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The Influence of Workload and Work Stress Mediated by Burnout on Cyberloafing Behavior in the Pharmaceutical Industry's R&D Department

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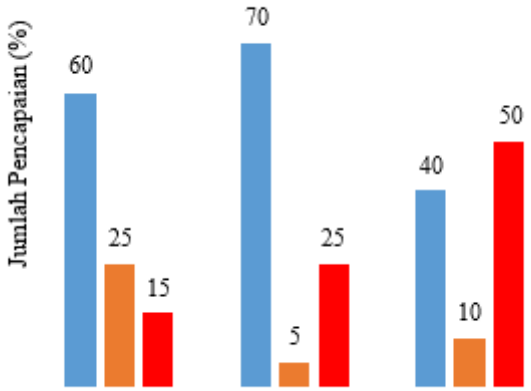
Abstract: This study aims to determine how burnout-mediated cyberloafing behavior influences employee performance, focusing on workload and work stress. The research population consists of 165 employees from Pharmaceutical Industry R&D Department, with the same number forming the sample based on saturated sampling. The sampling method employed is convenience sampling. Data collection involves using a questionnaire as the survey instrument. Data analysis utilizes Partial Least Squares. The study reveals a robust correlation between workload and cyberloafing behavior. Job stress significantly influences cyberloafing behavior, while workload significantly impacts burnout. Burnout, in turn, significantly affects cyberloafing behavior. Workload affects cyberloafing behavior both directly and indirectly through burnout as a mediating factor. Workplace stress functions as a mediator between cyberloafing and burnout.

Keywords: Workload, Work Stress, Cyberloafing, Burnout

Introduction

The development of internet technology has become an inevitable aspect of daily life. The internet is now considered an essential need for all, especially after the Covid-19 pandemic, which expanded its use among students, civil servants, the general public, students, and private employees. The positive impacts of the internet include facilitating access to information, improving task efficiency, and enabling technology-based services in the government sector, thus saving time and budget. However, according to Soelton et al. (2020)(2020), the use of the internet also brings negative impacts such as Cyberloafing, which is the use of the internet to distract from the main task, which interferes with employee performance (Pangestuari et al., 2023). The Research and Development (R&D) department of Pharmaceutical Industry, with 165 employees, is responsible for product research and development to support the company's business. R&D employees also get knowledge and skills training to work effectively to achieve the company's vision and mission. However, based on an interview with the head of the R&D department, the R&D department has experienced a decline in work achievements which has caused delays in the launch new products.



Picture 1 : Achievement of R&D Department Work Assessment
Sumber : Company Data 2022

From the figure above, it can be seen that the achievement of the R&D department's work assessment is very fluctuating or unstable every year. In 2020 to 2022, employees who received a C grade continued to increase from 15%, 25%, to 50%. This instability in performance appraisal achievement is due to the fact that some employees prefer to spend their time in the office using the internet rather than completing the tasks assigned by the company. It is also against the company's work regulations, which prohibit employees from misusing the company's internet facilities. As this is characteristic of Cyberloafing behavior. Cyberloafing refers to using the internet for personal use during work hours, such as accessing social media, interacting through private messages, playing games, making online purchases, watching videos on YouTube, and downloading non-work-related content. The impact of Cyberloafing can reduce productivity by 30% to 40% and cause losses of around 54 billion dollars annually (Herdiati et al. 2015; Lim dalam Luthfi 2023).

Workload occurs due to limited capacity in completing work. Employees can complete tasks to a certain level under normal conditions within a certain period of time according to their indicators (Nurhandayani, 2022). Work fatigue is the biggest challenge to the health and safety of the workforce (Arijanto, 2022). Stress can have a personally damaging impact if there is an imbalance between an individual's mental resilience and the burden they bear. Occupational stress can have a negative impact by reducing concentration, performance and efficiency (Violin et al., 2022). As a result of physical and emotional exhaustion, employees feel tired and sacrifice time, energy, and thoughts, which reduces happiness in their work (Arijanto, 2017). Burnout is a syndrome that results in mental fatigue, depersonalization, and decreased personal performance. Employees who experience stress tend to be less satisfied with their jobs (PANGESTUARI, 2023).

