A Theoretical Overview To The Concept Of Cyberloafing

Sanal Kaytarma Kavramına Teorik Bir Bakış

Fatih İbrahim KURŞUNMADEN 🆔

Instructor Selcuk University, Vocational School of Social Sciences, Department of Foreign Trade, Konya, Turkey

ABSTRACT

Constantly changing and developing technological tools are a necessity in life. The conveniences it provides based on time and transportation make technological tools attractive and make them a part of individual lives. It shows that with the widespread use of internet access, employees are using the internet more and more for personal purposes. This situation, called cyberloafing, is defined as the use of information technologies for non-work activities by employees during work hours. From this point of view, the aim of this study is to determine the nature of cyberloafing behavior, what kind of studies have been done on the subject in the literature, and to determine the direction in which the literature can move by revealing its organizational and individual results. Although there are studies in the related literature showing that cyberloafing behaviors have positive aspects, such behaviors are generally seen as negative and institutions are working to prevent such behaviors.

Keywords: Cyberloafing, Information Technologies, Job Life

ÖZET

Sürekli değişen ve gelişen teknolojik araçlar yaşamda zorunlu ihtiyaç olarak yer almaktadır. Zaman ve ulaşıma dayalı sağladığı kolaylıklar teknolojik araç gereçleri cazibeli kılmakta ve bireysel yaşamların bir parçası haline getirebilmektedir. İnternete erişimin yaygınlaşması ile birlikte çalışanların da giderek daha fazla kişisel amaçlı internet kullandıklarını göstermektedir. Sanal kaytarma adı verilen bu durum, çalışanların iş saatlerinde bilişim teknolojilerini iş dışı faaliyetler için kullanması olarak tanımlanmaktadır. Buradan hareketle bu çalışmanın amacı, sanal kaytarma davranışının niteliğini, literatürde konu ile ilgili ne tür çalışmaların yapıldığını, örgütsel ve bireysel sonuçlarını ortaya koyarak alan yazının ilerleyebileceği yönü belirlemektir. İlgili literatürde sanal kaytarma davranışlarının olumlu yönlerinin de olduğuna dair çalışmalar bulunmasına rağmen, bu tür davranışlar genellikle olumsuz görülmektedir ve kurumlar bu tür davranışları engellemeye yönelik çalışmalar yapmaktadır.

Anahtar Kelimeler: Sanal Kaytarma, Bilişim Teknolojileri, İş Yaşamı.

1. THE CONCEPT OF CYBERLOAFING

In today's world, where the world has become a global village, effective and efficient use of human resources is the basis for the success of businesses. Employees with high motivation, commitment and satisfaction will have a significant impact on the competitiveness of businesses. Sustainable competitive advantage

In today's world, where the world has become a global village, effective and efficient use of human resources is the basis for the success of businesses. Employees with high motivation, commitment and satisfaction will have a significant impact on the competitiveness of businesses. The effective use of information and technology, which is one of the most important means of accessing information in order to gain sustainable competitive advantage, is also considered important for businesses. In addition to the fact that technology facilitates business life and provides some advantages, it also has negative effects on employees and businesses (Ulukapı et al., 2014: 65). Since there are employees who will use technology in businesses, technology should be used in a way that will achieve business objectives. However, when we look at the practice, it is seen that the employees use technology and the internet for purposes other than work, especially with the widespread use of the internet. This situation, which is called cyberloafing, can sometimes be explained due to the personal characteristics of the employees, and sometimes it can be explained due to different organizational behaviors (Çavuşoğlu and Palamutçuoğlu, 2017: 431).

