

CYBER LOAFING AND PERFORMANCE: MEDIATES DIGITAL HUMAN RESOURCES AND JOB STRESS

Yupono Bagyo¹, Siwi Dyah Ratnasari², Diah Anggraini Setyaningrum³, Sunarto⁴

^{1,2,3,4}STIE Malangkecewara, Malang, Indonesia.

*Corresponding Author

Siwi Dyah Ratnasari

STIE Malangkecewara, Malang, Indonesia.

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Abstract: Digitalization not only has a positive influence on employee behavior in the workplace, but also a negative influence. Employees of PT. Telecommunications Indonesia in supporting its work activities using the internet. The purpose of this study is to analyze the effect of: 1) Digital human resources on employee performance. 2) Work stress on employee performance. 3) Digital human resources towards cyber loafing. 4) Work stress against cyber loafing. 5) Cyberloafing on employee performance. 6) Digital human resources to employee performance with cyber loafing as a mediation variable. 7) Work stress on employee performance with cyber loafing as a mediating variable. This study used quantitative research. The study population was 47 organic employees. The sample used is saturated sampling. The results showed that: Digital human resources and work stress have a significant positive effect on cyber loafing, digital human resources have a significant positive effect on employee performance, work stress and cyber loafing have a significant negative effect on employee performance, digital human resources and work stress have a significant negative indirectly effect on employee performance with cyber loafing as a mediation variable. The results of this study contribute that employee creativity and curiosity have a big role in bringing up cyber loafing behavior.

Keywords: Digitalization; Cyber loafing; Digital Human Resources; work stress; Employee Performance.

Introduction

The rapid development of technology makes it increasingly popular and the digitalization of society is increasingly advanced (Dmour et al., 2020). Internet technology is a new means of sharing information more effectively with many people and is a key driver of organizational change (RuningSawitri, 2012). Technological advances have brought far-reaching effects on organizations and workplaces over the past few decades (Yu & Moon, 2021). Information technology (internet) not only has a positive but also negative impact such as cyberloafing (Dmour et al., 2020). Cyberloafing is a deviation in the workplace (Shaddiq, 2021).

One of the most fundamental changes to technological change is in human resource management (Munir & Djaelani, 2022). Human resources play a role in determining the direction and progress of an organization (Piwowar-SULE, 2020). Performance structuring also requires adjusting the company's conditions or circumstances to be able to compete with other companies in the current era of globalization (Carnahan et al., 2010). The success of a company in achieving its goals does not only depend on existing facilities and infrastructure, but also depends on the performance of its employees (Muthuswamy & Varshika, 2023). Performance is a function of motivation and ability, employee performance is very important to achieve company goals, higher performance means that there has been an increase in efficiency, effectiveness, or

higher quality in completing various tasks charged to an employee in a company (Gann & Salter, 2000). Technology-based human resource systems, including recruitment, selection, human resource development, performance management, and compensation designed and implemented online (Rahmadi, 2022). Feeling depressed by heavy work, pressed by time, tired, bored, and work that exceeds capacity causes stress in employees, so employees make many mistakes (Jamal, 2011). Work stress due to supervisor pressure can also lead to cyberloafing behavior (Zoghbi-manrique-de-lara & Verano-tacoronte, 2006). According to (Usman et al., 2021), leader-member exchange influences cyberloafing behavior. Fear of Missing Out also triggers cyberloafing behavior (Oravec, 2021).

One of the factors that affect employee performance is the use of communication and information technology within the organization (Putu Agus Adnyana et al., 2021). The internet provides benefits to the company but can also have a negative impact even though it has become a company need, employees can delay carrying out company tasks and spend time accessing something for personal gain while pretending to carry out company duties (Shaddiq, 2021). Cyberloafing activities in the workplace can break the focus on work (Syed et al., 2020). The motives of employees to cyberloafing include: to find entertainment, information, buy goods, look for references to college assignments, feel bored with work and office routines, fill free time, experience

work stress (Simatupang & Margaretha, 2023) or personal problems (Oravec, 2021). Cyberloafing behavior is categorized as interdisciplinary behavior, one of the causes of which is caused by stress at work (Hurriyati & Marlinda, 2023).

The reason this study was conducted was because of the gap research from previous studies. According to (Nisar et al., 2019), The development of adaptive digital human resources plays an important role in strengthening transformation to achieve performance targets. while according to Andik & Ratnasari, (2023), The readiness of human resources in digital transformation is still lacking and needs development for human resource readiness. According to Kim & Stoner (2008), Work stress that can be controlled by smiling can actually improve performance, It can even improve its performance (Bernburg et al., 2016). In contrast to Hurriyati & Marlinda, (2023), Work stress can decrease employee performance. Hurriyati & Marlinda (2023), It also explains that work stress has a positive effect in increasing cyberloafing. According to Bilgili, et al, (2022), Even though they experience work stress, employees can still control work stress so that cyberloafing behavior does not occur. According to Shaddiq (2021), Cyberloafing contributes to knowledge of information technology. Sedkan according to (Wu et al., 2021); (Suharnomo and Loua, 2022) Cyberloafing can improve performance. According to Ek & Şimşek, (2019), Cyberloafing can provide benefits as well as disadvantages in the workplace.

