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Job Stress and Work Environment as Antecedents of Cyberloafing Behavior: Implications for Employee Performance

Stres Kerja dan Lingkungan Kerja sebagai Anteseden Perilaku Cyberloafing: Implikasinya terhadap Kinerja Karyawan

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Abstract

This study aims to examine the influence of job stress and work environment on cyberloafing behavior and their implications for employee performance at PT. Perry Eka Bina Mandiri, Pekanbaru, Indonesia. The study employed a quantitative descriptive approach using Structural Equation Modeling–Partial Least Squares (SEM-PLS) for data analysis. The population consisted of all 34 employees of the company, and a census (saturated sampling) technique was applied, resulting in 34 respondents. The findings indicate that job stress does not have a significant effect on cyberloafing behavior or employee performance. The work environment has a significant negative effect on cyberloafing behavior but does not significantly influence employee performance. Furthermore, cyberloafing behavior has a significant negative effect on employee performance. These results highlight that cyberloafing plays a more direct role in influencing performance outcomes compared to job stress and work environment within the proposed model.

Keywords: *Job Stress, Work Environment, Cyberloafing Behavior, Employee Performance*

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh stres kerja dan lingkungan kerja terhadap perilaku cyberloafing serta implikasinya terhadap kinerja karyawan pada PT. Perry Eka Bina Mandiri, Pekanbaru. Penelitian ini menggunakan pendekatan kuantitatif deskriptif dengan teknik analisis Structural Equation Modeling–Partial Least Squares (SEM-PLS). Populasi penelitian terdiri dari seluruh karyawan perusahaan yang berjumlah 34 orang, sehingga teknik pengambilan sampel yang digunakan adalah sensus (sampling jenuh) dengan total 34 responden. Hasil penelitian menunjukkan bahwa stres kerja tidak berpengaruh signifikan terhadap perilaku cyberloafing maupun kinerja karyawan. Lingkungan kerja berpengaruh negatif dan signifikan terhadap perilaku cyberloafing, namun tidak berpengaruh signifikan terhadap kinerja karyawan. Selain itu, perilaku cyberloafing berpengaruh negatif dan signifikan terhadap kinerja karyawan. Temuan ini menunjukkan bahwa perilaku cyberloafing memiliki peran yang lebih langsung dalam memengaruhi kinerja dibandingkan dengan stres kerja dan lingkungan kerja dalam model penelitian ini.

Kata kunci: Stres Kerja, Lingkungan Kerja, Perilaku Cyberloafing, Kinerja Karyawan

1. Introduction

The rapid digitalization of the workplace has fundamentally reshaped organizational operations and employee work patterns. Internet access, digital platforms, and mobile connectivity are now embedded in daily work routines, enabling faster communication, real-

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time coordination, and improved operational efficiency. However, alongside these advantages, organizations increasingly face a growing behavioral challenge known as cyberloafing. Cyberloafing refers to employees' use of workplace internet access for non-work-related purposes during working hours (Askew et al., 2014; Blanchard & Henle, 2008). In contemporary organizations, cyberloafing activities commonly include browsing social media, watching online videos, shopping online, reading news, engaging in online messaging, and accessing entertainment websites. Although these activities may appear harmless and brief, their cumulative effect can disrupt concentration, reduce task completion speed, and impair overall productivity.

The phenomenon of digital distraction has become more complex in recent years due to the pervasive integration of smartphones and high-speed internet into professional environments. Research suggests that constant digital connectivity weakens self-regulation and increases susceptibility to technology-induced distractions (Orhan et al., 2021; Jarrahi et al., 2023). Employees frequently shift attention between work tasks and online activities, creating fragmented work patterns that may lead to cognitive overload and reduced engagement (Wong et al., 2023). While some scholars argue that limited cyberloafing may function as a micro-break that helps employees recover mentally, excessive cyberloafing has been empirically associated with decreased job performance and counterproductive work behaviors (Sao et al., 2020; Malik, 2023). Conversely, other studies indicate that cyberloafing may indirectly contribute to innovative work behavior under certain contextual conditions (Rahman et al., 2022). These contrasting findings suggest that cyberloafing is not merely a deviant behavior but a multidimensional phenomenon influenced by both psychological and environmental factors.

