...::KENT AKADEMİSİ | URBAN ACADEMY

Volume: 16 Special Issue for the 100th Anniversary of the Republic of Turkiye – 2023
Cilt: 16 Türkiye Cumhuriyeti'nin 100. Yılı Özel Sayısı – 2023

ARTICLE INFO | MAKALE KÜNYESİ
Research Article | Araştırma Makalesi
Submission Date | Gönderilme Tarihi: 28.08.2023
Admission Date | Kabul Tarihi: 12.10.2023

CITATION INFO | ATIF KÜNYESİ
Özder, R. M.(2023). Predicting Cyberslacking Behavior in Terms of Demographic Variables: A Call Center Case, *Kent Akademisi Dergisi*, *16*(Special Issue for the 100th Anniversary of the Republic of Turkiye):231-248. https://doi.org/10.35674/kent.1351091

Predicting Cyberslacking Behavior in Terms of Demographic Variables: A Call Center Case

Kentsel Çalışma Yaşamında Sanal Kaytarma Davranışının Demografik Değişkenler Açısından Yordanması: Çağrı Merkezi Örneği

Mehmet Reha Özder[1]

Öz

Kentsel çalışma yaşamına etki eden pek çok demografik faktör bulunmaktadır. Küresel iletişim, demografik etmenler vb. bunlardandır. Bu araştırmanın amacı; tüm bu kentsel etki ve değişim ortamında çağrı merkezi çalışanlarının cinsiyetleri, medeni durumları, çalışma şekilleri, yaşları, eğitim durumları gibi demografik özellikler açısından sanal kaytarma davranışlarının değişip değişmediğini belirlemektir. Araştırma 2021 yılında bir çağrı merkezinde çalışan 334 İş gören üzerinde anket yöntemi ile gerçekleştirilmiştir. Verilerin analizinde, T testi, Tek yönlü varyans analizi kullanılmıştır. Demografik faktörler yardımıyla iki boyut düzeyinde yapılan çalışma sonucunda; kadın çalışanların erkek çalışanlara göre daha fazla önemli sanal kaytarma davranışı gösterdikleri, bekar çalışanlar evli çalışanlara göre daha fazla önemli sanal kaytarma davranışı gösterdikleri, evli çalışanların bekar çalışanlara göre daha fazla önemsiz sanal kaytarma davranışı gösterdikleri, tam zamanlı çalışanların yarı zamanlı çalışanlara göre daha fazla önemsiz sanal kaytarma davranışı sergiledikleri, ilköğretim mezunlarının diğer eğitim seviyesindeki çalışanlara göre daha fazla önemli sanal kaytarma davranışı gösterdikleri, lisans ve lisans üzeri eğitim seviyesine sahip olanlar, diğer eğitim seviyesindeki çalışanlara göre daha fazla önemsiz sanal kaytarma davranışı gösterdikleri ve 18-26 yaş aralığındaki çalışanların diğer yaş aralığındaki çalışanlara göre daha fazla önemsiz sanal kaytarma davranışında bulundukları ortaya çıkmıştır.

Anahtar Kelimeler: *Kentsel Çalışma Yaşamı, Önemli Sanal Kaytarma, Önemsiz Sanal Kaytarma, Çağrı Merkezi*

ABSTRACT

This research aims to determine whether cyberslacking behaviors of call center employees have changed in terms of demographic characteristics such as gender, marital status, work style, age, and educational status. The research was conducted with the survey method on 334 employees working in a call center in 2021. T-test and one-way variance analysis were used in the data analysis. As a result of the study conducted at the level of two dimensions with the help of demographic factors, it turned out that female employees showed more significant cyberslacking behavior than male employees; single workers revealed more significant cyberslacking behavior than married workers; married workers revealed more insignificant cyberslacking behavior than single workers; full-time workers showed more negligible cyberslacking behavior than part-time workers; primary school graduates revealed more significant cyberslacking behavior than employees of other education levels; those with undergraduate and postgraduate education levels showed more negligible cyberslacking behavior than employees with other education levels; and employees in the 18-26 age range engaged in more trivial cyberslacking behavior than employees in the other age range.

