

Role Stressor, Work Stress and Cyberloafing Behavior: Will They Decrease The Employee Performance?

Sih Darmi Astuti¹, Tito Aditya Permana¹, Rauly Sijabat^{2*}

1. Department of Management, Faculty Economic and Business, Universitas Dian Nuswantoro, Indonesia

2. Department of Management, Faculty Economic and Business, Universitas PGRI Semarang, Indonesia

*corresponding author e-mail: raulysijabat@upgris.ac.id

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Abstract

Purpose – The empirical studies regarding the effect of cyberloafing behavior on employee performance have been widely studied. However, the results of the studies still show inconclusive results. Based on this research gap, this study was conducted to re-examine the influence of role stressors and work stress in explaining cyberloafing behavior that impacts employee performance.

Methodology – The test was carried out to examine the empirical model and research hypothesis using the Structural Equation Modeling approach. Employees who work in various industries whose companies are located in the city of Semarang are the respondents of this research collected using a questionnaire consisting of statements developed from variable measurement indicators using closed answers with alternative answers provided on a scale of 1-10.

Findings – The test results show that the role stressor has a significant positive effect on work stress. The test results also show that role stressors has proven to have a significant positive effect on cyberloafing behavior, while work stress cannot prove its effect. The research also proves that cyberloafing behavior has a real effect in explaining employee performance.

Originality – This research studies the empirical effect of cyberloafing behavior which has not been done by previous research.

1. Introduction

Efforts to capture, store, transmit, and manage health data are crucial for functioning health-related activities and organizations. A robust Health Information System (HIS) can support these needs but requires strong policies to ensure proper and sustainable operation. In developing countries, maternal and child health remains a significant concern, with high rates of morbidity, mortality, and stunting (Khan et al., 2022). Using high-quality, timely, accurate, complete, comprehensive, and reliable data can strengthen the health system in multiple ways. It includes supporting good governance, providing efficient and effective services, ensuring service quality and availability, improving service accessibility, reducing disease risk, and ensuring the

sustainability of national health service programs (Anasel & Kacholi, 2023; Nasoha, 2017). All these efforts aim to improve population health, particularly maternal and child health.

One of the deviant behaviors in the workplace (workplace deviance behavior) is cyberloafing behavior. Cyberloafing behavior is the intentional use of the internet during working hours for personal purposes, this includes browsing, sending personal e-mails, playing online games, or social media. The presence of the internet and rapidly developing information technology have made cyberloafing a new phenomenon of organizational behavior in line with digitalization that has entered all aspects of life, including in the workplace (Sijabat, 2021). Although the internet has created a valuable mechanism to accelerate communication within and between organizations, and to help the employees access information quickly, it also has created a potential source of reducing the employee's productivity through cyberloafing.

The studies conducted by (Lim, 2002) and (Lim & Teo, 2005) show that cyberloafing behavior can lead to counterproductive behavior such as decreasing productivity (Griffiths, 2010; Liberman et al., 2011; Weatherbee, 2010). According to the results of research conducted by (Herdiati et al., 2015), cyberloafing behavior carried out by employees can reduce employee productivity by up to 30% -40% and cause organizational losses of up to 54 billion dollars per year.

The empirical studies regarding the influence of cyberloafing behavior on employee performance have been widely studied. However, the results of these studies still show inconclusive results. Several studies such as (Belanger & Van Slyke, 2002; Oravec, 2002; Siponen & Vance, 2014) show that cyberloafing behavior has a positive impact on both the employees and the organizations. On the other hand, several studies have shown different results that cyberloafing behavior has a negative impact on employee performance (Blanchard & Henle, 2008). The following is the research gap on the influence of cyberloafing behavior on employee performance.

A role is a set of behavioral patterns that are relevant and expected for a particular position, post or job within an organization. Consequently, a role stressor can be interpreted as a pattern of behavior that has relevance and is expected for a particular position, post or job in an organization which is the source or origin of stress. The expectations that occur continuously will cause work stress on the employees.

