

Enhancing Psychological Capital in the Digital Age: A Fresh Look to Cyberloafing Phenomenon ^{1 2}

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Abstract

In this study, the interaction between cyberloafing and psychological capital was examined by considering demographic characteristics. Scanning, relational and causal comparison models are used within the scope of the quantitative paradigm. The data of a total of 196 participants were analyzed. A series of correlation, variance and regression analysis was performed. According to the results of the analysis, cyberloafing and psychological capital averages differ significantly depending on demographic data. Cyberloafing scores of males and those with a lower age group are significantly higher. Women, those with low working years and younger age, and psychology professionals have lower psychological capital. Psychological capital is negatively related to the outcome and punishment sub-dimension and beliefs about the outcome, while the behavior, attitude and facilitator dimension is positively related. Regression analysis indicated that cyberloafing subfactors (consequences and punishment, beliefs about outcomes, and facilitating) accounted for 16.3% of PsyCap variance, while work experience contributed an extra 4.3%. Consequence and punishment, and beliefs about outcome are associated with decreased PS, facilitator dimension, and working year associated with increased PS. The study suggests that lenient policies on non-work-related internet use enhance employees' PsyCap through cyberloafing, whereas strict cautionary measures decrease it.

Keywords: *Cyberloafing, Psychological Capital, Virtual Slacking, Positive Psychology, Demographic Characteristics*

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Dijital Çağda Psikolojik Sermayeyi Geliştirmek: Sanal Kaytarma Olgusuna Yeni Bir Bakış

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Öz

Bu çalışmada, sanal kaytarma ile psikolojik sermaye arasındaki etkileşim demografik özellikler dikkate alınarak incelenmiştir. Nicel paradigma kapsamında tarama, ilişkisel ve nedensel karşılaştırma modelleri kullanılmıştır. Toplam 196 katılımcının verisi analiz edilmiştir. Bir seri korelasyon, varyans ve regresyon analizi yapılmıştır. Analiz sonuçlarına göre demografik verilere bağlı olarak sanal kaytarma ve psikolojik sermaye ortalamaları anlamlı ölçüde farklılaşmaktadır. Erkeklerin ve yaş grubu düşük olanların sanal kaytarma puanları anlamlı ölçüde yüksektir. Kadınlar, çalışma yılı düşük ve yaşı küçük olanlar ve psikoloji alanında çalışanlar daha düşük psikolojik sermayeye sahiptir. Psikolojik sermaye ile sanal kaytarma alt boyutları olan sonuç, ceza ve sonuçlara ilişkin inançlar arasında negatif bir ilişki tespit edilmiştir. Sanal kaytarma alt boyutlarından davranış, tutum ve kolaylaştırıcı boyutları psikolojik sermaye ile pozitif yönde ilişkilidir. Regresyon analizlerinde sanal kaytarma alt faktörlerinin (sonuçlar ve ceza, sonuçlara ilişkin inançlar ve kolaylaştırma) psikolojik sermaye varyansının %16,3'ünü açıkladığı, iş deneyiminin ise %4,3'lük bir katkı sağladığı belirlenmiştir. Çalışma sonuçları işle ilgili olmayan internet kullanımına ilişkin hoşgörülü politikaların sanal kaytarma yoluyla çalışanların psikolojik sermayeyi artırdığını, buna karşın katı tedbirlerin ve cezanın psikolojik sermayeyi azalttığını göstermiştir.

Anahtar Kelimeler: Sanal Kaytarma, Psikolojik Sermaye, Sanal Aylaklık, Pozitif Psikoloji, Demografik Özellikler

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Introduction

The surge of technology and an increased reliance on online work arrangements have rendered the Internet an integral part of contemporary business operations. Traditionally, loafing behaviors at work included activities such as extended coffee breaks, non-work-related conversations, and personal phone calls. However, with the advent of Web 1.0, the list has expanded to incorporate behaviors like sending personal emails and downloading music, leading to a drain on resources and a decline in productivity (Wu and Nguyen, 2019). This pervasive, deliberate misuse of the Internet for personal pursuits during work hours was later termed cyberloafing (Lim, 2002).

The widespread adoption of the Internet, smartphones, and Web 2.0 applications has amplified the incidence of cyberloafing. Activities under this umbrella have increased in diversity and frequency, encompassing actions like messaging, online shopping, blogging, social media usage, online gambling, and producing non-work-related content. While the impacts of cyberloafing on individuals and organizations can be both positive and negative (Wu, Mei, Liu and Ugrin, 2020), it's worth noting that a shift towards individual-centered approaches, particularly in positive psychology, has taken precedence.

The domain of positive organizational behavior emphasizes the potential, internal strengths, and resources of individuals to attain organizational objectives. Psychological Capital (PsyCap) sets itself apart by positing that some employees possess more positive psychological traits than others (Luthans, 2002). PsyCap, underscored by four primary subfactors: optimism, self-efficacy, hope, and psychological resilience, is crucial for enhancing employee well-being and improving organizational outcomes. Therefore, according to Luthans and Youssef (2004), the understanding and nurturing of positive psychological attributes could bolster the workplace's positive interventions and overall output.

While studies indicate cyberloafing can adversely affect financial, performance, productivity, reputation, security, and legal aspects of organizations (Henle, Kohut and Booth, 2009), there is evidence supporting its positive impacts, such as skill acquisition, stress reduction, and productivity enhancement (Sao, Chandak, Patel and Bhadade, 2020). Hence, it is critical to explore its possible impact on PsyCap. Given the interaction of demographic factors like occupational status, income, gender, and age with both cyberloafing (Garrett and Danziger, 2008) and PsyCap (M.P.Prasad and Sandhyavani, 2019), this study aims to investigate these dynamics.

Despite the rising prevalence of cyberloafing and PsyCap's importance, research on their interaction remains scarce, with demographic factors often overlooked (Agarwal and Avey, 2020; Sofyanty, 2019; Tahir, 2021). In Turkey, such a study is unprecedented. Given the continued rise of cyberloafing, its influence on individual PsyCap, either positive or negative, is still nebulous. Therefore, this study seeks to bridge this gap and enhance our understanding of cyberloafing's impact on PsyCap, considering various demographic factors.

Theoretical Background

This section explores the evolution of Psychological Capital (PsyCap), cyberloafing, and the interplay between cyberloafing, psychological capital, and demographic factors

Psychological Capital (PsyCap)

PsyCap, a concept rooted in positive psychology and positive organizational behavior, encourages a focus on the positive facets of human experiences. The positive psychology paradigm stresses the exploration of themes associated with relationships, self-actualization, health, and well-being, rather than solely investigating loss, pain, and illness (Proctor, Linley and Maltby, 2009; Seligman, Steen, Park and Peterson, 2005). Similarly,

positive organizational behavior advocates for individual-centered approaches emphasizing psychological resource capacities, happiness, life satisfaction, along with organizational metrics such as performance, productivity, and commitment. PsyCap is a high-order construct integrating varying degrees of self-efficacy, hope, optimism, and resilience (Luthans, Youssef and Avalio, 2007). Cultivating these positive psychological resources can significantly improve employee well-being and organizational outcomes.

