INVESTIGATION OF CYBERLOAFING BEHAVIOR IN TERMS OF VARIOUS ELEMENTS: A QUALITATIVE STUDY

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ABSTRACT

Purpose- In this study, the concept of cyberloafing, which we encounter more frequently as the use of technology increases day by day, is examined. In this respect, the aim of the study is to determine which situations the participants see as cyberloafing behavior, to reveal what the reasons for cyberloafing are, and to find out whether they perceive it as cyberloafing if they show cyberloafing behavior.

Methodology- The research was structured within the framework of qualitative research and descriptive analysis. Interview technique was preferred in the research in order to obtain more detailed information from the participants about cyberloafing. The research was conducted with 21 participants.

Findings- According to the results of the research, it was revealed that all participants showed cyberloafing behavior. Participants agreed that the definition of cyberloafing behavior is a behavior that occurs "while at work". The majority of participants define cyberloafing behavior as "spending time on the internet while at work". Participants mostly exemplified cyberloafing behavior as surfing on the internet, surfing around on social media networks, and playing games on the computer/phone. The most common reasons that may lead employees to show cyberloafing behavior are social media usage habits, fear of missing the agenda, and fear of missing out on what the entourage is doing. Participants consider the disadvantages of cyberloafing behavior to be decreased job performance, postponement of responsibilities, and increased concentration problems.

Conclusion- When the study results are evaluated in general, organizations and managers can focus on reducing the negative aspects of cyberloafing behavior by providing information and training to employees about the use of the internet and technology for personal reasons. Considering the positive and negative consequences of cyberloafing behavior, it would be appropriate to develop organizational policies and strategies on this issue instead of completely eliminating cyberloafing in organizations.

Keywords: Cyberloafing, cyberslacking, qualitative research, internet usage.
JEL Codes: M10, M15, D23

1.INTRODUCTION

According to the Household Information Technologies Usage Survey (August 2023) conducted by Turkish Statistical Institute, the internet usage rate among individuals in the 16-74 age group has increased compared to the previous year's data and has been revealed as 87.1% in 2023 (TÜİK, 2023a). According to the Information Technologies Use in Enterprises Research (September 2023) conducted by Turkish Statistical Institute, the internet access rate of enterprises with 10 or more employees increased compared to the previous year's data and reached 96.0% in 2023 (TÜİK, 2023b). When these two data are taken together, it can be said that internet usage and internet access rates are increasing for both businesses and individuals. This situation brings the concept of virtual cyberloafing behavior, also known as the use of internet and mobile technology for personal purposes during working hours (Vitak et al., 2011: 1751), to the forefront recently.

Considering the rapid development and frequency of use of technology and communication technologies today, many activities and operations in organizations are carried out intertwined with the internet. It is stated that as internet use becomes more common, the tendency for organizations to use the internet for entertainment and non-business purposes also increases (Blanchard & Henle, 2008: 1068). In this context, cyberloafing, which has a close relationship with the internet, is defined as the act of employees using the organization's internet access for personal purposes during working

hours (Lim, 2002: 675). Cyberloafing behavior, whose positive and negative aspects are emphasized in the literature, is becoming a concept that is being studied more and more day by day. Because it emerges as a concept that affects individuals, managers and organizations. In addition, it is seen as one of the most common ways for employees to waste time at work (Askew et al., 2014: 510). It can be a subject for businesses in various ways such as productivity (Askew, 2012), job performance (Blanchard & Henle, 2008), counterproductive work behavior (Lim & Teo, 2024; Babadağ, 2018), creativity, flexibility and learning (Blanchard & Henle, 2008: 1069).

The aim of the research is to determine which situations the participants see as cyberloafing behavior, to reveal the reasons for cyberloafing, and to find out whether they perceive it as cyberloafing if they show cyberloafing behavior. In this context, first of all, the place of cyberloafing behavior in the literature will be examined, and then the data obtained by applying the interview technique with the participants will be evaluated.