Table 1. The Previous Research Concerning the Effect of Role Stressors on Work Stress

Research Sources	Research Variables	Findings
(Karimi, R., Omar, Z., Alipour, F., & Karimi, 2014)	Independent Variables: Role conflicts Role ambiguity Role overload Dependent variable: Work stress	Role conflict has significant positive effect on work stress Role ambiguity has significant positive effect on work stress Role overload has significant positive effect on work stress
(Sutanto & Wiyono, 2017)	Independent Variables: Role overload Role conflicts Dependent variables: Work stress Employee performance	Role overload has significant positive effect on work stress Role conflict has significant positive effect on work stress
(Lukiastuti & Lissa'dijah, 2021)	Independent Variable: Role conflict Dependent variables: Work stress Employee performance	Role conflict has significant positive effect on work stress

Research Sources	Research Variables	Findings
(Anindita & Tofan, 2020)	Independent Variables: Role conflict Transformational leadership style Dependent variables: Work stress Job satisfaction	Role conflict has significant positive effect on work stress
(Ahmad et al., 2021)	Independent Variables: Role conflict Role ambiguity Dependent variables: Work stress Job satisfaction	Role conflict has significant positive effect on work stress
(Khattak et al., 2013)	Independent Variable: Role ambiguity Dependent variables: Work stress Job satisfaction	Role ambiguity has significant positive effect on work stress
Tidd, Simon T & Raymond A Friedman (2002)	Independent Variable: Role conflict Dependent variables: Uncertainty Job satisfaction Work stress	Role conflict has significant positive effect on work stress
(Soelton et al., 2020)	Independent Variables: Role conflicts Workloads Dependent variables: Work stress Turnover intention	Role conflict has significant positive effect on work stress Workload has significant positive effect on work stress
(Soltani et al., 2013)	Independent Variables: Role ambiguity Role conflicts Dependent variables: Work-family conflict Work stress	Role ambiguity has insignificant negative effect on work stress Role conflict has significant positive effect on work stress
(Ranihusna et al., 2020)	Independent Variable: Role conflicts Dependent variables: Work stress Job satisfaction	Role conflict has significant positive effect on work stress
(Yongkang et al., 2014)	Independent Variables: Role ambiguity Role conflict Role overload Dependent variable: Work stress	Role ambiguity has significant positive effect on work stress Role conflict has significant positive effect on work stress Role overload has significant positive effect on work stress

Source: processed data

H₁: The Effect of Role Stressor has positive effect on Work Stress

Role ambiguity, role conflict, and role overload are the sources of stress for the employees that come from work. Perceptions and responses to the current situation have been shaped by stress. Perceptions can appear in the form of awareness of demands, challenges or threats. While

responses to stress include emotional, physiological, cognitive and behavioral changes. With this, the employees will try to cope with the stress they are feeling or experiencing. The role stressors experienced by the employees trigger cyberloafing behavior.

Table 2. The Previous Researches Concerning the Effect of Role Stressor on Cyberloafing Behavior

Research Sources	Research Variables	Findings
(Erika, 2018)	Independent Variable: Role ambiguity Dependent variable: Cyberloafing behavior	Role ambiguity has significant positive effect on cyberloafing behavior
(Varghese & Barber, 2017)	Independent Variables: Role conflicts Role ambiguity Role overload Dependent variable: Cyberloafing Behavior	Role conflict has significant positive effect on Cyberloafing Behavior Role ambiguity has insignificant negative effect on cyberloafing behavior Role overload has insignificant positive effect on cyberloafing behavior
(Sawitri, 2012)	Independent Variables: Work pressure Commitment Dependent variable: Cyberloafing Behavior	Role ambiguity has insignificant positive effect on Cyberloafing behavior Role conflict has insignificant positive effect on Cyberloafing behavior Role load has insignificant positive effect on Cyberloafing behavior
(Sri Runing & Cahyadin, 2012)	Independent Variables: Role conflict Role ambiguity Role overload Dependent variables: Commitments Internet expertise Cyberloafing behavior	Role conflict has significant positive effect on cyberloafing behavior Role ambiguity has significant positive effect on cyberloafing behavior Role overload has insignificant positive effect on cyberloafing behavior
(Lonteng et al., 2019)	Independent Variables: Role conflict Role ambiguity Dependent variable: Cyberloafing behavior	Role conflict has insignificant positive effect on cyberloafing behavior Role ambiguity has significant positive effect on cyberloafing behavior
(Ahmad et al., 2021)	Independent Variables: Psychological workload Physical workload Dependent variables: Cyberloafing Organizational commitment	Psychological workload has significant negative effect on Cyberloafing (- ; S) Physical workload has insignificant positive effect on Cyberloafing

Source: processed data

H2: Role Stressors has positive effect on Cyberloafing Behavior

Work stress is a state of psychological discomfort resulting from an individual's subjective assessment of the perceived demands from the workplace beyond the individual's ability to successfully meet these demands (De Bruin, 2006). Lazarus and Folkman (in De Bruin, 2006) state that coping is defined as the condition of employees who have stressful experiences at work so the employee will try to find a way to reduce even though to overcome the stressful experience, this is called coping. Cyberloafing is a variant of employee stress-coping behavior at work (Henle & Blanchard, 2008). This behavior is one of the employees' escape from work stress to reduce employee negative emotions such as depression, anxiety, difficulty in concentrating, and so on.

