



# The impact of job burnout and cyberloafing on company performance: The mediating role of employee performance

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## ABSTRACT

This study aims to examine the effect of job burnout and cyberloafing on company performance, with employee performance serving as a mediating variable. The research was conducted at KPKNL Serang and involved 44 respondents selected through total sampling. A quantitative approach was employed using a Likert-scale questionnaire, while data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The results show that job burnout has a negative and significant effect on employee performance. In addition, employee performance has a positive and significant effect on company performance and significantly mediates the effect of job burnout on company performance. However, cyberloafing does not have a significant effect on either employee performance or company performance, and it is also not mediated by employee performance. These findings highlight the importance of managing job burnout to improve employee productivity and overall company performance.

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## 1. INTRODUCTION

The advancement of technology and shifts in contemporary work patterns have significantly transformed the workplace. Technology, on the one hand, facilitates communication and increases efficiency in the execution of tasks. On the other hand, however, these changes pose new challenges, namely increased work pressure, more complex workloads and unfettered access to the internet that have the potential to disrupt the focus and psychological stability of the workforce (Alkaraan et al., 2024). The State Of The Global Workplace 2025 report notes that Indonesia is ranked ninth in ASEAN with a work stress level of 15% as of 2025 (Ramdhan et al., 2022). The high level of work stress among workers in Indonesia is an issue that needs special attention, many workers experience pressure due to heavy workloads and irregular work schedules. One of the real forms of work pressure is work fatigue, which is not only from the physical side, but also touches the emotional aspect and decreases motivation for work, known as job burnout (Turek, 2021).

Job burnout is prolonged stress experienced by employees due to physical and emotional fatigue at work (Fan, 2023). State that job burnout in employees results from unmanaged work stress and inadequate support from managers and co-workers, which reduces motivation to work (Meiryani et al., 2022). Employees who experience job burnout tend to show decreased productivity, disengagement in work, and the emergence of non-adaptive work behavior (Ramdhan et al., 2022).

However, what many employees do not realize is that this condition of job burnout not only affects performance directly, but can also encourage the emergence of cyberloafing behavior (Wartberg et al., 2020).

Cyberloafing is an individual's behavior in utilizing the internet network in a work environment for personal interests that are not related to job duties and responsibilities during working hours (Fan, 2023). This activity is often carried out covertly on the sidelines of work, so it is often referred to as goldbricking (Bakker et al., 2021). The phenomenon of cyberloafing behavior is often related to the psychological condition of employees, especially in those who experience stress and fatigue due to workloads. To some extent, cyberloafing is used as a form of adjustment to work pressure to reduce stress through digital entertainment activities, such as helping employees relieve tension, refresh their minds, and improve their mood, so they can return to work with better focus (Setyo, R. Endri, 2021). However, if done excessively, cyberloafing actually worsens mental states, hinders productivity and causes a decline in employee performance (Wartberg et al., 2020).

Employee performance is capability of individuals to carry out their work optimally in line with the goals and provisions that have been determined by the company (Meiryani et al., 2022). Performance is not only measured by the final results of the work, but also by the level of involvement and contribution to the company's strategic goals (Doan et al., 2022). In reality, Employee performance is determined not only by technical skills, but also by psychological state and day-to-day work behavior (Fan, 2023). When employees experience mental stress such as job burnout or engage in less productive behaviors such as cyberloafing, employee performance tends to decline. The impact extends from a decrease in employee performance to affecting company performance (Hu & Lan, 2024).

Company performance is a standardization of the company's level of success in achieving goals effectively (Zhao et al., 2022). Company performance is not only measured by the final results of the work but also by how optimal the performance of employees is in achieving these goals. Kaplan and Norton (1996) through the Balanced Scorecard stated that the company's performance can be seen from various aspects, not only financial, but also from customer satisfaction, the effectiveness of internal processes, and the company's ability to learn and develop (Hasanah, 2025). In the context of public companies, performance also includes service achievement, efficiency in the use of resources, and stakeholder satisfaction levels (Galanis et al., 2023). A decline in employee performance due to prolonged stress and cyberloafing has the potential to have a direct influence on the decline in company performance (Angelini, 2023).