Cyberloafing carries significant negative consequences, apart from decreased productivity. One of the main reasons why organizations pay close attention to employees' Cyberloafing behavior is because of the negative impacts related to inefficient use of network resources (Moody dalam Varino, 2023). In addition, other negative impacts involve an increased risk of legal liability as a result of illegal downloading, legal violations, and

potential network security risks (Lim dalam Varino, 2023). For example, an employee may accidentally download illegal software or attachments from a malicious website, which could result in serious legal consequences.

While Cyberloafing has significant negative impacts, there are also some consequences that some people consider positive. Some ideas suggest that Cyberloafing can act as a source of new ideas for employees, allowing them to gain creative inspiration. Furthermore, research K.-Y. Koay & Soh (2018) found that Cyberloafing can serve as a strategy for employees who feel marginalized to preserve personal resources and prevent emotional exhaustion. In addition, Cyberloafing is also considered as an effective alternative for employees to cope with work stress (K. Y. Koay et al., 2017).

Workload has a considerable influence on Cyberloafing behavior, while depression due to work does not have much effect on this activity, according to research by Soelton et al. (2020) Cyberloafing and work stress affect workload, either directly or through workload acting as a mediating variable. In addition, a pre-survey questionnaire given to thirty workers in the R&D department of Pharmaceutical Industry was used to complete this study.

The pre-survey results show that employees experience a high level of workload due to the mismatch between job duties and employees' responsibility capacity. This is also reflected in the work stress experienced by employees due to high task demands and unfairness in the time taken to complete work. Burnout is also a problem, with employees feeling emotionally drained and experiencing excessive stress in the face of demands from the company and the amount of work. The dominant factors influencing Cyberloafing behavior include workload, work stress, and Burnout. This can be seen from the number of "No" answers to questions about these variables. This problem requires further research to reduce Cyberloafing and improve company performance. The results of this pre-survey can serve as a guideline for researchers in future research

One more thing that can motivate workers to cyberloafing is workload and stress. Employees at PT Vira Interco Jakarta who experienced work stress showed positive and substantial changes in cyberloafing habits, according to Jasin (2017). This finding is consistent with the findings of a 2015 study conducted by Herdiati et al. Amalina (2022), however, confirmed that there was no correlation between workplace stress and cyberloafing among PT Surganya Motor Indonesia personnel working in the operations division of Planet Ban Karesidenan Semarang (Plate H). Research by Sani & Suhana (2022) and Attiq & Filatrovi (2022) showed that burnout has a favorable and statistically relevant effect on cyberloafing behavior at PT ABC Kendal Regency. Burnout also plays a role in cyberloafing behavior. When work obligations overwhelm or bore employees, they often turn to cyberloafing as a way to decompress. On the other hand, excessive cyberloafing can decrease general worker productivity. Employee performance is negatively impacted by uncontrolled cyberloafing behavior even though they may work longer hours and tolerate stress and fatigue.

This study was conducted to uncover whether workload, job stress, and burnout play a positive role in cyberloafing in the work environment. This study aims to identify, analyze,

and discuss the relationship between these variables, as well as the implications for employee behavior in the workplace. The results of this study are expected to provide a deeper understanding of how high workload, significant levels of stress, and burnout can influence employees' propensity to engage in cyberloafing. Discussion of the results will also include practical implications for organizational management in managing employee workload and stress, as well as strategies to reduce levels of burnout and cyberloafing in the workplace.

