CYBERLOAFING MECHANISM: THE IMPACT OF WORKLOAD, SELF-CONTROL, AND JOB STRESS ON CIVIL SERVANT PERFORMANCE

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Abstract (11 pt)

How influential are workload, self-control, and job stress on performance, considering cyberloafing as a mediating variable? The research method uses quantitative descriptive analysis techniques based on secondary and primary data obtained through questionnaires with a Likert scale approach. This study uses the SmartPLS version 4.1 analysis tool with PLS-SEM. The results of the study Workload, self-control have a positive and significant effect on performance, stress has a negative and significant effect on performance, then workload, self-control have a negative and significant effect on cyberloafing, while work stress has a positive and significant effect on cyberloafing, cyberloafing has a negative and significant effect on performance, cyberloafing significantly mediates the effect of workload on performance, cyberloafing significantly mediates the effect of self-control on the performance of civil servants, and cyberloafing significantly mediates the effect of stress on performance.

INTRODUCTION

Civil servants (PNS) often face various problems in their work environment in today's digital era, including increased workload, high levels of work stress, and demands to have good self-control. Technological advancements also bring new risks such as cyberloafing, where civil servants use the internet for personal purposes during working hours. Law No. 20 of 2023 on the State Civil Apparatus has underlined three ASN functions, namely: 1) Executor of public policy, 2) Public servants; and 3) The glue and unifier of the nation. Good civil servant performance is a reflection of the extent to which an ASN is able to carry out these three functions.

According to the Digital 2024 report Hootsuite (We Are Social)which was released in January 2024, Indonesia's total internet users are 212.9 million out of 278.7 million people. average daily time spent by active internet users aged 16 to 64 who use media and devices. Previous studies revealed that workload affects performance, due to the fact that workload has been determined in accordance with job standards. (Siburian et al., 2021). Related self-control is considered important in managing stress and workload as research results from (Riandi, 2022) revealed that self-control and workload have a positive and significant influence on work stress. Work stress is not managed properly resulting in excessive workload which can result in decreased performance and mental health. (Wastika et al., 2022).

According to research results (Lestary, 2022) cyberloafing and self-control on employee performance were identified as having a strong correlation between variables. However, research (Assidiqi & Suryosukmono, 2023) revealed that cyberloafing has an indirect effect from workload on employee performance. The results of research from (Kamila & Muafi, 2023) show that cyberloafing mediates work stress and has a negative impact on employee performance, so that increasing cyberloafing among employees in the workplace, it also increases high work stress and will ultimately reduce employee performance.

Although many studies have examined the influence of workload, self-control, job stress, on employee performance, as well as the phenomenon of cyberloafing in the workplace, there are still some significant research gaps, especially in the context of civil servants (PNS) in Indonesia: (1). Specific Context: The majority of existing research focuses on the private sector, while studies on cyberloafing among Indonesian civil servants are limited. (2). Mediation Model: The mediating role of cyberloafing in the influence of workload, self-control, job stress, on civil servant employee performance has not been comprehensively explored. (3) Complex Interactions: Most studies examined bivariate relationships, while the simultaneous interaction between the five variables (workload, self-control, job stress, cyberloafing, and performance) has rarely been investigated. (4) Multidimensional Perspective: Research that integrates the positive and negative aspects of cyberloafing, as well as the contextual factors of the digital era in government bureaucracy, is still minimal. (5). Demographic Variations: Differences in cyberloafing behavior and its impact between generations of civil servants have not been widely studied. (6). Intervention Strategies: Research on the effectiveness of various cyberloafing management strategies in civil servant work environments, particularly in Bulungan Regency, is limited. This limitation creates a research gap in our understanding of how these factors interact in the context of civil servants in Indonesia, especially civil servants in Bulungan district, where bureaucratic dynamics, work culture and public expectations play an important role.

RESEARCH METHODS

The research method determined is quantitative research based on an *explanatory survey* to examine and analyze the causality of the direction of the relationship between variables in the construction of the model correlated with each other. Five variables were used as independent variables of the study: workload

(X.1), self-control (X.2), job stress (X.3), *cyberloafing* (Z) moderating variable and the dependent variable, performance (Y). The population used is Civil Servants (PNS) working in the Bulungan Regency area of 8,400 employees. (Badan Pusat Statistik Provinsi Kalimantan Utara, 2022)..

