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CYBERLOAFING TENDENCIES OF THE WORKERS: THE CASE OF SİLİFKE ORGANIZED INDUSTRIAL ZONE¹

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ABSTRACT

The rapid progress of technology, as well as the positive results for individuals, can create the ground for some problems from a managerial point of view. The concept of cyberloafing means that employees use information and communication technologies for their own purposes rather than the business goals and that the time allocated to work is passed through technological opportunities for their personal purposes. Employees, aside from the business processes, follow their social media accounts in accordance with their personal goals, spend time with correspondence and engage in interactive content. Behaviors such as spending time on shopping websites, reviewing discount campaigns, researching personal financial investment opportunities are considered within the scope of cyberloafing. In this respect, the concept of cyberloafing is a phenomenon that needs to be met with emphasis on the businesses having the objectives of efficiency and sustainability. The aim of the study is to measure the cyberloafing tendencies of the employees in businesses located in the Organized Industrial Zone of Silifke and to determine their differences according to socio-demographic variables. In this quantitative type of research, the simple random sampling method is preferred and the data are obtained from 212 participants of 46 businesses by using face to face interview method. The participants of the study are the employees of the industrial businesses actively operating in Silifke Organized Industrial Zone. In the data collection form, cyberloafing scale developed by Lim (2002) was used and the obtained data were analyzed through SPSS program. According to the findings, there are statistically meaningful differences between cyberloafing behaviors and socio-demographic features such as level of personal achievement, level of technology and social media use, marital status, education level and business sector.

Keywords: Cyberloafing, Socio-Demographic Features, Organized Industrial Zone

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INTRODUCTION

Today, improving technology and constantly developing knowledge are accepted as more important than traditional power sources such as land, labor and other concrete materials. Due to the economic, social and political changes, the current period is called the information age in which the change is a fact of life. With the widespread and continuous use of computers, tablets, smart phones and internet technologies in this period of information age, it has become a part of daily life. For this reason, employees need to be able to quickly identify and evaluate new information and to implement this information efficiently in collaboration (Çınar and Karcioğlu, 2015).

Information and communication technologies that facilitate employees' work and increase organizational efficiency and productivity on the one hand may cause some negative consequences within the organization. The internet provides many benefits, such as reducing business costs, marketing products and services more effectively, increasing access to information and global communications. Contrary to the advantages of using internet, there might also be some disadvantages leading a decline in productivity. Unless the use of internet, which is increasing day by day, is determined by certain policies, the control of cyberloafing activities in the organizations will become difficult to handle (Örücü & Yıldız, 2014). During the work hours of an employee, the use of the internet connection in the direction of the personal interests and purposes is called cyberloafing behavior (Lim, 2002).

Managers should be able to effectively manage differences in organizations in order to maintain the unity of purpose among employees sharing the same organizational goals with different socio-demographic characteristics. Today, especially the effective participation of technology in social and working life and the use of technology tools and services in production, marketing, communication and management relations are constantly being discussed in terms of both positive and negative results. One of these discussions is the use of communication-technology tools, applications and services for personal purposes in the workplace. It is a fact that this issue, which takes place as cyberloafing in the literature, is discussed with different dimensions. In this study, it is aimed to determine whether the use of internet facilities vary in terms of the demographic characteristics or not. Thus, the possible relationship between socio-demographic characteristics of employees and cyberloafing tendencies is the main focus of the study. In the literature review, there were few studies examining the relationship between socio-demographic characteristics of employees and cyberloafing.

CYBERLOAFING

In recent years, technological advances leading major changes in the world have opened the way for the information age. In this information age, the use of the internet has become inevitable. In addition to providing access to information, the internet being a source of entertainment, is used to make life easier. Spending time on this type of internet usage format is called cyberloafing. The concept of cyberloafing was associated with professional life for the first time. The fact that employees devote time to reading, sending and receiving

personal e-mail activities during their working hours, social networking activities such as Instagram, Facebook, Twitter, downloading or opening music files are counted as factors of cyberloafing behavior. According to LaRose (2010), more than half of media behaviors are habits. Employees who are in contact with the internet are more likely to access the internet facilities being not related to their duties and jobs. The fact that employees started to use the internet actively both in personal and business life has pushed managers to use it as a tool to increase employee performance (Lim, 2002; Özler & Polat, 2012).

