

WORKPLACE CYSBERSLACKING: AN INVESTIGATION BASED ON THE
THEORY OF PLANNED BEHAVIOR

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ABSTRACT

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The use of computers and mobiles at workspaces has increased dramatically in the last decade. Employees' access to the Internet is inevitable and mostly required within working hours. Cyberslacking is a phenomenon that describes the non-work-related behavior conducted in the workplace by using the Internet. The effects of Cyberslacking behaviors in the workplace are still controversial. Literature suggests that Cyberslacking can be a facilitator of both positive and negative workplace behaviors. Thus, it is compelling to identify different types of Cyberslacking that might have contrasting effects in the workplace. The antecedents of this behavior still need investigation (Göncü Köse & Metin, 2018). According to prior literature, there are different theories that explain the concept of Cyberslacking. The present study adopts Theory of Planned Behavior (Ajzen, 2012) to predict Cyberslacking. The theory suggests that behavior is predicted by behavioral intentions, which is also determined by three factors; norms, attitudes, and perceived behavioral control. In this study, first a current Cyberslacking measure is updated with items generated from the preliminary study and validated followed by predicting Cyberslacking based on the Theory of Planned behavior. Further moderation analyses were conducted to validate the proposed model by including interaction effect of

organizational norms and personality factors. Results showed that, Cyberslacking behavior has three dimensions, updating, research and planning, and entertainment, each successfully modeled with the Theory of Planned behavior. Also, results provided some evidence for the construct validity of the updated Cyberslacking scale. Facet based analysis revealed that updating and entertainment factors significantly and negatively correlated with agreeableness and the resistance to change, and positively with aggression. The research and planning factor is significantly and negatively correlated with agreeableness and resistance to change, positively with aggression, proactive personality, opinion leadership and openness to experience. Finally, the results of moderation analysis showed that, norms and personality interaction play a role in predicting the presence of the different types of Cyberslacking behavior in the workplace.

Keywords: Cyberslacking, scale development, validation, theory of planned behavior, personality

ÖZ

İŞYERİNDE SANAL KAYTARMA: PLANLI DAVRANIŞ TEORİSİNE DAYALI BİR ARAŞTIRMA

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Son yıllarda iş yerlerinde bilgisayarların ve cep telefonlarının kullanımı önemli ölçüde artmıştır. Çalışanların iş saatleri içerisinde İnternet erişimleri kaçınılmaz ve çoğu zaman gerekli hale gelmiştir. Sanal Kaytarma, iş yerlerinde İnternet kullanılarak yapılan iş ile ilgili olmayan davranışları tanımlayan bir olgudur. Sanal kaytarma davranışlarının iş yerindeki etkileri halen tartışılmaktadır. Sanal Kaytarmanın iş yerinde hem pozitif hem de negatif davranışlara yol açtığı öne sürülmektedir. Bu bağlamda Sanal Kaytarmanın iş yeri unsurları üzerinde bu çelişkili etkileri yaratan farklı tiplerinin saptanması önemli hale gelmiştir. Sanal kaytarma davranışının öncüllerinin araştırılması gerekmektedir (Göncü Köse & Metin, 2018). Alanyazın Sanal Kaytarmayı açıklamak için farklı teoriler öne sürmektedir. Çalışmada Sanal Kaytarmayı yordamak için Planlı Davranış Teorisi (Ajzen, 2012) kullanılmıştır. Bu teori bir davranış ile ilgili normlar, tutumlar ve algılanan davranışsal kontrol'ün davranışı uygulama niyetini etkilediğini, niyetin de davranışın öncülü olduğunu savunmaktadır. Bu çalışmada, ilk olarak Sanal Kaytarma davranışı güncellenmiş ve geçerlik çalışması yapılmış, ardından Sanal Kaytarma Planlı Davranış Teorisine dayandırılarak yordanmıştır. Ayrıca, önerilen modeli doğrulamak için, kurumsal normlarla kişilik faktörlerinin karşılıklı etkileşimleri modele

eklenerek düzenleyici deęişken analizleri yapılmıştır. Sonuçlar, Sanal Kaytarma davranışının güncelleme, araştırma ve planlama ve eğlence olarak isimlendirilen üç boyutunun olduğunu ve her birinin Planlı Davranış Teorisi ile başarılı bir şekilde modellendiğini göstermiştir. Ayrıca sonuçlar güncellenen Sanal Kaytarma ölçeğinin yapı geçerliğini destekler niteliktedir. Boyuta dayalı analizler sonucunda, güncelleme, eğlence ve araştırma ve planlama faktörlerinin uyumluluk ve deęişime direnç faktörleriyle negatif, saldırganlık ile pozitif ve anlamlı ilişkisi olduğu, araştırma ve planlama faktörünün ise bunlara ek olarak proaktif kişilik, fikir önderliği ve deęişime açıklık ile pozitif ilişkisi olduğu bulunmuştur. Son olarak, düzenleyici deęişken analizleri sonucunda normlar ve kişilik faktörlerinin etkileşiminin, iş yerinde farklı Sanal Kaytarma türlerinin gösterilmesinde etkisi olduğu sonucuna ulaşılmıştır.

Anahtar Kelimeler: Sanal kaytarma, ölçek geliştirme, geçerlilik çalışması, planlı davranış teorisi, kişilik



To Myself

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TABLE OF CONTENTS

PLAGIARISM.....	iii
ABSTRACT.....	iv
ÖZ.....	vi
DEDICATION.....	viii
ACKNOWLEDGEMENTS.....	ix
TABLE OF CONTENTS.....	x
LIST OF TABLES.....	xiii
LIST OF FIGURES.....	xiv
CHAPTER	
1. INTRODUCTION.....	1
1.1 Overview	1
1.2 Cyberslacking.....	2
1.3 Associations of Cyberslacking with Personality Variables.....	7
1.3.1 Procrastination.....	7
1.3.2 Aggression	9
1.3.3 Proactive Personality	9
1.3.4 Epistemic Openness to Experience.....	11
1.3.5 Agreeableness.....	13
1.4 Theory of Planned Behavior	14
1.4.1 Attitudes	15
1.4.2 Subjective Norms.....	16
1.4.3 Perceived Behavioral Control	16
1.4.4 Intentions.....	17
2. PRELIMINARY STUDY ON UPDATING THE CS MEASURES	19
2.1 Cyberslacking Studies in Turkey	19
2.2 Participants	20

2.3	Procedure	20
2.4	Measures	21
2.5	Development of the Cyberslacking Scale	21
3.	MAIN STUDY METHOD: VALIDATION OF THE CS MEASURE AND TEST OF THE TPB MODEL	26
3.1	Participants	26
3.2	Procedure	27
3.3	Measures	28
3.3.1	Attitudes Scale	28
3.3.2	Social Norms Scale	29
3.3.3	Perceived Behavioral Control Scale	29
3.3.4	Intentions	29
3.3.5	Cyberslacking Scale	30
3.3.6	General Procrastination Scale	30
3.3.7	Agreeableness Sub-Dimension of Big Five Inventory	30
3.3.8	Anger Sub-Dimension of Aggression Scale	31
3.3.9	Shortened Version of Proactive Personality Scale	31
3.3.10	Individual Innovativeness Inventory	32
3.3.11	Demographic Information Form	32
4.	MAIN STUDY RESULTS	33
4.1	Data Screening and Cleaning	33
4.2	Construct Validation of the Cyberslacking Scale	33
4.2.1	Exploratory Factor Analysis of the Cyberslacking Scale	33
4.2.2	Confirmatory Factor Analyses and Descriptive Statistics of Scales used in Construct Validation	34
4.2.3	Correlations between Cyberslacking and Personality Variables	37
4.3	Modeling Cyberslacking with the Theory of Planned Behavior	40
4.3.1	Factor Analyses and Descriptive Statistics of Scales used in Model Testing	40
4.3.2	Path Analysis	42

5. INTERACTION OF NORMS AND PERSONALITY ON CYBERSLACKING	45
5.1 Overview	45
5.2 Results	47
5.2.1 Moderation of Procrastination.....	47
5.2.2 Moderation of Aggression	48
5.2.3 Moderation of Proactive Personality	50
5.2.4 Moderation of Individual Innovativeness.....	51
5.2.5 Moderation of Agreeableness.....	54
6. DISCUSSION	60
6.1 Construct Validation	60
6.2 Model Testing	64
6.3 Moderation Analysis	65
6.4 Strengths and Implications	68
6.5 Limitations and Future Suggestions	69
APPENDICES	
A: APPROVAL OF THE METU HUMAN SUBJECTS ETHICS COMMITTEE...	87
B: INFORMED CONSENT FORMS	88
C: INFORMATION FORMS.....	89
D: PRELIMINARY STUDY QUESTIONNAIRE	91
E: PRELIMINARY STUDY CONTENT ANALYSIS – BEHAVIOR FREQUENCIES.....	92
F: ATTITUDES SCALE.....	93
G: SOCIAL NORMS SCALE.....	94
H: PERCEIVED BEHAVIORAL CONTROL SCALE	96
I: INTENTIONS SCALE	97
J: CYBERSLACKING SCALE	98
K: GENERAL PROCRASTINATION SCALE	100
L: AGREEABLENESS SCALE	102
M: ANGER SCALE.....	103

N: PROACTIVE PERSONALITY SCALE	104
O: INDIVIDUAL INNOVATIVENESS SCALE.....	105
P: DEMOGRAPHIC INFORMATION FORM.....	107
Q: TURKISH SUMMARY/ TRKE ZET	108
R: TEZ İZİN FORMU/ THESIS PERMISSION FORM.....	129



LIST OF TABLES

Table 1.	Demographic Information of the Participants of Preliminary Study	20
Table 2.	Final Version of the Cyberslacking Scale	24
Table 3.	Demographic Information of the Participants of the Main Study	27
Table 4.	Factor Loadings of the Updated Cyberslacking Scale	36
Table 5.	Descriptive Statistics, Zero Order Correlations, and Alphas for Personality Variables.....	39
Table 6.	Descriptive Statistics, Zero Order Correlations, and Alphas for Variables in the Hypothesized Path Model	41
Table 7.	Standardized and Unstandardized Regressions of Variables - Procrastination.....	49
Table 8.	Standardized and Unstandardized Regressions of Variables - Aggression.....	52
Table 9.	Standardized and Unstandardized Regressions of Variables – Proactive Personality	53
Table 10.	Standardized and Unstandardized Regressions of Variables – Individual Innovativeness	57
Table 11.	Standardized and Unstandardized Regressions of Variables - Agreeableness.....	59

LIST OF FIGURES

Figure 1. The Path Model	43
Figure 2. Procrastination Moderation Model	47
Figure 3. Moderation effect of procrastination	48
Figure 4. Aggression Moderation Model	50
Figure 5. Proactive Personality Moderation Model	51
Figure 6. Individual Innovativeness Moderation Model.....	54
Figure 7. Moderation effect of Individual Innovativeness on Updating CS	55
Figure 8. Moderation effect of Individual Innovativeness on Research and Planning CS.....	55
Figure 9. Agreeableness Moderation Model.....	56
Figure 10. Moderation effect of agreeableness on Updating CS	56
Figure 11. Moderation effect of agreeableness on Research and Planning CS	58

CHAPTER 1

INTRODUCTION

1.1 Overview

In today's world, the Internet is not only used as a tool, but it becomes a need. According to the Global Digital 2019 Report, 57% of the population is internet users, continuously growing with 9.1% increase since 2018. The same report revealed that internet users are online 6.42 hours on average each day (wearesocial, 2019). This intervention of the Internet to our daily lives has some inevitable effects. Our concern is the use of the Internet in the workplace, where people spend most of their time. Similar to everyday use of the Internet, the use of the Internet at work is more than ever before. Literature pointed out the contemporariness and prevalence of the behavior by mentioning 80% of the employees report that they check social networks, read blogs, do shopping while at work (Metin, Peeters, & Taris, 2018). By employing communication channels like e-mail, using applications and programs requiring the Internet or shared calendars between co-workers, the Internet use at the workplace becomes inevitable. By such the popularity and widespread use of the Internet and technology, people started to utilize these sources for their personal needs. Therefore, the term cyberslacking has emerged, first in 1995 by Tony Cummins in New York's daily news (Jandaghi, Alvani, Matin, & Kozekanan, 2015).

In more general terms, cyberslacking (CS) is defined as the abuse of the Internet in the working environment for non-work-related aims (Whitty & Carr, 2006). CS has been mostly identified as a problematic behavior at work; however, this is not always the case. Certain types of this behavior serve as a facilitator to improve performance (Belanger & Van Slyke, 2002). The negative connotation of the phenomenon has driven researchers to understand more about the antecedents, consequences, and underlying theory. Over the years, a bunch of scales have been

developed and used to test CS behavior. Although research has been conducted on CS behavior little is known about the antecedents of different dimensions of this behavior in TR samples. In the Turkish language, the frequently used scale is developed by Örücü and Yıldız (2014). Researchers argued that organizational and work-related factors such as policies may be some of the antecedents of this behavior. In addition, researchers discussed that individual differences play a role in presence of different CS behaviors (Stajkovic, Lee, Greenvald & Raffiee, 2015). The first purpose of the present study is to explore CS behaviors and dimensions in a Turkish sample and examine the associations of specific personality factors with different CS dimensions. The second purpose of the present study is to test if the CS dimensions can be explained through the Theory of Planned Behavior.

More specifically, the present study seeks to address the following questions:

1. What are different CS behaviors in TR sample?
2. Which CS dimensions can be observed in TR sample?
3. Which CS dimensions are related with which personality factors?
4. How do we conceptualize CS based on Theory of Planned Behavior?

1.2 Cyberslacking

Cyberslacking is defined as usage of the Internet while working via company-provided e-mail and Internet (Blanchard & Henle, 2008). As a baseline, this definition is adequate, but with the excessive use of technological devices such as mobile phones, smartwatches, devices for reading, researchers made some additions which evolved the definition into a more generalizable meaning. It became the personal use of the Internet at the workplace (Whitty & Carr, 2006). Metin and colleagues (2016) suggested that CS is one of the two different types of procrastination, soldiering being the second type. Soldiering refers to avoiding work tasks, for a minimum of one hour, without aiming to harm others (Paulsen, 2015) whereas, CS is an online form of procrastination, which is related to the use of technological devices in the office environment (Vitak, Crouse & LaRose, 2011). In the literature, CS has been referred to as cyberloafing, personal internet use at work,

cyber-deviance, and non-work-related internet use (Askew et al., 2014; Kim & Byrne, 2011; Moody & Siponen, 2013). The definitions of terms mentioned above share three common factors; being at work, using the Internet, and non-work-related usage. Just like the definition, the types of CS behaviors are also increasing. For example, a decade ago, we would not have mentioned “checking the instant-messaging app notifications through a smartwatch during a meeting” as a CS behavior. Such enhancement of concepts creates the need for developing new and more comprehensive scales to adequately measure the related concept. Accordingly, the first aim of this study is to build a comprehensive CS scale. To examine the construct in more depth, antecedents, consequences, and related concepts are mentioned next.

There are different types of Internet usage. Researchers focused on different aspects of Internet usage and categorized them accordingly. Selfhout, Branje, Delsing, Bogt, and Meeus (2009) categorized it as communication versus non-communication purposes. Blank & Grosej (2014) categorized as e-mail, information seeking, classic mass media, socializing, commerce, school and work, entertainment, blogging, and production related internet usage. Jandaghi, Alvani, Matin and Kozekanan.’s (2015) categorization is more compact than others. They examined Internet activities in four dimensions: Social activity, informational activity, leisure activity, and virtual emotional activity. The social activity includes socializing through the Internet via social networking sites (SNS) or blogging. The informational activity involves searching for information over the Internet, job-related or not. Playing or downloading games or music are categorized as leisure activities. Finally, virtual emotional activities consist of dating or shopping online. Based on Janghadi and colleagues’ (2015) conceptualization of Internet activities, van Doorn, (2011) proposed that cyberslacking can be categorized similarly. Specifically, the researcher implied that engaging in one of these categorized activities at work should be considered as CS. Apart from this categorization, prior literature proposes that instant messaging, sending or receiving personal e-mail, gambling, booking, perusing websites related to sports, pornography, news, entertainment, banking,

education, research, or job hunting are various internet activities that one can engage in during working hours (Blanchard & Henle, 2008; Lim & Teo, 2005; Whitty & Carr, 2006). In the Turkish literature, this categorization focused on the level of seriousness (Henle & Blanchard 2008). Indeed, this categorization is based on the grouping of deviant behavior proposed by Robinson and Benett (1995). It is essential to categorize those activities in order to identify their antecedents and possible consequences. Referring to previous literature on cyberslacking, this study expects to find out cyberslacking dimensions similar to the four types of Internet activities that Janghadi et al., proposed (2015). Hence, it is expected to find out four different cyberslacking dimensions, namely Social, Informational, Leisure and Virtual Emotional CS.

Literature suggests two distinct views related to the consequences of CS. Some researchers argue that CS is a productive activity; others justify that it is destructive since it reduces productivity. CS is sometimes considered as a form of counterproductive work behavior (O'Neill, Hambley & Chatellier, 2014). Bennett and Robinson (2000) defined this deviant behavior as voluntary destructive behaviors toward organizational norms or organization's elements. The advocates of the destructive results of CS focus mostly on time spent on non-work-related activities. For instance, according to Coker (2011), it is clear that time that should be spent on work related tasks, get wasted on non-work-related activities. In addition to the loss of productivity and waste of resources, Oswalt and Elliott-Howard (2003) mentioned that security issues and sexual harassment are further problems related to CS. CS also induces problems in terms of data security and information systems. Virus malware, compromise of privacy of the information, and data theft are some types of problems. This could eventually lead to more severe issues such as wastage of hardware and lawsuits (Sampat & Basu, 2017).

Also, it is important to mention organizational sanctions to provide an overall view. Since CS is considered as a negative work behavior, the organizations tend to take steps to restrict Internet use in order to prevent this kind of actions. Some of these prevention techniques are filtering the websites, blocking social networking

websites, monitoring computer activities of employees, and putting Internet use policies into action (Whitty & Carr, 2006). Restrictive techniques may negatively affect employees' satisfaction according to Chalykoff and Kochan's (1989) study on the relationship between employees' satisfaction level and computer-aided monitoring of employees. It also decreases perceived fairness, which further decreases productivity (Case & Young, 2002).

Although, CS can be considered as a negative work behavior that leads to problematic outcomes such as loss of productivity, it is argued that it also has some positive consequences. For example, contextual performance was found to be positively related to CS (van den Berg & Roosen, 2018). This dilemma stemmed from the bilateral structure of the concept. On the one hand, saving time with information technology devices and the Internet is a fact, on the other hand, time wasted due to CS is obvious (Hernandez, Levy, & Ramim, 2016). Literature suggests that different benefits stem from different CS behaviors. Some mentioned that; research-oriented web browsing may lead employees to learn new skills, which may be used by the organization later. When individuals use the Internet for the purpose of online fun and gaming; this activity may lead to increase in learning the use of computer applications, and stimulates creativity, experimentation and learning environment (Anandarajan & Simmers, 2005; Blanchard & Henle, 2008). Several researchers found that non-work-related Internet usage or CS may create a balance between work and life. Therefore, this helps employees to gain time management and informal learning skills, leads to reduce stress at work, improve task performance, job satisfaction, quality of performance and productivity, and support creativity (as cited in Saraç & Çiftçioğlu, 2014). CS may act as a stress reducer by providing employees time necessary for getting refreshed and building energy (Lim & Chen, 2012). In one study, work productivity increased due to the frequency and the duration of personal web use, especially when breaks were in the form of short breaks rather than long periods (Coker, 2011).

The documented consequences of CS highlights the importance of understanding the CS types and their antecedents. Göncü Köse and Metin (2018)

concluded that cyberslacking is a concept that requires attention in the workplace and emphasized that CS antecedents were not clear. The antecedents of cyberslacking can be examined in three dimensions, organizational factors, work-related factors, and personality factors. Organizational factors include policies regarding the use of the Internet and organizational justice. Cyberslacking related organizational policies define organizations' strategies and regulations regarding the personal use of the Internet in the workplace. Cyberslacking becomes infrequent when organizations have Internet use policies and monitor cyberslacking behavior and additionally impose sanctions (Ugrin & Pearson, 2013). Henle, Kohut, and Booth (2009) found that employees' justice perceptions are related to cyberslacking. Lim and Teo (2005) discussed that employees engage in cyberslacking behaviors when they feel that the company is treating them unfairly and when they are unpaid. Secondly, work-related factors such as job demands, role conflict, and work-life balance can cause cyberslacking. If the daily tasks are too many or too few, then the possibility of cyberslacking increases (Jandaghi, Alvani, Matin, & Fakheri, 2015). Role conflict is another work-related factor, which is a situation that is likely to occur when employees are given discrepant or mismatched roles (Ebberts & Wijnberg, 2017). Previous research suggested that in case of a high role-conflict in the organization, employees are more likely to engage in cyberslacking (Freimark, 2012). Work-life balance as the name implies; refers to the state of equilibrium between personal life and work life of the employee. It is argued that the reason behind the cyberslacking behavior is organizations' expectations from workers when they are away from work, such as checking their work e-mail even when at home (Konig & de la Guardia, 2014). However, Konig and de la Guardia (2014) could not find a significant relationship between work-life balance and personal web use, despite the previous studies' results (Anandarajan, Simmers, & D'Ovidio, 2011; Clark, 2000). Besides, jobs that require creativity were found to predict cyberslacking (Vitak, 2011).

Finally, cyberslacking can be affected by some individual difference factors, including personality traits. Personality traits are innate attitudes; which further play

a role in producing behavioral consistencies across time and situations (Stajkovic, Bandura, Locke, Lee, & Sargent, 2018). In terms of personality factors, cyberslacking was found to be positively associated with procrastination and negatively with agreeableness, conscientiousness, and honesty (O'Neill, Hambley, & Bercovich, 2014). Moreover, Sampat and Basu, (2017) found a negative correlation with agreeableness and positive relation with extraversion, whereas they found no relation of cyberslacking with neuroticism and openness. External locus of control was also positively associated with cyberslacking (Blanchard & Henle, 2008). Rotter (1966) defined the locus of control as people's internal or external attributions to events; people with an internal locus of control explain events as consequences of their own behavior, on the other hand, people with an external locus of control explain situations with outside factors. Researchers argued that the reason of the positive relationship between external locus of control and cyberslacking is actually employees' belief that getting caught by the manager would be by chance (Blanchard & Henle, 2008).

1.3 Associations of Cyberslacking with Personality Variables

One of the aims of this study is identifying the dimensions of CS behavior in the Turkish context. Following this aim, it is intended to update the current Turkish CS scale first. As part of the validation study of the updated scale, series of bivariate correlations should be observed. Therefore, relevant literature is reviewed, and personality factors which are related with both positive and negative connotated CS behaviors were identified. Following section defines and explains the relevance of agreeableness, aggression, proactive personality, epistemic openness to experience, and procrastination with CS.

1.3.1 Procrastination

Steel, (2007) defined procrastination as continuously delaying or postponing a task or a decision. The operationalization of the procrastination varies based on the different psychology perspectives. Based on the study conducted by Klingsieck

(2013), the differential psychology perspective operationalizes procrastination as a personality trait; whereas the motivational and volitional psychology perspective operationalizes it as a failure in motivation and/or volition which is a more attitude-related conceptualization. In order to differentiate procrastination as a personality trait, researchers investigated its consistency across time and situation. Various research confirmed its cross-temporal and situational stability. For example, Arvey, Rotundo, Jhonson, and McGue (2003)'s twin study revealed that genetic factors explain 22% of variance. Also, .77 test-retest reliability of Adult Inventory of Procrastination was also supporting the stability of the trait within 10 years (Elliott, 2002). Also, Steel (2007) argued that procrastination may be one of the facets of the conscientiousness because of the results of number of factor analysis of conscientiousness in which the first major factor represents procrastination. This study adopted the view of differential psychology perspective; which defines procrastination as a trait which involves cognitive and affective personality elements (Ferrari, Parker, & Ware, 1992) which are stable over time. Davis, Flett, and Besser (2002) mentioned that cognitive task avoidance and implicit distraction aspects of procrastination leads people to engage in irrelevant activities rather than the work itself. Similarly, in the literature, it is found that procrastination is related to more extensive task durations, as well as low performance (Steel, 2007). In the work settings, procrastination can show itself via CS behaviors. Indeed, researchers conceptualize CS behaviors as online procrastination acts (Göncü Köse & Metin, 2018). Employees show web browsing activities when they are bored and try to motivate themselves (Sampat & Basu, 2017). Procrastination is found to be an essential aspect of putting off work (Henle & Blanchard, 2008). In that manner, it is expected that high procrastinators can easily get distracted by the Internet during working hours since most of the white-collar employees are expected to work at their desks using the computer. As time spent online increases, the productivity is found to decrease (Davis et al., 2002). Procrastination seems to affect productivity over some personality factors (O'Neill et al., 2014). In one study, it is found that high procrastinators are more likely to get distracted with non-work-related notifications

received during work (Steel, 2007). In an era that people receive e-mails, adds, instant message notifications through mobile phones almost every hour, getting distracted during work has become much easier. A positive relationship between CS and procrastination is expected; therefore, the following hypothesis is suggested:

Hypothesis 1a: There is a positive relationship between CS and procrastination.

1.3.2 Aggression

Geen (1990) defined aggression as any demonstrated behavior intended to harm others or things. Even if it is defined as a behavior, it is mentioned in very early research that aggression is a trait since it functions like a trait. Also, they argued that aggressive behavior represents the aggressive cognitive structure which can be classified as a trait of aggression (Huesmann & Eron, 1989). Greenberg and Barling (1999) argued that underpayment inequity, unfair distribution of valued outcomes, and lack of procedural justice might be the sources of aggression towards the company. Aggression generally generates adverse effects and provokes negative emotions. Both the organizations and employees face negative effects of aggression, such as counterproductive work behaviors (CWB) (Brees, Mackey, & Martinko, 2013). Organizations prefer to reduce CWB naturally. Therefore, it is crucial to gather information regarding the personality-related predictors to prevent and control those behaviors. As mentioned earlier, CS is considered to be one of the CWBs; thus, in order to reduce the harmful CS behavior, its relationship with aggression could be examined. Some researchers demonstrated that CWB and workplace violence are consequences of aggression caused by increased stress at work (Parks & Kidder, 1994). Therefore, the following hypothesis is suggested:

Hypothesis 1b: There is a positive relationship between CS and aggression.

1.3.3 Proactive Personality

Proactive personality is defined as a tendency to engage in intentional action to change the environment (Bateman & Crant, 1993). Researchers claimed that it is a stable disposition that is related to influencing one's surroundings (Bateman & Crant,

1993; Gan & Cheung, 2010). Crant (1995) suggested that people with proactive personalities are success-oriented and accomplish their goals by identifying opportunities, take initiative, and do not give up until change occurs. In previous literature, it has been found that proactive personality is related to some organizational outcomes such as; salary, career satisfaction, entrepreneurial intentions, team productivity, satisfaction and job performance (Thompson, 2005), and organizational citizenship behavior (Crant, 1995). The study conducted by Thompson (2005) supported the relationship between proactive personality and performance and extended it to the qualitative measurement of performance, such as supervisors' perception of performance. Proactive personality even shows incremental variance over the Big Five traits when predicting performance (Thompson, 2005). Moreover, there exists evidence regarding individual outcomes such as the relationship between proactive personality and motivation to learn, engagement in developmental activities, proactive networking, newcomer task mastery, and career initiative (Jawahar & Liu, 2016).