Self-efficacy reflects an individual's conviction in their ability to successfully undertake future tasks and attain desired outcomes (Gardner and Pierce, 1998). Employees low on self-efficacy tend to surrender easily. Hope signifies an individual's belief in achieving their goals, which serves as a positive motivation propelling them towards goal attainment (Snyder et.al., 2000). Psychological resilience equips individuals to effectively navigate adversity, enhancing their ability to recover and adapt successfully. Lastly, optimism denotes positive expectations and attitudes towards future events, with optimists attributing the causes of positive events to their strengths (Luthans et.al., 2006).

Cyberloafing

The rapid advancement of technology and the Internet's pervasive use in workplaces have catalyzed behaviors that can impinge upon organizational performance and productivity. Cyberloafing encapsulates the act of using the Internet for personal pursuits during work hours (Lim, 2002). This phenomenon extends to utilizing an organization's Internet facilities to engage in non-work-related activities, effectively giving employees a platform to frequent personal-interest websites while ostensibly working (S.Prasad, Lim and Chen, 2010). Other terminology paralleling cyberloafing includes personal Internet usage at work, virtual idleness, online loafing, and cyberslacking, all referring to the Internet usage facade where employees appear to work (Mills, Hu, Beldona and Clay, 2001).

The categorization of cyberloafing is multifaceted. Lim, 2002 demarcates between browsing (visiting unrelated work websites) and emailing (exchanging personal emails). Blanchard and Henle (2008) classify cyberloafing as either minor (like e-mailing or online shopping) or major (such as visiting gambling or adult content websites). Mastrangelo, Everton and Jolton (2006), differentiate between non-productive (harmless) and anti-productive (harmful) computer usage, emphasizing the potential damage. Anandarajan, Devine and Simmers (2004, p.73) focus on the motives, distinguishing between abusive behavior (playing online games, viewing adult content), relaxation behavior (using the Internet for entertainment), self-learning behavior (monitoring company news, researching educational opportunities), and ambiguous behavior (participating in institutional discussions, gathering information about other organizations). Anandarajan, Francis, Hasan and John (2011) use an individual-oriented approach, categorizing cyberloafing into work-family (personal responsibilities), hedonic (games, music), personal development (research), and organizational citizenship (monitoring the organization's external environment) (as cited in Ünal and Tekdemir, 2015).

Interplay of Cyberloafing, Psychological Capital, and Demographic Factors: A Multi-Dimensional Examination

Cyberloafing, a term describing the misuse of the internet during work hours, is often cast in a negative light from a managerial perspective. Nevertheless, Blanchard and Henle (2008) pointed out that it is crucial to acknowledge that cyberloafing also encompasses positive aspects and is not strictly a negative or positive phenomenon. From a financial, administrative, legal, and individual standpoint, cyberloafing can yield various outcomes (Henle et.al., 2009) , potentially leading to the sub-optimal allocation of organizational resources and a subsequent decline in productivity (Lieberman, Seidman, Mckenna and Buffardi, 2011; Yıldız, Yıldız and Hamza, 2015).

Consideration of the quantity, type, and interactive nature of cyberloafing activities is paramount in evaluating their impact on performance (Lim and Chen, 2012). Extensive time expenditure on cyberloafing can detrimentally affect performance (Barlow, Bean and Hott, 2003), but provided that the work completed remains sufficient, cyberloafing may not necessarily impact performance negatively, barring exceptional circumstances (Lieberman et.al., 2011).

Moreover, cyberloafing can manifest both negative and positive effects on individual and organizational mental health. Cyberloafing has been reported to amplify psychological symptoms in students (Demirtepe-Saygılı and Metin-Orta, 2021) and workplace individuals may resort to cyberloafing as a mechanism to mitigate anxiety and anger. However, individuals with strong future expectations may exhibit self-control and are therefore less likely to engage in cyberloafing (Zhang, 2005).

On the positive side, cyberloafing can foster creativity (Skeja and Lorcu, 2022), provide rest, stimulate positive emotions and organizational behavior, and encourage mental stimulation (Lim and Chen, 2012). It can help break monotony, facilitate self-renewal, foster positive moods, and alleviate stress (Rajah and Lim, 2011), all of which can enhance productivity by mitigating negative emotions (Askew et.al., 2014). Additionally, cyberloafing can facilitate work-life balance (Page, 2015), create social and learning environments (Durak, 2020), and even enrich work resources while promoting cognitive flexibility. However, it can also lead to employee fatigue (Wu, Mei, Liu and Ugrin, 2020).

The organizational learning capacity of employees can be bolstered by cyberloafing by encouraging participatory decision-making and interactions with the external environment (Keklik, Kılıç, Yıldız and Yıldız, 2015). It can also enhance information literacy and stimulate exploration from different perspectives (Seymour and Nadasen, 2007). However, classical relaxation methods may prove more effective than cyberloafing (Jiang, 2020, p. 204). Although cyberloafing can refresh attentional resources and reduce mental fatigue, engaging in outdoor activities such as walking may be more beneficial (Thøgersen-Ntoumani et.al., 2015). Furthermore, transitioning back to work after cyberloafing may pose a challenge for some individuals.

When considering the association between cyberloafing and demographic variables, evidence suggests that age, gender, status, and occupation are indeed intertwined with cyberloafing behaviors. Younger individuals are thought to engage more in cyberloafing activities (Jia et.al., 2013), potentially due to their superior Internet usage skills (Ugrin, Pearson & Odom, 2008). Men (Lim and Chen, 2012) and those with higher occupational status (Garrett and Danziger, 2008) are generally more prone to cyberloafing, potentially due to their perceived lower risk of punishment and greater autonomy in the workplace. Organizational reasons for cyberloafing encompass social pressure, social facilitation, security requirements, and job characteristics. Occupational differences, due to varying job characteristics and opportunities, may also contribute to cyberloafing.

PsyCap recognized for its association with lower stress symptoms, reduced intention to quit work (Avey, Luthans and Jensen, 2009), diminished burnout, and high performance (Akdoğan and Polatçı, 2013; Luthans, Avey, Clapp-Smith and Li, 2008), can be developed and regenerated (Luthans et.al., 2006). Brief interventions ranging from 1-3 hours can boost PsyCap by as much as 2%, yielding significant financial contributions. Factors like increased perceived social support (Hui, Cao, Lou and He, 2014), a supportive organizational climate (Süral Özer, Topaloğlu and Timurcanday Özmen, 2013) and organizational support further enhance PsyCap.

The relationship between PsyCap and demographic factors such as age, gender, status, and profession is intricate. Some studies have reported that women score higher in optimism and men score higher in resilience

(Parthi and Gupta, 2016), while other studies find no significant gender difference in PsyCap (M.P.Prasad and Sandhyavani, 2019). Few studies have explored the relationship between cyberloafing with PsyCap, a focus of this study. Sofyanty (2019) reported a negative and significant relationship between PsyCap and cyber idleness behavior. Agarwal (2019) analyzed the mediating effect of PsyCap on cyberloafing in the context of perceived executive communication styles (aggressive, assertive, and passive), considering organizational factors, with moderate mediating effects observed for aggressive and assertive executive communication.

