

## Determination of Role Conflict and Role Ambiguity on Burnout with Cyberloafing as a Moderating Variable: Study on Generation Z Workers in Kediri Regency

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### ARTICLE INFO

DOI: [10.32832/jm-uika.v16i1.18090](https://doi.org/10.32832/jm-uika.v16i1.18090)

Article history:

Received:

31 Oktober 2024

Accepted:

03 Januari 2025

Available online:

05 Februari 2025

Keywords:

Role Conflict, Role Ambiguity, Burnout, Cyberloafing

### ABSTRACT

*Burnout is a factor that can diminish employees' effectiveness in performing their tasks. This research intends to investigate the influence of role conflict and role ambiguity on burnout, with cyberloafing as a moderating variable. The research employs a quantitative method using purposive sampling. The population consists of Generation Z employees in Kediri Regency, aged 18 to 27 years. Data were collected through a survey completed by 100 Generation Z workers. Data analysis was conducted using smartPLS4.0. The results of this research indicate a significant and positive relationship between role conflict and burnout, while role ambiguity does not have a significant effect on burnout. Cyberloafing has a significant moderating effect on the relationship between role conflict and role ambiguity on burnout. Therefore, it is recommended that companies clarify job roles, improve communication, and implement flexible cyberloafing policies to address role conflict, role ambiguity, burnout, and cyberloafing among Generation Z employees. Additionally, it is important to provide stress management training and create a supportive work environment. Employees are also encouraged to be proactive in communicating their needs and enhancing their skills. Future research should involve a larger sample size and additional variables for more comprehensive results.*

## 1. INTRODUCTION

In the swiftly changing digital age, the world of work is undergoing significant transformations, bringing new challenges to human resource management, particularly with the entry of Generation Z (born between 1997-2012) into the workforce. As "digital natives," Generation Z introduces unique characteristics and expectations that often conflict with conventional management practices, posing distinct challenges for organizations. This phenomenon is evident in Kediri Regency, East Java, which recorded an economic growth of slightly more than five percent in two thousand twenty-three, driven by investment in the manufacturing, agriculture, and service sectors (BPS-Statistics of Kediri Regency). This growth has attracted a younger workforce, as revealed by a 2024 survey conducted by the Kediri chamber of commerce, which showed that thirty-five percent of new employees were from generation Z. Furthermore, nearly two-thirds of these young employees expressed a preference for flexible work arrangements and digital communication tools. However, the integration of this new generation has not always been smooth, as many organizations in the region still rely on traditional management practices, potentially leading to role conflict and ambiguity for Generation Z employees (Assa, 2022).

Role conflict is a condition where the bureaucratic control mechanisms within an organization do not align with norms, rules, ethics, and professional autonomy (Fadila et al., 2022). This misalignment occurs when employees face demands that are inconsistent with their job roles, leading to stress and negatively affecting their performance. In Kediri regency, where many organizations still rely on traditional management practices, Generation Z employees often encounter role conflict. Their preference for collaborative and flexible work environment often clash with the hierarchical structures prevalent in many local companies. Additionally, the expectation to stay digitally connected may conflict with company policies that limit gadget use during working hours. These conflicts can trigger stress, reduce performance, and ultimately contribute to burnout. A survey conducted by the Kediri chamber of commerce in 2024 found that forty five percent of gen Z employees reported experiencing stress due to conflicting job demands and expectations. Furthermore, a study by Kediri Regency government in 2023 highlighted that one-third of young workers felt their innovative ideas were often disregarded by their supervisors, leading to frustration and decreased job satisfaction. This frustration and dissatisfaction can escalate into burnout, as research indicates that burnout is driven not only by role conflict but also by role ambiguity (G. Wu et al., 2019). Research conducted by (Attiq & Filatrovi, 2022) suggest a positive correlation between role conflict and burnout. However, research by (Shoalihin et al., 2023) concluded that role conflict exerts a negative influence on burnout.

