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Araştırma Makalesi ● Research Article

Cyberloafing: A Research On Employees Of Directorate Of National Property

Sanal Kaytarma: Milli Emlak Müdürlüğü Çalışanları Üzerinde Bir Araştırma

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ÖZ

Sanal kaytarma; iş yerinde çalışma saatleri içerisinde internet ve bilgisayarların işle ilgili olmayan kullanımıdır. Bu araştırma ile Maliye Bakanlığı Milli Emlak Genel Müdürlüğü taşra teşkilatı çalışanlarının sanal kaytarma davranışlarının tespit edilmesi amaçlanmıştır. 147 katılımcı e-posta yoluyla anketi doldurarak araştırmaya katılmış ve çalışmanın veri seti elde edilmiştir. Katılımcıların; iş yerinde iş ile ilgisi olmayan internet kullanımları çeşitli demografik değişkenler açısından incelenmiştir ve internet kullanım tercihlerinde bu demografik değişkenliklerin etkisinin olup olmadığı yorumlanmıştır. Katılımcıların sanal kaytarma davranışlarının "önemsiz sanal kaytarma" olarak kabul edilen davranışlarda yoğunlaştığı, "önemli sanal kaytarma" davranışlarında bulunan katılımcıların sayısının ise çok az olduğu ve çalışanların büyük bir çoğunluğunun interneti bilgi edinme aracı olarak gördüğünü sonuçlarına ulaşılmıştır.

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ABSTRACT

Cyberloafing; is non-business use of the internet and computers within working hours at work. With this research, it is aimed to determine the cyberloafing behaviors of the employees of provincial organization of the Directorate of National Property of the Ministry of Finance. 147 employees participated in the survey by e-mail and data set is obtained. Non-business internet usage at work of the participants has been examined in terms of various demographic variables and interpreted whether or not these demographic variables are influenced by internet usage preferences. Participants' cyberloafing behaviors are concentrated in behaviors considered "insignificant cyberloafing", the number of participants in "significant cyberloafing" behaviors are very small and large number of employees regarded the internet as means of obtaining information.

1. Introduction

The use of internet and computer technologies brings many problems along with the benefits it provides to organizations. Cyberloafing, which is one of the negative behaviors caused by the use of the Internet, is a very common problem among employees and can pose a danger to organizations. It is necessary to determine the effects of computer and internet usage of the employees for personal purposes during work hours, and to determine which cyberloafing behaviors that are preferred to reduce the productivity of the organization and to take precautions in this regard. Determining the purposes of non-business use of the internet, computer and mobile technologies during working hours and eliminating the negative effects of misuse of these technologies on organizations is very important for the future of organizations. In this study, it is aimed to determine whether the employees' cyberloafing behaviors differ according to demographic variables.

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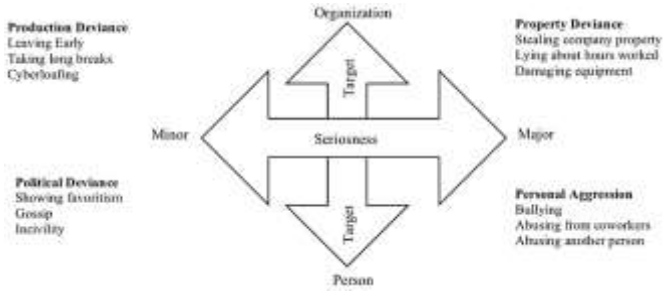
2. Theoretical Background

2.1. Types of Deviant Behavior in Organizations

Deviant organizational behaviors are intentional employee behaviours opposing norms of association or the official rules of society and resulting negative attitude. The behaviors that can be described as deviant within the organization are categorized in two dimensions. The first category is the seriousness of the consequences. These include employee behaviors such as attacking a co-worker, injuring him, harming his workplace, theft, breaking work tools. Behaviors in the second category are behaviors that are more common but not very dangerous in terms of their results but also described as deviant such as gossip about other employees, lie about workplace, disseminate false information, blame others and similar behaviors. The deviant organizational behaviors are divided into two groups, one for the individual and the other for the organization.