Technological developments have brought many conveniences to our individual and organizational lives. In this way, organizational activities are carried out quickly and decisions are taken faster. In fact, it has become a necessity for organizations to benefit from the opportunities of technology in order to achieve sustainable competitive advantage. Undoubtedly, the most important of these technologies has been the internet. Thanks to the ease of communication provided by the Internet, many needs are met through computers. This situation has led people to live in a virtual world. In particular, the fact that this technology offers an environment that everyone can use thanks to smart phones has made it impossible for employees to control the virtual environments that they enter unnecessarily. This reduces efficiency and increases costs. Due to the aforementioned developments, the concept of cyberloafing has recently attracted the attention of researchers (Yıldırım, 2018: 302-303).

Various definitions are found in the literature on cyberloafing. In the literature, the concept of cyberloafing was first expressed by Robinson and Bennett (1995) as wasteful, counterproductive, trivial or simple loafing behaviors in the

workplace. cyberloafing; employees use the internet of the institution for their own private purposes during working hours (Liberman et al., 2011: 2192, Lim and Teo, 2005: 1081, Lim, 2002: 675).

Özkalp et al.(2012) define cyberloafing as "idle time that emerges with information and communication technologies employees' time to slack off from work or use the internet, Facebook and personal e-mail for their own purposes", and Örücü and Yıldız (2014) "use of computer and internet systems provided for business use for personal purposes".

Cyberloafing is considered as deviant workplace behavior (behaviors that violate the norms of the organization that employees do voluntarily and negatively affect the welfare of employees and the organization) because it causes time to pass inefficiently (Lim and Teo, 2005: 1083). In short, cyberloafing is the use of computers, tablets, phones, internet, etc. in the organization. is wasting time with mass media or production tools, and cyberloafing is problematic behavior for organizations (Askew et al., 2014: 510).

Various classifications have been made regarding the classification of cyberloafing behaviors. In the classification made by Lim (2002), cyberloafing behaviors are divided into two groups as e-mail activities and internet surfing activities. Anandarajan et al. (2004), on the other hand, classified these behaviors as entertainment, harmful, personal learning, and behaviors for uncertain purposes. On the other hand, Blau et al. (2006), on the other hand, divided cyberloafing behaviors into three as browsing-related, non-work e-mailing and interactive cyberloafing. Blanchard and Henle (2008), on the other hand, expanded the classification made by Lim (2002) and divided cyberloafing activities into two as insignificant and important cyberloafing behaviors. According to this, unimportant cyberloafing behaviors generally include behaviors that are considered unimportant, short-term and normal. Significant cyberloafing behaviors, on the other hand, are long-term behaviors that are likely to harm the business and inflict legal sanctions, depending on the purpose, compared to insignificant cyberloafing behaviors.

Although cyberloafing behavior, which is classified in different ways, is discussed in terms of positive reflections in some studies, it can create a significant cost for employers and cause negative effects for employees as it is realized during work time (Liberman et al., 2011: 2192). Especially if cyberloafing occurs due to negative perceptions of employees towards the organization and work, such as injustice, it can bring many negative consequences (Kaplan and Öğüt, 2012: 4).

The reasons for cyberloafing are divided into two as individual and organizational reasons: Individual reasons can be listed as the perception and attitude of the person, personality traits, habits, addiction to the internet, and demographic characteristics. Organizational reasons are internet restrictions brought by the organization, the opportunities and supports provided by the management, and boredom due to excessive workload (Çınar and Sıçrar, 2019: 122). There are two different views as advantages and disadvantages of cyberloafing. The disadvantages of cyberloafing can be expressed as the fact that it causes losses that will have legal consequences in organizations and the implementation of sanctions such as the termination of the employee's employment contract. The advantages of cyberloafing are to increase productivity by contributing to the personal development of the individual (Şen et al., 2016: 525).

In the study, first of all, the definitions made by different authors regarding the concept of cyberloafing are given, and the types of cyberloafing, its reasons, advantages and disadvantages are mentioned. Later, some of the prominent studies in the literature are summarized over the years.