Non-probability sampling type used: Quota sampling (Sugiyono, 2019)This research includes a balanced representation of the various work units of civil servants in Bulungan Regency. Researchers set a quota for the distribution of quotas based on the location of the work unit with a sample requirement of 382 samples from 8,400 civil servants based on the Slovin formula. (Sugiyono, 2019) so that 400 questionnaires were distributed, with the data collection scale being a Likert scale. The final sample that met the criteria amounted to 370 respondents. SmartPLS 4.1 was used for research data analysis tools. The following is a simple diagram showing the relationship between workload, self-control, work stress as independent variables, cyberloafing as a mediating variable, and employee performance as the dependent variable.

Image 1. Research Framework
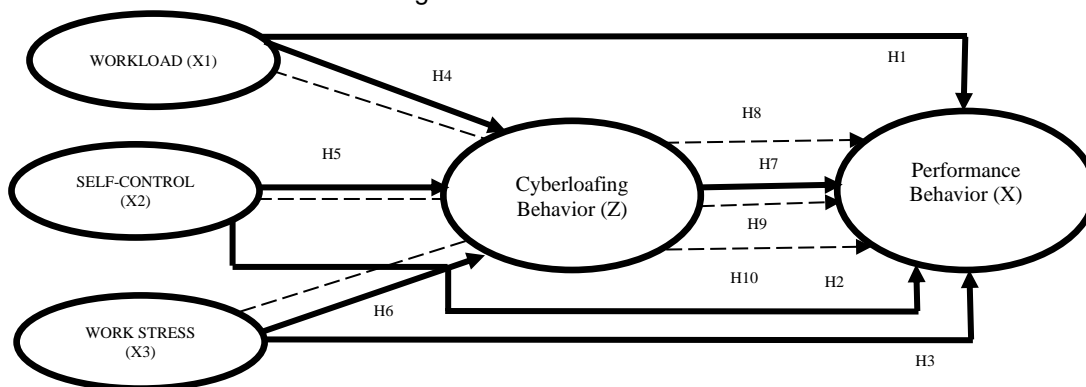
Source: compiled by researchers (2024)

RESULTS AND DISCUSSION

Descriptive Analysis of Respondent Demographics

To identify the demographics of respondents in this study, the following will present the characteristics of civil servants in Bulungan Regency in terms of age, latest education, gender, central civil servants or regional civil servants.

Table 1. Respondent Demographics

CHARACTERISTICS	RESPONDENTS	TOTAL	PERCENTAGE
AGE	− 20-30	95	25,7
	− 31-40	141	38,1
	− 41-50	94	25,4
	− ≥50	40	10,8
EDUCATION	− HIGH SCHOOL	26	7,0
	− D-3	36	9,7
	− S-1	275	74,3
	− S-2	32	8,6
	− S-3	1	0.3
GENDER	− Male	217	58,6
	− Female	153	41,4

PNS	Central Civil Servants	85	23
	Regional civil servants	285	77

Source: Process Data (2024).

Based on the data in table 1, civil servants in bulungan district in terms of age, respondents are dominated by 32-40 years old, while the smallest is> 50 years old, for gender it is dominated by men totaling 217 people, then the last education shows that most respondents are S-1, while regional civil servants are the most respondents totaling 285 people.

Reflective Measurement Model Evaluation

The reflective measurement model consists of Loading Factor, AVE, Composite Reliability, Convergent Validity and Discriminant Validity. (Hair et al., 2022).

Loading Factor

The size of the reflexive *loading factor* is said to be high according to (Hair et al., 2022)If the LF ≥ 0.70 and is considered significant, it reflects the variable with the measured construct. Meanwhile, for the first time research according to (Chin, 1998) is given a little leeway by suggesting that LF ≥ 0.60 is sufficient, especially in the context of initial construct development or *exploratory* research. Overall in table 2, each item measuring a variable with an LF value ≥ 0.60 is considered valid and acceptable.