Keywords*: Predicting Cyberslacking Behavior, Significant Cyberslacking, İnsignificant Cyberslacking, Call Centers*

[1] **Corresponding Author:** Amasya Üniversitesi Sosyal Bilimler MYO. Muhasebe ve Vergi Uygulamaları Programı, reha.ozder@amasya.edu.tr, ORCID: 0000-0002-3439-4947

INTRODUCTION:

Phenomenon of migration towards work and working life which forms the basis of being an urbanite, different views of classical theorists in their conception of the city and its conceptualization process, and urban life all bring differences on relational level from Simmel to the Chicago School, and from breaks in sociological consensus to subjective phenomena. Change in urban daily life is reflected in working life, affecting behaviour of organizational employees. It is revealed that organizational strategies in working life will not be functional without taking into account the factors affecting philosophical conditions of the urban subject in the modern century. While theorists such as D. Horwey, H. Lefebvre and M. Castells emphasize the relationship between city and space, they also highlight metamorphoses that take place in space, which is not an object that has a meaning on its own, but rather a quality produced and artificially transformed by social relations. For example, while vertical organization brings the residence culture, its effects on organizational life are inevitable (Esgin, 2016).

Today, cities and urban life have become a field that can be examined through multifaceted and interdisciplinary themes with new looks that have been embraced by contemporary cities and by introducing some criteria defining the city. Of course, there were sociological and psychological phenomena in working conditions a century and more ago. However, the most important reason for this situation is directly related to these new looks that contemporary cities have taken on, that is, the process of urban evolution.

Structural elements such as urban forms, technological developments and global transformations, changes in daily life, different and technologically oriented new structures in working and domestic life have made modern cities and urban life complex, difficult to understand and necessary.

In fact, urban life, and urban working life in particular, today, unlike a century ago, focuses on the ideas that have emerged from the problematic of how urban research and interactions of urban dwellers should be, especially through relationship of urban philosophy with technological and other new concepts.

Looking at many of Mumford's (Levis) first functions on this subject, which in earlier times constituted inherent dangers of the city requiring physical presence of all its participants, communication has transformed into forms capable of unlimited distribution in today's world, which has become a global village (Mumford, 1996: 70-80). At this point, there is a need to evaluate organizational working conditions in structures that make up the city and to see what interaction is and how it is experienced in these conditions. It is not possible to get efficient outputs without examining inclusion of different variables that define the current.

Nowadays, there are significant developments in information technology. The widespread use of computers and the Internet network provides great facilities to organizations and employees. Furthermore, there is an increase in marketing opportunities in institutions due to information networks and qualified communication. However, in addition to these advantages, the increase in activities outside of work through the Internet and Internet-based devices leads to a decrease in productivity. This situation is called “cyberslacking”.

Cyberslacking is mainly expressed as idling away the internet and information technologies provided by the business outside of workplace purposes during working hours (Keklik et al., 2015:130). In addition to thousands of people's use of social media, easy access to the Internet from portable devices also increases employees' use of the Internet for non-business purposes during working hours outside of office systems. This may lead to long periods of surfing on the Internet, even to the legal responsibility of the employees with their subjective comments shared on blogs or forums, and sometimes to infect the organizational networks with harmful virtual bugs. In addition to these two perspectives, a third perspective deems the same concept as cyber activity and accepts it as an

action that increases productivity, such as taking a break from work that requires intense effort. Besides, personal internet usage can be a way to manage an increasingly blended work and personal life. Personal internet usage allows people who have to work eight hours a day during the week to handle their private affairs without leaving the workplace. As a result, personal internet usage contributes to the constant learning and self-improving employees of the 21st century (Anandarajan and Simmers, 2004: 3). The fact that the Internet and computer technologies have a high degree of importance in the activities of enterprises is open to various opportunities and threats for enterprises and employees (Oravec, 2004: 46-47). The concept of cyberslacking, in its primary sense, is expressed as the provision of information technologies to the employees to use in order to achieve the goals of the enterprises as a result of the rapid development of information and communication tools and their access to our daily life and taking place in our business life while it is stated as the employees' use of the internet mainly to avoid work or to achieve their personal goals. Today, in addition to many benefits such as widespread use of the internet in workplaces, reducing costs, accelerating service, making communication fast and effective, and increasing customer satisfaction, it is also used by employees for particular purposes outside of work during working hours. With the increase in Internet usage in our country, cyberslacking behavior is becoming important every day. In this context, cyberslacking behavior will be examined in terms of demographic variables.