Research Method

The research methodology used in this research is research with a causal design based on the background of the previously discussed studies. Sugiono (2016) states that causal research uses analytical test procedures such as SmartPLS (Partial Least Squares) and hypothesis testing to determine the influence or relationship between two or more variables. The population in this study were 165 R&D staff of Pharmaceutical Industry. The entire population, or 165 R&D staff of Pharmaceutical Industry, became the sample of this study using a randomized approach. This study uses a Likert scale. According to Sugiyono (2013), this scale is used to measure the opinions, attitudes, and perceptions of a person or group of people about social phenomena.

The variable descriptions in this study include the category of respondents based on gender, current age, latest education, and length of work. Workload (X1), Work Stress (X2), Burnout (Z), and Cyberloafing (Y) variables will be described from the respondents' questionnaire answers by looking at the average respondent's answer on a scale of 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree. Respondents' assessments are categorized by the Five Box method (Ferdinand, 2014).

In this research, the approach used is The Embedded Two Stage Approach. The SEMPLS data analysis method with this approach is an approach used to test and develop statistical models by utilizing SEM-PLS as a primary analysis tool. This approach integrates confirmatory analysis with a more exploratory SEM-PLS approach to produce a better model.

Result and Discussion

Description of Respondent Characteristics

The following is a summary of the characteristics of the 165 R&D employees of Pharmaceutical Industry who completed the questionnaire. The questions asked covered gender, age, length of service, and latest education. Men and women make up the majority of respondents, and the proportion is in line with the gender composition of the R&D division. Most respondents were in their productive years, although their ages ranged from early 20s to late 40s. The last education of the respondents also varies, ranging from high school graduates to higher education levels such as S1 and S2. The length of employment at *Pharmaceutical Industry also varies widely, ranging from less than one year to several years, reflecting the diverse level of experience among the employees. This overview provides an in-depth understanding of the respondent profile.*

Table 1. characteristics of respondents based on gender

Table Gender	The Lot	Percent
Men	79	48%
Women	86	53%
Total	165	100%

Source: questionnaire data processing 2024

According to the results of the data analysis contained in Table 1, most of the 165 respondents in this study were female, with a total of 86 people.

Table 2. characteristics of respondents based on age

Age	The Lot	Percent
18-25 Years	55	34%
25-32 Years	48	29%
32-39 Years	35	21%
>39 Years	27	16%
Total	165	100%

Source: questionnaire data processing 2024

The results of the analysis in Table 2 can be seen that the age group 18-25 years is the most out of a total of 165 respondents in this study, with a total of 55 people.

Table 3. Characteristics of respondents based on education

Last Education	Total	Percent
Highschool	65	39%
Diploma	15	10%
S1	45	27%
More	40	24%
Total	**165**	**100.%**

Source: questionnaire data processing 2024

The analysis of Table 3 shows that the majority of the 165 interviewees who participated in this study have a senior high school education background, with a total of 65 people

Table 4. Characteristics of respondents based on education

Length of Service	Frequency	Percent
<1 Years	15	9%
1-5 Years	45	27%
5- 10 Years	60	36%
>10 Years	45	28%
Total	**165**	**100%**

Source: questionnaire data processing 2024

Based on the results of the data analysis from Table 4 above, it can be concluded that the majority of the 165 informants in this study have work experience ranging from 5-10 years, with a total of 60 people

Hasil uji deksriptif variabel Penelitian

Table 5. Descriptive Test of Questionnaire Answers Based on Cyberloafing Variables

No	Statement	N	Mean	Std. Deviation
1	Frequently use the office wifi outside of work	165	0.842	0.044
2	Using cell phones during working hours	165	0.831	0.055
3	Sending and receiving emails outside of work matters	165	0.832	0.048
4	Frequent access to social media during working hours	165	0.906	0.022

Source: questionnaire data processing 2024

Based on the results of data analysis from Table 5, it can be seen that the statement "I often access social media during working hours" has the highest mean value for the Cyberloafing variable, which is 0.906 with a standard deviation of 0.022. On the other hand, the statement "Using a cell phone during working hours" shows the lowest mean value in the same variable, which is 0.831 with a standard deviation of 0.055.