As mentioned earlier, it is proposed that people who have proactive personalities influence their environment by taking initiative and solve problems regarding issues around them (Bateman & Crant, 1993). Also, it is suggested that people with proactive personality engage in activities related to finding solutions to organizational problems and building useful networks (Thompson, 2005). By doing so, employees go beyond their immediate duties and responsibilities. Therefore, some features are common between organizational citizenship behavior (OCB) and proactive personality. It is also acknowledged by some researchers that, both OCB and proactive personality include engaging in activities that are beyond the jobs' regular task requirements (Li, Liang, & Crant, 2010). In organizational settings, a proactive person identifies and uses improved work methods, creates and changes conditions, learns with different methods and engages in organizational citizenship behavior (Liguori, McLarty, & Muldoon, 2013). Proactive personality may lead people to change their environment in such a way that would increase performance (Crant, 1995). For instance, proactive persons are more likely to search for new ways

of doing the same task for decreasing the time required to complete it. Thus, they may be more likely to engage in online searching for doing something better, thus engage in CS behavior. Accordingly, the following hypothesis is suggested:

Hypothesis 1c: There is a positive relationship between CS and proactive personality.

1.3.4 Epistemic Openness to Experience

Openness to experience is one of the five general personality factors of the five-factor model. As all these five factors, it contains different aspects and facets and thus demonstrates relative heterogeneity (Mussel, Winter, Gelleri, & Schuler, 2011). As Digman (1990) suggested, openness to experience is comprised of related traits. For instance, artistic sensitivity, inquiring intellect, rationality, maturity, creative interests, independence, and intellectual curiosity are the concepts that researchers used within the scope of openness to experience (Mussel et al., 2011). There are six facets of openness to experience, and in their study, Costa and McCrae (1992) demonstrated them as; fantasy, aesthetics, feelings, actions, ideas, and values. In the literature, openness to experience is reported in terms of two general factors rather than one (Mussel et al., 2011). The two-factor structures they have reported are different in terms of factor names and content. For instance, factor differentiation of internal and external, emotional and intellectual, ideas and aesthetics, and intellect and openness have been proposed. Different factors also predict different constructs (Mussel et al., 2011).

Similarly, Mussel et al. (2011) described the openness to experience in two subdimensions that is similar to the previous internal and external facets; which are a perceptual openness including openness to fantasy, aesthetics and feelings and epistemic openness which includes openness to actions, ideas, and values. A meta-analysis showed that predictive validities of facets of openness to experience tend to be higher than the broader measure (Woo, Chernyshenko, Stark, & Conz, 2014). Thus, the two subdimensions are associated with different outcome criteria; such that openness to experience as one factor or perceptual openness cannot predict academic performance by themselves, on the other hand, epistemic openness can predict

(Mussel et al., 2011). Moreover, it is found that when predicting work-related criteria; the strongest association came from openness to ideas with the partial relation of openness to values and actions (Mussel et al., 2011). Openness to ideas facet is also related to curiosity or epistemic curiosity, which Litman (2008) defined as a desire for knowledge, new ideas, elimination of information gaps, and solving intellectual problems. Again, even if openness has low predictive validity over job performance, its' factor of epistemic openness and facet of openness to ideas have higher predictive validities (Mussel et al., 2011). One of the facet level analysis of openness to experience demonstrated that when predicting job-related behaviors curiosity, flexibility, willingness to learn have strong relevance for performance rather than other facets of openness to experience (Mussel et al., 2011).

There is a positive relationship between openness to experience and OCB motivated by prosocial values (Bourdage, Lee, Lee, & Shin, 2012). Change-oriented OCB is described as an aimed action to improve performance by identifying and using work method or policy changes (Choi, 2007). Organ (1997) proposed that OCB was affected by personality indirectly. In terms of personality dimension of openness to experience it is argued that that people who are likely to get high scores from it tend to have positive perception about workplace changes, have creative thinking of ideas and are open to new alternatives since they are imaginative, creative, cultural, original, broad-minded, intelligent and artistic (Abu Elanain, 2010). People high in openness to experience performed high-quality work since they engage in the creative thinking of ideas and are open to new alternatives (Abu Elanain, 2010). People with high openness to experience scores generate creative ideas that contribute to organizational innovation (Shalley, Zhou, & Oldham, 2004). It is argued that making changes requires a willingness to take initiatives which is part of openness to new ideas (Seppala, Lipponen, Bardi, Pirttila, & Backman, 2012). It is argued that employees sometimes engage in online activities in order to improve their skill set, or indirectly increase their creativity regardless of their job tasks. Therefore, in this study it is expected a positive relationship between CS and Epistemic openness to experience.

Hypothesis 1d: There is a positive relationship between CS and epistemic openness to experience.

1.3.5 Agreeableness

Agreeableness is defined as “the degree to which individuals are cooperative, warm and agreeable versus cold, disagreeable, rude and antagonistic and good-natured” (Sampat & Basu, 2017). People who are high on agreeableness are generally identified as sympathetic and warm. They tend to be trusting, gentle, and kind (O’Neill, Hambley, & Chatellier, 2014). Agreeableness is related to altruism, tender mindedness, and modesty (Jandaghi, Alvani, Matin, & Fakheri, 2015). In the work context, people who are more prone to obey the rules and trusting are more likely to work in working hours, rather than dealing with personal situations. It is found that agreeableness has a positive relationship with productivity and work performance and a negative relationship with general counterproductive work behaviors (Davis, Flett, & Besser, 2002). More relevant to the CS literature, agreeableness is found to be negatively correlated with Internet usage (Landers & Lounsbury, 2006), opposite to extraversion and neuroticism (Jia, Jia, & Karau, 2013). Accordingly, it is expected that agreeableness can be negatively related to CS behavior.

Hypothesis 1e: There is a negative relationship between CS and agreeableness.

A more unified perspective for explaining engaging in CS behavior can be put forth by the Theory of Planned Behavior, which posits that attitudes, norms, and perceived control initially predict intentions to engage in a behavior, which in turn predicts actual behavior (Ajzen & Fishbein, 1980). Such components of the theory might prove useful insights in explaining CS, which is described in the following section.

1.4 Theory of Planned Behavior

Theory of planned behavior (TPB) is developed by Ajzen (1985) as an extension of the theory of reasoned action. In addition to Ajzen and Fishbein's (1980) theory of reasoned action, the theory of planned behavior considers perceived behavioral control (PBC) as a predictor of intentions and behaviors (Ajzen, 2012). The theory suggests that behavior is predicted by behavioral intentions, which is also determined by three factors; norms, attitudes, and perceived behavioral control. Other's normative expectations (norms), outcomes of the behavior (attitudes) and factors which can affect the performance of the behavior (control) determine the intention and thus, actual behavior (Vohs & Baumeister, 2007). For different behaviors, these constructs might have stronger/weaker effects. For instance, for specific behaviors, the attitude might be the strongest predictor, whereas norms have little influence. According to Vohs and Baumeister's (2007) explanations regarding TBP, it can be inferred that; if people believe that cyberslacking led them to deal with their loads at work, their co-workers think there is no problem to engage in some personal web use at work, and if there is no policy regarding CS at work, then the CS behavior is likely to occur. These factors predict the intention of CS, which leads to actual behavior. The theory predicts that; a positive attitude towards the behavior, favorable social norms, and a high level of PBC are the best predictors of forming an intention which in-turn leads to displayed behavior.

Accordingly, there are four reasons to use TPB as a model in the present study. First, TPB can explain various kinds of behaviors, including Internet-related ones. It is used to predict behaviors such as driving violations, health behaviors, protection of the environment, financial decisions, and voting (Vohs & Baumeister, 2007). Moreover, the information systems literature benefitted from the TBP when explaining behaviors such as online privacy, purchase and security (Shareef, Kumar, Kumar, & Hasin, 2009). Except for the aforementioned behaviors, using instant messaging services and social networking sites are explained in terms of TPB (Askew et al., 2014). Second, the more recent views suggest using TPB to model CS. Relevant literature suggests two opposing perspectives in terms of the motivations to

engage in CS behavior. One of the perspectives presented the idea that although people try to work, they lack self-control; hence, they engage in CS (Prasad, Lim & Chen, 2010). Proponents of this perspective stated that; TBP rather than self-control explains this behavior in a significant number of situations. The other and more recent perspective argues that not only self-control but also norms, attitudes, and intentions determine the presence of CS behavior (Askew et al., 2014). Third, CS can be considered as a counterproductive work behavior by its resemblance to withdrawal behaviors such as lateness, absenteeism, and extended breaks. Those withdrawal behaviors are related to the reduced time allocated on work tasks. In previous literature, those behaviors are successfully modeled with TBP (Askew et al., 2014); thus, direct us to use it as a model in this study. Finally, as mentioned earlier, studies on the antecedents of CS provided evidence for a relationship between functions of TPB and CS. Specifically, previous studies found a relationship between CS attitudes, perceived control of CS, and social norms regarding CS with CS behavior, through CS intentions (as cited in Askew et al. 2014). Therefore, in the present study, TPB will serve an underlying model of CS. At the next part dimensions of TPB will be explained in more details.

1.4.1 Attitudes

Attitude can be operationalized as the overall weighing of specific behaviors by considering beliefs and outcome (Ajzen, 2012). Therefore, it can be defined as persons' positive or negative position concerning the performance of the behavior. If someone believes that behavior will make a positive contribution to his/ her life, then they will be more likely to intend to do so. Behavioral beliefs influence attitudes; the consequences of the behavior and outcome evaluation; the value of the behavior. In terms of CS, for example, if a person believes that the consequence of CS is buying a vacation ticket and buying this ticket will eventually make him or her happy, he or she is more likely to intend to do CS. On the contrary, if a person believes that CS at work cause delay of a task; and if tasks delay, he/she will not get a promotion; then he or she is less likely to intend to engage in the behavior. In previous literature, it

has been found that attitudes predict cyberslacking behavior within the scope of Theory of Reasoned Action (TRA) (Mahatanankoon, 2006). It's also found that attitudes affect ethical decision-making (Lee, Lee, & Kim, 2004). Thus, it can be suggested that attitudes affect intentions to conduct CS.

1.4.2 Subjective Norms

Subjective norms basically can be defined as the degree of social pressure to perform the behavior (Ajzen, 2012). Not only friends and family or significant other; a persons' whole social network, cultural norms, and group beliefs can be considered as subjective norms. Conceptually the occurrence of the behavior depends on two functions; normative beliefs and motivation to comply with these beliefs. For example, in the workplace context, if employees believe that coworkers and supervisors do not engage in or approve personal use of the Internet in the workplace, they want to comply with them, then they would show less intention to do so. Also, if supervisors/ coworkers approve and engage in CS, then it is more likely for an employee to intend to conduct CS. Lim and Teo (2005) have found similar results; 88% of study participants reported that if CS is a typical behavior in the office, they consider this behavior as acceptable. They called this phenomenon normalization. Interestingly, results of a research examining TRA on the Internet use at work revealed that, intentions of work-related online activities best predicted by attitudes and norms whereas they both became mediators when predicting non-productive internet use (Mahatanankoon, 2006). Also. it has been found that the relationship between significant others' (in work context coworkers and supervisors) behaviors influence the behavior (Akers, 1998).

1.4.3 Perceived Behavioral Control

Ajzen (2012) defined perceived behavioral control as a belief of the ability to perform a behavior. In other words, it is people's decision of how easy or how difficult they would be carrying out a particular behavior. Control beliefs and frequency of those believes found to predict the perceived behavioral control (PBC).

PBC affects both intention and behavior. That is, perceived control has an indirect link to behavior. Ajzen (2012) suggested that if people have a sufficient degree of control over behavior, they are expected to carry out the intention. People take into account how much control they have before forming the intention to do so. Direct link, means that, when people have no control over the behavior, it directly affects the behavior itself rather than through the intentions. The results of meta-analyses showed that inclusion of perceived behavioral control over the relationship between intention and behavior, slightly increases the intention-behavior correlation (Armitage & Conner, 2001).

Researchers argued that there is an overlap between self-determination theory's self-efficacy aspect and perceived behavioral control (Ajzen, 2012). However, self-efficacy focuses more on internal control, such as motivation and ability; on the other hand, perceived behavioral control focuses on external control such as resources, and difficulty of a situation (Terry, Hogg, & White, 1999). To conceptualize this in the work settings, an example might be that an employee thinks that he/ she is not able to visit social media at work because it is not permitted by IT. However, if IT checks the employee websites rarely; he/she would be more likely to engage in this behavior.

1.4.4 Intentions

Theories that accept the behavior as a reasoned action suggest that behavior is guided by intentions (Ajzen 2012). The vast amount of research revealed that intentions are the most critical factor for the occurrence of the behavior. Several studies have found a relationship between attitudes, norms, and perceived behavioral control with intention (Askew, 2012; Askew et al., 2014.). It is the joint function of attitudes, norms, and perceived behavioral control (Ajzen, 2012). In the TPB, behavioral intentions mediate the relationship between, attitudes norms, and perceived behavioral control and behavior. Accordingly, the following hypothesis is developed to test the TPB Model for explaining CS behavior:

Hypothesis 2: Perceived behavioral control, social norms and attitudes predicts CS behavior through intentions.

H2a: Attitudes will predict CS dimensions through behavioral intentions.

H2b: Social Norms will predict CS dimensions through behavioral intentions.

H2c: Perceived Behavioral Control will predict the CS dimensions through behavioral intentions.



CHAPTER 2

PRELIMINARY STUDY ON UPDATING THE CS MEASURES

The preliminary study aimed to identify different CS behaviors and possible reasons to engage in CS by gathering data from Turkish sample of white-collar workers. The final product of the first part of the study was a 26 item CS scale, adding 12 items to the currently used Turkish scale.

2.1 Cyberslacking Studies in Turkey

Studies in Turkey frequently used Cyberslacking Activities Scale (CAS) developed by Örüçü and Yıldız (2014). The scale measures major and minor CS behaviors. The scale items are based on previous CS questionnaires (Henle & Blanchard, 2008; Lim, 2002; Özkalp, Aydın, & Tekeli, 2012) with one additional item. They found the Cronbach's alpha score for total scale as .88. In one of the studies conducted with school administrators; the authors removed the items 'Dealing with one's personal website' and 'Visiting job-hunting websites,' from CAS and added 'Telecommunication' and 'Visiting websites about my interests' items via subject matter expert discussions. They found the total reliability score as .83, via preliminary study with 75 participants. The study results showed that the frequency of minor CS behaviors is more than major ones. Another study conducted by Saraç and Çiftçioğlu (2014) examined the human resources managers' view regarding the positive and negative consequences of the behavior. They found that human resources managers tend to view the CS consequences as positive; by improving performance, motivation, and communication; yet companies put strict internet use policies against that behavior. Dursun, Dönmez, and Akbulut (2018) investigated the factor-based prevalence of CS. They have found that males were more likely to engage in shopping, accessing online content, and gaming related CS.

2.2 Participants

Total of 26 Turkish white-collar workers participated in the preliminary study. People who are not working during the time of the study were excluded. Six answers were eliminated because of the missing data, which finalize the sample size ($N=20$). Of the respondents, 65% were female and 35% were male, 95% were between the ages of 18 and 36. Except for one participant, all others were working full-time. Various job sectors were represented, such as food, service, consultancy, fashion, and advertisement sectors (see Table 1). Also, various positions were represented, such as manager, specialist, officer, employer, and assistant product manager. Thus, various CS behaviors were obtained.

Table 1.

Demographic Information of the Participants of Preliminary Study

Variables	%
Gender	
Female	65%
Male	35%
Age	
18- 36	95%
37- 54	4%
54- 72	1%
Job Type	
Full Time	99%
Part Time	1%

2.3 Procedure

Ethics approval for the study was obtained from The Institutional Review Board (METU Human Subjects Ethics Committee). Qualtrics Online Survey Software was used to gather information from participants. Thus, any person who

has internet access could answer the questionnaire. The questionnaire was distributed through a reusable link created by Qualtrics itself. Participants were reached by social media via snowball sampling. The link was shared via e-mail and instant messaging apps with different companies and people. It took 15 to 20 minutes to fill the questionnaire. Participation in this study was voluntary. All participants were provided with Informed Consents (see Appendix A) and Information Forms (see Appendix B).

2.4 Measures

In this study, an online survey including two sections was provided to participants. It is distributed through the online questionnaire tool Qualtrics and includes two main parts (see Appendix A). The first part includes two open-ended questions with sample answers. The first question addressed to gather as many items as possible by asking CS activities that participants engage in at work. The sample CS behaviors provided to participants: ‘visiting shopping-related websites,’ ‘following blogs of a businessperson,’ and ‘messaging with my friends.’ The reason behind asking this question was to find out additional items for the current CS questionnaire created by Örücü and Yıldız (2014), and relevant literature in foreign languages. The second question addressed to understand the motivation behind engaging in CS in order to create a baseline for the second study in which exploratory factor analysis was conducted. The second question is “What is the reason behind this behavior?”. Similar to question one, sample answers were provided to participants, which were: ‘Today my tasks are difficult, so I am avoiding,’ ‘To examine success stories and develop myself’. The response format of the first section is open response. The second part of the survey includes demographic questions.

2.5 Development of the Cyberslacking Scale

The initial purpose of the preliminary study was to create a comprehensive questionnaire for CS behaviors. To make sure that the final version of the scale is

comprehensive, CS items in both in the English and Turkish literatures were examined and compared with a list of behaviors gathered from Turkish white-collar workers.

At first, a full list of CS behaviors was created. The list consists of behaviors from different CS questionnaires. This initial list included behaviors from Akbulut, Dursun, Dönmez, and Şahin (2016); Metin, Taris, and Peeters, (2016); Henle and Blanchard, (2008); Lim, (2002); Lim and Teo, (2005); Örucü and Yıldız, (2014); and Vitak, Crouse, and LaRose, (2011). To avoid overlaps between questionnaires, the items which were similar in content were combined into one single item. For example, one item from Henle and Blanchard's (2008) (visit general news sites) was combined with both Lim's (2002) item (Visit newsgroups or bulletin boards) and Metin, Taris, and Peeter's (2016) item (I read news online at work). The final reference item became: "I visit general news sites, newsgroups, and bulletin boards and read news online". Finally, 20 reference items were created based on 97 items gathered from all questionnaires.

In the Turkish literature, items were gathered from the widely used Turkish CS questionnaire, which has been developed by Örucü and Yıldız (2014). Researchers found that the total variance explained by items was 54.06% and the Cronbach's Alpha was .88, which means the test is highly reliable.

Also, to check whether new items can be added to the items already existing in available CS measure the questionnaire mentioned above (see Appendix C) was distributed among 26 employees. With a 76.92% of response rate, in total, 63 CS behaviors were gathered. Appendix D demonstrates the items that are gathered from participants with frequencies.

In order to clarify what the differences are between (1) reference items created from previous CS measures in English; (2) the widely used Turkish CS questionnaire by Örucü and Yıldız (2014), and (3) items obtained from the present preliminary study; these three lists were compared pairwise.

When (1) and (2) were compared; 6 items were identified as missing in the Turkish (2) list. Those 6 items that are missing were: "I visit adult-oriented (sexually

explicit) web sites”, “I visit betting and gambling sites, and bet online”, “I check my online personal belongings (i.e., photos, documents, projects)”, “I chat with friends with instant messaging applications at work, participate in different chat groups”, “I check online sport-related websites”, “I listen to music online”. When (1) and (3) were compared, eight items were identified as missing in the list generated by the present preliminary study (3). The missing items were: “I check job advertisements, visit job hunting or employment-related websites”, “I download music, videos, applications that I need, non-work-related information”, “I check my personal e-mail, send and receive non-work related e-mails”, “I visit virtual communities”, “I maintain my personal web page”, “I visit adult-oriented (sexually explicit) web sites”, “I check my online personal belongings (i.e., photos, documents, projects)”, “I check online sport-related websites”. There were also four items that the list generated by the present preliminary study (3) included but the English CS measures (1) did not; “Making plots on a computer (illustration),” “Reading books or magazines by using applications,” “Searching for camping or picnic areas,” and “Online courses.”

The final comparison was made between the Turkish CS measure (2) and the list generated by the present preliminary study (3). Five items were missing in (3) which were: “Visiting online job-hunting websites.”, “Downloading music, movie, video, or document from the web,” “Checking, receiving or sending e-mails for non-work-related communication,” “Visiting virtual communities created on the web,” “Dealing with a personal web page.” On the other hand, the list generated by the present preliminary study (3) also had 7 items that did not appear in (3) which were: “Reading books and magazines using applications”, “Making plots on computer (illustration)”, “Communicating with my friends and family using internet”, and “Listening to music or creating a music list”, “Visit betting and gambling sites”, “Searching for camping or picnic areas”, and “Online courses”.

To summarize, following items are everyday items from the list (1) and (3) but not included in (2): “I chat with friends with instant messaging applications at work, participate in different chat groups.”, “I listen to music online and create music

playlists.”, “I visit betting and gambling websites, bet online.” Therefore, those three items were included as additional items to previous Turkish questionnaire. Also, one item which is I read books or magazines from different applications” is also added, since it is mentioned twice at the survey.

In addition to items gathered through the survey and literature, additional items were discussed with two subject matter experts (SME’s), one is Assistant Professor Doctor of Industrial and Organizational Psychology in one of the reputational universities in Turkey, the other working as a human resources professional in a multinational company. The participation of the SME’s to the item developing process added 6 more items to the scale. The final version of the scale included 26 items. Table 2 below demonstrates the final version of the scale which included 26 items.

Table 2.

Final Version of the Cyberslacking Scale

Method	
Obtained	
	1. Visiting virtual communities on the Internet (Such as Eksisozluk)
	2. Watching videos on the internet for the purpose of entertainment (Such as Youtube)
	3. Reading blogs (A platform providing free communication between author and reader)
	4. Following social networks (Such as Instagram and Twitter)
	5. Downloading music, videos, or documents over the Internet
	6. Playing games on the Internet for entertainment purposes or to fill time

Table 3. (continued)

	7. Dealing with own personal web page
Örücü & Yıldız	8. Visiting job-hunting websites
	9. Dealing with online banking (Such as EFT, Money order)
	10. Visiting news websites on the Internet (Such as newspapers and online news channels)

Preliminary Study	11. Receiving, sending or checking e-mails for non-business communication
	12. Shopping online for personal products (Such as clothes, household and automobile goods)
	13. Visiting non-business-related websites for general purposes (Surfing)
	14. Visiting investment-related websites (Such as finance, and stock exchange)
	15. Communicating, texting with family members and friends over the Internet
	16. Listening to music and /or creating playlists
	17. Visiting betting websites
	18. Reading books or magazines over the applications
	19. Investigating events or buying event tickets
	20. Watching TV, series or movies over the Internet (such as Netflix)
Subject Matter Expert Discussions	21. Following exchange rates or financial investments online
	22. Examining places such as restaurants, cafes, camping and picnic places to plan a social activity
	23. Examining holiday destinations, searching online for reservations
	24. Following online courses (Such as Lynda, Coursera, etc)
	25. Researching and browsing the internet about hobbies (Such as cars, hush plants and skiing)
	26. Browsing the internet for things indirectly related to the work, even if not identified in job description

CHAPTER 3

MAIN STUDY METHOD: VALIDATION OF THE CS MEASURE AND TEST OF THE TPB MODEL

The main study focused on the construct validity of the newly updated CS measure and also investigated CS behaviors based on the model of Theory of Planned Behavior. First, the factor structure of the updated CS measure was explored. Following the identification of the factors, the personality correlates of CS behavior as identified in the literature were investigated in relation to the identified CS factors. Finally, the identified CS factors were included as outcome behaviors in the model of TPB.

3.1 Participants

Data were collected from 260 Turkish white-collar employees, who have access to the Internet at work, via convenience sampling method. Among the participants, 13 participants were excluded because they could not meet the inclusion criteria. Sixteen of them were eliminated because of missing data. After initial data screening, the final sample consisted of 212 employees. Of the participants 58.5% were women and 41.5% were men. Among 212 employees 165 had an age between 18 and 36 (77.8%), 44 had an age between 36 and 54 (20.8%) and 3 had an age between 54 and 72 (1.4%). Majority of the participants ($N = 133$, 62.7%) had a bachelor's degree. Among all the participants, 199 were full-time employees (93.9%). There were participants from various sectors. Transport, logistics, and communication sectors had the highest participation rate, with 31 employees (14.6%). Demographical statistics are shown at Table 3.

Table 4.

Demographic Information of the Participants of the Main Study

Variables		<i>f</i>	%
Gender	Female	124	58.5%
	Male	88	41.5%
Age	18- 36	212	77.8%
	37- 54	44	20.8%
	54- 72	3	1.4%
Education	High School	2	
	College	30	14.2%
	Bachelor's Degree	133	62.7%
	Master's or PHD Degree	47	22.2%
Sectors	Transport, Logistics and Communication	31	14.6%
	Media, Internet and Publishing	23	10.8%
	Construction	14	6.6%
	Information Technologies	14	6.6%
Positions	Specialist	34	16%
	Manager	29	13.7%
	Engineer	19	9%
	Officer	14	6.6%
Tenure	6-10 years	33	15.6%
	2-5 years	110	51.9%
	1 year or less	53	25%

3.2 Procedure

Participants filled an online questionnaire (Qualtrics). Non-random snowball technique was used to reach more participants. To increase the number of participants, fifty of the participants were given the questionnaire form by hand with enclosed envelopes. The enclosed envelopes were given to 50 people employed at different companies in different sectors, but within the same plaza in Istanbul. For other participants, a questionnaire link was provided through e-mail, social media, and instant messaging apps. The responses of the participants were recorded through Qualtrics. The sample size is determined to refer to the consensus of 10 participants

per estimated parameter (Schreiber, Nora, Stage, Barlow, & King, 2006). Inclusion criteria for the study were being a white-collar employee and having Internet access at work. Thus, 13 participants who were employed as advocate, attorney, doctor, and teacher were eliminated. Ethics approval for the study was obtained from The Institutional Review Board (METU Human Subjects Ethics Committee) and all participants were provided with informed consent forms before the study and information form after participation (see Appendix A and B). The questionnaire did not include any question which reveals the identity of the participants for anonymity purposes. The first part of the questionnaire included scales of the cyberslacking antecedents based on the Theory of Planned Behavior (attitudes, social norms, and perceived behavioral control). The second part consists of cyberslacking scale developed as part of the preliminary study. The third part includes procrastination and personality measures (agreeableness, aggression, proactive personality, individual innovativeness). Finally, the last part included demographic information form. Data were collected between February 2019 and June 2019.

3.3 Measures

3.3.1 Attitudes Scale

Attitudes were measured through the Attitudes towards CS scale developed by Askew and colleagues (2014). It is developed by considering Ajzen's (2002) article that defines the methods for the development of the TPB scales. The reliability score was found .87 in both studies. The scale included 4 questions. The translation and back translation of the items were conducted by bilingual volunteers within the present study. A sample question is: "For me, using the Internet at work for personal reasons is valuable." The responses were collected on a 5-point Likert-type response format, ranging from strongly disagree to strongly agree (see Appendix F).