Several studies have confirmed that job burnout has been shown to significantly affect employee work performance. Most previous studies have stated that job burnout is a consequence of chronic stress and job demands that are not proportional to the employee's abilities (De Beer et al., 2023; Mankoswa, 2025). Excessive work demands without adequate management have been proven to trigger job burnout which leads to decreased productivity and performance (Harjadi et al., 2024; Sulistyanto & Palupi, 2022). In addition to having an impact on performance, job burnout is also associated with an increase in mental health disorders and increased absenteeism from the workplace abilities. Other research shows that job burnout is closely related to the emergence of cyberloafing behavior as a way to relieve work stress. However, this escape mechanism can indirectly reduce employee performance. Meanwhile, a different view shows that job burnout if with strong support from the company, the impact of job burnout can be minimized (Turek, 2021).

A number of studies show that cyberloafing behavior also has a diverse influence on employee performance. most studies conclude that this behavior decreases work effectiveness (Fathorrahman, Salam et al., 2026). Meanwhile, not a few studies have found that to a certain extent, cyberloafing behavior can actually relieve stress and restore work concentration, especially if done reasonably (Adelina & Saputro, 2023). The results of this diverse study show that the influence of this behavior is not always the same, but it depends on the company's condition, the level of behavior performed, and the ability of employees to control themselves. However, there is still limited research that simultaneously examines the influence of job burnout and cyberloafing on

performance by considering the role of employee performance as an intermediary variable, especially in the environment of government institutions in the financial sector. but is greatly influenced by the intensity, characteristics and conditions of the work environment in the company, as well as the individual's ability to manage stress and self-regulate (Galanis et al., 2023), (Ilham, Aqdir, Messa, 2025). Considering the current situation of KPKNL Serang employees, who face high work pressure and unlimited access to technology, the importance of maintaining and monitoring agency performance is emphasized. This is crucial because public organization performance is measured not only by profit but also by service efficiency, quality, productivity, and the achievement of public duties. The urgency of this research lies in the increasing need for effective human resource management in the public sector. Public sector organizations are required to provide accountable, efficient, and high-quality services to the community.

## 2. RESEARCH METHOD

### Population and Sample

Because this study involved all 44 employees of KPKNL Serang through total sampling, the findings adequately represent the internal condition of the organization studied. However, the relatively small sample size and single-institution context limit the generalizability of the results to other public sector organizations. Therefore, the findings should be interpreted as context-specific evidence, and future studies are recommended to involve larger samples from multiple public institutions or KPKNL offices to enhance external validity. Before the research instrument is deployed, the questionnaire instrument is tested for validity and reliability to ensure the feasibility of the data before further analysis. The assessment of the items of statements in the questionnaire was used on a 5-point Likert scale, with a score of one presenting strongly disagree and a score of five indicating strongly agree. The distribution of the questionnaire was carried out online through Google Form and also in person during June 2025. The measurement of each variable in this study was based on several indicators derived from previous studies and relevant theoretical concepts. Job burnout was measured using three indicators, namely emotional exhaustion, depersonalization, and decreased work performance. Cyberloafing was measured using two indicators, namely mild cyberloafing and serious cyberloafing. Employee performance was measured using five indicators, namely quality of work, quantity, punctuality, effectiveness, and independence. Meanwhile, organizational performance was measured using five indicators, namely productivity, efficiency, working quantity, quality, and resource usage. These indicators were used to capture the relationship between individual psychological conditions, digital work behavior, employee performance, and organizational performance in the public sector. Indicators are presented in the following sections:

Table 1. 4 Variable and 15 indicators

Variable	Indicators
Job burnout	Emotional exhaustion, Depersonalization, Decreased work performance
Cyberloafing	Mild Cyberloafing, Serious Cyberloafing
Employee Performance	Quality of work, Quantity, Punctuality, Effectiveness, Independence
Company Performance	Productivity, Efficiency, Working quantity, Quality, Resource usage

### Measurement Model

The examination of the reliability of the construct is carried out by reviewing the values of Cronbach's Alpha and Composite Reliability ( $\rho_a$ ), which reflect the internal consistency all indicator in a single construct. Acceptable threshold values are above 0.70, while values above 0.80 indicate an excellent level of reliability (J. F. Hair et al., 2021). Therefore, the variables shown in Appendix 1 and Figure 1 have been compiled based on validity and reliability considerations that meet the measurement standards.