On the other hand, role ambiguity pertains to the confusion workers face concerning about occupational tasks, expectations, and performance evaluation. Role ambiguity often leads to burnout due to job dissatisfaction (Alblihed & Alzghaibi, 2022), as it challenges individuals' competencies in completing tasks. As newcomers to the workforce, Generation Z employees in Kediri regency may not fully understand the expectations and responsibilities attached to their roles, especially in the absence of clear guidelines or direction from supervisors. Additionally,

the rapid evolution of technology and business practices can quickly render job descriptions outdated, causing discrepancies between their initial understanding and the actual roles they must perform. This situation becomes more complex if companies fail to regularly update work standards or provide continuous training. Intergenerational communication differences further complicate the matter, while Generation Z prefers quick, informal communication via digital platforms, older colleagues or supervisors may prioritize formal communication styles. Such differences can lead to miscommunication, making it harder to convey tasks and responsibilities effectively, thus increasing confusion and the risk of errors. When employees struggle to complete assigned tasks, it often results in workplace burnout. In Kediri regency, a survey by the local labor office in two thousand twenty-four revealed that two out of every five of Generation Z employees reported feeling unclear about their job roles, which has been linked to increased level of stress and burnout. Research by (Mwakyusa & Mcharo, 2024) reveals that role ambiguity significantly contributes to employees' burnout. Conversely, according to (Anisykurlillah & Istiqomah, 2021) stated that no significant effect of role ambiguity on burnout.

Burnout is a psychological condition triggered by high levels of pressure and demands at work, especially when individuals are responsible for addressing the needs of many people (Kabdiyono et al., 2024). This condition goes beyond ordinary work-related stress, encompassing more profound manifestations, encompassing emotional fatigue, a sense of detachment from others, and a reduced feeling of personal achievement. Generation Z employee in Kediri regency experiencing burnout often feel that their efforts are meaningless, leading to decreased motivation and engagement. Research shows that burnout among employees is significantly influenced by role conflict and role ambiguity, both of which can hinder work effectiveness (Pratiwi et al., 2019). These factors not only exacerbate psychological strain but also disrupt employees' ability to perform their tasks efficiently in the workplace. In response to these challenges, some employees particularly those from Generation Z in Kediri Regency resort to cyberloafing as a coping mechanism to escape the overwhelming demands of their roles.

The phenomenon of cyberloafing defined as employees using the internet for personal activities during their working hours (Sofyanty & Supriyadi, 2021), has gained attention in recent years due to its potential as a coping mechanism for workplace stress, though it may also exacerbate that stress. Cyberloafing has the potential to mitigate the consequences of role conflict and role ambiguity on employee burnout. This can occur either by offering temporary relief from stress or by diverting employees' attention from their responsibilities. However, it is important to note that this behavior can also worsen role conflict and ambiguity, which, in turn, may intensify burnout and job dissatisfaction. Such findings underscore the need for a balanced perspective on cyberloafing within the organizational context. In Kediri regency, a survey conducted by the local labor office in 2024 found that one in four of generation Z employees admitted to engaging in cyberloafing as way to cope with job related stress. These findings underscore to need balanced perspective on cyberloafing within the organizational context recognizing both its potential benefits and drawbacks. Research by (Andel et al., 2019) and (Sutarmin et al., 2022)

highlights the role of cyberloafing in alleviating the negative impact of workplace stress, thus positively reducing burnout. whereas studies by (Pindek et al., 2018) emphasize its potential to aggravate feelings of role conflict and ambiguity on burnout.

Based on the explanation above, this study seeks to including Cyberloafing as an intermediary factor between role conflict, role ambiguity, and burnout this research presents a new perspective. This approach differentiates itself from earlier research, which predominantly concentrated on the direct impact of role conflict and role ambiguity on burnout. Therefore, the objective of this research are to: analyzing the influence of role conflict on burnout; analyzing the influence of role ambiguity on burnout among Generation Z in Kediri Regency; analyzing the role of cyberloafing as a mediator between role conflict and burnout among Generation Z in Kediri Regency; analyzing the role of cyberloafing as a mediator between role ambiguity and burnout among Generation Z in Kediri Regency.