PT. Telecommunications Indonesia develops opportunities in new digital initiatives to improve network connectivity and other customer needs. According to the annual report of PT. Telecommunications 2021, shows that Telecommunications operational performance has experienced significant growth. The existence of digitalization in the company's system has increased employee performance. However, digitalization not only has a positive impact on performance, this change can also have a negative impact on employee performance, which can cause work stress, making it easier for employees to access the internet can show deviant behavior towards boredom such as cyberloafing. PT. Telecommunications Indonesia, Tbk Malang Region Indonesia is a branch office of PT. Telecommunications Indonesia, an agency engaged in public services always provides support for services to the community. Carries the theme "Digitalization for Better Future" in the annual report of PT Telekomunikasi Indonesia 2021. In an effort to realize this goal, adaptive human resources are needed to technology. new so that the activity can run according to the expected conditions. The purpose of this study is analyze the effect of: 1) Digital human resources on employee performance. 2) Work stress on employee performance. 3) Digital human resources on cyberloafing. 4) Work stress on cyberloafing. 5) Cyberloafing on employee performance. 6) Digital human resources on employee performance with cyberloafing as a mediation variable. 7) Work stress to employee performance with cyberloafing as a mediation variable.

MATERIALS AND METHODS

Technology Readiness Index

This research refers to the theory of Technology Readiness Index, which is an index to measure the readiness of users to accept and use new technology to achieve goals in daily life and work (Mahmood et al., 2023). Technology readiness does not look at whether or not someone masters technology, but rather a person's

tendency to accept and use technology in completing their work (Ebert & Duarte, 2018). According to (Suwanroj et al., 2019), TRI is used to measure user readiness to use new technology with indicators of four personality variables namely Optimism, innovation and discomfort. Optimism represents a positive attitude towards technology and the belief that technology gives people more control, flexibility, and efficiency. Innovative (innovativeness) is a person's action in using new ideas relatively earlier than others. Discomfort is difficult in controlling attitudes and tends to be overwhelmed with new technology. According to (Rahman and Muldoon, 2020) Technology not only exerts a positive influence on users but there is a dark side of technological developments such as cyberloafing.

Employee Performance

Employee Performance is the achievement of individual work results in an organization. Performance can be assessed by comparing individual work with predetermined targets (Daniel, 2019). Performance is the level of employee work in achieving the job requirements given by the company (Ying-Yu et al., 2016). Menurut Korzynski & Protsiuk, (2022), Cyberloafing does not directly affect employee performance, but rather has an indirect influence. Employee performance makes one of the benchmarks for the assessment of an organization. How to do everything related to a job, position or role in the organization is a form of employee performance that can be seen directly. Many factors also have a role in influencing performance (Al-Ruithe et al., 2018).

Digital Human Resources (Digital HR)

Digital Human Resources basically requires that all human resources-related tasks be handled online and using software technology (Ying-Yu et al., 2016). According to (Yu & Moon, 2021), The readiness of human resources in digital transformation is still lacking and the need for more development for the readiness of human resources in technology to improve performance. (Trushkina et al., 2020), Effective application of digital human resources can thereby improve their performance and assist researchers in understanding the impact of digital human resources on organizational performance.

Work stress

Work stress is caused by various things that make employees feel uncomfortable (Hurriyati & Marlinda, 2023). According to Kim & Stoner (2008), Factors that cause work stress are work factors, non-work factors, and factors from a person's personality. Work stress is a condition of tension that creates physical and psychological imbalances, which affect the emotions, thought processes, and condition of an employee (Omar et al., 2011). According to Rahmadi, (2022) Stress work influences cyberloafing behavior. According to Sri Runing & Cahyadin (2012), There are several indicators of work stress, namely, 1) workload, 2) authority and responsibility, 3) physical condition and health, 4) discomfort, and 5) work pressure. Work stress not only has a negative impact, but also has a positive impact on a person. According to Ramli (2019), Work stress has a positive effect on improving employee performance. According to RuningSawitri, (2012), Overloaded working conditions (role ambiguity, role conflict) can trigger cyberloafing behavior. According to Munandar et al., (2019), Work stress (role ambiguity, time pressure) leads to reduced working time. According to Chen et al., (2021), Good job stress assessment has no impact on cyberloafing behavior in the workplace.

Meanwhile, according to (Mulki et al., 2015), High stress precisely in a marketing employee can actually improve his performance.