Communication technologies, which is an important factor for the development and socialization of employees in business life, can also cause negative results in organizations. While the use of tools such as telephones, television, smart phones and the internet in business life is believed to contribute to the development of employees by a group of researchers, the others have advocated the opinion that the performance of employees is negatively affected. Cyberloafing is defined as using the internet during the working hours of the employees for the purposes of wasting time such as playing games instead of taking actions to go beyond the organizational goals and interests (Tan & Demir, 2018; Betts, Setterstrom, Pearson & Totty, 2018).

This has caused enterprises to incur additional costs as the resources of the enterprise are abused and the productivity of employees is adversely affected. Recently, some businesses have started to take cyber security measures by blocking URLs of gaming sites, social networking sites, entertainment sites, shopping or sports sites (Lim, Teo and Zheng, 2018). Based on the idea that the psychological agreement based on the mutual expectations of the employees and the employer has been violated, the employees may be reluctant to do business. Employees who are in search can exhibit behaviors such as frequent breaks to create free time and late return to work after breaks (Özbucak Albar, 2018).

Based on the definitions on literature, it is possible to include common expressions about cyberloafing such as being done during working hours, referring voluntary actions of employees, and acting for personal interests by neglecting the work (Çavuşoğlu & Palamutçuoğlu, 2017). Cyberloafing, which might lead to the development of employees' creativity, might cause social and economic losses when used outside organizational goals. This situation led to the emergence of different opinions in the literature about the fact that cyberloafing might be beneficial and harmful for the organization (Tan & Demir, 2018). According to some views when the employees use the internet for their own purposes, it is possible that productivity will decrease and thus economic losses will occur, but the others line up with the idea that cyberloafing may have beneficial consequences for the organization and the stress experienced by employees thus some positive effects such as increased satisfaction and productivity will increase (Yağcı & Yüceler, 2016).

Although there are differences in the classification of cyberloafing activities, the most commonly used classification belongs to Blanchard and Henle. Blanchard and Henle (2008) examined cyberloafing in two dimensions as important and insignificant activities. Activities such as accessing sites with gambling content, reading blogs, visiting chat rooms, listening to music are considered to be important cyberloafing, while the use of e-mail and visiting short-term news sites are considered to be insignificant cyberloafing activities. Although

employees know that the sites they use have dangerous and legal obligations for them, they continue to do cyberloafing behavior. Within the insignificant cyberloafing activities, they think that this situation is an ordinary situation and does not create any harm element for the business (Ayazlar, Sayman & Çınar, 2018). It is accepted by many researchers that the demographic variables of the employees have an effect in their cyberloafing behaviors. However, since it would be misleading to accept demographic variables as a single factor, it would be logical assessment to treat them with different variables such as technological opportunities and working time (Tan & Demir, 2018).

When the demographic characteristics such as age, marital status, education, income level were compared with the personality traits of the employee, significant results were found indicating that the employee was effective in displaying cyberloafing behavior (Jia, Jia & Karau, 2013). In studies investigating the effect between cyberloafing behaviors and demographic characteristics, there are studies that have statistically significant relationship (Ugrin et al., 2007; Çavuşoğlu et al., 2014). Kalaycı (2010) has argued that gender has an effect on cyberloafing behaviors within the students in the field of education in Turkey. In the study of Lim and Chen (2012), which has similar results to this study, a statistically meaningful difference has been found between cyberloafing and gender. According to the study, it is concluded that men exhibit more cyberloafing behavior than women in the workplace. In the study of Akça (2013), which examined the cyberloafing behavior of school administrators, it was found out that male participants have more cyberloafing tendency compared to female participants. In the study of Serttaş and Şimşek (2017), it was found that male employees were more likely to participate in internet activities more frequently than female managers.

Derin (2018), in his study on a sample of 355 academic and administrative staff, investigated whether cyberloafing has a regulatory role in the relationship between psychological ownership and innovative business behavior. According to the result, it is concluded that cyberloafing activities have a moderate relationship between institutional psychological ownership and innovative work behavior. In the study, it was found that while employees achieved results such as slowing down and inefficiency by making cyberloafing, on the other hand, it was found that cyberloafing decreased stress level and increased creativity. Gökçearslan, Uluyol and Şahin (2018), in their study of the relationship between smartphone addiction, cyberloafing, stress and social support, the data have been obtained from 885 undergraduate students by using the survey method. According to the results of the study, the place of residence, class level, family income level did not have a significant effect on cyberloafing, smartphone addiction, perceived stress and social support. In the same study, it was concluded that stress and cyberloafing, had a significant effect on smartphone addiction.