This issue is particularly relevant in the context of PT. Perry Eka Bina Mandiri. Company performance appraisal data from 2019 to 2022 indicate fluctuations and a gradual decline in specific performance dimensions, particularly responsibility and punctuality. Although total performance scores remain relatively high, the downward trend in timely task completion and accountability reflects potential behavioral inconsistencies among employees. In an effort to support operational efficiency, the company provides internet facilities to assist employees in performing their duties. However, a preliminary survey conducted among 34 employees revealed that 88.2% admitted engaging in cyberloafing during working hours. The most frequently reported activities include accessing social media platforms, entertainment sites, sports-related content, and online shopping websites. This empirical evidence highlights the prevalence of cyberloafing behavior within the organization and raises concerns regarding its potential contribution to declining work discipline and productivity.

From a theoretical standpoint, cyberloafing behavior does not occur in isolation but may be triggered by various antecedent factors. One significant predictor is job stress. Job stress arises when employees experience excessive demands, role conflicts, workload pressures, or psychological strain that exceed their coping capacity. Empirical studies demonstrate that employees experiencing higher stress levels are more likely to engage in cyberloafing as an avoidance or coping mechanism (Caniago & Pravitasmara, 2023; Novianti & Roz, 2023; Hurriyati & Marlinda, 2023; Kartinah et al., 2023). In stressful situations, employees may temporarily escape work pressure by diverting attention to online activities. Nevertheless, prior research has also produced inconsistent findings regarding the strength and significance of this relationship, indicating the need for further investigation in different organizational contexts.

In addition to psychological stressors, the work environment plays a crucial role in shaping employee behavior. The work environment encompasses both physical elements, such as workplace facilities and infrastructure, and non-physical elements, such as supervisory support, interpersonal relationships, and organizational climate. A supportive and well-managed environment may enhance employee discipline and focus, whereas a permissive or poorly supervised environment may increase opportunities for cyberloafing (Anam et al., 2024;

Yulia Amanah, 2022). Previous studies also reveal mixed findings regarding the influence of work environment on employee performance (Effendy & Fitria, 2019; Kuswandi, 2023). Similarly, the direct relationship between job stress and employee performance remains inconclusive, with some studies reporting positive effects under moderate stress conditions (Puspita & Oktariansyah, 2021), while others identify negative and detrimental impacts (Damayanti et al., 2022; Malik, 2023). These inconsistencies suggest that cyberloafing may serve as a behavioral mechanism linking job stress and work environment to employee performance outcomes.

Despite the growing body of literature, several research gaps remain. Many previous studies have examined job stress, work environment, cyberloafing, and performance separately rather than integrating them into a comprehensive structural framework. Moreover, empirical findings remain contradictory regarding the direction and magnitude of these relationships. Limited evidence is available from private-sector organizations in Indonesia, particularly within medium-sized enterprises that face increasing digital integration but may lack strict digital governance policies. Therefore, a more integrative examination is required to clarify the interrelationships among these variables and provide context-specific insights.

Based on these considerations, this study aims to comprehensively examine the influence of job stress and work environment on cyberloafing behavior and to analyze how these variables, both directly and indirectly, affect employee performance at PT. Perry Eka Bina Mandiri. By positioning cyberloafing as a behavioral mechanism connecting psychological and environmental factors to performance outcomes, this research seeks to provide a clearer understanding of how digital workplace behavior emerges and how it ultimately influences organizational effectiveness. The findings are expected to contribute theoretically to the literature on digital workplace behavior and practically to managerial strategies for controlling cyberloafing while maintaining employee productivity in technology-driven work environments.

2. Literature Review

Job Stress

Job stress is a psychological condition that arises when employees perceive an imbalance between job demands and their ability or resources to cope with those demands. In organizational settings, stress may emerge from excessive workload, role conflict, time pressure, job insecurity, or interpersonal problems. Damayanti et al. (2022) define job stress as an individual response to the mismatch between work demands and available resources. Similarly, Puspita and Oktariansyah (2021) explain that prolonged exposure to work pressure can trigger emotional instability, anxiety, and reduced concentration, which ultimately influence employee behavior and performance.