This study is pioneering in that it assesses the effect of cyberloafing on an individual's PsyCap, a topic not yet investigated. Although Sofyanty (2019) examined the concepts in the opposite direction, no studies have been conducted in Turkey on this topic, representing an opportunity for novel insights. As a theory and research-based, positively valued, and validly measurable construct, PsyCap significantly influences individual resources in organizational work, affecting attitudes, behaviors, performance, and overall well-being (Luthans and Youssef-Morgan, 2017). This study aims to shed light on the psychological effects of the now widespread phenomenon of cyberloafing from an individual perspective within the context of positive organizational behavior.

Aim

The aim of this study is to investigate the relationship between demographic data and the interaction of cyberloafing with PsyCap. The study sought to answer the following research questions:

1. What are the descriptive statistical results of the total scores and sub-dimensions of PsyCap and cyberloafing?
2. Do cyberloafing and PsyCap vary according to demographic data such as age, gender, occupation, and working years?
3. Is there a relationship between the total dimensions and sub-dimensions of PsyCap and cyberloafing?
4. To what extent do demographic factors and cyberloafing explain the variance in PsyCap?

Method

This research, the relationship between PsyCap and cyberloafing was scrutinized, considering demographic data. The study implemented screening, relational, and causal comparison models within a quantitative research paradigm. Descriptive, variance, correlation, and regression analyses were performed. Descriptive statistics included min-max, mean, and standard deviations. The relational analysis encompassed correlation analysis between the primary and secondary dimensions of PsyCap and cyberloafing. Variance analyses were used to test for mean differences in cyberloafing and PsyCap scores across demographic variables. Regression analysis determined the degree to which demographic variables and cyberloafing explained the variance in PsyCap. The research model is illustrated in Figure 1.

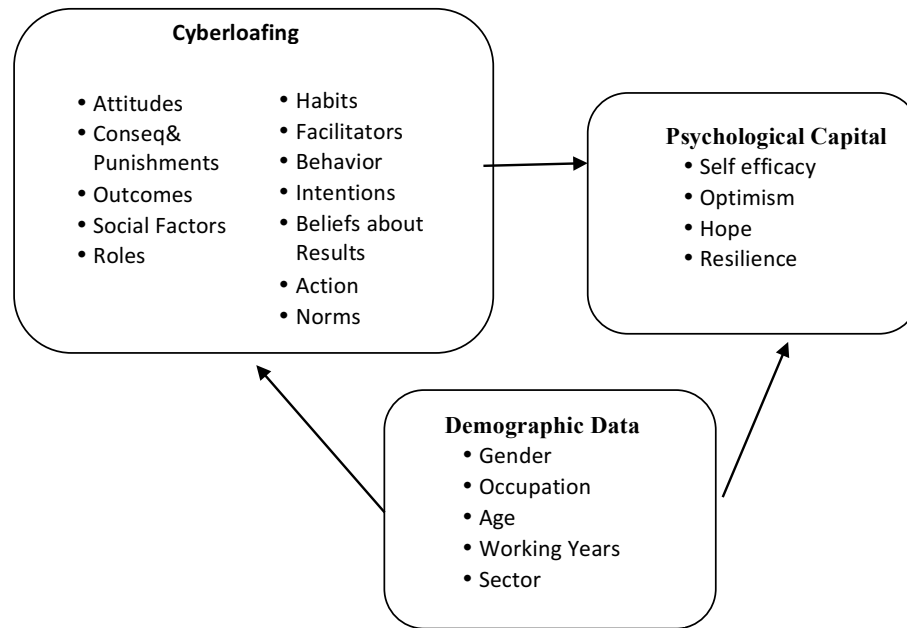


Figure 1. Research Model

Sample

The population of this study consists of employees from different sectors in İstanbul. Data were collected from 200 participants online to represent different occupational groups. It is not possible for a study to cover all the different sectors in Istanbul which is one of the limitation of the study. However, for the purpose of the research, it is accepted that group distributions are sufficient for sectoral comparison. Two univariate outliers' and two multivariate ourliers' data were excluded, resulting in an analysis based on 196 participants, including 109 females (55.6%) and 87 males (44.4%). Participants represented various sectors, with 93 engineering (47.4%), 20 psychology (10.2%), 23 education (11.7%), 24 finance (12.2%), and 26 service industry (13.3%). The age ranged from 22 to 40 years. Participants' professional experience ranged from 1 to 29 years and was divided into four groups. The

The sample size suggested by Tabachnick and Fidel (1999, p. 117) for correlation analysis is $N \geq 50 + 8m$ (m =number of independent variables). For analysis of variance, each cell should have at least 20 samples. In regression analyses, the formula $N \geq 104 + m$ (m =number of predictor variables) is recommended (for $\alpha = .05$ and $\beta = .20$). Therefore sample size meet the statistical requirements for analysis. Convenience sampling method was used. However, the reliance on online data collection can be acknowledged as another limitation.

Instruments

The data collection instruments included a demographic information form, the Psychological Capital Scale and the Cyberloafing Scale.

The Demographic Information Form captured various demographic factors, including gender, occupation, age, years of employment, and industry sector.

The Psychological Capital Scale, created by Luthans et.al., (2007) , contained 24 items across four dimensions: self-efficacy, optimism, hope, and resilience. The scale was translated by Çetin and Basım (2012) into a 5-point Likert-type format, achieving a Cronbach's Alpha reliability score of 0.89.

The Cyberloafing Scale, constructed by Moody and Siponen (2013), comprised 51 items across 12 sub-dimensions. The scale, translated by Elciyar, (2019) into a 5-point Likert scale, attained a Cronbach's Alpha reliability score of 0.95.

Table 1 displays the number of items, reliability results, mean, and standard deviations of the scales and sub-dimensions. The scales and sub-dimensions demonstrated adequate reliability.

Table 1
Reliability Implications of Scales and Subdimensions

Scale / Sub Size	Number of Items	Cronbach's Alpha	Average	Standard deviation
Self-efficacy	6	0,716	4,2355	0,615
Hope	6	0,678	3,8937	0,603
Resilience	5	0,732	4,0041	0,625
Optimism	6	0,832	3,5774	0,672
Attitude	3	0,853	3,3759	0,995
Conseq& Punish	3	0,895	2,3759	1,118
Outcomes	4	0,841	2,3227	0,952
Social factors	5	0,831	2,5837	1,067
Roles	3	0,830	2,7806	1,202
Habit	4	0,827	2,7526	1,175
Facilitator	3	0,851	3,6327	0,978
Behavior	3	0,864	3,3639	0,835
Intention	3	0,837	2,6037	1,249
Beliefs about results	6	0,831	2,716	0,975
Action	10	0,839	2,8551	0,85
Norms	4	0,842	2,0944	1,084
Cyberloafing	51	0,954	2,7881	0,654
PsyCAP	24	0,899	3,9277	0,494

Process

Data were processed using the SPSS 25 software suite. Two participants were omitted due to univariate outliers, as determined by their Z scores (Z scores less than -3.29 or greater than 3.29). Additionally, two participants were identified as multivariate outliers based on the Mahalanobis distance and were subsequently excluded. The kurtosis and skewness values were analyzed to ensure data normality, a necessary precondition for regression and analysis of variance. No multicollinearity or linearity issues were detected, with tolerance values less than 0.10 and VIF values less than 4. Condition index values also fell below 30. These steps validate the appropriate use of statistical methods, underpinning the accuracy and reliability of the data while conforming to the fundamental assumptions of regression and variance analysis (Tabachnick and Fidel, 1999, p. 68).