Table 2. *loading factor*

Workload		Self-Control		Work Stress		Performance		*Cyberloafing*	
INDICATOR	LF	INDICATOR	LF	INDICATOR	LF	INDICATOR	LF	INDICATOR	LF
BK.1	0.774	KD.1	0.691	SK.1	0.683	KRJ.2	0.742	PC.1	0.768
BK.2	0.704	KD.3	0.764	SK.2	0.744	KRJ.3	0.718	PC.2	0.784
BK.3	0.767	KD.4	0.783	SK.4	0.752	KRJ.4	0.668	PC.3	0.760
BK.4	0.779	KD.5	0.816	SK.5	0.747	KRJ.5	0.721	PC.4	0.795
BK.5	0.760	KD.6	0.697	SK.6	0.649	KRJ.6	0.757	PC.6	0.736
BK.6	0.780	KD.7	0.726	SK.7	0.663	KRJ.7	0.741	PC.7	0.623
BK.7	0.839	KD.8	0.709	SK.8	0.728	KRJ.8	0.769	PC.8	0.603
				SK.9	0.793	KRJ.9	0.738	PC.9	0.691
				SK.10	0.798	KRJ.11	0.785		
				SK.11	0.757	KRJ.13	0.736		
				SK.12	0.711	KRJ.14	0.748		
				SK.13	0.732	KRJ.15	0.749		
				SK.14	0.691	KRJ.17	0.793		
				SK.15	0.759	KRJ.18	0.680		
				SK.16	0.678				
				SK.17	0.616				

Source: Process Data (2024).

Convergent Reliability and Validity Test

The level of *reliability* commonly reported in PLS-SEM is the *composite reliability* value and *Cronbach's alpha*. Statistical measures of variable reliability according to (Hair et al., 2022) if *Cronbach's* alpha> 0.6, then *composite* reliability>

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0.7. AVE is considered to have good validity if the value is> 0.50. Table 3 will display the values for all variables.

Table 3. *Composite Reliability and AVE* **Results**

VARIABLES	CRONBACH'S ALPHA	COMPOSITE RELIABILITY	AVERAGE VARIANCE EXTRACTED (AVE)
Workload	0,897	0,903	0,588
Self-Control	0,872	0,876	0,568
Work Stress	0,926	0,955	0,57
Cyberloafing	0,864	0,865	0,599
Performance	0,933	0,935	0,556

Source: Process Data (2024).

The results in table 3 can be interpreted that workload has an acceptable level of reliability, because it meets the criteria (CR> 0.70), while all constructs have an AVE value of > 0.5.

Discriminant Validity

Discriminant validity is to compare all construct measures in the same model based on heterotrait-monotrait (Hair et al., 2022). The threshold value is 0.90 for conceptually similar constructs. The results of the *discriminant validity* measurement are as follows:

Table 4. HTMT Results

VARIABLES	WORKLOAD	SELF-CONTROL	STRESS WORK	PERFORMANCE	*CYBERLOAFING*
Workload					
Self-Control	0.143				
Work Stress	0.537	0.222			
Performance	0.146	0.633	0.237		
Cyberloafing	0.097	0.272	0.362	0.366	

Source: Primary data. (2024).

Table 4 shows that each construct is fulfilled, so the overall *discriminant validity* evaluation is fulfilled, indicating that the HTMT value is <0.90.

Structural Model Evaluation
Evaluating the *model's explanatory power*
VIF (*Variance Inflated Factor*)

To test the hypothesis of the structural model, it is necessary to check for multicollinearity between variables using the inner VIF statistical measure.

Table 5. VIF Results

	VIF
Workload -> Performance	1.331
Workload -> *Cyberloafing*	1.293
Self-Control -> Performance	1.142
Self-Control -> *Cyberloafing*	1.123
Job Stress -> Performance	1.539
Job Stress -> *Cyberloafing*	1.323
Cyberloafing -> Performance	1.234

Source: Process Data (2024).

In table 5 the VIF values are all below 5 indicating that there is no significant

multicollinearity problem in your model.

Coefficient of Determination **(R²)**

R *square* is the amount of variation in exogenous variables that can explain the endogenous variables. (Haryono, 2016). According to (Chin, 1998) R criteria[2] consists of three classifications with values of 0.19 low, 0.33 medium, finally 0.66 high.

Table 6. Coefficient of Determination (R²)

	R^2	ADJUSTED SQUARE	R-
Y. PERFORMANCE	0.387	0.381	
Z. *CYBERLOAFING*	0.189	0.183	

Source: Process Data (2024).