In the context of digital workplaces, stress is also associated with cognitive overload caused by continuous connectivity and technology demands (Orhan et al., 2021). Employees who experience persistent stress may seek coping mechanisms, including short-term distraction through online activities. Empirical findings show that job stress significantly influences behavioral deviations in the workplace, including cyberloafing (Novianti & Roz, 2023; Hurriyati & Marlinda, 2023). Caniago and Pravitasmara (2023) further demonstrate that job stress plays a mediating role in shaping cyberloafing behavior, suggesting that stress may serve as a psychological trigger for online non-work activities during working hours. Kartinah et al. (2023) also found that stress combined with low self-control increases the likelihood of cyberloafing among employees.

Thus, job stress is not only a psychological strain but also a behavioral determinant that may influence employees' online activities and performance outcomes.

Work Environment

The work environment refers to all physical and non-physical conditions surrounding employees that directly or indirectly influence work execution. Effendy and Fitria (2019) emphasize that both environmental comfort and supervisory support significantly affect employee performance. Kuswandi (2023) further highlights that work environment, alongside competence and motivation, contributes positively to employee productivity and organizational outcomes.

A conducive work environment fosters discipline, focus, and job satisfaction, whereas a permissive or poorly controlled environment may create opportunities for deviant behaviors. Anam et al. (2024) found that workplace conditions significantly influence cyberloafing behavior, particularly when employees experience role conflict and workload imbalance. Yulia Amanah (2022) similarly reported that work environment factors are significantly associated with cyberloafing behavior among public employees.

From a behavioral control perspective, workplace norms and supervision intensity shape employee online behavior (Blanchard & Henle, 2008). When organizational norms are weak or monitoring systems are limited, employees may perceive cyberloafing as acceptable behavior. Therefore, the work environment plays a crucial contextual role in either facilitating or restraining cyberloafing activities.

Cyberloafing Behavior

Cyberloafing is defined as employees' voluntary use of internet access for non-work-related purposes during working hours (Askew et al., 2014). It is categorized as a form of counterproductive workplace behavior that leverages organizational digital resources for personal interests. Lim and Chen (2012) conceptualize cyberloafing as a deviant behavior enabled by employee status and workplace internet access.

Theoretical explanations of cyberloafing often draw upon the Theory of Planned Behavior, suggesting that attitudes, subjective norms, and perceived behavioral control determine employees' intentions to engage in cyberloafing (Askew et al., 2014). Blanchard and Henle (2008) found that social norms and external locus of control significantly correlate with different forms of cyberloafing, indicating that both individual and contextual factors contribute to its occurrence.

Recent studies expand this perspective by linking cyberloafing to digital distraction and work engagement. Orhan et al. (2021) demonstrate that technology distraction weakens self-regulation and engagement. Wong et al. (2023) reveal that cyberloafing interacts with cyber-interruptions and contributes to emotional exhaustion. Meanwhile, Peng et al. (2023) argue that empowering leadership can reduce cyberloafing behavior, highlighting the role of managerial influence.

Although cyberloafing is often associated with reduced productivity (Sao et al., 2020; Malik, 2023), Rahman et al. (2022) found that cyberloafing may indirectly relate to performance through innovative work behavior, suggesting a complex and context-dependent relationship.

Employee Performance

Employee performance refers to the quality and quantity of work outcomes achieved by employees in fulfilling their assigned responsibilities. Performance is influenced by multiple factors, including stress levels, environmental conditions, motivation, and behavioral discipline. Damayanti et al. (2022) show that both job stress and cyberloafing negatively affect employee performance. Similarly, Malik (2023) reports that cyberloafing significantly reduces performance outcomes among educators and staff.