2. LITERATURE REVIEW ON THE CONCEPT OF CYBERLOAFING

Kaplan and Öğüt (2012) collected data from a sample of employees in two university hospitals operating in the province of Konya, in order to analyze the relationships between distributive justice, procedural justice and interactional justice, and insignificant and serious cyberloafing activities. According to the results of the research; It has been determined that there is a negative relationship between distributive justice, procedural justice and interactional justice and insignificant cyberloafing activities.

Ünal and Tekdemir (2015) analyzed the cyberloafing actions of employees in a public institution and investigated whether cyberloafing actions differ according to some variables. Data were collected using a questionnaire. 136 people working in 10 units of the public institution affiliated to the Antalya Regional Directorate participated in the research. According to the results of the research, it has been determined that cyberloafing acts are low in the relevant public employees and the level of cyberloafing acts differs significantly according to some variables (education, age, position, working year, internet use skill and frequency of use, etc.).

Keklik et al. (2015) concluded that important cyberloafing behaviors positively affect employees' organizational learning capacity resulting from participatory decision-making and interaction with the external environment.

Özdem and Demir (2015) aimed to determine the cyberloafing types and cyberloafing activities used by school administrators in primary, secondary and secondary schools in Giresun (central) province in their study. As a result

of the research, it was determined that the average of school administrators' scores on the unimportant cyberloafing dimension was higher than the significant cyberloafing dimension.

In their study, Yağcı and Yüceler (2016) stated that the use of the internet in the workplace, facilitates communication between employees, reduces the workload and enables employees to be more productive, as well as bringing up the concept of cyberloafing, which is the tendency of the employee to use the internet opportunities offered in the workplace for non-work and personal purposes in order to avoid work during working hours. They stated and explained the antecedents and results of the concept of cyberloafing within the framework of the relevant literature.

Babadağ (2018) collected data from 187 employees working as civil servants in a municipality with a survey technique in order to investigate the effect of work alienation on cyberloafing behavior and analyzed the data with SPSS and AMOS program. According to the findings obtained as a result of the analyzes, it was determined that work alienation affected cyberloafing and its sub-dimensions positively and significantly.

Yıldırım (2018) aimed to reveal that the level of burnout of individuals increases significant and unimportant cyberloafing and that job satisfaction plays a reducing mediator role in this effect. According to the results of the analysis, all sub-dimensions of burnout negatively affected job satisfaction. On the other hand, while depersonalization, which is one of the sub-dimensions of burnout, had an increasing effect on both important and insignificant cyberloafing, the feeling of personal failure and emotional exhaustion positively affected only insignificant cyberloafing.

In the study of Alan (2019), it was aimed to reveal the relationship between university students' social network usage density and uninterrupted stay on the Internet, and cyberloafing behaviors. The sample of the study consisted of 450 students studying at a state university. Quantitative research method was used in the research and data were collected by questionnaire technique and analyzed with SPSS statistical program. It is evaluated that young people who use social networks extensively exhibit significant cyberloafing behaviors, while young people who spend little time on social networking sites exhibit insignificant cyberloafing behaviors.

The sample of the study conducted by Kurun and Çobanoğlu (2019) to determine the relationship between school administrators' managerial behaviors and their level of showing cyberloafing behaviors consisted of 41 school principals and 433 teachers working in the Tavas district of Denizli province. When the results of the study were examined, it was observed that while the perceptions of school administrators regarding administrative and cyberloafing behaviors did not differ in terms of different variables, teacher perceptions differed according to the type of school they worked in.

Kuznek and Güzel (2019) used the 17-item scale of Blanchard and Henle (2008) in order to determine the types of cyberloafing activities of employees, to determine the effects of these activities on employee performance and their differences according to generations. According to the results of the research, cyberloafing has four different dimensions. These dimensions are named as spending time, following the agenda, sports and betting and social sharing. It has been determined that the time-spending dimension of cyberloafing negatively affects employee performance, but has no significant relationship with other dimensions.