Figure 1. Classification of deviant organizational behaviour



Reference: Bennett and Robinson, 2000; Robinson and Bennett, 1995, Quote Özkalp et al., 2012:22

Individual deviant behaviors are behaviors that are directed towards their superiors or colleagues in the organization such as verbally insulting a colleague. The deviant behaviors which made for organization are the behaviors such as damaging the workplace, harming work equipment and sabotage the workplace (Özkalp et al., 2012: 20-21).

Cyberloafing is a growing up term which is involved in deviant organizational behavior distracting employees from production and causing inefficiency at work. Deviation from production refers to voluntary acts committed by employees that violate organizational norms (Liberman et al., 2011:2193).

2.2. The Term Of Cyberloafing

Internet has many benefits such as improving opportunites for business, increasing productivity of employees, reducing costs, shortening product cycle times and facilitating information flow. In addition to all its benefits, it also has some drawbacks. Employees may think that using the Internet for personal interest for a few seconds at work will not be a problem but the extension of this time may become a major problem for organizations (Vivien and Thompson, 2005: 1082). Internet is an efficient business tool and conversely is a doorway for employees to access the World's largest playground at work (Anandarajan, 2002: 53-54). Cyberloafing; which can also be called as cyber idleness or cyber laziness is non-business personal use of the Internet, computers and mobile technology during working hours at work (Vitak et al., 2011: 1751) and can be considered a deviant workplace behavior because of inefficient use of time (Vivien and Thompson, 2005: 1083). Cyber deviance is use of information and communication systems voluntarily by employees to harm or threaten the organization (Weatherbee, 2010:39)

Cyberloafing is the use of computers and the Internet in the workplace at working hours for personal purposes which are not related to work. Internet has many advantages such as reduce expenditures, saving time, fast access to information and marketing as well as disadvantages such as employees' privacy concerns, reduced productivity and escape from organizational responsibilities (Özkalp et al., 2010). Technology is like a double sharp edge sword. While many organizations primarily use electronic systems for communication tools, business associations, research and information management, some of these systems are used by some employees out of purpose. Although the Internet has largely changed the way of organizational work, it has a dark side named cyberloafing (Henle et al., 2009: 902) which is regular use of the Internet for non-business activities due to lack of self-control (Kim and Byrne, 2011: 2272). Many internet users spend hours watching the football results or sending e-mails to friends from the Internet, thinking that it will take a few seconds. According to recent research, 84% of the employees send non-related e-mails to work and 90% of them enter the Internet just for fun. These statistics proove that cyberloafing is very common and very important for organizations. According to managers, cyberloafing steals the energy and time of employees to cool them out of the work (Özkalp et al., 2010).

Cyberloafing is a common and costly challenge for organizations. In addition to wasting time in the workplace, it also leads to a number of problems related to system security, such as virus infections. Illegal and unethical behaviors arising from the abuse of technology can affect both the employer, employee and the organization (Manrique and Mesa, 2010:1039). Non-business e-mail using, online shopping, downloading music and videos, sending messages to newsgroups, chatting, blogging, instant messaging, online gaming are samples of cyberloafing. The researchers estimate that the cyberloafing reduces the productivity of employees by 30-40%. Cyberloafing causes slow down of the bandwidth, disruption of system performance and increase of legal responsibilities because of copyright infraction, online insults and harrasments, etc. It is important to minimize the negative consequences by developing methods to avoid or minimize cyberloafing (Henle et al., 2009: 902).