In table 6 above, the value of R^2 performance is 0.387, the implication is that the exogenous variables of workload, self-control, work stress are able to explain the variation in the performance variable explained by 38.7% (moderate influence), while the amount of variance in the *cyberloafing* variable is 18.9% (low influence). This model is less powerful or moderate in explaining variations in performance and *cyberloafing* variables, that there are mostly other factors not included in the model that still affect variable variations.

Direct effect

Direct influence is the effect that occurs in independent variables on the dependent variable that occurs without intermediaries or mediator variables.

Table 7. *direct effect*

	ORIGINAL SAMPLE (O)	SAMPLE MEAN (M)	STANDARD DEVIATION (STDEV)	*T-STATISTIC*S ($\lvert$O/STDEV$\rvert$)	P-VALUES
Workload -> Performance	0.155	0.155	0.062	2.504	0.012
Workload -> *Cyberloafing*	-0.175	-0.169	0.071	2.463	0.014
Self-Control -> Performance	0.480	0.481	0.042	11.467	0.000
Self-Control -> *Cyberloafing*	-0.126	-0.128	0.049	2.536	0.011
Job Stress -> Performance	-0.149	-0.146	0.053	2.821	0.005
Job Stress -> *Cyberloafing*	0.418	0.419	0.057	7.311	0.000
Cyberloafing -> Performance	-0.156	-0.155	0.043	3.612	0.000

Source: Process Data (2024).

Based on the results of the table, the following is a general interpretation of the relationship between the variables studied:

a) Workload has a positive and significant effect on performance of (0.155) with a t-statistic (2.504> 1.96) or p-value (0.012 <0.05).

b) Self-control has a positive and significant effect on performance of (0.480) with a t-statistic (11.467> 1.96) or p-value (0.000 <0.05).

c) Job stress has a negative and significant effect on performance of (-0.149) with a t-statistic (2.821> 1.96) or p-value (0.002 <0.05).

d) Workload has a negative and significant influence on *cyberloafing* behavior of (-0.175) with t-statistic (2.463> 1.96) or p-value (0.014 <0.05).

e) Self-control has a negative and significant influence on *cyberloafing* behavior of (-0.126) with t-statistic (2.536> 1.96) or p-value (0.011 <0.05).

f) Job stress has a positive and significant influence on *cyberloafing* behavior of (0.418) with t-statistic (7.311> 1.96) or p-value (0.000 <0.05).

g) *Cyberloafing* behavior has a negative and significant effect on performance of (-0.156) with t-statistic (3.612> 1.96) or p-value (0.000 <0.05).

F^2 *Effect size of direct effect*

Effect *size f^2* is used to assess the size of the direct effect in the structural model (SEM), the size criteria according to (Hair et al., 2022): 0.35 (high), 0.15 (medium), and 0.02 (low).

Table 8. Results of *f square*

	Y. PERFORMANCE	Z CYBERLOAFING
Workload	0.029	0.029
Self-Control	0.329	0.017
Work Stress	0.024	0.163
Performance		
*Cyberloafin*g	0.032	

Source: Process Data (2024).

From table 8 that self-control is the most influential variable on performance f^2 = 0.329, while job stress has a moderate influence on *cyberloafing f^2* = 0.163 (moderate effect). Workload contributed little to both variables f^2 = 0.029 (small effect).

Evaluating the *model's predictive power*
$Q^2Predict$

Q^2 (*Predictive Relevance*) is a measure used in structural models (SEM) to assess the extent to which the model can predict the value of the dependent variable. (Hair et al., 2022). For *$Q^2Predict$* values> 0, indicating that the model is *predictive relevance*. However, qualitatively, the interpretation of the *$Q^2Predict$* value is 0.50 (high), 0.25 (moderate), and 0 (low).

Table 9 $Q^2Predict$ Results

	Q²PREDICT	RMSE	MAE
Z. *CYBERLOAFIN*G	0.167	0.918	0.724
Y. PERFORMANCE	0.341	0.817	0.628

Source: Process Data (2024).

The results in Table 9 show better predictive ability for performance compared to *cyberloafing*. *$Q^2Predict$*, RMSE, and MAE show that the model for performance is quite good, while the model for *cyberloafing* requires further attention to improve prediction accuracy.

PLS Predict

PLS *Predict* is a technique used in *Partial Least Squares* analysis to evaluate the predictive ability of the model.