1. Literature Review

1.1. The Concept of Cyberslacking

While the concept of cyberslacking, which has been mentioned since the beginning of the 2000s, has been defined with concepts such as “cyberslacking” (Lavoie and Pychyl, 2001; Vitak et al., 2011), “cyberbludging” (Mills et al., 2001), “cyberloafing” (Lim et al., 2002) and “cyberdeviance” (Weatherbee, 2010) in the international literature, it has entered the literature with the terms “siberaylaklık” (İşgüzar and Ayden, 2017) “sanal aylaklık” (Demir ve Seferoğlu, 2016) and “siber kaytarma” (Candan and İnce, 2016) in our country. Cyberslacking is defined as the employee's use of the internet connection of the business in which s/he works for personal purposes during working hours (Lim, 2002: 675). Lim and Teo (2005) noted cyberslacking in the form of behaviors that violate the rules, disrupt the peace of the organization and other employees, and cause inefficient use of time. According to Özkalp et al. (2012), cyberslacking is the behavior of employees who spend time using the internet, social media, and personal e-mails for their own purposes in order to shirk. The most common definition of cyberslacking is that employees use computers and smart mobile devices for workplace non-work-related activities (Jamaluddin et al., 2015). Cyberslacking is the personal use of the Internet and e-mail while at work. In the literature, it has been seen that virtual skimming is the use of the Internet for personal purposes at work. Cyberslacking is defined as the voluntary use of a computer and internet originating from the workplace by employees in non-work-related jobs (Blanchard and Henle, 2008). Cyberslacking behaviors of people are e-mail checks, making comments, watching sports games, movies, or TV series, trading such as buying and selling, browsing and downloading games, messaging, banking transactions, browsing social networking pages, listening to music, reading online books, magazines and newspapers. For these behaviors performed on the Internet to be deemed cyberslacking, they must occur in the work environment, and the person must delay or postpone their work (Tan and Demir 2018: 52).

1.2. Types of Cyberslacking

When cyberslacking behaviors are examined, Blanchard and Henle (2008) divided cyberslacking into two separate categories as simple (insignificant) level cyberslacking and serious (significant) level cyberslacking. In terms of significance, it is seen that it is divided into two types “insignificant cyberslacking behaviors and significant cyberslacking behaviors”.

Significant (Major) Cyberslackings are online chat rooms, instant messaging, browsing on blog sites, online gambling/betting, visiting pornographic sites, and activities such as downloading music

records (Blanchard and Henle, 2008: 1076). Such behaviors can be considered harmful because employees spend a long time working overtime, creating ethical and legal problems.

Insignificant (Minor) Cyberslacking includes some activities such as sending/receiving personal e-mails, following news and financial websites and making online purchases (Blanchard and Henle, 2008:1076). It can be said that this type of behavior is relatively harmless since it is short-lived and does not impose legal responsibilities on institutions. However, long-term trivial cyberslacking behaviors can harm institutions in terms of productivity.

Anandarajan et al. (2004) note that there are three types of cyberslacking. These are;

• Damaging or disruptive cyberslacking (Disruptive Cyberloafing) online gambling, accessing adult content sites, etc.

• Creative and leisure-filling cyberslacking (Recreational Cyberloafing), online shopping, random Internet surfing, etc.

• Tutorial cyberslacking (Personal Learning Cyberloafing), getting information about work from the Internet, etc.

1.3. Factors Causing Cyberslacking Behaviors

The factors that cause cyberslacking behaviors have been grouped in three different ways: organizational factors, work or task-related factors, and personal factors, in line with previous research. Organizational factors are certainty in rules regarding personal internet use, organizational characteristics, and workgroup norms. Work or task factors include work demands and resources, workload, and intermingling work and private life. Finally, personal factors can be listed as personality traits, personal moral norms, psychological dependence, psychological resistance, burnout, one's attitude towards cyberslacking, one's attitude towards managerial behaviors, boredom in the workplace, term in office and job position (Doorn, 2011: 9). There are two different views on cyberslacking among researchers in general. The first of these is that cyberslacking causes harmful and productivity losses for enterprises, and the second is that there are unique learning conditions obtained by cyberslacking (Örücü and Yıldız, 2014:101).

Beldona et al. (2001) stated in their study that cyberslacking behaviors cause three main problems. These are extensive use of company resources, production, financial losses, and legal liabilities. In his research, Stanton (2002) evaluated employees' organizational issues and work attitudes according to their use of the Internet, more or less. According to the research results, it has been determined that those who spend more time on the internet among the organization's employees get high scores in terms of job satisfaction, emotional commitment to the organization, support organization, work and supervisor satisfaction, and promotion opportunities. Furthermore, in the results related to organizational issues, it was determined that the employees who use the internet very often get high scores in terms of autonomy, colleagues, quality of management, responsibility, work-life balance, accepting the organization as successful, and interesting/compulsive work (Örücü and Yıldız, 2014).

