependent variable. Three criteria for the predictive relevance value of the Q square, namely 0.02, 0.15, and 0.35, indicate weak, moderate, and strong prediction results [22]. Table 5 Q Square shows that the q square value is 0.115, meaning that the cyberloafing variable can predict the

employee productivity variable by 11.5%. With a Q square value of 0.115, the cyberloafing variable can weakly predict the employee productivity variable.

3.4 Cyberloafing has a negative and significant effect on employee productivity.

The outcome of this study indicates that cyberloafing has a positive but statistically insignificant impact on employee productivity, or it can be said that cyberloafing does not affect the productivity of PG Soedhono employees outside the milling period. When cyberloafing increases, employee productivity outside the milling period will also increase, but not significantly. This can be concluded by looking at the original sample value of cyberloafing on productivity, which is 0.354, while the P-value value is 0.180 > 0.05, so the effect is insignificant. Thus, it can be said that H1 is rejected, and H0 is accepted. These results find support in the findings of research [13], which assert that cyberloafing has no effect on employee productivity. According to [28], cyberloafing is not always harmful. Employees need breaks to increase psychological detachment, allowing them to replenish their resources and enhancemental health well-being, and cyberloafing is one of the effective alternatives to do so. Nevertheless, curtailing social cyberloafing demands self-control, which in turn depletes mental resources [7]. PG Soedhono employees can control and limit the use of smartphones and the Internet or cyberloafing so that it does not affect productivity at work. Based on the respondents' answers, they often utilize the Internet for individual purposes; as many as 34.7% of respondents chose to agree to visit investment stock websites or applications, 49.3% of respondents agreed to read news on the Internet, and 42.7% respondents agreed to send or receive and check private messages. Respondents tend to choose scale two or disagree with other instruments, such as visiting websites for personal use, entertainment websites, downloading unique information on the internet, online shops, and visiting sports websites.

3.5 Work stress has a negative and significant effect on employee productivity.

Table 5 shows that work stress has a detrimental and statistically significant impact on the productivity of PG Soedhono employees outside the milling period. That is, when the level of employee work stress is high, employee productivity will decrease. This conclusion is supported by the original sample value of work stress on productivity -0.554, which means a negative effect, and P Value 0.000 (less than 0.05), which signifies a statistically significant effect. Thus, the result of this study is to reject H0 and accept H2. These results align with [7] and [22], which show that work stress negatively affects employee productivity. This aligns with [23] and [24], both indicating that work stress has a noteworthy impact on employee productivity. When employees experience stress, they will feel physical, psychological, and organizational fatigue, which can result in being unable to meet organizational expectations[21]. From the results of this study, companies can implement work stress management to support and monitor employee work stress so that employee productivity and performance are maintained. Work stress management can be started by conducting regular workload evaluations.

3.6 The role of job stress as a moderating variable in the relationship between cyberloafing and employee productivity

In this study, it was found that job stress intensifies the correlation between cyberloafing and employee productivity. Nevertheless, it is not statistically significant, so job stress does not function as a moderator in the correlation between cyberloafing and employee productivity. It is observed that the original sample value is 0.138, which means positive or reinforcing. However, the P-value is 0.258> 0.05, which signifies insignificant. Thus, it can be said that H3 in this study is rejected and accepts H0. This result contradicts research by [25], which states that work stress can play a moderating role. From the findings of this study, companies can implement work stress management that can impact other urgencies besides cyberloafing, which affects employee productivity.

4 Conclusions

In this study, it was found that cyberloafing did not affect the productivity of PG Soedhono employees. Work stress exerts a negative and statistically significant impact on employee productivity. This means that when employees of PG Soedhono have a high level of work stress, it can reduce the level of productivity. Therefore, stricter supervision is needed by the management of PG Soedhono on the level of work stress so that employee productivity is maintained and efforts are needed to deal with work stress so that employee productivity can increase. The third result of this study is that work stress does not serve as a moderating factor in the correlation between cyberloafing and employee productivity. The findings of this study can be utilized to formulate strategies aimed at enhancing the productivity of PG Soedhono's employees. They can be used as a reference in preventing a decrease in employee productivity. This study has limitations on the small sample size and geographical boundaries centered on employees at PG Soedhono, so the results obtained do not support previous studies. Therefore, other research is still needed regarding productivity influenced by other variables that can increase or decrease employee productivity, such as employee loyalty, employee training programs, and others. Looking at the descriptive statistics that have been listed, the level of employee loyalty is classified as very high, which may be a variable for research at PG Soedhono next. Other research is also needed to develop factors that affect employee productivity so that it can be used as a reference by PG Soedono and other companies.

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