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The Influence Of Workload And Work Engagement On Cyberloafing Among Generation Z Employees in Lampung

Ardiansyah Goeswar[1], Nova Mardiana[2]

[1,2] Department of Management, Faculty of Economics and Business, Universitas Lampung, Indonesia.

Corresponding author: ardigoes27@gmail.com

Abstract

Easy access to the internet in the workplace allows employees to use it for personal purposes during working hours, a behavior known as cyberloafing. This behavior has become a concern in human resource management, particularly among Generation Z employees who are familiar with digital technology. This study aims to examine the effects of workload and work engagement on cyberloafing among Generation Z employees in Lampung. This study employed a quantitative approach using a survey method. Data were collected through an online questionnaire distributed via Google Forms using a purposive sampling technique. The data were analyzed using multiple linear regression with SPSS. The results indicate that workload has a positive and significant effect on cyberloafing, supporting the first hypothesis. Meanwhile, work engagement has no significant effect on cyberloafing, indicating that the second hypothesis is not supported. This study contributes empirical evidence to the literature on digital workplace behavior by examining workload and work engagement simultaneously among Generation Z employees in Lampung. Based on the findings, management is encouraged to regularly review workload distribution and assign tasks according to employees' capacities and responsibilities. Furthermore, management should create working conditions that support employee concentration by minimizing workplace distractions and establishing clear internet usage guidelines that distinguish work-related activities from personal interests.

Keywords: ***workload, work engagement, cyberloafing, Generation Z, human resource management.***

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INTRODUCTION .

Advances in digital technology have made the internet an integral part of people's daily lives, including the workplace. The internet facilitates access to information, communication, and the performance of work (Lim & Teo, 2022). However, this convenience also allows employees to use the internet for personal purposes during work hours.The Indonesian Internet Service Providers Association (APJII, 2026) reports that Indonesia's internet penetration rate reached 81.72%, up from 80.7% in 2025. Smartphone and other device usage accounted for 84.31% of internet access. In addition to work and education, the internet is also used for communication, entertainment, information searches, and online transactions. This situation indicates opportunities for non-work-related internet use during work hours.

This behavior is known as cyberloafing, which refers to the use of the internet for personal purposes unrelated to work during work hours (Nurtjahjanti et al., 2024). While this activity can impact productivity, it also has the potential to serve as a means of reducing work-related burnout (Uslu, 2025). This phenomenon is particularly relevant to study among Generation Z employees, as the internet penetration rate for this group reaches 89.02% (APJII, 2026). Malau and Muhammad (2022) also found that cyberloafing among Generation Z employees falls into the moderate category, involving activities such as accessing social media, chatting, and online shopping.

One factor believed to influence cyberloafing is workload. Sun et al. (2025) explain that workload is related to the volume of work, speed requirements, and time constraints for task completion. In addition, work engagement is also relevant because it describes employees' psychological involvement in their work (Schaufeli et al., 2006). Oosthuizen et al. (2018) found a negative relationship between work engagement and cyberloafing, indicating that employees' engagement in their work is associated with a tendency to engage in non-work-related internet activities.

However, previous research has yielded inconsistent results. Pangestuari et al. (2023) found that workload significantly influences cyberloafing, whereas Novianti and Roz (2023) found no direct effect. Sun et al. (2025) even demonstrated that the relationship between the two is curvilinear. Meanwhile, the study by Kurnia and Mardiawan (2023) examined employee engagement and cyberloafing among Generation Y and Z in Bandung but did not include workload as an independent variable. The differences in these results and research models highlight the need for further testing by incorporating both workload and work engagement into a single research model.

LITERATURE REVIEW

The Job Demands-Resources Theory (JD-R Theory) was developed by Demerouti et al. (2001) to explain the influence of job characteristics on employee well-being and

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behavior. This theory classifies job characteristics into two categories: job demands and job resources. Job demands require physical, cognitive, and emotional effort, while job resources support goal achievement and enhance work motivation (Bakker & Demerouti, 2017). The JD-R Theory explains two processes: the health impairment process and the motivational process.

Spector and Jex (1998) distinguish between quantitative workload—workload based on the volume of tasks and time constraints—and qualitative workload—workload based on the level of task difficulty. This measurement encompasses five indicators: demands for speed, demands for intensity, time constraints, volume of work, and tasks exceeding optimal completion capacity.

Cyberloafing is the behavior of employees using the internet for personal purposes unrelated to work during working hours (Nurtjahjanti et al., 2024). This behavior encompasses various digital activities, such as accessing entertainment, engaging in personal communication, conducting online transactions, and recreational activities.