Table 6. Descriptive Questionnaire Answers Based on Workload Variables

No	Statement	N	Mean	Std. Deviation
1	Feeling burdened due to the level of time spent working on a daily basis	165	0.888	0.028
2	Burdened due to the level of work obligations on holidays	165	0.899	0.025
3	Feeling bored at work	165	0.878	0.021
4	Feeling the mental level when carrying out work during working hours	165	0.907	0.018
5	Feeling the level of expertise in carrying out work	165	0.895	0.026
6	Feeling the level of physical fatigue felt at work	165	0.920	0.018

Source: questionnaire data processing 2024

Based on the results of data analysis from Table 6, it can be seen that the statement "I feel the level of physical fatigue felt at work" has the highest mean value for the Workload variable, which is 0.920 with a standard deviation of 0.018. On the other hand, the statement "Feeling boredom while doing work" shows the lowest mean value in the same variable, which is 0.878 with a standard deviation of 0.021

Table 7. Descriptive Test of Questionnaire Answers Based on Job Stress

No	Statement	N	Mean	Std. Deviation
1	Feeling that the working conditions in my office are not conducive	165	0.919	0,19
2	Feeling that the work placement in my office is not stable enough	165	0.877	0.039
3	Feeling the pressure of work in my office is heavy	165	0.716	0.074
4	Requires organizational roles to facilitate current work	165	0.852	0.048
5	Feel that the organizational structure is not clear in my current office	165	0.759	0.050
6	Feeling my work stress level is excessive while working	165	0.883	0.027
7	Merasa tertekan dengan pekerjaan saat ini	165	0.877	0.039
8	Feeling cared for by superiors where I work	165	0.776	0.063

Source: questionnaire data processing 2024

Based on the results of data analysis from Table 7, it can be seen that the statement "I feel the working conditions in my office are not conducive" has the highest mean value for the Work Stress variable, which is 0.919 with a standard deviation value of 0.019. On the other hand, the statement "I feel the work pressure in my office is heavy" shows the lowest mean value in the same variable, which is 0.716 with a standard deviation of 0.074.

Table 8 Descriptive Test of Questionnaire Answers Based on Burnout Variables

No	Statement	N	Mean	Std. Deviation
1	Often feel tired when working	165	0.872	0.037
2	Feeling frustrated with the current job	165	0.895	0.025

3	Easily offended if my coworkers comment on my work	165	0.806	0.045
4	Feeling uncomfortable in doing the current job	165	0.869	0.030
5	Feeling unable to socialize with others	165	0.801	0.041
6	Feeling like you want to stay away from your surroundings	165	0.908	0.020
7	It's easy to complain every day	165	0.891	0.025
8	Feeling indifferent to the work of others	165	0.832	0.044

Source: questionnaire data processing 2024

In the data analysis results from Table 8, it can be seen that the statement "I feel like staying away from my surroundings" has the highest mean value for the Burnout variable, which is 0.908 with a standard deviation of 0.020. On the other hand, the statement "Feeling unable to socialize with others" shows the lowest mean value in the same variable, which is 0.801 with a standard deviation of 0.041.

Data Analysis

Convergent Validity testing on measurement models with reflexive indicators is carried out by evaluating the correlation between item scores or component scores and construct scores calculated using PLS. An indicator is considered valid if it has a correlation that exceeds 0.50. The following are the results of the correlation output between the indicator and its construct which can be seen in the table below:

Table 9 . Convergent Validity test results

Variabels	Indicator	Outer Loading	Description
Cyberloafing	C1	0.847	Valid
	C2	0.840	Valid
	C3	0.838	Valid
	C4	0.908	Valid
Work Load	BK1	0.890	Valid
	BK2	0.900	Valid
	BK3	0.878	Valid
	BK4	0.907	Valid
	BK5	0.897	Valid
	BK6	0.921	Valid
Work Stress	SK1	0.920	Valid