3.3.2 Social Norms Scale

Social norms were measured through the scale developed by Henle and Blanchard (2008). Both prescriptive and descriptive norms were measured by 12 questions. The translation and back translation of the items were conducted by bilingual volunteers within the present study. The Cronbach's alpha reliability was found .88 for prescriptive norms, and .91 for descriptive norms. The reliability score of the total scale was .90. The responses were collected on a 5-point Likert-type scale, ranging from strongly disagree to strongly agree. A sample item for prescriptive norms was "My coworkers/supervisor would approve of me visiting non-job-related website," and for descriptive norms "My coworkers/supervisors visit social networking sites (Facebook, etc.) during work hours." (see Appendix G).

3.3.3 Perceived Behavioral Control Scale

Perceived behavioral control was measured using both website access self-efficacy and ability to hide cyberloafing scales (Askew et al., 2014; Askew, 2011). The translation and back translation of the items were conducted by bilingual volunteers within the present study. Website access self-efficacy measures the ability to circumvent the blockage of the internet, whereas the ability to hide measures the ability to hide CS actions from others at work. The Cronbach's alpha reliability was found .79 for website access self-efficacy, and .75 for the ability to hide. The reliability score of the total scale was .68. The responses were collected on a 5-point Likert-type response form, ranging from strongly disagree to strongly agree. A sample item for website access self-efficacy was "I can get to any website I want to at work," and for the ability to hide "I could hide what I do on my work computer from other employees" (see Appendix H).

3.3.4 Intentions

Intentions were measured through Intentions of CS scale developed by Askew et al. (2014). Similar to Attitude scales, this scale is also developed by considering Ajzen's (2002) article. The scale included 6 questions measuring the

intentions to engage in CS behaviors in the coming month. The translation and back translation of the items were conducted by bilingual volunteers within the present study. Cronbach's alpha was found .88. A sample question is: "I intend to shop online while at work at least once in the forthcoming month." The responses were collected on a 5-point Likert-type response form, ranging from strongly disagree to strongly agree (see Appendix I).

3.3.5 Cyberslacking Scale

As mentioned in detailed in Chapter 2, the CS scale was developed for this study by combining items in existing measures and adding new items. The initial scale had 26 items. The results of factor analysis are demonstrated in the results section. After validation and factor analysis, the final scale has 21 items grouped into three factors. The scale before Exploratory Factor Analysis (EFA) is demonstrated in Appendix J.

3.3.6 General Procrastination Scale

The scale was initially developed by Çakıcı (2003). It measures the postponement and effective use of time dimensions of procrastination. The scale has a 5-point Likert type response format (1 means 'not reflects me' 5 means 'completely reflects me'). It consists of 18 items. Çakıcı found the Cronbach's alpha for total scale as .91, for postponement factor .88 and for effective use of time factor .85. The Spearman-Brown split-half reliability was found .85. Test-retest reliability was found .83 for the total scale, .79 and .89 for factor one and two respectively. A sample question is: 'I keep postponing my tasks until the due date' (see Appendix K).

3.3.7 Agreeableness Sub-Dimension of Big Five Inventory

The Big Five Inventory (BFI) is developed by Srivastava (1999), measures the Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism factors of personality. The full scale has 44 items, rated on a 5-point

Likert Type scale, from 1 ‘strongly disagree’ to 5 ‘strongly agree.’ Cronbach’s alpha reliability has been found between .64 and .77 (Sümer, Lajunen, & Özkan, 2005). In this study, the Turkish adaptation of BFI’s Agreeableness Dimension is used. Items 2, 7, 12, 17, 22, 27, 32, and 37 are measuring the Agreeableness factor. Adaptation study is conducted by Sümer and Sümer (2002). The Cronbach’s alpha is .61. A sample question is: ‘I see myself as someone who.. is considerate and kind to almost everyone’ (see Appendix L).

3.3.8 Anger Sub-Dimension of Aggression Scale

The original 25-item, 5-point Likert type scale was used (Buss & Perry, 1992). The Buss-Perry Aggression Questionnaire has a 4-factor structure, physical aggression, aggression, hostility, and verbal aggression. The Cronbach’s alpha has been found .85 in Turkish sample (Demirtaş-Madran, 2012). In this study the Turkish adaptation of the aggression scale’s Anger sub-dimension has been used. Adaptation study is conducted by Demirtaş-Madran, (2012). Cronbach’s Alpha value for the anger sub-dimension was .76. Test-retest reliability score was .85, and Spearman-Brown split half reliability was .78. A sample question was: “When frustrated, I let my irritation show.” (see Appendix M)

3.3.9 Shortened Version of Proactive Personality Scale

The original 20 item scale was developed by Bateman and Crant (1993) and shortened and adapted to Turkish culture by Akın, Abacı, Kaya, and Arıcı (2011). The shortened version includes 10 items. Both in their study and this study, the internal consistency reliability has been found .86. The response format was 5-point Likert Type scale, from 1 = ‘strongly disagree’ to 5= ‘strongly agree’. A sample question was, "I consistently search new ways to improve my life" (see Appendix N).

3.3.10 Individual Innovativeness Inventory

As mentioned in Chapter 1, in this study to measure Epistemic Openness to Experience, the Individual Innovativeness Inventory was used. The scale was developed by Hurt, Joseph, and Cook (1977) and adapted to Turkish by Kılıçer and Odabaşı (2010). The scale has a 4-factor structure; resistance to change, opinion leadership, openness to experience, and risk-taking. These factors' internal consistency coefficients were .77, .72, .85, and .60, respectively. Cronbach's alpha for the total scale was .79. The response format is 5-point Likert type scale ranging from 1 = 'strongly disagree' to 5 = 'strongly agree.' A sample question was: 'I enjoy trying new ideas' (See Appendix O).

3.3.11 Demographic Information Form

A demographic information questionnaire was administered to participants at the end of the survey (see Appendix P). Gender, age range, education level, job type, job sector, position, the amount of time to hold this position, the amount of time in the current company, the total number of employees working in the organization, whether the participant worked in another company or not, working shifts, and working hours were the questions included in the demographic information section.

CHAPTER 4

MAIN STUDY RESULTS

4.1 Data Screening and Cleaning

Data screening and cleaning were conducted by following the procedures outlined by Tabachnick and Fidell (2007). While examining data for missing values 16 cases were eliminated due to high number of missing points. After that it was investigated whether the missing values were randomly distributed or not. It was confirmed that their distribution were non-random by checking Little's missing completely at random test (MCAR). The results were not significant which means the missing data is randomly distributed. So, with the remaining sample size of 220, by considering 5% cutoff point of missing value rate, missing data points were replaced with the mean values of scales and subscales.

Next, both univariate and multivariate outliers were checked, and 8 participants were deleted based on Mahalanobis distance. With the remaining sample size of 212; multicollinearity, normality, linearity, homogeneity and homoscedasticity assumptions were checked. None of the assumptions were violated based on the results.

4.2 Construct Validation of the Cyberslacking Scale

4.2.1 Exploratory Factor Analysis of the Cyberslacking Scale

An Exploratory Factor Analysis (EFA) was conducted to examine the structure of the newly developed CS Scale. Firstly, the data were subjected to Principal Axis Factoring with an oblique Oblimin with Kaiser Normalization rotation. Kaiser-Meyer-Olkin measure (KMO) was .93, indicating that the data were sufficient for EFA. The Barlett's test of sphericity $\chi^2(325) = 4207.87, p < .001$ showed that there were patterned relationships between the items. Using the

eigenvalue cut-off 1.0, four factors explained a cumulative variance of 57.54%. Also, Parallel Analysis was employed to determine the appropriate number of factors to retain (O'Connor, 2000). With raw data permutation, the analysis recommended a 4-factor solution for the CS items. The scree plot confirmed the findings of retaining four factors. However, the pattern matrix showed that only two items loaded on the fourth factor, four items did not load on any of the factors, and one item cross-loaded on factor 1 and 2. Thus, to avoid eliminating five items from the scale, we fixed the number of factors to 3 and reran the analysis. The three factors explained 54.80% of the total variance. Items 8, 9, and 18 did not load on factors, and item 5 cross-loaded again on factor 1 and 2. These four items were deleted in order to obtain a clear structure. This time item 20 did not load and therefore was excluded from the analysis. Below, Table 4 shows the factor loadings after rotation using a factor loading criterion of .40. Accordingly, item 5 “Downloading music, video or documents from the Internet” was a complex variable, and “Visiting job-hunting websites over the Internet”, “To do banking transactions over the Internet (EFT, Money transfer, etc.)”, “Reading books or magazines over the applications”, and “Watching series or movies over the internet (like Netflix)” were removed from the final analysis. Factor 1, Factor 2, and Factor 3 were named as Updating (CSUP), Entertainment (CSEN) and Research and Planning (CSRP), respectively. The Cronbach’s alphas for Updating (Factor 1), Entertainment (Factor 2) and Research and Planning (Factor 3) were .92, .77, and, .89, respectively.

4.2.2 Confirmatory Factor Analyses and Descriptive Statistics of Scales used in Construct Validation

Confirmatory Factor Analyses (CFA) using EQS 6.1 were conducted on all scales in order to check the factorial validity of the scales and develop the composite scores. In analyses where multivariate non-normality was observed (Mardia’s $Z > 5$) robust statistics are reported.

The baseline model of the Procrastination Scale with the two factors of Procrastination and Effective Use of Time fit the data somewhat poorly ($S-B \chi^2(134)$

= 274.06, $p < .001$, $CFI = 0.917$, $RMSEA = 0.070$, 90% $CI = [.05, .08]$, $RHO = .94$). The LM test suggested modifications based on error covariances. Five freely estimated error covariances, which were deemed theoretically appropriate, were added to the model. The final model showed good fit ($S-B \chi^2(129) = 205.74$, $p < .001$, $CFI = 0.954$, $RMSEA = 0.053$, 90% $CI = [.03, .06]$, $RHO = .94$).

The one-factor model of Agreeableness showed poor fit ($S-B \chi^2(20) = 54.47$, $p < .001$, $CFI = 0.756$, $RMSEA = 0.090$, 90% $CI = [.06, .11]$, $RHO = .62$). Lagrange multiplier test suggested adding three freely estimated error covariances. Examination of item content enabled adding these covariances and the final model showed good fit ($S-B \chi^2(17) = 21.96$, $p < .001$, $CFI = 0.965$, $RMSEA = 0.037$, 90% $CI = [.00, .17]$, $RHO = .59$).

The initial one factor model of Proactive Personality showed moderate fit ($S-B \chi^2(35) = 64.39$, $p < .05$, $CFI = 0.929$, $RMSEA = 0.063$, 90% $CI = [.03, .08]$, $RHO = .86$). LMTEST suggested adding two freely estimated error covariances between theoretically relevant items. After conducting suggested modifications, the final model showed good fit ($S-B \chi^2(33) = 48.61$, $p < .05$, $CFI = 0.962$, $RMSEA = 0.047$, 90% $CI = [.01, .07]$, $RHO = .84$).

The baseline model of the Individual Innovativeness Scale with the four factors of Resistance to Change, Opinion Leadership, Openness to Experience and Risk Taking fit the data somewhat poorly ($S-B \chi^2(164) = 260.43$, $p < .001$, $CFI = 0.897$, $RMSEA = 0.053$, 90% $CI = [.04, .06]$, $RHO = .85$). Lagrange Multipliers Test suggested adding four freely estimated error covariances. Examination of item content enabled adding these covariances between items within factors and the final model showed good fit ($S-B \chi^2(159) = 211.73$, $p < .001$, $CFI = 0.947$, $RMSEA = 0.040$, 90% $CI = [.02, .05]$, $RHO = .85$).

The one factor model of Aggression showed good fit ($S-B \chi^2(14) = 21.05$, $p = .10$, $CFI = 0.984$, $RMSEA = 0.049$, 90% $CI = [.00, .08]$, $RHO = .84$). Since the results of these analyses revealed moderate to a good fit, composite scores were obtained by calculating the sum of the scores.

Table 5.
Factor Loadings of the Updated Cyberslacking Scale

	Updating	Entertainment	Research and Planning
Visiting non-business-related websites for general purposes (Surfing)	.788		
Watching videos on the internet for the purpose of entertainment (Such as Youtube)	.782		
Following social networks (Such as Instagram and Twitter)	.773		
Visiting virtual communities on the Internet (Such as Eksisozluk)	.746		
Communicating, texting with family members and friends over the Internet	.714		
Receiving, sending or checking e-mails for non-business communication	.645		
Reading blogs (A platform providing free communication between author and reader)	.642		
Listening to Music and /or creating playlists	.635		
Shopping online for personal products (Such as clothes, household and automobile goods)	.524		
Browsing the internet for things indirectly related to the work, even if not identified in job description	.506		
Visiting news websites on the Internet (Such as newspapers and online news channels)	.479		
Visiting betting websites		.760	
Playing games on the Internet for entertainment purposes or to fill time		.673	
Dealing with own personal web page		.538	
Examining holiday destinations, searching online for reservations			-.907
Examining places such as restaurants, cafes, camping and picnic places to plan a social activity			-.809
Visiting investment-related websites (Such as finance, and stock exchange)			-.612
Following exchange rates or financial investments online			-.611
Investigating events or buying event tickets			-.609
Researching and browsing the internet about hobbies (Such as cars, hush plants and skiing)			-.560
Following online courses (Such as Lynda, Coursera)			-.414
Eigenvalues	8.532	3.902	7.628
% of variance	46.174	5.988	4.420

Means, standard deviations, and bivariate correlations of the scales used in the validation study are summarized in Table 5. Means range from minimum 1.63 to maximum 3.93 on a 5-point Likert type scale. Total Cyberslacking scale and Being-up-to-date factor means are higher than the midpoint of 2.5. However, Entertainment and Research and Planning factors were lower than the average. Also, total procrastination scale and its factor means were lower than average. Remaining scales had higher mean scores than the midpoint of 2.5, with the highest score of Openness to Experience. Standard deviations ranged from .46 to .97 with lowest for Individual Innovativeness factor and the highest for Research and Planning cyberslacking factor.

Reliabilities were generally within the range of acceptable $\alpha > .70$ cutoff, except for agreeableness ($\alpha = .61$) and the risk-taking subdimension ($\alpha = .60$) of individual innovativeness.

4.2.3 Correlations between Cyberslacking and Personality Variables

Hypothesis 1a suggested that there was a significant positive relationship between CS and procrastination. The results revealed that procrastination and the total CS score were significantly correlated ($r = .23, p = .003$). Beyond the hypothesis, when the correlations were examined at the dimensional level, (see Table 5) procrastination and the updating factor ($r = .19, p = .005$), the entertainment factor ($r = .26, p < .001$), and the research and planning factor ($r = .14, p = .042$) correlated significantly. Therefore, H1a is supported. Similarly, the postponement dimension of procrastination also correlated with the total cyberslacking score ($r = .23, p = .001$), and also the updating ($r = .22, p = .001$), entertainment ($r = .29, p < .001$), and research and planning ($r = .17, p = .012$) scores. The procrastination - effective use of time dimension did not correlate significantly with CS total score or its factors.

Hypothesis 1b suggested that there is a significant positive relationship between CS and aggression. The results revealed that aggression and the total CS score were significantly correlated ($r = .26, p < .001$). Beyond the hypothesis, when the correlations were examined at the dimensional level, aggression and the updating

factor ($r = .26, p < .001$), the entertainment factor ($r = .21, p = .001$) and the research and planning factor ($r = .24, p < .001$) correlated significantly. Therefore, H1b is supported.

Hypothesis 1c suggested that there was a significant positive relationship between CS and proactive personality. The results revealed that proactive personality and total CS score were not significantly correlated ($r = .10, p = .117$). Beyond the hypothesis, when the correlations were examined at the dimensional level, proactive personality and the updating factor ($r = .11, p = .094$), and the entertainment factor ($r = .02, p = .729$) were not significantly correlated. Nevertheless, proactive personality and the research and planning factor correlated significantly ($r = .20, p = .003$). Thus, H1c was partially supported.

Hypothesis 1d suggested that there was a significant positive relationship between CS and epistemic openness to experience. In this study epistemic openness was measured with Individual innovativeness scale. The results revealed that individual innovativeness and total CS score were not significantly correlated ($r = .02, p = .746$). Beyond the hypothesis, when the correlations were examined at the dimensional level, individual innovativeness and the updating factor ($r = .02, p = .673$), the entertainment factor ($r = -.09, p = .185$), and the research and planning factor ($r = .04, p = .565$) were not significantly correlated. Therefore, H1d is not supported. However, the resistance to change dimension of individual innovativeness significantly and negatively correlated with the entertainment factor ($r = -.17, p = .001$), and the research and planning factor ($r = -.13, p = .045$) but not with the updating factor ($r = -.10, p = .135$). Individual innovativeness - opinion leadership dimension and the research and planning factor ($r = .14, p = .033$) correlated significantly. Individual innovativeness - openness to experience dimension and total Cyberslacking score ($r = .13, p = .047$), and the research and planning factor ($r = .16, p = .017$) correlated significantly. Finally, there was no significant relationship between risk taking dimension and CS total score or dimensions.

Hypothesis 1e suggested that there was a significant negative relationship between CS and agreeableness. Results revealed that agreeableness and total CS

Table 6.

Descriptive Statistics, Zero Order Correlations, and Alphas for Personality Variables

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.CSTOT	2.58	.90	(.94)														
2.CSUP	2.67	.93	.95	(.92)													
3.CSEN	1.63	.87	.66	.52	(.75)												
4.CSRP	2.40	.97	.88	.72	.55	(.88)											
5.PROCR	2.10	.80	.20	.19	.26	.14	(.93)										
6.POSTP	2.06	.93	.23	.21	.29	.17	.94	(.93)									
7.EFFUT	2.16	.82	.09	.10	.12	.04	.82	.59	(.88)								
8.AGREE	3.79	.59	-.24	-.19	-.25	-.23	-.23	-.25	-.12	(.61)							
9.AGGRS	2.70	.84	.26	.23	.21	.25	.13	.21	-.03	-.36	(.82)						
10.PROAC	3.83	.62	.10	.05	.02	.20	-.33	-.23	-.43	.03	.08	(.86)					
11.INTN	3.67	.46	.02	.27	-.09	.03	-.24	-.23	-.20	.19	-.09	.44	(.79)				
12.RESCH	3.41	.71	-.10	-.05	-.17	-.13	-.15	-.24	.06	.24	-.24	-.05	.69	(.77)			
13.OPLEA	3.86	.64	.06	.02	-.01	.14	-.22	-.12	-.33	.07	.09	.57	.62	.02	(.72)		
14.OPEXP	3.93	.71	.13	.11	.03	.16	-.19	-.11	-.27	.06	.00	.58	.75	.19	.55	(.85)	
15.RISKT	3.56	.88	.07	.05	.03	.04	.02	.07	-.08	-.05	.15	.25	.30	-.09	.26	.23	(.60)

Notes. Absolute correlations at and above .13 are significant at $p < .05$ and those at and above .17 are significant at $p < .01$

CSTOT, Cyberslacking Total Score; CSUP, Being-up-to-date factor; CSEN, Entertainment factor; CSRP, Research and Planning factor; PROCR, Procrastination; POSTP, Postponement; EFFUT, Effective Use of Time; AGREE, Agreeableness; AGGRS, Aggression; PROAC, Proactive Personality; INTN, Individual Innovativeness; RESCH, Resistance to Change; OPLEA, Opinion Leadership; OPEXP, Openness to Experience; RISKT, Risk Taking.

score were significantly correlated ($r = -.24, p < .001$). Beyond the hypothesis, when the correlations were examined at the dimensional level, agreeableness and the updating factor ($r = -.26, p = .001$), the entertainment factor ($r = -.25, p < .001$), and the research and planning factor ($r = -.23, p = .001$) were significantly correlated. Therefore, H1e is supported.

4.3 Modeling Cyberslacking with the Theory of Planned Behavior

4.3.1 Factor Analyses and Descriptive Statistics of Scales used in Model

Testing

EFAs were conducted for the Attitudes ($KMO = .751, p < .001$), Social Norms ($KMO = .812, p < .001$), Perceived Behavioral Control ($KMO = .660, p < .001$), and CS Intentions ($KMO = .827, p < .001$) scales. A one-factor structure was observed for the Attitudes scale, based on both Eigenvalues and scree plot, which explained 65.28 % of the total variance. Social Norms scale revealed a two-factor structure based on both Eigenvalues and scree plot, with items loading on their respective factors. The prescriptive norms and descriptive norms factors together explained 60.53% of the total variance. EFA conducted on the Perceived Behavioral Control scale revealed a 2-factor structure explaining 56.83% of the total variance, confirmed by the scree plot. Items loaded on the respected factors of website access self-efficacy and ability to hide CS. Exceeding the suppression level of .40, three items loaded on the Website Access Self-Efficacy factor and three items loaded on the Ability to hide factor. Eigenvalues and the scree plots' alignment confirmed a one-factor structure of the CS Intentions scale, which explained 56.99% of the total variance.

Means, standard deviations, and bivariate correlations of the scales used in the hypothesis testing are summarized in Table 6. Means ranged from a minimum of 1.63 to a maximum of 3.55 on a 5-point Likert type scale. All scales had higher mean scores than the midpoint of 2.5, with the highest score of Intention to engage in cyberslacking. Standard deviations ranged from .90 to 1.30, with the lowest for perceived behavioral control and highest for website access self-efficacy.

Reliabilities were generally within the range of the acceptable $\alpha > .70$ cutoff, except for Perceived behavioral control ($\alpha = .68$).

Table 7.
Descriptive Statistics, Zero Order Correlations, and Alphas for Variables in the Hypothesized Path Model

Variables	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1.CSTOT	2.58	.90	(.94)											
2.CSUP	2.67	.93	.95**	(.92)										
3.CSEN	1.63	.87	.66**	.52**	(.75)									
4.CSRP	2.40	.97	.88**	.72**	.55**	(.88)								
5.PBCT	3.11	.90	.31**	.39**	.11	.16*	(.68)							
6.ABHD	2.91	1.11	.45**	.49**	.22**	.32**	.69**	(.75)						
7.WASE	3.30	1.30	.04	.10	-.03	-.05*	.78**	.11	(.79)					
8.NORM	2.95	.92	.64**	.68**	.37**	.46**	.40**	.48**	.14*	(.90)				
9.PRNM	2.71	.98	.51**	.53**	.34**	.36**	.34**	.41**	.12	.83**	(.88)			
10.DSNM	3.19	1.16	.59**	.64**	.30**	.42**	.36**	.42**	.13	.88**	.48**	(.91)		
11.ATTD	3.14	1.19	.40**	.40**	.18**	.31**	.31**	.31**	.16*	.51**	.41**	.47**	(.89)	
12.INTN	3.55	1.12	.55**	.64**	.18**	.37**	.36**	.36**	.13*	.55**	.48**	.46**	.40**	(.88)

Notes. CSTOT, Cyberslacking Total Score; CSUP, Being-up-to-date factor of Cyberslacking; CSEN, Entertainment factor of Cyberslacking; CSRP, Research and Planning factor of Cyberslacking; PBCT, Perceived Behavioral Control; ABHD, Ability to Hide; WASE; Website Access Self Efficacy; NORM; Norms; PRNM, Prescriptive Norms; DSNM, Descriptive Norms; ATTD, Attitudes; INTN, Intentions

* $p < .05$ (2-tailed); ** $p < .01$ (2-tailed)

4.3.2 Path Analysis

In order to test the proposed model of TPB, Structural Equation Modeling (SEM), path analysis was conducted. SEM was adopted as a statistical methodology because of its' confirmatory approach to theory testing (Byrne, 2006). The sample size ($N = 212$) was not enough to conduct this analysis based on latent factors, thus path analysis based on manifest variables was conducted. It was hypothesized that attitudes, norms, and perceived behavioral control would predict all three cyberslacking factors through behavioral intentions. Results were interpreted based on maximum likelihood statistics (Mardia's $Z = 4.15$). The average off-diagonal absolute standardized residual was .13, and only 64.29% of residuals ranged between -1.0 and 1.0. The results revealed that the model did not fit the data well ($ML \chi^2(12) = 503.442$, $p < .001$, $CFI = .388$, $RMSEA = .441$, 90% $CI [.40, .47]$). Lagrange Multiplier Test proposed six modifications to the initial model. The first three proposed modifications were adding error covariances between Cyberslacking factors. The next three proposed modifications were adding direct paths between norms and each cyberslacking dimension. Both modifications are coherent with the literature, thus we added proposed paths and built a second model. The average off-diagonal absolute standardized residual became .008 and 100% of residuals ranged between -1.0 and 1.0. After modifications, the model fit the data very well ($ML\chi^2(6) = 9.378$, $p = 0.153$, $CFI = .996$, $RMSEA = .017$, 90% $CI [.00, .11]$). The model is demonstrated in Figure 1.

According to results, perceived behavioral control ($\beta = .15$, $SE = .07$, $p < .05$), attitudes towards CS ($\beta = .14$, $SE = .62$, $p < .05$), and norms regarding CS ($\beta = .42$, $SE = .83$, $p < .05$), significantly predicted cyberslacking intentions. That is, when employees perceive that they're able to hide CS activities, they have positive attitudes towards CS, and their coworkers and supervisors approve and engage in CS; employees are more likely to intend CS. Results showed that CS intentions predicted the updating ($\beta = .32$, $SE = .04$, $p < .05$) and research and planning ($\beta = .17$, $SE = .06$, $p < .05$) CS factors. CS intentions did not predict the CS entertainment factor.

Norms directly and significantly predicted the updating ($\beta = .47$, $SE = .05$, $p < .05$), entertainment ($\beta = .39$, $SE = .06$, $p < .05$), and research and planning ($\beta = .36$, $SE = .06$, $p < .05$) CS factors.

The results showed indirect effect of attitudes ($\beta = .04$, $SE = .01$, $p < .05$), norms ($\beta = .25$, $SE = .03$, $p < .05$), perceived behavioral control ($\beta = .04$, $SE = .22$, $p < .05$) on Updating CS (CSUP) through CS intentions. The indirect effects of attitudes ($\beta = -.00$, $SE = .00$, $p > .05$), norms ($\beta = -.01$, $SE = .03$, $p > .05$) and perceived behavioral control ($\beta = -.00$, $SE = .01$, $p > .05$) on CS entertainment (CSEN) behavior through CS intentions were not significant. Finally, the indirect effects of attitudes ($\beta = .02$, $SE = .01$, $p > .05$), and perceived behavioral control ($\beta = .02$, $SE = .01$, $p > .05$) on CS research and planning (CSRP) through intentions was not significant whereas norms ($\beta = .07$, $SE = .03$, $p < .05$) had an indirect effect on CSRP through intentions. H2a, which posits that Attitudes will predict CS dimensions through behavioral intentions, is partially supported. H2b, which posits that Social Norms will predict CS dimensions through behavioral intentions, is partially supported. H2c, which posits that Perceived Behavioral Control will predict the CS dimensions through behavioral intentions, is partially supported.

According to the analysis, attitudes, norms, and perceived behavioral control explained 35% of the variance in CS intentions. Intentions and norms explained 48% of the variance in the updating factor, 14% of the variance in the entertainment factor, and 23% of the variance in the research and planning factor.