Cyberloafing

Cyberloafing is the deviant behavior of employees who use an agency's internet access for non-work-related purposes during working hours, such as entertainment, online shopping, internet messaging, posting to newsgroups and downloading non-work-related files (Weissenfeld et al., 2019); (Shaddiq et al., 2021). Cyberloafing is an example of unproductive behavior in the workplace that violates organizational rules (Oravec, 2021); (Shaddiq, 2021). This is due to unpleasant feelings that make employees anxious and cyberloafing is the main way to relieve stress (Rahmadi, 2022). According to Koay & Lai (2023), Cyberloafing can be measured through two indicators: Browsing Activities and Emailing Activities. Browsing activities are cyberloafing activities where employees use the internet to browse during working hours with activities that are not related to work such as visiting news sites, receiving or sending instant messages, visiting entertainment sites, downloading music / videos / movies, visiting news sites, job vacancies, shopping online to playing online games. Emailing Activities is a cyberloafing activity where employees use email at work that is not related to work which consists of receiving, checking, and sending personal emails. Meanwhile, according to Diktaş and Yücekaya (2023), Cyberloafing can be measured into two indicators, namely: Minor Cyberloafing and Serious Cyberloafing. Minor cyberloafing is a type of cyberloafing in which employees engage in various forms of general Internet usage behavior that are not related to work. Minor cyberloafing consists of using email or browsing entertainment sites. Examples of minor cyberloafing include sending and receiving personal e-mail, visiting sports sites, updating social networking status, and shopping online. Minor cyberloafing is similar to other common behaviors that are not fully tolerated in the workplace, such as picking up personal phones or chatting personal things while at work. Serious Cyberloafing is a type of cyberloafing where employees engage in various forms of internet usage behavior that are more dangerous because they violate company norms and are potentially illegal. Examples of serious cyberloafing behavior are online gambling, managing privately owned sites, and opening sites that contain pornography. According to Dursun et al., (2018), Frequent cyberloafing behaviors include shopping, accessing online content, and playing games. Cyberloafing behavior is also triggered by work stress (Muafi, 2023). Meanwhile, Syed et al., (2020), The evaluation results of several studies using the SLR method show that cyberloafing can have a positive and negative effect on employee performance, then the research hypothesis can be formulated:

H1: Digital human resources positively effect on employee performance.

Work stress is a person's response through new or unfriendly situations in the work environment (Soran et al., 2014). BASHIR & Ramay, (2010) Shows that work stress has a significant positive effect on employee performance. In contrast to research Olusegun, Ajani, (2014) which indicates that work stress (role ambiguity, time pressure) significant negative effect on performance. According to Lamb & Kwok (2016), Work stress affects an individual's passion for work. While Olynick & Li (2020), Work

stress can reduce employee productivity at work. Then it can be able to formulate research hypotheses as follows:

H2: Work stress negatively affects employee performance.

According to Hasnan et al., (2017), Human resource practices (performance appraisal, career advancement) negatively affect cyberloafing behavior in the work environment and are significant while human resource practices (compensation, employment security) increase employees in cyberloafing but not significantly. Then it can be formulated the research hypothesis:

H3: Digital human resources positively effect on cyberloafing

Employees who experience stress will usually try to overcome it, one way is by cyberloafing but not all employees do it (Hurriyati & Marlinda (2023)). Menurut Bilgileri., et Al (2022), Leadership behavior and work stress did not have a significant effect on cyberloafing behavior. In contrast to research Omar et al., (2011), Work stress can lead to workplace irregularities such as cyberloafing. According to Hurriyati & Marlinda (2023) , Work stress affects cyberloafing. While according to Kusumawati & Franksiska (2018) Family conflict triggers cyberloafing. Based on some of these studies, the author compiled the following hypothesis:

H4: Work stress positively affects cyberloafing.

According to Muthuswamy & Varshika (2023), Cyberloafing is a deviation in the workplace that can decrease productivity. The results showed that there was no direct influence between business and performance, but was directly related to employee performance related to social media. According to (Iqbal, 2018); (Sutoni, 2023) Cyberloafing can improve employee performance. Cyberloafing is described as a behavior of employees who use internet access during working hours for activities that are not related to work. According to Khan et al., (2023), Cyberloafing usually occurs when individuals have internet access at work. Cyberloafing occurs when employees use a type of computer (e.g. desktop, mobile phone, tablet) at work that is unrelated to their work. Cyberloafing activities at work can make employees less focused, so this makes mistakes at work besides cyberloafing activities can also reduce interaction and good relationships between fellow employees where free time is used to be busy with personal matters such as scrolling Facebook, Instagram and YouTube (Weissenfeld et al., 2019). Employees use their paid time online for their personal activities when they really need to focus on their work. Sometimes they try to give the impression that they are busy with their work, when in fact they are wasting precious office time on personal activities that are not related to their work (Khan et al., 2023). Khan et al., (2023) It also states that cyberloafing affects employee performance. Based on some of these studies, the author compiled the following hypothesis:

H5: Cyberloafing positively affects employee performance

Human Resources in the digital age require the development of digital skills and the improvement of digital agility (Halid et al., 2020). Today's technological developments are very important, the use of digital culture in an enterprise can monitor work. Digital culture itself is a representation of organizational culture (Yu & Moon, 2021). In most large companies agree that digital technology brings significant changes and fully or partially supports the development of human resources. In this regard, it

should be noted that the adoption of new technologies also requires more simplified and standardized processes, systems and data (Suan & Nasurdin, 2014). Therefore, the need for supervision in developing digital human resources so that employee performance is not disturbed by the emergence of cyberloafing behavior.