2.3. Different Kinds Of Cyberloafing

It is wrong to say that all kinds of cyberloafing are the same. Some of the cyberloafing behaviors, such as sending and receiving personal e-mails or checking news headlines with limited time can be considered quite harmless. However, inappropriate cyberloafing behaviours consuming time and reducing efficiencies such as online shopping, downloading music, gambling are regarded as big problems in terms of organizations. For this reason, looking at personal e-mails

should be considered as a different category from entering adult sites. It is necessary to define and examine the different types of cyberloafing separately. First, it is important to know the different types of cyberloafing and how often they ocur for organizations. Then it is important to know what is causing these types of cyberloafing and how to reduce them by selecting appropriate policies. For example; intolerant and aggressive policies reduce business happiness and creativity, but flexible policies cause a decrease in productivity and the organization's involvement in the crime. Organizations should adapt their policies to different kinds of cyberloafing (Blanchard and Henle, 2008: 1068-1069). Employees and managers acts different types of cyberloafing such as destructive or damaging cyberloafing (entering adult websites, playing online games and etc.), cyberloafing for entertainment (shopping online, aimlessly surfing on the Internet and etc.) and research cyberloafing (reading news, doing researchs and etc.) (Anandarajan et al., 2002; cited in Özkalp et al., 2011: 466).

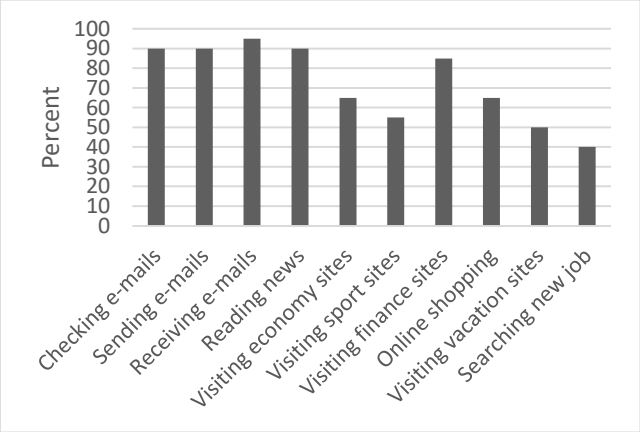
It is important to categorise the types of cyberloafing and to understand why people tend to these behaviors. Employees behave insignificant cyberloafing do not think these behaviors are inappropriate. On the contrary, those who behave significant cyberloafing know that these behaviors are bad and should not be forgiven. These deviant behaviors at work violate organizational norms but this is not only related to the type of significant cyberloafing, on the contrary, employees in insignificant cyberloafing behaviors also violate organizational norms.

When sociology of an organization is investigated, it is seen that employees are influenced by their colleagues and managers. Socially affected workers who are thinking "everyone else is doing it" justify their cyberloafing behavior. Some managers who are called virtual bureaucrats say that employees should never use the Internet for personal affairs. Some managers who are called virtual humanists think that the personal use of the Internet is not harmful (Blanchard and Henle, 2008: 1070- 1071).

Organizations think that virtual rescue behaviors reduce productivity, but it seems like a way for employees to cope with stress. Cyberloafing is important for protecting employees from the negative effects of stress caused by their long hours at work (Özkalp et al., 2010). Stress is a usual psycho-physical response to events in the environment. Some stress is required for normal functioning; however, high levels of stress can lead to negative consequences for employees. Cyberloafing is a method of coping with stress and especially an escape strategy for employees (Henle and Blanchard, 2008: 384-386). According to some researchers, it is possible to say that people who behave cyberloafing such as sending e-cards, buying books, speak on the phone, read less newspapers and magazines on the Internet. For example, an employee who does personal work on the Internet during lunchtime increases his productivity during working hours (Johnson and Indvik, 2003: 56).