1.4. The consequences of cyberslacking

There are different opinions about whether cyberslacking should be treated as a positive or negative behavior in the field summer. Seymour and Nadasen (2007) suggest that employees can contribute to the efficiency of the organization and the performance of employees and the organization by accessing the information on the Internet. Cyberslacking allows employees to relax and take a break from their busy and stressful work life and their surroundings, allowing them to return more focused on the work they need to do again. In this sense, such cyberslacking behaviors can be considered beneficial in terms of getting away from stressful work life for a while, reducing stress to a lower

level, and focusing more on work (Lim and Chen, 2012: 352). In Gül and Ince's studies, it was found that employees with internal control increased their work efficiency with insignificant cyberslacking behaviors, and therefore the employees' desire to leave work decreased, but some of these behaviors showed commitment to the type of work and personal web usage time (Gül and Ince, 2011: 520-522). Therefore, the cyberslacking activities of the employees to rest online and play games can not only strengthen the business environment of technology and information-intensive businesses, but also help them make them more efficient and productive (Oravec, 2004: 46-47).

Lim (2002) describes cyberslacking as a deviant and anti-productive behavior on the grounds that it makes time inefficient and prevents employees from doing their jobs. Enterprises are concerned about various reasons, ranging from loss of productivity, legal responsibilities, and inefficient use of Internet resources due to cyberslacking behavior exhibited by employees (Johnson and Indvik, 2003: 58). The vast majority of researchers deem cyberslacking as a negative behavior that reduces productivity (Ugrin & Pearson, 2013; Liberman et al., 2011; Blau et al., 2006; Wagner et al., 2012; Vitak et al., 2011; Piotrowski, 2012; O' Neill et al., 2014; Jandaghi et al., 2015; Askew et al., 2014).

2. METHOD

2.1. The Aim and Importance of the Research

The main aim of the research is to reveal the cyberslacking behaviors of employees in the public sector and to determine whether there is a difference between demographic variables and cyberslacking behaviors.

2.2. Method The Model and Hypotheses of the Research

In this study, the cyberslacking behavior of employees was predicted in terms of demographic variables. The model of the research is shown in Figure 1 below.

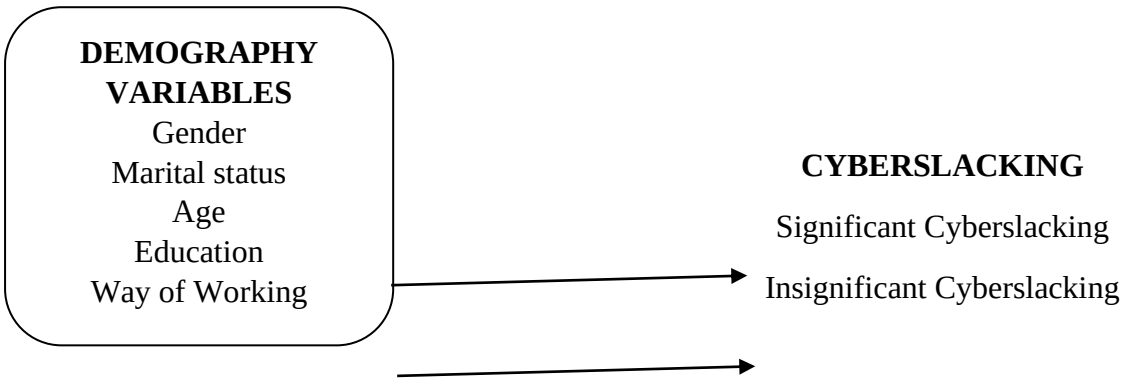

Figure 1. Research Model

The hypotheses created according to the research model are as follows:

H1: There is a meaningful difference between gender and significant cyberslacking.

H2: There is a meaningful difference between gender and insignificant cyberslacking.

H3: There is a meaningful difference between marital status and significant cyberslacking.

H4: There is a meaningful difference between marital status and insignificant cyberslacking.

H5: There is a meaningful difference between the mode of operation and significant cyberslacking.

H6: There is a meaningful difference between how it works and insignificant cyberslacking.

H7: There is a meaningful difference between educational status and significant cyberslacking.

H8: There is a meaningful difference between educational status and insignificant cyberslacking.

H9: There is a meaningful difference between age and significant cyberslacking.

H10: There is a meaningful difference between age and insignificant cyberslacking.

2.3. Population and Sample

The universe of the research is composed of call center employees. The convenience sampling method, one of the non-random sampling methods, was used in the study. The research sample consists of approximately 900 personnel in a call center. The questionnaire was applied face-to-face between 15/11/2021 and 19/11/2021. The number of questionnaires returned was 358; 24 were not considered due to incorrect and incomplete answers. 334 questionnaires were found suitable for data analysis, and analyzes were performed.