In the study of Örucü and Özüdoğru (2018), in order to determine the relationship between cyberloafing behaviors and organizational trust, participants consist of 103 personnel working in Bandırma District Municipality of Balıkesir. According to the results of the study, it was concluded that as the employees' trust in their organizations increased, their cyberloafing behaviors decreased. Saleh et al. (2018), analyzed the effect of cyberloafing behavior on employee productivity with the sample of 250 employees of 20 companies. According

to the results, it is concluded that the employee who uses the internet for education works more efficiently. It has been found that productivity increases threefold between employees who do not use the Internet for education and those who use it for education. Yildirim (2018) investigated the effect of alienation and intimidation on cyberloafing behavior and whether or not perceived psychological contractual violation plays a mediating role. The research was carried out by 520 hotel employees in the Palandöken Tourism Center in Erzurum. According to the results, it is concluded that both the important and insignificant cyberloafing level increases if the employees are not able to communicate adequately. As another variable, alienation behavior increased, both significant and insignificant cyberloafing levels increased.

METHODOLOGY

The aim of the study is to measure the cyberloafing tendencies in industrial businesses located in the Organized Industrial Zone (OIZ) of Silifke district and to determine their differences according to socio-demographic variables. In order to collect data, the simple random sampling method is preferred. The data have been obtained by using face to face interview method by using data collection form. The participants of the study are the employees of the businesses actively operating in Silifke OIZ. The number of the participants included in this study was 242, but due to the missing fields and uncompleted answers, 30 forms were eliminated from the research process. As a result, participants of the research process have been carried out with 212 participants of 46 businesses. The data collection method in which only quantitative data have been obtained and assuming that the participants understood the variables correctly and gave their answers cordially occur as the limitation of the study. For the next studies dealing with cyberloafing behavior, different methods might be preferred and a broader sample size might result in different findings.

The data collection form consisted of two parts. First part of the form includes the socio-demographic variables determining employees' age, gender, marital status, education level, father's profession, business, sector, foreign language and how long they are experiencing this profession. Also, in this socio-demographical features section there are some items questioning participants' level of personal achievement, work satisfaction level and attitudes toward technological devices and social media use. Through this detailed variables, a deep analysis might be carried out about the participants of the research. In second section of the form, the cyberloafing scale including 11 variables which were designed to measure cyberloafing behaviors was adapted from the study of Lim (2002). The answers of the scale were placed with a rating scale system ranging from 1 "very low" to 5 "very high" and responses to these items were summed. The data collection tool was reviewed via pre-test applications and the questions within the form was analyzed by the specialists having experience and competence in related fields. During the data collection process, all ethical considerations are observed and the data have been treated as confidential. Participants were informed about the aim of the research and given information about the anonymity of the answers. For the analysis of collected data, SPSS 20 software was used and some statistical analyses including Independent Sample T-Test and ANOVA were applied in order to find any statistically meaningful differences between socio-demographic characteristics and cyberloafing

behaviors of the participants. As a result, based on literature review and discussions about the cyberloafing behavior, the authors put forward the following hypotheses:

- Hypothesis 1: Socio-demographic features are associated with cyberloafing behavior.
- Hypothesis 1a: Level of personal achievement is associated with cyberloafing behavior.
- Hypothesis 1b: Level of work satisfaction is associated with cyberloafing behavior.

FINDINGS

The research covers 212 employees of Silifke Organized Industrial Zone. In this findings section, first of all, factor analysis results of cyberloafing scale is presented in Table 1.

Table 1. Cyberloafing Scale Factor Analysis Results

	Component	
	Browsing Activities (Variance expl. 48,716%)	E-Mailing Activities (Variance expl. 15,451%)
Sports related Web sites	,771	
Investment related Web sites	,748	
Entertainment related Web sites	,839	
General news sites	,738	
Non-job related Web sites	,732	
Shop online for personal goods	,582	
Download non-work related information		,689
Adult-oriented (sexually explicit) Web sites		,589
Check non-work related e-mail		,853
Send non-work related e-mail		,893
Receive non-work related e-mail		,809
Total Variance Explained		64,167
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,845
Bartlett's Test of Sphericity	Approx. Chi-Square	1304,685
	df	55
	Sig.	,000

In Table 1. the explanatory factor analysis results of the cyberloafing scale are shown. Factor analysis is considered as one of the analysis methods used in order to ensure the construct validity (Büyüköztürk et al., 2011). In determining factor structure of the scales used in the study, varimax method was chosen as the principal component analysis. According to the results, there are two components and they explain the total variance as 64,167. KMO scores of these two components is ,845 and the score might be interpreted as highly appropriate for statistical analyses.