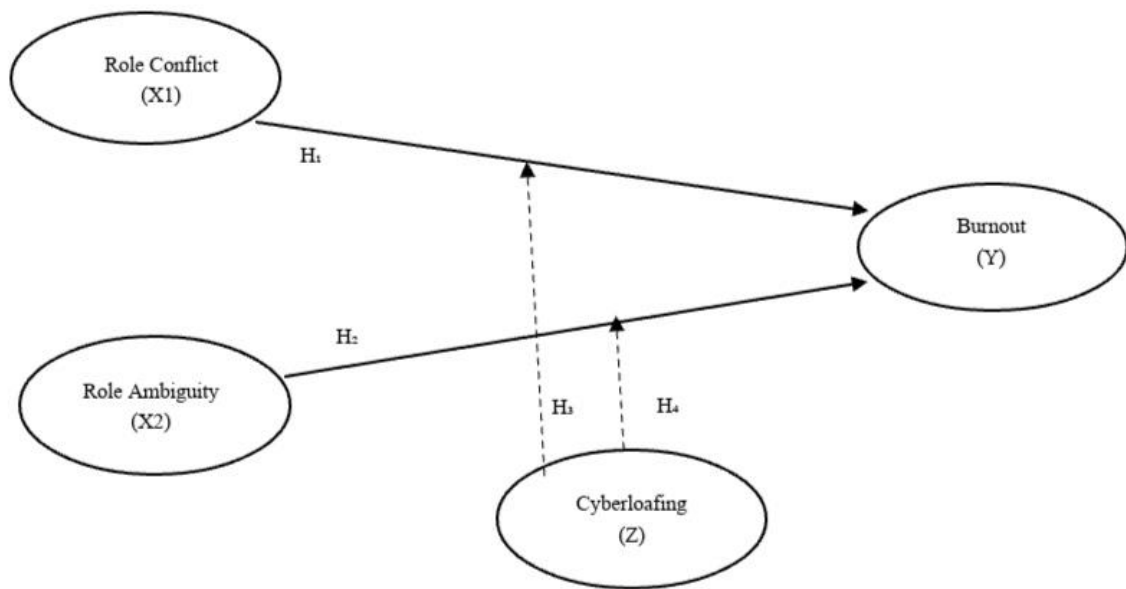
**The Relationship between Role Conflict and Burnout.** Role conflict can significantly influence an individual's burnout. This suggest that role conflict in the workplace has a significant impact on burnout (Nirmalasari & Minai, 2023). Research indicates that role conflict positively and significantly affects burnout (Dyantari & Simarmata, 2024; Syamsu et al., 2019). Burnout, in turn, affects an individual's intention to quit their job. The combination of role conflict and burnout creates an unhealthy work environment and reduces overall employee productivity. H1: role conflict has a positive and significant effect on burnout

**The Relationship Between Role Ambiguity And Burnout.** Role ambiguity occurs when an individual lacks clarity regarding the roles they are expected to perform according to their responsibilities (Wikan Carito & Riza Bahtiar, 2022). This condition, known as role ambiguity, is closely linked to burnout or work exhaustion. Research indicates that role ambiguity can significantly trigger burnout. For instance, found that a lack of clarity in roles negatively and significantly contributes to increased burnout levels (Choirunnisak & Kurniawan, 2020). Conversely, another study suggests that role ambiguity can have a positive impact on burnout, indicating that the relationship between the two can be contextual and dependent on specific situations or conditions (Ramansyah et al., 2023). H2: Role ambiguity exerts a positive and significant effect on burnout

**The Relationship Between Role conflict and Burnout with Cyberloafing as a Mediator.** Research conducted indicates that role conflict can trigger stress among employees (Hardiani, 2021). This conflict arises when an employee faces conflicting demands or expectations in their work, resulting in emotional and psychological pressure. This condition has the potential to develop into burnout, which refers to physical and mental exhaustion due to excessive workloads. In a state of burnout, employees are likely to seek escapism to alleviate their stress. One such form of escapism is cyberloafing, which involves using the internet at work for personal purposes unrelated to job tasks, such as browsing social media or accessing entertainment content during working hours (Astuti et al., 2023). H3: Role conflict positively and significantly affects burnout, with cyberloafing serving as a moderating factor

### The Relationship Between Role Ambiguity and Burnout with Cyberloafing as a Mediator.

An investigation examines the correlation between role ambiguity and burnout found that high levels of role ambiguity significantly contribute to increased burnout among workers (T. Y. Wu et al., 2019). Additionally, cyberloafing behavior can serve as a moderating factor in this relationship, as employees' engagement in cyberloafing may mitigate the negative effects of role ambiguity on burnout levels (Soral et al., 2020). This suggests that while role ambiguity can lead to stress and exhaustion, allowing employees some leeway to engage in personal internet use during work hours could help alleviate some of that burden, thus promoting better mental health. H4: Role ambiguity positively and significantly affects burnout, with cyberloafing serving as a moderating factor.



