

## THE INFLUENCE OF CYBERLOAFING AND HUSTLE CULTURE ON PERFORMANCE: MENTAL HEALTH AS MEDIATOR AMONG GEN Z EMPLOYEES

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**Abstract:** The aim of this research is to explore whether there is a relationship between cyberloafing and hustle culture on the performance of Generation Z employees across Indonesia, mediated by mental health. Data was collected through a questionnaire distributed via Google Forms, with a total of 202 respondents. Structural Equation Modeling (SEM) and Partial Least Squares (PLS) were employed as data measurement methods, using the SMARTPLS 3 application. The findings indicate that cyberloafing negatively impacts mental health but not significantly affects employee performance. On the other hand, hustle culture significantly harms both mental health and employee performance. Mental health also have significant effect on employee performance. Additionally, both cyberloafing and hustle culture have a significant negative impact on performance, mediated by mental health. This research is expected to assist companies in designing more effective strategies to support employee well-being, understand the factors influencing the performance of Generation Z, and enrich the literature on human resource management, particularly concerning the relationship between mental health and performance.

**Keywords:** *Cyberloafing, Hustle Culture, Mental Health, Performance, Generation Z*

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### 1. Introduction

In the digital era, where information technology is rapidly advancing, the work paradigm has undergone a significant shift. Moreover, employees play a crucial role and are a vital element in performance that affects the achievement of company goals and vision (Fauzan, 2023). Despite the advancement of supporting technology (Heryanto, 2021), the presence of employees remains irreplaceable in every business activity (Ananda et al., 2023). Companies that provide adequate facilities, such as fast technology and internet, enable employees to complete tasks effectively and efficiently (Rosidah et al., 2019), and motivate them to work harder to achieve success (Karim et al., 2023). With skilled and talented employees, companies can compete with other competitors (Posumah et al., 2024). However, despite the company's adequate facilities, deviant behavior phenomena such as cyberloafing (Koay et al., 2017) hustle culture can emerge (Irma et al., 2022), marked by internet abuse (Pangestuuri et al., 2023) and the habit of working overtime (Iskandar et al., 2022) which can impact the mental health and performance of Generation Z employees.

This research will focus on Generation Z employees working at companies across Indonesia, as these companies possess advanced technology, established regulations and policies, and a competitive work culture. Generation Z is categorized by birth years ranging from 1997 to 2012. According to BPS (2023), there are approximately 60 million individuals in Generation Z, often recognized for their exceptional skills in using technology and digital devices (Pipit Fitriyani, 2018).

When performing tasks assigned by their job, employees can utilize the internet to find useful information, simplify, and facilitate the completion of their tasks (Patmawati, 2023). Although this is reasonable, not all employees use the office internet correctly. The temptations and distractions of the internet, such as accessing non-work-related sites and personal messages, can disrupt performance by dividing attention and reducing focus on tasks (Wijanarko et al., 2018). Activities like online shopping for personal needs, accessing social media, or playing games while working using the company's internet facilities can also be referred to as cyberloafing (Mirza et al., 2020). According to Fobres' research (2013), 44% of employees access irrelevant websites, wasting their working time. Meanwhile, a survey by APJII (2024) found that 34.4% of Generation Z contribute to internet usage in Indonesia. Employees who feel exhausted and demotivated tend to engage in cyberloafing activities (Kim et al., 2016). So that the internet, which was initially meant to have a positive impact, becomes a negative one, where employees become negligent in performing their tasks (Adhana et al., 2021).