METHODOLOGY

This study employs a quantitative approach using a survey method to examine the effects of workload and work engagement on cyberloafing among Generation Z employees in Lampung Province. The study sample consisted of 175 respondents selected using purposive sampling based on the following criteria: aged 18–29 years, currently employed (not freelancers), with more than six months of service, and using a cell phone or the internet during work hours. Data collection was conducted via an online questionnaire using Google Forms. Subsequently, the data were analyzed using multiple linear regression with the aid of SPSS to determine the effects of workload and work engagement on cyberloafing.

DISCUSSION

Validity Testing

Table 1. Validity Test Results

Variable	Point	R value	R table	Sig. (2-*tailed*)	Description
Workload (X_1)	X1.1	0,868	0,1484	<0,001	Valid
	X1.2	0,825		<0,001	Valid
	X1.3	0,739		<0,001	Valid
	X1.4	0,824		<0,001	Valid
	X1.5	0,826		<0,001	Valid
	X2.1	0,839	0,1484	<0,001	Valid

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Variable	Point	R value	R table	Sig. (2-*tailed*)	Description
Work engagement (X_2)	X2.2	0,863		<0,001	Valid
	X2.3	0,870		<0,001	Valid
	X2.4	0,845		<0,001	Valid
	X2.5	0,864		<0,001	Valid
	X2.6	0,880		<0,001	Valid
	X2.7	0,757		<0,001	Valid
	X2.8	0,605		<0,001	Valid
	X2.9	0,598		<0,001	Valid
Cyberloafing (Y)	Y1	0,704	0,1484	<0,001	Valid
	Y2	0,753		<0,001	Valid
	Y3	0,679		<0,001	Valid
	Y4	0,704		<0,001	Valid
	Y5	0,665		<0,001	Valid
	Y6	0,605		<0,001	Valid
	Y7	0,625		<0,001	Valid
	Y8	0,604		<0,001	Valid
	Y9	0,604		<0,001	Valid
	Y10	0,522		<0,001	Valid
	Y11	0,681		<0,001	Valid
	Y12	0,797		<0,001	Valid
	Y13	0,765		<0,001	Valid
	Y14	0,771		<0,001	Valid
	Y15	0,737		<0,001	Valid
	Y16	0,798		<0,001	Valid
	Y17	0,749		<0,001	Valid
	Y18	0,772		<0,001	Valid
	Y19	0,634		<0,001	Valid
	Y20	0,597		<0,001	Valid

Source: Data compiled by the researcher (2026)

Based on 175 respondents (df = 173), a table r value of 0.1484 was obtained. The test results showed that the correlation coefficients ranged from 0.739 to 0.868 for workload, 0.598 to 0.880 for work engagement, and 0.522 to 0.798 for cyberloafing, with all p-values < 0.001. Thus, all 34 items were deemed valid and suitable for use in further analysis.

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Validity Test Results

Table 2. Reliability Test Results

Variable	Cronbach's alpha	Limit	Description
Workload (X_1)	0,873	0,70	Reliable
Work engagement (X_2)	0,919	0,70	Reliable
Cyberloafing (Y)	0,942	0,70	Reliable

Source: Data compiled by the researcher (2026)

The Cronbach's alpha values were 0.873 for workload, 0.919 for work engagement, and 0.942 for cyberloafing. All three values exceeded the 0.70 threshold, indicating that all instruments met the reliability criteria. The internal consistency among items within each variable was deemed adequate to support further analysis..

Normality Test

Normality Test

Table 3.Test Results Normality

Test	Statistic	Sig.	Decision
Kolmogorov-Smirnov	0,051	0,200*	Normality

Source: Data compiled by the researcher (2026)

The results of the regression analysis show that workload has a coefficient of 0.167, while work engagement has a coefficient of 0.100. This indicates that both variables have a positive relationship with cyberloafing. The standardized beta value for workload (0.189) is greater than that for work engagement (0.091), indicating that workload makes a relatively larger contribution to explaining the variation in cyberloafing. Meanwhile, the constant of 2.146 represents the predicted value of cyberloafing when both independent variables are set to zero.

Results of the Multiple Linear Regression Analysis

Table 4. Results of the Multiple Linear Regression Analysis

Variable	B	*Std. Error*	beta	t	Sig.
Konstanta	2,146	0,347	-	6,178	<0,001
Workload (X_1)	0,167	0,074	0,189	2,251	0,026
Woree engagement ($X_{2)}$	0,100	0,092	0,091	1,085	0,279

Source: Data compiled by the researcher (2026)

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Based on Table 4, the regression equation obtained is:

$$Y = 2,146 + 0,167X_1 + 0,100X_2$$

The results of the regression analysis show that workload has a coefficient of 0.167, while job engagement has a coefficient of 0.100. This indicates that both variables have a positive relationship with cyberloafing. The standardized beta value for workload (0.189) is greater than the standardized beta value for work engagement (0.091), indicating that workload makes a relatively larger contribution to explaining the variation in cyberloafing. Meanwhile, the constant of 2.146 represents the predicted value of cyberloafing when both independent variables are set to zero.