**Figure 1. Conceptual Framework**

*Source: Result of Research (2024)*

## RESEARCH METHODS

The research reported in this journal employs a quantitative approach, where data is analyzed in numerical form and interpreted to provide insights into the studied phenomenon (Sastypratiwi & Nyoto, 2020). The subject of the study are Generation Z employee residing in Kediri Regency. The respondents are Generation Z employees in the Kediri Regency. The study's sample comprises 100 employee between 18 and 27 years who are actively employed in the region. Respondents were chosen based on specific criteria aligned with research objectives, ensuring they possess knowledge of role conflict, role ambiguity and burnout. This approach aims to guarantee that the questionnaire responses are both accurate and contextually relevant. The sampling process utilizes the purposive sampling technique, which entail

selecting samples based on predetermined criteria to ensure their alignment with the established standards (Sugiyono, 2019).

The data for this study was collected through questionnaires distributed via Google Forms. Data gathered through the questionnaire were subsequently analyzed using descriptive and inferential statistical methods, with the aid of statistical software such as SmartPLS 4.0. The results of this analysis were interpreted in depth to answer the research questions and test the formulated hypotheses, aiming to gain a deeper understanding of the relationships among the studied variables. The questionnaire comprises 19 meticulously crafted questions, including 5 questions on role conflict adopted from (Triyono & Prayitno, 2017), 4 questions on role ambiguity from (Triyono & Prayitno, 2017), 5 questions on burnout adopted from (Maulidah et al., 2022), and 5 questions on cyberloafing adopted from (Al Utsmani & Sukarno, 2022)

## 2. RESULTS & DISCUSSION

In this section, the results findings will be presented through descriptive statistical analysis regarding the demographic characteristics of the respondents that from the research sample, as in Table 1 below:

**Table 1: Demographic Characteristics of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	61	61%
Female	39	39%
<b>Age</b>	<b>Frequency</b>	<b>Percentage (%)</b>
18-20	18	18%
21-24	43	43%
25-27	39	39%
<b>Education</b>	<b>Frequency</b>	<b>Percentage (%)</b>
High School	24	24%
Diploma	5	5%
Bachelor's Degree	71	71%
<b>Work Experience</b>	<b>Frequency</b>	<b>Percentage (%)</b>
1-2 years	35	35%
3-4 years	37	37%
>4 years	28	28%

Source: Result of Research (2024)

Based on **Table 1**, this study is dominated by male respondents, accounting for 61%, while female respondents comprise only 39%. This indicates that males have a larger proportion compared to females. The age group of 21-24 years represents the most prevalent cohort (43%), signifying a substantial proportion of young individuals within the study population. A significant majority of participants (71%) possess a bachelor's degree as their highest educational attainment, indicate of a relative high level of academic achievement. Regarding professional

experience, the majority of participants (37%) has accumulated 3-4 years of work experience, follow by those with 1-2 years of experience (35%). This observation suggest that majority of participants possess relevant professional expertise.

Model testing in this study employed a variance-based or component-based approach utilizing the Partial Least Square (PLS) method, facilitated Smart Partial Least Square version 4.1.0.6. This approach as chosen due to its suitability for handling complex models with smaller sample sizes. The model in such contexts, are presented in detailed as follows:

**Table 2. Validity Test Result**

Variable	Average	Information
Role Conflict	0,764	Valid
Role Ambiguity	0,830	Valid
Burnout	0,871	Valid
Cyberloafing	0,842	Valid

Source: Research Result using SmartPLS 4 (2024)

Confirmatory factor analysis revealed that all indicators for the latent variables of role ambiguity and role conflict exhibited factor loadings exceeding the threshold of 0.7. This indicates strong convergent validity for both constructs. Similarly, the mediator variable, cyberloafing, as measured by six indicators, also met the criteria for convergent validity. These results affirm that all latent variables in the research model were measured reliably and validly.

**Table 3. Discriminant Validity Test Results**

	Burnout	Cyberloafing	Role Ambiguity	Role Conflict
Burnout				
Cyberloafing	0,895			
Role Ambiguity	0,708	0,772		
Role Conflict	0,829	0,807	0,897	

Source: Research Result using SmartPLS 4 (2024)

To ascertain that each latent variable concept distinctly differs from others, an evaluation of discriminant validity was performed. The most contemporary and effective approach for this assessment is the analysis of the Heterotrait-Monotrait Ratio (HTMT). A construct is deemed to possess satisfactory discriminant validity if its HTMT value is below 0.90. According to the results obtained from the discriminant validity assessment utilizing the HTMT method, the correlation between the burnout variable and Cyberloafing was found to be 0.895. Furthermore, the relationship between the role ambiguity and burnout was quantified at 0.708, while the association between role conflict and burnout reached 0.829. Conversely, the correlation between role ambiguity and Cyberloafing was recorded at 0.772, with both values remaining below the 0.90 threshold. The relationship between role conflict and Cyberloafing exhibited a value of

0.807, and the correlation between role conflict and role ambiguity was 0.897, both also below 0.90. Collectively, these findings substantiate the validity of the analysis conducted.