Table 10. *PLS Predict*

	Q²PREDICT	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE	IA_RMSE	IA_MAE
KRJ.11	0.235	0.468	0.357	0.488	0.363	0.535	0.438
KRJ.13	0.194	0.447	0.351	0.461	0.361	0.498	0.413
KRJ.14	0.170	0.497	0.352	0.521	0.382	0.545	0.327
KRJ.15	0.175	0.532	0.392	0.556	0.424	0.585	0.417
KRJ.17	0.184	0.508	0.355	0.517	0.370	0.562	0.385

KRJ.18	0.207	0.612	0.441	0.643	0.478	0.688	0.426
KRJ.2	0.141	0.522	0.394	0.547	0.408	0.563	0.454
KRJ.3	0.148	0.583	0.405	0.611	0.437	0.631	0.466
KRJ.4	0.157	0.557	0.388	0.595	0.431	0.606	0.417
KRJ.5	0.160	0.484	0.352	0.495	0.375	0.529	0.383
KRJ.6	0.229	0.449	0.352	0.466	0.347	0.511	0.427
KRJ.7	0.203	0.478	0.348	0.490	0.358	0.535	0.407
KRJ.8	0.222	0.451	0.368	0.476	0.373	0.511	0.451
KRJ.9	0.171	0.574	0.423	0.599	0.432	0.630	0.510
PC.1	0.123	1.005	0.834	0.990	0.799	1.073	0.934
PC.2	0.121	0.941	0.780	0.891	0.716	1.003	0.858
PC.3	0.067	0.927	0.757	0.941	0.738	0.959	0.827
PC.4	0.090	1.014	0.845	1.020	0.843	1.063	0.906
PC.6	0.111	1.018	0.833	1.000	0.788	1.080	0.918
PC.7	0.066	1.061	0.913	1.085	0.917	1.098	0.965
PC.8	0.065	0.873	0.710	0.899	0.720	0.903	0.747
PC.9	0.062	0.933	0.749	0.935	0.763	0.964	0.735

Source: Process Data (2024).

Overall, based on the data processing of table 10 PLS *Predict*, the RMSE or MAE value of most indicators of the PLS-SEM model is lower than the Naive LM model (*Linear Regression* Model), which indicates that this model shows ***low predictive power***.

Cross-Validated Predictive Ability Test (CVPAT)

CVPAT is a cross-validated predictive ability test that can be used to test the predictive ability of the model. (Sharma et al., 2023).

Table 11 PLS-SEM vs. Indicator average (IA)

	PLS LOSS	IA LOSS	AVERAGE LOSS DIFFERENCE	T VALUE	*P-VALUE*
Performance	0.264	0.324	-0.059	5.781	0.000
Cyberloafing	0.947	1.040	-0.093	3.658	0.000
Overall	0.513	0.584	-0.072	5.699	0.000

Source: Process Data (2024).

Table 12. PLS-SEM vs. Linear model (LM)

	PLS LOSS	LM LOSS	AVERAGE LOSS DIFFERENCE	T VALUE	P-VALUE
Performance	0.264	0.288	-0.023	4.714	0.000
Cyberloafing	0.947	0.945	0.002	0.089	0.929
Overall	0.513	0.527	-0.014	1.523	0.129

Source: Process Data (2024).

Table 11 shows that PLS loss (0.513) is lower than IA loss (0.584) with an average error difference of -0.072. t-value (5.699) and p-value (0.000) show this difference is significant. This indicates that overall, PLS-SEM is more effective than the IA method.

Measurement and Evaluation of Structural Models in Mediation Analysis

Mediation Test/Indirect *Effect*

When a mediator construct intervenes between two other constructs that are directly related, this is called mediation. (Hair et al., 2022).

Table 13. Mediation Test Results

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				ORIGINAL SAMPLE (O)	SAMPLE MEAN (M)	STANDARD DEVIATION (STDEV)	*T-STATISTIC* S (|O/STDEV|)	P-VALUES
Workload Performance	->	*Cyberloafing*	->	0.027	0.026	0.013	2.062	0.039
Self-Control Performance	->	*Cyberloafing*	->	0.020	0.020	0.010	1.991	0.047
Job Stress Performance	->	*Cyberloafing*	->	-0.065	-0.065	0.021	3.124	0.002

Source: Process Data (2024).