Research results Khan et al., (2023), shows that the acceleration of technology increases employees to cyberloafing to stimulate employees in doing their jobs. Sedkan decrease (Muthuswamy & Varshika, 2023), Cyberloafing has no effect on performance achievement. Based on the above statement, a research hypothesis can be formulated:

H6: Human resources positively affect employee performance with cyberloafing as a mediation variable.

According to Iqbal (2018), stated that, the existence of company facilities that facilitate the use of the internet results in

employees tend to be unwise in using the internet. Employees who are not wise in using the internet even for certain reasons such as relieving stress at work certainly affect employee performance, so this certainly has a bad impact on the company. Internet use that has nothing to do with work during working hours is called deviant behavior (Cyberloafing). The provision of fast internet facilities and no written regulations regarding the prohibition of playing gadgets supports cyberloafing behavior and sometimes even causes work not to be completed on time (Ayuningtyas & Fransiska, 2022).

H7: Work stress positively affects employee performance by cyberloafing as mediation variables. From the development of this hypothesis, a framework for hypothesis development was compiled as follows.

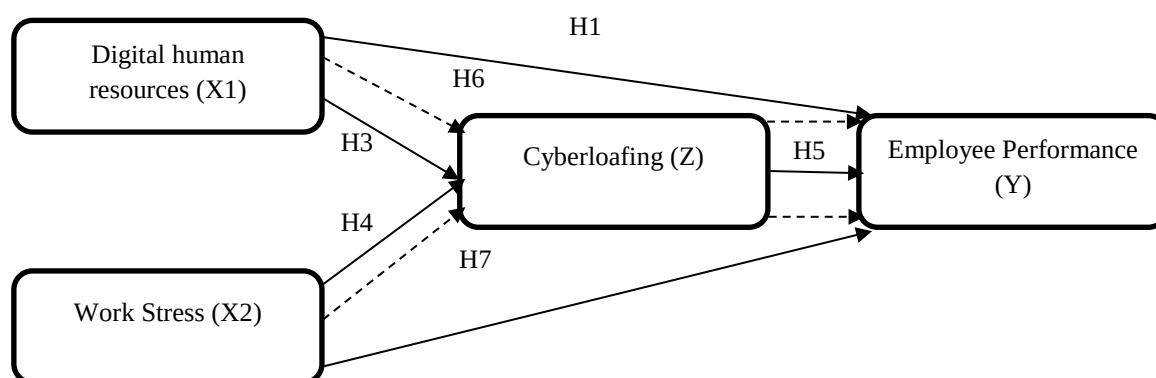


Figure 1: Conceptual Model

X1 : Digital Human Resources

X2 : Work Stress

Z : Cyberloafing

Y : Employee Performance

The arrow line that is clearly visible is a direct influence between variables and the dotted arrow line is an indirect influence on the variable

Method

The type of research conducted in this study is quantitative research. The population in this study is employees of PT. Telecommunications Malang Area as many as 47 organic employees. The sample technique used is the saturated sampling technique. This study uses two independent variables, namely Digital Human Resources and Work Stress, with the mediating variable cyberloafing, employee performance as the dependent variable. Digital human resource management basically requires that all human resources-related tasks be handled online and using software technology (Halid et al., 2020). According to Setiono et al., (2022) Digital human resource indicators include: 1) Mastery of digital technology, 2) having initiative, 3) adaptive, 4) communicative. Work stress is a condition of tension that creates physical and psychological imbalances, which affect the emotions, thought processes, and condition of an employee (Lestari, 2019). Indicators of work stress: 1) Workload, 2) Authority and responsibility, 3) Physical condition and health, 4) Discomfort, 5) Work pressure. Cyberloafing is the act of employees using their organization's internet access during working hours for personal purposes (Sofyanty, 2019). According to (Lim & Chen, 2012) Cyberloafing indicators: 1) Browsing activities, 2) Emailing activities. Performance is the achievement of individual work results in an organization. Performance can be assessed by comparing individual work with predetermined targets. According to (Waris et al., 2015) Employee performance indicators: 1) Punctuality, 2) Completion of tasks more than target, 3) Work without making mistakes. The scale used to measure respondents' attitudes, opinions, and perceptions using Likert with five categories, namely from strongly disagree to strongly agree and vice versa for negative statements (Hermawan & Si, 2016). Method of data collection through questionnaire. Data processing is carried out using SmartPLS SEM Software. PLS-SEM can be applied to better understand structural steps and more complex path models (Effort et al., 2018). PLS-SEM analysis has two sub-models, i.e. the internal model determines the relationship between independent and dependent latent variables, while the external model determines the relationship between latent variables and observed indicators (Engel et al., 2013). PLS analysis includes outer model and inner model. The outer model is a measurement model that is also known to be used to estimate the relationship between

indicator variables and their corresponding arrangement (Hair & Hopkins, 2014). The test series in the measurement model or outer model are validity tests and reliability tests.

