

## **The Influence of Job Stress, Job Boredom, and Technology Accessibility on Cyber-Loafing Behavior in Online Customer Service Employees**

**Sonya Sidjabat<sup>1\*</sup>, Sri Purwati<sup>2</sup>, Judianto Tjahjo Nugroho<sup>3</sup>, Irma M Nawangwulan<sup>4</sup>, Haris Karyadi<sup>5</sup>, Fatimah Malini Lubis<sup>6</sup>**

Institut Transportasi dan Logistik (ITL) Trisakti<sup>1</sup>, Sekolah Tinggi Ilmu Ekonomi Bisnis Indonesia<sup>2</sup>, STIE GICI<sup>3,5</sup>, Institut IPMI<sup>4</sup>, Politeknik LP3I Jakarta<sup>6</sup>

Correspondence Email: [sonyasidjabat@gmail.com](mailto:sonyasidjabat@gmail.com)\*

### **Abstract**

Online customer support agents need to use internet-based systems because their work requires digital technology which raises their risk of cyber-loafing. The study investigates how technology accessibility affects online customer service workers' cyber-loafing behavior through its interaction with job stress and job boredom. The research used an explanatory design with its quantitative method to investigate the topic. The researchers gathered data through a survey which selected 170 participants using purposive sampling. The researchers conducted multiple linear regression analysis after they had completed data verification and reliability assessment and classical assumption testing. The study results showed that job stress and job boredom together with technology accessibility created a relationship which had a strong impact on cyber-loafing behavior. People in digital workplaces access non-work internet content according to this study because their mental states and workplace conditions determine their online habits. The research establishes a theoretical framework which develops our understanding of employee behavior in digital workplace settings. The study results provide organizations with practical recommendations on how to maintain employee productivity through effective management of their workload and work design and technology implementation.

**Keywords:** job stress, job boredom, technology accessibility, cyber-loafing behavior.

### **INTRODUCTION**

Companies now use digital services as their primary method to establish customer service systems through online platforms. Online customer service employees work in an environment which maintains constant connectivity to internet technology and digital devices during their entire working day (Tawil et al., 2025). Employees at work create this situation because they use workplace internet access to visit websites which contain social media platforms and entertainment content and personal browsing. Cyber-loafing creates a big problem because it reduces employee productivity while damaging their ability to deliver services and concentrate on their work with customers (Karyono et al., 2024). Cyber-loafing leads to two negative outcomes because it makes employees at online services lose their ability to concentrate which results in customer dissatisfaction and harms organizational reputation.

Organizations need to comprehend how cyber-loafing behavior develops so they can effectively handle employee performance in the digital work environment (Nugraha et al., 2025).

Workers develop occupational stress when they face work pressure and handle customer demands while they interact with clients in digital work environments. Customer service employees must achieve specific response times while they manage multiple incoming calls and maintain their cheerful demeanor during difficult situations (Susilowati et al., 2025). Employees who experience excessive work stress will search for temporary relief by engaging in non-work activities on the internet. Employees use cyber-loafing as a method to cope with their emotional stress (Zakaria et al., 2025). Employees who experience job boredom will use the internet for personal purposes as their preferred way to find activities. Employees use cyber-loafing as their response to boredom (Riyanti et al., 2025). The minor activity becomes a major work disruption because it decreases focus and lowers service quality when it is not controlled. Employees in digital work environments use job boredom as a reason to engage in cyber-loafing activities (Akbar et al., 2023). People can obtain digital devices and internet access and online software programs during work hours because of technological accessibility (Metris et al., 2024). The online customer service employees require access to advanced technological equipment for their work performance (Lubis et al., 2019). Workers can access technology resources at any time which allows them to use those resources for their personal activities outside of work (Ibrahim et al., 2025). Organizations that lack control over their technological accessibility systems face increased risk of computer system outages. Employees who have simple access to internet and digital devices will spend more work time on activities that do not relate to their job duties (Wibowo et al., 2023; Rony et al., 2020).

The study investigates the effects of work-related stress and job-related boredom and available technology resources on the online customer service staff members who engage in cyber-loafing. The study aims to improve digital human resource management knowledge about the connection between psychological factors and situational elements with their impact on online work performance. The research establishes a new framework which combines three different elements to explain why employees engage in cyber-loafing behavior. The research findings will help organizations create better digital employee management systems because they will develop strategies for handling employee workloads and increasing their work responsibilities and controlling their usage of technology. Organizations need to establish productive work processes which enable employees to create a sustainable digital work atmosphere.