The results of the mediation test as well as to answer hypotheses H8, H9, and H10, can be seen from table 13 below:

a. Workload has a positive and significant indirect effect on performance through the mediation of *cyberloafing* behavior of (0.027) with a t-statistic (2.062> 1.96) or p-value (0.039 < 0.05).

b. Self-control has a positive indirect effect and on performance through mediating *cyberloafing* behavior of (0.020) with a t-statistic (1.991> 1.96) or p-value (0.047 <0.05).

c. Job Stress has a negative and significant indirect effect on performance through the mediation of *cyberloafing* behavior of (-0.065) with a t-statistic (3.124> 1.96) or p-value (0.002 <0.05).

Effect Size Upsilon Mediation Test (υ)

Effect Size Upsilon Mediation Test uses the opinion of Lachowicz et al. (2018) The upsilon effect size (υ) has been used in the study of Ogbeibu et al. (2021) mediation effects are categorized as follows: low (>0.02) for small effect, medium (>0.15) for moderate effect, and high (>0.35) for significant effect in the structural model.

Table 14. *Effect size of upsilon mediation* **(υ)**

INFLUENCE	UPSILON STATISTICS (V)	DESCRIPTION
Workload -> *Cyberloafing* -> Performance	(-0.156)2X(-0.182)2=0,00889	Low Influence
Self-Control -> *Cyberloafing* -> Performance	(-0.156)2X(0.499)2=0,00606	Low Influence
Job Stress -> *Cyberloafing* -> Performance	(-0.156)2 X(-0.214) 2 =0,00111	Low Influence

Source: Process Data (2024).

The result is that the *effect size of the upsilon* mediation test (υ) *of cyberloafing* has a relatively low role in mediating the *indirect effect* in the relationship between workload, self-control, and work stress on civil servant performance at the structural level.

Discussion
Effect of Workload on Civil Servant Performance

In hypothesis H1 in the study suggests that workload directly has a positive and significant effect on the performance of civil servants, it is accepted and proven to be true. This can be shown based on the path coefficient (0.155) indicating a positive relationship between workload and performance, *t-statistic* (2.504> 1.96) or *p-value* (0.012 <0.05) indicating this relationship is significant.

Therefore, the findings of this study are in line with the findings of previous studies which reveal a positive and significant influence between workload and civil

servant performance. (Basri et al, 2024; Nadilah et al., 2023; Ohorela, 2021; Ramadhany Dini et al., 2024; Siburian et al., 2021; Wastika et al., 2022; Yulianti & Bagis, 2023; Zulham Putranto & Wijaya, 2024).. When employee workload increases within reasonable limits, this can improve civil servant performance.

The Effect of Self-Control on Civil Servant Performance

In hypothesis H2 of this study proves that self-control directly has a positive and significant effect on the performance of civil servants, accepted and proven to be true. This condition can be shown based on the path coefficient (0.480) indicating a positive relationship between self-control and performance, t-statistic (11.467> 1.96) or p-value (0.000 <0.05) indicating this relationship is significant.

This result can be interpreted that employees with good self-control tend to be more productive, efficient, and have higher work quality. Therefore, the development of employee self-control is very important to improve overall organizational performance. This is reinforced by previous research (Basri et al, 2024; Isman et al., 2023) which states that self-control has a positive and significant effect on performance.

The Effect of Job Stress on Civil Servant Performance

In hypothesis H3, the research proves that work stress directly has a negative and significant effect on the performance of civil servants, accepted and proven to be true. This can be shown based on the path coefficient (-0.149) revealing a negative relationship between job stress and performance, t-statistic (2.821> 1.96) or p-value (0.002 <0.05) indicating this relationship is significant.

These results can be interpreted that the more stress experienced by civil servants, the lower the quality or effectiveness of the resulting performance. The relationship between job stress and decreased performance of civil servants is quite strong and statistically reliable. This indicates that the findings do not occur by chance and have sufficient strength to be a concern in managerial planning or policy. This finding is reinforced by previous research which explains that job stress has a negative influence on performance (Basri et al, 2024). (Basri et al, 2024; Isman et al., 2023; Nadilah et al., 2023; Ramadhany Dini et al., 2024; Tanihaha, 2016; Wastika et al., 2022; Winoto & Perkasa, 2024)..