2.LITERATURE REVIEW

2.1. Concept of Cyberloafing

The presence of employees on the Internet in a way that is not related to work at work is characterized as cyberloafing (Lim, 2002 cited in Koay & Soh, 2018: 4). According to a different expression, cyberloafing is when employees use e-mail and the Internet provided by the business in a non-work-related way while working (Lim, 2002 cited in Blanchard & Henle, 2008: 1068). From another point of view, cyberloafing can be considered as a coping strategy with negative workplace experiences (Lim & Chen, 2012: 343). Cyberloafing is also seen as counterproductive work behavior, often with uncertain consequences for organizations (Lim & Teo, 2024: 442). From the opposite point of view, cyberloafing can also be described as a concept that offers employees the opportunity to temporarily get away from work demands (Anandarajan & Simmers, 2005 cited in Lim & Chen, 2012: 344). It is also suggested that the use of the internet can lead to creativity and flexibility by diverting the person's interest as needed in the organization and create a learning environment (Blanchard & Henle, 2008: 1068-1069).

When various definitions of the concept of cyberloafing are examined, the issues of taking place over the internet, taking place during working hours and using internet/computer systems for special purposes come to the fore (Cihan, 2018: 5). Cyberloafing behaviors include online shopping, participating in chat rooms, blogging, instant messaging, and playing online games (Henle et al. Dec., 2009:902), spending time on social media (Al-Shuaibi et al., 2013), such behaviors can be shown as an example.

In the studies conducted on cyberloafing behavior and the emergence of behavior, the concept is considered together with various theories. The ego depletion model of self-regulation proposes that self-control is like a muscle, fatigued with use and can recover with rest. In this context, it is stated that when an employee's self-control resources are exhausted, he or she tends to engage in cyberloafing behavior to compensate for his or her self-control resources (Askew et al., 2014: 510-511). Apart from this, cyberloafing is also associated with the theory of planned behavior. According to the theory of planned behavior, it is stated that intentions towards cyberloafing behavior are influenced by people's own attitudes, perceived behavioral controls, and social norms that support or limit cyberloafing (Ajzen, 1991 cited in Sheikh, 2015: 173). When evaluated from the perspective of social learning theory, it is argued that an individual who uses the personal internet is more likely to interact with others in the organization who behave in a similar way, thus reinforcing the idea that personal web use is not a problem (Polzer-Debruyne, 2008: 34). In the literature, cyberloafing is also associated with withdrawal from counterproductive work behavior dimensions. It is also examined in the context of behaviors that reduce the amount of time an employee spends at work to less than the organization expects *(such as taking longer breaks than allowed)* (Askew et al., 2014: 511; Spector et al., 2006: 450). Interpersonal behavior theory is also associated with cyberloafing. Interpersonal behavior theory includes attitudes, social influence, and intentions. New factors such as emotional factors, habits and different sources of social influence are also included in these elements. The theory of interpersonal behavior attempts to provide a broader perspective in this context on what may lead to personal use of the internet in the organization (Moody & Siponen, 2013: 322).

2.2. Dimensions of Cyberloafing Behavior

Examining different cyberloafing dimensions and classifications is very important for both organizations and managers. In order to determine the possible positive or negative effects of cyberloafing behavior, which can be seen in different ways, it is necessary to determine which cyberloafing behavior is shown. Accordingly, organizations and managers can develop practices and policies towards cyberloafing behavior.

Various cyberloafing dimensions have been examined by different researchers in the literature. Anandarajan et al. (2004) evaluate cyberloafing through different types, including destructive cyberloafing, recreational cyberloafing, and personal

learning cyberloafing (cited in Blanchard & Henle, 2008: 1069). Lim and Teo (2005) define two types of cyberloafing activities: sending non-work-related e-mails and browsing non-work-related websites (cited in Lim & Teo, 2024: 443). Blau et al. (2006) classify cyberloafing behavior in three different ways: surfing on the internet, non-work-related e-mail processes and being on online platforms. Li and Chung (2006), in their study on internet function and behaviors that create internet addiction, with the participation of students, divided internet usage behaviors into four classes: social function, information function, leisure function and virtual emotional function. Blanchard and Henle (2008: 1070-1071) mention two types of cyberloafing: major (serious) cyberloafing and minor cyberloafing. Minor cyberloafing can be exemplified by behaviors that can be seen with the widespread use of e-mail and the Internet in the workplace, such as sending and receiving personal e-mails or following the news. Major (serious) cyberloafing, on the other hand, is behavior that is contrary to the norms of the organization, work group or managers, and may have negative or potentially illegal consequences for the business.