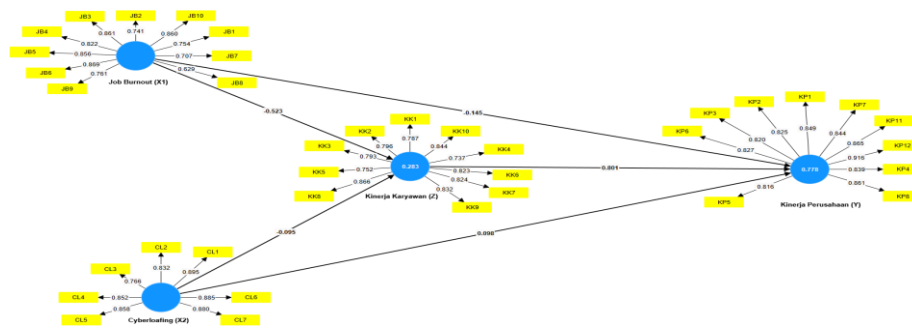


Figure 1. Measurement model assessment

**Data Analysis**

The analysis in this study is divided into two main components: descriptive analysis and inferential analysis. Descriptive analysis for describe the characteristics of respondents in the survey. The inferential analysis, an approach is used through the Partial Least Square (SmartPLS) SEM (Rasoolimanes, Cristian M Ringle, 2021). The analysis process begins with designing the relationship between construct in the structural model, followed by testing validity and reliability of the measurement model (outer model), and next testing the significance of the relationship between variables in the structural model (inner model), including the analysis of the mediating effect in the relationship pattern formed between the variables studied.

**3. RESULTS AND DISCUSSIONS**

**Results**

**Respondent Characteristics**

Table 2 presents the respondents’ characteristics in this study which amounted to 44 people. Respondents with male gender dominated the overall number, recorded as much as 68.2%, aged over 50 years old at 47.7%, having the last education of DIV as much as 45.5%, and working time for 6–10 years at 29.5%.

Table 2. Respondent description

Demographic Record	Frequency	Percentage
Gender		
Male	30	68,2%
Female	14	31,8%
Age		
<30	4	9,1%
31-40	9	20,5%
41-50	10	22,7%
>55	21	47,7%
Education		
D3	7	15,9%
D4	20	45,5%
S1	12	27,3%
S2	5	11,3%
Tenure		
<1 Year	8	18,2%
1-5 Year	12	27,3%
6-10 Year	13	29,5%
>10 Year	11	25,0%

*Processed Data Source*

**Convergen Validity**

This study examined the convergent validity of each construct indicator using the Average Variance Extracted (AVE) value. The measurement model with reflective indicators was evaluated based on the relationship between each item or component score and the construct score, which was

derived from data analysis using the Partial Least Squares (PLS) approach. A construct is declared to meet convergent validity if it has a loading factor value above 0.70 and AVE exceeds 0.50 (J. F. Hair et al., 2021). The results of the convergent validity calculation are presented in detail in Table 3.