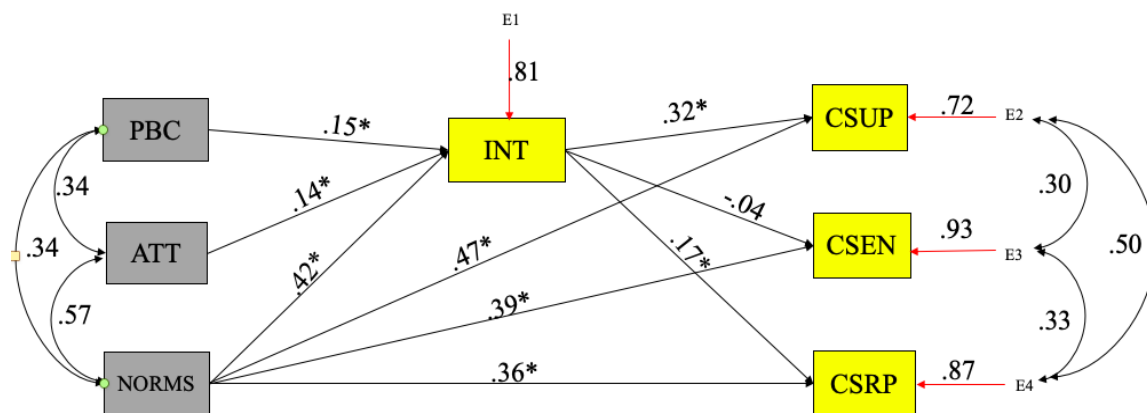


Figure 1. The Path Model

Findings on TPB model testing led us to anticipate the moderation effect of personality factors on the association between workplace norms and CS behaviors. Specifically, the results revealed that, norms have direct effects on CS behaviors. Surprisingly, these direct effects of norms on each CS dimension were the largest effect in this model. To validate the purposed model of the CS behavior, the interaction effect of organizational norms and the personality factors should be considered. That's why in the next chapter the interaction effect of personality factors between norms and behaviors further examined.



CHAPTER 5

INTERACTION OF NORMS AND PERSONALITY ON CYBERSLACKING

5.1 Overview

In this study, the results of SEM analyses revealed that, the initial proposed TPB model could not achieve significant model fit. However, the modified model which adds direct paths between norms and CS behaviors reached a good model fit. That means, CS behavior is predicted by both social norms and CS intentions as a joint factor of attitudes, social norms and perceived behavioral control. The strongest predictive effects were coming from norms when predicting each dimension of CS behavior. That is, in work settings unwritten rules between employees which are related to the organizational culture have significant impact on the presence of a behavior. The effect of social cues or norms when engaging in the behavior is explained by Bandura's (1977) research. Norms shape the individuals' behavior in organizations by restricting or allowing, or even expecting and rewarding it (Cooke & Szumal, 1993).

While explaining a behavior, the effects of the situation, person, and environmental factors should be considered too. Several factors explain behavior and still; it is clear that individual differences have a significant impact on the occurrence of a behavior. O'Neill, Hambley, and Chatellier (2014) mentioned two theories explaining personality and cyberslacking relation. One is person-job-fit theory; which explains the behavior differences between persons with the amount of match between job requirements and personality traits. The other one is trait-activation theory (TRA); which classifies trait-relevant situational features and explains that the occurrence of the behavior is realized with the activation of certain personality traits in cued situations. Indeed, it is hard to explain behavior without personality factors.

In the cyberslacking context; sensation seeking, being socially anxious, shyness are some other personality traits found to be related with cyberslacking (Sampat & Basu, 2017). In this study, as part of the validation study five different personality factors are examined. With the same personality factors used in the validation study, five moderation analysis are conducted next, to test the norm-behavior association, and to see if personality factors incrementally effect the presence of the behavior. Specifically, the moderation effects of aggression, proactive personality, epistemic openness to experience, agreeableness, and procrastination on the relationships between norms and CS factors are examined. The following hypotheses are developed to investigate these relationships.

H3a: Procrastination moderates the relationship between social norms and CS behavior in such way that as procrastination increases the relationship between social norms favoring CS and cyberslacking behaviors will be stronger.

H3b: Aggression moderates the relationship between social norms and CS behavior in such way that, as aggression increases the relationship between social norms favoring CS and cyberslacking behaviors will be stronger.

H3c: Proactive personality moderates the relationship between social norms and CS behavior in such way that, as proactive personality increases the relationships between social norms favoring CS and cyberslacking behaviors will be stronger.

H3d: Epistemic openness to experience moderates the relationship between social norms and CS behavior in such way that, as epistemic openness to experience increases the relationships between social norms favoring CS and cyberslacking behaviors will be weaker.

H3e: Agreeableness moderates the relationship between social norms and CS behavior in such way that as agreeableness increases the relationship between social norms favoring CS and cyberslacking behaviors will be weaker.

The sample ($N=212$) and measures of the main study were used in this investigation.

5.2 Results

In the current study, whether or not perceived behavioral control, attitudes, norms predict the three different dimensions of CS through CS intentions, and the potential moderation effect of different personality characteristics on the relationship between norms and CS dimensions are investigated. Structural Equation Modeling (SEM) is used for moderation analyses. Five different models with three antecedents of TPB were tested with EQS 6.2. The results of SEM did not provide simple slopes. Thus, Process Macro Model 5 was used to test conditional effects of each moderator. Before conducting moderation analyses, all variables were centered to the mean. The main effects are not shown in figures.

5.2.1 Moderation of Procrastination

H3a suggested that the association between social norms and cyberslacking will be stronger when people tend to procrastinate more. Robust Statistics was interpreted since Mardia's Normalized Estimate was 10.53. The model fit the data well ($S-B\chi^2(15) = 29.65$, $p = .013$, $CFI = .975$, $RMSEA = .068$, $90\% CI = [.03, .10]$). All significant indirect effects are shown in Figure 2 with asterisk. The main effect of procrastination on the entertainment factor ($\beta = .16$, $p < .05$) was significant. As procrastination increases, entertainment CS behaviors also increase.

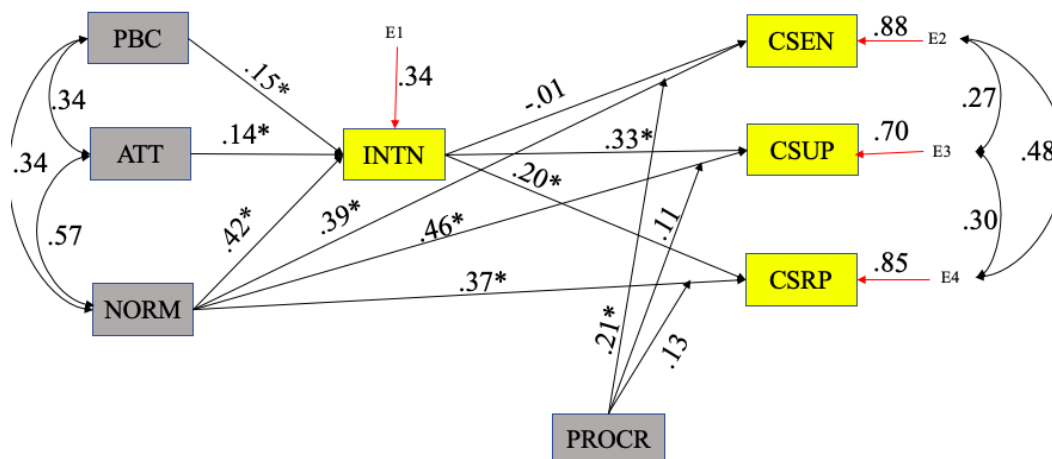


Figure 2. Procrastination Moderation Model

The interaction of norms and procrastination on the entertainment factor ($\beta = .21, p < .05$) was significant (see Table 7). Hence, as individuals' tendency to procrastinate increases, the association between norms and entertainment CS gets stronger.

Process Macro Model 5 was used to test conditional effects (see Figure 3). Accordingly, at low levels of norms, that is where coworkers and supervisors are not likely to engage in cyberslacking, there is little difference between employees who have tendency of procrastination and who have not. On the other hand, in high norms condition; where coworkers and supervisors are more likely to do cyberslacking, people who have procrastination tendencies show significantly more entertainment related cyberslacking than low procrastination group. Therefore, Hypothesis 3a is partially supported for the entertainment factor.

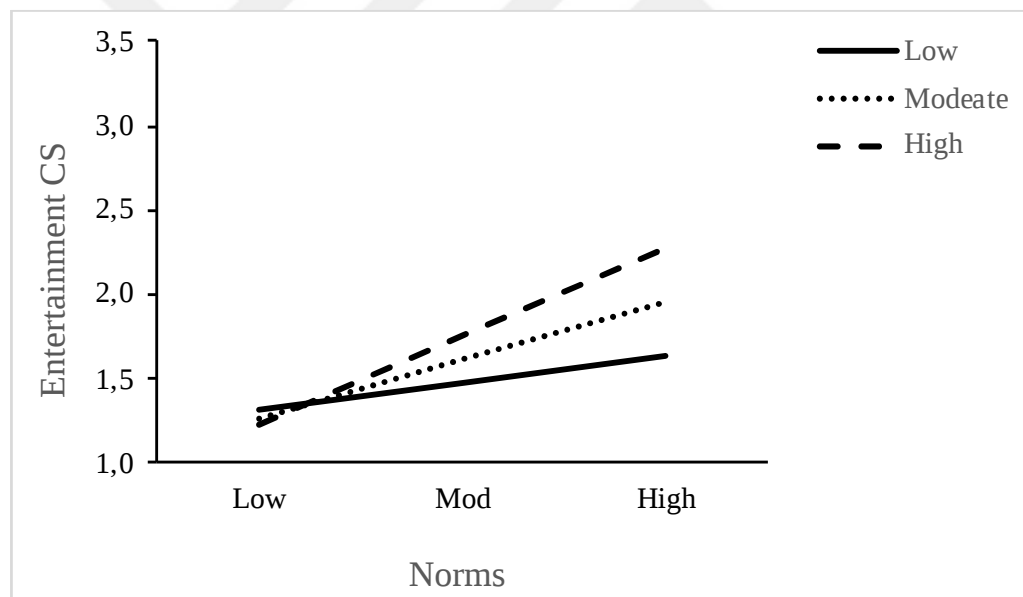


Figure 3. Moderation effect of procrastination

5.2.2 Moderation of Aggression

H3b suggested that the association between social norms and cyberslacking behavior will be stronger when people are higher on aggression. Robust Statistics was interpreted since Mardia's Normalized Estimate was 10.85. The model fit the data well ($S-B\chi^2(15) = 14.99, p = .576, CFI = 1.000, RMSEA = .000, 90\% CI = [.00,$

Table 8.
Standardized and Unstandardized Regressions of Variables - Procrastination

Variable	INT			CSUP			CSEN			CSRP		
	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β
PBC	.189*	.076	.153*									
ATT	.132*	.062	.141*									
NORMS	.505*	.083	.418*	.469*	.059	.464*	.369*	.069	.390*	.39*	.075	.367*
INT				.277*	.048	.331*	-.005	.057	-.006	.173*	.062	.196*
PROCR				.007	.056	.006	.175*	.066	.160*	.041	.072	.033
NORMS*P ROCR				.141	.061	.112	.249*	.072	.211*	.175	.078	.131
<i>R</i> ₂		.344			.510			.220			.275	

Notes. CSUP, Being-up-to-date factor of Cyberslacking; CSEN, Entertainment factor of Cyberslacking; CSRP, Research and Planning factor of Cyberslacking; PBCT, Perceived Behavioral Control; NORM; Norms; ATTD, Attitudes; INTN, Intentions

* $p < .05$ (2-tailed); ** $p < .01$ (2-tailed)

.06]). All significant indirect effects are shown in figure 4 with asterisk. The main effect of Aggression on the updating factor ($\beta = .15, p < .05$), entertainment factor ($\beta = .18, p < .05$), and research and planning factor ($\beta = .18, p < .05$) were significant (see Table 8). As Aggression increases, CS behaviors increase. An interaction of Norms and Aggression on the three CS factors was not significant. Therefore, Hypothesis 3b is not supported.

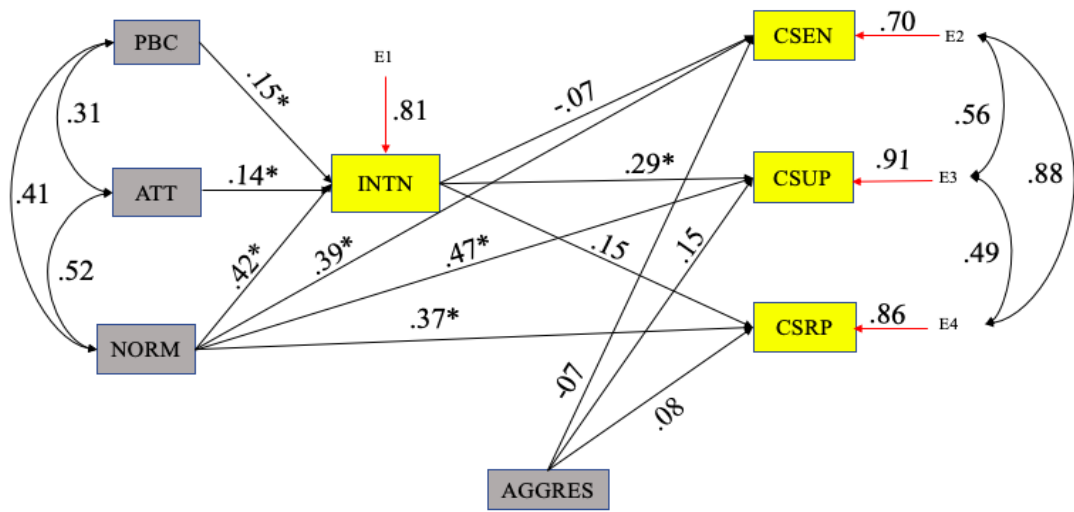


Figure 4. Aggression Moderation Model

5.2.3 Moderation of Proactive Personality

H3c suggested that the association between social norms and cyberslacking behavior will be stronger when people are more proactive. Robust Statistics were interpreted since Mardia's Normalized Estimate was 13.39. The model fit the data well ($S-B\chi^2(15) = 11.24, p = .735, CFI = 1.000, RMSEA = .000, 90\% CI = [.00, .04]$). All significant indirect effects are shown in figure 5 with asterisk. The main effect of Proactive Personality on the updating factor ($\beta = .12, p < .05$), research and planning factor ($\beta = .20, p < .05$) were significant (see Table 9). As Proactive Personality increases, updating and research and planning behaviors also increase. The

interaction of norms and proactive personality on the three CS factors was not significant. Therefore, Hypothesis 3b is not supported.

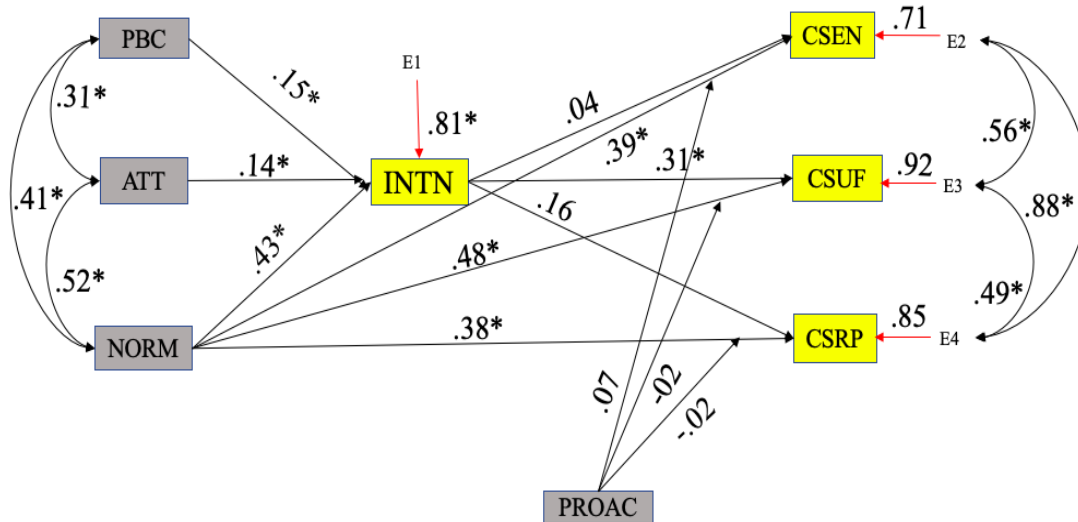


Figure 5. Proactive Personality Moderation Model

5.2.4 Moderation of Individual Innovativeness

H3d suggested that the association between social norms and cyberslacking behavior will be weaker when employees are higher on the individual innovativeness. Robust Statistics were interpreted since Mardia's Normalized Estimate was 7.68. The model fit the data well ($S-B\chi^2(15) = 13.33$, $p = .576$, $CFI = 1.000$, $RMSEA = .000$, $90\% CI = [.00, .05]$). The main effect of individual innovativeness on the three CS factors was not significant. The interaction of norms and individual innovativeness on the updating factor ($\beta = -.11$, $p < .05$) and research and planning factor ($\beta = -.12$, $p < .05$) were significant (see Table 10). Hence, as individuals get higher scores on individual innovativeness, the association between norms and CS behaviors with regards to updating and research and planning gets weaker (See Figure 4). Significant indirect effects are shown in Figure 6 with asterisk.

Process Macro Model 5 was used to test conditional effects (see Figure 7, 8). Accordingly, at low levels of norms, that is where coworkers and supervisors are not likely to engage in cyberslacking, employees higher on individual innovativeness are

Table 9.
Standardized and Unstandardized Regressions of Variables - Aggression

Variable	INT			CSUP			CSEN			CSRП		
	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β
PBC	.189*	.076	.153*									
ATT	.132*	.062	.141*									
NORMS	.505*	.083	.418*	.467*	.058	.473*	.371*	.072	.395*	.382*	.074	.367*
INT				.240*	.048	.294*	-.053	.059	-.068	.126	.061	.146
PROCR				.17*	.053	.157*	.189	.121	.183	.207*	.068	.182
NORMS*P ROCR				.071	.052	.067	.15	.063	.147	.085	.067	.076
R ₂		.344			.494			.186			.254	

Notes. CSUP, Being-up-to-date factor of Cyberslacking; CSEN, Entertainment factor of Cyberslacking; CSRП, Research and Planning factor of Cyberslacking; PBCT, Perceived Behavioral Control; NORM; Norms; ATTID, Attitudes; INTN, Intentions

* $p < .05$ (2-tailed); ** $p < .01$ (2-tailed)

Table 10.

Standardized and Unstandardized Regressions of Variables – Proactive Personality

Variable	INT			CSUP			CSEN			CSRP		
	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β
PBC	.189*	.076	.153*									
ATT	.132*	.062	.141*									
NORMS	.505*	.083	.418*	.479*	.059	.477*	.369*	.069	.392*	.401*	.074	.380*
INT				.256*	.049	.308*	-.030	.060	-.039	.141	.061	.161
PROCR				.181*	.072	.123*	.061	.089	.044	.326*	.091	.209*
NORMS*P ROCR				-.031	.076	-.020	.115	.093	.078	-.035	.096	-.021
R₂		.344			.499			.146			.283	

Notes. Cyberslacking Total Score; CSUP, Being-up-to-date factor of Cyberslacking; CSEN, Entertainment factor of Cyberslacking; CSRP, Research and Planning factor of Cyberslacking; PBC, Perceived Behavioral Control; ATT, Attitudes; NORMS; Norms; INTN, Intentions; PROAC, Proactive Personality; NORMS*PROAC, Norms Proactive Personality Interaction

* $p < .05$ (2-tailed); ** $p < .01$ (2-tailed)

more likely to engage in updating cyberslacking. On the other hand, in high norms condition; where coworkers and supervisors are more likely to engage in updating and research and planning cyberslacking, individuals low on individual innovativeness are more likely to engage in updating and research and planning cyberslacking (see Figure 7, 8). Therefore, Hypothesis 3c is partially supported for the updating and research and planning factors.

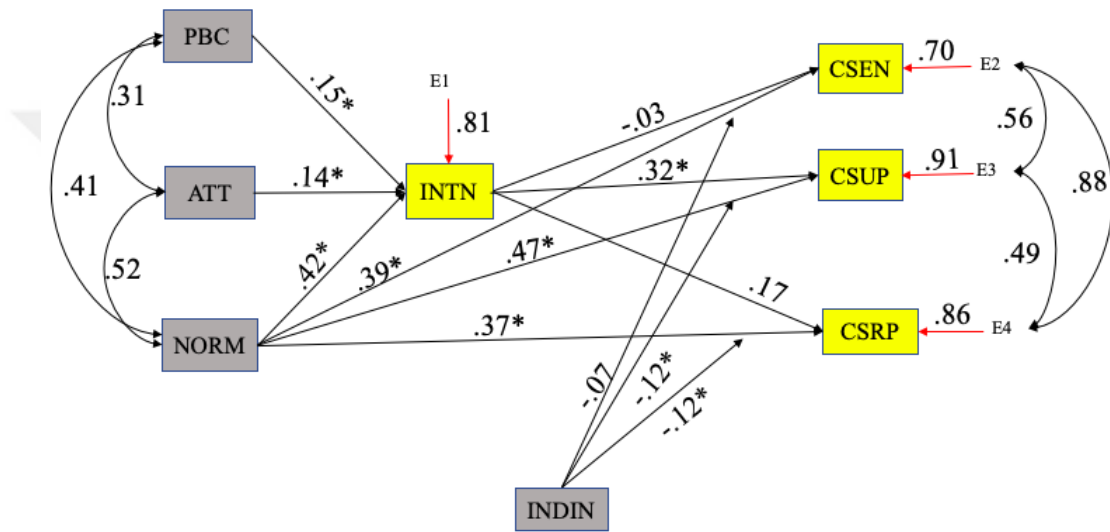


Figure 6. Individual Innovativeness Moderation Model

5.2.5 Moderation of Agreeableness

H3e suggested that the association between social norms favoring CS and CS behavior will be weaker when people are more agreeable. Robust Statistics were interpreted since Mardia's Normalized Estimate was 13.92. The model fit the data well ($S-B\chi^2(15) = 17.54, p = .287, CFI = .995, RMSEA = .028, 90\% CI = [.00, .07]$). All significant indirect effects are shown in figure 9 with asterisk. The main effect of Agreeableness on the updating factor ($\beta = -.13, p < .05$), the research and planning factor ($\beta = -.24, p < .05$) and the entertainment factor ($\beta = -.18, p < .05$) were significant. As agreeableness increases, CS behaviors decrease. An interaction of norms and agreeableness on the updating factor ($\beta = -.11, p < .05$), and the research and planning factor ($\beta = -.14, p < .05$) were significant. Hence, as individual get

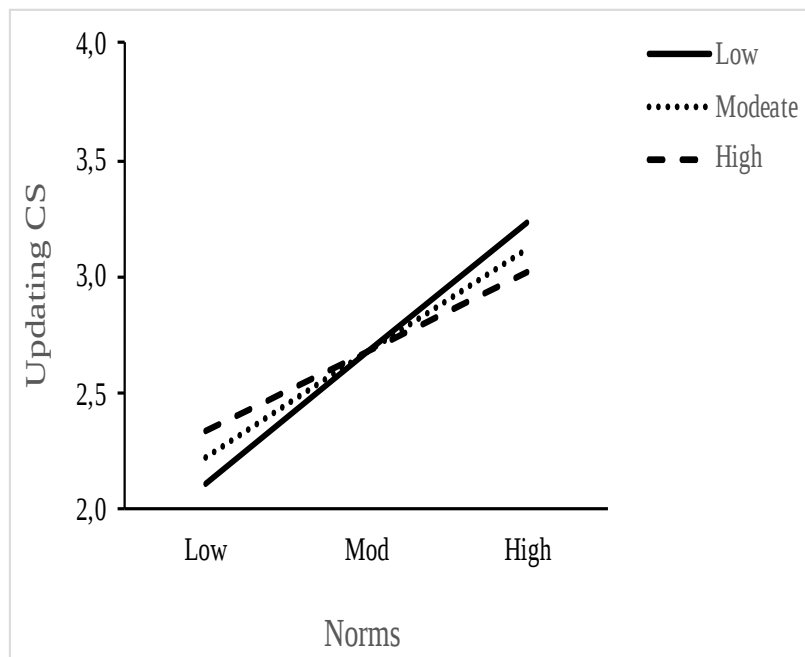


Figure 7. Moderation effect of Individual Innovativeness on Updating CS

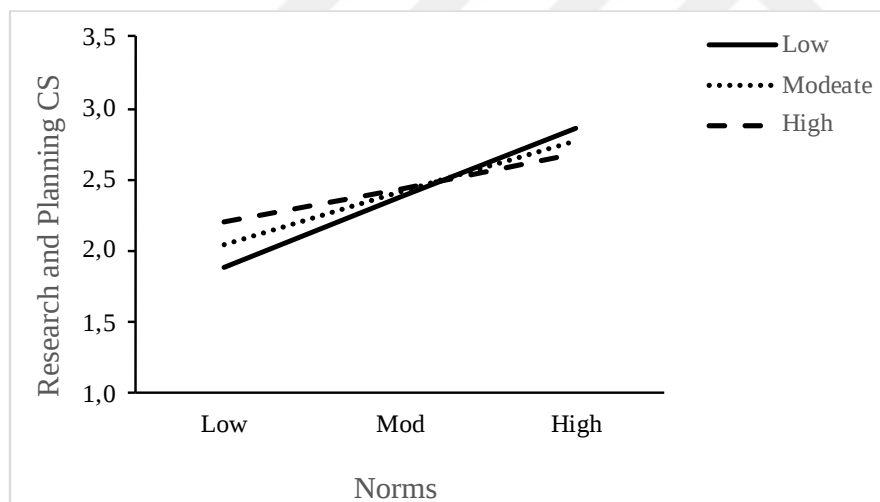


Figure 8. Moderation effect of Individual Innovativeness on Research and Planning CS

more Agreeable, the association between norms and CS behaviors with regards to updating and research and planning gets weaker.

Process Macro Model 5 was used to test conditional effects. Accordingly, at low levels (-1 SD) of norms, that is where coworkers and supervisors are not likely to engage in cyberslacking, there is little difference between more agreeable and less

agreeable employees in terms of engaging in research and planning and updating cyberslacking. On the other hand, in the high norms condition (+1 SD); where coworkers and supervisors are more likely to engage in cyberslacking, agreeable employees show significantly less updating CS and less research and planning cyberslacking than less agreeable employees (see figure 3,4). The interaction effect ($\beta = -.11$, $p > .05$) was not significant on the entertainment factor. Therefore, Hypothesis 3e is partially supported for the updating and research and planning factors.