## METHOD

The research employed quantitative research methods to study how job stress and job boredom and technological access together impacted cyber-loafing behavior of online customer service representatives. The research team gathered their study data by conducting a survey which used a structured questionnaire that included a five-point Likert scale to customer service employees who worked at digital-based companies throughout Indonesia. The researchers used purposive sampling to select respondents who met specific criteria, including working as an online customer service for at least one year and using a computer or digital device for work and maintaining internet access during work hours and participating in customer service through digital platforms. The study included 170 participants who took part in research activities. The researchers conducted instrument quality testing through validity testing which used item-total correlation to identify valid items that exceeded 0.30 and achieved statistical significance at 0.05. The research team first

applied classical assumption tests to analyze data which included normality assessment and multicollinearity assessment and heteroscedasticity assessment to confirm the validity of their regression analysis model. The researchers employed multiple linear regression analysis to investigate how independent variables impacted cyberloafing behavior through their individual impacts and their collective impacts.

## RESULT AND DISCUSSION

The multiple linear regression analysis results showed that the research model achieved simultaneous testing through its F-test which reached a significance level of 0.000. The study found that job stress and job boredom together with technology accessibility, have a substantial impact on cyber-loafing behavior of online customer service employees. The research model three independent variables explain 67% of the cyber-loafing behavior variation, according to the coefficient of determination ( $R^2$ ) which shows 0.67. The t-test results showed that all independent variables at the 95% confidence level reached positive and significant effects, which led to the acceptance of all research hypotheses.

The analysis showed that workplace stress caused online customer service staff members to engage in more cyber-loafing activities. Workers search for mental breaks through non-work-related online activities because they have to handle excessive work demands. Online customer service employees must provide instant support to customers while they work to achieve their performance targets. The current environment creates situations that result in both mental and physical exhaustion. Employees turn to cyber-loafing as a way to achieve temporary relief from their work-related stress. The behavior becomes problematic when workers start to perform it without restraint because it diminishes their ability to concentrate on work and decreases their productivity. The research shows that work-related stress functions as a psychological factor which leads employees to practice cyber-loafing throughout their virtual work activities.

The research findings show that online customer service workers experience higher cyber-loafing behavior when they become bored with their jobs. Employees experience workday boredom because they need to perform identical tasks throughout their entire shift. Employees use internet activities to find new things because they feel bored at work which makes them browse social media and read content that is not related to their jobs. The people who use cyber-loafing as a way to escape their work responsibilities. The behavior provides short-term pleasure yet people lose their ability to concentrate on work tasks when they fail to manage their time. The emotional driver that explains why people waste their work time through cyber-loafing activities.

The study's findings show that technological accessibility leads to more cyber-loafing among online customer service workers. Employees use their internet connection and digital devices to access technology for purposes that do not involve their work. Employees who work online experience continuous internet access which enables them to use technology for both professional and personal tasks. Employees of organizations that lack proper management systems can obtain access to technology which leads to their increased cyberloafing activities. The digital workplace sees technology accessibility become a situational element which strengthens this specific behavior.

## CONCLUSION

The study proves that online customer service employees spend their work time on non-work activities because three separate elements together with job-related stress and job-

related boredom and their ability to use technology create a specific work environment. The internet serves as a stress relief tool for employees who face intense work pressure because they use it during their free time. Employees who perform the same work duties throughout the day will experience work boredom which will lead them to use cyber-loafing as their method to find different activities. Employees use advanced virtual work technologies to access multiple online systems during office hours which leads to increased cyber-loafing activities. The three elements serve as fundamental factors which determine how people use the internet for non-work purposes within digital work environments. Companies should implement better strategies to distribute workloads between employees which will help them manage their stress levels according to the specific needs of their work environment through the establishment of feasible service objectives and the provision of mental health resources. Organizations use task rotation systems to reduce job boredom because these systems let employees learn new tasks while gaining valuable work experience. Organizations need to establish their technology accessibility management through two methods which include developing specific internet usage rules and providing employees with technology use ethical training for their work environment.