Results

This segment provides a thorough breakdown of the gathered data, focusing on the relationship between cyberloafing, demographic parameters, and psychological capital. Descriptive statistics, correlation data, analysis of variance, and regression outcomes are reported.

Descriptive statistics were leveraged to scrutinize the PsyCap and cyberloafing aggregate scores and sub-dimensions. Table 2 summarizes minimum-maximum scores, Means (M), and Standard Deviations (SD).

Table 2
Descriptive Statistics Results

	N	Min	Max	Avg	SS
Hope	196	2,00	5,00	3,8937	0,60332
Optimism	196	1,67	5,00	3,5774	0,67270
Self-efficacy	196	2,17	5,00	4,2355	0,61504
Resilience	196	2,00	5,00	4,0041	0,62527
Attitude	196	1,00	5,00	3,3759	0,99509
Consequences and Punishment	196	1,00	5,00	2,3759	1,11805
Outcomes	196	1,00	5,00	2,3227	0,95280
Social Factors	196	1,00	5,00	2,5837	1,06744
Roles	196	1,00	5,00	2,7806	1,20258
Habit	196	1,00	5,00	2,7526	1,17506
Facilitator	196	1,00	5,00	3,6327	0,97897
Behavior	196	1,00	5,00	3,3639	0,83593
Intention	196	1,00	5,00	2,6037	1,24996
Beliefs About Results	196	1,00	5,00	2,7160	0,97598
Action	196	1,00	5,00	2,8551	0,85005
Norms	196	1,00	5,00	2,0944	1,08487
PsyCap	196	2,48	4,92	3,9277	0,49466
Cyberloafing	196	1,37	4,42	2,7881	0,65432

Analysis of variance results

Age, gender, occupation, and work experience were identified as independent variables, while PsyCap and cyberloafing were considered dependent variables. A series of variance analyses were conducted, with statistically significant outcomes reported in Table 3. Post-hoc analyses were undertaken to discern differences between groups.

Table 3
Results of Analysis of Variance by Demographic Characteristics

Dimensions	Gender		Age		Profession		Years of employment	
	F	Sig	F	Sig	F	Sig	F	Sig
Self-efficacy	8,89	0,00	4,13	0,01	3,41	0,01	3,42	0,02
Hope							2,95	0,03
Resilience					3,91	0,01		
Optimism								
Attitude	3,94	0,05						
Consequences and Punishment	5,09	0,03	6,44	0,00	3,64	0,01		
Outcomes	4,01	0,05	3,15	0,03				
Roles	4,24	0,04					2,77	0,04
Habit	4,96	0,03					5,25	0,00
Facilitator	8,03	0,01						
Behavior								
Intention	8,93	0,00					4,01	0,01
Beliefs-Results							3,41	0,02
Action	6,63	0,01			3,03	0,02		
Norms	2,15							
Cyberloafing	7,38	0,01					4,40	0,01
PsyCap					2,72	0,03		

Gender Based Analysis: Gender-based findings indicate a higher tendency for PsyCap among men ($M=3.99$, $SD=0.46$) than women ($M=3.87$, $SD=0.51$), though the difference was not statistically significant. However, self-efficacy scores showcased a significant divergence between men ($M=4.37$, $SD=0.54$) and women ($M=4.12$, $SD=0.64$) ($F=8.89$, $p<0.01$), with men scoring higher. A similar pattern was observed in cyberloafing, which was significantly higher among men. Several cyberloafing sub-dimensions exhibited significant gender-based differences, with men ($M=2.92$, $SD=0.68$) generally scoring higher than women ($M=2.67$, $SD=0.61$) ($F=7.38$, $p<0.01$).

Age-Based Analysis: The PsyCap and cyberloafing differences across various age groups were assessed. No significant discrepancies were observed in PsyCap total scores relative to age. However, examination of the sub-dimensions revealed age-related differences. Generally, younger individuals exhibited lower PsyCap scores. With respect to cyberloafing, age-based distinctions were identified in certain sub-dimensions, with younger individuals demonstrating a higher tendency for cyberloafing behavior. Self-efficacy scores of individuals aged 22-25 ($M=3.99$, $SD=0.68$) were significantly lower than those aged 36-40 ($M=4.40$, $SD=0.52$) ($F=4.13$, $p<0.01$).

Occupation-Based Analysis: PsyCap scores among different occupational groups were scrutinized. Employees in the psychology sector ($M=3.62$, $SD=0.48$) recorded significantly lower PsyCap scores than those in engineering ($M=3.97$, $SD=0.46$) ($F=2.71$, $p<0.05$). Sub-dimensions such as self-efficacy and resilience also revealed significant differences across professions. In terms of self-efficacy, the psychology sector employees ($M=3.90$, $SD=0.61$) had significantly lower scores than those in the finance sector ($M=4.48$, $SD=0.51$) ($F=3.40$, $p<0.05$). Regarding resilience, the PsyCap scores of employees in the service sector ($M=4.14$, $SD=0.53$) were significantly higher than those in the psychology sector ($M=3.59$, $SD=0.45$) ($F=4.14$, $p<0.01$). Cyberloafing scores, on the other hand, did not significantly vary among professions, though certain sub-dimensions showed noticeable differences.

Work Experience-Based Analysis: The impact of years of work experience on PsyCap and cyberloafing was also evaluated. No significant difference was observed in the mean PsyCap total scores across varying years of work experience. For self-efficacy scores, employees with 1 year of work experience (M=3.99, SD=0.68) had significantly lower scores compared to those with 10-29 years of work experience (M=4.46, SD=0.46) (F=3.18, p<.05). The hopes of employees working between 2-5 years (M=3.81, SD=0.59) are significantly lower than those of employees with 10-29 years of working experience (M=4.17, SD=0.39) (F=2.94, p<.05). The total score of cyberloafing differs significantly according to working year. Cyberloafing scores of employees with 1 year of working experience (M=2.90, SD=0.61) are significantly higher than those of employees with 10-29 years of working experience (M=2.41, SD=0.59) (F=4.39, p<.01). This pattern extended to several sub-dimensions of cyberloafing, including roles, habit, intention, and beliefs about outcomes. Individuals with less work experience tend to have lower PsyCap scores and engage in more cyberloafing, possibly reflecting a positive correlation between age and internet use.

Correlation analysis results

Correlation analyses between cyberloafing and PsyCap, including main dimensions and sub-dimensions, were performed and are detailed in Table 4. While no significant correlation was found between the total scores of these variables, significant associations were discovered among the sub-dimensions. Specifically, certain sub-dimensions of cyberloafing showed a positive correlation with PsyCap, namely attitude facilitation and behavior. Conversely, these were negatively correlated with outcomes and punishments. This suggests that individuals scoring high on cyberloafing also tend to have high PsyCap scores, but those particularly concerned about consequences and punishments generally exhibited lower PsyCap scores.