Gezer and Barutçu (2020) tried to determine the relationship between cyberloafing activities of personnel and job satisfaction in their study. Cyberloafing was determined as the independent variable and job satisfaction as the dependent variable. The research was carried out by Türk Telekomünikasyon A.Ş. in Edremit region. was conducted on the employees and the survey method was used. As a result of the study, it was seen that important cyberloafing activities, which are one of the sub-dimensions of cyberloafing, have a negative effect on job satisfaction, while insignificant cyberloafing activities have a positive effect on job satisfaction.

Çetintürk (2020) aimed to determine whether the sub-dimensions of employees' cyberloafing behavior show statistically significant differences according to demographic characteristics in his study. The universe of the research consists of the employees of five-star accommodation enterprises. The sample of the research is the employees of a five-star accommodation business operating in Isparta. Questionnaire technique was used as a data collection tool in the research. As a result of the research, it was determined that insignificant cyberloafing behavior showed statistically significant differences in terms of marital status, age, education level and department. Significant cyberloafing behavior, on the other hand, showed statistically significant differences in terms of gender, age and professional experience.

Çetin and Akyelli (2020) The aim of the study is to reveal the relationship between cyberloafing behavior and job satisfaction, which can be defined as the satisfaction of employees with their jobs, as research results. The sample of the study consists of 753 active employees. When the results of the study were examined, a positive and weak relationship was observed between cyberloafing and job satisfaction. In addition, cyberloafing and job satisfaction are related to age and differ according to gender.

Uyanık et al. (2021), they aimed to examine the relationship between job stress levels and cyberloafing behaviors of marina management employees, who constitute one of the important income sources of the tourism sector. In the research, a questionnaire was applied to 58 people working in a marina business located in Marmaris district of Muğla. According to the results obtained from the research, it was determined that there is a positive relationship between the sub-dimensions of cyberloafing and job stress.

Soyal (2021) investigated whether psychological security has an effect on cyberloafing behaviors. In the research, data were collected from 120 people working in the banking sector in Siirt, Turkey, by survey technique and these data were analyzed with the SPSS program. According to the analysis results; It has been determined that psychological safety affects both cyberloafing and its sub-dimensions negatively and significantly.

Merdan et al. (2022) used the data of 270 employees of a textile company operating in Kayseri to determine the mediating role of cyberloafing in the effect of boreout syndrome on counterproductive work behavior. According to the results of the analysis, it was determined that boreout, cyberloafing and counterproductive work behavior were positively affected. In addition, it was determined that cyberloafing played a mediating role in the effect of boreout on counterproductive work behavior.

3.CONCLUSION

Organizations that want to have a competitive advantage compared to their competitors follow technological innovations closely and design their business processes according to these innovations. On the other hand, the widespread use of technology and information tools in organizations has led to some behaviors called cyberloafing by employees. Cyberloafing behavior refers to employees' use of computers, mobile devices and internet for non-work activities. When the literature is examined, it has been determined that cyberloafing causes many negative results in organizational terms. Among these results, poor performance and productivity losses stand out (Mills et al., 2001: 37). It is very important for organizations and managers to reveal the variables that will reduce or eliminate cyberloafing behaviors that lead to such negativities. Depending on the developments in information and communication technologies, the possibility of accessing the Internet, which became easier with the widespread use of the Internet, has led to the emergence of a concept called cyberloafing. There are different opinions in the literature on cyberloafing, which is defined as the employee's use of the internet opportunity provided at work for non-work and personal purposes. These differences are in the classification of cyberloafing behaviors and whether such behaviors are beneficial or harmful. According to those who argue that cyberloafing behaviors are harmful; such behaviors are extremely harmful for businesses and cause loss of productivity. According to those who argue against this idea, such behaviors can be beneficial in terms of providing job satisfaction and productivity by combating the stress and distress experienced by the employee. Although there are studies in the related literature showing that cyberloafing behaviors have positive aspects, such behaviors are generally seen as negative and organizations are working to prevent such behaviors. In this context, software programs that limit employees' access to the Internet for personal purposes have begun to be used. However, one thing to be considered here is that there may be employees who cannot access such sites even though they really need it. For employees who cannot access such sites they need, this may cause loss of productivity and result in the organization parting ways with its talented employees. For these reasons, the employer should also consider the possibility of losing talented employees before restricting internet access in order to prevent the negative consequences of cyberloafing behaviors and balance between the two.