RESULT AND DISCUSSION

The following is the research data processed using Smart PLS with outer and inner model measurement models.

Outer Model

Outer Model Measurement Models include Convergent Validity, Discriminant Validity and composite reliability. The following is the Convergent Validity table.

Table 1 Loading Factor

Variable	Indicators	Loading Factor	Rule of Thumb	Information
Digital Human Resources	X1.1	0,878	0,7	Valid
	X1.2	0,904	0,7	Valid
	X1.3	0,842	0,7	Valid
	X1.4	0,858	0,7	Valid
Work Stress	X2.1	0,964	0,7	Valid
	X2.2	0,982	0,7	Valid
	X2.3	0,859	0,7	Valid
	X2.4	0,954	0,7	Valid
	X2.5	0,970	0,7	Valid
Employee Performance	Y1	0,941	0,7	Valid
	Y2	0,964	0,7	Valid
	Y3	0,925	0,7	Valid
Cyberloafing	Z1	0,918	0,7	Valid
	Z2	0,896	0,7	Valid
	Z3	0,819	0,7	Valid
	Z4	0,823	0,7	Valid

Source: Primary data processed (2023)

(Hair & Hopkins, 2014), The evaluation of the reflective measurement model consists of Cronbach's Alpha Loading Factor Composite Reliability and Average Variance Extracted ≥ 0.70 , ≥ 0.70 , (AVE ≥ 50). Thus, looking at the results of processing received with values from instruments that have exceeded the criteria of > 0.7 so that they are declared valid.

The test method used in Discriminant Validity is to compare the AVE value must be greater than 0.50. Here is the table Average Variance Extracted

Table 2 Average Variance Extracted

Construct	AVE
Digital Human Resources	0,758
Work Stress	0,897
Cyberloafing	0,748
Employee Performance	0,890

Source: Primary data processed (2023)

The discriminant validity method needs to be done by looking at (Afthanorhan et al., 2021) which shows that the table above produces the validity of the discriminant has been fulfilled or accepted, which is ≥ 0.50 , in other words that all constructs are valid or it can be said that the constructs can explain the variance of the item. Further testing is carried out with reliability tests using composite reliability. The result can be said to be good if the variable has a value of ≥ 0.7 . The following can be presented in tabular form:

Table 3 Composite Reliability

Variable	Composite Reliability	Rule of Thumb	Kesimpulan
Digital Human Resources	0,926	0,7	Reliable
Work Stress	0,977	0,7	Reliable
Cyberloafing	0,922	0,7	Reliable
Employee Performance	0,960	0,7	Reliable

Source: Primary data processed (2023)

Based on the table above, it is explained that the results of composite reliability show a value of ≥ 0.7 , which means that all variables are declared reliable or in other words accepted.

Inner Model

Inner model evaluation is concerned with testing the hypothesis of influence between research variables. The evaluation examination of the structural model is carried out in two stages, namely R Square and Q Square. R Square describes a measure of prediction accuracy, i.e. how well each change is described by other exogenous/endogenous variables in the model. The R square value of the cyberloafing variable of 0.175 or 17.5% shows a weak value of <0.25 , while for the Employee Performance variable it has a value of 0.731 or >0.50 which means medium. Meanwhile, Q Square describes the dependent latent variable with the same interpretation as regression. Q-square predictive relevance for the model and its parameter estimation. A Q-square value > 0 indicates a predictive relevance model, whereas if a Q-square value < 0 it indicates that the model lacks predictive relevance.

$$\begin{aligned}
 Q^2 &= 1 - (1-R1) (1-R2) \\
 &= 1 - (1-0,175) (1-0,731) \\
 &= 1 - (0,825) (0,269) \\
 &= 1 - 0,221 \\
 &= 0,779
 \end{aligned}$$

Based on the results of the calculation above, it is explained that the Q Square value is 0.779, which means that the amount of diversity of research data that can be explained by the research model is 77.9%. The remaining 22.1% was explained by other factors outside the model. To find out the relationship between variables according to the F Square structural model can be seen in the following table:

Table 4 F Square

Variable	F Square
Cyberloafing -> Employee Performance	0,115
Digital Human Resources -> Cyberloafing	0,172
Digital Human Resources -> Employee Performance	2,023
Work Stress -> Cyberloafing	0,125
Work Stress -> Employee Performance	0,002

Source: Primary data processed (2023)

Based on the results of the above study, it can be explained that the existence of Cyberloafing in improving Employee Performance has a moderate low > 0.02 at the F Square structural level (0.115). Then Digital Human Resources in improving Cyberloafing has moderate to > 0.15 at the F Square structural level (0.172). Then Digital Human Resources in improving Employee Performance has a moderate high > 0.35 at the F square structural level (2.023). Furthermore, Work Stress in increasing Cyberloafing has a moderate low >0.02 at the F square structural level (0.125). Furthermore, the last one, namely Work Stress in improving Employee Performance has a moderate very low <0.02 at the F Square structural level (0.002).