However, some studies reveal that moderate stress may enhance performance under certain motivational conditions (Puspita & Oktariansyah, 2021). The work environment also

plays a critical role; Effendy and Fitria (2019) and Kuswandi (2023) demonstrate that a supportive environment significantly improves employee performance. These findings indicate that performance is a multidimensional construct influenced by psychological strain, behavioral patterns, and contextual support systems.

Hypothesis Development

Job Stress and Cyberloafing Behavior

Job stress emerges when employees experience excessive job demands, workload pressure, role conflict, or limited coping resources (Damayanti et al., 2022). Under stressful conditions, employees often experience emotional instability, anxiety, fatigue, and reduced cognitive control. From a behavioral perspective, stress may trigger avoidance coping mechanisms, where individuals temporarily withdraw from demanding tasks to regulate negative emotions. In the digital workplace, one accessible coping strategy is engaging in non-work-related internet activities.

According to the Theory of Planned Behavior, behavior is influenced by individual attitudes, perceived norms, and behavioral control (Askew et al., 2014). When employees perceive cyberloafing as an acceptable or low-risk way to relieve stress, their intention to engage in such behavior increases. Blanchard and Henle (2008) further emphasize that workplace norms and individual control orientation influence cyberloafing frequency. Employees experiencing high stress may rationalize cyberloafing as a necessary mental break, especially in organizations with weak monitoring systems.

Empirical findings consistently support this relationship. Novianti and Roz (2023) found that job stress significantly increases cyberloafing behavior in the banking sector. Hurriyati and Marlinda (2023) reported a positive association between stress levels and cyberloafing among administrative employees. Similarly, Caniago and Pravitasmara (2023) demonstrated that job stress mediates the relationship between workload and cyberloafing behavior. Kartinah et al. (2023) also showed that stress, combined with low self-control, significantly predicts cyberloafing.

Based on the theoretical argument and empirical evidence, employees experiencing higher levels of job stress are more likely to engage in cyberloafing behavior as a coping mechanism. Therefore:

H1: Job stress positively affects cyberloafing behavior at PT. PEBM.

Work Environment and Cyberloafing Behavior

The work environment encompasses physical infrastructure, supervision quality, organizational culture, and interpersonal relationships. A structured and disciplined environment may reduce opportunities for deviant behaviors, whereas a permissive environment may increase behavioral deviations, including cyberloafing.

Blanchard and Henle (2008) argue that social norms strongly influence cyberloafing behavior. When organizational norms tolerate personal internet use during working hours, employees are more likely to engage in such activities. Anam et al. (2024) found that workplace conditions, including workload and role conflict within a particular environment, significantly influence cyberloafing behavior. Yulia Amanah (2022) similarly reported that work environment factors contribute significantly to cyberloafing among public sector employees.

Furthermore, leadership and managerial practices also play a crucial role. Peng et al. (2023) demonstrated that empowering leadership reduces cyberloafing, suggesting that supportive supervision strengthens employee responsibility and reduces online deviance. In contrast, weak supervision and lack of digital policies may normalize cyberloafing behavior.

Thus, a supportive, well-structured, and well-supervised work environment is expected to reduce the likelihood of cyberloafing behavior. Accordingly:

H2: Work environment negatively affects cyberloafing behavior at PT. PEBM.

Job Stress and Employee Performance

Employee performance reflects the quality and quantity of work outcomes achieved within a specific period. Stress affects performance through cognitive and emotional pathways. Moderate stress may stimulate motivation, but excessive stress often leads to burnout, reduced concentration, and decreased productivity.

Damayanti et al. (2022) found that job stress significantly reduces employee performance. Malik (2023) also reported that work stress negatively influences performance among education staff. Excessive stress impairs decision-making ability, weakens attention span, and increases error rates. From a psychological standpoint, prolonged stress depletes emotional resources, leading to decreased engagement and work effectiveness.

Although some studies indicate that moderate stress may enhance performance under certain motivational conditions (Puspita & Oktariansyah, 2021), the dominant empirical evidence suggests that high stress levels produce detrimental performance outcomes. Therefore:

H3: Job stress negatively affects employee performance at PT. PEBM.