Table 4
Psychological Capital and Cyberloafing Sub-Dimensions Correlation Analysis

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
(1) CyberLoafing 1																				
(2) PsyCap	0,003	1																		
(3) Self Efficacy	0,034	,815**	1																	
(4) Hope		0,070	,858**	,654**	1															
(5) Resilience	-0,014	,797**	,578**	,637**	1															
(6) Optimism	-0,073	,685**	,361**	,437**	,317**	1														
(7) Attitude	,536**	,151*	,154*	,152*	,191**	-0,009	1													
(8) Consq&Punsh.	-0,066	-,176*	-,154*	-0,122	-,236**	-0,049	-,176*	1												
(9) Out-Benefit	,701**	-0,015	-0,052	0,032	-0,034	0,006	,235**	0,030	1											
(10) Social Factors	,810**	0,045	0,030	0,089	0,021	0,006	,481**	-,231**	,629**	1										
(11) Roles	,808**	-0,001	0,044	0,031	0,017	-0,086	,449**	-,280**	,527**	,770**	1									
(12) Habit	,841**	-0,050	-0,022	0,032	-0,016	-0,140	,340**	-,159*	,584**	,649**	,717**	1								
(13) Facilitator	,561**	,194**	,219**	,214**	0,073	0,110	,275**	-0,117	,224**	,337**	,400**	,465**	1							
(16) Behavior	,307**	,157*	,146*	0,111	,153*	0,087	,177*	-,169*	-0,014	,169*	,236**	,218**	,312**	1						
(17) Intention	,746**	-0,037	-0,004	0,029	-0,053	-0,081	,351**	-0,102	,465**	,587**	,506**	,541**	,372**	,151*	1					
(18) Beliefs-Outc.	822**	-0,112	-0,060	-0,049	-0,071	-,164*	,330**	-,185**	,577**	,615**	,657**	,735**	,399**	,175*	,631**	1				
(19) Action	,732**	-0,038	0,032	0,015	-0,023	-0,133	,354**	-0,106	,470**	,473**	,544**	,672**	,362**	,156*	,459**	,687**	1			
(20) Norms	,681**	-0,037	-0,022	0,027	-0,062	-0,056	,233**	-0,063	,502**	,532**	,473**	,507**	,236**	0,075	,517**	,541**	,496**	1		

Note: **Correlation is significant at the 0.01 (p < .01.) (2 tailed)
* Correlation is significant at the 0.05 (p < .05) (2 tailed)

Notably, individuals who score high in the consequences and punishment sub-dimension of cyberloafing tend to display lower self-efficacy. The sub-dimension of hope is positively associated with facilitation and attitude, indicating that individuals with high competence and understanding of a subject tend to maintain higher levels of hope concerning their work. Resilience, another sub-dimension, is positively associated with attitude and behavior but negatively related to consequences and punishment. As the scores for consequences and punishment increase, resilience scores typically decrease. Lastly, optimism, a key aspect of PsyCap, is found to be negatively correlated with beliefs about outcomes.

Regression analysis results

In the first regression analysis, cyberloafing sub-dimensions were treated as independent variables, with PsyCap as the dependent variable. The results suggested that the cyberloafing sub-dimensions accounted for 16.3% of the variance in PsyCap scores ($F(12, 183) = 2.96, p < .01$). Among these, the sub-dimensions of cyberloafing including consequences and punishment, beliefs about outcomes, and facilitator scores, along with the demographic variable of working years, made significant contributions to the changes in PsyCap averages. This relationship can be formulated as: $\text{PsyCap} = 3.57 + 0.14(\text{Facilitator}) - 0.14(\text{Beliefs about Outcomes}) - 0.08(\text{Consequences and Punishment})$. Detailed results are reported in Table 5.

Table 5
Results of Regression Analysis in Which the Sub-Dimensions of Cyberloafing are Taken as the Dependent Variable of the Independent PsyCap

R	R Square	Adjusted R Square	Std. Error of the Estimate
,403 ^A	0,163	0,108	0,46722

	B	Std. Error	Beta	t	Sig
(Constant)	3,572	0,225		15,860	0,000
Consequences and Punishment	-0,085	0,033	-,191	-2,601	0,010
Facilitator	0,130	0,041	0,257	3,185	0,002
Beliefs about Outcomes	-0,142	0,062	-,280	-2,295	0,023

In the second regression analysis, PsyCap scores were the dependent variable, while cyberloafing sub-dimensions and demographic data served as independent variables. Here, it was found that these variables accounted for 20.7% of the variance in PsyCap scores ($F(16, 179) = 2.93, p < .01$). Specifically, changes in the PsyCap averages were significantly associated with shifts in the sub-dimensions of cyberloafing (consequences and punishment, beliefs about outcomes, and facilitator scores), as well as an increase in the working year. This relationship can be represented as: $\text{PsyCap} = 3.57 + 0.14(\text{Facilitator}) - 0.14(\text{Beliefs about Outcomes}) - 0.08(\text{Consequences and Punishment}) + 0.10(\text{Working Year})$. The detailed results of these analyses are reported in Table 6.

Table 6
Results of Regression Analysis in Which Sub-Dimensions of Cyberloafing and Demographic Data are Taken as Independent PysCap Dependent Variable

R	R Square	Adjusted R Square	Std. Error of the Estimate
,456 ^A	0,207	0,73	0.460

	B	Std. Error	Beta	t	Sig
(Constant)	3,196	,264		12,111	,000
Consequences and Punishment	-,075	,034	-169	-2,206	,029
Facilitator	,136	,041	,269	3,354	,001
Beliefs about Outcomes	-,135	,062	-267	-2,177	,031
Working Year	,097	,044	,201	2,200	,029

Discussion and Conclusion

The primary objective of this study was to delve into the interplay between cyberloafing and Psychological Capital (PsyCap). We leveraged a quantitative research design incorporating both a screening model and a relational and causal comparison model. Descriptive statistics such as minimum, maximum, mean, and standard deviations were computed and reported. Additionally, correlation analyses were conducted to illuminate the relationship between PsyCap and cyberloafing under the relational model. Moreover, demographic data was evaluated via a causal comparative model, entailing variance and regression analyses of the variables of cyberloafing and PsyCap.

Data collection entailed the use of demographic information forms and scales for PsyCap and cyberloafing. The PsyCap scale encompassed four sub-dimensions: self-efficacy, optimism, hope, and resilience, while the cyberloafing scale comprised twelve sub-dimensions, including attitude, consequences and punishment, outcome benefits, social factors, roles, habit, facilitator, behavior, intention, beliefs about outcomes, action, and norms. A total of 196 participants' data, comprising 109 females and 87 males, was analysed. These participants, aged between 22 and 40 years, possessed professional experience ranging from 1 to 29 years, representing various sectors such as engineering, psychology, education, finance, and service.