2.4. Scales Used in the Research

Demographic Information Form: There are 5 questions consisting of gender, marital status, age, education, and work style to determine the demographic characteristics of the participants.

The Cyberslacking Scale: The “Cyberslacking Scale” developed by Lim (2002), Blanchard, and Henle (2008) and adapted to Turkish by Örücü and Yıldız (2014) was used. The cyberslacking scale consists of 14 questions, including two sub-dimensions, significant cyberslacking, and insignificant cyberslacking, and 7 questions in each dimension. In the scale form, questions 1, 3, 4, 5, 6, 7, and 8 express the significant cyberslacking dimension, while questions 2, 9, 10, 11, 12, 13, and 14 say the negligible cyberslacking dimension. In answering the virtual skimming scale, it was determined as a five-point Likert rating.

2.5. Methods Used in Data Analysis

The data obtained in the research, descriptive statistics, arithmetic averages, and standard deviations of the questions were given before proceeding to statistical analysis techniques. Then, confirmatory factor analysis (CFA) and reliability analysis were performed. Next, normality tests of the scales were performed to determine whether parametric or non-parametric tests should be applied to the data obtained for the research. Next, an independent t-test was used to compare cyberslacking behavior according to gender, marital status, and work style among the control variables. Finally, a one-way ANOVA test was performed to compare organizational cyberslacking behavior according to age and educational status and to test whether there is a difference between the averages.

2.6. Analysis and Findings

In this part of the research, goodness of compliance values of the scale, reliability analyses and normality tests (kurtosis-skewness values), frequency and percentage analyses of demographic data about employees, t-test, and Anova results are presented. The data used in this study were analyzed using SPSS 21.0 (Statistical Package for Social Sciences) and AMOS 22.0 statistical package programs.

2.7. Reliability Analyses, Goodness of Compliance Values, and Normality Statistics

Confirmatory Factor Analysis (CFA) was applied to determine the construct validity of the scale used in the research. In order to evaluate the data obtained as a result of this analysis, the "Goodness of Compliance Criteria" shared by Erkorkmaz et al., 2013 and included in Table 1 were taken as references.

Table 1: Standard Goodness of Compliance Criteria

Compliance Scales	Good Compliance	Acceptable Fit
χ^2	$0 \leq \chi^2 \leq 2df$	$2df \leq \chi^2 \leq 3df$
χ^2 / sd	$0 \leq \chi^2/sd \leq 2$	$2 \leq \chi^2/sd \leq 3$
RMSEA	0≤RMSEA≤0.05	0.05≤RMSEA≤0.08
CFI	0.97≤CFI≤1.00	0.95≤CFI≤0.97
SRMR	0≤SRMR≤0.05	0.05≤SRMR≤0.10
NFI	0.95≤NFI≤1.00	0.90≤NFI≤0.95
GFI	0.95≤GFI ≤1.00	0.90≤GFI≤0.95

The scale used in the research is the cyberslacking behavior scale consisting of two dimensions and 14 items. The compliance values determined as a result of the confirmatory factor analysis carried out for this scale are included in Table 2.

Table 2: Cyberslacking Behavior Scale / Compliance Values

Compliance Criteria	χ^2	sd	χ^2 / sd	RMSEA	CFI	SRMR	NFI	GFI
Compliance Value	187,63	77	2,43	0.069	0,96	0.08	0.96	0.97

As a result of the analysis, RMSEA, CFI, SRMR, NFI, and GFI measurements are included in the compliance values. It is shown in Table 2. Accordingly, it shows that our data have acceptable and good compliance and that our confirmatory factor analysis is statistically significant and valid (Erkorkmaz et al., 2013).

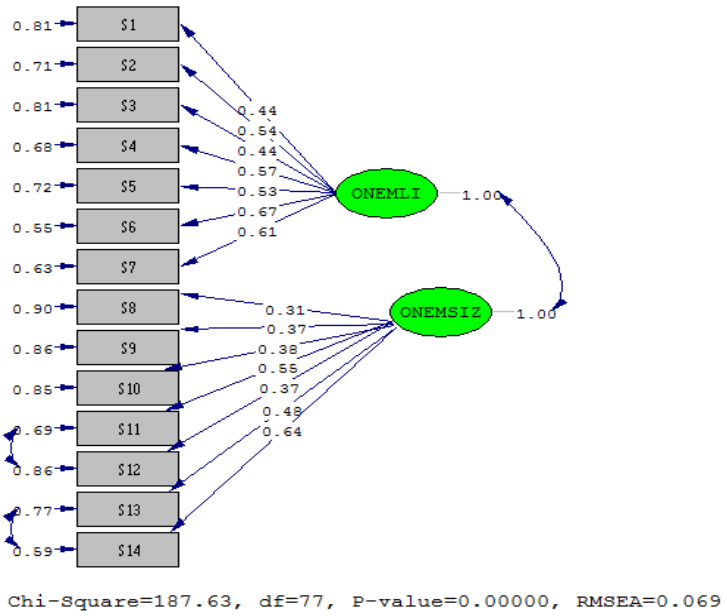

Figure 2: Cyberslacking Behavior Scale / Standardized Model

The reliability analysis results of the cyberslacking behavior scale are given in Table 3.