**Table 4. Composite Reliability**

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Burnout	0,920	0,922	0,940	0,759
Cyberlofing	0,897	0,900	0,925	0,712
Role Ambiguity	0,850	0,859	0,900	0,694
Role Conflict	0,823	0,825	0,876	0,585

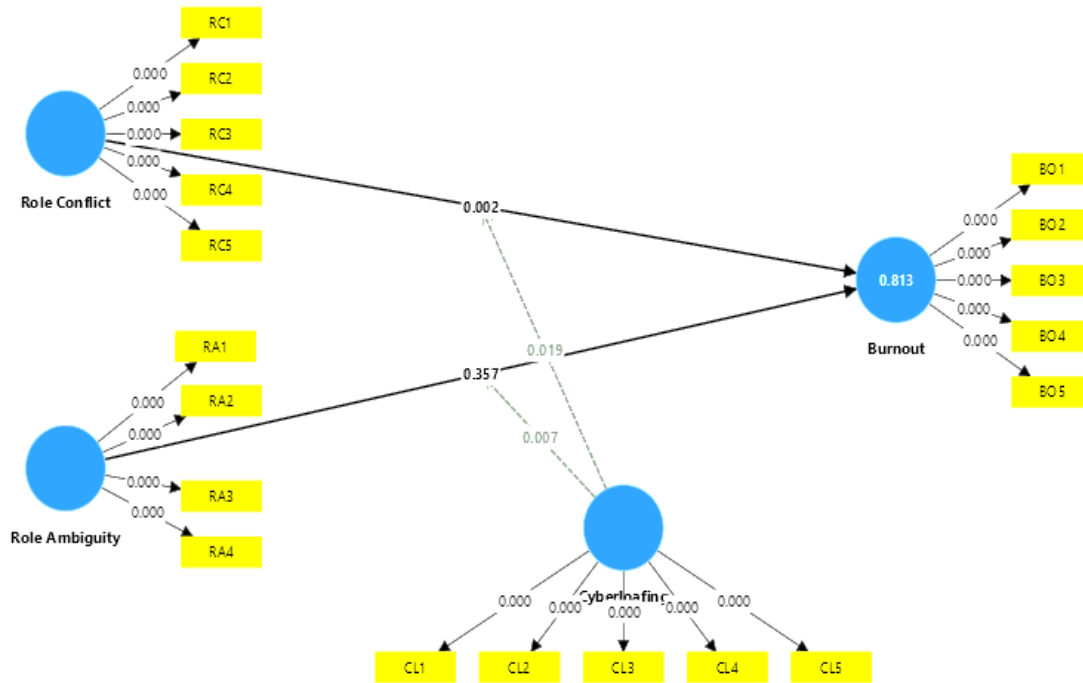
Source: Research Result using SmartPLS 4 (2024)

A variable is deemed reliable when it achieves Cronbach's Alpha and Composite Reliability scores exceeding the threshold of 0.7. In light of the analysis presented, all variables in this study are regarded as reliable, as they satisfy this criterion, with both Cronbach's Alpha and composite reliability values surpassing 0.7. Consequently, it would be inappropriate to assert that the instruments employed in this research are both valid and reliable. This reliability enhances the robustness of the findings and allows for more comprehensive subsequent analyses.

**Hypothesis Testing.** In this hypothesis testing phase, the primary focus is to analyze the significant effect between the independent and dependent variables. The testing is conducted by examining the path coefficients that indicate the parameter values and the significance of the t-statistics. This significance value is crucial in determining whether the testing results are valid and whether the proposed hypotheses can be accepted or rejected. If the significance value is less than the established threshold (e.g., 0.05), it can be concluded that a significant effect exists. The table below provides the estimation result for testing the structural model, including the path coefficients and relevant significance values.