One lifestyle that compels employees to work wherever they are, often at the expense of their own time, is known as hustle culture (Irma et al., 2022). This culture reflects a behavior pattern where employees push themselves to work at a higher intensity than necessary (Theresia, 2022), continuously and at any time and place (Yuningsih et al., 2023). As a result, these employees are often labeled as workaholics (Lazuardi et al., 2023) exerting excessive effort to meet company standards (Van Beek et al., 2012). According to data from the ADP Research Institute's People at Work (2023), employees aged 18-24 are likely to work more than eight hours a day, with only 30 minutes of break time a week. Meanwhile, research from Balkeran (2020) shows that 74% of workers clock in 30-50 hours a week, often opting for overtime to complete their tasks. Hustle culture is often praised in competitive work environments, even though it can lead to burnout, blur the lines between work and personal life, and frequently skip breaks (Metris, 2024), as employees continue to work, and reduce their activities outside of work (Balkeran, 2020). Moreover, hustle culture doesn't always guarantee improved performance; in fact, longer working hours can often increase the workload (Budiarjo et al., 2023). This raises concerns about manipulating employees under the guise of success (Ramadhanti et al., 2022). The physical and mental health of employees can suffer, as decreased stamina can disrupt daily activities (Iskandar et al., 2022).

In any corporate environment, employees are expected to handle situations effectively and take full responsibility for their actions (Kisdayanti et al., 2023). Attention to mental health has become increasingly important for company leaders, as it is often overlooked because it isn't always visible (Meidina et al., 2022). According to a survey conducted by Cigna International Health (2023), which included 12,000 workers from various countries, a staggering 91% of Generation Z reported experiencing stress. Mental health issues can significantly affect an employee's mood, thoughts, behavior, and perspective when interacting with colleagues or company leaders (Rafifah et al., 2022). Therefore, it's crucial to prioritize mental health among employees, as it can boost morale, enhance individual capabilities, and improve the overall output of goods or services from the company (Ilpaj et al., 2020). Maintaining good mental

health reflects an employee's ability to adapt to new environments, while poor mental health can lead to decreased productivity for the company and increased medical expenses (Mustamin et al., 2022).

The achievement of organizational goals relies heavily dependent on their skills (Pratiwi et al., 2023), as performance reflects the real actions taken by each individual in fulfilling their roles within the organization. This makes their contributions vital to the overall success (Ernanda, 2024) and realization of the company's objectives (Mayasari et al., 2023). Therefore, every employee is expected to reach optimal performance that not only meets established work standards but also delivers excellent service, maintains discipline, contributes positively, and helps bring the company's vision and mission to life (Desnirita et al., 2022). It also serves as a standard for employees in completing assigned tasks (Syamsuarni et al., 2023). Good performance leads to maximum results, while poor performance often results in low outcomes that do not meet expectations (Adelina et al., 2023). Therefore, companies need to further investigate the key elements that can influence either the improvement or decline of employee performance (Ananda et al., 2023) to ensure the continuity of the company in the future (Purwanti et al., 2021).

The issues to be examined in this study are cyberloafing and hustle culture, which affect employee performance with mental health as a mediating variable. Research by Wahyuni et al. (2020) dan Malik (2023) indicates that frequent cyberloafing can decrease employee performance. However, studies by Sitorus et al. (2019) dan Putri (2022) argue that there is no relationship between cyberloafing and performance due to various other factors that play a significant role within organizations. Hustle culture may influence employee performance (Irma et al., 2022), but it does not always have a significant impact (Wardani et al., 2024). Research by Braz (2023) dan Assariy et al. (2024) explains that both cyberloafing and hustle culture can disrupt employees' mental health. Furthermore, studies by Kisdayanti et al. (2023) dan Ardi (2023) demonstrate a significant effect of mental health on employee performance.

The primary goal of this research is to understand how cyberloafing behavior, which includes unproductive activities on the internet, and the pressures of hustle culture, which push employees to relentlessly pursue success, impact the mental health and performance of Generation Z employees. It is hoped that this study will contribute valuable insights and enhance understanding of the variables being examined, while also providing benefits to companies in identifying and developing effective strategies to manage cyberloafing and hustle culture in the workplace, particularly for Generation Z employees who prioritize mental health. Companies also need to create a work environment that supports a balance between productive performance and employee mental health, while recognizing the unique challenges faced by Generation Z in navigating the pressures of a competitive modern work landscape.