	SK2	0.884	Valid
	SK3	0.727	Valid
	SK4	0.861	Valid
	SK5	0.759	Valid
	SK6	0.882	Valid
	SK7	0.884	Valid
	SK8	0.784	Valid
Burnout	B1	0.873	Valid
	B2	0.897	Valid
	B3	0.811	Valid
	B4	0.872	Valid
	B5	0.804	Valid
	B6	0.909	Valid
	B7	0.893	Valid
	B8	0.835	Valid

Source: data processed from PLS (2024)

Given that each statement point has a loading factor value of more than 0.50, that is, all of them have met the requirements of convergent validity, in accordance with the data analysis of the questionnaire findings in Table 9 above. Consideration should be given to the cross-loading between indicators and their constructs in discriminant validity testing. When an indicator outperforms other constructs in terms of loading factor on the construct of interest, then the indicator is considered valid

Table 10 Discriminant Validity Test Results (Cross loadings)

	Workload (X1)	Burnout (M)	Cyberloafing (Y)	Job Stress (X2)
B1	0.333	0.873	-0.244	-0.187
B2	0.358	0.897	-0.146	-0.140
B3	0.339	0.811	-0.178	-0.014
B4	0.262	0.872	-0.241	-0.188
B5	0.318	0.804	-0.240	-0.205
B6	0.284	0.909	-0.289	-0.234
B7	0.335	0.893	-0.166	-0.142
B8	0.256	0.835	-0.283	-0.200
BK1	0.890	0.267	0.327	0.525
BK2	0.900	0.302	0.338	0.430
BK3	0.878	0.326	0.268	0.444
BK4	0.907	0.408	0.294	0.423
BK5	0.897	0.315	0.317	0.503
BK6	0.921	0.307	0.348	0.382
C1	0.219	-0.245	0.847	0.360

C2	0.320	-0.157	0.840	0.397
C3	0.353	-0.208	0.838	0.446
C4	0.302	-0.284	0.908	0.449
SK1	0.425	-0.184	0.468	0.920
SK2	0.376	-0.243	0.351	0.884
SK3	0.263	-0.204	0.271	0.727
SK4	0.507	-0.077	0.376	0.861
SK5	0.474	-0.120	0.542	0.759
SK6	0.433	-0.161	0.452	0.882
SK7	0.376	-0.243	0.351	0.884
SK8	0.469	-0.090	0.346	0.784

Source: data processed from PLS (2024)

From Table 10, it can be analyzed that the relationship between the Cyberloafing construct and its indicators shows consistently higher values. For example, C1 has a correlation of 0.847, C2 of 0.840, C3 of 0.838, and C4 of 0.908, compared to the relationship of Cyberloafing indicators with other constructs.

Furthermore, for the Workload construct, the indicators also show a higher correlation, with a BK1 value of 0.890, BK2 of 0.900, BK3 of 0.878, BK4 of 0.907, BK5 of 0.897, and BK6 of 0.921, compared to other constructs. Similarly, with the Job Stress construct, the indicators show high values such as SK1 of 0.920, SK2 of 0.884, SK3 of 0.727, SK4 of 0.861, SK5 of 0.759, SK6 of 0.882, SK7 of 0.884, and SK8 of 0.784.

Finally, the Burnout construct also shows higher correlations in some indicators, for example B1 of 0.873, B2 of 0.897, B3 of 0.811, B4 of 0.872, B5 of 0.804, B6 of 0.909, B7 of 0.893, and B8 of 0.835, compared to the correlations of other Burnout indicators.

Comparing the square root of the Average Variance Extracted (AVE) value of each construct with the correlation between the constructs of the model is an alternative method to evaluate discriminant validity. In general, strong discriminant validity is demonstrated by a construct if the square root value of the AVE is higher than the correlation between the constructs. This suggests that, in the measurement environment, each concept has sufficient unique properties.