Presented below is the model diagram derived from the bootstrapping test conducted using SmartPLS software:





**Figure 2. Bootstrapping Model**

Source: Research Result using SmartPLS 4 (2024)

The t-statistics value, obtained from the SmartPLS software and reflected in the path coefficient, are systematically presented in the table below for further analysis:

**Table 5. Hypothesis Significant Test**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Descriptions
Role Conflict -> Burnout	0.242	0.238	0.083	2.916	0.002	Supported
Role Ambiguity -> Burnout	-0.035	-0.031	0.093	0.367	0.357	Not Supported
Cyberloafing X Role Conflict -> Burnout	-0.183	-0.181	0.089	2.069	0.019	Supported
Cyberloafing X Role Ambiguity -> Burnout	0.233	0.234	0.094	2.447	0.007	Supported

Source: Research Result using SmartPLS 4 (2024)

**The Influence of Role Conflict on Burnout.** The results of the second hypothesis state that it is accepted. The consequence of role ambiguity is obtained from a path coefficient of 0.242, with a p-value of 0.002 and a t-statistic of 2.916 > 1.96. Therefore, it can be concluded that role ambiguity affects burnout among Generation Z employees in Kediri Regency, leading to the accepted of the second hypothesis (H2) in this study. It can be interpreted that role conflict has a significant and positive impact on burnout among Generation Z employees working in Kediri

Regency As role conflict increases, so does the level of burnout. Many Generation Z workers in Kediri face difficulties in understanding the expectations and responsibilities of their jobs, often being assigned tasks that do not align with clearly defined roles or having to juggle multiple roles within the same position without sufficient guidance, leading to confusion and pressure. This phenomenon aligns with Role Theory (Rahman et al., 2023), which suggests that misalignment between expected roles in an organization can create tension and stress. Role conflict significantly contributes to burnout, as employees experience stress and anxiety due to unclear expectations (Alyamy & Sau Cheong, 2020). Generation Z employees, typically in the early stages of their careers, are particularly vulnerable to the negative consequences of such tensions. Sijabat & Hermawati (2021) emphasize that excessive workload, especially when combined with role conflict, exacerbates the risk of burnout. In Kediri Regency, Generation Z employees frequently face an increasing workload without a clear understanding of their roles, which in turn elevates both physical and psychological stress. Furthermore (Prabowo & Nurhayati, 2023) argue that prolonged role conflict results in ongoing stress, negatively affecting both job performance and mental health. This is highly relevant in Kediri, where Generation Z workers are experiencing adverse effects due to their inability to manage role conflict, ultimately leading to burnout. The outcomes of this study provide evidence in support of the hypothesis that role conflict significantly impacts burnout among Generation Z employees in Kediri Regency, as also evidenced by (Christy & Heryjanto, 2021; Firstly & Samsudin, 2023; Kusuma, 2018). Therefore, it is crucial for organizations in Kediri to address factors contributing to role conflict and take steps to mitigate its negative impact.

**The Influence of Role Ambiguity on Burnout.** Based on the results of the path analysis calculation, the original sample value obtained is  $-0.035$ , with a t-statistic value of  $0.367 > 1.96$  and a significance value of  $0.357$ . This indicates that role ambiguity not supported influences burnout among Generation Z employees working in Kediri Regency. Consequently, since the obtained p-value is  $> 0.05$ , the hypothesis is rejected. The data analysis indicates that the significance value of the role ambiguity variable is greater than  $0.05$ , suggesting no significant relationship between role ambiguity and job burnout. Consequently, the hypothesis is rejected, as the results demonstrate that role ambiguity does not directly contribute to emotional exhaustion (burnout) among employees. In the context of Generation Z workers in Kediri Regency, the primary challenges they face are more closely related to high performance expectations, work-life imbalance, and the demands of adapting to new workplace technologies. This generation, known for its technological proficiency and ambitious career aspirations, often finds that workplace environments do not meet their expectations. Moreover, intergenerational conflicts with senior colleagues, stemming from differences in communication styles and work approaches, frequently create friction within teams. Generation Z employees also tend to expect structured guidance and support from supervisors, and when these expectations are unmet, frustration may arise, leading to decreased motivation. Nevertheless, they exhibit strong adaptive strategies, such as utilizing technology to manage tasks, independently seeking additional information, and providing mutual support within workgroups. These findings align with prior research by (Sagita, 2023) & Utami & Jalil (2021), which also concluded that role ambiguity

does not have a significant impact on burnout. Thus, it can be inferred that role ambiguity is not a primary factor contributing to burnout among Generation Z workers in Kediri Regency.