## **Hypothesis Development**

### **Cyberloafing and Mental Health**

According to Andreassen et al. (2014), using the internet for non-work-related activities can increase stress and fatigue, while decreasing concentration and motivation at work. In summary, the way the Internet is used is associated with addictive behaviors related to its usage (Li et al., 2006). As a result, when new tasks arise, employees may find themselves taking on additional burdens, requiring extra energy to complete these new assignments (Nixona et al., 2011) which can lead to negative emotions (Lim et al., 2017).

**H1: Cyberloafing Has a Significant Negative Impact on Mental Health**

### **Cybeloafing and Employee Performance**

In many companies, internet usage can sometimes be misused and not related to the tasks at hand (Putri, 2022). As a result, important work that should be prioritized can get disrupted. While Sitorus et al. (2019) suggest that employees might use the internet during their off-hours or when they are not busy, research by Wahyuni et al. (2020) indicates that high levels of cyberloafing can actually lead to a decline in employee performance. Consequently, employees frequently browse the internet during work hours for purposes that are not related to their tasks (Damayanti et al., 2022), So it's important to exercise self-control to avoid excess (Marumpe et al., 2023).

H2: Cyberloafing Has a Significant Negative Impact on Employee Performance

### **Hustle Culture and Mental Health**

According to Assariy et al. (2024) Hustle Culture is one of the main influences on mental health issues among employees. Those who subscribe to Hustle Culture often find themselves working late into the night (Nurkaidah et al., 2023). In fact, the hours employees spend at work play a vital role in their mental health (Rosnani et al., 2023). This behavior encourages individuals to share their busyness on social media, creating pressure to work excessively hard (Assariy et al., 2024). As a result, employees may experience burnout and fatigue (Metris, 2024).

H3: Hustle Culture Has a Significant Negative Impact on Mental Health

### **Hustle Culture dan Employee Performance**

A strong dedication to work reflects the intensity of hustle culture, driving employees to seek recognition and higher positions from their superiors or seniors (Gestalt et al., 2023). However, this intense desire and ambition can backfire when employees become trapped in hustle culture (Iskandar et al., 2022) leading to toxic productivity (Petra et al., 2022). The belief that they must always be productive and continuously work due to external pressures (Irma et al., 2022) in pursuit of success can take a toll on their personal lives. While working within a hustle culture isn't always a decisive factor in improving performance, it can have negative consequences (Wardani et al., 2024).

H4: Hustle Culture Has a Significant Negative Impact on Employee Performance

### **Mental Health dan Employee Performance**

Performance can be seen as the output produced by employees during their working hours (Alya et al., 2022). A decline in mental health can negatively impact performance, while maintaining good mental health can enhance it (Park et al., 2020). Therefore, companies need to pay close attention to promoting mental health among their employees, ensuring that they can consistently perform at their best and maintain high levels of productivity (Irfani et al., 2023).

H5: Mental Health Significantly Affects Employee Performance

### **Mental Health as a Mediator Between Cyberloafing and Employee Performance**

Companies need to pay attention to their employees' mental health to avoid losses that could negatively impact performance and morale (Triyanti et al., 2022). Employees who feel demotivated and less productive at work may be more likely to engage in cyberloafing Wu et al. (2020). Research by Lim et al. (2017) explains that cyberloafing can affect mental health by

highlighting various contributing factors, while mental health can also influence performance. This creates a connection between cyberloafing, mental health, and employee performance.

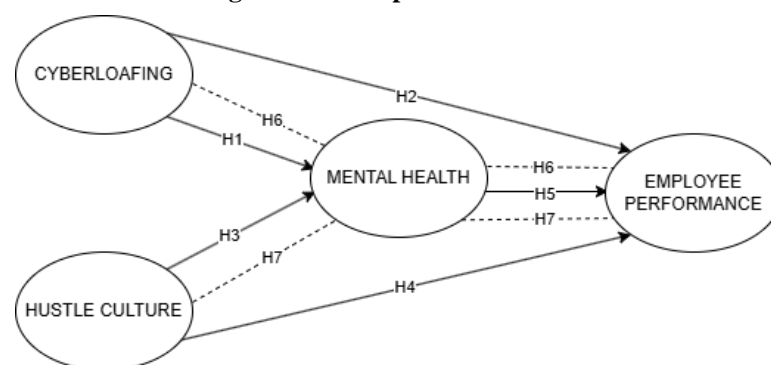
H6: The Impact of Cyberloafing on Employee Performance with Mental Health as a Mediating Variable