According to Lim (2002), the cyberloafing behavior scale has two sub dimensions. First one is about browsing activities consisting eight items and pertaining the habits of employees during the work hours. The second one is related with e-mailing activities covering three items by assessing how often the personal e-mail is used by the participants. In this research, there are two dimensions as Lim (2002) indicated, but some items such as “*downloading non-work related information (,689)*” and “*adult-oriented (sexually explicit) web sites (,589)*” have been distributed to emailing activities. So that the items are not related with emailing activities, cyberloafing behavior scale is treated as a single dimension for the statistical analyses such as independent sample t-test and ANOVA. In Table 2. reliability score of the cyberloafing behavior scale is expressed then socio-demographic features of the participants are identified.

Table 2. Reliability of the Scale Used in the Study

Scale	Measurement Range	Items	Cronbach's Alfa	(n)
Cyberloafing Behavior	(1-5)	11	,886	212

According to the results, cyberloafing behavior scale's Cronbach's Alpha is ,866 and this means that the scale is highly reliable in order to proceed the statistical analyses. Socio-demographic variables of the data collection tool cover age, gender, marital status, experience, business sector, foreign language, father's profession and level of education. Table 3. indicates the socio-demographic features of the participants of the study.

Table 3. Socio-Demographic Features of Participants

Variables	Freq.	%	Variables	Freq.	%
Age			Level of Education		
18-25	17	8,0	Primary School	123	58,0
26-30	34	16,0	Secondary School	70	33,0
31-35	54	25,5	High School	8	3,8
36-40	57	26,9	Associate Degree (Short Cycle)	10	4,7
41-45	29	13,7	Bachelor's Degree (First Cycle)	1	,5
45 +	21	9,9			
Gender	Freq.	%	Marital Status	Freq.	%
Female	21	9,9	Single	59	27,8
Male	191	90,1	Married	153	72,2
Experience (year)	Freq.	%	Business Sector	Freq.	%
Up to 2 Years	13	6,1	Machinery	5	2,4
2-5 Years	96	45,3	Mining	153	72,2
6-10 Years	68	32,1	Food	15	7,1
11-15 Years	27	12,7	Plastics	7	3,3
16-20 Years	5	2,4	Construction & Materials	24	11,3
Above 20 Years	3	1,4	Other	8	3,8
Foreign Language	Freq.	%	Father's Profession	Freq.	%
English	32	15,1	Entrepreneur/Businessman	22	10,4
Other	18	8,5	Worker/Officer	97	45,8
German	2	0,9	Farmer	75	35,4
Not Known	160	75,5	Other	18	8,5

According to the data given in Table 3, it can be seen that most of the participants are male (90,1%) and the amount of the female participants is 9,9%. Age of the participants is mostly above 30 and participants whose ages are between 18-30 are 51 people and this covers the 22% of the sample. The next variable is about the level of education and it can be inferred that 58% of the participants graduated only from primary schools. The number of the employees having associate and bachelor's degrees are only 11 and this amount is only 5,7% of the whole group. Most of the participants are married and 59 of them are single. Moreover, the most dominant group within the experience variable occurs as the employees having experience between 2 and 5 years (45,3%). Lastly, business sector of the participants is analyzed and according to the data given in Table 3, mining sector (72,2%) is the main work field of the participants in terms of the organized industrial zone. One of the possible reason for this sectoral concentration is that marble of Silifke is famous in the world and it has a huge amount of exportation capacity. When the foreign language of participants is analyzed it can be seen that most of the employees can't speak any foreign language, but 32 of them indicated that they can speak English. Besides that, father's profession is important for the empirical analyses especially for the entrepreneurial studies and in this research process the variable about the participant's family life is adapted to the data collection form. So, father profession of the employees is identified. We can see that while 97 of the participants are children of worker/officer and 75 of them are coming from a farming family. Only 22 of the participants' father profession is related with entrepreneurship. In Table 4. descriptive statistics of cyberloafing behavior scale are expressed.