Table 3: Cyberslacking Behavior Scale - Reliability Analysis

	Cronbach's Alpha	N of Items
Significant Cyberslacking	0.794	7
Insignificant Cyberslacking	0,810	7

The consistency of the responses is evaluated with Cronbach's Alpha. The fact that Cronbach's Alpha values are between 0.70 and 0.99 indicates that the responses are consistent and reliable (Tavakol and Dennick, 2011). In our study, Cronbach's Alpha values were found within the specified limits, and Cronbach's Alpha values are shown in table 3. The Cronbach's alpha value of the significant cyberslacking scale is 0.8794. Cronbach's alpha value of the insignificant cyberslacking scale is 0.810; according to the analysis results, it can be said that the scales are reliable.

Kurtosis and skewness values should be checked to test the data's compliance with the normal distribution. Table 4 shows the data's mean, standard deviation, skewness and kurtosis values.

Table 4. The Average, Standard Deviation, Skewness, and Kurtosis Values of the Virtual Skimming Scale

	Average	Standard deviation	Skewness	Kurtosis
I visit virtual communities on the internet (e.g., Eksi Sozluk)	2,9581	,97014	-,472	-,629
I watch videos for entertainment purposes (e.g., YouTube) over the Internet.	3,3263	1,11962	-,489	-,414
I read blogs (platforms for free communication between author and reader)	3,2814	1,18745	-,408	-,670
I participate in social networks (Facebook, Twitter, Instagram, etc.)	3,1977	1,15289	-,213	-,629
I download music, videos, movies, or documents from the Internet	3,5240	1,13279	-,783	-,169
I play games for fun or to fill my spare time.	3,3563	1,17097	-,520	-,472
I'm interested in personal Web pages	3,4671	1,06984	-,499	-,243
I visit job search sites on the Internet.	3,3054	1,21903	-,412	-,790
I make banking transactions over the Internet (such as EFT, Money Order transactions)	2,8084	1,32172	,043	-1,237
I visit news sites over the Internet (newspapers, online news TVs, and other news sites)	3,1976	1,18924	-,280	-,838
I receive, send or check emails for non-business communications	3,2994	1,10154	-,357	-,421
I shop online for personal products.	3,4162	1,14838	-,589	-,400
I visit general-purpose non-business Web sites (surfing)	3,5030	1,07315	-,770	-,031
I visit general-purpose non-business Web sites (surfing)	3,5000	,98258	-,927	,489

It is expected that the statistical value range of the skewness and kurtosis values is +2.0, -2.0 in order to be said to have a given normal distribution (George and Mallery 2010). When the skewness and

kurtosis coefficients of the scales are examined within the scope of the research, it is seen that the data have a normal distribution.

The table containing the demographic information of the participants is as follows:

Table 5. Demographic Information of Participants

Variable		Frequency	Percent
Gender	Female	216	64,7
	Male	118	35,3
Marital status	Single	197	59,0
	Married	137	41,0
Way of Working	Part-time	204	61,1
	Full time	130	38,9
Age	18 – 26	84	25,1
	27 – 35	64	19,2
	36 – 44	60	18,0
	45+	60	18,0
Education	Primary school	39	11,7
	High school	82	24,6
	Associate Degree	132	39,5
	Undergraduate and Above	81	24,3

64.7% (n=216) of the employees included in the study are female, 35.3% (n=18) are male; 59% (n=197) are single, 41% (n=137) are married; 61.1% (n=204) work part-time, 38.9% (n=130) work full-time; 25.1% (n=84) are 18-26 years old, 19.2% (n=64) are 27-35 years old, 18% (n=60) are 36-44 years old, 18% (n=60) are in the 36-44 age group; 11.7% (n=39) were graduated from primary school, 24.6% (n=82) 36-44 were high school, 39.5% (n=132) were associate degree, 24.3% (n=81) were at undergraduate and higher education level.