### **Mental Health as a Mediator Between Hustle Culture and Employee Performance**

The relentless hustle culture that employees engage in can lead to mental health issues such as stress, depression, anxiety, and Obsessive-Compulsive Disorder (OCD) (Assariy et al., 2024). Additionally, the pressure to keep working without breaks can result in significant burnout among employees (Ulfah et al., 2022). These challenges can diminish their ability to recharge and maintain focus at work. When employees experience mental health struggles and lose their concentration, their performance is likely to decline (Maharani et al., 2023).

H7: The Impact of Hustle Culture on Employee Performance With Mental Health as a Mediating Variable

**Figure 1. Conceptual Framework**



Source: Developed by the authors (2024)

## **2. Research Method**

This study employs a quantitative method, gathering data through primary sources that meet specific criteria (Kurniawan et al., 2022). Data collection will be conducted by distributing a questionnaire via Google Forms. A Likert scale will be used to measure respondents' opinions on the questionnaire, based on their attitudes (Sumartini et al., 2020). The population for this research consists of Generation Z employees working in companies across Indonesia, and the sample size will be calculated using the Lemeshow formula ( $n = \frac{z^2 P(1-P)}{d^2}$ ), as the total population is not precisely known. Therefore, the study requires a minimum of 100 respondents (Riyanto et al., 2020). The sampling technique used in this research is non-probability sampling, specifically purposive sampling, with the following criteria: 1) Employees working in companies throughout Indonesia; 2) Aged between 18-27 years (Born 1997 - 2006); 3) At least 5 months of employment with the company; 4) Using the office computers and internet for work purposes.

This study utilizes Structural Equation Modeling (SEM) and Partial Least Squares (PLS) as data measurement methods, with the assistance of the SMARTPLS 3 statistical application. Data testing is conducted using two approaches: the measurement model (Outer Model) and the structural model (Inner Model) (Ghozali, 2021). The measurement model (Outer Model) is used to assess the relationship between indicators and their latent variables, ensuring that Convergent Validity (>0.7) is acceptable (Hair et al., 2021), along with Discriminant Validity,



Average Variance Extracted (>0.5), and Composite Reliability (>0.7). The structural model (Inner Model) is then evaluated, and the validity of the instruments is tested through a Validity Test to ensure that the tools used in the research are indeed valid (Dewi, 2018).

**Table 1. Variabel Measurement**

<b>Variabel</b>	<b>Indicators</b>	<b>Statements</b>	<b>Sources</b>
<b>Cyberloafing</b>	Using the internet for social interaction and communication on social media	1. I often use social media to interact with friends during work hours.	Li et al. (2006)
	Accessing news	2. I sometimes browse news that isn't relevant to my job while I'm at work.	
	Entertaining oneself by visiting entertainment sites	3. I access entertainment sites (like YouTube, Netflix, and other streaming services) using office facilities when no one is watching.	
	Playing online games	4. I often play online games during work hours using office resources	
<b>Hustle Culture</b>	Work involvement	1. I sacrifice my break time just to get my work done.	Spence et al. (1992)
	Feeling driven to work	2. I work beyond my scheduled hours because I worry about being the worst among my colleagues.	
	Work Enjoyment	3. I keep working continuously to receive praise from my supervisors and colleagues.	
<b>Mental Health</b>	Anxiety	1. I often feel anxious about my work performance and the company's expectations.	Laschinger et al., (2015)
	Depression	2. I feel a loss of motivation and enthusiasm for completing my tasks due to the heavy pressure.	
<b>Employee Performance</b>	Work results	1. I often receive positive feedback from my supervisors regarding the quality of my work.	Busro (2018)
	Work behavior	2. I maintain ethics and professionalism in the workplace.	
	Personal characteristics	3. I stay positive and motivated when facing work pressure.	