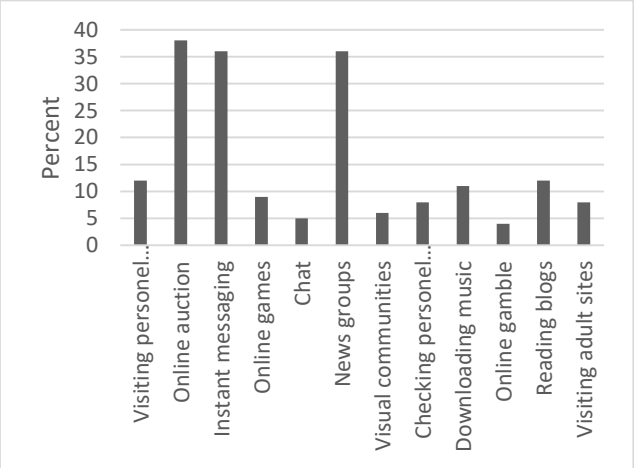
Blanchard and Henle (2008) attempted to identify the different cyberloafing behaviors of the participants in order to understand the cyberloafing at work in their study with 221 undergraduate students, and they distinguished these behaviors by two groups. Figure 2 shows cyberloafing behaviors reported by approximately 50% of participants. For example, about 96% of participants indicated that they are receiving non-work related e-mails at working hours and about 46% of participants are looking for a new job on the Internet during working hours. Figure 3 shows rarely seen cyberloafing behaviours. For example, less than 40% of participants stated that they are currently visiting online auction sites and less than 10% are visiting web sites at working hours (Blanchard and Henle, 2008: 1074).

Figure 2. Most Common cyberloafing behaviours



Source: Blanchard and Henle, 2008

Figure 3. Rare cyberloafing behaviours



Source: Blanchard and Henle, 2008

2.4. Problems Associated with Cyberloafing in Organizations

There are three main problems that organizations worry about the use of the Internet and which are caused by cyberloafing. These are (Mılls et al., 2001:36; Johnson and Indvik, 2003:56):

1. Loss of production and productivity: Time is wasted and production is lost when employees use computers and Internet for personal purposes. There are too many websites that can easily clean up the screen content, such as chat rooms, entertainment sites that push employees to laziness and cause cyberloafing behavior (Mılls et al., 2001:37).

2. Wasted usage of work resources and bandwidth: Bandwidth is used to express the carriage capacity of a transmission medium or communication channel. The larger the bandwidth means the greater the volume of data that can be transferred over a period of time. It has also political and economic importance and it is one of the biggest problems of the Internet. Only one of the employees watching video on the Internet is enough to slow down communication speed (Johnson and Indvik, 2003:56).

3. Legal responsibilites: The non-business use of Internet at work is not only wasting time but also violating legal responsibilities. Many organizations complain about personal use of the Internet and viruses. Organizations have rights to enforce sanctions to employees who are visiting inappropriate websites and downloading files (Johnson and Indvik, 2003:56).

2.5. Precautions That Managers Can Take To Avoid Cyberloafing

It is possible to say that the use of the Internet for personal purposes by employees at work costs with time and money loss in organizations (Thatcher et al., 2008: 2237). For this reason, there are many precautions managers need to take in order to reduce cyberloafing (Johnson and Indvik, 2003: 57). These are;

- Enforcement of the e-mail usage policy clearly defines the workplace e-mails are not private
- Rewarding efficiency
- Educating employees for more effective Internet use
- Hiring more motivated emplyees
- Use of Internet filtering software (which tells the manager how the employee uses the Internet and prevents entry into the forbidden websites)
- The creation of an "Acceptable Use Policy" and the representation of what is acceptable for employees to use the Internet
- Establishing a continuous network of communication between managers and employees
- Informing employees about Internet addiction

Managers are often able to restrict employees from using Internet for personal use to increase productivity. On the contrary, there are opinions about the potential benefits of cyberloafing. Some researchers argue that cyberloafing increase the potential of learning and efficiency of employees (Garrett and Danziger, 2008: 287). According to some researchers, cyberloafing behaviors are extremely harmful for businesses and cause loss of productivity. According to those who argue against this idea, cyberloafing behaviors may be beneficial in terms of providing job satisfaction, productivity and combating the stress experienced by the employee. (Yağcı and Yüceler, 2016: 536). Productivity of employees who can cope with job stress will increase (Andel et al, 2019: 5). In addition, Abubakar et al. (2019: 131-132) shows that cyberloafing has a significant positive effect on innovative business behavior and employee performance.

According to Lim and Chen (2012: 348-349), the increase in the speed of the Internet has not only facilitated employees' cyberloafing behaviour, but also made cyberloafing even more attractive. This increases the possibility of spending more time on cyberloafing than in the past. Cyberloafing has become a common behavior for many organizations. Establishing control mechanisms to monitor employees' Internet use and identify non-business Internet use may be an effective way to reduce these behaviors (Ugrin and Pearson, 2013: 812).