Table 3. The Previous Researches Regarding the Effect of Work Stress on Cyberloafing Behavior

Research Sources	Research Variables	Findings
(Elrehail et al., 2021)	Independent Variables: Job Demands Job Resources Dependent Variables: Work Stress Work Engagement Work Motivation Cyberloafing Behavior	Work stress has significant positive effect on cyberloafing behavior
(Koay et al., 2017)	Independent Variable: Private Demands Dependent Variables: Work Stress Cyberloafing Behavior	Work stress has significant positive effect on cyberloafing behavior
(Bahtiar Sulistyan & Ermawati, 2020)	Independent Variable: Perceived Organizational Support Dependent Variables: Work Stress Cyberloafing Behavior	Work stress has significant negative effect on cyberloafing behavior
(Sijabat, 2021)	Independent Variables: Job Characteristics Self Control Dependent Variables: Work Stress Cyberloafing Creativity Laziness	Work stress has significant positive effect on cyberloafing

Source: processed data

H3: Work Stress have positive effect on Cyberloafing Behavior

Referring to the opinion expressed by (Khansa et al., 2017) that cyberloafing is considered as the behavior carried out by the employees in using the internet which the use does not have relevance to work and is carried out during work time such as browsing news sites that are not related to work, visiting social media sites, doing online shopping, playing online games, having online conversations with people unrelated to work. The widespread use of the internet and the easy access to the internet cause cyberloafing to have the potential to interfere the employee work behavior. According to (Khansa et al., 2017), the potential for the disruption is because the employees can engage in cyberloafing behavior while pretending to be working. Several studies

have shown that cyberloafing behavior performed by the employees can steal the work time, resulting in the decreased of the employee performance.

Table 4. The Previous Research Regarding the Effect of Cyberloafing Behavior on Employee Performance

Research Sources	Research Variables	Findings
(Senevirathne & Kularathne, 2021)	Independent Variable: Cyberloafing Dependent Variable: Employee Performance	Cyberloafing has significant negative effect on Employee performance
(Sari & Saifudin, 2022)	Independent Variables: Cyberloafing Behavior Locus of Control Work Discipline Islamic Work Ethic Dependent Variable: Employee Work Performance	Work performance has insignificant positive effect on employee performance
(Moningkey & Franksiska, 2020)	Independent Variables: Social Media Addiction Cyberloafing Dependent Variable: Employee Performance	Cyberloafing has insignificant positive effect on Employee performance (+ ; NS)
(Pascarini et al., 2021)	Independent Variables: Job Embeddedness Resilience Cyberloafing OCB Dependent Variable: Employee Performance	Cyberloafing has insignificant negative effect on employee performance
(Jiang, 2019)	Independent Variables: Internet Monitoring Cyberloafing Extrinsic Work Motivation Intrinsic Work Motivation Dependent Variable: Work Performance	Cyberloafing has insignificant negative effect on work performance

Source: processed data

H4: Cyberloafing Behavior have positive effect on Employee Performance

Based on the research gap, this study adopts the Theory of Planned Behavior to re-examine the effect of cyberloafing behavior on employee performance by adopting the studies of (Oravec, 2002) which used organizational factors to explain the occurrence of cyberloafing behavior. Still based on research gap, this study also found that there is still a "belief" that cyberloafing behavior is unproductive behavior. This research seeks to provide new insights through empirical evidence

that cyberloafing behavior can have a positive impact. So this study develop an empirical model presented in the following Figure 1.