The t-test and Anova difference analyzes of the participants are as follows:

Table 6. T-Test Table for Difference Between Gender and Cyberslacking Behavior

Variable	Gender	N	Average	T	Sig. (p)	Hypothesis
Significant cyberslacking	Female	216	23,5463	2,516	0,012	$H_{1\ accept}$
	Male	118	22,1695			
Insignificant cyberslacking	Female	216	22,8981	-,972	0,332	$H_{2\ reject}$
	Male	118	23,3305			

The change of the sub-dimensions of cyberslacking behavior according to gender was examined with the help of an independent group t-test. When the table is examined, significant cyberslacking (p=0.012) shows a significant difference according to gender. Female employees show more significant cyberslacking behaviors than male employees. Insignificant cyberslacking behavior does not show a significant difference according to the gender variable (p=0.332).

Table 7. Table of the T-Test for the Difference Between Marital Status and Cyberslacking Behavior

Variable	Marital Status	N	Average	T	Sig. (p)	Hypothesis
Significant cyberslacking	Single	197	23,5482	2,234	0,026	$H_{3\ accept}$
	Married	137	22,3577			
Insignificant cyberslacking	Single	197	22,5025	-3,135	0,002	$H_{4\ reject}$
	Married	137	23,8394			

The change of the sub-dimensions of cyberslacking behavior according to marital status was examined with the help of an independent group t-test. When the table is examined, significant cyberslacking (p=0.026) shows a meaningful difference according to marital status. Single employees show more important cyberslacking behaviors than married employees. Insignificant cyberslacking behavior also indicates a significant difference according to marital status (p=0.002). Married employees show more insignificant cyberslacking behavior than single employees.

Table 8. T-Test Table for Difference Between Working Style and Cyberslacking Behavior

Variable	Working Style	N	Average	T	Sig. (p)	Hypothesis
Significant cyberslacking	Part-time	204	22,9804	-,377	0,706	$H_{5\ reject}$
	Full time	130	23,1846			
Insignificant cyberslacking	Part-time	204	22,5637	-2,904	0,004	$H_{6\ accept}$
	Full time	130	23,8154			

The change of the sub-dimensions of the cyberslacking behavior according to the way of working was examined with the help of an independent group t-test. When the table is scanned, the significant cyberslacking behavior (p=0.706) does not show a meaningful difference according to the study method. On the other hand, insignificant cyberslacking behavior (p=0.004) offers a significant difference according to the way of working. Full-time employees exhibit more insignificant cyberslacking behavior than part-time employees.

Table 9. Anova Chart for Difference Between Education and Cyberslacking Behavior

Variable	Education	N	Average	F	Sig. (p)	Hypothesis
Significant cyberslacking	Primary school	39	26,0769	6,687	0,000	$H_{7\ accept}$
	High school	82	22,1829			
	Associate Degree	132	22,6364			
	Undergraduate and Above	81	23,1852			
Insignificant cyberslacking	Primary school	39	23,7692	5,671	0,001	$H_{8\ reject}$
	High school	82	22,4390			
	Associate Degree	132	22,4091			
	Undergraduate and Above	81	24,3704			

According to education, the change in cyberslacking behavior was examined with the help of independent group one-way anova test. When the table is examined, significant cyberslacking (p=0.000) shows a significant difference according to education. According to the averages, primary school graduates show more important cyberslacking behaviors than employees at other educational levels. Insignificant cyberslacking behavior also indicates a significant difference according to the academic variable (p=0.001). Those with undergraduate and postgraduate education levels exhibit more insignificant cyberslacking behavior than employees at other levels.

Table 10. Anova Chart for Difference Between Age and Cyberslacking Behavior

Variable	Age	N	Average	F	Sig. (p)	Hypothesis
Significant cyberslacking	18 – 26	84	23,8810	1,010	0,402	$H_{9\ reject}$
	27 – 35	64	22,4688			
	36 – 44	60	22,5667			
	45+	60	23,0152			
Insignificant cyberslacking	18 – 26	84	24,1667	4,683	0,001	$H_{10\ accept}$
	27 – 35	64	23,4375			
	36 – 44	60	22,6000			
	45+	60	21,5758			

The change of cyberslacking behavior according to age was examined with the help of an independent group one-way anova test. When the table is examined, the significant cyberslacking behavior (p=0.402) does not show a significant difference according to age. However, insignificant cyberslacking behavior (p=0.001) shows a significant difference according to age. According to the averages, employees between the ages of 18-26 exhibit more insignificant cyberslacking behavior than employees in other age ranges.