3. Method

The main purpose of this research is to determine the cyberloafing behaviors of the employees working in provincial organization of the Directorate of National Property of the Ministry of Finance that fulfilling the tasks and transactions that fall under the duty of the General Directorate. The universe of this research consists of employees of the provincial organization of the Directorate of National Property of the Ministry of Finance. No sample is selected at the study and all of the provincial organization employees were contacted via e-mail addresses in the intranet system that only institution employees can access. 147 of 220 people who received survey form of them participated in the survey by e-mail and the sample size is obtained. A questionnaire consisting of two separate sections and a total of 22 questions is applied to obtain research data on personal Internet use of workers at workplace according to demographic variables. The survey consists of two separate sections and a total of 22 questions is adapted from the survey form prepared by Özkalp et. al. (2012). With this survey, research data are obtained about the use of the Internet in the workplace by the employees according to demographic variables. The first seven questions in the first section, which contain information on employees, are related to the demographic variables. In this section, employees' personal information is sought by asking their age, gender, marital status, education status, total working years, monthly income and titles in the institution. In the second part, there are questions prepared to determine non-business Internet usage at work. There are 13 questions and 2 multiple choice questions prepared on the Likert scale based on quintile scale. T-test is used for the two groups of gender and marital status variables, One Way ANOVA is used for the age, education, total years of work, monthly income, and institutional variables used by more than 2 groups and frequency analysis is performed. The significance level of the data is taken as "0.05" and SPSS 22.0 program is used for data analysis. Hypotheses of this study are;

Hypothesis 1.There are differences in attitudes in terms of the ages of employees and the non-business Internet usage at work.

Hypothesis 2. There are differences in attitudes in terms of the gender of employees and the non-business Internet usage at work.

Hypothesis 3. There are differences in attitudes in terms of the marital status of employees and the non-business Internet usage at work.

Hypothesis 4. There are differences in attitudes in terms of the education level of employees and the non-business Internet usage at work.

Hypothesis 5. There are differences in attitudes in terms of the year of work of employees and the non-business Internet usage at work.

Hypothesis 6. There are differences in attitudes in terms of the salary of employees and the non-business Internet usage at work.
Hypothesis 7. There are differences in attitudes in terms of the title of employees and the non-business Internet usage at work.

4. Findings

Non-business Internet usage of the employees of provincial organization of the Directorate of National Property of the Ministry of Finance by demographic variables and whether or not these demographic variables are effective over Internet usage has evaluated. The ratios of participants according to demographic variables are given in Table 1. The results were compared according to demographic variables.

Table 1. Demographic variables

Variables	Count	Percent
Age		
20-30	60	40,8
31-40	48	32,7
41-50	25	17,0
51 and over	14	9,5
Gender		
Female	24	16,3
Male	123	83,7
Martial Status		
Married	107	72,8
Single	40	27,2
Education Level		
Primary school	0	0
High school	10	6,8
Associate Degree	19	12,9
Graduate	107	72,8
Postgraduate	11	7,5
Total year of work		
1-10	76	51,7
11-20	37	25,2
21 and over	34	23,1
Salary		
2500-3000	68	46,3
3001-4000	45	30,6
4001 and over	34	23,1
Title		
Janitor	1	0,7
Officer or V.H.K.I.	82	55,8
Chief	15	10,2
Expert or expert assistant	33	22,4
Manager assistant	3	2,0
Manager	1	0,7
Others (supervisor, engineer, technical staff)	12	8,2
Total	**147**	**100.0**