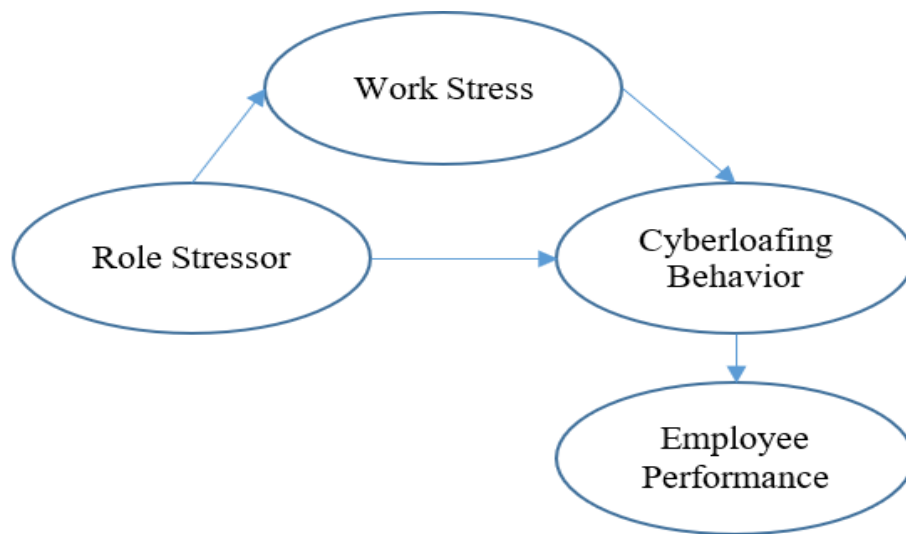


Figure 1. Empirical Model Development

Role Theory says that a role is defined as a pattern of behavior that society expects from people who occupy a certain status. Some roles are called a role set. Thus, the role set is the completeness of relationships based on the roles that people have because they occupy special social statuses. One must play as a particular character and in his position. Several parts of role theory include 1) real role (annexed role); 2) recommended role (prescribed role); 3) role conflict; 4) role distance; 5) role failure; 6) role model; 7) series or scope of roles (role set); and 8) role strain. The impact of excessive workload, conflict, and ambiguity in carrying out tasks will cause work stress. Factors such as long working hours, low levels of recognition and rewards, low organizational justice, and poor management are associated with job stress. This cyberloafing behavior can then lead to counterproductive behavior, such as decreased productivity.

2. Research Methods

This research was conducted to test an empirical model. The empirical model developed in this study to explain employee performance and to test four hypotheses. This empirical model and hypothesis developed based on theory that is Theory of Planned Behavior (TPB) by Ajzen (1991) and previous research which is still contradictory. So to test the empirical model and hypothesis built in the study, this study designed a research method to answer these objectives as explained below.

2.1 Population and Sample

The research was conducted in Semarang City, which is the capital of Central Java Province and one of the metropolitan areas with the highest level of internet usage penetration in Indonesia. The study's population consists of employees from various industries (education, banking, automotive, garment, health) whose companies operate in Semarang, the number of which cannot be determined.

Determining the research sample used non-probability sampling with a purposive sampling approach. The purposive sampling approach was chosen because the number of working populations in each industrial sector was not known certainty. As for, the criteria used in this are

willing to be a research respondent and using the internet to support work. Based on these criteria, the number of samples obtained is as follows:

Table 5. Sample Distribution

Industry	Samples
Education	49
Banking	41
Automotive	37
Garment	17
Health	34
Total	178

Source: processed data

Based on table 6, there are five industrial sectors, that are education, banking, automotive, garment, and health. Table 6 reflects an information that each sector have certain amount of sample to represents a representative sample used as research samples.

2.2 Data Collection Technique

Data collection was carried out using a questionnaire. This questionnaire consisting of statements developed from variable measurement indicators. The questionnaire consists of structured statements adopted and adapted from previous research. These statements reflect the measurement of research variables. The answers provided in the structured statement are closed answers with an agree disagree scale approach in the range 1-10.

2.3 Research Variable Measurement

Empirical model developed in this study consist of latent variables. To measure the latent variable, indicator is needed. The measurement of research variables, this study used indicators. These indicators were adopted and adapted from relevant previous study. The measurement of research variables was carried out using indicators adopted from the relevant previous studies.