Table 3. Convergent validity

Indikator	Cyberloafing (X <sub>2</sub> )	Job burnout (X <sub>1</sub> )	Employee Performance (Z)	Company Performance (Y)
CL1	0,895 (Valid)			
CL2	0,832 (Valid)			
CL3	0,766 (Valid)			
CL4	0,852 (Valid)			
CL5	0,858 (Valid)			
CL6	0,885 (Valid)			
CL7	0,880 (Valid)			
JB1		0,754 (Valid)		
JB2		0,741 (Valid)		
JB3		0,861 (Valid)		
JB4		0,822 (Valid)		
JB5		0,856 (Valid)		
JB6		0,869 (Valid)		
JB7		0,707 (Valid)		
JB8		0,629 (Valid)		
JB9		0,761 (Valid)		
KK1			0,787 (Valid)	
KK2			0,796 (Valid)	
KK3			0,793 (Valid)	
KK4			0,737 (Valid)	
KK5			0,752 (Valid)	
KK6			0,823 (Valid)	
KK7			0,824 (Valid)	
KK8			0,866 (Valid)	
KK9			0,832 (Valid)	
KK10			0,844 (Valid)	
KP1				0,849 (Valid)
KP2				0,825 (Valid)
KP3				0,82 (Valid)
KP4				0,839 (Valid)
KP5				0,816 (Valid)
KP6				0,827 (Valid)
KP7				0,844 (Valid)
KP8				0,861 (Valid)
KP11				0,865 (Valid)
KP12				0,916 (Valid)

SEM PLS Data Source

The calculation results show that each indicator in the tested construct has an outer loading value of more than 0.70. Thus, all indicators are declared to be eligible for convergent validity and can be proceeded to the next analysis process. In the next stage, an evaluation of the validity of the discriminator was carried out using the Fornell-Larcker Criterion approach. The validity of the discriminator is tested with the Fornell-Larcker criterion approach, in which the square root of AVE of each construct must exceed the correlation between the other constructs. The results of Table 4 show that these conditions are met, so that all constructs are considered to satisfy the discriminatory validity.

Table 4. Kriteria fornell larcker

Construct	Cyberloafing (X <sub>2</sub> )	Job burnout (X <sub>1</sub> )	Employee Performance (Z)	Company Performance (Y)
Cyberloafing	0,853	0,011	-0,101	0,016
Job burnout	0,011	0,79	-0,524	-0,564
Employee Performance	-0,101	-0,524	0,806	0,867
Company	0,016	-0,564	0,867	0,847

Construct	Cyberloafing (X2)	Job burnout (X1)	Employee Performance (Z)	Company Performance (Y)
Performance				

SEM PLS Data Source

### Composite Reliability dan Cronbach's Alpha

Evaluation of construct reliability is necessary to ensure internal consistency between indicators in measuring latent constructs. In the PLS-SEM approach, Composite Reliability (CR) is considered superior to Cronbach's Alpha is preferred because it does not assume equal indicator weights of the indicator (J. F. Hair et al., 2021). Stated that CR values in the range of 0.70 to 0.90 indicate an adequate to excellent level of reliability, while values above 0.90 are still acceptable under certain conditions. In addition, Cronbach's Alpha and rho\_A are also used as supporting measures in evaluating the internal consistency of constructs. The result of the construct reliability test results can be seen in Table 5.

Table 5. Composite reliability & cronbach's alpha

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Remark
Cyberloafing	0,942	0,976	0,949	Reliabel
Job burnout	0,931	0,936	0,943	Reliabel
Employee Performance	0,94	0,942	0,949	Reliabel
Company Performance	0,956	0,958	0,962	Reliabel

SEM PLS Data Source

### Evaluation of Structural Models (Inner Model)

The PLS analysis stage consists of evaluation of measurement and structural models. Structural models are used to test the influence between latent constructs in the research model. Furthermore, the explanatory power of the model is analyzed through the R-square value on the endogenous variable, as presented in Table 6.

Table 6. R-square value

Variabel Endogen	R-square	Adjusted R-square	Remarks
Employee Performance (Z)	0,283	0,248	Weak
Company Performance (Y)	0,778	0,762	Strong

SEM PLS Data Source

Based on the table above, the value of  $R^2 = 0.283$  for *Employee Performance (Z)* shows that 28.3% of employee performance variations can be explained by the variables of *Job burnout* and *Cyberloafing*. Meanwhile, the value of  $R^2 = 0.778$  in the *Company Performance (Y)* variable indicates that 77.8% of the variation that occurs in the company's performance is influenced by the variables of *Employee Performance*, *Job burnout*, and *Cyberloafing*. Based on the interpretation criteria of Hair (2021), this value is included in the strong category.