Source: Developed by the authors (2024)

### 3. Results and Discussion

#### 3.1 Results

##### Respondent Characteristic

The collection of respondents was conducted online, analyzing demographic characteristics to describe the profile of participants in this survey. A total of 246 respondents were gathered, but only 202 were utilized for the analysis. The excluded respondents were considered outliers due to their data being significantly different from the others, potentially skewing the statistical analysis results (Ghozali, 2021).

**Table 2. Characteristics Profile**

Category	Item	Frequency	Percentage
Gender	Male	107	53%
	Female	95	47%
Age	18-20 Years	41	20%
	21-24 Years	94	47%
	25-27 Years	67	33%
Last Education	High School or Equivalent	116	57%
	Bachelor's degree (S1)	86	43%
Workplace Area	Eastern Indonesia	27	13%
	Central Indonesia	29	14%
	Western Indonesia	146	72%
Company Type	Service	44	22%
	Trade	54	27%
	Manufacturing	30	15%
	Agribusiness	30	15%
	Mining	17	8%
	Technology	20	10%
	Other	7	3%
Length of Work	< 1 Year	51	25%
	1 – 2 Years	93	46%
	> 2 Years	58	29%
Salary	< 1.000.000	12	6%
	1.000.000 – 2.500.000	85	42%
	>2.500.000 – 5.000.000	81	40%

Sourced: Processed Data (2024)

Table 2 presents the details according to the established criteria. The majority of respondents are male (53%), aged between 21-24 years (47%), and have a high school/vocational education background (57%). Most respondents work in the western region of Indonesia (72%). The types of companies they work for vary, with 27% in the trade sector, 22% in services, 15% in manufacturing and agribusiness, 9% in technology, 8% in mining, and 3% in other sectors. Additionally, most respondents have been employed for 1-2 years (46%) and earn between 1-2.5 million rupiah (42%).

##### Evaluation of the Measurement Model (Outer Model)

To evaluate the measurement model, tests for convergent validity, discriminant validity, and reliability were conducted.

**Table 3. Results of Validity and Reliability**

Variabel	Item	Validity Test		Reliability Test			
		Loading Factor	Decision	Cronbach's Alpha	Composite Reliability	Average Variance Extracted	Decision
Cyberloafing	CL1	0.798	<b>Valid</b>	0.841	0.892	0.674	<b>Reliable</b>
	CL2	0.839	<b>Valid</b>				
	CL3	0.842	<b>Valid</b>				
	CL4	0.805	<b>Valid</b>				
Hustle Culture	HC1	0.823	<b>Valid</b>	0.713	0.839	0.634	<b>Reliable</b>
	HC2	0.814	<b>Valid</b>				
	HC3	0.751	<b>Valid</b>				
Mental Health	MH1	0.882	<b>Valid</b>	0.706	0.872	0.773	<b>Reliable</b>
	MH2	0.875	<b>Valid</b>				
Employee Performance	EP1	0.721	<b>Valid</b>	0.715	0.836	0.632	<b>Reliable</b>
	EP2	0.863	<b>Valid</b>				
	EP3	0.793	<b>Valid</b>				

Source: Processed Data (2024)

In Table 3, the indicators for cyberloafing, hustle culture, mental health, and employee performance all have outer loadings greater than 0.7, which is acceptable (Hair et al., 2021). Therefore, with outer loading values meeting the criteria, the validity of these questionnaire items can be confirmed. The next evaluation involves Cronbach's Alpha (CA) and Composite Reliability (CR), both of which should be greater than 0.70, along with Average Variance Extracted (AVE) needing to exceed 0.50 to satisfy the criteria (Hair et al., 2021). The results for CA and CR for cyberloafing, hustle culture, mental health, and employee performance show values greater than 0.70, while the AVE results also exceed 0.50, indicating that all instruments are reliable.

**Table 4. Discriminant Validity (Fornell-Larcker) Analysis**

	CL	EP	HC	MH
CL	<b>0.821</b>			
EP	-0.217	<b>0.795</b>		
HC	0.274	-0.389	<b>0.797</b>	
MH	-0.281	0.614	-0.462	<b>0.879</b>

Source: Processed Data (2024)

Table 4 presents the results for discriminant validity, where the association values for the constructs are higher than those of other constructs, confirming that the model exhibits good discriminant validity (Hair et al., 2021).