Table 6. Research Variable Measurement

Variables	Indicators	Research Sources
Role Stressor	<p>X₁: Superiors' orders to do two different things that are difficult to accomplish</p> <p>X₂: Things that must be done at work do not clash with roles at work</p> <p>X₃: Tends to do things that are not acceptable to all parties</p> <p>X₄: Lack of resources and materials to do the job</p> <p>X₅: Vague responsibility</p> <p>X₆: Work goals are not clear</p> <p>X₇: Unclear expectations of leaders / co-workers</p> <p>X₈: Unclear organizational rights</p> <p>X₉: Uncertainty performance</p> <p>X₁₀: Unclear feedback</p> <p>X₁₁: Excessive number of jobs</p>	<p>Bowling et al., (2017), Rovithis et al., (2017), Eatough et al (2011), Ozbag et al (2014), Sutherland & Cooper (2010), Gharib et al (2016)</p>

Variables	Indicators	Research Sources
Work Stress	X ₁₂ : Long working hours	(Anggara & Nursanti, 2019)
	X ₁₃ : Excessive required competencies	
	X ₁₄ : Excessive responsibility	
	X ₁₅ : Deteriorating psychological condition	
Cyberloafing Behavior	X ₁₆ : Deteriorating physical condition	Lim and Chen (2012), (Sijabat, 2021)
	X ₁₇ : Unconducive behavior or action	
	X ₁₈ : Receiving, checking or sending personal emails	
	X ₁₉ : Accessing websites that are not related to work: news, sports/ entertainment	
	X ₂₀ : Sending private messages	
	X ₂₁ : Downloading non-work related information	
	X ₂₂ : Online shopping	
Employee Performance	X ₂₃ : Searching for job vacancies	Herdiana & Setiawardhani (2020)
	X ₂₄ : Playing online games	
	X ₂₅ : Work quantity	
	X ₂₆ : Work quality	
	X ₂₇ : Punctuality	

Source: processed data

Latent variables used in this research are role stressor, work stress, cyberloafing behavior and employee performance. The measurement of these variables uses indicators were adopted form previous research. Role stressor measure by 14 indicators adopted from Bowling et al., (2017), Rovithis et al., (2017), Eatough et al (2011), Ozbag et al (2014), Sutherland & Cooper (2010), Gharib et al (2016). Work stress measured by three indicators adopted from (Anggara & Nursanti, 2019). Cyberloafing behavior measure by seven indicators adopted from Lim and Chen (2012), (Sijabat, 2021). Employee performance measure by three indicators adopted from Herdiana & Setiawardhani (2020).

2.3 Data Analysis Technique

This research develop an empirical model and research hypothesis. The testing of the research empirical model and the testing of the research hypothesis using empirical data was carried out using the Structural Equation Modeling (SEM) technique approach using AMOS Software. AMOS chosen because of its advantages in being able to test empirical models and measure indicators.

3. Results and Discussions

This research consists of latent variables measured by indicators. So, the initial stage in statistical analysis is to ensure the accuracy of the indicators as measuring tools. Confirmatory is a statistical analysis to measure the indicators stage as a good measurement of latent variables. The confirmatory analysis was tested using standardized regression weight value also variance extracted and the reliability construct.

3.1 The Analysis of Standardized Regression Weight

The confirmatory analysis with the standardized regression weight and significance approach. If the value of standardized regression weight > 0.6 with a significance value < 0.05 , indicates that the indicator meets the criteria as a measuring tool for the variable under study. And

the contrary, if the value of the standardized regression weight < 0.6 with a significance value of > 0.05 , indicates that the indicator does not meet the criteria as a measuring tool for the variable under study.

Table 7. Standardized Regression Weight Analysis for Indicators of Role Conflict Dimension

		Std Estimate	Estimate	S.E.	C.R.	P
X ₁₄	<== Role Stressor	.362	.459	.093	4.928	***
X ₁₃	<== Role Stressor	.404	.510	.091	5.578	***
X ₁₂	<== Role Stressor	.327	.391	.089	4.411	***
X ₁₁	<== Role Stressor	.287	.359	.094	3.834	***
X ₁₀	<== Role Stressor	.216	.225	.079	2.848	.004
X ₉	<== Role Stressor	.221	.244	.084	2.913	.004
X ₈	<== Role Stressor	.213	.246	.088	2.807	.005
X ₇	<== Role Stressor	.322	.367	.084	4.350	***
X ₆	<== Role Stressor	.360	.422	.085	4.930	***
X ₅	<== Role Stressor	.202	.254	.096	2.663	.008
X ₄	<== Role Stressor	.844	.843	.050	16.698	***
X ₃	<== Role Stressor	.892	1.031	.054	19.017	***
X ₂	<== Role Stressor	.933	1.037	.048	21.612	***
X ₁	<== Role Stressor	.917	1.000			
X ₁₅	<== Work Stress	.831	1.000			
X ₁₆	<== Work Stress	.820	.994	.101	9.802	***
X ₁₇	<== Work Stress	.713	.940	.103	9.169	***
X ₁₈	<== Cyberloafing Behavior	.851	1.000			
X ₁₉	<== Cyberloafing Behavior	.879	1.041	.072	14.487	***
X ₂₀	<== Cyberloafing Behavior	.844	.986	.071	13.813	***
X ₂₁	<== Cyberloafing Behavior	.778	.877	.073	12.090	***
X ₂₂	<== Cyberloafing Behavior	.189	.231	.096	2.407	.016
X ₂₃	<== Cyberloafing Behavior	.209	.260	.098	2.667	.008
X ₂₄	<== Cyberloafing Behavior	.116	.138	.094	1.474	.140
X ₂₅	<== Employee Performance	.882	1.000			
X ₂₆	<== Employee Performance	.902	1.052	.062	16.910	***
X ₂₇	<== Employee Performance	.911	1.066	.062	17.136	***