The Effect of Workload on *Cyberloafing of* Civil Servants

In hypothesis H4 in the study stated that workload directly has a negative and significant effect on civil servants′ *cyberloafing*. This can be shown based on the path coefficient (-0.175) indicating a negative relationship between workload and *cyberloafing*, t-statistic (2.463> 1.96) or p-value (0.014 <0.05) indicating this relationship is significant.

These results can be interpreted that this relationship indicates that an increase in workload is associated with a decrease in *cyberloafing*. This is in line with previous research (Devi, 2023) which states that there is a negative and significant influence between workload on employee *cyberloafing*, meaning that when workload increases, *cyberloafing* will decrease for civil servants in Bulungan Regency.

The Influence of Self-Control on *Cyberloafing of* Civil Servants

In hypothesis H5 in the study stated that self-control directly has a negative and significant effect on civil servants′ *cyberloafing*. This condition can be shown based on the path coefficient (-0.126) indicating a negative influence between self-control

and *cyberloafing*, t-statistic (2.536> 1.96) or p-value (0.011 <0.05) indicating this relationship is significant.

This result can be interpreted that civil servants with good self-control are potentially less involved and active in *cyberloafing*. Good self-control helps civil servants to stay focused on their tasks and avoid the temptation to engage in counterproductive activities. This is reinforced by previous research (Kartinah et al., 2023) argued "That self-control has a significant negative effect on *cyberloafing* in lecturers". Therefore, management and each individual need to continue to improve all dimensions related to self-control in order to prevent counterproductive activities such as *cyberloafing*.

The Effect of Job Stress on *Cyberloafing of* Civil Servants

For hypothesis H6 in the study states that work stress directly has a positive and significant effect on civil servants' *cyberloafing*. This condition can be shown based on the path coefficient (0.418) indicating a positive influence between job stress and *cyberloafing*, t-statistic (7.311> 1.96) or p-value (0.000 <0.05) indicating this relationship is significant.

This is the same as previous research (Kamila & Muafi, 2023; Pangalila et al., 2024; Cahyati, 2022; Devi, 2023) stated that job stress has a positive and significant effect on *cyberloafing*.

The effect of *cyberloafing* on civil servant performance

In hypothesis H7 in the study states that *cyberloafing* directly has a negative and significant effect on the performance of civil servants. This condition can be shown based on the path coefficient (-0.156) indicating a negative relationship between *cyberloafing* and performance, t-statistic (3.612> 1.96) or p-value (0.000 <0.05) indicating this relationship is significant.

This result is in accordance with the results of the study (Basri et al, 2024; Bin Ismail et al., 2021; Ihsan et al., 2022; Kamila & Muafi, 2023a; Yulianti & Bagis, 2023).According to this study, *cyberloafing* has a negative effect on performance. Thus, *cyberloafing* significantly affects performance, which can be measured and proven statistically.

The effect of *cyberloafing* in mediating the relationship between workload and performance

In hypothesis H8 in the study stated that workload indirectly has a positive and significant effect on performance through *cyberloafing*. The path coefficient (0.027) indicates a positive indirect effect between workload and performance with the mediating role of *cyberloafing*, with a t-statistic (2.062> 1.96) or p-value (0.039 <0.05) indicating this relationship is significant, so it can be categorized as a complementary mediation role (partial mediation).

The positive effect indicates that *cyberloafing* acts as a link or intermediary between workload and employee performance. That is, low workload can increase *cyberloafing*, which in turn has a negative impact on employee performance. This is supported by the results of research (Assidiqi & Suryosukmono, 2023; Ovika & Praningrum, 2024) revealed that *cyberloafing* has an indirect effect from workload on civil servant performance.

The effect of *cyberloafing* in mediating the relationship between self-control and performance

In hypothesis H9 in the study states that self-control indirectly has a positive and significant effect on performance through *cyberloafing*. The path coefficient (-0.065) indicates a negative indirect effect between job stress and performance with the mediating role of *cyberloafing*, with a t-statistic (3.124> 1.96) or p-value (0.002 <0.05) indicating this relationship is significant, so it can be categorized as a complementary mediation role (partial mediation).