**The Influence of Cyberloafing on the Relationship between Role Conflict and Burnout.**

This is evidenced by a path coefficient of (-0.183), a P-value of 0.019, and a t-statistic of 2.069 > 1.96. based on this study confirm that cyberloafing moderates the effect of role conflict on burnout among Generation Z employees in Kediri Regency, thereby leading to the acceptance of the third hypothesis in this research. The findings of this study indicate that cyberloafing has significantly moderate the effect of role conflict on burnout among Generation Z in Kediri Regency, which includes respondents aged 18-27 years. This finding aligns with the research by (Oktavia, 2023) and (Husna et al., 2022), which highlights how cyberloafing can impact the relationship between role conflict and burnout. Each organization operates within a unique work environment, with specific factors influencing the relationship between role conflict, cyberloafing, and burnout. For Generation Z employees in Kediri Regency, aspects such as digital literacy, work-life balance, and the prevalence of remote work significantly affect burnout levels. Consequently, the result of this research provide important perspectives on the internal dynamics of organizations in Kediri Regency and the elements that impact employee well-being within this context

**The Role of Cyberloafing in Moderating the Relationship between Role Ambiguity and Burnout.**

The fourth hypothesis of this study states that cyberloafing moderates the influence of role ambiguity on burnout. This is evidenced by a path coefficient of 0.233, a p-value of  $0.007 < 0.05$ , and a t-statistic of  $2.447 > 1.96$ . Thus, since the obtained p-value is  $< 0.05$ , the hypothesis is accepted, concluding that cyberloafing significantly moderates the impact of role ambiguity on burnout behavior among Generation Z employees in Kediri Regency. This suggests that the cyberloafing variable contributes to burnout through role ambiguity. These finding align with the research carried out by (Astuti et al., 2024; Jamaluddin et al., 2023). By contributing through cyberloafing, employees can exacerbate emotional exhaustion, reduce engagement, and increase the overall level of burnout. This can impact the overall well-being of the employees and reduce their productivity. Therefore, cyberloafing, mediated by role ambiguity, can worsen the negative effects on employee well-being. Building on the test results above, this study offers a more comprehensive understanding of the critical importance of clear role management and organizational support in mitigating the negative effects of cyberloafing, especially among Generation Z employees in Kediri Regency.

### 3. CONCLUSION & SUGGESTION

Building on the research findings, it is evident that role conflict has a significant and positive impact on burnout among Generation Z employees in Kediri Regency. The misalignment of role expectations and unclear tasks emerge as primary determinants of psychological pressure and stress, aligning with Role Theory. Generation Z, who are generally in the early stages of

their careers, are particularly susceptible to these adverse effects, which are further exacerbated by heavy workloads and insufficient guidance. In contrast, role ambiguity does not exhibit a substantial relationship with burnout. This generation, known for their technological adaptability and ambitious nature, is more influenced by high performance demands, work-life imbalance, and intergenerational conflicts than by unclear roles. These findings suggest that while role conflict significantly contributes to burnout, role ambiguity is not a critical factor in this context. However, cyberloafing acts as a relevant moderating variable, intensifying the relationship between both role conflict and role ambiguity with burnout. Cyberloafing exacerbates stress and emotional exhaustion stemming from role conflict, while also amplifying the negative effects of role ambiguity by reducing employee engagement and productivity.

The recommendations for this study suggest that companies should clarify job roles, enhance communication, and implement flexible yet controlled cyberloafing policies to address role conflict, role ambiguity, burnout, and cyberloafing among Generation Z employees in Kediri regency. Additionally, it is essential to provide stress management training and create a supportive work environment. Employees are also encouraged to be proactive in communicating their needs, managing their time, practicing self-care, and continuously improving their skills. Future research should incorporate a larger sample size and additional related variables to generate more comprehensive data.

## ACKNOWLEDGEMENT

Gratitude is expressed to all parties who have supported this research, particularly to the respondents, generation z employees in Kediri regency, who participated in the survey. Furthermore, appreciation is extended to the supervising lecturer for their valuable guidance and insights, as well as to colleagues at Islamic University of Kediri Kediri for their support. It is hoped that the findings of this study will make a meaningful contribution to the advancement of knowledge and practices in the workplace.

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