Table 11 AVE Testing Results

Variabel	AVE
Workload	0.808
Burnout	0.744
Cyberloafing	0.737
Work stress	0.706

Source: data processed from PLS (2024)

Table 12 Discriminant Validity Test Results (Fornell Lacker Criterium)

	Work load	Burnout	Cyberloafing	Work Stress
Workload	0.899			
Burnout	0.359	0.863		
Cyberloafing	0.351	-0.262	0.859	
Work Stress	0.500	-0.196	0.485	0.840

Source: data processed from PLS (2024)

After analyzing Tables 11 and 12, it can be concluded that the square root value of the Average Variance Extracted (√AVE) of each construct is greater than the correlation between constructs in the model. The constructs in this model can be considered to have sufficient discriminant validity with these AVE values.

Furthermore, a combined reliability and Cronbach's alpha test was conducted to assess the dependability of the research instrument. This concept has strong reliability if all latent variables show combined reliability and Cronbach's alpha value of at least 0.7. This shows that this research questionnaire is reliable and consistent in measuring the variables under study

Table 13. Composite Reliability & Cronbach's Alpha Test Results

Variabel	Cronbach Alpha's	Composite Reliability	Keterangan
Workload	0.953	0.955	Reliabel
Burnout	0.951	0.954	Reliabel
Cyberloafing	0.881	0.889	Reliabel
Work Stress	0.940	0.950	Reliabel

Source: data processed from PLS (2024)

Since each latent variable shows composite reliability and Cronbach's alpha greater than 0.70, the analysis findings in Table 13 show excellent values for the composite reliability test and Cronbach's alpha. This indicates that all latent variables are considered reliable.

The act of creating a model based on ideas and theories to test how exogenous and endogenous variables relate to each other as stated in the conceptual framework is known as inner model testing. The following are the steps to test the inner model, or structural model:

Testing Results R-square Value

Looking at the R-square value which is a goodness-fit model test.

Table 14 Value of **R2** Endegenous Variable

Endegenous Variable	R-square
Burnout	0.969
Cyberloafing	0.872

Source: data processed from PLS (2024)

The structural model illustrates whether the relationship between Burnout and

Cyberloafing variables can be said to be strong, with a path coefficient of at least 0.67. The R-square value is 0.969. The influence of independent latent variables such as Workload and Job Stress on Burnout. This shows that 96.9% of the variables in the Burnout construct can be seen by the variables in the constructs of worker pressure and Job Stress, while 3.1% can be due to other factors outside this study.

On the other hand, Cyberloafing has an R-square value of 0.872, which means that the variation in the Workload, Job Stress, and Burnout constructs explains 87.2% of the variability in the Cyberloafing construct. Other factors not accounted for in this research model may impact the remaining 12.8%. This finding suggests that these factors significantly contribute to the explanation of cyberloafing behavior in employees.

Goodness of Fit Model Testing Results

The suitability of the structural model in the test was evaluated using the predictive relevance value (Q2). The model is considered to have predictive significance if the Q2 value is higher than 0. The R-squared values for each endogenous variable used in this investigation are shown in the following calculations. The predicted relevance value is calculated using the following:

$$Q^2 = 1 - (1 - R1)(1 - Rp)$$

$$Q^2 = 1 - (1 - 0.317)\ (1 - 0.330)$$

$$Q^2 = 1 - (0.683)(0.670)$$

$$Q^2 = 0.5424$$

A predicted relevance value of 0.5424, which is greater than 0, is shown in the calculation results. This indicates that the independent factors used can explain 54.24% of the variability in the dependent variables, cyberloafing and burnout. As a result, the model is considered valid and has useful predictive power.