Work Environment and Employee Performance

A conducive work environment enhances employee comfort, focus, and productivity. Supportive supervision, clear communication, adequate facilities, and a positive organizational climate foster higher levels of motivation and engagement.

Effendy and Fitria (2019) found that work environment significantly improves employee performance. Kuswandi (2023) also confirmed that environmental factors positively influence performance outcomes alongside competence and motivation. A comfortable and structured work environment minimizes distractions and promotes task completion efficiency.

In contrast, poor environmental conditions may create discomfort, reduce morale, and increase turnover intention, ultimately affecting productivity. Therefore, it is reasonable to expect that a supportive work environment will enhance employee performance. Thus:

H4: Work environment positively affects employee performance at PT. PEBM.

Cyberloafing Behavior and Employee Performance

Cyberloafing behavior diverts employees' time and attention from assigned tasks toward personal online activities. From a productivity perspective, excessive cyberloafing reduces effective working time and delays task completion. Sao et al. (2020) found that cyberloafing negatively affects employee job performance and behavior. Malik (2023) also reported that cyberloafing significantly reduces performance outcomes.

Additionally, Orhan et al. (2021) demonstrated that technology distraction weakens self-regulation and engagement, which are essential determinants of performance. Wong et al. (2023) showed that cyber-related interruptions contribute to emotional exhaustion, which indirectly decreases work effectiveness. Although Rahman et al. (2022) identified potential indirect positive effects through innovative behavior, the dominant evidence indicates that frequent cyberloafing reduces productivity and performance consistency.

Therefore, higher levels of cyberloafing behavior are expected to negatively influence employee performance. Hence:

H5: Cyberloafing behavior negatively affects employee performance at PT. PEBM.

3. Methods

This study was conducted at PT. Perry Eka Bina Mandiri, located at Jalan Dr. Leimena, Sago, Senapelan District, Pekanbaru City, Riau 28155, Indonesia. The research was carried out during the 2024 research period. The organization was selected as the research site due to the observed fluctuation in employee performance and the identified prevalence of cyberloafing behavior within the company.

The population of this study consisted of all employees currently working at PT. Perry Eka Bina Mandiri, totaling 34 individuals. Given the relatively small population size, this study employed a census sampling technique (saturated sampling), meaning that the entire population was used as research respondents. Therefore, the sample size was equal to the population, comprising 34 employees.

This research utilized quantitative data, which were collected in numerical form through structured questionnaires distributed to respondents. The data sources consisted of primary and secondary data. Primary data were obtained directly from employee responses to the questionnaire, while secondary data were derived from company documents, performance appraisal records, and relevant literature.

The study involved four main variables: job stress (X1) and work environment (X2) as exogenous variables; cyberloafing behavior (Y1) as an intervening endogenous variable; and employee performance (Y2) as the ultimate endogenous variable. Job stress was measured using indicators adapted from Rivai (2017), which include physical symptoms, behavioral symptoms, and work-related symptoms. Work environment was measured based on indicators proposed by Mangkunegara (2016), including workplace lighting, air circulation, noise levels, employee relations, and workplace safety. Cyberloafing behavior was measured using indicators from Blanchard and Henle (2008), such as non-work-related internet usage during working hours, personal smartphone use during work time, non-work email activities, social media access, and browsing activities unrelated to job duties. Employee performance was measured using six indicators adapted from Robbins (2006), including quality, quantity, timeliness, effectiveness, independence, and work commitment.

Data collection techniques included questionnaire distribution and literature review. The questionnaire items were measured using a Likert scale to assess respondents' perceptions of each construct. Before hypothesis testing, the instrument underwent validity and reliability testing to ensure measurement accuracy.

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS). SEM-PLS was chosen because it is suitable for small sample sizes and complex models involving multiple endogenous and exogenous variables. The analysis consisted of two main components: the outer model (measurement model) and the inner model (structural model).