A satistically significant difference is found between non-business e-mail sending and checking behaviors at work and the educational status of employees comparing to the demographic variables (X^2=11,278, p =0,010). The arithmetic mean of the values for the non-business e-mail sending and controlling behaviors of the graduate individuals is 2.3 and the difference between other demographic variables and employees' non-business e-mail sending and controlling behavior is not statistically significant. There is no significant difference in the attitude of the employees searching the Internet and the demographic variables. A statistically significant difference is found between the general usage behavior of Internet of the employees and their titles (X^2 =14,099, p =0,029). A statistically significant difference is not found between the other demographic variables and the non-business Internet usage behavior of the employees. There is no statistically significant attitude difference between the behavior of reading newspapers and visiting news sites of employees and demographic variables. According to the information on employees' visiting online shopping sites and shopping behavior according to demographic variables; a statistically significant difference is found between the online shopping behavior of employees and their age (X^2 =11,908, p=0,008). The arithmetic mean of the employees aged 20-30 for visiting online shopping sites and shopping behavior is 2.2 and the arithmetic mean of the employees aged 51 and over have an arithmetic average of 1.5. As the average age increases, it seems that the means is decreasing. A statistically significant difference is found between visiting online shopping sites and shopping behavior and education status (X^2 =8,845, p =0,031). The arithmetic mean of the employees with postgraduate is 2,272, the arithmetic mean of high school graduates is 1,700. As the education level increases, the tendency to visit online shopping sites is seen to increase. The difference between the behavior of visiting online shopping sites and year of work is statistically significant (X^2 =11,033, p =0,004). The arithmetic mean of employees who have been working between 1-10 years is 2,210, the arithmetic mean of employees who have been working over 21 years is 1,500. It seems that as the more years of work decreases the tendency to visit shopping sites. There is no statistically significant difference found between other demographic variables and the behavior of employees visiting online shopping sites. A statistically significant difference is found between employees' behavior of Internet banking and their titles when employees' Internet banking behavior is compared according to demographic variables (X^2 = 16,674, p = 0,011). No statistically significant difference is found between other demographic variables and employees' use of Internet banking. According to the information on the comparison of employees' looking for a job behavior on the Internet according to demographic variables; the difference between the looking for a job behavior of employees and their age is statistically significant (X^2 = 16,284, p = 0,001). The arithmetic mean of looking for a job behaviors for employees aged 20-30 is 2,250 and for employees aged 51 and over is 1,142. It seems that as the average age increases, the tendency to look for jobs on the Internet seems to decrease. There is a significant attitude difference between looking for a job behavior on the Internet and employees' education status (X^2 = 16,101, p = 0,001). The arithmetic mean of looking for a job behavior on the Internet for post-graduate employees is 2,818 and for the high school graduates is 1,000. As the level of education increased, the tendency to look for jobs on the Internet increased. A meaningful difference is found between employees' looking for a job behavior on the Internet and their total working years (X^2 = 15,474, p = 0,000). The arithmetic mean of employees who worked between 1-10 years is 2,210, the arithmetic mean of employees who worked between 11-20 years is 1,891 and the arithmetic mean of the employees who worked over 21 years is 1,323. As the number of total years of work increases, the tendency of looking for jobs on the Internet decreases. There is no statistically significant difference between other demographic variables and looking for a job behavior on the

Internet. According to comparison of employees' music, video and movie downloading behavior due to demographic variables; there is a meaningful attitude to music, video and movie downloading behaviors and employees' gender (F= 5,373, p = 0,022). The arithmetic mean of women's music, video and movie downloading behavior is 1,166 and men' s is 1,365. Men are more tend to download music, videos and movies than women at work. A statistically significant difference is found between employees' music, video and movie downloading behavior and their marital status (F= 5,230, p = 0,024). The arithmetic mean of married employees is 1,289 and the arithmetic mean of single employees is 1,450. It seems that single employees are more tend to download music, videos and movies at work than married ones. No statistically significant difference is found between the other demographic variables and the employees' music, video and movie downloading behavior. When the visiting online chat sites and forum sites behavior of employees at working hours is compared with demographic variables; a statistically significant difference is found between the visiting online chat sites and forum sites behavior of employees and their marital status (F= 5,189, p = 0,024). The arithmetic mean of visiting online chat sites and forum sites of married employees' is 1,401 and of the single employees' is 1,575. It seems that single employees have more tendency to visit online chat sites and forum sites than married ones at work. The difference between other demographic variables and the behavior of employees in visiting online chat sites and forum sites is not statistically significant. A statistically significant difference is found between the behavior of employees visiting social networking sites and their marital status (F= 6,570, p = 0,011). The arithmetic mean of married employees visiting social networking sites is 2,355 and the arithmetic mean of single ones is 2,600. It is seen that single employees more tend to visit social networking sites than married ones at work. No statistically significant difference is found between other demographic variables and the behavior of employees visiting social networking sites. There is no statistically significant difference between the online gaming and online gambling behavior of employees and demographic variables. All participants stated that they do not visit online gambling sites at work. A statistically significant difference is found between the behavior of visiting adult sites at work and gender of employees when compared to the demographic variables (F= 11,840, p = 0,001). The arithmetic mean of the visiting adult sites behavior of female employees is 1,00 and male employees' is 1,195. It is observed that female employees never visit adult sites at work and male employees visit at very low rates. No statistically significant difference is found between other demographic variables and visiting adult sites behavior of employees at work.