Hypothesis Testing Results (Path Coefficient Estimation)

The estimated path relationship values in the structural model should show clear significance. To evaluate the significance of this hypothesis, a bootstrapping procedure was used to obtain parameter coefficient values and T-statistics. The significance of the hypothesis is assessed by comparing the T-statistic resulting from bootstrapping with the critical value of the T-table for a sample size of 165 at an alpha significance level of 0.05, which is 1.97.

Table 15. Hypothesis Testing Results

	Original Sample	Standard Deviation	T-Statistics	P Values	Description
Workload Cyberloafing	0.609	0.082	7.448	0.000	Positive - Significant
Work Stress Cyberloafing	0.353	0.109	3.244	0.001	Positive – Significant

Workload Burnout	0.341	0.090	3.796	0.000	Positive - Significant
Work Stress Burnout	0.501	0.088	5.704	0.000	Positive - Significant
Burnout Cyberloafing	0.241	0.111	2.183	0.029	Positive - Significant
Mediasi					
Workload Burnout Cyberloafing	-0.208	0.063	3.321	0.001	Mediasi Parsial
Work Stress Burnout Cyberloafing	0.171	0.048	3.590	0.000	Mediasi Parsial

Source: data processed from PLS (2024)

DISCUSSION OF RESEARCH RESULTS

Effect of Workload on Cyberloafing

The original sample value of 0.609, P-value of 0.000, and T-statistic value of 7.448 were obtained from the hypothesis analysis in this study. The T-statistic value which is greater than the T-Table value (1.97) indicates that workload has a positive and substantial influence on cyberloafing among R&D employees of Pharmaceutical Industry. This finding suggests that employees are more prone to cyberloafing if they face higher workloads both internally and externally. Employees with heavy workloads tend to use the internet for personal interests, such as virtual leisure. This practice can consume employee time and energy that should be devoted to organization-related tasks. Cyberloafing can also disrupt the company's computer network. Activities such as browsing and opening emails during working hours can reduce employees' overall productivity. This finding is relevant to the study conducted by Mochamad Soelton et al. (2023), who in their study explained that the level of Cyberloafing is influenced by workload.

Pengaruh Work Stress terhadap *Cyberloafing*

The level of Cyberloafing is influenced by the level of workplace stress experienced by employees, as evidenced by the T-statistic value of 3.244, the original sample value of 0.353, and the P-value of 0.001 in the analysis of this research hypothesis. This shows that workplace stress has a significant influence on Cyberloafing. Stress in the workplace can cause physical and mental health problems as a result of workplace conditions, such as low self-confidence in completing tasks. In this corporate environment, employees often look for ways to cope with stress, such as reducing working hours or taking breaks in the canteen. All of this is related to Kurniawati's research (2022), which shows that work-related stress has a negative effect on Cyberloafing because employees look for ways to cope with the stress they realize.

Effect of Workload on Burnout

The T-statistic value of 3.796, the P-value of 0.000, and the estimated coefficient value (original sample) of -0.341, it can be seen that the hypothesis analysis conducted in this study. The T-statistic value which is above the T-Table critical threshold of 1.97 indicates a significant and positive relationship between workload and burnout among the research and development staff of Pharmaceutical Industry. These workers experience pressure from their jobs, which consist of long working days and numerous tasks. This triggers a chain reaction of stress that can result in burnout. Excessive workload can arise from a variety of factors such as excessive working hours, number of clients beyond service capacity, high workload, and routine and non-routine tasks that exceed employee capacity. As a result, this workload can cause physical and mental fatigue that is detrimental to both the employee and the company. Employees who get social support tend to be better able to cope with job demands and have a lower dominant chance of experiencing burnout. The results of this study are relevant to research conducted by Juhnisa & Fitria (2020) and Wijaya & Wibawa (2020), which showed a direct, significant, and positive relationship between workload and burnout in employees.