2.3. Reasons for Cyberloafing Behavior

When cyberloafing behavior and its dimensions are examined in the literature, it appears that there are different elements such as major (serious) cyberloafing behaviors, minor cyberloafing behaviors or personal learning, entertainment purposes. Accordingly, employees' cyberloafing behaviors and the reasons for this behavior also vary. When different studies in the literature on this subject are examined, it can be said that cyberloafing behavior occurs for various individual or organizational reasons.

Situations such as boredom at work, intense work stress or job burnout, and perceived workplace norms are among the reasons for cyberloafing (Koay & Soh, 2018: 4). It is suggested that cyberloafing can also be used to avoid negative situations that may be encountered in the workplace (Andel et al., 2019).

Doorn (2011: II) evaluates the policies regarding internet use in the organization, the use of personal computers in the organization and the new working style as potential antecedents of cyberloafing among the organizational reasons that may cause cyberloafing behavior. It is suggested that one of the factors that may be effective in the occurrence of cyberloafing behavior is perceived unfair behavior in the organization. According to the results of the study, it is stated that employees generally show cyberloafing behavior when they perceive injustice in the organization (cited in Yağcı & Yüceler, 2016: 533). Workplace norms perceived by employees may be effective in employees' cyberloafing behavior. It is suggested that when other employees in the organization are observed engaging in cyberloafing behavior, they may perceive this as acceptable behavior and that the employee herself/himself may display cyberloafing behavior (Koay & Soh, 2018: 4).

Lim and Teo (2024) also include various antecedents of cyberloafing in their research. In their study, where they also evaluated the results of various studies, they examined various individual factors, interpersonal factors, and situational (environmental) factors in the emergence of cyberloafing behavior. Lim and Teo (2024: 451-456) state in their study that other factors such as job dissatisfaction, inability to manage time and insufficient sleep may also affect cyberloafing behavior. It is also suggested that cyberloafing behavior can be shaped by interactions and relationships with other people in the organization. Additionally, it is stated that employees may show cyberloafing behavior in emotional situations such as feeling lonely in the organization (Lim & Teo, 2024: 447). Babadağ (2018) states in his study that alienation from work has an effect on cyberloafing behavior. In this regard, it also considers cyberloafing behavior as a counterproductive work behavior that employees who experience alienation from work may tend towards (Babadağ, 2018: 229).

It is also stated that with the development of technology, when the time required to complete the job becomes shorter, employees can use the time they save to show cyberloafing behavior (Lee et al., 2017: 559). Various studies on cyberloafing show that work-related factors such as organizational position, job structure, and workload can be effective on cyberloafing behavior (cited in Baş, 2020: 384).

There are also studies examining various demographic factors regarding cyberloafing behaviorGarrett and Danziger (2008) stated in their study that employees with higher education levels and higher positions are more likely to show cyberloafing behavior (cited in Lee et al., 2017: 552). The study conducted by Weissenfeld et al. (2019: 1696) reveals that young people have a greater tendency to cyberloafing behavior. In a different study conducted by Jia et al. (2013), it was concluded that there is a positive relationship between extrovert personality trait and cyberloafing. Some studies in the literature suggest that the likelihood of cyberloafing behavior is higher in single individuals compared to married individuals (cited in Lim & Teo, 2024: 449-450).

3. DATA AND METHODOLOGY

The aim of the research is to determine which situations the participants perceive as cyberloafing behavior, to reveal the reasons for showing cyberloafing behavior, and to find out whether they perceive it as cyberloafing if they show

cyberloafing behavior. In this regard, seven questions regarding cyberloafing behavior were asked to 21 participants in the same order. In addition, participant gender, the sector they work in, their age and the positions they work in are also examined. Participants were first included in the study by asking whether they had access to the internet while doing their jobs and at their workplaces.