CONCLUSION

According to the research results, female employees show more significant cyberslacking behaviors than male employees. The related article also determined that there is a relationship between the gender of employees and their cyberslacking behavior. In the study conducted on call center employees, although women do more cyberslacking than men, Candan and İnce (2016: 228); Garrett and Denziger (2008: 947); Lim and Chen (2012: 346) found that men exhibit more cyberslacking behaviors than women. Another result of the research is that single employees show more significant cyberslacking behaviors than married employees, and married employees show more insignificant cyberslacking behaviors than single employees. In the study, it was seen that the way of working is also effective in cyberslacking, and it was revealed that full-time employees exhibit more insignificant cyberslacking behaviors than part-time employees. It has been determined that there is a relationship between the educational levels of employees and their cyberslacking behaviors. Those with undergraduate and postgraduate education levels exhibit more insignificant cyberslacking behavior than employees at other academic levels. According to Ünal and Tekdemir (2015:113), as

the education levels of employees increase, their cyberslacking behaviors also increase. In another study, it was determined that employees with high education levels exhibit more insignificant cyberslacking behaviors (Örücü and Yıldız, 2014:108; Kaplan and Çetinkaya, 2014:32). On the other hand, primary school graduates show more significant cyberslacking behaviors than employees at other educational levels. It can be said that as the level of education decreases, the amount of time devoted to significant cyberslacking increases. Another result of the study is related to the age of the employees. Employees between the ages of 18-26 exhibit more insignificant cyberslacking behaviors than employees in other age ranges. It has been determined that young employees show more cyberslacking behaviors than older ones. The studies of Garrett and Denziger (2008: 947) and Ünal and Tekdemir (2015:113) also support this situation. Another study found that older employees exhibit insignificant cyberslacking behaviors than younger employees (Candan and Ince, 2016, 228).

Cyberslacking has been analyzed by associating it with different variables such as organizational learning (Keklik et al., 2015), work alienation (Babadag, 2018), job satisfaction (Çavuşoğlu & Palamutçuoğlu, 2017; Altunışık & Onağ, 2021), productivity (Demir et al., 2017; Gügerçin & Çavuş, 2021), burnout (Aghaz & Seikh, 2016; Yıldırım, 2018; Durak & Sarıtepe, 2019; Seçkin et al., 2021), psychological contract (Yıldız et al., 2016), person-organization harmony (Kerse et al., 2016), organizational trust (Örücü & Özüdoğru, 2018), job satisfaction (Çetin & Akyelli, 2020), cynicism (Örücü & Hasırcı, 2021), and organizational climate(Özkan & Erbay, 2021).

Cyberslacking is not only a situation where employees use workplace-owned devices but also includes employees' use of their personal phones and similar devices (Kaplan and Öğüt 2012:4). As employees exhibit cyberslacking behaviors, it has been determined that there is a decrease in their work productivity because they cannot use their time efficiently, they have problems in fulfilling the duties and responsibilities given to them during working hours and in focusing on the specified tasks (Demir et al., 2017: 298). Besides, it is stated that the cyberslacking behaviors exhibited are an aspect that distracts employees from work (Lim and Chen, 2012: 346-352). Blanchard and Henle (2008:1080) stated that the insignificant cyberslacking behaviors to be exhibited could be used to reduce employees' stress levels. Anandarajan et al. (2004: 71) reported that by using the internet for personal learning purposes, employees take a break from work for a while and exhibit cyberslacking behavior by using the internet for individual learning purposes, reducing work stress. It has been found that individuals show more cyberslacking behavior due to experiencing high levels of work stress (Gökçearslan et al., 2018; Koay et al., 2017: 1033). The decrease in productivity as a result of cyberslacking, the resulting legal problems, and the negative situations caused by the collapse of the systems have significant costs to the enterprises (Ramayah, 2010: 300; Johnson and Indvik, 2003: 58). It is thought that cyberslacking behaviors are challenging to manage, invisible and can cause a large number of losses. Negative situations such as decreased activity in working life, reduced productivity, bandwidth blockage, and spyware can be given as examples of these losses (Chang and Tu, 2010).

In the study carried out, cyberslacking behavior in call centers was predicted in terms of demographic variables. Therefore, future studies can be carried out in different sectors. In addition, the effects of cyberslacking behaviors on work and performance outcomes can be examined, and the relationships between cyberslacking and various variables can be analyzed.

Compliance with the Ethical Standard

Conflict of Interest: There is no conflict of interest between the authors or any third-party individuals or institutions.

Ethics Committee Permission: Approval was obtained from of the Amasya University Social Sciences Ethics Committee (2021-41884)

Funding Disclosure: No financial support was required in this study.

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