Source: processed data

The results of the confirmatory analysis on each indicator making up the role stressor dimension obtained the standardized regression weight value < 0.6 on the indicators X₅: Vague responsibility; X₆: Work goals are not clear; X₇: Unclear expectations of leaders/co-workers; X₈: Unclear organizational rights; X₉: Uncertainty performance; X₁₀: Unclear feedback; X₁₁: Excessive number of jobs; X₁₂: Long working hours; X₁₃: Excessive required competencies and X₁₄: Excessive responsibility, while on the indicators X₁: Superiors' orders to do two different things that are difficult to accomplish; X₂: Things that must be done at work do not clash with roles at work; X₃: Tends to do things that are not acceptable to all parties; and X₄: Lack of resources and materials to do the job, they produced the standardized regression weight value > 0.6 . Referring to the results of this analysis, the role stressor is measured using four indicators, namely X₁–X₄. Work stress measurement was carried out using three indicators, namely X₁₅: Deteriorating psychological condition, X₁₆: Deteriorating physical condition, and X₁₇: Unconductive behavior or action which resulted in the standardized regression weight value > 0.6 . The measurement of cyberloafing behavior was carried out using seven indicators. The results show that the indicators X₁₈: Receiving, checking or sending personal emails; X₁₉: Accessing websites that are not related to work: news, sports/ entertainment; X₂₀: Sending private messages and X₂₁: Downloading non-work related information produced standardized regression weight values < 0.6 , while X₂₂: Online shopping; X₂₃: Searching for job vacancies; X₂₄: Playing online games produced standardized regression weight values > 0.6 . Thus, the measurement of cyberloafing behavior was carried out using three indicators, namely X₂₂–X₂₄. The employee performance variables were measured using three indicators, namely X₂₅: Work quantity; X₂₆: Work quality; and X₂₇: Punctuality which resulted in the standardized regression weight value > 0.6 .

3.2 Reliability Construct and Variance Extracted

Information about consistency of the measurement result can be tested using reliability construct. The theoretical limit of reliability construct is > 0.7 (Ghozali, 2021). The Variance Extract to measure the variance made by extracting the indicators of latent variable. The limit of Variance Extract score is > 0.50 (Ghozali, 2021). Here Reliability Construct and Variance Extracted calculated in this study.

Table 8. Reliability Construct and Variance Extracted

Variable	Reliability	Variance
Role Stressor	0,9428	0,8048
Work Stress	0,8320	0,6238
Cyberloafing Behavior	0,9046	0,7036
Employee Performance	0,9262	0,8071

Source: processed data

Based on the calculation results shown in the table above, it is known that all latent variables can meet the Reliability Construct and Variance Extract criteria. So, it could be concluded that the observed indicators can reflect the factors being analyzed and together are able to reflect the existence of a unidimensionality.

3.3 Research Model Feasibility Testing

After analyzing the level of unidimensionality of the dimensions/ indicators forming the latent variables tested by the confirmatory factor analysis, the next analysis is the full model Structural Equal Modeling (SEM) analysis. The results of data processing for the analysis of the full SEM model are explained below.