Table 4. Cyberloafing Behavior Specifications

Cyberloafing	N	Minimum	Maximum	Mean	Std. Dev.
Sports related Web sites	212	1,00	5,00	1,7877	1,15494
Investment related Web sites	212	1,00	5,00	1,6085	,96012
Entertainment related Web sites	212	1,00	5,00	1,9623	1,17578
General news sites	212	1,00	5,00	2,0472	1,17946
Non-job related Web sites	212	1,00	5,00	1,5802	,93291
Download non-work related information	212	1,00	4,00	1,3538	,71698
Shop online for personal goods	212	1,00	5,00	1,6274	,97252
Adult-oriented (sexually explicit) Web sites	212	1,00	5,00	1,4104	,81251
Check non-work related e-mail	212	1,00	5,00	1,3349	,71947
Send non-work related e-mail	212	1,00	4,00	1,2689	,62973
Receive non-work related e-mail	212	1,00	5,00	1,3066	,75749

When the results of Table 4. are analyzed, it can be inferred that cyberloafing tendency of the participants are generally below average. The highest rate is about the variable of "general news sites" (2,0472). The lowest rate is about the variable of "send non-work related e-mail" (1,2689). So, it can be expressed that participants of the research tend to be cyberloafers at a low level. In the Table 5. Independent Samples T-Test analyses results between gender, marital status and the cyberloafing behavior are shown.

Table 5. Cyberloafing Independent T-Test Analysis Results

Gender		N	Mean	Std. Dev.	t	df	p
Cyberloafing	Female	21	1,6753	,58038	,786	210	,432
	Male	191	1,5602	,64228			
Marital Status		N	Mean	Std. Dev.	t	df	p
Cyberloafing	Single	59	1,7997	,70555	3,318	210	,001
	Married	153	1,4837	,58626			

In the Table 5. Independent Samples T-Test analysis results between marital status, gender and cyberloafing behavior are shown. It is seen that there is a statistically meaningful difference between single and married participants (Sig: ,001). Thus, the data can be interpreted as single employees tend to have more cyberloafing tendency. While the average level of single employees' cyberloafing mean is 1,7997, married employees' mean is 1,4837. Besides that, the cyberloafing behaviors of the participants were examined according to gender variable and no statistically significant difference was found (Sig:, 432). While the average cyberloafing behavior of 21 female participants included in the study was 1,6753, the average cyberloafing behavior of 191 male participants was determined as 1,5602. In Table 6. findings about the differences between age, education level, father's profession, foreign language, business sector and experience level variables and cyberloafing are shown.

Table 6. Cyberloafing and Socio-Demographic Variables - ANOVA Results

		Sum of Squares	df	Mean Square	F	Sig.
Cyberloafing (Age)	Between Groups	5,111	5	1,022	2,624	,173
	Within Groups	80,256	206	,390		
	Total	85,367	211			
Cyberloafing (Education Level)	Between Groups	5,839	4	1,460	3,799	,005*
	Within Groups	79,529	207	,384		
	Total	85,367	211			
Cyberloafing (Father's Profession)	Between Groups	2,715	3	,905	2,277	,081
	Within Groups	82,653	208	,397		
	Total	85,367	211			
Cyberloafing (Foreign Language)	Between Groups	,986	2	,493	,900	,413
	Within Groups	26,834	49	,548		
	Total	27,820	51			
Cyberloafing (Business Sector)	Between Groups	8,690	5	1,738	4,669	,000*
	Within Groups	76,677	206	,372		
	Total	85,367	211			
Cyberloafing (Experience)	Between Groups	4,227	5	,845	2,146	,061
	Within Groups	81,140	206	,394		
	Total	85,367	211			

When the data given in Table 6. are analyzed, it is seen that there is no statistically meaningful difference between the scale cyberloafing behavior and age variable (Sig: ,173), father's profession (Sig: 0,81), foreign language (Sig: ,413) and experience (Sig: ,061). There is a difference between education level of the participants and cyberloafing tendency (Sig:, 005) Also, when the business sectors of the participants are analyzed, it is seen that there is a statistically meaningful difference between business sector and cyberloafing (Sig: ,000) That is, in order to see in which groups the differences occur, the Scheffe analysis has been carried out. According to the results, employees working in mining sector compared to those working in machinery sector are more likely to have cyberloafing behavior, but the employees working in other sectors such as food, plastics, construction etc. tend to have more cyberloafing tendency. Table 7. Shows the ANOVA analyses results dealing with the participants' level of personal achievement, work satisfaction, level of technology use and level of social media use.