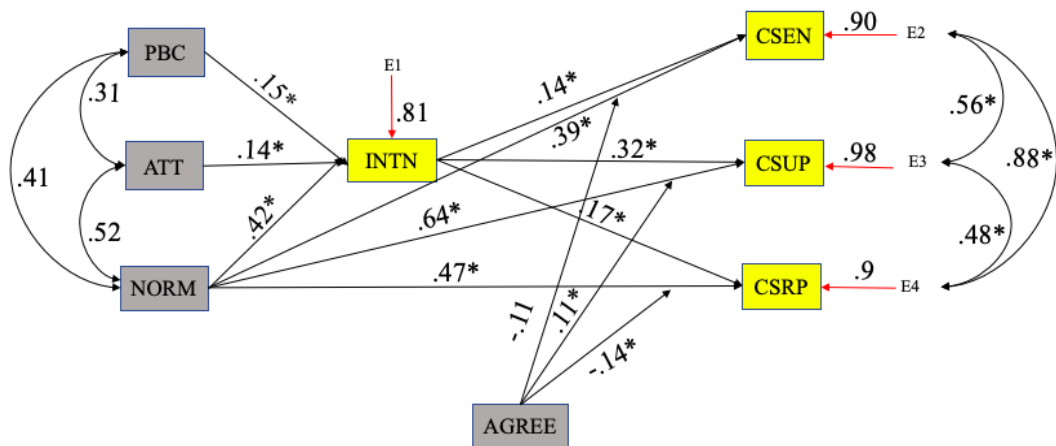


Figure 9. Agreeableness Moderation Model

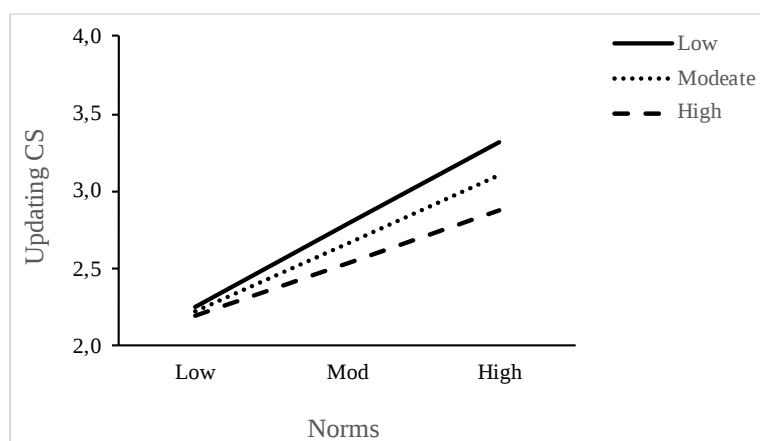


Figure 10. Moderation effect of agreeableness on Updating CS

Table 11.
Standardized and Unstandardized Regressions of Variables – Individual Innovativeness

Variable	INT			CSUP			CSEN			CSRP		
	b	SE	β	b	SE	β	b	SE	β	b	SE	β
PBC	.189*	.076	.153*	-	-	-	-	-	-	-	-	-
ATT	.132*	.062	.141*	-	-	-	-	-	-	-	-	-
NORMS	.505*	.083	.418*	.477*	.059	.473*	.374*	.072	.395*	.395*	.075	.373*
INT	-	-	-	.263*	.049	.316*	-.022	.059	-.029	.152	.062	.174
PROCR	-	-	-	.021	.099	.011	-.168	.121	-.088	.071	.126	.033
NORMS*P ROCR	-	-	-	-.253*	.106	-.116*	-.143	.129	-.07	-.285	.135	-.125
R ₂		.344			.502			.157			.258	

Notes. Cyberslacking Total Score; CSUP, Being-up-to-date factor of Cyberslacking; CSEN, Entertainment factor of Cyberslacking; CSRP, Research and Planning factor of Cyberslacking; PBC, Perceived Behavioral Control; ATT, Attitudes; NORMS; Norms; INTN, Intentions; INDN, Individual Innovativeness; NORMS*INDN, Norms Individual Innovativeness Interaction

* $p < .05$ (2-tailed); ** $p < .01$ (2-tailed)

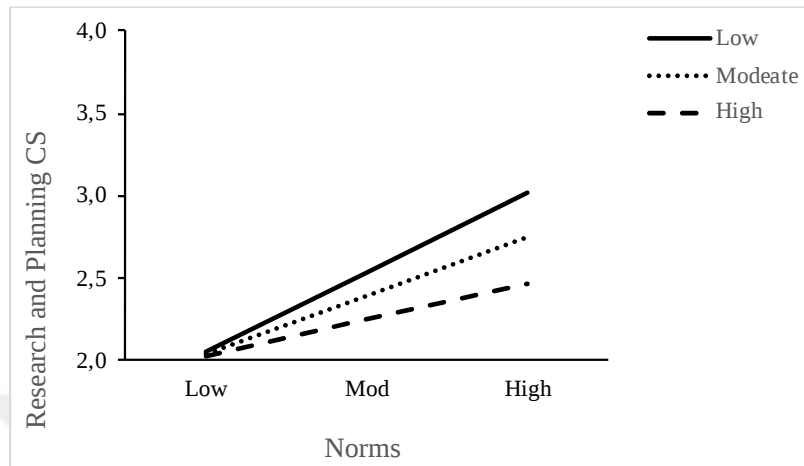


Figure 11. Moderation effect of agreeableness on Research and Planning CS

Table 12.
Standardized and Unstandardized Regressions of Variables - Agreeableness

Variable	INT			CSUP			CSEN			CSRP		
	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β	<i>b</i>	<i>SE</i>	β
PBC	.189*	.076	.153*									
ATT	.132*	.062	.141*									
NORMS	.505	.083	.418*	.464*	.062	.466*	.362*	.087	.386*	.380*	.075	.364*
INT				.260*	.058	.316*	-.033	.068	-.043	.150*	.071	.173*
PROCR				-.204*	.091	-.132*	-.274*	.119	-.188*	-.243*	.113	-.149*
NORMS*P ROCR				-.177*	.082	-.111*	-.165	.132	-.110	-.240*	.098	-.143*
R ₂		.344			.509			.180			.275	

Notes. Cyberslacking Total Score; CSUP, Being-up-to-date factor of Cyberslacking; CSEN, Entertainment factor of Cyberslacking; CSRP, Research and Planning factor of Cyberslacking; PBC, Perceived Behavioral Control; ATT, Attitudes; NORMS; Norms; INTN, Intentions; AGREE, Agreeableness; NORMS*AGREE, Norms Agreeableness Interaction

* $p < .05$ (2-tailed); ** $p < .01$ (2-tailed)

CHAPTER 6

DISCUSSION

This study is constructed to 1) Identify the different forms of CS in employed samples in Turkey, 2) Conduct construct validation of CS dimensions using personality variables, 3) Predict CS behaviors based on the Theory of Planned Behavior. Findings on the TPB model testing also led us to anticipate the moderation effect of personality factors on the association between workplace norms and CS behaviors.

First, a preliminary study was conducted. In order to update the current Turkish questionnaire, which is adapted from Henle and Blanchard (2008), different types of CS behaviors were collected from 20 participants, and additional items were gathered as a result of SME discussions with two experts. The updated questionnaire initially included 26 items, adding 12 more items to the original scale adapted to Turkish by Örücü and Yıldız (2014). Out of 12 items, six were gathered through the web-based survey of the preliminary study and the remaining six were generated through SME discussions. Collected items were relevant with the current CS literature.

6.1 Construct Validation

Overall, the findings provided some evidence for the construct validity of the updated CS scale. For factor validation purposes, first an Exploratory Factor Analysis was conducted with a sample size of 212, and five items were removed because they were too complex or couldn't meet the factor loading criterion. The final CS questionnaire included 21 items, 11 items loaded on the updating factor (CSUP), three items on the entertainment factor (CSEN), and seven on the research and planning factor (CSRP), based on results of a parallel analysis and EFA.

Despite expecting a four-factor structure based on Janghadi et al.,’s (2011) categorization of internet activities, the results of EFA showed that CS is a three-dimensional construct. The first dimension, the updating CS, measures online behaviors, which focuses on an employee’s need of being updated in every aspect of life; including but not limited to being informed about friends and family, latest news, trends and music. The research and planning dimension measures behaviors that focuses on the need of improving oneself; including but not limited to investigating events, holiday places, hobbies, and checking investment opportunities. The third dimension, the entertainment CS, measures relatively maladaptive behaviors at the workplace such as playing games and gambling. The updating factor explained the largest variance with 46%, followed by the entertainment factor with 6% and the research and planning factor with 4% of the total variance in the latent CS factor. The updating factor explaining by far the largest variance might be because this factor is broader in content. It includes visiting virtual communities, surfing, communicating, shopping, following social network items with online behaviors that employees seek to be informed about various situations. Even though in this study the CS factors found support, in the future studies CS measure may be used as a one-dimensional construct depending on the study aims. For example, if the aim of a study is investigating whether the different personality characteristics impact the frequency of conducting CS in general, then the one factor measure can be used.

Next, bivariate correlations were examined between CS dimensions and theoretically-related personality constructs. Hypothesis 1a suggesting that there is a significant positive relationship between Cyberslacking and procrastination, is supported. Further analysis, broken down by CS dimensions resulted in a significant association between all CS dimensions and the procrastination - postponement factor. This finding is in line with prior research. By considering current workplace settings in which the computers and the Internet are highly available, employees can easily postpone their tasks by occupying themselves with online activities (Lavoie & Pychyl, 2001). However, none of the CS factors were correlated with the

procrastination – effective use of time factor. This is surprising because one may expect that people who effectively use their time, would be less likely to engage in CS or vice versa. Still, all the correlations were low, which indicates the CS scale has reasonable convergent validity.

Total CS score significantly and negatively correlated with agreeableness, and positively correlated with aggression, supporting Hypotheses 1a and 1e. These results are in line with the previous literature; agreeable people are less likely to (Landers & Lounsbury, 2004), aggressive people are more likely to engage in internet use (Odacı & Çelik, 2013). On the other hand, hypothesized relationships were not significant between total CS and individual innovativeness (measure of epistemic openness to experience), and proactive personality.

Even though hypotheses were based on total CS scale scores, dimensional level analysis provided better insights about the nature of the CS construct. Differential correlations across personality variables and different dimensions of CS behavior further supported the construct validity of the CS scale as resulting associations can be explained based on the literature. The results revealed that, all three CS dimensions are correlated significantly and negatively with agreeableness. This might be because, agreeable people tend to show prosocial activities, can be more flexible and are warmer (Wyatt & Phillips, 2005). They behave in socially desirable manners in various situations (McCrae & Costa, 1983). Considering the definition of CS; which is engaging in online activities rather than working on the tasks that one should be doing in a typical working day; one would expect that agreeable people tend to show less cyberslacking behaviors. In line with the expectations, the results supported negative relationship between agreeableness and CS. When dimensions are further analyzed; although the change is very small, the highest negative correlation were observed with the entertainment factor, which indicates relatively negative behaviors as gambling and playing games, which may function as CWB. This association is expected since CWB and agreeableness relationship were found to be negative, confirmed by vast amount of literature

(Landers & Lounsbury, 2006; O'Neill, Hambley & Bercovich, 2014; Wyatt & Phillips, 2006;).

Similarly, all CS factors correlated significantly and positively with aggression. This result is in line with the expectations. For example, O'Neill and colleagues (2014) found that high neuroticism which includes anger and irritation, is a strong predictor of CS. People who are aggressive, tend to demonstrate aggressive responses. For example, organizational injustice may cause anger towards the company. So, employees who feel that there is an injustice may in response consciously decrease their task performance by engaging in CS. When dimensions are further analyzed; although the change is very small, we observed the highest positive correlation with the updating factor, which involves social and informative items. One explanation might be that; employees may seek comfort from friends and family when they feel anger in the workplace.

The resistance to change factor of individual innovativeness was also negatively correlated with all CS factors. Resistance to change is simply defined as the defense against the intended change (Berna-Martinez & Macia-Perez, 2012). One may infer from the result that; independent from the type of CS, cyberslacklers are more likely to accept change in the working environment.

The Updating and Entertainment factors are correlated with the same personality factors of agreeableness, aggression, procrastination and postponement facet of procrastination. However, Research and Planning factor is correlated with three more personality variables; opinion leadership and openness to experience facets of individual innovativeness, and proactive personality. Opinion leadership is defined as having expertise and authority to be able to influence the surroundings by information sharing (Bertrandias & Goldsmith, 2006). The results revealed that people who are opinion leaders were more likely to engage in research and planning cyberslacking or vice versa. Openness to experience is a personality factor characterized by fantasies and ideas; feelings and values, having unusual interests (Wyatt & Phillips, 2005). Jia, Jia, and Karau (2013) found a negative correlation between cyberslacking and openness to experience. However, in this study the

relationship was in the opposite direction for the research and planning CS factor. One reason might be that; in this study openness to experience was operationalized as one of the facets of individual innovativeness, rather than broad personality dimension. The other reason might be that, in this study we further examine CS dimensions, and research and planning CS involves online activities such as examining places, events and activities. If this is the case; this provides support to two of the present study objectives which are; the necessity of updating the currently used CS scale and investigating CS dimensions in a Turkish sample.

To summarize; Updating and Entertainment factors significantly and negatively correlated with agreeableness and the resistance to change factor of individual innovativeness, and positively with aggression. The Research and planning factor is significantly and negatively correlated with agreeableness and resistance to change, positively with aggression, proactive personality, opinion leadership and openness to experience factors of individual innovativeness. Overall, these results imply that our dimensions are different from one another and it is worth to examine and operationalize it through three different dimensions.

6.2 Model Testing

This study sought to predict CS behaviors based on the Theory of Planned Behavior. Precisely, in the light of the Theory of Planned Behavior, the role of CS attitudes, norms related to CS and, perceived behavioral control of engaging in CS in predicting CS through the indirect effect of CS intentions were investigated. As previous literature suggested, the study adopted Structural Equation Modeling in order to explain the predictive relationships between the abovementioned constructs (van Doorn, 2011).

In line with the expectations, TPB antecedents; perceived behavioral control, attitudes and norms significantly predicted intentions of CS. Norms also significantly and directly predicted all three dimensions of CS. However, CS intentions predicted only the updating factor and the research and planning factor. The results confirmed the mediation effect of intentions on updating CS and research and planning CS. Our

hypothesized model is partially supported. Interestingly, CS intentions did not predict the entertainment factor. This might be because; employees do not plan to engage in entertainment related CS. Rather, they might spontaneously direct themselves to entertainment activities when they are bored at the workplace, without planning to do so. On the other hand, research and planning activities require planning and intentions; and updating CS could become a daily ritual. For example, employees may intend to check exchange rates, daily news or twitter in the mornings, before starting their daily tasks.

Overall, the path analysis provides support for the application of the TPB to explain different CS dimensions. Although we expected the highest regression coefficients between intentions and CS behaviors, norms had the strongest positive correlations with both intentions to engage in CS and each CS dimension. The TR culture might have an effect on this result. In the TR culture, people may be more likely to consider others' opinions and actions before intending and demonstrating behaviors that are known to be socially undesirable. More than evaluating the outcomes of the behavior or assessing their ability to conduct the behavior, they check their coworkers' or supervisors' opinions and actions regarding CS. Another explanation of social norms having the strongest prediction might be the organizations' culture and climate. Organizations' culture and climate may specify the strength of the situation in the company. Norms, roles, and task nature, organizational policies, job characteristics are some elements of situational strength (Schneider & Hough, 1995). For example, CS policies may increase the clarity regarding conducting CS in the workplace which increases the strength of the situation, which in turn may eliminate the intention of CS. Therefore, policies may increase the behavior directly rather than by effecting intentions.

6.3 Moderation Analysis

Moderation effect of agreeableness was found on the relationship between norms and both the updating and the research and planning CS factors, but not on the relationship between norms and entertainment CS. The direction of the interaction is

negative, in line with our expectations, which means that, there is little difference between agreeable and less agreeable employees in terms of CS frequency in companies where coworkers and supervisors do not cyberslack or support CS behavior. This finding is consistent with the situational strength theory that posits lower associations between personality and behavior in stronger work situations (Meyer, Dalal, & Hermida, 2010). On the other hand, when coworkers and supervisors do cyberslack or support this behavior, hence when the work situation is weak, less agreeable people tend to cyberslack more. Due to their personality characteristics, which involves conformity, warmth, kindness, and tendency to obey the general rules, agreeable people abide by the general office rules and do not go beyond their job description. However, even though negative direct effects of agreeableness were found on three of the CS dimensions, a significant interaction effect on entertainment CS was not observed. In both high and low norms conditions, level of engaging in entertainment related CS among agreeable people remains the same. That might be because entertainment CS involves playing games and gambling, which agreeable employees might be more likely to avoid in the workplace.

The results did not provide support for the interaction effect of proactive personality on any of the CS dimensions. At least one dimension of CS would be expected to be affected by the interaction effect of proactive personality and norms. Specifically, it would be expected that when coworkers and supervisors cyberslack and support CS, proactive people would be more likely to do research and planning CS, however that was not the case. Nevertheless, we found the strongest direct effect of proactive personality on research and planning CS.

Next the moderation effects of epistemic openness to experience on CS dimensions were investigated. The results revealed that epistemic openness had no direct effect on any of the CS dimensions. Moderation effects of individual innovativeness on the relationship between norms and updating, and on research and planning CS were found. Supporting our hypothesis, the direction of the interaction is negative. This implies that, companies in which coworkers and supervisors do not

cyberslack or support cyberslacking behavior, employees high on epistemic openness are more likely to engage in CS when compared to employees lower on epistemic openness. On the other hand, when coworkers and supervisors do cyberslack or support this behavior, less epistemic open people cyberslack more than high group. It is worth to mention that, we couldn't observe significant interaction effect on entertainment cyberslacking. In both high and low norms condition, CS among epistemic open people remains the same. That might be because research and planning and updating dimensions are about activities related to socializing online, following events, and improving oneself. Those activities can link people who more open together. Whereas, entertainment CS involves more isolated activities, which might be the reason of not observing an interaction effect.

Direct effects of aggression on the updating and the research and planning CS factors were found. However, we failed to find an interaction effect of aggression on any of the CS dimensions. It was expected that aggression would strengthen the relationship between norms and CS. However, this was not the case. It appears that aggressive individuals are prone to cyberslacking regardless of situational characteristics. One reason might be that; aggressive people tend to show CWB (Berry, Ones & Sackett, 2007). They're less likely to obey the rules at their surroundings. So, they might be less likely to adhere to their coworkers' and supervisors' concerns while at work. Another explanation might be the source of the aggression. If employees feel organizational injustice, regardless of their coworkers' or supervisors' actions or opinions about CS, they may tend to show CS.

A moderation effect of procrastination on entertainment CS was found. The direction of the interaction is positive, in line with our expectations. Which means that, companies in which coworkers and supervisors do not cyberslack or support cyberslacking behavior, there is little difference between people that are high and low on procrastination in terms of cyberslacking frequency. Whereas, when coworkers and supervisors do cyberslack or support this behavior, high procrastinators do entertainment CS more. That might be because entertainment CS involves playing games and gambling, which are usually not welcomed in an office

environment. However, when procrastinators find support from their surroundings (i.e., coworkers and supervisors), they tend to show this behavior. In addition, procrastinators seek activities for relaxation and reduce stress, they may direct entertainment related activities. That may be the reason that we could not observe significant interaction effect on research and planning and updating cyberslacking.

6.4 Strengths and Implications

This study has multiple contributions to the theory and implications for practice. Firstly, it contributes to the literature by updating and validating the Turkish CS scale. Even though the previously used CS scale is sufficient enough to measure CS, due to recent technological advances it has to be updated and, its scope should be expanded with behaviors that employees currently engage in, in order to measure various CS dimensions. The validation study confirms the three-factor structure of the construct and the factors correlated with different personality traits. Organizations may benefit from this finding, in order to understand the types of CS activities that employees may engage in the workplace. Accordingly, organizations might prevent or support certain online activities of their employees. However, further analysis is required regarding the consequences of this kind of behavior.

Secondly, this study supports previous literature, which supports explaining CS behavior within the theory of planned behavior framework. It extended the literature by predicting all the three dimensions of CS. The strongest predictor of CS behaviors were norms. Organizations may benefit from this result by changing the CS culture within the company. For example, a training program focusing on types, antecedents and possible consequences of CS can be implemented. O'Neil and colleagues (2014) also supported the idea that management and IT should create normative expectations regarding CS.

Third, Structural Equation Modeling was used to test the hypothesized relations in the TPB framework in a simultaneous fashions. Nevertheless, future studies may validate our results by using longitudinal design; to confirm the direction of causality between antecedents and behaviors.

Fourth, the results revealed that, CS can be predicted by norms and personality interaction. The significant interaction of organizational and personality variable contributed the literature.

It can be further expected that CS dimensions have differential effects on various work and well-being related outcomes. Specifically, it can be expected that the dimensions of CS result in different consequences in terms of performance, employee well-being, and job satisfaction. For example, daily well-being could increase by engaging in research and planning CS, whereas entertainment CS can act as a stress reducer.

6.5 Limitations and Future Suggestions

This study has a number of limitations. First of all, CS is perceived as an unethical behavior (Oswalt et al., 2003); and companies have policies to prevent this behavior. In this study web-based self-report measure was used to measure CS. Therefore, respondents might not have provided truthful answers, because of social desirability. However, it is common in the literature to use anonymous self-report data while measuring unethical behaviors. Based on the suggestions of those who used self-report as a data gathering technique; it has been aimed to minimize social desirability by protecting anonymity of respondents and with providing unambiguous wording to avoid influencing people. However, while gathering data we distributed paper-and-pencil test to some companies. According to Cheyne and Ritter (2001), paper-pencil tests improve the likelihood of giving socially desirable answers compared to online web-based surveys. That is why future research should use alternative data gathering techniques such as monitoring the employee screen, and peer or supervisor reports to obtain more objective data. This may also reduce the inflated responses caused by common method bias which is a result of using self-report questionnaire (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

The second limitation is that the number of cyberslacking activities can be expanded. Even though the preliminary study focused on gathering as many behaviors as possible by asking Turkish white-collar workers what CS behaviors

they conduct; considering contemporary developments in technology, there is still a room for more CS behaviors. Future research should retain focus on identifying new cyberslacking behaviors, in order to increase the explained variance of CS.

The third limitation of the research involved the sample, which was not large ($N = 212$) enough to conduct path analysis with latent variables. Also, we focused on a Turkish sample and thus, results are only generalizable within the Turkish workforce. Future research should involve larger sample size based on Kline (2011)'s suggestion 10 cases per parameters, and in order to improve external validity.

The fourth limitation is the generalizability of the results. We restricted the participation of the participants as Turkish white-collar employees who have internet access at their office. So, the sample is limited by the method itself. Still, the sample consisted of various sectors and branches, and the ratio of men and women participants is decent. Future research may replicate the study with more diverse samples.

The fifth limitation of the study is that; it didn't focus on the consequences of the different dimensions of CS behavior. To build a nomological network, future research should take into account the possible consequences of the behavior, such as performance. It might be more beneficiary to investigate the outcomes since the study sought to find out CS relationship with personality facets. Investigation of the outcomes also would have verified our CS dimensions, if as expected different dimensions result in changes in performances. For instance, the research and planning dimension may result in a higher performance in the long run, whereas the entertainment dimension would probably lead to a decrease in the performance. Further investigation is required to understand the aforementioned relationship.

The sixth limitation is the number and type of personality factors used in this study. Beyond the personality factors used in here, the Dark Triad and the Light Triad personality characteristics may be used for further research to see their moderation effect on different dimensions.

Finally, the quantity of the questions might have frustrated the respondents, thus they may have responded recklessly. In fact, the length of the study probably is the reason of the small sample size as well. Thus, a shorter version of the questionnaire will be a better option for further research.



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APPENDICES

A: APPROVAL OF THE METU HUMAN SUBJECTS ETHICS COMMITTEE

UYGULAMALI ETİK ARAŞTIRMA MERKEZİ
APPLIED ETHICS RESEARCH CENTER



ORTA DOĞU TEKNİK ÜNİVERSİTESİ
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05 NİSAN 2018

Konu: Değerlendirme Sonucu

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi: İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Dr. Öğretim Üyesi Yonca TOKER

Danışmanlığını yaptığınız yüksek lisans öğrencisi Yasemin Doğa KOÇ'un "*Sanal kaytarma-Performans ilişkisi: Kişilik Özellikleri ve İş Özerkliğinin Rolü*" başlıklı araştırması İnsan Araştırmaları Etik Kurulu tarafından uygun görülerek gerekli onay **2018-SOS-045** protokol numarası ile **06.04.2018 - 30.12.2018** tarihleri arasında geçerli olmak üzere verilmiştir.

Bilgilerinize saygılarımla sunarım.

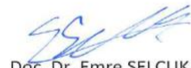

Prof. Dr. Ş. Halil TURAN
Başkan V


Prof. Dr. Ayhan SOL
Üye


Prof. Dr. Ayhan Gürbüz DEMİR
Üye


Doç. Dr. Yaşar KONDAKCI
Üye


Doç. Dr. Zana ÇITAK
Üye


Doç. Dr. Emre SELÇUK
Üye


Dr. Öğr. Üyesi Pınar KAYGAN
Üye

B: INFORMED CONSENT FORMS

Ön Çalışma Gönüllü Katılım Formu

Bu çalışma ODTÜ Endüstri ve Örgüt Psikolojisi Yüksek Lisans öğrencisi Yasemin Doğa Koç tarafından, Yard. Doc. Dr. Yonca Toker danışmanlığında yürütülmektedir. Çalışmanın amacı daha sonraki aşamada belirlenecek olan sanal kaytarma davranışı boyutlarını oluşturmada kullanılacak davranış türlerinin belirlenmesidir.

Çalışma iki ana bölümden oluşmaktadır. Birinci bölümde sizden 2 adet açık uçlu soru içeren anketi doldurmanız beklenmektedir. Yaklaşık olarak 10 dakika sürmesi beklenen bu anket sanal kaytarma davranışları ile ilgili sorular içermektedir. İkinci bölümde ise bazı demografik soruları cevaplamanız beklenmektedir. Elde edilen veriler yüksek lisans tezi kapsamında ölçek geliştirmede kullanılacaktır.

Araştırmaya katılımınız tamamen gönüllülük temelinde olmalıdır. Cevaplarınız tamamen gizli tutulacak, sadece araştırmacılar tarafından değerlendirilecektir. Katılımcılardan elde edilecek bilgiler toplu halde değerlendirilecektir. Sağladığınız veriler gönüllü katılım formlarında toplanan kimlik bilgileri ile eşleştirilmeyecektir.

Çalışma genel olarak kişisel rahatsızlık verecek sorular içermemektedir. Ancak katılım sırasında sorulardan ya da başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakmakta serbestsiniz.

Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için ODTU Endüstri ve Örgüt Psikolojisi Yüksek Lisans öğrencilerinden Yasemin Doğa Koç (koc.yasemin@metu.edu.tr) ile iletişim kurabilirsiniz.

Yukarıdaki bilgileri okudum ve bu çalışmaya tamamen gönüllü olarak katılıyorum.

İsim Soyad

Tarih

İmza

C: INFORMATION FORMS

Ön Çalışma Katılım Sonrası Bilgi Formu

Bu araştırma daha önce de belirtildiği gibi, ODTÜ Psikoloji Bölümü Yüksek Lisans öğrencisi Yasemin Doğa Koç tarafından Yrd. Doç. Dr. Yonca Toker danışmanlığındaki yüksek lisans tezi kapsamında yürütülmektedir. Çalışmanın amacı çeşitli sanal kaytarma davranışlarını ve nedenlerini belirlemektir.

Bu çalışmada sanal kaytarma davranışlarının çeşitli boyutlarının oluşturulması amacıyla, katılımcılardan, sanal kaytarma olarak tanımlanabilecek ne gibi davranışları sergilediklerini ve nedenlerini sıralamalarını istenmiştir. Kişilerin açık uçlu bu iki soruya verdiği yanıtlar oluşturulacak sanal kaytarma davranışları ölçeğinin girdisi olacaktır.