The Effect of Job Stress on Burnout

The T-statistic value of 5.704, the initial sample estimate value of -0.501, and the P value of 0.000 were determined based on the hypothesis analysis conducted in this study. The Tstatistic value that exceeds the T-Table critical threshold of 1.97 indicates a significant relationship between job stress and burnout in research and development employees of Pharmaceutical Industry. This study highlights the fact that one of the main factors leading to burnout in the workplace is job stress. The stress levels of research and development professionals are affected by several factors, including job pressure, inadequate supervisor support, and negative company conditions. These factors can ultimately lead to burnout. This finding is in line with the results of Satriyo's (2014) study, which also validated a significant correlation between job stress and burnout.

The Effect of Burnout on Cyberloafing

The analysis in this study shows that there is significance between burnout and cyberloafing attitudes among R&D employees of Pharmaceutical Industry, with a T-statistic value of 183, an original sample value of 0.241, and significant P Values of less than 0.05. The study identified that this relationship is a result of burnout, which often occurs in business contexts, especially in corporate and information environments. Factors such as high workload, unclear roles, and work environment conditions, as well as organizational or situational characteristics, influence employees' cyberloafing tendencies. These findings are relevant to previous research by Durak & Saritepeci (2019), which confirmed that burnout has an impact on cyberloafing behavior in the workplace.

The Effect of Workload on Cyberloafing through Burnout

The results of the hypothesis analysis in this study, obtained a T-statistic value of 3.321, an original sample value of -0.208, and a P Values value of 0.001. The T-statistic that exceeds

the T-table of 1.97 indicates significance, while the negative original sample value and P Values below 0.05 indicate that burnout plays a role as a mediator in the relationship between workload and cyberloafing in R&D employees of Pharmaceutical Industry. This finding suggests that burnout in the workplace can serve as a link between the influence of workload experienced by employees and cyberloafing behavior. This finding is consistent with previous studies conducted by Melati et al. (2015), which showed that burnout has an important role as a mediator in the relationship between workload and cyberloafing

The Effect of Job Stress on Cyberloafing through Burnout

Based on the hypothesis analysis in this study, the T-statistic value was obtained as 3.590, with an original sample estimation coefficient value of 0.171, and P Values of 0.000. The T-statistic exceeding the T-Table critical value of 1.97 indicates significance. In addition, the positive coefficient value and P Values lower than 0.05 indicate that burnout acts as a mediator in the relationship between job stress and cyberloafing among R&D employees of Pharmaceutical Industry. This finding illustrates that workers who face pressure are more dominant in facing burnout and cyberloafing, by playing cell phones and using the office internet network for personal interests while at work. This finding is also consistent with previous research by Cipta et al. (2022), which shows if burnout mediates the effects of job stress on cyberloafing behavior.

Conclusion

Increased workload levels are positively and significantly associated with increased Cyberloafing behavior among employees of the R&D Department of Pharmaceutical Industry, illustrating that the higher the workload, the more likely employees are to engage in Cyberloafing. Job stress has a significant impact on the level of Cyberloafing among employees of the R&D Department of Pharmaceutical Industry, indicating that the higher the level of job stress, the more likely Cyberloafing behavior occurs among employees. Workload exerts a significant positive influence on the level of Burnout among employees of the R&D Department of Pharmaceutical Industry, indicating that the higher the perceived workload, the greater the likelihood of employees experiencing burnout at work. Job stress has a significant positive impact on the level of Burnout among employees of the R&D Department of Pharmaceutical Industry, indicating that the higher the level of job stress, the more likely employees are to experience burnout in carrying out their duties. Burnout has a positive and significant correlation with the level of Cyberloafing among employees of the R&D Department of Pharmaceutical Industry, indicating that the higher the level of burnout at work, the more likely employees are to Cyberloafing. Burnout serves as a mediator in the relationship between workload and Cyberloafing among employees of the R&D Department of Pharmaceutical Industry. Burnout acts as a mediator in the relationship between job stress and Cyberloafing among employees of the R&D Department of Pharmaceutical Industry.

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