Inner model test results, also known as structural models, which include r-square outputs, parameter coefficients, and t-statistics, are used to test hypotheses. Considering significance values between constructs, was used to test the hypothesis of this study. The test can be seen from the results of bootstrapping. In this study, the rule of thumb was a t-statistic ≥ 1.65 , with a significance level of p-value ≤ 0.05 (5%), and a positive beta coefficient. The results of bootstrapping in this study can be seen in the following table:

Table 5 T-test Results and Path Analysis of Independent and Dependent Variables

Hypothesis	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Digital Human Resources -> Cyberloafing	0,412	0,413	0,024	17,206	0
Work Stress -> Cyberloafing	0,352	0,353	0,016	22,242	0
Digital Human Resources -> Employee Performance	0,874	0,874	0,018	48,383	0
Work Stress -> Employee Performance	-0,025	-0,025	0,012	2,011	0,045
Cyberloafing -> Employee Performance	-0,194	-0,194	0,020	9,835	0

Source: Primary data processed (2023)

Table 6 T-test Results and Path Analysis of Mediation Variables with Indirect effect

Hypothesis	Original Sampel (O)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Digital Human Resources -> Cyberloafing -> Employee Performance	-0,080	-0,080	0,010	8,019	0
Work Stress -> Cyberloafing -> Employee Performance	-0,068	-0,069	0,009	7,877	0

Source: Primary data processed (2023)

Based on the table above, we can answer the hypotheses in this study, which are as follows:

The first hypothesis examines the effect of Digital Human Resources on Cyberloafing. The test results showed a beta coefficient value of Digital Human Resources to Cyberloafing of 0.412 and t-statistics of 17.206. From these results it was stated that t-statistically significant because it >1.65 with a p value of <0.05 so that the first hypothesis was accepted. This proves that Digital Human Resources have a positive and significant effect on Cyberloafing.

The second hypothesis examines the effect of Digital Human Resources on Employee Performance. The test results showed the value of the beta coefficient of Digital Human Resources to Employee Performance of 0.874 and t-statistics of 48.383. From these results it was stated that t-statistically significant because it >1.65 with p value <0.05 so that the second hypothesis was accepted. This proves that Digital Human Resources has a positive and significant effect on Employee Performance.

The third hypothesis examines the effect of Work Stress on Cyberloafing in PT. Telecommunications Malang region, Indonesia. The test results showed a beta coefficient value of Work Stress to Cyberloafing of 0.352 and t-statistics of 22.242. From these results it was stated that t-statistics were significant because it >1.65 with a p value of <0.05 so that the third hypothesis was accepted. This proves that Work Stress has a positive and significant effect on Cyberloafing.

The fourth hypothesis tests that Work Stress has an effect on Employee Performance. The test results showed a beta

coefficient value of Work Stress to Employee Performance of -0.025 and t-statistic of 2.011. From these results it is stated that t-statistics are significant because <1.65 with p value <0.05 so that the fourth hypothesis is accepted. This proves that Work Stress has a negative and significant effect on Employee Performance.

The fifth hypothesis tests Cyberloafing on Employee Performance. The test results showed a Cyberloafing beta coefficient value of -0.194 and t-statistics of 9.835. From these results it is stated that t-statistics are significant because <1.65 with p value <0.05 so that the fourth hypothesis is accepted. This proves that Cyberloafing has a negative and significant effect on Employee Performance.

The sixth hypothesis tests Digital Human Resources indirectly on Employee Performance with Cyberloafing as a mediation variable. The test results showed an insignificant beta coefficient value of -0.080 with a p value of 0 or >0.05 and a t-statistic of 8.019. From these results, it is stated that t-statistically significant >1.65 with p value <0.05 . Indirect influences are declared significant if both direct influences that make them up are significant. The direct influence of Digital Human Resources on Cyberloafing is significant and the direct influence of Cyberloafing on Employee Performance is significant, both exerting a significant influence so that the sixth hypothesis is accepted. This proves that Digital Human Resources has a negative and significant indirect effect on Employee Performance with Cyberloafing as a mediation variable.

The seventh hypothesis examines Work Stress as having an indirect effect on Employee Performance with Cyberloafing as a mediating variable. The test results showed an insignificant beta coefficient value of -0.068 with a p value of 0 and a t-statistic of

7.877. From these results, it is stated that t-statistically significant >1.65 with p value <0.05 . Indirect influences are declared significant if both direct influences that make them up are significant. The direct effect of Work Stress on Cyberloafing is significant and the direct effect of Cyberloafing on Employee Performance is significant, both exerting a significant influence so that the seventh hypothesis is accepted. This proves that Work Stress has a negative and significant indirect effect on Employee Performance with Cyberloafing as a mediation variable.