Bu çalışmadan alınacak ilk verilerin Temmuz 2018 sonunda elde edilmesi amaçlanmaktadır. Elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Çalışmanın sağlıklı ilerleyebilmesi ve bulguların güvenilir olması için çalışmaya katılacağını bildiğiniz diğer kişilerle çalışma ile ilgili detaylı bilgi paylaşımında bulunmamanızı dileriz. Bu araştırmaya katıldığınız için tekrar çok teşekkür ederiz.

Araştırmanın sonuçlarını öğrenmek ya da daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz.

Yasemin Doğa Koç (koc.yasemin@metu.edu.tr)

Çalışmaya katkıda bulunan bir gönüllü olarak katılımcı haklarınızla ilgili veya etik ilkelerle ilgili soru veya görüşlerinizi ODTÜ Uygulamalı Etik Araştırma Merkezi'ne iletebilirsiniz.

e-posta: ueam@metu.edu.tr

Ana Çalışma Katılım Sonrası Bilgi Formu

Bu araştırma daha önce de belirtildiği gibi, ODTÜ Psikoloji Bölümü Yüksek Lisans öğrencisi Yasemin Doğa Koç tarafından Yrd. Doç. Dr. Yonca Toker danışmanlığındaki yüksek lisans tezi kapsamında yürütülmektedir. Çalışmanın amacı oluşturulan sanal kaytarma davranışı ölçeğinin geçerlilik çalışmasının yapılmasıdır.

Bu çalışmada sanal kaytarma davranışının boyutlarının belirlenmesi amacıyla oluşturulan sanal kaytarma ölçeğinin geçerlilik çalışmasının yapılması amacıyla kişilere yaklaşık 80 sorudan oluşan bir anket uygulanmıştır. Verilen yanıtlar davranış boyutlarının literatürdeki planlı davranış teorisi ile olan ilişkisini gösterecek ve aynı zamanda ölçeğin geçerliliğinin sağlamasını yapmış olacaktır. Planlı davranış teorisi bir davranışının ortaya çıkmasını kısaca şu şekilde özetler; bir davranışın ortaya konulmasında o davranışla ilgili niyet; niyetin oluşmasında ise kişilerin tutumları, normlar ve algılanan davranışsal kontrol etkilidir. Bu bağlamda sanal kaytarma davranışı ile ilgili kişilerin sanal kaytarma yapma niyetleri, bu olguya karşı tutum, norm ve algılanan davranışsal kontrolleri değerlendirilecektir.

Bu çalışmadan alınacak ilk verilerin Temmuz 2018 sonunda elde edilmesi amaçlanmaktadır. Elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Çalışmanın sağlıklı ilerleyebilmesi ve bulguların güvenilir olması için çalışmaya katılacağınızı bildiğiniz diğer kişilerle çalışma ile ilgili detaylı bilgi paylaşımında bulunmamanızı dileriz. Bu araştırmaya katıldığınız için tekrar çok teşekkür ederiz.

Araştırmanın sonuçlarını öğrenmek ya da daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz.

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e-posta: ueam@metu.edu.tr

D: PRELIMINARY STUDY QUESTIONNAIRE

İş yerinizde gün içerisinde hem bilgisayar hem de cep telefonunuzu kullanarak gerek işi erteleme gerekse rahatlama amacıyla bilgi ve iletişim teknolojilerini ve interneti kullanarak işiniz dışında ne gibi davranışlar sergilediğinizi ve nedenini kısaca açıklayınız.

Aşağıdaki ifadeler bu davranışların bazılarını örneklemektedir:

	Davranış		Davranışın nedeni
1.a.	İnternette alış-veriş sitelerinde gezinmek.	1.b.	Yapmam gereken görevler bugün bana zor geldi, kaçınıyorum.
2.a.	İş adamlarının blog yazılarını takip etmek.	2.b.	Başarı öykülerini inceleyerek kendimi geliştirmek.
3.a.	Arkadaşlarımla mesajlaşmak.	3.b.	Gün içinde içimi dökerek rahatlamak.

Sizden aşağıda belirtilen boşluklara bu davranışlara benzer, ya da sizin akınıza gelen daha farklı davranışları yazmanız beklenmektedir.

	Davranış		Davranışın nedeni
1.a.		1.b.	
2.a.		2.b.	
3.a.		3.b.	
4.a.		4.b.	
5.a.		5.b.	
6.a.		6.b.	
7.a.		7.b.	
8.a.		8.b.	
9.a.		9.b.	
10.a.		10.b.	

E: PRELIMINARY STUDY CONTENT ANALYSIS – BEHAVIOR FREQUENCIES

Cyberslacking Activities

Activity	Frequency
Visiting social media, check Instagram and twitter.	13
Texting with my family and friends and communication via internet. *	12
Surfing on shopping websites, doing shipping and buying tickets for events and travels.	6
Playing online games on both phone and computer.	6
Listening to music or creating a playlist. *	4
Watching YouTube videos, vlogs or movies.	4
Examining blogs websites and reading blogs.	4
Reading news over computer- news websites.	4
Reading book or magazines on applications. **	2
Handling bank-related issues.	1
Checking the dollar rate.	1
Surfing around betting websites. *	1
Drawing on computer (illustration).	1
Searching for camping and picnic areas.	1
Attending to online courses.	1
Checking random things over the phone.	1

Notes. *indicates the statements that are not included in previous Turkish questionnaire

** indicates the statements that are only gathered from Study1(not included in both Turkish questionnaire and other questionnaires included in this study).

F: ATTITUDES SCALE

Aşağıda iş yerinde interneti kişisel sebeplerle kullanmak hakkında 4 adet soru bulunmaktadır. İnterneti kişisel sebeplerle kullanmak konusunda her soru için karşısındaki bolmede size en yakın gelen seçeneği işaretleyiniz.

“Değerlendirme sırasında (1)- ‘kesinlikle katılmıyorum’ (2)- ‘katılmıyorum’ (3)- ‘kararsızım’ (4)- ‘katılıyorum’ (5)- ‘kesinlikle katılıyorum’ anlamına gelmektedir.

1	Benim için iş yerinde interneti kişisel sebeplerle kullanmak değerlidir.
2	Benim için iş yerinde interneti kişisel sebeplerle kullanmak zevklidir.
3	Benim için iş yerinde interneti kişisel sebeplerle kullanmak yararlıdır.
4	Benim için iş yerinde interneti kişisel sebeplerle kullanmak iyidir.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

G: SOCIAL NORMS SCALE

Aşağıda iş hayatında karşılaşılabilen birtakım davranışlar listelenmiştir. Sizden istenen bu davranışları dikkatlice inceleyip, bu davranışlara katılıp katılmadığınızı işaretleyerek belirtmenizdir.

“Değerlendirme sırasında (1)- ‘kesinlikle katılmıyorum’ (2)- ‘katılmıyorum’ (3)- ‘kararsızım’ (4)- ‘katılıyorum’ (5)- ‘kesinlikle katılıyorum’ anlamına gelmektedir.

1	İş arkadaşlarım iş ile alakası olmayan internet sitelerinde gezmeme onaylarlar.
2	İş arkadaşlarım iş ile alakası olmayan e-posta almamı/göndermemi onaylarlar.
3	İş arkadaşlarım sosyal ağları (Facebook gibi) ziyaret etmemi onaylarlar.
4	Amirim iş ile alakası olmayan e-posta almamı/göndermemi onaylar.
5	Amirim sosyal ağları (Facebook gibi) ziyaret etmemi onaylar.
6	İş arkadaşlarım iş ile alakası olmayan e-posta almamı/göndermemi onaylarlar.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

Aşağıda iş hayatında karşılaşılabilen birtakım davranışlar listelenmiştir. Sizden istenen bu davranışları dikkatlice inceleyip, iş arkadaşlarınızın ve amirinizin bu davranışları hangi sıklıkta yaptıklarını işaretlemenizdir.

“Sıklık değerlendirmesinde (1)- ‘hiçbir zaman’ (2)- ‘ender olarak’ (3)- ‘haftada bir iki kez’ (4)- ‘her gün bir iki kez’ (5)- ‘günde ikiden fazla’ anlamına gelmektedir.

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1	İş arkadaşlarınız ne sıklıkta iş ile alakası olmayan internet sitelerini ziyaret eder?	1	2	3	4	5
2	İş arkadaşlarınız ne sıklıkta iş ile alakası olmayan e-posta alır/gönderir?	1	2	3	4	5
3	İş arkadaşlarınız ne sıklıkta sosyal ağları (Facebook gibi) ziyaret eder?	1	2	3	4	5
4	Amiriniz ne sıklıkta iş ile alakası olmayan internet sitelerini ziyaret eder?	1	2	3	4	5
5	Amiriniz ne sıklıkta iş ile alakası olmayan e-posta alır/gönderir?	1	2	3	4	5
6	Amiriniz ne sıklıkta sosyal ağları (Facebook gibi) ziyaret eder?	1	2	3	4	5

H: PERCEIVED BEHAVIOAL CONTROL SCALE

Aşağıda iş hayatında karşılaşılabilen birtakım davranışlar listelenmiştir. Sizden istenen bu davranışları dikkatlice inceleyip, bu davranışlara katılıp katılmadığınızı işaretleyerek belirtmenizdir.

“Değerlendirme sırasında (1)- ‘kesinlikle katılmıyorum’ (2)- ‘katılmıyorum’ (3)- ‘kararsızım’ (4)- ‘katılıyorum’ (5)- ‘kesinlikle katılıyorum’ anlamına gelmektedir.

	Davranışlar					
1	İş bilgisayarında yaptıklarımı diğer çalışanlardan saklayabilirim.	1	2	3	4	5
2	Bilgisayarında çalışıyormuş gibi yapabilirim ve kimse bunu anlamaz.	1	2	3	4	5
3	Eğer istersem bilgisayar aktivitelerimi saklayabilirim.	1	2	3	4	5
4	En sevdiğim internet sitelerine iş yerinde erişim engeli var.	1	2	3	4	5
5	Çalıştığım şirket bazı internet sitelerine erişimi engelliyor.	1	2	3	4	5
6	İş yerinde istediğim internet sitesine ulaşabilirim.	1	2	3	4	5

I: INTENTIONS SCALE

Aşağıda iş hayatında karşılaşılabilen birtakım davranışlar listelenmiştir. Sizden istenen bu davranışları dikkatlice inceleyip, bu davranışlara katılıp katılmadığınızı işaretleyerek belirtmenizdir.

“Değerlendirme sırasında (1)- ‘kesinlikle katılmıyorum’ (2)- ‘katılmıyorum’ (3)- ‘kararsızım’ (4)- ‘katılıyorum’ (5)- ‘kesinlikle katılıyorum’ anlamına gelmektedir.

	Niyetler					
1	Önümüzdeki ay en az bir kere online alışveriş yapmaya niyetim var.	1	2	3	4	5
2	Önümüzdeki ay en az bir kere iş yerindeyken telefonumu kişisel sebeplerle kullanacağım.	1	2	3	4	5
3	Önümüzdeki ay iş yerindeyken en az birkaç tane mesaj göndereceğim.	1	2	3	4	5
4	Önümüzdeki ay en az bir kere iş ile alakası olmayan e-posta göndermeye niyetliyim.	1	2	3	4	5
5	Önümüzdeki ay iş yerinde en az birkaç kere iş ile alakası olmayan internet sitelerinde gezinmeyi planlıyorum.	1	2	3	4	5
6	Önümüzdeki ay iş yerinde en az bir kere sosyal ağları (Facebook gibi) kullanmayı planlıyorum.	1	2	3	4	5

J: CYBERSLACKING SCALE

Aşağıda iş hayatında karşılaşılabilen birtakım davranışlar listelenmiştir. Sizden istenen bu davranışları dikkatlice inceleyip, bu davranışlara gündelik olarak ne kadar zaman ayırdığınızı belirtmenizdir.

“Sıklık değerlendirmesinde (1)- ‘hiçbir zaman’ (2)- ‘ender olarak’ (3)- ‘haftada bir iki kez’ (4)- ‘her gün bir iki kez’ (5)- ‘günde ikiden fazla’ anlamına gelmektedir.

	Davranışlar					
1	İnternet üzerinde oluşmuş olan sanal toplulukları ziyaret etmek (ekşi sözlük gibi)	1	2	3	4	5
2	İnternet üzerinden eğlence amaçlı video seyretmek (youtube)	1	2	3	4	5
3	Blogları okumak (yazar ile okuyucu arasındaki özgür iletişimi sağlama platformu)	1	2	3	4	5
4	Sosyal içerikli ağları takip etmek (instagram, twitter gibi)	1	2	3	4	5
5	İnternet üzerinden müzik, video, film veya doküman indirmek	1	2	3	4	5
6	Eğlence amaçlı veya boş zaman doldurmak için internet üzerinden oyun oynamak	1	2	3	4	5
7	Kişisel web sayfası ile ilgilenmek	1	2	3	4	5
8	İnternet üzerinden iş arama sitelerini ziyaret etmek	1	2	3	4	5
9	İnternet üzerinden bankacılık işlemleri yapmak (EFT, Havale işlemleri gibi)	1	2	3	4	5
10	İnternet üzerinden haber sitelerini ziyaret etmek (gazete, online haber tvleri ve diğer haber siteleri)	1	2	3	4	5
11	İş dışı haberleşme için e-posta alma, gönderme veya kontrol etme	1	2	3	4	5
12	Kişisel ürünler için internet üzerinden alış-veriş yapmak (kıyafet, otomobil, ev eşyaları gibi)	1	2	3	4	5

13	İş dışı genel amaçlı web sitelerini ziyaret etmek (sörf yapmak)
14	Yatırımla ilgili web sitelerini ziyaret etmek (finans, borsa siteleri gibi)
15	Aile bireyleri ve arkadaşlarla internet üzerinden mesajlaşmak, haberleşmek
16	Müzik dinlemek ve/veya müzik listesi yapmak
17	Bahis oyunları içerikli web sitelerini ziyaret etmek
18	Uygulamalar üzerinden kitap veya dergi okumak
19	Etkinlik araştırmak veya etkinlik biletleri satın almak
20	İnternet üzerinden tv, dizi veya film izlemek (netflix gibi)
21	Döviz kurlarını veya finansla ilgili yatırımları takip etmek
22	Sosyal bir etkinliği planlamak üzere restoran, kafe, kamp, piknik yeri gibi mekanları incelemek
23	Tatil mekanlarını incelemek, rezervasyonlar için internet üzerinden araştırma yapmak
24	Çevrim içi dersleri takip etmek (Lynda, Coursera gibi)
25	Hobilerimle ilgili internette araştırma yapmak ve gezinmek (otomobil, sus bitkileri, kayak vb gibi)
26	İş tanımında olmasa da dolaylı olarak işi ilgilendiren konularda internette gezinmek

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

K: GENERAL PROCRASTINATION SCALE

Bu ölçeğin amacı sizin iş yapma alışkanlıklarınızı belirlemektir. Aşağıda bazı ifadeler verilmiştir. Lütfen her ifadeyi dikkatle okuyup sizi ne kadar tanımladığını yanındaki ölçeklerden yararlanarak işaretleyiniz.

“Değerlendirme sırasında (0)- ‘kesinlikle katılmıyorum’ (1)- ‘katılmıyorum’ (2)- ‘kararsızım’ (3)- ‘katılıyorum’ (4)- ‘kesinlikle katılıyorum’ anlamına gelmektedir.

	Davranışlar
1	İşlerimi gereken zamandan daha kısa sürede bitiririm.
2	Bu konuda karar vermiş olsam bile harekete geçmeyi son dakikaya bırakırım.
3	İşleri ertesi güne bırakmak tarzım değildir.
4	En sıkıcı işlerin yapılabilmesi için bile mutlaka zamanında başlarım.
5	Ailem ve arkadaşlarım benim işleri hep son dakikada yaptığımı söylerler.
6	İşlerin bitirilmesi için zamanımı iyi kullanırım.
7	Ne yapar eder işlerimi son dakikaya bırakırım.
8	İşleri zamanında bitiririm.
9	Ailem ve arkadaşlarım randevularıma hep geç kaldığımı söylerler.
10	Sıklıkla iki ayağım bir pabuca girer.
11	Yapmak zorunda olduğum işleri son dakikaya bırakırım.
12	İşlerimi bitirdiğimde kontrol etmek için zamanım kalır.
13	İş işten geçtikten sonra harekete geçerim.
14	Önemli işlerimi yapmayı da son dakikaya bırakırım.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

15	İşlerimi yapmak için gereken zamanı çoğu kez yanlış hesaplarım.
16	İşlerimi zamanında yapmadığım için maddi ve manevi zarara uğrarım.
17	Önemli işlerimi bana verilen zamandan daha önce bitiririm.
18	Çok gerekli bir şeyi bile genellikle son dakikada yaparım.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5



L: AGREEABLENESS SCALE

Aşağıda sizi kısmen tanımlayan (ya da pek tanımlayamayan) bir takım özellikler sunulmaktadır. Örneğin, başkaları ile zaman geçirmekten hoşlanan birisi olduğunuzu düşünüyor musunuz? Lütfen aşağıda verilen özelliklerin sizi ne oranda yansıttığını ya da yansıtmadığını belirtmek için sizi en iyi tanımlayan secenegi işaretleyiniz.

1 = Hiç katılmıyorum, 2 = Pek katılmıyorum, 3 = Ne katılıyorum ne katılmıyorum (kararsızım), 4 = Biraz katılıyorum, 5 = Tamamen katılıyorum

	Davranışlar
1	Başkalarında hata arayan
2	Yardımsever ve çıkarıcı olmayan
3	Başkalarıyla sürekli didişen
4	Affedici bir yapıya sahip
5	Genellikle başkalarına güvenen
6	Soğuk ve mesafeli olabilen
7	Hemen hemen herkese karşı saygılı ve nazik olan
8	Bazen başkalarına kaba davranabilen

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

M: ANGER SCALE

Aşağıda öfke ile ilgili birtakım davranışlar listelenmiştir. Sizden istenen bu davranışları dikkatlice inceleyip, sizin bu davranışlara katılıp katılmadığınızı belirtmenizdir.

“Değerlendirme sırasında (0)- ‘kesinlikle katılmıyorum’ (1)- ‘katılmıyorum’ (2)- ‘kararsızım’ (3)- ‘katılıyorum’ (4)- ‘kesinlikle katılıyorum’ anlamına gelmektedir.

	Davranışlar					
1	Yapmak istediğim bir şey engellendiğinde kızgınlığımı açıkça ortaya koyarım.	1	2	3	4	5
2	Bazen olmadık şeylere ortada mantıklı bir neden yokken aniden sinirlenir, tepki veririm.	1	2	3	4	5
3	Bazı arkadaşlarım benim öfkeli biri olduğumu söylerler.	1	2	3	4	5
4	Öfkemi kontrol etmekte zorluk çekerim.	1	2	3	4	5
5	Sakin yapılı biriyimdir.	1	2	3	4	5
6	Bazen kendimi patlamaya hazır bir bomba gibi hissediyorum.	1	2	3	4	5
7	Çok çabuk parlar ve hemen sakinleşirim.	1	2	3	4	5

N: PROACTIVE PERSONALITY SCALE

Aşağıda proaktif kişilik özelliği ile ilgili birtakım davranışlar listelenmiştir. Sizden istenen bu davranışları dikkatlice inceleyip, sizin bu davranışlara katılıp katılmadığınızı belirtmenizdir.

“Değerlendirme sırasında (0)- ‘kesinlikle katılmıyorum’ (1)- ‘katılmıyorum’ (2)- ‘kararsızım’ (3)- ‘katılıyorum’ (4)- ‘kesinlikle katılıyorum’ anlamına gelmektedir.

	Davranışlar
1	Kendi yaşamımı geliştirmek için sürekli yeni yollar araştırırım.
2	Nerde olursam olayım, yapıcı bir değişim için güçlü bir etkiye sahibim.
3	Hiçbir şey beni kendi düşüncelerimi gerçeğe dönüştürmekten daha çok heyecanlandıramaz.
4	Eğer hoşlanmadığım bir şey görürsem, onu düzeltirim.
5	Ne kadar tuhaf olursa olsun, bir şeye inanırsam onu yaparım.
6	Diğerlerinin görüşlerine uymasa bile kendi düşüncelerimi savunmayı severim.
7	Fırsatları saptamada uzmanım.
8	Her zaman bir şeyin en iyisini yapmanın yollarını ararım.
9	Eğer bir şeye inanırsam, hiçbir şey onu gerçekleştirmemi engelleyemez.
10	Olanakları diğer insanlardan daha iyi tespit ederim.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

O: INDIVIDUAL INNOVATIVENESS SCALE

Bireyler, çevrelerine farklı yollarla tepki verirler. Aşağıdaki ifadeler, bireylerin bu tepkilerinden bazılarını oluşturmaktadır. Her bir ifadeyi inceleyerek, ifadenin size uygunluğunu yandaki seçeneklerden birini işaretleyerek (X)belirtiniz. İfadelerin doğru ya da yanlış yanıtları yoktur, lütfen ifadeyi okuduktan sonraki aklınıza gelen ilk düşünceyi işaretleyiniz.

“Değerlendirme sırasında (0)- ‘kesinlikle katılmıyorum’ (1)- ‘katılmıyorum’ (2)- ‘ortadayım’ (3)- ‘katılıyorum’ (4)- ‘kesinlikle katılıyorum’” anlamına gelmektedir.

	Davranışlar
1	Arkadaşlarım öneri veya bilgi almak için sık sık bana başvururlar.
2	Yeni fikirleri denemekten hoşlanırım.
3	Bir şeyi yapmanın yeni yollarını ararım.
4	Genellikle yeni fikirleri kabullenmekte temkinliyimdir.
5	Bir sorunu çözerken yanıt açık olmadığı zaman çözüm için çoğu kez yeni yöntemler geliştiririm.
6	Yeni icatlara ve yeni düşünce tarzlarına karşı şüpheciyimdir.
7	Çevremdeki insanların büyük bir çoğunluğunun kabul ettiğini görene kadar yeni fikirlere pek itibar etmem.
8	Arkadaş grubum içinde etkili bir birey olduğumu düşünürüm.
9	Düşüncelerimde ve davranışlarımda kendimi yaratıcı ve özgün görürüm.
10	Genellikle arkadaş grubum içinde yeni bir şeyi kabul eden son kişilerden biri olduğumu düşünüyorum.
11	Yaratıcı bir kişiliğe sahibimdir
12	Ait olduğum grubun liderlikle ilgili sorumluluklarını almaktan hoşlanırım.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

13	Çevremdeki bireylerde işe yaradığını görene kadar bir işi yapmanın yeni yollarını kabullenmekte isteksiz davranırım.
14	Düşüncelerimde ve davranışlarımda özgün olmayı heyecan verici bulurum.
15	Eski usul yaşam tarzının ve işleri eski yöntemlerle yapmanın en iyisi olduğunu düşünürüm.
16	Belirsizlikler ve çözülmemiş problemler beni güdüler.
17	Yenilikleri dikkate almadan önce diğer insanların o yeniliği kullandığını görmeliyim.
18	Yeni fikirlere açığımdır.
19	Cevabı belirsiz sorular beni heyecanlandırır.
20	Yeni fikirlere karşı çoğunlukla şüpheliyimdir.

1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

P: DEMOGRAPHIC INFORMATION FORM

1. Cinsiyetiniz: () Kadın () Erkek
2. Yaşınız:
3. Eğitim seviyesi:() İlköğretim () Lise () Ön lisans () Lisans
()Lisansüstü
4. İş türünüz :
5. İş sektörünüz:
6. Pozisyonunuz:
7. Vardiya durumu: ()Vardiyalı ()Vardiyasız
8. Vardiyalı ise: ()Gündüz ()Gece
9. Çalışma Saatleri: (): () / (): ()

Q: TURKISH SUMMARY/ TRKE ZET

BLM 1

GİRİŞ

Gnmzde Internet sadece bir ara olarak kullanılmamaktadır ve bir ihtiya haline gelmiřtir. Kresel Dijital 2019 Raporuna gre internet kullanıcıları her gn ortalama 6.42 saat evrim ii olmaktadırlar (wearesocial, 2019). İnsanların zamanları en ok geirdikleri yerde, yani iř yerlerinde Internet kullanımı da řimdiye kadarki en yksek seviyeye ulařmıřtır. İř yerlerinde iřin bir gereklilięi olarak paylařılan takvimler ve iletiřim kanalları gibi uygulamaların kullanılması, řirketlerde internet kullanımını olduka yaygın hale getirmiřtir. Ancak bu yaygın kullanım, insanların interneti kiřisel ihtiyaları iin kullanmaya bařlamasına neden olmuřtur. Sanal kaytarma (SK) iř ortamında internetin iř amaları dıřında kullanılarak suiistimal edilmesi olarak tanımlanmıřtır (Whitty & Carr, 2006). SK oęunlukla sorunlu bir davranıř olarak grldę iin arařtırmacılar ncllerini, sonularını ve altında yatan teorileri anlamaya alıřmıřlardır. SK' yi lmek iin eřitli lekler geliřtirilmiř ve kullanılmıřtır. Arařtırmalara raęmen bu davranıřın TR rnekleminde nclleri ve boyutları hakkında ok az bilgi bulunmaktadır. Dolayısıyla bu alıřmanın ilk amacı TR rnekleminde SK davranıřlarını ve boyutlarını arařtırmak, farklı boyutların belirli kiřilik zellikleriyle olan iliřkisini incelemektir. İkinci amacı ise, SK boyutlarının Planlı Davranıř Teorisi ile aıklanıp aıklanmadıęını test etmektir.

SK' nin tanımı zaman iinde daha genel bir hal alarak iřyerinde kiřisel internet kullanımı olarak deęiřmiřtir (Whitty & Carr, 2006). Gnmze kadar SK' nin pek ok tanımı yapılmıř olsa da tm bu tanımlar  ortak faktr barındırmaktadır; iř yerinde bulunmak, sanal-sapma ve iř ile alakası olmayan internet kullanımı. Tanımla birlikte, SK'nın farklı tipleri de artmaktadır. Artan

çeşitlilik yeni ve daha kapsamlı ölçeklerin kullanılması gerekliliğini ortaya çıkarmıştır. Dolayısıyla, çalışmanın ilk amacı kapsamlı bir SK ölçeği geliştirmektir.

Alanyazında internet kullanımının farklı tipleri ele alınmıştır. Bunlar göz önüne alındığında Janghadi, Alvani, Matin ve Kozekanan'ın (2015) internet kullanımı sınıflandırmasının diğerlerinden daha kapsamlı olduğu görülmektedir. Araştırmacılar internet kullanımını; sosyal aktivite, bilgi edinme aktivitesi, dinlenme aktivitesi ve sanal- duygusal aktivite olarak dört kategoride incelemiştir. Türk alanyazında bu zamana kadar sınıflandırma ciddiyet seviyesine odaklanarak yapılmıştır (Örücü & Yıldız, 2014). Bu çalışmada SK'nın boyutlarının, Janghadi ve arkadaşları'nın (2015) önerdiğine benzer şekilde sınıflandırılabileceği öngörülmüştür.