Our findings delineate notable discrepancies in cyberloafing and PsyCap averages contingent on demographic data. Men and those with more extensive work experience demonstrated significantly elevated levels of cyberloafing. Furthermore, cyberloafing sub-dimensions positively correlated with age and occupational disparities. These outcomes are congruous with previous studies. Earlier literature reveals a higher propensity of men to engage in cyberloafing, primarily due to income and workplace status factors (Anandarajan, Devine and Simmers, 2000; Garrett and Danziger, 2008). Baturay and Toker (2015) found that in a sample of Turkish high school students, boys, frequent Internet users, and those with high levels of experience in using the Internet were more likely to engage in cyberloafing.

The tendency of younger people to engage in cyberloafing can be attributed to their greater likelihood of breaking organizational norms, as older individuals tend to be more willing to conform to these norms (Morris and Venkatesh, 2000; Zhang, 2005). However, research conducted by Saygın and Güvenç (2019) on employees in the Silifke organized zone found that age was not a significant predictor of cyberloafing, but that employees in the mining occupational group engaged in more cyberloafing than those in the machinery sector. This suggests that higher levels of Internet skills among younger individuals may be the deciding factor in cyberloafing. Additionally, studies have shown that individuals with higher status tend to engage in more cyberloafing due to decreased control, advantages in time management, and increased access to the Internet and other resources (Ugrin et al., 2008). In this study, it is hypothesized that the increase in work experience may be associated with higher status, thus leading to increased cyberloafing.

Substantial occupational variations were detected in the PsyCap's self-efficacy sub-dimension and total scores, depending on gender, age, occupation, and working year. Women, particularly those with less experience and of younger age, generally scored lower on the PsyCap scale. These findings align with extant research (Wu and Nguyen, 2019). It is worth noting that those working in the field of psychology had significantly lower psychological capital scores than those in the engineering and finance sectors. Psychologists are typically trained to deal with problems and promote mental health. However, McCormack et al. (2018) analyzed 29 studies on psychologists and found that burnout, particularly emotional exhaustion, is common among those working in this field due to their constant exposure to negative content, heavy workload, and pressure to continually improve themselves. Numerous studies have shown that burnout in the healthcare sector is associated with a decrease in PsyCap (Ding et al., 2015; Van Morkhoven, 1997, p. 106).

While the cumulative cyberloafing score did not exhibit a significant relationship with PsyCap, our study found a connection between PsyCap and select sub-dimensions of cyberloafing, specifically attitude, facilitation, and behaviour. In relation to the dimension of consequences and punishment, a negative correlation was observed, suggesting an increase in the fear of consequences and punishment leads to a decrease in PsyCap. The dimensions that showed significance are associated with a supportive and positive organizational culture. PsyCap is particularly influenced by the internal dynamics of organizations, such as communication, management style, culture, and leadership style (Wu and Nguyen, 2019). Conducting regression analysis, PsyCap-dependent, cyberloafing sub-dimensions-independent variable were assigned. It was found that 16.3% of the variance was explained by the dimensions of outcome and punishment, facilitator, and beliefs about the outcome. When demographic data were added to the regression analysis, the total variance explained increased to 20.7% in PsyCap. Beliefs about consequences and punishments were associated with a decrease in PsyCap, while the facilitator dimension and working years were associated with an increase in PsyCap. Beliefs about consequences and punishments may be associated with a behavioral system of thought based on anxiety, fear, and worry. The facilitator dimension suggests the absence of environmental restrictions that prevent the individual and a positive working climate that reinforces behavior.

In an environment where individuals have the necessary opportunities and are not hindered or oppressed, cyberloafing can have a positive effect on PsyCap. However, in an organizational structure that is shaped by punishment and reward, those who hold beliefs that the consequences of cyberloafing will be negative may experience a decline in their PsyCap, which can be explained by behaviorism-operant conditioning theory and social learning theories of Bandura (1977). Operant conditioning is based on the reward-punishment axis, where punished reactions decrease, and rewarded reactions are observed more frequently and not repeated. However, operant conditioning also stimulates the development of the internal mechanisms of the individual (Perone, 2003). In social learning theory, individuals shape their behavior according to the possible outcomes, and beliefs about potential future outcomes become motivations to engage in a particular behavior. Employees generally strive to reduce losses and increase benefits. Punishment provides reluctance, while facilitation provides positive motivation (Elciyar, 2019; Moody and Siponen, 2013).

Psychological capital refers to a positive state of attitude and readiness towards organizational goals. According to Uysal (2019), PsyCap, which consists of dimensions such as resilience, optimism, hope, and self-efficacy, explains 59.8% of the variance in creating a positive work environment. Creating a positive work environment not only fosters productivity and job satisfaction but also promotes overall well-being among employees. The development of an approach in organizational policies regarding cyberloafing, which is not based on punishment and a climate of fear but rather facilitative depending on the types of works, would contribute to the personal and professional development of employees without compromising task performance and efficiency.

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Genişletilmiş Özet

Amaç

Sanal kaytarma ve psikolojik sermaye (PS) görece yeni kavramlar olduğu için alan yazında bu etkileşime ilişkin çok az sayıda çalışma bulunmaktadır. Sofyanti (2019) tarafından PS'nin sanal kaytarma davranışı üzerindeki etkisi sorgulanmış ve negatif ve anlamlı ilişki belirlenmiştir. Agarwal (2019) ise örgütsel etmenleri dikkate alarak algılanan yönetici iletişim biçiminin (agresif, iddialı ve pasif) sanal kaytarmaya etkisinde PS'nin aracı etkisini araştırmıştır. Ancak bu çalışmanın amacı olan sanal kaytarmanın bireyin PS'sine etkisine yönelik bir çalışmaya rastlanmamıştır. Ayrıca bu çalışmalarda demografik veriler dikkate alınmamıştır.

Bu araştırmada demografik veriler ile sanal kaytarma ve psikolojik sermaye arasındaki ilişkiyi incelemek amacıyla şu sorulara yanıt aranmıştır. 1. PS ve sanal kaytarma toplam puanları ve alt boyutlarının tanımlayıcı istatistiksel sonuçları nelerdir? 2. Sanal kaytarma ve PS ortalamaları demografik verilere (yaş, cinsiyet, meslek ve çalışma yılı) göre farklılık gösteriyor mu? 3. PS ile sanal kaytarma arasında bir ilişki var mı? 4. Demografik değişkenler ve sanal kaytarma ve PS'de ne kadar varyans açıklamaktadır?

Yöntem

Bu çalışmada nicel paradigma kapsamında tarama modeli, ilişkisel ve nedensel karşılaştırma modelleri kullanılarak psikolojik sermaye ve sanal kaytarma ilişkisi demografik veriler de dikkate alınarak incelenmiştir. Araştırma amacı doğrultusunda betimsel, varyans, korelasyon ve regresyon analizleri yapılmıştır. Betimsel istatistiksel analizlerde minimum-maksimum, ortalama ve standart sapmalar rapor edilmiştir. İlişkisel analizlerde PS ve sanal kaytarma ana ve alt boyutları arasındaki korelasyon analizleri incelenmiştir. Varyans analizleriyle, demografik verilere göre sanal kaytarma ve PS puanları ortalamalarındaki değişimler sınanmıştır. Regresyon analizi ile demografik veriler ve sanal kaytarmanın PS ortalamalarındaki varyans değişimini ne kadar açıkladığı araştırılmıştır.