Table 2. Causes of Cyberloafing Behaviour

Variables	Count	Percent
Causes		
I can't live without Internet	8	5,4
I' m earning because of Internet	-	-
Internet is my information center	98	66,7
Internet is my playground in order to get rid of my frustration	26	17,7
Internet doesn't mean anything to me	8	5,4
Others	7	4,8
Total	147	100

Causes of employees' cyberloafing behaviors information obtained in this research is shown in Table 2. Information on the time spent by employees on the Internet and computer usage is shown in Table 3.

Table 3. Average Time Spent Daily on Internet and Computer Use

Variables	Count	Percent
Time		
Less then 30 minutes	37	25,2
Between 30 - 60 minutes	54	36,7
Between 1 - 3 hours	45	30,6
3 hours and more	10	6,8
I never use Internet	1	0,7
Total	147	100

5. Discussion

Seven hypotheses determined within the scope of this study are evaluated according to the findings. Hypothesis 1 is there are differences in attitudes in terms of the ages of the employees working in provincial organization of the Directorate of National Property of the Ministry of Finance and the non-business Internet usage at work. A statistically significant difference is found between the online shopping behavior of employees and their ages. As the average age increases, it seems that the arithmetic mean is decreasing. The difference between looking for a job behavior of employees and their age is statistically significant. As the average age increases, the tendency to look for a job on the Internet seems to decrease. Hypothesis 2 is there are differences in the attitudes of the employees in terms of their gender and personal Internet usage at work. Employees have a meaningful attitude to music, video and movie downloading behavior and gender. Men are more tender to download music, videos and movies than women at work. A statistically significant difference is found between visiting adult sites behavior of employees at work and their gender. Female employees never visits adult sites and male employees visit at very low rates. Serttaş and Şimşek (2017) has found that women had less non-work-related Internet use during working hours than men. Demir and Tan (2018) has found that there are differences in cyberloafing behaviors between men and women, and men are more tend to show cyberloafing behaviour. Similarly, Biçer and Çavmak (2018) found that men have a wider range of Internet usage activities and that they use the Internet more frequently.

Hypothesis 3 is there are differences in attitudes in terms of the marital status of the employees and the non-business Internet usage at work. A statistically significant difference is found between employees' music, video and movie downloading behavior and marital status. It seems that single employees are more likely to download music, videos and movies at work than married ones. Also it seems that single employees are more likely to visit chat rooms, forum sites and social media at work than married ones.

Hypothesis 4 is there are differences in the attitudes of the employees in terms of their educational status and non-business Internet use at work. As the education level increases, the tendency to visit online shopping sites and looking for a job from the Internet is seen to increase. Some researches Show that as the level of education increases, cyberloafing behavior also increases (Özkalp et al., 2012; Ünal and Tekdemir, 2015). Hypothesis 5 is there are

differences in the attitudes of the employees in terms of their years of work and the non-business Internet usage at work. It is seen with this research that as the number of years of work increases, the tendency to online shopping and looking for a job from the Internet is decreasing. Hypothesis 6 is there are differences in attitudes in terms of monthly incomes of employees and non-business Internet usage at work. Research shows that there is no significant difference in attitudes between the monthly incomes and the Internet. Although the monthly incomes of the employees are different, the time they spend at work, the work they do and the problems they have at work are almost the same. Therefore, it is considered that monthly income does not affect cyberloafing behavior. Lastly, hypothesis 7 is there are differences in attitudes in terms of the titles of the employees and the non-business Internet usage at work. There is a statistically significant difference between common Internet usage behavior of employees and their titles.