SK' nın sonuçları araştırıldığında, iki farklı görüş öne çıkmaktadır; görüşlerden biri SK' nin üretkenliği artırdığını savunurken, diğer bir görüş ise üretkenliği düşürdüğünü öne sürmektedir (Hernandez, Levy, & Ramim, 2016). Bir yandan çalışanların Bilgi Teknolojilerini ve İnterneti kullanarak günlük işlerde zaman kazandığı öne çıkarken, diğer bir yandan SK' nin görevler için harcanan zamandan çaldığı da göze çarpmaktadır. Alanyazında farklı SK davranışlarının, farklı sonuçlara yol açtığı öne sürülmektedir. Bazı araştırmacılar araştırmaya yönelik SK'nın çalışanlara yeni beceriler kazandırarak daha sonra kullanabileceği yeteneklere dönüştürebileceğinden bahsetmektedir.

SK' nin öncülleri kurumsal faktörler, iş ile ilgili faktörler ve kişilik faktörleri gibi üç boyutta incelenmektedir. Kişilik faktörleri, zaman ve durumsal faktörlerin değişmesine rağmen, kişinin davranışsal tutarlılık göstermesini sağlayan doğuştan gelen tutumlar olarak tanımlanabilir (Stajkovic, Bandura, Locke, Lee, & Sergeant, 2018). SK' nin; ertelemecilik, dışa dönüklük ve dışsal kontrol odağı ile pozitif; yumuşak başlılık, titizlik ve dürüstlikle negatif ilişkisi olduğu bulunmuştur (Blanchard & Henle, 2008; O'Neill, Hambley, & Bercovich, 2014; Sampat & Basu, 2017). Çalışmanın amaçlarından birinin Türkçe SK ölçeğinin oluşturulması olması sebebiyle, yapılacak olan geçerlik çalışmasında korelasyonlar incelenecektir. Bu korelasyonların araştırılmasında kullanılacak olan kişilik faktörleri sırasıyla;

ertelemecilik, saldırganlık, proaktif kişilik, epistemik dışa dönüklük, ve uyumluluktur.

Ertelemecilik, bir görevi veya bir kararı sürekli olarak erteleme olarak tanımlanmıştır (Steel, 2007). Farklı psikoloji perspektiflerine göre ertelemecilik farklı tanımlanmasına rağmen, bu çalışmada bireysel farklılıklar psikolojisi temel alınarak, ertelemecilik bir kişilik faktörü olarak irdelenmiştir (Klingsieck, 2013). Bu davranışın araştırmalarda üretkenliği bazı kişilik özelliklerinden daha iyi yordadığı görülmüştür (O'Neill ve ark, 2014). Bir çalışmada, ertelemeciliği yüksek olan insanların iş ile alakası olmayan bildirimlerden daha çok etkilendiği görülmüştür (Steel, 2007). Çalışanların sürekli e-posta, reklamlar ve anlık iletiler aldığı bir çağda, iş süresince dikkatin dağılması da çok kolaylaşmıştır. Dolayısıyla, aşağıdaki hipotez öne sürülmüştür:

Hipotez 1a: SK ve ertelemecilik arasında pozitif bir ilişki vardır.

Geen (1990), saldırganlığı başka birilerini ya da bir şeyleri zarar vermeye yönelik davranışlar olarak tanımlamaktadır. Saldırganlık genelde olumsuz etkiler yaratarak, negatif duygulara yol açmaktadır. Hem kurumlar hem de çalışanlar saldırganlığın üretkenlik dışı davranışlar (ÜDD) gibi negatif etkileriyle yüzleşmektedirler. SK, ÜDD olarak tanımlanabileceğinden ötürü, zarar verici SK davranışlarını azaltmak için saldırganlık ile olan ilişkisini incelemek önem arz etmektedir. Dolayısıyla, aşağıdaki hipotez öne sürülmüştür:

Hipotez 1b: SK ve saldırganlık arasında pozitif bir ilişki vardır.

Proaktif kişilik kişinin çevresini değiştirmek üzere kasıtlı olarak aksiyon alma eğilimi olarak tanımlanmıştır (Bateman & Crant, 1993). Crant'a göre proaktif kişiler başarı-odaklı, fırsatları tespit ederek amaçlarına ulaşabilen, inisiyatif alan ve değişim olana kadar durmaktan vazgeçmeyen kişilerdir (1995). Proaktif kişiliğin, performansın yordanmasında Büyük Beş'inin üzerine artan varyans eklediğini bulunmuştur (Thompson, 2005). Bu kişilerin performansı artırmak üzere kendi çevrelerini değiştirebildiği öne sürülmüştür (Crant, 1995). Örneğin, proaktif kişiliğe sahip olanlar aynı görevi yaparken, daha az zaman harcamak üzere işi yapmanın daha yeni yollarını arayabilirler. Dolayısıyla, aşağıdaki hipotez öne sürülmüştür:

Hipotez 1c: SK ve proaktif kişilik arasında pozitif bir ilişki vardır.

Epistemik dışa dönüklük, beş faktörlü kişilik modelinin bir faktörü olan dışa dönüklüğün bir boyutudur. Fantezi, estetik ve duygulara olan açıklığı kapsayan algısal dışa dönüklükten farklı olarak, epistemik dışa dönüklük, aksiyonlara, fikirlere ve değerlere onlan açıklığı kapsamaktadır. Çalışanların kendi yeteneklerini geliştirmek için veya görevlerinden bağımsız olarak yaratıcılıklarını artırmak için çevrim içi aktivitelerde bulundukları tartışılmıştır. Bu çalışmada aşağıdaki hipotez öne sürülmüştür:

Hipotez 1d: SK ve epistemik dışa dönüklük arasında pozitif bir ilişki vardır.

Uyumluluğu Sampat ve Basu (2017) şu şekilde tanımlamıştır ‘bireylerin işbirlikçi, sıcak ve nazik oluşu ile; soğuk, kaba ve muhalif olması derecesi’. Uyumluluğun performansla pozitif, genel üretkenlik dışı davranışlarla negatif ilişkisi olduğu bulunmuştur (Davis, Flett, & Besser, 2002). Ayrıca, internet kullanımıyla negatif ilişkisi olduğu ortaya çıkmıştır (Jia, Jia, & Karau, 2013). Dolayısıyla, aşağıdaki hipotez öne sürülmüştür:

Hipotez 1e: SK ve uyumluluk arasında pozitif bir ilişki vardır.

SK davranışını bütünleşik bir biçimde açıklamak üzere Planlı Davranış Teorisi (PDT) öne sürülmüştür. PDT Ajzen (1985) tarafından gerekçeli aksiyon teorisine ek olarak geliştirilmiştir. Bu teori, davranışların; normlar, tutumlar ve algılanan davranışsal kontrol ile belirlenen davranışsal niyet ile yordandığını ileri sürmektedir (Ajzen, 2012). Diğerlerinin normatif beklentileri (normlar), davranışın sonuçları (tutumlar), ve davranışın performansını etkileyen faktörlerin (kontrol), niyeti ve dolayısıyla davranışı belirlediği öne sürülmektedir (Vohs & Baumeister, 2007). Farklı davranışlar için bu yapıların daha güçlü veya zayıf etkileri olabileceği savunulmaktadır. Vohs ve Baumeister’in (2007) açıklamalarına göre; ‘eğer insanlar SK’nın iş yükünü azaltacağına inanıyor, iş arkadaşlarının iş yerinde kişisel internet kullanımını desteklediğini görüyor ve iş yerinde SK ile ilgili bir kısıtlama olmadığını biliyor ise SK davranışının ortaya çıkması daha muhtemeldir’ çıkarımı yapılabilmektedir. Bu çalışma PDT’nin neden kullanıldığı dört şekilde açıklanabilir: İlk olarak, PDT internetle ilgili olan davranışlar dahil olmak üzere; çeşitli

davranışları açıklayabilmektedir. İkinci olarak, yeni bakış açıları SK'nın açıklanmasında öz-kontrole yönelik teorilerden ziyade PDT'yi önermektedir. Üçüncü olarak, SK işe geç gelme gibi, bir geri çekilme davranışı olarak tanımlanırsa; bu davranışların daha önce başarılı bir şekilde PDT ile açıklandığı görülmektedir. Son olarak, önceki çalışmalar SK' nin öncülleri ile SK arasında ilişki bulmuşlardır. Dolayısıyla bu çalışmada, PDT SK'nın açıklanmasındaki model olarak kullanılmıştır, ve aşağıdaki hipotez öne sürülmüştür:

Hipotez 2: Algılanan davranışsal kontrol, sosyal normlar ve tutumlar, SK niyeti ile SK davranışını yordar.

H2a: Tutumlar SK boyutlarını davranışsal niyetler aracılığıyla yordar.

H2b: Sosyal Normlar SK boyutlarını davranışsal niyetler aracılığıyla yordar.

H2c: Algılanan Davranışsal Kontrol SK boyutlarını davranışsal niyetler aracılığıyla yordar.

BÖLÜM 2

ÖN ÇALIŞMA

Ön çalışma, farklı SK davranışlarını elde etmek amacıyla TR örnekleminde beyaz yakalı çalışanlardan veri toplanarak yapılmıştır. 26 katılımcının dahil olduğu çalışmada, Orta Doğu Teknik Üniversitesi İnsan Araştırmaları Etik Kurulu tarafından alınan onay ile, araştırma sorusunu uygulamak için tüm katılımcılara bilgilendirilmiş onam formu ile anket verilmiştir. Katılımcıların %65'i kadın, %35'i erkek ve %95'inin yaşları 18 ile 36 arasındadır. Katılımcılara iki bölümden oluşan anket formu çevrim içi anket aracı olan Qualtrics ile dağıtılmıştır. İlk soru kişilerin iş yerinde yaptıkları SK davranışlarını belirlemek üzere açık uçlu olarak sorulmuşken, anketin ikinci bölümü demografik bilgileri almak için hazırlanmıştır. Katılımcılara 3 adet örnek cevap verilmiştir.

İngilizce ve Türkçe alan yazın incelenmiş ve anket ile elde edilen sonuçlarla karşılaştırılmıştır. İlk liste Akbulut, Dursun, Dönmez, ve Şahin (2016); Metin, Taris,

ve Peeters, (2016); Henle ve Blanchard, (2008); Lim, (2002); Lim ve Teo, (2005); Örücü ve Yıldız, (2014); ve Vitak, Crouse, ve LaRose, (2011)'nin çalışmalarında kullanılan SK anketlerindeki maddelerden oluşturulmuştur. Buradaki madde çakışmalarını önlemek için benzer maddeler birleştirilerek bir tek maddeye dönüştürülmüştür. İkinci listede Türkçe alanyazınından Örücü ve Yıldız (2014) tarafından geliştirilen ve Cronbach Alfa katsayısı .88 olan ve toplam varyansın %54.06'sını açıklayan SK anketi kullanılmıştır. Üçüncü listede ise ön çalışma sonucunda elde edilen maddeler kullanılmıştır. Bu üç liste ikili gruplar halinde karşılaştırılmıştır. Liste 1 ve 3'te olan ancak 2'de olmayan maddeler şunlardır: 'İnternet üzerinden ailem ve arkadaşarımla iletişim kurmak', 'Çevrim içi müzik dinlemek veya müzik listesi oluşturmak', 'Bahis veya kumar içerikli siteleri ziyaret etmek', 'İnternet üzerinden televizyon, dizi veya film izlemek (Netflix gibi)' ve 'Etkinlik araştırmak veya etkinlik bileti satın almak'. Bu maddeler Örücü ve Yıldız (2014)'ın anketine eklenmiştir. Ayrıca, 'Uygulamalar üzerinden kitap veya dergi okumak' maddesi, anketlerde iki defa bahsedildiği için eklenmiştir.

Bunların dışında konu uzmanlarıyla yapılan görüş alışverişleri sonucunda 6 madde daha SK ölçeğine eklenmiştir. Bunlar; 'Çevrim içi olarak döviz kurlarını ya da finansal yatırımları takip etmek', 'Tatil yerlerini araştırmak ve rezervasyonlar için çevrim içi araştırmalar yapmak', 'Çevrim içi kursları/ dersleri takip etmek (Lynda, Coursera gibi)', 'İnternette hobiler için araştırmalar yapmak', 'İş tanımında olmasa da dolaylı olarak işle alakası olan şeyleri araştırmak'.

BÖLÜM 3

ANA ÇALIŞMA METODU: SK ÖLÇEĞİNİN GEÇERLİLİK ÇALIŞMASI VE PDT MODELİNİN TEST EDİLMESİ

Ana çalışma, güncellenen SK ölçeğinin yapı geçerliğini test etmek ve SK davranışını Planlı Davranış Teorisine göre incelemek üzere yapılmıştır. İlk olarak güncellenen ölçeğin faktör yapısı incelenmiş, ardından faktörlerin belirlenmesi ve

alanyazında SK ile ilişkisi bulunan kişilik faktörleri ile olan ilişkisi araştırılmıştır. Son olarak, elde edilen SK davranışları PDT modeline çıktı olarak eklenmiştir.

Bu çalışmanın hedef nüfusu Türkiye' deki özel sektörde çalışan ve iş yerinde internet erişimi olan beyaz yakalıları kapsamaktadır. Orta Doğu Teknik Üniversitesi İnsan Araştırmaları Etik Kurulundan onay alınmış ve bilgilendirilmiş onam formu ile anket katılımcılara dağıtılmıştır. Kartopu örneklem metodu uygulanarak anket katılımcılara ulaştırılmıştır. Anket toplamda 260 katılımcıya ulaştırılmıştır. Veri tarama yöntemleri uygulandıktan sonra kalan 212 katılımcının %58.5'i kadın ve %42.5'i erkektir. Katılımcıların 165'inin yaşları 18 ve 36 arasında (%77.8), 44'ünün 36 ve 54 arasındadır. Katılımcıların çoğunun lisans derecesi vardır ($N = 133$). Katılımcılar çeşitli sektörlerde çalışmakla birlikte; en yüksek katılım taşımacılık, lojistik ve iletişim sektörlerinden olmuştur (%14.6).

Anketin ilk bölümü PDT'ye göre SK davranışının öncülleri olan Tutumlar, Sosyal Normlar ve Algılanan Davranışsal Kontrol sorularını içermektedir. İkinci bölümü ise ön çalışmada oluşturulan güncel SK ölçeğini içermektedir. Üçüncü bölüm ise ertelemecilik, uyumluluk, saldırganlık, proaktif kişilik ve bireysel yenilikçilik kişilik faktörlerini içermektedir. Son bölüm ise Demografik Bilgi Formunu içermektedir. SK'ye karşı tutumlar, Askew ve arkadaşları (2014) tarafından geliştirilen, 4 maddeden oluşan tek boyutlu anket ile, iki dil bilen gönüllülerce Türkçe' ye çevirisi ve tekrar çevirisi yapılarak ölçülmüştür. SK ile ilgili sosyal normlar, Askew ve arkadaşları (2014) tarafından geliştirilen, 8 maddeden oluşan ve tanımlayıcı ve kuralcı boyutları olan anket ile, iki dil bilen gönüllülerce Türkçe' ye çevirisi ve tekrar çevirisi yapılarak ölçülmüştür. Algılanan SK davranış kontrolü, Askew ve arkadaşları (2014) tarafından geliştirilen, 8 maddeden oluşan ve internet sitesi erişimi öz-yeterliği ve saklama becerisi boyutları olan anket ile, iki dil bilen gönüllülerce Türkçe' ye çevirisi ve tekrar çevirisi yapılarak ölçülmüştür. SK niyeti ise Askew ve arkadaşları (2014) tarafından geliştirilen, 6 maddeden oluşan ve tek boyutlu anket ile, iki dil bilen gönüllülerce Türkçe' ye çevirisi ve tekrar çevirisi yapılarak ölçülmüştür. SK davranışları ön çalışmada elde edilen verilerle geliştirilen, ilk aşamada 26 maddeli olan ölçeğin faktör analizi sonuçları sonuçlar kısmında

belirtilmiştir. Faktör analizi sonucunda 21 maddeli 3 faktörlü ölçek oluşturulmuştur. Ertelemecilik, Çakıcı (2003) tarafından geliştirilen ve erteleme ve zamanın verimli kullanımı alt boyutlarından oluşan 18 maddelik Genel Erteleme Ölçeği ile ölçülmüştür. Uyumluluk, ilk olarak Srivastava (1999) tarafından geliştirilen Büyük Beşli Envanterinin 8 maddelik uyumluluk alt boyutunun Sümer ve Sümer (2002) tarafından geçerlik ve güvenirlik çalışmaları yürütülerek Türkçe' ye uyarlanmış versiyonuyla ölçülmüştür. Saldırganlık; ilk olarak Buss ve Perry (1992) tarafından geliştirilen Buss-Perry Saldırganlık Ölçeğinin 8 maddelik öfke alt boyutunun Demirtaş-Madran (2012) tarafından geçerlik ve güvenirlik çalışmaları yürütülerek Türkçe' ye uyarlanmış versiyonu ile ölçülmüştür. Öfke; ilk olarak Buss ve Perry (1992) tarafından geliştirilen Buss-Perry Saldırganlık Ölçeğinin 8 maddelik öfke alt boyutunun Demirtaş-Madran (2012) tarafından geçerlik ve güvenirlik çalışmaları yürütülerek Türkçe' ye uyarlanmış versiyonu ile ölçülmüştür. Proaktif Kişilik Ölçeği; ilk olarak Bateman ve Crant (1993) tarafından geliştirilen ölçeğin 10 maddelik kısa formu Akın, Abacı, Kaya, ve Arıcı (2011) tarafından geçerlik ve güvenirlik çalışmaları yürütülerek Türkçe' ye uyarlanmış versiyonu ile ölçülmüştür. Bireysel Yenilikçilik Ölçeğinin; ilk olarak Hurt, Joseph ve Cook (1977) tarafından geliştirilen 18 maddelik ölçeğin dört alt boyutu vardır; değişime direnç, fikir önderliği, deneyime açıklık ve risk alma. Ölçeğin geçerlik ve güvenirlik çalışmaları Kılıçer ve Odabaşı tarafından yapılmış, Türkçe' ye uyarlanmış versiyonu ile ölçülmüştür. Demografik Bilgi Formu, cinsiyet, yaş, uzmanlık alanı, şu anki çalıştığı pozisyonunda geçirdiği süre ve gibi demografik verileri toplamak için hazırlanmıştır.

BÖLÜM 4

ANA ÇALIŞMA SONUÇLARI

Tabachnick ve Fidell (2007)' in yönergelerine göre veri tarama ve temizleme süreçleri tamamlanmıştır. Eksik veriler veri setinden çıkarıldıktan sonra geriye $N =$

212 vaka kalmıştır. Son olarak veri setinin varsayımları kontrol edilmiş ve hiçbirinin ihlal edilmediği görülmüştür.

SK ölçeğinin yapı geçerliğini ölçmek için öncelikle Açıklayıcı Faktör Analizi uygulanmıştır. Eğik Kaiser-Meyer-Olkin (KMO) rotasyonu kullanılarak Temel Eksen Faktörleme yapılmıştır. KMO katsayısı .93 bulunmuş, verilerin analize uygun olduğu görülmüştür. Barlett küresellik testi $\chi^2 (325) = 4207.87, p < .001$ sonucu maddeler arasında örüntülü ilişki olduğunu göstermiştir. Öz değer sınırı 1.0 olarak kullanılarak yapılan ilk analizde dört faktörlü yapı elde edilmiştir. Elde edilen faktörlerin kümülatif olarak varyansın %57.54'ünü açıkladığı görülmüştür. Ham veri permutasyonu kullanılarak yapılan paralel analiz sonuçlarına göre de 4 faktörlü yapıya ulaşılmıştır. Ancak örüntü matrisi incelendiğinde, dördüncü faktöre yalnızca iki maddenin yüklendiği, dört maddenin hiçbir faktöre yüklenmediği ve bir maddenin de iki faktöre aynı anda yüklendiği görülmüş olup, ölçekten beş madde çıkarmak yerine faktör sayısı 3'e sabitlenerek analiz tekrar yürütülmüştür. Üç faktörlü yapı toplam varyansın %54.80'ini açıklamıştır. Madde 8, 9 ve 18 hiçbir faktöre yüklenmemiş, madde 5 ise faktör 1 ve 2'ye aynı anda yüklenmiştir. Madde 20 faktörlere yüklenmemiş ve analizden çıkarılmıştır. .40 faktör kriteri kullanılarak yapılan analizde, madde 5 'İnternet üzerinden müzik, video veya doküman indirmek' iki faktöre yüklenmiş, 'İnternet üzerinden iş arama sitelerini ziyaret etmek', 'İnternet üzerinden bankacılık işlemleri yapmak', 'Uygulamalar üzerinden kitap veya dergi okumak' ve 'İnternet üzerinden dizi veya film izlemek' çıkarılmıştır. Faktör 1 Güncelleme (SKGN), faktör 2 Eğlence (SKEC), faktör 3 Araştırma ve Planlama (SKAP) olarak isimlendirilmiştir. Cronbach katsayısı faktör 1, 2 ve 3 için sırasıyla .92, .77 ve .89 olarak bulunmuştur.

Yapı geçerliğini ölçmek için ikinci olarak SK'nın kişilik faktörleri ile aralarındaki iki değişkenli ilişkiler incelenmiştir. Bu ilişkiler incelenmeden önce daha önce TR'de kullanılmış olan kişilik ölçeklerinin Doğrulamalı Faktör Analizi ile yapısı incelenmiş, her bir modelin uygunluğu doğrulanmıştır. Hipotez 1a SK ile ertelemecilik arasında pozitif ve anlamlı bir ilişki olduğunu önermiş, sonuçlar bu öneriyi desteklemiştir. Total SK skoru ile ertelemecilik arasında anlamlı bir ilişki

bulunmuştur ($r = .23, p = .003$). Boyutsal seviyede incelemeler yapıldığında, SKGN, SKEN ve SKAP'nin de ertelemecilikle ilişkili olduğu bulunmuştur. Ertelemecilik-erteleme boyutu her SK faktörü ile ilişkiliyken, Ertelemecilik-zamanı iyi kullanma faktörünün hiçbir SK faktörüyle ilişkisi bulunamamıştır. Hipotez 1b SK ile saldırganlık arasında pozitif ve anlamlı bir ilişki olduğunu önermiş, sonuçlar bu öneriyi desteklemiştir. Total SK skoru ile saldırganlık arasında anlamlı bir ilişki bulunmuştur ($r = .26, p < .001$). Boyutsal seviyede incelemeler yapıldığında, SKGN, SKEN ve SKAP'nin de saldırganlık ile ilişkili olduğu bulunmuştur. Hipotez 1c SK ile proaktif kişilik arasında pozitif ve anlamlı bir ilişki olduğunu önermiş, sonuçlar bu öneriyi kısmen desteklemiştir. Total SK skoru ile proaktif kişilik arasında anlamlı bir ilişki bulunmuştur ($r = .10, p = .117$). Boyutsal seviyede incelemeler yapıldığında, SKGN, SKEN'nin proaktif kişilik ile ilişkili olmadığı görülmüştür. Ancak SKAP'nin ilişkisi bulunmuştur. Hipotez 1d SK ile epistemik deneyime açıklık arasında pozitif ve anlamlı bir ilişki olduğunu önermiş, sonuçlar bu öneriyi desteklememiştir. Epistemik deneyime açıklık, bireysel yenilikçilik ölçeği ile ölçülmüştür. Boyutsal seviyede incelemeler yapıldığında, SKGN, SKEN ve SKAP'nin de bireysel yenilikçilik ile ilişkili olmadığı bulunmuştur. Ancak bireysel yenilikçilik-değişime direnç faktörünün SKEN ve SKAP ile negatif ilişkili olduğu görülmüştür. Fikir önderliği faktörününse, SKAP ile pozitif ilişkili olduğu bulunmuştur. Deneyime açıklık faktörünün hem total SK ölçeği ile hem de SKAP ile ilişkili olduğunu sonuçlar göstermiştir. Hipotez 1e SK ile uyumluluk arasında negatif ve anlamlı bir ilişki olduğunu önermiş, sonuçlar bu öneriyi desteklemiştir. Total SK skoru ile uyumluluk arasında anlamlı bir ilişki bulunmuştur ($r = -.24, p < .001$). Boyutsal seviyede incelemeler yapıldığında, SKGN, SKEN ve SKAP'nin de uyumluluk ile ilişkili olduğu bulunmuştur.

SK ölçeğinin Planlı Davranış Teorisi ile Modellenmesi için öncelikle TR'de daha önce kullanılmamış olan ölçeklerin faktör yapısını test etmek amacıyla Açımlayıcı Faktör Analizi uygulanmıştır. Tutum ölçeğinin ($KMO = .751, p < .001$) 1 faktörlü yapısıyla toplam varyansın %65.28'ini ölçtüğü bulunmuştur. Sosyal Normlar ölçeğinin ($KMO = .812, p < .001$) 2 faktörlü yapısıyla toplam varyansın

%60.53'ini açıkladığı görülmüştür. Algılanan Davranış Kontrolü ölçeğinin ($KMO = .660$, $p < .001$) 2 faktörlü yapısıyla toplam varyansın %56.83'ünü açıkladığı görülmüştür. SK Niyeti ölçeğinin ($KMO = .827$, $p < .001$) 1 faktörlü yapısıyla toplam varyansın %56.99'unu açıkladığı görülmüştür.

Önerilen PDT modelini test etmek amacıyla Yapısal Eşitlik Modellemesi (SEM), Yol Analizi uygulanmıştır. Örneklem büyüklüğü ($N = 212$) örtük faktörlere dayalı analiz yapmak için yeterli görülmediği için, yol analizi gözlenen değişkenlerle yürütülmüştür. Tutumlar, normlar ve algılanan davranışsal kontrolün her üç SK faktörünü, SK niyetleri üzerinden yordadığı hipotez edilmiştir. Sonuçlar Maksimum Olabilirlik Çözümüne bakılarak yorumlanmıştır (Mardia's $Z = 4.15$). Ortalama diyagonal-olmayan mutlak standardize edilmiş artık değeri .13 olarak bulunmuş, artıkların % 64.29'unun -1.0 ile +1.0 arasında yer aldığı görülmüştür. İlk model ($ML\chi^2(12) = 503.442$, $p < .001$, $CFI = .388$, $RMSEA = .441$, 90% $CI [.40, .47]$) yetersiz bulunmuştur. Lagrange Multiplier testi ilk modele altı modifikasyon önermiştir. İlk üç modifikasyon SK faktörlerinin arasına hata kovaryansı eklenmesi, diğer üç modifikasyon ise Normlar ile her bir SK faktörü arasında direkt yollar eklenmesini önermektedir. Alanyazınla uyumlu olan bu modifikasyonlar yapılarak ikinci model oluşturulmuştur. Ortalama diyagonal-olmayan mutlak standardize edilmiş artık değeri .008 olarak azalmış ve artıkların %100'ü -1.0 ile +1.0 arasında yer almıştır. İkinci model ($ML\chi^2(6) = 9.378$, $p = 0.153$, $CFI = .996$, $RMSEA = .017$, 90% $CI [.00, .11]$) veri ile uyum sağlamıştır.