Results of the t-Test

Table 5. Results of the t-Test

Variable	B	t-value	*P-Value*	Decision
Workload (X_1)	0,167	2,251	0,026	H_1 Supported by
Work engagement (X_2)	0,100	0,1085	0,279	H_2 not supported

Source: Data compiled by the researcher (2026)

The Effect of Workload on Cyberloafing

The results of the study indicate that workload has a positive and significant effect on cyberloafing among Generation Z employees in Lampung Province, with a regression coefficient of 0.167, a t-value of 2.251, and a significance level of 0.026 ($p < 0.05$). Thus, the first hypothesis is supported. These results indicate that the higher the workload perceived by employees, the greater their tendency to engage in cyberloafing. This finding can be explained by the Job Demands–Resources Theory (JD-R), which classifies workload as a job demand that requires energy, time, and effort to fulfill. High job demands have the potential to deplete an individual's resources, so using the internet for personal purposes can serve as a form of distraction. These findings align with those of Pangestuari et al. (2023), who found that workload has a positive and significant effect on cyberloafing. However, these findings differ from those of Novianti and Roz (2023), who did not find a significant direct effect of workload on cyberloafing. This discrepancy suggests that the relationship between the two variables may be influenced by respondent characteristics and the work environment context. Thus, workload is a

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relevant occupational factor in explaining cyberloafing tendencies among Generation Z employees in Lampung.

The Effect of Work Engagement on Cyberloafing

The results of the study indicate that work engagement does not have a significant effect on cyberloafing among Generation Z employees in Lampung Province. This is indicated by a regression coefficient of 0.100, a beta coefficient of 0.091, a t-value of 1.085, and a significance level of 0.279 ($p > 0.05$). Thus, the second hypothesis which states that work engagement has a negative and significant effect on cyberloafing is not supported. Although the regression coefficient indicates a positive direction, this result cannot be interpreted as a positive effect because it is not statistically significant. These findings indicate that work engagement has not been shown to have a direct effect on cyberloafing after workload is accounted for in the model. According to the Job Demands–Resources Theory (JD-R), work engagement is a positive motivational state characterized by vigor, dedication, and absorption (Schaufeli et al., 2006). Conceptually, these conditions are expected to encourage employees to focus more on their work and reduce non-work-related internet activity. However, the results of this study indicate that positive work engagement is not automatically associated with lower levels of cyberloafing. These findings differ from those of Khari and Sinha (2025), who found a negative effect of work engagement on cyberloafing, but are consistent with Ozimek et al. (2025), who found no significant support for a negative relationship between the two variables. These differing results suggest that the relationship between work engagement and cyberloafing may vary depending on respondent characteristics, work context, and other variables considered in the research model. Furthermore, cyberloafing encompasses a wide range of internet activities for personal purposes, so not all forms of this behavior can be explained solely by the level of an employee's engagement with their work. Therefore, the results of this study confirm that work engagement has not been proven to have a significant effect on cyberloafing among Generation Z employees in Lampung.

Coefficient of Determination Results

Table 6. Results of the Coefficient of Determination Test

Model	R	R Square	*Adjusted R Square*
1	0,246	0,061	0,050

Source: Data compiled by the researcher (2026)

The results of the coefficient of determination test showed an R-squared value of 0.061, which means that the variables workload and work engagement account for 6.1% of the

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variation in cyberloafing, while the remaining 93.9% is explained by other factors outside the research model. Meanwhile, the Adjusted R-Square value of 0.050 indicates that the model's ability to explain the variation in cyberloafing after adjusting for the number of predictors and sample size is 5%. Thus, the model's ability to explain the variation in cyberloafing is limited.

CONCLUSION

This study shows that workload has a positive and significant effect on cyberloafing, whereas work engagement does not have a significant effect on cyberloafing among Generation Z employees in Lampung. Based on these results, management is advised to evaluate and distribute workloads equitably, create a work environment that supports concentration, and establish clear guidelines for internet use. Future research is advised to consider other variables, such as work stress, self-control, internet usage norms, and organizational culture, as well as to develop measurements based on the dimensions of work engagement and forms of cyberloafing. This study has limitations, including the use of purposive sampling, a sample restricted to Generation Z employees in Lampung, data collection via an online questionnaire that relies on respondents' perceptions, and a cross-sectional design that cannot capture changes in variables over time. Furthermore, an R-squared value of 0.061 indicates that workload and work engagement account for only 6.1% of the variation in cyberloafing, while the remaining 93.9% is explained by factors outside the research model. Therefore, expanding the sample size, refining the variables, and employing a more diverse range of data collection methods are expected to strengthen the findings and enhance the generalizability of future research.

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