The outer model evaluation aimed to assess construct validity and reliability. Convergent validity was examined through factor loadings, with acceptable values exceeding 0.50. Discriminant validity was assessed using cross-loadings to ensure that each indicator loaded higher on its intended construct than on other constructs. Composite Reliability (CR) values above 0.60 indicated adequate internal consistency reliability. Additionally, the Average Variance Extracted (AVE) value was required to exceed 0.50 to confirm adequate construct validity (Hussein, 2015).

The inner model evaluation assessed the structural relationships between variables. The coefficient of determination (R^2) was used to measure the proportion of variance in endogenous variables explained by exogenous variables. The path coefficients indicated the direction and strength of relationships between constructs. Effect size (f^2) was calculated to determine the magnitude of each exogenous variable's impact on endogenous variables, with thresholds of 0.02 (small effect), 0.15 (moderate effect), and 0.35 (strong effect). Predictive relevance (Q^2)

was also evaluated to assess the model's predictive capability, where Q^2 values greater than zero indicated adequate predictive relevance.

Hypothesis testing was conducted using the partial t-test approach within the SEM-PLS framework through bootstrapping procedures. The significance of path coefficients was determined based on p-values. If the p-value was less than 0.05 (5% significance level), the hypothesis was accepted, indicating a statistically significant effect of the exogenous variable on the endogenous variable. Conversely, if the p-value exceeded 0.05, the hypothesis was rejected, indicating no significant effect.

4. Results and Discussion

Measurement Model Evaluation (SEM-PLS)

Convergent Validity

Convergent validity is assessed through outer loadings, where acceptable values must exceed 0.50.

Table 2. Outer Loadings Results

No	Variable	Indicator	Outer Loadings
1	Job Stress (X1)	X1.1	0.973
		X1.2	0.733
		X1.3	0.961
2	Work Environment (X2)	X2.1	0.652
		X2.2	0.855
		X2.4	0.771
		X2.5	0.626
3	Cyberloafing Behavior (Y1)	Y1.1	0.777
		Y1.2	0.748
		Y1.3	0.843
		Y1.4	0.709
		Y1.5	0.763
4	Employee Performance (Y2)	Y2.1	0.825
		Y2.2	0.885
		Y2.3	0.810
		Y2.4	0.740
		Y2.5	0.562
		Y2.6	0.710

All indicators demonstrate outer loading values greater than 0.50. The strongest loading was observed in Job Stress item X1.1 (0.973), indicating that this indicator strongly represents the latent construct. The lowest loading (0.562) was found in Employee Performance item Y2.5, yet it remains above the minimum threshold. Therefore, all indicators meet convergent validity requirements and adequately represent their respective constructs.

Discriminant Validity

Discriminant validity was evaluated using the Fornell-Larcker criterion.

Table 5. Discriminant Validity Results

	Employee Performance	Work Environment	Cyberloafing	Job Stress
Employee Performance	0.762			
Work Environment	0.136	0.732		

Cyberloafing	0.398	0.472	0.769	
Job Stress	0.343	0.537	0.342	0.896

Source: Processed Questionnaire Data (2023)

The square root of AVE for each construct is higher than its correlation with other constructs. This confirms that each construct has adequate discriminant validity and measures a concept distinct from the others.

Multicollinearity Test

Multicollinearity was assessed using Variance Inflation Factor (VIF). A VIF value below 10 indicates no multicollinearity issue.

Table 6. Multicollinearity Test Results

Variable	Cyberloafing	Employee Performance
Cyberloafing (Y1)		1.305
Job Stress (X1)	1.404	1.425
Work Environment (X2)	1.404	1.618

Source: Smart-PLS Output (2023)

All VIF values are below 10, indicating that there is no multicollinearity among independent variables. This confirms that the regression model is statistically stable and free from collinearity bias.

Structural Model Evaluation

Coefficient of Determination (R^2)

Table 7. R-Square Results

Endogenous Variable	R Square	Adjusted R Square	Interpretation
Cyberloafing (Y1)	0.233	0.184	Weak
Employee Performance (Y2)	0.238	0.162	Weak

Source: Processed SPSS Data (2023)

The Adjusted R^2 value for cyberloafing behavior is 0.184, meaning that job stress and work environment explain 18.4% of the variance in cyberloafing behavior. The remaining 81.6% is influenced by other variables not included in this study.