### Structural Model Test (Direct effect dan indirect effect)

The results of the Inner model (bootstrapping) in table 7 consist that there are 7 hypotheses proposed, 3 hypotheses accepted and 4 rejected The hypothesis testing in the SmartPLS program is conducted through the bootstrapping technique, with the Path Coefficient results presented as follows:

Table 7. Path coefficient

Hipotesis	Path Relationships	Original sample (O)	T statistics ( O/STDEV )	P values	Remarks
1	JB (X1) -> CP (Y)	-0,145	1,459	0,145	Insignificant
2	CL (X2) -> CP (Y)	0,098	1,278	0,201	Insignificant
3	EP (Z) -> CP (Y)	0,801	10,314	0,000	Significant
4	JB (X1) -> EP (Z)	-0,523	5,124	0,000	Significant

Hipotesis	Path Relationships	Original sample (O)	T statistics ( O/STDEV )	P values	Remarks
5	CL (X <sub>2</sub> ) -> EP (Z)	-0,095	0,503	0,615	Insignificant
6	JB (X <sub>1</sub> ) -> EP (Z) -> CP (Y)	-0,419	4,617	0,000	Significant
7	CL (X <sub>2</sub> ) -> EP (Z) -> CP (Y)	-0,076	0,501	0,617	Insignificant

*SEM PLS Data Source*

## Discussions

### The Effect of Job Burnout on Company Performance

The results showed that job burnout was known to have no significant influence on company performance, as shown by the path coefficient value of -0.145, t-statistic of 1.459, and p-value of 0.145. The direction of the negative coefficient shows that the increase in job burnout tends to correlate with a decrease in company performance. However, because the p-value is greater than 0.05, the effect is not statistically significant. Thus, Hypothesis 1 is unacceptable. This finding is consistent with the findings of (Lei et al., 2025) who stated that the impact of job burnout on company performance can be minimized if there is strong company support. This finding indicates that burnout first reduces individual work performance before affecting organizational performance. Therefore, employee performance plays an important role as a transmission mechanism between individual psychological pressure and organizational-level outcomes.

### The Effect of Cyberloafing on Company Performance

Based on the findings of the second hypothesis test, the results of the analysis showed no significant influence on the company's performance, as reflected in the path coefficient value of 0.098, the T-statistical value of 1.278, and the P-value of 0.201. The results of this study differ from several previous findings, particularly in the relationship between cyberloafing and performance. Some previous studies found that cyberloafing negatively affects employee performance because it reduces work focus and productivity (Gabriel & Aguinis, 2022). However, this study found that cyberloafing did not have a significant effect on either employee performance or organizational performance. This difference may occur because cyberloafing behavior among KPKNL Serang employees is still at a low or controlled level, so it does not significantly interfere with work outcomes. In Organizational Theory, this kind of behavior is more likely to have an indirect impact through individual performance than directly on company performance (Setyo, R. Endri, 2021).

### The Effect of Employee Performance on Company Performance

Based on the findings of the third hypothesis test, the results of the analysis show that employee performance has a positive and significant influence on the company's performance. The path coefficient value of 0.801, the T-statistic of 10.314, and the P-value of 0.000 support a very strong relationship between these two variables. In other words, a one-unit increase in employee performance is estimated to increase the company's performance by 0.801 units. Hypothesis 3 is accepted. These findings confirm the social exchange theory that the positive contribution of employees to the company will be rewarded by the company through increased company performance. This is also strengthened research by (Jiang et al., 2026) and (Fathorrahman, Salam et al., 2026) which states that employee performance is one of the main determinants of achieving the company's targets.

### The Effect of Job Burnout on Employee Performance

Based on the findings of the fourth hypothesis test, the results of the analysis indicate that job burnout contributes negatively and significantly to employee performance. This can be seen from the path coefficient value of -0.523, the T-statistic of 5.124, and the P-value of 0.000. With a negative and significant coefficient value, it can be concluded that the higher the level of job burnout, the lower the employee performance. Hypothesis 4 is accepted. These results support the Job Demand-Resources Theory and COR Theory, where high workloads and prolonged stress lead to emotional exhaustion, resulting in decreased personal resources and ultimately decreased work performance

(Yu et al., 2022). These findings are in line with previous findings that found that job burnout has a major impact on decreased employee engagement and productivity (Lei et al., 2025).