### **Structural Model (Inner Model)**

After conducting the outer loading tests and ensuring that all data requirements have been met, the next step is to test the structural model to examine the correlations between latent variables. This includes assessing the R<sup>2</sup> values, model fit analysis, and testing the previously established hypothesis.



**Table 5. Model Fit Analysis and R-Square (R<sup>2</sup>)**

Criteria	Value
SRMR	0.079
NFI	0.697
Variables	R <sup>2</sup> Value
EP	0.382
MH	0.231

Source: Processed Data (2024)

Table 5 displays the results of the model fit tests, specifically the Standardized Root Mean Residual (SRMR), which has a value of 0.079 (below the threshold of 0.080), indicating a good model fit (Yamin, 2022). The Normed Fit Index (NFI) shows a value of 0.697; values closer to 1 indicate a better model (Nabilah et al., 2020). Regarding the R<sup>2</sup> values, it was revealed that cyberloafing, hustle culture, and mental health together explain 38.2% of the variance in employee performance, leaving 61.8% influenced by untested variables. Furthermore, mental health is impacted by cyberloafing and hustle culture, accounting for 23.1% of its variance, while the remaining 76.9% is shaped by additional variables.

### Hypothesis Testing

Hypothesis testing was conducted to derive results based on the hypothesis established in the conceptual framework, determining whether these hypothesis are accepted or rejected. There are specific criteria that must be met to accept a hypothesis. If the p-value is less than 0.05, the hypothesis is accepted. Conversely, if the p-value is greater than 0.05, the hypothesis is rejected (Hair et al., 2021).

**Table 6. Hypothesis Testing Result**

Hypothesis	Sample Mean	P-Value	Result
<b>Direct Effects</b>			
H1: Cyberloafing Has a Significant Negative Impact on Mental Health (CL → MH)	-0.169	0.006	H1 Accepted
H2: Cyberloafing Has a Significant Negative Impact on Employee Performance (CL → EP)	-0.029	0.588	H2 Rejected
H3: Hustle Culture Has a Significant Negative Impact on Mental Health (HC → MH)	-0.418	0.000	H3 Accepted
H4: Hustle Culture Has a Significant Negative Impact on Employee Performance (HC → EP)	-0.131	0.040	H4 Accepted
H5: Mental Health Significantly Affects Employee Performance (MH → EP)	0.549	0.000	H5 Accepted
<b>Indirect Effects</b>			
H6: The Impact of Cyberloafing on Employee Performance with Mental Health as a Mediating Variable (CL → MH → EP)	-0.091	0.011	H6 Accepted
H7: The Impact of Hustle Culture on Employee Performance with Mental Health as a Mediating Variable (HC → MH → EP)	-0.229	0.000	H7 Accepted

Source: Processed Data (2024)

The results of the hypothesis testing in Table 6 are divided into two parts: direct effects and indirect effects. For hypothesis H1, H3, H4, H6, and H7, the hypothesis are accepted because they demonstrate a significant negative effect ( $p\text{-value} < 0.05$ ). Meanwhile, hypothesis H5 is also accepted due to its significant positive effect ( $p\text{-value} < 0.05$ ). In contrast, hypothesis H2 shows a negative effect that is not significant ( $p\text{-value} > 0.05$ ), which differs from the established hypothesis, leading to its rejection.

### **3.2 Discussion**

This research indicates that the influence of cyberloafing and hustle culture on performance, with mental health as a mediating variable among Gen Z Employees, has one hypothesis that was rejected, namely H2, while the other hypothesis were accepted. First, Hypothesis 1 (H1), Cyberloafing has a significant negative impact on mental health is accepted. This aligns with the study by Braz (2023), which found that cyberloafing can significantly negatively affect employees' mental health. Cyberloafing, which initially serves as a recovery mechanism for employees, can disrupt mental balance and lead to psychological stress if done excessively and uncontrollably (Lim et al., 2017). This suggests that while cyberloafing may provide short-term benefits, if not managed properly, its effects can be detrimental to employees' mental health.