Cyberloafing mediates the relationship between work self-control and employee performance significantly, this means that higher levels of self-control in individuals can reduce the tendency to engage in *cyberloafing*, which ultimately contributes to improved performance. This is reinforced by the results of the study (Lestary, 2022) which revealed that "*cyberloafing* and self-control on performance can be categorized as having a strong relationship between the variables."

The effect of *cyberloafing* in mediating the relationship between work stress and employee performance

In hypothesis H10 in the study stated that work stress indirectly has a negative and significant effect on performance with the role of *cyberloafing*. The path coefficient (-0.065) with t-statistic (3.124> 1.96) or p-value (0.002 <0.05), this shows that *cyberloafing* significantly plays a role as a variable that mediates the indirect effect of work stress on employee performance, so it can be categorized that the mediation role is competitive (partial mediation).

High Job Stress can increase *Cyberloafing*, which in turn can decrease Performance. This suggests that high stress not only has a direct negative impact on performance but also affects performance indirectly through increased *cyberloafing*. Part of the negative effect of job stress on performance is explained through increased *cyberloafing*. This is in line with previous research (Basri et al, 2024; Isman et al. Wastika et al., 2022) there is *cyberloafing* mediates the relationship between job stress and employee performance significantly and negatively.

Research results from (Kamila & Muafi, 2023) shows that *cyberloafing* mediates work stress on employee performance, there is a negative influence, so that the higher the level of *cyberloafing* carried out by employees at work, the higher the work stress and ultimately will reduce employee performance. Meanwhile, there is a significant relationship between *cyberloafing*, employee performance moderated by job stress. (Özüdoğru & Yildirim, 2020).

The PLS path model is useful for the management decision-making process

From the analysis using SmartPls 4.1, this research model shows moderate predictive power in explaining employee performance. The R² value of 0.387 indicates that 38.7% of the variation in employee performance can be explained by workload, self-control, and job stress, with *cyberloafing* behavior as the mediating variable.

To ensure the predictive power of the out-of-sample model, analysis using PLS *Predict* showed higher *Prediction* errors compared to naïve LM benchmark than d PLS-SEM with a small proportion of the model's dependent construct indicators having low predictive power.

Furthermore, the *Cross-Validated Redundancy Approach Test (CVAT)* results with a Q² value of 0.341 indicate that the model has significant predictive relevance.

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This means that the model is able to predict endogenous variables with good accuracy, confirming that the relationship between independent variables (workload, self-control, job stress) through *cyberloafing* mediation can consistently predict employee performance.

The effect test results also show that performance $f^2 = 0.329$, while job stress has a moderate influence on *cyberloafing* $f^2 = 0.163$ (moderate effect). Workload contributed little to both variables $f^2 = 0.029$ (small effect). Thus, the model demonstrated moderate predictive power within the sample, as well as adequate predictive capability outside this sample, based on the PLS *Predict* and CVAT tests.

CONCLUSIONS AND SUGGESTIONS

This study is useful for analyzing how influential workload, self-control, and work stress are on performance, considering *cyberloafing* as a mediating variable. Based on the results of the study workload, self-control has a positive and significant effect on performance, stress has a negative and significant effect on performance, workload, self-control has a negative and significant effect on *cyberloafing*, work stress has a positive and significant effect on *cyberloafing*, *cyberloafing* has a negative and significant effect on performance, *cyberloafing* significantly mediates the effect of workload on performance, *cyberloafing* significantly mediates the effect of self-control on the performance of civil servants, and *cyberloafing* significantly mediates the effect of stress on performance.

This model can be said to have significant moderate predictive power in supporting the research hypothesis. Reducing excessive *cyberloafing* can increase the productivity of civil servants. When employee performance increases, there will be improvements in government management that support economic stability and regional competitiveness. Higher productivity means faster and more responsive public services, which can reduce bureaucratic bottlenecks and increase investment attractiveness.

There are several shortcomings or limitations that may arise from the study, the results obtained may not be widely generalized to other regions with different characteristics, either in terms of organizational culture, work environment, or economic conditions. Respondents may not give completely honest answers because they feel *cyberloafing* is a negative behavior. This may affect the validity of the results relating to the extent to which *cyberloafing* affects performance. Other external factors also affect employee performance, such as government policies, social factors, available technology, or local economic dynamics. *Cyberloafing* as a mediating factor is only one aspect, while many other factors can affect overall performance.

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