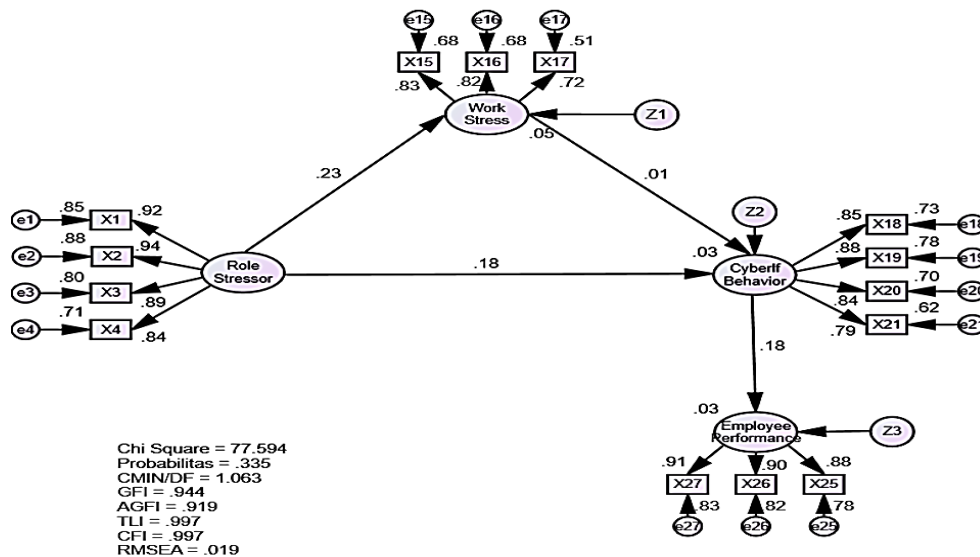


Figure 2. Research Model Testing

After confirmatory analysis, next step is to test the empirical model built in this research. Empirical model testing used to know whether the model is fit or not fit to explain employee performance at the population estimated. The results of the feasibility test on the research model developed in this study are presented in the following Table.

Table 9. Research Model Feasibility Test Results

<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	Results	Model Evaluation
Chi-Square (df = 73)	< 93,945	77,594	Good
Probability	≥ 0,05	0,335	Good
CMIN/DF	≤ 2,00	1,063	Good
GFI	≥ 0,90	0,944	Good
AGFI	≥ 0,90	0,919	Marginal
TLI	≥ 0,95	0,997	Good
CFI	≥ 0,95	0,997	Good
RMSEA	≤ 0,08	0,019	Good

Source: processed data

The testing of the research model developed in this study using empirical data produces the calculated Chi-Square value of 77.594 with a probability value of 0.335. The Chi-Square table value for this study at df of 73 is 93.945. Because the calculated Chi-Square value (77.594) is smaller than the critical value/table (93.945), it can be concluded that the empirical model regarding the employee performance developed in this study is not different from the estimated population or in other words, the model is considered good (accepted).

3.4 Hypothesis Test

After evaluating the assumptions in the SEM, then hypothesis testing was carried out as proposed in the previous chapter. The testing of the four hypotheses proposed in this study was carried out by analyzing the value of the Critical Ratio (CR) and the probability of a causality relationship.

Table 10. Hypothesis Test

			Std Estimate	Estimate	S.E.	C.R.	P
Work Stress	<==	Role Stressor	.229	.203	.074	2.751	.006
Cyberlf Behavior	<==	Work Stress	.012	.014	.100	.140	.889
Cyberlf Behavior	<==	Role Stressor	.180	.180	.083	2.166	.030
Employee Performance	<==	Cyberloafing Behavior	.176	.164	.076	2.154	.031

Source: processed data

Table 10 showed the information of statistical analysis used to hypothesis testing. To test the hypothesis, this research analysis the score of Critical Ratio (CR) and the probability. If the Critical Ratio (CR) > 1.980 and significance < 0.05 so the hypothesis can be proofed. The contrary, if the Critical Ratio (CR) < 1.980 and significance > 0.05 so the hypothesis cannot be proofed.

The Effect of Role Stressor on Work Stress Testing

This study conducted empirical tests on the role stressor and work stress variables. The tests produced a CR value of 2.751 with a probability value of 0.006. Because the value of CR = 2.751 is greater than the critical value = 1.980 (at $\alpha = 5\%$) with the significance value (0.006) < 0.05, it can be concluded that the alternative hypothesis developed in this study can be accepted and proven statistically. That is, the role stressor is significantly proven to have a positive effect on the changes in work stress.

The role stressors examined in this research include three sources of stressors: role conflict, role ambiguity, and role overload. Role conflict is related to a mismatch between employee expectations and job demands that are related to the role the employee plays within the company. Role ambiguity is related to the uncertainty experienced by employees when they have to determine what actions they should take when carrying out a job. Meanwhile, role overload is related to the demands requested by the company in carrying out a job in a certain period. The results of the descriptive analysis on role conflict, role ambiguity, and role overload show that the role conflict, role ambiguity, and role overload experienced by respondents in the workplace are perceived as moderate by respondents. If this condition continues continuously, it will cause an accumulation of stressors, which will then trigger work stress in employees. This phenomenon has been proven empirically through this research. Testing whether or not there is an influence of role stressors on work stress using empirical data has been carried out in this study. The results of this test show that stressors have been proven to have a positive effect on changes in work stress. This means that if an employee experiences an increase in role stressors, it will cause an increase in work stress experienced by that employee.