### **The Effect of Cyberloafing on Employee Performance**

Based on the findings of the fifth hypothesis test, the results of the analysis show that cyberloafing does not have a significant effect on employee performance. The path coefficient value of  $-0.095$ , the T-statistically of  $0.503$ , and the P-value of  $0.615$  showed that the relationship between these two variables was not statistically significant. Thus, hypothesis 5 is rejected. These results suggest that although cyberloafing can disrupt work concentration, its intensity in this case is not enough to significantly affect employee performance (Jiang et al., 2026). This may be due to other moderation factors such as management oversight or flexible work policies. This view is in line with the results of previous studies that stated that cyberloafing at a reasonable level does not always have a negative impact (Fan, 2023).

### **The effect of employee performance mediates job burnout on company performance**

Based on the findings of the sixth hypothesis test, the results of the indirect effect test show that job burnout has a significant negative impact on company performance through employee performance mediation. This is evidenced by the path coefficient value of  $-0.419$ , the T-statistic of  $4.617$ , and the P-value of  $0.000$ . Negative coefficient values indicate that increasing job burnout decreases employee performance, which in turn has a negative impact on company performance. Thus, hypothesis 6 is accepted. The mediating mechanism indicates that job burnout affects organizational performance through the deterioration of individual work performance. Employees experiencing burnout tend to suffer from emotional exhaustion, reduced motivation, lower concentration, and decreased work engagement. These conditions reduce the quality, quantity, punctuality, effectiveness, and independence of employee performance. When individual performance declines, organizational performance is also affected through lower productivity, reduced efficiency, weaker service quality, and less optimal resource utilization. Therefore, employee performance functions as a transmission mechanism that explains how psychological strain at the individual level translates into organizational-level outcomes (Alkaraan et al., 2024). These results are consistent with previous findings that job burnout decreases performance through decreased motivation and work engagement (Harjadi et al., 2024; Sulistyanto & Palupi, 2022).

### **The Effect of Employee Performance Mediates Cyberloafing on Company Performance**

Based on the findings of the seventh hypothesis test, the results of the indirect effect analysis showed that cyberloafing did not contribute significantly to the achievement of company performance through employee performance mediation. The path coefficient value was  $-0.076$ , the t-statistically was  $0.501$ , and the p-value was  $0.617$  indicating that despite the negative influence direction, the results were not statistically significant. Thus, hypothesis 7 is rejected. This means that employee performance has not been shown to show a significant mediation function on the relationship between cyberloafing and company performance. This can be due to the characteristics of the respondent or the work environment where the cyberloafing behavior does not have a high enough intensity to have a significant impact (Jiang et al., 2026). These findings are also in line with previous findings that cyberloafing is adaptive to some extent and does not always have a negative impact (Nurhidayah & Wahyanti, 2021; Sao et al., 2020).

## **4. CONCLUSION**

The findings provide important implications for human resource management policies in the public sector. Public institutions should prioritize burnout prevention through workload evaluation, psychological support, leadership support, and employee well-being programs. Since employee performance plays a crucial mediating role, HR policies should focus on maintaining work quality, punctuality, effectiveness, and employee independence. In addition, although cyberloafing was not found to have a significant effect, public organizations still need to develop proportional digital-use policies that balance employee flexibility, internet monitoring, and work discipline. These policies

are expected to strengthen employee productivity and improve public organizational performance. This study contributes to the development of organizational behavior theory by explaining how individual psychological conditions and digital work behavior are related to organizational outcomes. Furthermore, the insignificant effect of cyberloafing provides additional insight that cyberloafing does not always produce negative consequences in every organizational context. Its impact may depend on intensity, work culture, supervision, and the ability of employees to regulate their behavior.

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