Veri toplama aracı olarak demografik bilgi formu, psikolojik sermaye ve sanal kaytarma ölçekleri kullanılmıştır. PsyCap ölçeği (Luthans vd., 2007) öz yeterlik, iyimserlik, umut ve dayanıklılık olmak üzere dört alt boyuttan oluşmaktadır. Çetin ve Basım (2012) tarafından çevirisi yapılan ölçek 24 maddeden oluşmakta olup 5'li Likert tipindedir. Cronbach's Alpha değeri 0,89'dur. Sanal kaytarma ölçeği (Moody ve Siponen, 2013) tutumlar, sonuçlar, cezalar, sonuçlar faydalar, sosyal faktörler, roller, alışkanlıklar, kolaylaştırıcılar, davranışlar, niyetler, sonuçlara ilişkin inançlar, eylemler ve normlar olmak üzere toplam 12 alt boyuttan oluşmaktadır. Çevirisi Elçiyar (2019, p. 200) tarafından yapılan ölçekte 51 soru yer almaktadır. 5'li Likert ölçeğidir. Cronbach's Alpha değeri 0,95'tir.

Çevrim içi kanalla bir aylık süre içerisinde toplam 200 katılımcıdan veri toplanmıştır. İki katılımcının verileri tek değişkenli uç değer ve iki katılımcının verileri ise çok değişkenli uç değer olduğu için silinmiştir. 109 kadın ve 87 erkek olmak üzere 196 katılımcının verileri analiz edilmiştir. Katılımcılar 22-40 yaşları arasında ve 1-29 yıl arasında mühendislik, psikoloji, eğitim, finans ve hizmet sektörlerinde profesyonel iş tecrübesine sahip kişilerdir. Normallik, çoklu doğrusallık, doğrusallık dâhil olmak üzere ana regresyon varsayımları karşılanmıştır.

Bulgular

Veri analizi sonuçları, demografik değişkenlere bağlı olarak sanal kaytarma ve psikolojik sermaye (PS) ortalamalarında anlamlı farklılıklar olduğunu göstermektedir. Erkekler ve daha uzun çalışma süresine sahip olanlar daha yüksek sanal kaytarma puanlarına sahipken genç yaş grubu ve meslek farklılıkları bazı sanal kaytarma alt boyutlarında puanların artmasına neden olmaktadır. PS ortalamaları ise mesleklere göre değişmektedir. Kadınlar, daha düşük çalışma süresi ve genç yaşta olanlar daha düşük PS'ye sahip olma eğilimindedir. Bu bulgular, alan yazınla uyumludur (Wu ve Nguyen, 2019).

Psikoloji alanında çalışanların PS puanlarının mühendislik ve finans alanlarındakilere göre anlamlı ölçüde düşük olması dikkat çekicidir. Psikologlar, problemlerle başa çıkma ve ruh sağlığını koruma konusunda özel eğitim almış bireylerdir. McCormack ve diğerleri (2018) tarafından yapılan bir araştırma, yoğun iş yükü ve sürekli kendini geliştirme baskısı nedeniyle psikoloji alanında çalışanlarda tükenmişlik, özellikle duygusal tükenmenin yaygın olduğunu belirtmiştir.

Sanal kaytarma ve PS arasındaki ilişkiye bakıldığında, sanal kaytarma toplam puanı ile PS toplam puanı arasında anlamlı bir ilişki bulunmamaktadır. Ancak tutum, kolaylaştırıcılık ve davranış alt boyutları PS ile anlamlı ve pozitif yönde ilişkilidir. Sonuç ve ceza alt boyutları ise PS ile negatif ilişkilidir. Bu bulgular, destekleyici ve olumlu bir örgüt kültürünün PS'yi etkileyebileceğini göstermektedir (Wu ve Nguyen, 2019).

Regresyon analizlerinde, PS'nin bağımlı değişken olarak ele alındığında, sanal kaytarma alt boyutları (sonuç ve ceza, kolaylaştırıcı ve sonuçla ilgili inançlar) PS'nin varyans değişiminin %16,3'ünü açıklamaktadır. Kolaylaştırıcı boyut PS'nin artışıyla, sonuç, ceza ve sonuca ilişkin inançlar PS'nin azalmasıyla ilişkilidir. Demografik verilerin regresyon analizine eklenmesiyle açıklanan toplam varyans %20,7'ye çıkmaktadır. Bu sonuçlar, sanal kaytarma ve demografik faktörlerin PS üzerinde etkili olduğunu göstermektedir.

Sonuç olarak demografik faktörlerin sanal kaytarma ve PS üzerinde önemli bir etkisi olduğu görülmektedir. Erkekler, daha uzun çalışma süresine sahip olanlar, genç yaş grubundakiler ve belirli meslek gruplarında sanal kaytarma ve PS düzeylerinde anlamlı farklılıklar vardır. Özellikle psikoloji alanında çalışanların PS puanlarının düşük olması ve sanal kaytarma ile PS arasındaki ilişkilerin boyutlara göre değişkenlik göstermesi dikkat çekicidir.

Bu bulgular, örgütlerin dijital politikalarının sanal kaytarmaya ceza ve korku iklimine dayanmayan, destekleyici ve kolaylaştırıcı bir yaklaşımı benimsemesi gerektiğini göstermektedir. Çalışanların psikolojik sermayelerini geliştirebilmeleri için olumlu çalışma ortamlarının oluşturulması ve uygulanması önemlidir. Ceza ve korku bireyin psikolojik sermayesini düşürmektedir. Ayrıca, psikoloji alanında çalışanlara yönelik tükenmişlik ve duygusal tükenme gibi sorunların ele alınması ve destek mekanizmalarının sağlanması da önemli bir konudur.

Sonuç olarak, demografik faktörlerin sanal kaytarma ve PS üzerindeki etkisi göz önünde bulundurularak, örgütlerin çalışanların psikolojik sermayelerini güçlendirecek politikaları benimsemesi ve engellenemeyen sanal kaytarma olgusuna yapıcı bir yaklaşım geliştirmesi önemlidir.

Öneriler (Teorik, Uygulama ve Sosyal)

Demografik verilere dayalı olarak sanal kaytarma ve psikolojik sermaye (PS) ortalamalarının farklılaştığı belirlenmiştir. Çalışmalar, erkeklerin ve çalışma yılı yüksek olanların sanal kaytarma düzeylerinin anlamlı şekilde daha yüksek olduğunu göstermektedir. Ayrıca, yaş grupları düşük olanlar ve meslek farklılıkları, sanal kaytarma alt boyutlarında artışla ilişkilendirilmiştir.