REFERENCES

Alan, H. (2019). Sosyal Ağ Kullanımı Yoğunluğu ve Sanal Kaytarma Davranışları: Üniversite Öğrencileri Üzerine Bir İnceleme. Çağdaş Yönetim Bilimleri Dergisi, 6(2) , 112-129.

Anandarajan, M., Devine, P. & Simmers, C. A. (2004). A Multidimensional Sealing Approach to Personal Web Usage in the Workplace. In M. Anandarajan & C. A. Simmers (Eds.), A Personal Web Usage in the Workplace: A Guide to Effective Human Resources Management (pp. 61-78). Hensey, PA: Information Science Publishing.

Askew, K., Buckner, J., Taing, M., Ilie, A., Bauer, J. & Coovert, M. (2014). Explaining Cyberloafing: The Role of The Theory of Planned Behavior. Computers in Human Behavior, 36, 510-519.

Babadağ, M. (2018). İşe Yabancılaşmanın Sanal Kaytarma Üzerindeki Etkisi. Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 21 (39), 207-239.

Blanchard A. L. ve Henle C. A. (2008). Correlates of Different Forms of Cyberloafing: The Role of Norms and External Locus of Control, Computers in Human Behavior, 24(3), 1067-1084.

Blau, G., Yang, Y. and Ward-Cook, K. (2006). Testing a Measure of Cyberloafing, Journal of Allied Health, 35(1), 9–17.

Çavuşoğlu, S. & Palamutçuoğlu, B. T. (2017). İş Tatmininin Sanal Kaytarma Üzerindeki Etkisi. Mehmet Akif Ersoy Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 9(19), 430-444.

Çetin, C. & Akyelli, N. (2020). SANAL KAYTARMA Ve İŞ DOYUMU İLİŞKİSİ. İzmir Katip Çelebi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 3(1), 41-59.

Çetintürk, İ. (2020). Sanal Kaytarma ve Demografik Özellikler: Beş Yıldızlı Konaklama İşletmesinde Bir Uygulama. Anadolu Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 21(2), 35-46.

Çınar, O. & Sıçrar, H. (2019). Sanal Kaytarma ve Örgütsel Bağlılık Arasındaki İlişki: Erzurum İlinde Bir Kamu Kurumu Örneği. İş ve Hayat, 5(10), 119-135.

Gezer, H. & Barutçu, E. (2020). Sanal Kaytarma İle İş Tatmini Arasındaki İlişkiye Yönelik Bir Araştırma. Journal of Internet Applications and Management, 11 (1), 35-48.

Kaplan, M. & Öğüt, A. (2012). Algılanan Örgütsel Adalet İle Sanal Kaytarma Arasındaki İlişkinin Analizi: Hastane Çalışanları Örneği. Dokuz Eylül Üniversitesi İşletme Fakültesi Dergisi, 13(1), 1-13.

Keklik, B., Kılıç, R., Yıldız, H., & Yıldız, B. (2015). Sanal Kaytarma Davranışlarının Örgütsel Öğrenme Kapasitesi Üzerindeki Etkisinin İncelenmesi. Business and Economics Research Journal, 6(3), 129-144.

Kurun, M. & Çobanoğlu, F. (2019). Okul Yöneticilerinin Yönetsel ve Sanal Kaytarma Davranışları Arasındaki İlişki . IBAD Sosyal Bilimler Dergisi, (5), 134-152.

Kuznek, E., Güzel, B. (2019) Sanal Kaytarma ve İş Performansı İlişkisi: Kuşaklar Teorisi Yaklaşımı, İşletme Araştırmaları Dergisi, 11 (4), 2729-2746.