This research was structured within the framework of interview technique and descriptive analysis, which are types of qualitative research. Qualitative research is seen as a method for perceiving previously known or unrecognized problems, questioning and interpreting the problem and understanding the form of the problem in its natural environment (Baltacı, 2019: 369-370). Qualitative research also supports a more in-depth understanding of the opinions received from participants (Karataş, 2015: 65). At the same time, qualitative research deals with subjective data such as individuals' experiences, perceptions and feelings about the subject (Karataş, 2015: 79). Since the subject of the research is on cyberloafing behavior, it was deemed appropriate to use the mentioned method to reveal the participants' thoughts about whether they are performing this behavior, to identify the situations of performing behavior without realizing it *(to reveal their experience on the subject)*, to enable participants to approach the subject from a more questioning point of view, as it became important in the study within the framework of this concept. In this regard, the interview technique was preferred in the research in order to obtain more detailed information from the participants. The interview technique also tries to reveal the participant's perspective, experiences, attitudes, thoughts, and perceptions on the subject (Karataş, 2015: 71).

To ensure validity in the research, participant confirmation and expert review, which are among the methods used for the credibility of qualitative research (Başkale, 2016: 24-25; Karataş, 2015: 76), were used. In addition, the interview questions were created by the researcher within the framework of the literature review and expert review opinions in accordance with the purpose of the research.

The research was conducted with 21 participants. In qualitative research, a clear number or formula for sample size is generally not specified (Morgan & Morgan, 2008 cited in Baltacı, 2018: 261). In qualitative research, sample size may vary depending on the depth of the data, the correct establishment of the research objectives, and the quality of the data obtained from the participants (Baltacı, 2018:261). In this regard, the repetition cycle that will occur when the information provided by the participants reaches saturation can be taken as a limit for the sample size. It is emphasized that the data collection process may be terminated if the information received from the participants begins to repeat (Baltacı, 2018: 262). Accordingly, the research was concluded as a result of data received from 21 participants.

Descriptive analysis was used as the analysis method in the study. The purpose of descriptive analysis is to organize, interpret and share the data obtained from the participants with the reader. Descriptive analysis consists of the stages of creating a framework, processing the data, describing the findings and interpreting the findings (Baltacı, 2019: 379).

4. FINDINGS AND DISCUSSIONS

Demographic and descriptive information about the participants is given in Table 1. 12 of the participants are female and 9 are male. Although the age range of the participants varies between 27-43, the average age of the 21 participants is 34 (33,76). In this context, it can be said that the participants have generally been in business life for a long time. It is seen that participants participated in the study from different sectors, including education, tourism, technology, service, pharmaceutical, construction, design, chemical, logistics, consultancy and health.

Table 1: Demographic and Descriptive Information of Participants

Participant Number	Gender	Age	Sector	Position
P1	Female	40	Education	Academician
P2	Male	35	Tourism	Manager
P3	Male	38	Education	Academician
P4	Female	28	Tourism	Organizer
P5	Female	31	Technology	Expert
P6	Male	35	Service	Manager
P7	Female	30	Pharmaceutical	Expert
P8	Female	28	Design	Expert
P9	Female	35	Construction	Manager
P10	Male	27	Service	Assistant Expert
P11	Male	33	Chemical	Expert
P12	Female	30	Logistics	Assistant Manager
P13	Male	34	Consultancy	Consultant/Expert

P14	Female	39	Technology	Manager
P15	Female	32	Service	Group Leader
P16	Female	34	Service	Regional Director
P17	Male	43	Logistics	Assistant Manager
P18	Male	41	Tourism	Senior Expert
P19	Female	34	Health	Technician
P20	Female	33	Education	Academician
P21	Male	29	Service	Sales Consultant

Various characteristics were determined by conducting interviews with participants regarding cyberloafing behavior. The themes regarding the participants' own definitions of what cyberloafing behavior is are given in Chart 1.