Sonuçlara göre algılanan davranış kontrolü ($\beta = .15$, $SE = .07$, $p < .05$), tutumlar ($\beta = .14$, $SE = .62$, $p < .05$) ve normlar ($\beta = .42$, $SE = .83$, $p < .05$), SK niyetini anlamlı olarak yordamıştır. Şöyle ki, çalışanlar SK aktivitelerini yapabileceklerini düşünüyorlarsa, SK ile ilgili pozitif tutumları varsa ve iş arkadaşları ve amirleri SK davranışını onaylıyor ve onlar da aynı davranışı sergiliyorsa, çalışanlar SK yapma niyeti gösteriyorlar. Sonuçlara göre SK niyeti güncellenme ($\beta = .32$, $SE = .04$, $p < .05$) ve araştırma ve planlamayla ($\beta = .17$, $SE = .06$, $p < .05$) ilgili SK'yi yordarken, eğlence amaçlı SK'yi yordamamıştır. Normlar

tüm SK faktörlerini; SKGN ($\beta = .47$, $SE = .05$, $p < .05$), SKEG ($\beta = .39$, $SE = .06$, $p < .05$), ve SKAP ($\beta = .36$, $SE = .06$, $p < .05$) direkt ve anlamlı olarak yordamıştır.

Sonuçlara göre tutumların ($\beta = .04$, $SE = .01$, $p < .05$), normların ($\beta = .25$, $SE = .03$, $p < .05$), ve algılanan davranış kontrolünün (ADK) ($\beta = .04$, $SE = .22$, $p < .05$), SK niyetleri aracılığıyla güncelleme SK davranışı üzerinde dolaylı etkisi bulunmuştur. Eğlence SK'nın üzerinde öncüllerin dolaylı etkisi bulunamamıştır. Son olarak, tutumların ve ADK'nin araştırma ve planlama SK (SKAP)'ye dolaylı bir etkisi olmadığı, ancak normların niyetler aracılığıyla SKAP'yi dolaylı olarak etkilediği bulunmuştur. Dolayısıyla H2a, H2b ve H2c kısmen desteklenmiştir. Analiz sonuçlarına göre öncüller SK niyetinin varyansının %35'ini, SK niyeti ve normlar SKGN'nin varyansının %48'ini, SKEN'in varyansının %14'ünü ve SKAP'nin varyansının %23'ünü açıklamaktadır.

PDT modelinden elde edilen bulgular, özellikle normların SK davranışları üzerinde direkt etkilerinin bulunması ve bu etkilerin modeldeki en büyük etkiler olması kişilik faktörlerinin işyeri normları ile SK davranışları arasındaki ilişkiye etkisi olabileceği beklentisine yol açmıştır. Bir sonraki bölümde kişilik faktörlerinin normlar ile davranış arasındaki ilişki incelenmiştir.

BÖLÜM 5

NORMLAR VE KİŞİLİK ETKİLEŞİMİNİN SANAL KAYTARMA ÜZERİNDE ETKİSİ

Bu çalışmada, YEM analizleri ilk PDT modelinin anlamlı olmadığını göstermiş, modifiye edilen ikinci modelde normlarla SK davranışları arasına direkt yollar çizilmiş ve iyi bir model uyumuna ulaşılmıştır. Bu da SK davranışlarının hem sosyal normlar hem de SK niyeti ile tutum, norm ve ADT'nin ortak fonksiyonları ile açıklanabileceğini göstermektedir. SK nin her bir boyutu için en güçlü yordayıcı etki normlardan gelmiştir. Normların yani, iş ortamında çalışanlar arasındaki kültür bazında yazılı olmayan kuralların, davranışın ortaya çıkmasında önemli bir etkisi

bulunduğunu göstermektedir. Bir davranış ortaya çıkarken sosyal işaretlerin ya da normların etkisi ilk olarak Bandura'nın (1977) araştırmasında açıklanmıştır. Kurumlarda normlar kısıtlayarak, izin vererek, beklenti oluşturarak ya da ödüllendirerek davranışların şekillendirmektedir (Cooke & Szumal, 1993).

Bir davranış açıklanırken, durumsal, kişisel ve çevresel faktörlerin etkisi incelenmelidir. Bireysel farklılıkların davranışın oluşmasında etkisi olduğu açıktır. O'Neill, Hambley, ve Chatellier (2014), kişilik ile SK arasındaki ilişkiyi açıklamak üzere iki teoriden bahsetmiştir. Biri davranış farklılıklarını iş gereklilikleri ve kişilik özellikleri arasındaki uyum miktarı ile açıklayan çalışan-iş-uyumu teorisi; diğeri ise kişilikle alakalı durumsal özellikleri sınıflandırarak, belirli durumlarda bazı kişilik özelliklerinin aktivasyonunun sağlandığını söyleyen aktivasyon teorisidir. Bu çalışmada geçerlik çalışmasının bir parçası olarak kullanılan kişilik faktörleri ile beş düzenleyici değişken analizi gerçekleştirilmiştir. Aşağıda belirtilen hipotezler sunulmuştur.

H3a: Ertelemecilik sosyal normlar ile SK davranışı arasındaki ilişkiyi düzenler, şöyle ki ertelemecilik arttıkça, sosyal normlar ve SK davranışı arasındaki ilişki güçlenecektir.

H3b: Saldırganlık sosyal normlar ile SK davranışı arasındaki ilişkiyi düzenler, şöyle ki saldırganlık arttıkça, sosyal normlar ve SK davranışı arasındaki ilişki güçlenecektir.

H3c: Proaktif kişilik sosyal normlar ile SK davranışı arasındaki ilişkiyi düzenler, şöyle ki proaktif kişilik arttıkça, sosyal normlar ve SK davranışı arasındaki ilişki güçlenecektir.

H3d: Epistemik deneyime açıklık sosyal normlar ile SK davranışı arasındaki ilişkiyi düzenler, şöyle ki epistemik deneyime açıklık arttıkça, sosyal normlar ve SK davranışı arasındaki ilişki zayıflayacaktır.

H3e: Uyumluluk sosyal normlar ile SK davranışı arasındaki ilişkiyi düzenler, şöyle ki yumuşak başlılık arttıkça, sosyal normlar ve SK davranışı arasındaki ilişki zayıflayacaktır.

Düzenleyici değişken analizleri için Yapısal Eşitlik Modellemesi (YEM) kullanılmıştır. PDT'nin üç öncülü ile beş farklı model EQS 6.2 ile test edilmiştir. YEM sonuçları basit eğimleri vermediği için, her bir düzenli değişkenin şartlı etkileri Process Macro Model 5 kullanılarak test edilmiştir.

H3a sosyal normlar ile SK arasındaki ilişkinin kişilerin ertelemecilik eğilimi arttığında daha güçlü olduğunu öne sürmüştür. Mardia normalize edilmiş tahmini 10.53 olduğu için, dayanıklı istatistikler yorumlanmıştır. Model ($S-B\chi^2(15) = 29.65$, $p = .013$, $CFI = .975$, $RMSEA = .068$, $90\% CI = [.03, .10]$) yeterli görülmüştür. Ertelemeciliğin eğlence faktörü ($\beta = .16$, $p < .05$) üzerindeki ana etkisi anlamlı çıkmıştır. Normlar ve ertelemeciliğin eğlence faktörü üzerindeki etkileşimi ($\beta = .21$, $p < .05$) anlamlı çıkmıştır. Şartlı etkileri test edildiğinde, normlar SK'yi desteklemediğinde, ertelemecilik eğilimi olan ve olmayanlar arasında bir fark görülmezken, normlar SK'yi desteklediğinde ertelemecilik eğilimi olanlar diğerlerine göre anlamlı bir şekilde daha çok eğlence SK yaptığı bulunmuştur. H3a eğlence faktörü için kısmen desteklenmiştir.

H3b sosyal normlar ile SK arasındaki ilişkinin kişilerin saldırganlık eğilimi arttığında daha güçlü olduğunu öne sürmüştür. Mardia normalize edilmiş tahmini 10.85 olduğu için, dayanıklı istatistikler yorumlanmıştır. Model ($S-B\chi^2(15) = 14.99$, $p = .576$, $CFI = 1.000$, $RMSEA = .000$, $90\% CI = [.00, .06]$) yeterli görülmüştür. Saldırganlığın güncelleme ($\beta = .15$, $p < .05$), eğlence ($\beta = .18$, $p < .05$) ve araştırma ve planlama faktörü ($\beta = .18$, $p < .05$) üzerindeki ana etkisi anlamlı çıkmıştır. Normlar ve saldırganlığın SK faktörleri üzerindeki etkileşimi anlamlı çıkmamıştır. H3b desteklenmemiştir.

H3c sosyal normlar ile SK arasındaki ilişkinin kişilerin proaktif kişiliği arttığında daha güçlü olduğunu öne sürmüştür. Mardia normalize edilmiş tahmini 13.39 olduğu için, dayanıklı istatistikler yorumlanmıştır. Model ($S-B\chi^2(15) = 11.24$, $p = .735$, $CFI = 1.000$, $RMSEA = .000$, $90\% CI = [.00, .04]$) yeterli görülmüştür. Proaktif kişiliğin güncelleme ($\beta = .12$, $p < .05$) ve araştırma ve planlama faktörü ($\beta = .20$, $p < .05$) üzerindeki ana etkisi anlamlı çıkmıştır. Normlar ve proaktif kişiliğin SK faktörleri üzerindeki etkileşimi anlamlı çıkmamıştır. H3c desteklenmemiştir.

H3d sosyal normlar ile SK arasındaki ilişkinin kişilerin bireysel yenilikçilik eğilimi arttıkça daha zayıf olduğunu öne sürmüştür. Mardia normalize edilmiş tahmini 7.53 olduğu için, dayanıklı istatistikler yorumlanmıştır. Model ($S-B\chi^2(15) = 13.33$, $p = .576$, $CFI = 1.000$, $RMSEA = .000$, $90\% CI = [.00, .05]$) yeterli görülmüştür. Bireysel yenilikçiliğin faktörler üzerindeki ana etkisi anlamlı çıkmamıştır. Normlar ve bireysel yenilikçiliğin güncelleme faktörü ($\beta = -.12$, $p < .05$) ve araştırma ve planlama faktörü ($\beta = -.11$, $p < .05$) üzerindeki etkileşimi anlamlı çıkmıştır. Şartlı etkileri test edildiğinde, normlar SK'yi desteklemediğinde, bireysel yenilikçilik eğilimi olanların güncelleme SK yapma olasılığının arttığı, normlar SK'yi desteklediğinde bireysel yenilikçilik eğilimi olanların daha çok araştırma ve planlama SK'yi yaptığı bulunmuştur. H3a güncelleme ve araştırma ve planlama faktörleri için kısmen desteklenmiştir.

H3e sosyal normlar ile SK arasındaki ilişkinin kişilerin uyumluluk arttıkça daha zayıf olacağını öne sürmüştür. Mardia normalize edilmiş tahmini 13.92 olduğu için, dayanıklı istatistikler yorumlanmıştır. Model ($S-B\chi^2(15) = 17.54$, $p = .287$, $CFI = .995$, $RMSEA = .028$, $90\% CI = [.00, .07]$) yeterli görülmüştür. Uyumluluğun güncelleme faktörü ($\beta = -.13$, $p < .05$), araştırma ve planlama faktörü ($\beta = -.24$, $p < .05$) ve eğlence faktörü ($\beta = -.18$, $p < .05$) üzerindeki ana etkileri anlamlı çıkmıştır. Normlar ve uyumluluğun güncelleme faktörü ($\beta = -.11$, $p < .05$) ve araştırma ve planlama faktörü ($\beta = -.14$, $p < .05$) üzerindeki etkileşimi anlamlı çıkmıştır. Şartlı etkileri test edildiğinde, normlar SK'yi desteklemediğinde, uyumlu olanlar ve olmayanlar arasında bir fark görülmezken, normlar SK'yi desteklediğinde uyumlu olanların daha az güncelleme ve araştırma ve planlama SK'yi yaptığı bulunmuştur. H3e güncelleme ve araştırma ve planlama faktörleri için kısmen desteklenmiştir.

BÖLÜM 6

TARTIŞMA

Bu çalışma 1) TR’de çalışan örnekleme farklı sanal kaytarma davranışlarını ve boyutlarını belirlemek, 2) Güncellenen SK ölçeğini farklı kişilik faktörleri ile yapı geçerliğini belirlemek ve 3) PDT baz alınarak SK davranışlarını modellemek amacıyla yapılmıştır. PDT modeli test edilirken elde edilen bulgular kişilik faktörlerinin düzenleyici değişken olarak normlar ve davranışlar arasında yer alabileceğini göstermiştir. Dolayısıyla son aşamada düzenleyici değişken analizleri yapılmıştır. İlk olarak ön çalışmada, Örucü ve Yıldız’ın ölçeği (2014) güncellenerek 26 maddelik SK ölçeği oluşturulmuştur. Daha sonra oluşturulan ölçeğin yapı geçerliği ölçülmesi amacıyla ilk olarak Açıklayıcı Faktör Analizi yapılmıştır. Elde edilen sonuçlarda 5 madde soru setinden çıkarılmış, 11 madde güncelleme faktörüne, 3 madde eğlence faktörüne ve 7 madde ise araştırma ve planlama faktörüne yüklenmiştir. Janghadi ve arkadaşlarının (2011)’de internet aktivitelerini dört faktörde kategorize ettiği çalışmanın aksine SK’ nin 3 faktörlü yapıda olduğu görülmüştür. Güncelleme faktörü, aile ve arkadaşlardan haber almak, son haberler, trendler ve müziklerle ilgili bilgi sahibi olmak gibi çalışanların her anlamda güncellenme ihtiyacına odaklanmaktadır. Araştırma ve planlama faktörü, etkinlikler, tatil yerleri, yatırım fırsatları araştırmak gibi kişinin kendini geliştirmeye yönelik ihtiyacına odaklanmaktadır. Son olarak eğlence faktörü ise, nispeten uyumsuz denebilecek; oyun ve kumar oynamak gibi davranışları ölçmektedir.

Daha sonra SK boyutları ile kuramsal olarak alakalı kişilik faktörleri arasındaki iki yönlü ilişkiler incelenmiştir. SK ve tüm SK boyutları ile ertelemecilik arasında pozitif ilişki beklenen şekilde desteklenmiştir. Bu bulgu alanyazın ile uyumlu bulunmuştur. İnternetin ve teknolojinin bu kadar yaygın olduğu bu günlerde çalışanlar çevrim içi aktivitelerle uğraşarak günlük görevlerini kolayca erteleyebilirler (Lavoie & Pychyl, 2001). SK ölçeği uyumluluk ile negatif, saldırganlık ile pozitif ve anlamlı ilişkili bulunmuştur. Alanyazında da benzer sonuçlar elde edilmiş; uyumlu insanların internet kullanımına eğilimi daha az (Landers & Lounsbury, 2004), saldırgan insanların ise daha çok olduğu görülmüştür (Odacı & Çelik, 2013). Analizler boyutlara indirgenip yapıldığında ise SK yapısıyla ilgili daha kapsamlı içgörüler elde edilmiştir. Kişilik faktörleri ile SK’nın farklı

boyutları arasındaki farklılık gösteren ilişkiler SK'nın yapı geçerliğini desteklemiştir. Sonuçlara göre, üç faktör de uyumluluk ile anlamlı ve negatif olarak ilişkili bulunmuştur. Bunun nedeni ise, uyumlu insanların toplum yanlısı aktivitelere daha eğilimli oluşları, daha esnek ve sıcakkanlı olmaları, bazı durumlarda sosyal istenirlerki daha yüksek olmasından kaynaklanıyor olabilir (Wyatt & Phillips, 2005). SK'nın tanımındaki, bir çalışanın tipik bir iş gününde yapması gereken görevleri yapmayıp, çevrim içi aktivitelere yönelmesi bu davranışı uyumlu insanların daha az gösteriyor oluşunu açıklayabilir. Uyumluluk ile en yüksek negatif korelasyonun eğlence faktörü arasında olduğu bulunmuştur. Eğlence faktörü nispeten uyumsuz davranışları içerdiği için bir Üretkenlik Dışı Davranış (ÜDD) görevi görebilir. ÜDD ve uyumluluk arasındaki ilişki de alanyazında pek çok kere desteklenmiştir (Landers & Lounsbury, 2006; O'Neill, Hambley & Bercovich, 2014; Wyatt & Phillips, 2006). Benzer şekilde tüm SK faktörleri ve saldırganlık arasında anlamlı ve pozitif bir ilişki bulunmuştur. Bu bulgu da alan yazınla paraleldir. Örneğin, O'Neill ve arkadaşları öfke ve iritasyonu içinde barındıran nevroz ile SK arasında güçlü bir ilişkinin olduğunu bulmuşlardır. Örgütsel adaletsizlik, kuruma karşı öfkeye neden olabilir. Bunun sonucunda çalışanlar bilinçli olarak SK aktiviteleri yaparak görev performanslarını düşürebilirler. Salırganlık ile arasında en yüksek pozitif korelasyon sosyalleşme içeriklerini de barındıran güncelleme faktörü ile bulunmuştur. Çalışanlar iş yerlerinde öfke hissettikçe aileleri ve arkadaşlarından rahatlamak için destek almak için güncelleme SK yaptıkları açıklanabilir. Bireysel yenilikçilik- değişime direnç faktörü de tüm SK boyutları ile negatif ilişkili bulunmuştur. Buradan da SK davranışı gösteren insanların, hangi türde SK yaptığından bağımsız olarak, çalışma alanında değişime açık oldukları sonucuna varılabilir. Araştırma ve planlama faktörü ile bu kişilik faktörlerine ek olarak bireysel yenilikçilik- fikir önderliği ve deneyime açıklık ve ayrıca proaktif kişilik arasında da anlamlı ilişkiler bulunmuştur. Jia ve Karau (2013) SK ile deneyime açıklık arasında negatif ilişki bulmuştur. Ancak bu çalışmada SKAP için ilişkinin yönü pozitiftir. Bunun nedeni, bu çalışmada deneyime açıklığın operasyonel tanımının daha farklı şekilde yapılması olabilir. İkinci bir neden ise araştırma ve planlama SK'nın etkinlik

ve aktivileri planlamak gibi maddeleri deneyime açıklık ile ilişkilendirilebilirler. Dolayısıyla bulgular bu çalışmanın SK ölçeğinin geliştirilmesi ve TR'deki boyutlarının araştırılmasının gerekliliğini ortaya koyulması açısından amacına uygun olduğunu göstermektedir. Sonuçlar SK boyutlarının birbirinden farklı olduğunu ve üç farklı boyutta operasyonelize edilebileceğini destekler niteliktedir.

Çalışmada PDT ışığında, SK'ye karşı tutumlar, SK normları ve algılanan SK kontrolünün SK niyeti aracılığıyla SK davranışlarını etkileyeceği hipotez edilerek model analiz edilmiştir. Beklendiği gibi öncüller SK niyetini yordamıştır. Ancak, SK niyetinin sadece güncelleme ve araştırma ve planlama davranışlarını etkilediği görülmüştür. Analiz sonuçları öncüllerin SK niyeti aracılığıyla dolaylı olarak SKGN ve SKAP'yi etkilediğini göstermiştir. Hipotez edilen model kısmen desteklenmiştir. Beklenenin aksine öncüllerin eğlence SK'yi niyet aracılığıyla dolaylı yoldan etkilemediği görülmüştür. Bunun bir nedeni çalışanların eğlence SK'yi planlamadan yapıyor oluşları olabilir. Bir başka değişle, iş yerinde sıkıldıklarında çevrim içi aktiviteleri planlamak yerine spontane olarak eğlence amaçlı aktivitelere yöneliyor olabilirler. Diğer bir yandan, SKRP aktiviteleri daha çok planlama ve niyet gerektiren aktiviteleri içerirken, SKGN aktiviteleri ise günlük rutine dönüşmüş aktiviteler olabilir. Örneğin, çalışan günlük işlerine başlamadan önce güncel haberleri kontrol etmek niyeti olabilir. En yüksek regresyon katsayısını SK niyeti ile davranışları arasında beklense de analiz sonuçları SK davranışlarına en güçlü etkinin normlardan geldiğini göstermiştir. Kurumsal kültür ve iklimin bu sonuç üzerinde etkisi olabileceği düşünülmektedir. Normlar, roller, işin doğası, kurumsal politikalar ve iş karakteristiği, durumsal gücün bazı unsurlarıdır (Schneider & Hough, 1995). Kurumsal politikalar, SK hakkında açık ve anlaşılır düzenlemeler yaptığında bu durumsal gücü artırır. Durumsal gücün artması ise SK davranışını gösterme niyetinde azalmaya neden olabilir. Dolayısıyla bu politikaların niyeti etkilemeden direkt olarak davranışını etkiliyor olabileceği düşünülmüştür.

Son bölümdeki düzenleyici değişken analizleri sonucunda uyumluluğun negatif yöndeki düzenleyici etkisi normlar ve SKGN ve SKAP arasındaki ilişkide görülmüş, ancak SKEN'de bulunamamıştır. Normların SK'yi desteklemediği

durumlarda uyumlu olanlar ve olmayanlar arasında fark görülememiştir. Bu da durumsal güç ile ilişkilendirilebilecek bir sonuçtur. Şöyle ki, durumsal güç fazlayken kişilik ve davranış arasındaki ilişkinin daha zayıf olması beklenmektedir (Meyer, Dalal & Hermida, 2010). Diğer bir yandan, normlar SK'yi destekler nitelikteyken daha az uyumlu insanlar daha çok SK eğilimi göstermektedir. Bunun bir sebebi bu kişilerin sıcaklık ve uyum sağlama gibi kişilik özelliklerine sahip olduklarından, iş yerindeki genel kurallara daha çok uyma eğilimi olabileceklerinden, iş tanımının dışına çıkmayabilirler. SKEN davranışını gösterirken ise bu kişilerin normlardan bağımsız olarak aynı seviyede oldukları bulunmuştur. Bunun sebebinin ise SKEN davranışlarının uyumsuz davranışlara daha çok benzemesi olabileceği düşünülmüştür. Beklendiğinin aksine proaktif kişilik düzenleyici değişken olarak ele alındığında norm ve SK'nın boyutları arasındaki ilişkiye bir etkisi olmadığı bulunmuştur. Daha sonra, epistemik dışa dönüklüğün SK boyutlarına olan etkisi incelenmiştir. Bireysel yenilikçiliğin negatif yöndeki düzenleyici etkisi normlar ve SKGN ve SKAP arasındaki ilişkide görülmüş, ancak SKEN'de bulunamamıştır. Normlar destekleyici yönde değilken, epistemik dışa dönüklüğü yüksek olanların SKGN ve SKAP yapma olasılıklarının daha fazla olduğu görülmüştür. Diğer bir yandan normlar SK'yi destekleyici yöndeyken, daha az epistemik dışa dönük olanların SK yapma olasılıkları daha fazla olduğu bulunmuştur. Epistemik dışa dönüklük ve norm etkileşimi SKEN'e etki etmemiştir. SKAP ve SKGN' nin sosyalleşme ve etkinlikler gibi kişinin kendisini geliştirmeye yönelik içeriklerinin bulunması sebebiyle etkisinin görüldüğü, SKEN'in ise daha insanlardan izole aktiviteler içerdiğinden etkisinin bulunmadığı sonucuna varılabilir. Beklenenin aksine saldırganlık düzenleyici değişken olarak ele alındığında norm ve SK'nın boyutları arasındaki ilişkiye bir etkisi olmadığı bulunmuştur. Saldırgan insanların durumsal özelliklerden bağımsız olarak SK yapmaya eğilimli olduğu sonucuna varılmıştır. Bunun bir sebebi ise saldırgan insanların ÜDD yapmaya daha meyilli olmaları ve kurallara uymayan yapıları olduğu şeklinde açıklanabilir. Son olarak ertelemeciliğin SKEN üzerinde pozitif yönde düzenleyici etkisi bulunmuştur. Normların SK'yi desteklemediği durumlarda ertelemeci olanlar ve olmayanlar

arasında fark görülememiştir. Diğer bir yandan, normlar SK'yi destekler nitelikteyken ertelemeciliği yüksek olan insanlar daha çok SKEN eğilimi göstermektedir. Bunun bir sebebi SKEN'in ofis ortamında kabul görmeyen uyumsuz davranışlar içermesi, ancak ertelemeciler etraflarından destek aldıklarında bu davranışı gösterme eğiliminde olmaları olabilir. Ayrıca ertelemeciler rahatlama ve stres azaltmak üzere güncelleme ve araştırma ve planlama dışında direkt olarak ve eğlence ile alakalı aktivitelere yöneliyor olabileceği düşünülmüştür.

Bu çalışmanın alanyazına ve alana birden fazla katkısı bulunmaktadır. İlk olarak, alanyazına Türkçe SK ölçeğinin güncellenmesi ve geçerliğinin yapılması konusunda katkı sağlamıştır. Bir önceki ölçek her ne kadar SK'yi ölçmek için yeterliyse de gelişen teknoloji sebebiyle güncellenmesinin ve kapsamı genişletilmesi gerekliliği görülmüştür. Geçerlik çalışması üç faktörlü yapıyı onaylamış ve faktörlerin de farklı kişilik değişkenleriyle ilişkisi olduğu bulunmuştur. Dolayısıyla, şirketler bazı SK aktivitelerini belirleyip, bunları destekleyici ya da önleyici adımlar atabilir. İkinci olarak, bu çalışma PDT'nın SK'yi modelleyebileceğini savunan alanyazını desteklemiştir. SK'yi etkileyen en güçlü öncülün normlar olduğu ortaya çıkmıştır. Bu bulgu şirketlerin SK kültürlerini değiştirmek için kullanılabilir. Örneğin, SK türleri, öncülleri ve olası sonuçları ile ilgili eğitimler verilerek hangi türlerinin şirket içinde uygun olduğuna dair politikalar geliştirilebilir. Üçüncü olarak, PDT modelindeki ilişkiler yapısal eşitlik modellemesi (YEM) ile test edilmiştir. Yine de araştırmacıların boylamsal bir araştırma tasarısıyla, nedenselliği araştırması gerekmektedir. Dördüncü olarak, sonuçlara göre SK normlar ve kişilik etkileşimi ile açıklanabildiği görülmüştür. Son olarak, SK önceki araştırmalarda üretken veya üretkenlik dışı gibi iki boyutlu olarak ele alınırken, bu çalışmada bu görüş benimsenmemiş daha geniş bir bakış açısı sunmaktadır.

Çalışmanın aynı zamanda birkaç kısıtlılığı bulunmaktadır. Öncelikle SK alanyazında etik dışı bir davranış olarak görülmektedir (Oswalt ve ark., 2003); ve şirketlerin bu davranışı önlemek için politikaları bulunmaktadır. Bu çalışmada veriler internet üzeinden ve kişilerin kendilerinden toplanmıştır. Çalışanların sosyal istenirlik sebebiyle doğru cevapları vermemiş olmaları muhtemeldir. İkinci kısıt ise,

SK maddelerinin teknolojiadaki gelişmelerin sürekli artmasından dolayı daha da artırılabilir olmasıdır. Üçüncüsü, örneklemin yeterli olmaması durumudur. Bu durum örtük faktörlerle analizin yapılamamasına yol açmıştır. Dördüncü kısıt ise sonuçların genellenebilirliği ile alakalıdır. Katılımcıların TR örnekleminde internet olan şirketlerde çalışan beyaz yakalılarla kısıtlanması bu duruma yol açmıştır. Beşinci kısıt, bu çalışmada SK boyutlarının sonuçlarına değinilmemiş olmasıdır. Nomolojik ağın tamamlanabilmesi için SK davranışının sonuçlarının da incelenmesi gerekmektedir. Altıncı kısıt, daha başka kişilik faktörlerinin de incelenebilmesi için çalışmaya eklenmesi gerekliliğidir. Son olarak, soruların fazlalığı katılımcıları engellemiş olabilir.

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