Bu bulgular, literatürle uyumludur. Araştırmalar genel olarak erkeklerin iş yerlerinde gelir ve statü gibi alanlarda daha fazla kazanç sağladıklarını ve dolayısıyla daha fazla sanal kaytarma yaptıklarını göstermektedir (Anandarajan, Simmers ve Igbaria, 2000; Garrett and Danziger, 2008). Baturay ve Toker (2015) Türkiye'deki lise öğrencileri üzerinde yaptıkları bir çalışmada, erkeklerin ve daha sık internet kullananların ve daha fazla internet deneyimi olanların daha fazla sanal kaytarma yaptığını bulmuşlardır.

Daha genç yaşta olan bireylerin sanal kaytarma eğilimlerinin daha yüksek olmasının nedeni, yaşlılara göre normlara daha az uymaya yatkın olmaları ve gençlerin normları ihlal etmeye daha meyilli olmalarıyla açıklanabilir (Morris ve Venkatesh, 2000; Zhang, 2005). Yüksek statüdeki bireylerin daha fazla sanal kaytarma yaptığı ve bunun azalan kontrol, zaman yönetimi avantajları, internet ve diğer kaynakların artması gibi nedenlere bağlı olduğu belirtilmektedir (Ugrin, Pearson ve Odom, 2007). Bu çalışmada, çalışma yılı arttıkça yüksek statüyle ilişkili olabileceği düşünülmektedir.

PS toplam puanı ortalamalarındaki değişimlerde mesleki farklılıklar, öz yeterlilik alt boyutunda ise cinsiyet, yaş, meslek ve çalışma yılına bağlı olarak anlamlıdır. Kadınlar, düşük çalışma yılına ve genç yaşa sahip olanlar daha düşük PS puanına sahip olma eğilimindedir. Bu sonuçlar da literatürle uyumludur (Wu ve Nguyen, 2019). Psikoloji alanında çalışanların psikoloji sermayelerinin mühendislik ve finans alanındakilere kıyasla anlamlı derecede düşük olması dikkat çekicidir. McCormack ve diğerleri (2018), psikologlarla ilgili yapılan 29 çalışmayı analiz etmiş ve psikoloji alanında çalışanlarda tükenmişlik ve özellikle duygusal tükenmenin yaygın olduğunu belirtmiştir. Sağlık sektöründe de tükenmişliğin PS'nin azalmasına neden olduğuna dair çok sayıda çalışma bulunmaktadır (Aday, 1997; Ding vd., 2015).

Bireylerin engellenmediği, baskılanmadığı ve gerekli olanaklara sahip olduğu bir ortamda, sanal kaytarmanın PS üzerinde olumlu etkileri vardır. Örgütsel yapının ceza ve ödül üzerine kurulu olduğu bir ortamda ise sanal kaytarmanın sonuçlarının olumsuz olacağına inanan bireylerde PS'nin azalması gözlemlenebilir. Bu durum davranışçılık ve sosyal öğrenme teorileriyle açıklanabilir. Davranışçılık kuramında, ödül ve ceza temelli bir örgütsel yapıda, cezalandırılan tepkilerin azalacağı, ödüllendirilen tepkilerin ise daha sık gözlemleneceği ve tekrarlanacağı öngörülür. Ancak bu durum, bireyin içsel mekanizmalarının gelişmesini engelleyebilir (Perone, 2003). Sosyal öğrenme kuramında ise bireyler, davranışlarını olası sonuçlara göre şekillendirmektedir.

Gelecekteki potansiyel sonuçlara yönelik inançlar, belirli bir davranışta bulunma motivasyonunu etkiler. Çalışanlar genel olarak zararları azaltmaya ve yararları artırmaya yönelik davranışlar sergiler. Cezalandırma isteksizlik yaratırken kolaylaştırma olumlu motivasyon sağlar (Elçiyar, 2019, p. 167; Moody ve Siponen, 2013).

PS, diğer örgütsel hedeflere olumlu bir tutum ve hazırbulunuşluk durumunu ifade eder. Uysal (2019) tarafından yapılan bir çalışmada, dayanıklılık, iyimserlik, umut ve öz yeterlilik boyutlarından oluşan PS'nin olumlu çalışma ortamı yaratma varyansının %59.8'ini açıkladığı belirlenmiştir. Sonuç olarak, sanal kaytarma konusunda ceza ve korku iklimine dayalı olmayan, görev performansını ve verimliliği etkilemeyen kolaylaştırıcı bir yaklaşımın geliştirilmesinin, çalışanların PS gelişimine katkı sağlayabileceği değerlendirilmektedir.

Özetle, örgüt politikalarında sanal kaytarma konusunda ceza ve korku iklimine dayanmayan, görev performansı ve üretkenliği dengeleyen bir yaklaşımın geliştirilmesi, çalışanların psikolojik sermaye gelişimine katkı sağlayabilir. Örgütlerin iş dışı internet kullanımlarına katı tedbirler uygulamaması, çalışanların psikolojik olarak güçlenmelerine yardımcı olabilir.

Özgün Değer

Yönetimsel bakış açısıyla sanal kaytarma, olumsuz ve yanlış internet kullanımını ifade etmektedir. Ancak sanal kaytarmanın olumlu yönleri de bulunmakta olup bütünüyle olumlu ya da olumsuz olarak değerlendirmek doğru değildir (Blanchard ve Henle, 2008). Sanal kaytarma finansal, yönetimsel yasal ve bireysel pek çok soruna neden olmaktadır (Henle, Kohut ve Booth, 2009). Sanal kaytarmanın bireysel sonuçlarına ve ruh sağlığına ilişkin olumlu sonuçlarını gösteren araştırmalar da bulunmaktadır.

PS, teori ve araştırmaya dayalı, pozitif, geçerli bir şekilde tutum, davranışlar, performans ve refah üzerinde etkili olması nedeniyle örgütsel çalışmalarda bireysel kaynaklara ilişkin önemli bir değişkendir (Luthans ve Youssef-Morgan, 2017). PS stres belirtileri ve işten ayrılma niyetinin azalması (Avey, Luthans ve Jensen 2009), tükenmişliğin azalması ve yüksek performansla (Luthans ve diğerleri, 2008; Akdoğan ve Polatçı, 2013) ilişkilidir. PS'nin en önemli özelliklerinden birisi gelişebilmesi ve yenilenebilmesidir. Luthans ve diğerleri (2006) 1-3 saat arasındaki bazı küçük uygulamalarla PS'nin %2 gibi bir miktarda artırılacağı ancak bu artışın finansal katkısının daha yüksek olduğunu belirtmektedir.

Bu çalışma günümüzde yaygınlaşan sanal kaytarmanın sonuçlarını bireysel açıdan değerlendirmede ve psikolojik etkilerini olumlu örgütsel davranış yaklaşımı bağlamında aydınlatmada öncü bir çalışmadır. Alan yazında yalnızca Sofyanti (2019) tarafından ters yönlü olarak kavramların ilişkisinin incelendiği belirlenebilmiştir. Türkiye'de yapılan bir çalışmaya rastlanmamıştır. Sanal kaytarmadan kaçınılmadığına göre bunun sonuçlarını öngörebilmek ve yönetebilmek önemlidir. Sanal kaytarma örgütün yaklaşımına göre bireye yararlı ya da zararlı olabilmektedir.

Araştırmacı Katkısı: Eylem ŞİMŞEK (%50), Ece KAÇMAZ (%50).