Chart 1: Definition of Cyberloafing According to Participants
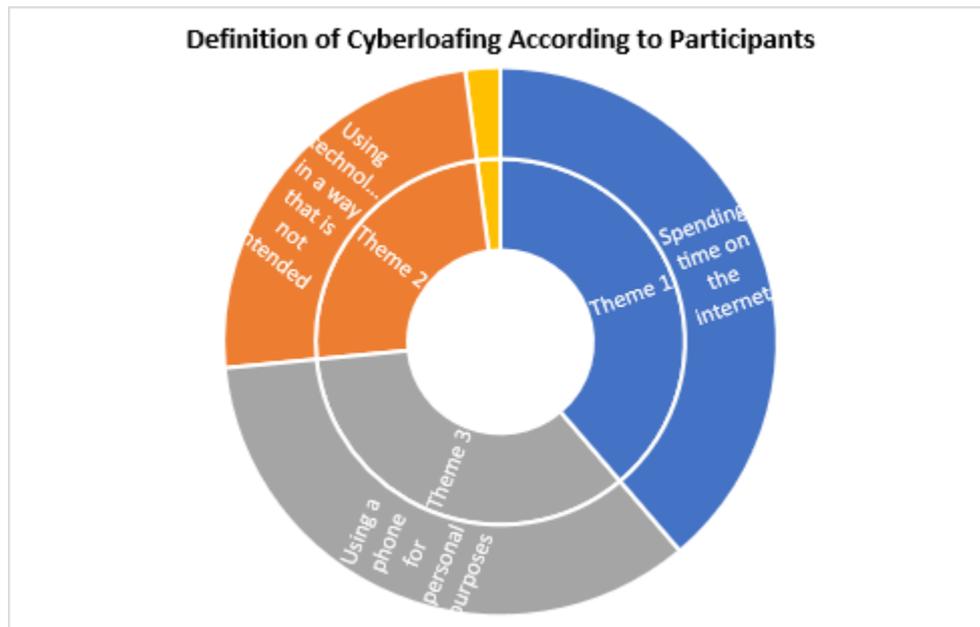
*Participants answered the interview question by providing more than one definition.
** Theme 4 is located in the yellow area. Based on the response given, Theme 4 is "trying to deceive others" response.

As shown in Chart 1, participants were asked to define what "cyberloafing behavior" is based on their own. The only element that is common to all of the responses received from the participants is that the cyberloafing behavior takes place "while at work". Apart from that, the participants interpret the concept differently according to themselves. The majority of participants (19 participants) define cyberloafing behavior as "spending time on the internet while at work". 17 participants interpret it as "using a phone for personal purposes while at work", 12 participants interpret it as "using unintended technology while at work" and 1 participant interprets it as "trying to deceive others while at work". Some remarkable answers given by the participants are given below.

"Cyberloafing is when employees spend time on the internet instead of doing their duties during working hours at work." (P1)

"It is the use of technological devices and phones in an unintended manner while at work. We start to examine different things that interest us without realizing it and this wastes our time." (P9)

"It means pretending to be working at work but not actually working and trying to deceive others in this way." (P4)

In order to reveal which behaviors the participants perceive as cyberloafing, the participants were asked to indicate examples of cyberloafing behavior. The examples given by the participants regarding cyberloafing behavior are as given in Chart 2.