It is seen that most of the 147 employees who are working in the provincial organization of the Directorate of National Property of the Ministry of Finance and responding to the questionnaires via e-mail are in cyberloafing behavior. Özkalp et al. (2012) concluded that private sector employees exhibit less cyberloafing behaviors than public employees, and they are less tend to cyberloafing. In general, it is seen that the participants' cyberloafing behaviors are concentrated in behaviors considered as "insignificant cyberloafing " and the number of those who have "significant cyberloafing" behaviors is very small. For example, it is observed that the arithmetic mean of cyberloafing behaviors such as checking e-mails or reading news from the Internet is very high, whereas cyberloafing behaviours such as online gaming, visiting adult sites are very low, and even all the participants do not visit online gambling sites. Ürek et al. (2012) concludes that the highest averages of health workers' cyberloafing behaviors are “visiting news sites”, “visiting newspaper websites” and “checking non-business personal information”, and the lowest averages are “visiting bet sites”, “visiting auction sites” and “participating in online chat rooms” (Ürek et al, 2018: 145). Most of employees have indicated that they see the Internet as a information center and some of them see it as a playground. The vast majority of participants stated that they use the Internet for personal interests between 30-60 minutes and 1 to 3 hours a day at work. This result is similar to the results of the study of Güğerçin and Sığırcıkoğlu (2019), which shows that approximately 40% of employees spend 1 hour or more daily on cyberloafing activities.

6. Results and Conclusions

It is believed that the reason for the employees to have insignificant cyberloafing behaviors is the desire of these employees to keep away from the stressful environment at work. National Real Estate works and operations are very complex and liable. Employees must be in constant contact with their colleagues all day. In addition, the number of employee working in these units is rather low, which means that there is a lot of workload for each employee. Because of these adverse conditions; employees are actively engaged in cyberloafing behaviours. It is thought that employees prefer cyberloafing behavior to get away from their problems.

There are also duties to the managers to reduce the virtual rescue behavior of employees. The workload of the employees working in these units needs to be reduced and more employee may be transferred to these units or new employee may be hired. Thus, by reducing workloads, employees working in these units can be more willing to work, increase their motivation and reduce their cyberloafing behavior.

The findings of the research are thought to contribute to the relevant literature. It is very difficult to control the misuse of computers in public institutions during business hours. Therefore, it is useful for managers to understand the importance of the issue and to recognize the problems that may arise in advance. Determining the employees' cyberloafing behavior and the effect of these behaviors on the productivity of their employees are important in terms of the functioning of the organizations, as well as facilitating the adoption of measures for situations that may jeopardize organizations legally.

As like any research, this study has some limitations. It is very difficult to make large-scale generalizations with data from only one occupational group and a limited number of participants. It is a limitation of the research that the research data is only the data obtained from the participants, and that these data cannot be verified by colleagues and managers. In addition, one of the limitations of the study is that the reasons behind the employees' cyberloafing behaviors are not questioned. In order to reveal sectoral differences, it is useful to test the research data in large samples and in different sectors.

Organizations can struggle with cyberloafing behaviors that lead to inefficient use of working time by developing appropriate Internet filtering methods and electronic usage policies. In this way, legal difficulties and loss of productivity and time can be prevented. It is very important that organizations develop solutions to eliminate the negative effects of cyberloafing behavior.

In future research, investigating the reasons behind the employees' cyberloafing behaviors, examining the relationship between cyberloafing behaviors and different organizational behaviors (job satisfaction, organizational commitment, organizational silence, organizational burnout) may add a different perspective to the subject.

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