Similarly, the Adjusted R^2 value for employee performance is 0.162, indicating that job stress, work environment, and cyberloafing explain 16.2% of performance variance, while 83.8% is influenced by other factors. These results suggest that the explanatory power of the model is categorized as weak, indicating opportunities for future model expansion.

Hypothesis Testing

The critical t-value at a 5% significance level is 1.699. A hypothesis is accepted if t-statistic > 1.699 and p-value < 0.05.

Table 8. Hypothesis Testing Results

Hypothesis	Relationship	T-Statistic	P-Value	Result
H1	Job Stress → Cyberloafing	0.727	0.468	Not Supported
H2	Work Environment → Cyberloafing	1.981	0.048	Supported
H3	Job Stress → Employee Performance	1.461	0.145	Not Supported
H4	Work Environment → Employee Performance	0.776	0.438	Not Supported

H5	Cyberloafing → Employee Performance	2.123	0.034	Supported

Source: Smart-PLS Output (2023)

The hypothesis testing results reveal that Job Stress does not have a significant effect on Cyberloafing behavior (H1 rejected), as the t-statistic (0.727) is lower than the critical value of 1.699 and the p-value exceeds the 0.05 significance level. In contrast, Work Environment significantly influences Cyberloafing behavior (H2 supported), indicated by a t-statistic of 1.981, which surpasses the critical threshold, and a p-value of 0.048, which is below 0.05. Furthermore, Job Stress does not significantly affect Employee Performance (H3 rejected), and Work Environment also shows no significant direct effect on Employee Performance (H4 rejected), as both relationships fail to meet the required significance criteria. However, Cyberloafing behavior has a statistically significant effect on Employee Performance (H5 supported), with a t-statistic of 2.123 and a p-value of 0.034. Overall, these findings suggest that within the proposed structural model, Cyberloafing behavior plays a more direct and significant role in influencing Employee Performance compared to Job Stress and Work Environment.

Discussion

The findings of this study provide several important insights into the relationships among job stress, work environment, cyberloafing behavior, and employee performance. First, the results indicate that job stress does not significantly affect cyberloafing behavior. This finding contrasts with several prior studies that reported a positive and significant relationship between job stress and cyberloafing (Novianti & Roz, 2023; Hurriyati & Marlinda, 2023; Caniago & Pravitasmara, 2023; Kartinah et al., 2023). Theoretically, stressed employees may engage in cyberloafing as an avoidance coping mechanism to relieve psychological pressure. However, in the context of PT. PEBM, it is possible that employees manage stress in alternative ways or that stress levels are not sufficiently intense to trigger online deviant behaviors. This result suggests that job stress alone may not automatically lead to cyberloafing without the presence of other facilitating conditions, such as permissive norms or weak supervision, as emphasized by Blanchard and Henle (2008).

Second, the study finds that the work environment significantly affects cyberloafing behavior. This supports prior research indicating that environmental conditions influence employees' online deviant behavior (Anam et al., 2024; Yulia Amanah, 2022). Organizational climate, supervision intensity, and the availability of internet facilities may shape employees' perceptions regarding acceptable online conduct. Blanchard and Henle (2008) highlight the importance of workplace norms in determining cyberloafing frequency. Moreover, Peng et al. (2023) demonstrate that managerial practices, particularly empowering leadership, can reduce cyberloafing behavior. Therefore, the significant relationship identified in this study suggests that contextual factors, rather than psychological stress alone, play a more dominant role in encouraging or discouraging cyberloafing within the organization.

Third, the results reveal that job stress does not significantly affect employee performance. Although previous studies such as Damayanti et al. (2022) and Malik (2023) reported a negative impact of stress on performance, other findings suggest that moderate stress may not necessarily reduce productivity (Puspita & Oktariansyah, 2021). This implies that employees at PT. PEBM may still maintain performance levels despite experiencing certain degrees of work pressure. It is possible that stress levels remain within manageable limits or that employees possess sufficient coping mechanisms to sustain performance outcomes.