## REFERENCES

- Tawil, M. R., Hendratni, T. W., Hamdany, M. A., Salim, B. S., Akhirianto, P. M., & Dorothy, N. A. (2025). The Influence of Change Management, IT Infrastructure Capability, and Knowledge Management on Digital Transformation Success in Healthcare Units. *Journal of Information System, Technology and Engineering*, 3(4), 570-574.
- Karyono, K., Violin, V., Osman, I., Gusti Rao, D., & Apramilda, R. (2024). Analysis of the interrelationship of human resource performance, digital service quality, perceived of service value and customer loyalty. *Int. J. Eng. Sci. Inform. Technol*, 4(3), 66-71.
- Nugraha, J. P., Nurdiani, T. W., Abubakar, F., Kamaluddin, S., Suntoro, B., & Violin, V. (2025). Analysis Of the Effect of Work Process Digitalization, Employee Experience, and Ethical Leadership on Employee Performance in Technology Start-Up Companies. *Journal of Information System, Technology and Engineering*, 3(2), 433-438.
- Susilowati, T., Mustafa, F., Hendratni, T. W., Santosa, M. H., Nugraha, J. P., & Windreis, C. (2025). Pelatihan dan penguatan literasi digital untuk meningkatkan kapasitas UMKM menuju pasar internasional: Pengabdian. *Jurnal Pengabdian Masyarakat dan Riset Pendidikan*, 4(1), 2554-2558.
- Zakaria, M., Ismail, A., Hendratni, T. W., Putrianti, F. G., Soeprapto, A., & Lubis, F. M. (2025). ANALISIS PENGARUH SELF-LEADERSHIP, WORKPLACE WELL BEING DAN PENGEMBANGAN KARIR TERHADAP EMPLOYEE ENGAGEMENT PADA INDUSTRI JASA. *JURNAL LENTERA BISNIS*, 14(2), 1953-1962.
- Riyanti, A., Ismunandar, A., Pramono, S. A., Hendratni, T. W., Syafrullah, H., & Arsyad, M. (2025). Analysis Of The Effect Of Perceived Usefulness, Trust And Digital Capability On Technology Adoption In The Learning Process: Penelitian. *Jurnal Pengabdian Masyarakat dan Riset Pendidikan*, 4(1), 6727-6732.
- Akbar, A., Haeruddin, M., Mustafa, F., Mustafa, R., Aswar, N. F., Aslam, A. P., ... & SD, W. N. (2023). Pelatihan dan pengembangan SDM dalam perpektif ilmu manajemen: Sebuah studi literatur. *Southeast Asia Journal of Business, Accounting, and Entrepreneurship (SAINS)*, 1(1), 1-7.
- Metris, D., Kraugusteeliana, K., Amory, J. D. S., Mustafa, F., & Risdwiyanto, A. (2024). The influence of community support on the sustainability of MSMEs in the digital era. *Jurnal Terobosan Peduli Masyarakat (TIRAKAT)*, 1(1), 21-29.

- Ibrahim, M. M., Shabrina, F., Marnilin, F., Hendratni, T. W., Apramilda, R., & Nugroho, J. T. (2025). The Influence of Digital Literacy, Peer Influence, and Security Training Effectiveness on Cybersecurity Behavior in the Banking and Finance Industry. *Journal of Information System, Technology and Engineering*, 3(4), 575-579.
- Wibowo, T. S., Suhendi, D., Suwandana, I. M. A., Nurdiani, T. W., & Lubis, F. M. (2023). The Role Of Transformational Leadership And Organizational Culture In Increasing Employee Commitment. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 7(2).
- Rony, Z. T., Lubis, F. M., Santoso, B., & Rizkyta, A. (2020). The relevance of political skills for leaders and managers in the industrial revolution 4.0: A case study of the Indonesian private television industry. *International Journal of Innovation, Creativity and Change*, 12(1), 447-465.
- Lubis, F. M. (2019). Digital leadership in managing work motivation of millennial employees. *Asia Proceedings of Social Sciences*, 4(2), 108-110.
- Rony, Z., Yasin, M., Lubis, F., & Syarief, F. (2020). The role of active constructive feedback in building employee performance (Case study at a private construction company in Indonesia 2018-2019). *International Journal of Psychosocial Rehabilitation*, 24(08), 9350-9359.