Discussion

The Effect of Digital Human Resources on Employee Performance

In the second hypothesis test, it proved that the test results showed the value of the beta coefficient of Digital Human Resources to Employee Performance of 0.874 and t-statistics of 48.383. From these results, it is stated that t-statistics are significant because >1.65 with p value <0.05 so that Digital Human Resources have a positive and significant effect on Employee Performance and the second hypothesis is accepted. Dominance the female respondent with an average age of 21-29 years and an average length of work of 1-2 years. According to Novita et al. (2023), digital transformation is an important change process that involves all divisions in the organization to help the efficiency and effectiveness of the organization achieve its goals and adaptive organizational culture, knowledge transfer and work pattern management strategies play an important role in strengthening the transformation process to achieve performance targets. Ismail & Hassan (2019) shows that human resource development and digital culture have a positive and significant effect on employee performance, which means that human resource development and digital culture are determinants as the increase and decrease in employee performance while the results of the study Rossato & Castellani (2020) shows that the readiness of human resources in digital transformation is still lacking and the need for more development for the readiness of human resources in technology to improve performance

The Effect of Work Stress on Employee Performance

In testing, the fourth hypothesis proved that the test results showed a beta coefficient value of Work Stress to Employee Performance of -0.025 and t-statistics of 2.011. From these results, it is stated that t-statistics are significant because <1.65 with p value <0.05 so that Work Stress has a negative and significant effect on Employee Performance and the fourth hypothesis is accepted. This is because the dominant results of female respondents where stress levels are higher than men in PT. Telecommunications Malang region Indonesia. Work stress makes the reason for lowering the performance of employees. With an average working period of 1-2 years, there is pressure on human resource development, causing a decrease in employee performance. In this influence, the indicator points that have the greatest results and trigger employee performance, namely "experiencing pressure in carrying out the authority and responsibility given by the leader" with high indicator points can affect to reduce performance.

The results of this study are in line with the results of the study Lamb & Kwok, (2016); Munandar et al., (2019); Bashir & Ramay (2010); (Ramli, 2019), (Arshadi & Damiri, 2013) which states that work stress reduces employee performance, so it needs

managerial handling (Mulki et al., 2015). The work experienced by employees, due to the mismatch of fair distribution of work to employees is the cause of work stress in this study. The higher the work stress, the lower the performance produced by employees. While the results of this study are not in harmony with the results of the study Rizwan et al., (2014), which states that work stress does not have a significant effect on employee performance. It is also different from the results of the study Mulki et al., (2015) which states that high work pressure on marketing employees can actually improve their performance.

The Influence of Digital Human Resources on Cyberloafing

In the first hypothesis test, it proved that the test results showed a beta coefficient value of Digital Human Resources to Cyberloafing of 0.412 and t-statistics of 17.206. From these results it was stated that t-statistically significant because it >1.65 with a p value of <0.05 so that the first hypothesis was accepted. This shows that Digital Human Resources variables have a positive and significant effect on Cyberloafing. Respondent women who dominate with an average age of 21-29 years. Karyawan PT. Telecommunications Witel Malang is ready to carry out digital transformation so that employees can easily adapt to the work environment. The development of human resources towards digital, the opportunity to carry out cyberloafing behavior will increase. Having the ability to be creative and high curiosity acts as a driver of cyberloafing behavior. The results of this study are in line with opinion Ismail & Hassan, (2019), Employees' technical ability to technology can improve employees in cyberloafing. Meanwhile Sri Runing & Cahyadin (2012), revealed that the smarter the ability of employees to access the internet, the higher the cyberloafing. Reducing cyberloafing behavior in employees requires strong workplace policies towards individuals (Lowe-calverley & Grieve, 2017). Menurut Peng et al., (2023), Efforts to manage cyberloafing in employees require a leadership role in providing limits to cyberloafing behavior.

Effects of Work Stress on Cyberloafing

In testing the third hypothesis proved that the test results showed a beta coefficient value of Work Stress against Cyberloafing of 0.352 and t-statistics of 22.242. From these results, it is stated that t-statistically significant because it is >1.65 with a p value of <0.05 so that Work Stress has a positive and significant effect on cyberloafing and the third hypothesis is accepted. Hasil research shows that the level of stress experienced by women is higher than men and at the age of 21-29 years employees understand the existence of digital transformation so that the stress experienced by employees can be channeled through cyberloafing behavior. The results showed that experiencing pressure and burden exerted by leaders causes work stress experienced by employees and as a trigger for cyberloafing behavior. The results of this study are in line with cyberloafing research is a counterproductive form of dissatisfaction in response to heavy workload. According to Hurriyati & Marlinda, (2023); (Chen et al., 2021), Work stress has a positive effect on increasing employee behavior to cyberloafing, the increasingly heavy workload at work encourages high cyberloafing behavior (Sri Runing & Cahyadin, 2012). According to (Güllü & N, 2020), Fear of Missing Out, family conflicts trigger work stress that impacts employees cyberloafing behavior. While this researcher shows the results that poor self-control in each employee due to the workload received causes work stress so that in the end employees cyberloafing. While the results of the study

Sri Runing & Cahyadin (2012), shows that a person with high stress at work will cause high cyberloafing behavior if he has expertise in the internet. According to Muhammad et al., (2022), Cyberloafing behavior is not moderated by personality traits, emotional exhaustion and creativity at work. Research results (Usman et al., 2021), suggests that supervisory pressure can increase cyberloafing. Research results (Zoghbi-manrique-de-lara & Verano-tacoronte, 2006), Proximity to supervisors reduces cyberloafing behavior. Result (Kusumawati & Franksiska, 2018), Work stress caused by family conflict has an impact on cyberloafing behavior.