Table 7. Cyberloafing and Socio-Demographic Variables II - ANOVA Results

		Sum of Squares	df	Mean Square	F	Sig.
Cyberloafing (Level of Personal Achievement)	Between Groups	8,839	4	2,210	5,977	,000*
	Within Groups	76,529	207	,370		
	Total	85,367	211			
Cyberloafing (Work Satisfaction)	Between Groups	3,147	4	,787	1,981	,099
	Within Groups	82,220	207	,397		
	Total	85,367	211			
Cyberloafing (Level of Technology Use)	Between Groups	6,691	4	1,673	4,401	,002*
	Within Groups	78,677	207	,380		
	Total	85,367	211			
Cyberloafing (Level of Social Media Use)	Between Groups	6,873	4	1,718	4,531	,002*
	Within Groups	78,495	207	,379		
	Total	85,367	211			

There is a statistically meaningful difference between cyberloafing behavior and level of personal achievement (Sig: ,000). The source of this difference is gathered from Scheffe analysis results and it has been inferred that the employees whose level of personal achievement are above average are likely to have cyberloafing behavior compared to the others. Also, level of technology (Sig: ,002) and social media use (Sig: ,002) have an effect on cyberloafing tendency. So, there is a difference between technology/social media use and cyberloafing behavior. That is the employees using technology and social media accounts in their works have a tendency to show cyberloafing behavior.

As a result of the statistical analyses, the hypothesis 1 "Socio-demographic features are associated with cyberloafing behavior" is partially accepted because while the variables such as age, gender, father's profession, foreign language and experience don't have significant difference between cyberloafing, but there

is a meaningful difference within the groups in the context of marital status, business sector and education level. The hypothesis 1a “level of personal achievement is associated with cyberloafing behavior” and the last hypothesis 1b “level of personal satisfaction is associated with cyberloafing behavior” is accepted.

CONCLUSION and DISCUSSION

Cyberloafing is a term used to express actions in organizations that employees use internet access for their own purposes. Cyberloafing tendency might lead to inefficiency and cost a great deal of money for the managers. While some organizations try to eliminate these behaviors by installing some security options such as the firewalls, some are still desperate because they can't prevent this behavior so that cyberloafing might occur via personal smart phones and internet access. According to Lim (2002), workplace internet use is increasing dramatically and this rapid growth has led much attention to the negative effects of employee attitudes. Thus, the necessary measures should be taken into consideration in order to prevent productivity losses. Vitak et al, (2011) recommends educating the employees about the negative consequences of cyberloafing behavior.

In fact, employees' use of technology can mean qualified personnel and productivity for the organizations however, the use of technology for individual purposes causes problems. For instance, employees might not pay attention to their work, neglect customers, even leak the private information of the organization. When the underlying causes of employees' cyberloafing are identified, these behaviors can be reduced or eliminated. First thing to do is recognize the situation and consider the importance of cyberloafing behavior. Due to the easily accessible and free social media applications on mobile phones, employees tend to read, share and watch something on the net during work hours and cyberloafing tendency of the employees is not easily monitored by the managers. In this respect, the concept of cyberloafing is a phenomenon that needs to be met with emphasis on the enterprises that have the objectives of efficiency and sustainability.

In this study, cyberloafing behavior of employees in the Organized Industrial Zone of Silifke is analyzed in terms of the statistical differences between socio-demographic features. When the data were analyzed, it has been inferred that there is a statistically meaningful difference between cyberloafing and level of personal achievement. That is, employees whose level of personal achievement are above average, that is the ones who think that they are successful in their lives and that they have achieved their goals, are likely to have more cyberloafing behavior compared to the others. Moreover, it was found that the more the employees are prone to technology and social media, the more they have a tendency of cyberloafing. Also, the statistically significant difference between cyberloafing behavior and business sector and marital status of the participants was found out. According to marital status, the data can be interpreted as single employees tend to have more cyberloafing tendency. When the analysis result of business sector was identified, it was seen that mining sector is the leading one whose employees using technological devise for their own purposes more frequently.

Cyberloafing tendency of the employees is more than just a behavior. It is directly related with productivity, sustainability, customer satisfaction and profit itself. So, organizations should take into consideration this concept. During the work hours, using internet facilities for their own purposes is the same of stealing the time of organization and customers. That is, the time allocated to customers is reduced, negligence occurs. As a result, every kind of organization should identify the importance of cyberloafing and employees should not adversely affect their organizations thanks to the commitment, trust and citizenship behavior to their organizations. The study deals with the employees of organized industrial zone in Silifke. When broader samples used for the next researches with different data collection and sampling methods, various results can be achieved. For the next studies dealing with the cyberloafing behavior, it is recommended to make comparisons between organized industrial zones or business sectors.

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