Chart 2: Examples of Cyberloafing Given by Participants
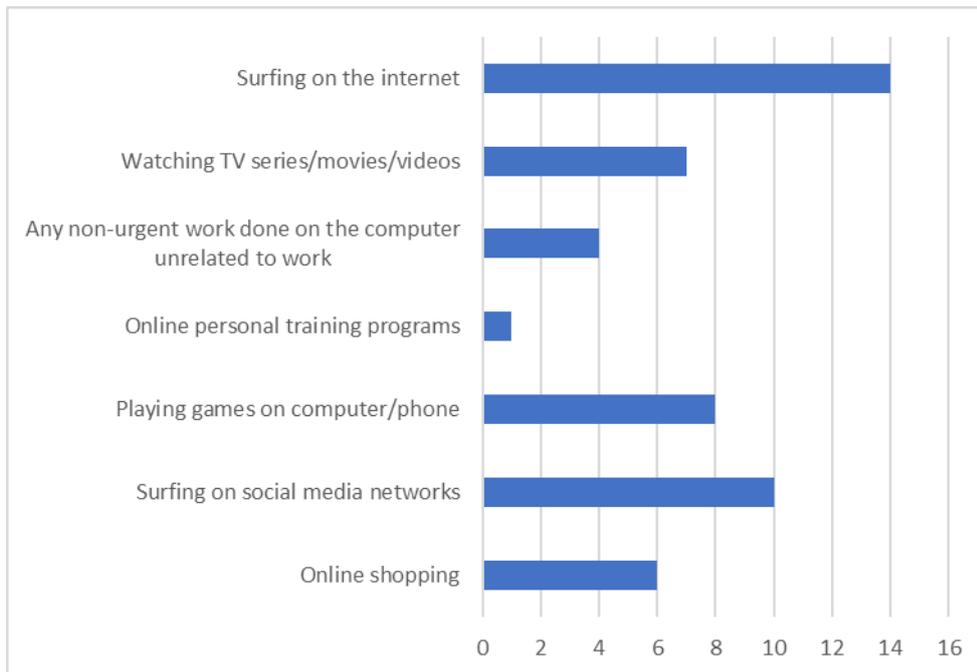
*Participants answered the question by giving more than one example.

As shown in Graph 2, the participants mostly answered surfing on the internet (14) for examples of cyberloafing behavior. Then, surfing around on social media networks (10), playing games on computer/phone (8), watching TV series/movies/videos (7), shopping online (6), doing anything non-urgent on the computer that is unrelated to work (4), online personal training programs (1) answers are given as examples. Some remarkable answers given by the participants are given below.

"I consider everything we do using technology that has nothing to do with work and is not urgent at the moment as cyberloafing. Because if the thing we are interested in is not urgent, I think we can do this during non-working hours. "If we do this during working hours, it would be cyberloafing for me." (P17)

"I consider online training programs within the company as cyberloafing. Or meetings attended by the majority of people... Because these can sometimes be seen as a way to loaf work at that moment." (P7)

"Being on the internet for purposes other than work. If I do this for my own purposes during working hours, it is like taking a break from work, resting. But it allows me to continue working with a better performance afterwards." (P9)

"Examples such as surfing social media networks and shopping online would be a direct example of cyberloafing for me. Because I don't want to miss the current events on social media or on the agenda while doing business. After looking at these channels, I can return to work more easily." (P16)

Participants were asked what the reasons might lead an employee to engage in cyberloafing behavior. The answers received are given in Chart 3. As shown in Chart 3, the most common among the participants are social media usage habits (19 participants), fear of missing the agenda (18 participants), fear of missing out on what the entourage is doing (16 participants), need for physical or mental rest (14 participants), job stress (13 participants) and learning-research-development (13 participants). Some remarkable answers given by the participants are given below.