The Effect of Cyberloafing on Employee Performance

In the fifth hypothesis test, it proved that the test results showed the value of the Cyberloafing beta coefficient on Employee Performance of -0.194 and t-statistics of 9.835. From these results, it is stated that t-statistics are significant because <1.65 with p value <0.05 so that Cyberloafing has a negative and significant effect on Employee Performance so that the fifth hypothesis is accepted. The results showed that the majority of women are more aware of digital activities, such as playing social media, shopping, and other things related to technology. In employees with lama work 1-2 years, with an average age of 21-29 years at PT. Telecommunications Malang region Indonesia. Cyberloafing activities that are often carried out in this study are opening emails and social media to send messages, updating status on social media that is not related to work (whatsapp, instagram, twitter, facebook). This results in reduced productive work time, thereby reducing employee performance. The results of this study are in line with the results of the study (Korzynski & Protsiuk, 2022), Cyberloafing behavior is a deviation in the workplace that can reduce employee performance, where employee creativity and curiosity trigger the emergence of cyberloafing behavior, therefore a control strategy is needed for cyberloafing behavior so that this behavior is beneficial to the organization. The results of this study are also in line with the results of the study Khan et al., (2023) who both research at PT Telecommunication consider that cyberloafing often interferes with performance, therefore it is necessary to control cyberloafing. Shaddiq (2021), cyberloafing It is an activity to deliberately avoid work during working hours by browsing the internet and others that result in reducing productivity. These results are different from studies Sutoni (2023), which shows that cyberloafing behavior can actually improve employee performance. Research (Muthuswamy & Varshika, 2023); Also explained that there is no direct influence between cyberloafing and employee performance, cyberloafing has an indirect influence on employee performance.

The Effect of Digital Human Resources on Employee Performance through Cyberloafing as a Mediation Variable

In the sixth hypothesis test, it proved that the test results showed a significant beta coefficient value of -0.080 with a p value of 0 or >0.05 and a t-statistic of 8.019. From these results, it is stated that t-statistic is significant >1.65 with p value <0.05 so that Digital Human Resources have a negative and significant indirect effect on Employee Performance through Cyberloafing as a mediating variable so that the sixth hypothesis is accepted. Having creativity and high curiosity acts as a trigger for employees to cyberloafing and can reduce performance. In contrast to the results of the study Shaddiq (2021), which states that the readiness of human resources in digital transformation is still lacking and the

need for further development of technology to improve performance. Research results Sutoni (2023), Cyberloafing can decrease employee performance. According to Khan et al., (2023), There is still a need for employee understanding of cyberloafing.

The effect of work stress on employee performance through cyberloafing as a mediating variable

In testing the seventh hypothesis proved that the test results showed a significant beta coefficient value of -0.068 with a p value of 0 and t-statistic of 7.877. From these results, it is stated that t-statistically significant >1.65 with p value <0.05 so that Work Stress has a negative and significant indirect effect on Employee Performance through Cyberloafing as a mediating variable so that the seventh hypothesis is accepted. Domination the female respondent with a length of work of 1-2 years, an average age of 21-29 years and S1 education. The responsibility given by the company causes employees to experience work stress which is overcome by cyberloafing. This habit can reduce employee performance indirectly. Experiencing pressure in carrying out the responsibilities given by the leader causes employees to cyberloafing which results in decreased employee performance. The results of this study are in line with the results of the study (Adeoti et al., 2017), which states that work stress causes deviations in the workplace which results in decreased employee performance so that if work stress is higher, employee performance will decrease. According to Khorakian et al., (2023), Cyberloafing mediates the effect of job stress on performance in employees working remotely during the pandemic.

CONCLUSION

Digital human resources have a positive and significant influence on cyberloafing and employee performance. Employees' creativity and curiosity about novelty triggers the emergence of cyberloafing behavior. Work stress caused by low ability to control diri lead to cyberloafing. Experiencing pressure in the work given by the leader causes work stress, and the effects of employee work stress cyberloafing. Pressure on the job can also decrease employee performance. Cyberloafing behavior such as frequently opening emails and social media to send messages, updating status on social media that is not related to work (whatsapp, instagram, twitter, facebook) has an impact on declining employee performance. These findings suggest that minimizing cyberloafing requires understanding employees to use the internet only in relation to work activities. Indirectly, cyberloafing affects work stress and digital human resources in reducing employee performance.

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