Liberman, B. Seidman, McKenna, G. K. ve Buffardi, L. E. (2011). Employee Job Attitudes and Organizational Characteristics as Predictors of Cyberloafing, Computers in Human Behavior, 27, 2192-2199.

Lim, V. K. G. (2002). The IT Way of Loafing on the Job: Cyberloafing, Neutralizing and Organizational Justice, Journal of Organizational Behavior. 23, 675-694.

Lim, V. K. G. ve Chen, J.Q. (2012). Cyberloafing at the Workplace: Gain or Drain on Work?, Behaviour and Information Technology, 31(4), 343-353.

Lim, V. K. G. ve Teo, T. S. H. (2005). Prevalence, Perceived Seriousness, Justification and Regulation of Cyberloafing in Singapore An Exploratory Study, Information and Management, 42, 1081-1093.

Merdan, E., Erdem, A. T., & Gümüşsoy, Y. (2022). Boreout Sendromunun Üretkenlik Karşıtı İş Davranışı Üzerine Etkisinde Sanal Kaytarmanın Aracılık Rolü. Business & Management Studies: An International Journal, 10(1), 176-191.

Mills, J. E., Hu, B., Beldona, S. ve Clay, J. (2001). Cyberslacking! A Wired-Workplace Liability Issue, The Cornell Hotel and Restaurant Administration Quarterly, 42(5), 34-47.

Robinson, S. L., Bennett, R. J. (1995). A Typology of Deviant Workplace Behavior: A Multidimensional Scaling Study. Academy Of Management Journal, 3(12), 555–572.

Özdem, G. & Demir, A. (2015). Okul Yöneticilerinde Sanal Kaytarma Davranışı. Mersin Üniversitesi Eğitim Fakültesi Dergisi, 11 (3),1029-1042.

Özkalp, E., Aydın, U. ve Tekeli, S. (2012). Sapkın Örgütsel Davranışlar Ve Çalışma Yaşamında Yeni Bir Olgu: Sanal Kaytarma (Cyberloafing) Ve İş İlişkilerine Etkileri. Çimento İşveren Sendikası Dergisi, 26 (2), 18-33.

Şen, E., Tozlu, E., Ateşoğlu, H. & Özdemir, A. (2016). The Effect Of Work Stress On Cyberloafing Behaviour in Higher Education Institusion. Eurasian Academy of Sciences Social Sciences Journal, 1(1), 523–535.

Soyalın, M. (2021). Psikolojik Güvenlik ve Sanal Kaytarma Arasındaki İlişki: Bankacılık Sektöründe Bir Araştırma . Karamanoğlu Mehmetbey Üniversitesi Sosyal Ve Ekonomik Araştırmalar Dergisi, 23(41), 279-290.

Ulukapı, Hande - Çelik, Adnan - Yılmaz, A. (2014). Algılanan İşe Adanmışlığın Sanal Kaytarma Davranışı Üzerindeki Etkisinin İncelenmesi: Selçuk Üniversitesi Örneği, 2. Örgütsel Davranış Kongresi, Kayseri, 7-8 Kasım, (65-72).

Uyanık, S., Umat, Ü. G., & Gürdoğan, A. (2021). Marina İşletmeciliği Çalışanlarının İş Stres Düzeyleri İle Sanal Kaytarma Davranışları Arasındaki İlişkinin Marina Çalışanları Açısından Değerlendirilmesi. Journal of Travel & Tourism Research, 19, 80-101.

Ünal, . F. & Tekdemir, S. (2015). Sanal Kaytarma: Bir Kamu Kurumunda Ampirik Bir Araştırma. Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 20 (2), 95-118.

Yağcı, M. & Yüceler, A. (2016). Kavramsal Boyutlarıyla Sanal Kaytarma. International Journal of Social Sciences and Education Research, 2(2), 663-673.