The Effect of Work Stress on Cyberloafing Behavior Testing

This study conducted empirical tests on the variables of work stress and cyberloafing behavior. The tests produced a CR value of 0.140 with a probability value of 0.889. Because the CR value = 0.140 is less than the critical value = 1.980 (at $\alpha = 5\%$) with the significance value (0.889) > 0.05 , it can be concluded that the alternative hypothesis developed in this study is unacceptable and cannot be proven statistically. That is, the role stressor is not significantly proven to have a positive effect on the changes in work stress.

Respondents' perceptions of the work stress variable are at a moderate level. This can be seen from the results of the descriptive analysis of respondents' answers. Stress is something that often arises and is related to work. Job stress is a state of psychological discomfort that results from an individual's subjective assessment of the perceived demands of the workplace exceeding the individual's ability to successfully meet these demands. Even though there are uncomfortable circumstances, employees try to fulfill job demands because they have an interest in the results or performance evaluation. Respondents do not have the time and opportunity to carry out cyberloafing behavior because work performance results must be shown even though employees experience work stress. Testing the influence of work stress and cyberloafing behavior variables in this study was carried out using empirical data. The test results show that work stress has not been proven to significantly influence changes in cyberloafing behavior. This means that even though employees experience exposure to work stress, this does not cause or trigger cyberloafing behavior by employees.

The Effect of Role Stressor on Cyberloafing Behavior Testing

This study conducted empirical tests on the variable role stressor and cyberloafing behavior. The tests produced a CR value of 2.166 with a probability value of 0.030. Because the CR value = 2.166 is greater than the critical value = 1.980 (at $\alpha = 5\%$) with the significance value (0.030) < 0.05 , it can be concluded that the alternative hypothesis developed in this study is acceptable and can be proven statistically. That is, the role stressor is significantly proven to have a positive effect on the changes in cyberloafing behavior.

The role stressors measured in this study include three dimensions, namely role conflict, role ambiguity, and role overload. Respondents' perceptions of role conflict, role ambiguity, and role overload show that respondents experience exposure to role conflict, role ambiguity, and role overload at a moderate level. However, exposure that occurs continuously over a long period of time will encourage cyberloafing behavior. Respondents will make efforts to suppress or manage role stressors experienced at work. Empirical testing on role stressors and cyberloafing behavior variables has been carried out in this study. The results show that role stressors have actually been proven to have a positive effect on changes in cyberloafing behavior. This means that the emergence of cyberloafing behavior is caused by the increase in role stressors experienced by respondents.

The Effect of Cyberloafing Behavior on Employee Performance Testing

This study conducted empirical tests on cyberloafing behavior and employee performance variables. The tests produced a CR value of 2.154 with a probability value of 0.031. Because the CR value = 2.154 is greater than the critical value = 1.980 (at $\alpha = 5\%$) with the significance value (0.031) < 0.05 , it can be concluded that the alternative hypothesis developed in this study is acceptable and can be proven statistically. This means that cyberloafing behavior is significantly proven to have a positive effect on the changes in employee performance.

The findings of this research demonstrate that employee cyberloafing behavior is not necessarily harmful. Cyberloafing behavior carried out by employees during working hours by utilizing company facilities is carried out to reduce boredom, reduce stress levels, and even to get new ideas, which can then trigger and provide a boost of new energy to be able to work more productively.

4. Conclusions

This research was conducted based on the research problems regarding the indications of problems with employee performance at work and the research gaps regarding the variables that explain employee performance. The research problem prompted this research to develop an empirical model that explains employee performance from the aspects of role stressors, work stress and cyberloafing behavior. From what has been done in this study, three main conclusions. First, the role stressor is significantly proven to have a positive effect on the changes in work stress. Second, Work stress is not significantly proven to have a positive effect on the changes in cyberloafing behavior. Third, the role stressor is significantly proven to have a positive effect on the changes in cyberloafing behavior. Four, cyberloafing behavior is significantly proven to have a positive effect on the changes in employee performance.

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