Similarly, the work environment does not show a significant direct effect on employee performance in this study. This finding differs from prior research that found a positive relationship between work environment and performance (Effendy & Fitria, 2019; Kuswandi,

2023). One possible explanation is that although the environment may influence behavioral tendencies such as cyberloafing, its direct contribution to performance may be relatively small when other individual factors—such as motivation, competence, or discipline—play a stronger role.

Finally, the study demonstrates that cyberloafing behavior significantly affects employee performance. This finding is consistent with Sao et al. (2020) and Malik (2023), who found that cyberloafing negatively impacts performance outcomes. From a behavioral perspective, cyberloafing reduces effective working time and diverts attention from core job responsibilities. Orhan et al. (2021) further argue that digital distraction weakens self-regulation and work engagement, while Wong et al. (2023) show that cyber-related interruptions contribute to emotional exhaustion, ultimately reducing work effectiveness. Although Rahman et al. (2022) identified potential indirect positive effects of cyberloafing through innovative work behavior, the present findings suggest that within the PT. PEBM context, cyberloafing functions more as a performance-disrupting behavior rather than a recovery mechanism.

Overall, these results indicate that cyberloafing acts as a more direct determinant of employee performance compared to job stress and work environment. While stress and environmental conditions may shape behavioral tendencies, it is the actual engagement in cyberloafing behavior that exerts a measurable impact on performance outcomes. This highlights the importance for organizations to establish clear digital usage policies and strengthen supervision mechanisms to minimize performance disruptions caused by non-work-related internet activities.

5. Conclusion

This study examined the influence of job stress and work environment on cyberloafing behavior and their implications for employee performance at PT. Perry Eka Bina Mandiri. The findings reveal that job stress does not significantly influence cyberloafing behavior, indicating that psychological pressure experienced by employees does not necessarily translate into online deviant activities during working hours. This suggests that employees may possess sufficient coping mechanisms or professional discipline that prevent stress from manifesting in cyberloafing behavior.

The results further demonstrate that the work environment has a significant negative effect on cyberloafing behavior. A less structured or weakly supervised work environment increases the likelihood of cyberloafing, potentially due to the normalization of such behavior among employees. When cyberloafing becomes socially tolerated within the organizational climate, it may spread through observational learning and peer influence.

Interestingly, neither job stress nor work environment shows a significant direct effect on employee performance. These findings suggest that employees are able to maintain performance levels despite experiencing work-related pressure or variations in environmental conditions. One possible explanation is the implementation of flexible work arrangements, such as Work From Home (WFH), which reduces the direct influence of physical workplace conditions on performance outcomes. Employees may rely more on individual responsibility, adaptability, and experience in sustaining their productivity.

In contrast, cyberloafing behavior demonstrates a significant effect on employee performance. The results indicate that increased engagement in cyberloafing is associated with decreased performance, whereas reduced cyberloafing corresponds with improved work outcomes. This finding highlights that actual behavioral engagement in non-work-related internet activities has a more direct and measurable impact on performance than psychological or environmental factors alone. Therefore, cyberloafing emerges as the key behavioral variable within the structural model.

From a managerial perspective, organizations should strengthen digital governance mechanisms to minimize performance disruption caused by cyberloafing. This may include enhancing supervision systems, optimizing monitoring tools such as CCTV where appropriate, implementing clearer internet usage policies, and providing structured guidelines regarding acceptable digital behavior. Additionally, management should promote awareness programs emphasizing professional responsibility and the risks associated with excessive cyberloafing.

From a theoretical standpoint, this study contributes to the growing body of literature on digital workplace behavior by positioning cyberloafing as a critical behavioral mechanism linking organizational context to performance outcomes. Future research is encouraged to incorporate additional explanatory variables, such as leadership style, self-control, organizational culture, digital policy enforcement, or employee engagement, in order to increase the explanatory power of the model. Expanding the sample size and examining different industrial sectors may also enhance the generalizability of findings and provide deeper insight into the dynamics of cyberloafing in technology-driven work environments.

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