The second hypothesis (H2), which posits that cyberloafing has a negative but insignificant effect on employee performance, is rejected. This is supported by a sample mean of -0.029, indicating a negative relationship between the variables, with a significant  $p\text{-value}$  of 0.588, which is greater than 0.05. Additionally, research by Setia et al. (2023) suggests that while cyberloafing can decrease employee performance, the impact is not strong enough to be considered significant. According to Vanderson et al. (2024), the level of cyberloafing among employees remains within reasonable limits and does not disrupt their primary work. This behavior typically occurs during breaks or after completing their tasks.

Hypothesis 3 (H3), The significant negative impact of hustle culture on mental health is accepted. This finding aligns with the research by Assariy et al. (2024), which states that if employees continuously adopt a hustle culture, it can lead to mental instability, increasing the risk of excessive stress and emotional exhaustion. Employees experiencing burnout often face direct consequences of hustle culture, primarily due to a lack of support and communication from the company. As a result, employees may sacrifice their mental health (Balkeran, 2020).

Hypothesis 4 (H4), The significant negative impact of hustle culture on employee performance is accepted. This result contradicts the study by Wardani et al. (2024), which states that hustle culture does not have a significant impact on employee performance. However, research by Spagnoli et al. (2020) indicates a significant negative relationship between hustle culture, leading to workaholism, and decreased employee performance. Hustle culture can push employees to force themselves to complete every task (Irma et al., 2022). Although this may appear productive, excessive pressure can actually increase the risk of errors, ultimately negatively affecting performance.

Hypothesis 5 (H5), Mental health has a significant impact on employee performance is accepted. This finding aligns with the research by Rafifah et al. (2022) and Kisdayanti et al. (2023), which states that improved mental health in employees leads to enhanced employee performance. Mental health is also a crucial factor in predicting and influencing performance, making it a strong and valid indicator (Lu et al., 2022). Therefore, mental health issues need to be addressed promptly to prevent them from spreading and affecting more employees (Ardi, 2023).

Hypothesis 6 (H6), The mediating effect of mental health on cyberloafing and employee performance has a significant negative impact. This result contradicts the study by Triyanti et al. (2022), which found that the relationship between cyberloafing, mediated by mental health, and performance was not supported. Initially, cyberloafing is done to seek relaxation and reduce stress (Koay et al., 2018). However, when done excessively, it can disrupt concentration and emotional balance, ultimately decreasing overall performance quality (Wu et al., 2020).

Last, Hypothesis 7 (H7), Hustle culture has a negative impact on employee performance, with mental health as a mediating factor in this relationship. The analysis reveals that this relationship is significant. The demanding and often exhausting work culture is often linked to poor mental health, including chronic burnout, anxiety, and insecurity (Tang et al., 2023), which can lead to decreased employee performance (Shimazu et al., 2010). Therefore, companies need to create a balanced work environment where employees are not only encouraged to perform, but also supported in maintaining their mental health. The results of this study are expected to help companies design more effective strategies to support their employees, understand the factors that can decrease performance, especially among Generation Z, and enrich the literature on human resource management, particularly regarding the relationship between mental health and employee performance.

#### **4. Conclusion**

The research findings indicate that cyberloafing has a significant negative impact on mental health, while its effect on employee performance is negative but not significant. Additionally, hustle culture is found to have a significant negative impact on both employee performance and mental health. Mental health, in turn, has a significant positive effect on performance. Finally, both cyberloafing and hustle culture significantly negatively affect employee performance, with mental health serving as a mediating factor. This study has limitations, such as the sample being exclusively from Indonesia and only involving Generation Z. Therefore, future research is encouraged to address these limitations by using a larger sample size, including participants from other countries, and incorporating Generation Y or Baby Boomers as respondents. Given the results obtained, it is essential to explore new variables that have not been extensively studied to gain a deeper understanding of the factors influencing employee performance.

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