Chart 3: The Reasons That May Lead an Employee to Show Cyberloafing Behavior According to the Participants
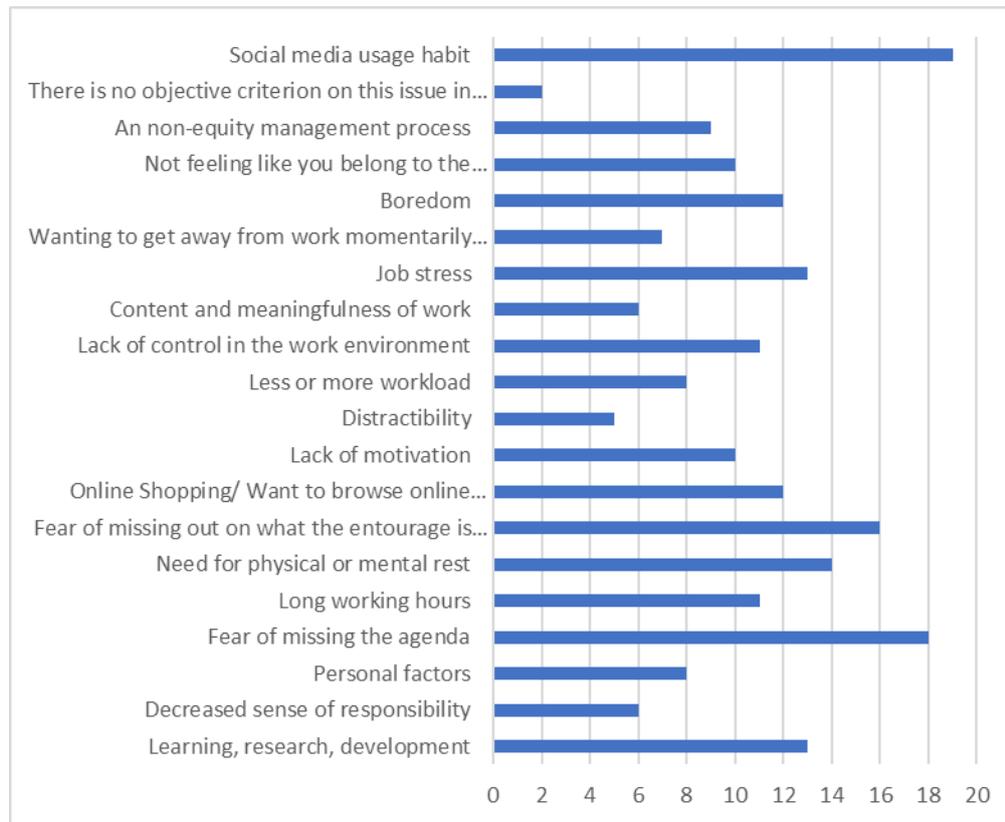
*Participants answered the question by giving more than one reason.

"Especially when I'm at work, I want to see what the people around me are doing at that moment. Or I want to share something on social media. That's why I check my social media accounts briefly but frequently. I think an employee may also engage in cyberloafing for these reasons. Because we all have many social media accounts now." (P19)

"To find out what's on the agenda and to follow the national and international agenda." (P21)

"People may have low expectations from the institution due to reasons such as not feeling like they belong to the institution or profession, or thinking that there is unfair management in the institution. For this reason, they may also show cyberloafing behavior. I also think personal problems may cause this behavior." (P20)

"Social media habit and like of research.. We can usually perceive cyberloafing as negative, but someone who likes research or someone who wants to improve themselves about something can also do cyberloafing while at work at that moment." (P12)

"It can be done to get away from the problems experienced due to job stress." (P11)

"If I'm bored with work at that moment and my motivation is low, I can do cyberloafing. Therefore, I can consider boredom and loss of motivation as a reason for cyberloafing." (P13)

Participants were asked whether they exhibited cyberloafing behavior and it was also evaluated whether they perceived these behaviors as cyberloafing. In this regard, all of the participants state that they show cyberloafing behavior during the day. However, some participants also stated that they did not see some situations as cyberloafing, depending on the content of their work. Some interesting answers from participants to this question are given below.

"Yes, I can say that I exhibit cyberloafing behavior throughout the day, even every day. It's not very long hours, but I see it as short breaks. For example, if I am doing a difficult calculation task, I can watch short videos for 15-20 minutes to rest my mind. …Apart from this, I am frequently active in online communication groups, but I do not see this as cyberloafing, for example. Because, due to the work I do, we provide most of the communication here." (P2)

"Because of the job I do, I can also work in the field. While waiting in the field or during free time, I can use my phone, access the internet and social media, and watch videos. Actually, I am working during working hours at that moment, but since there is no work that I am actively interested in at that moment, I do not see it as cyberloafing because I am waiting." (P21)

"I use the internet for my personal business during working hours. For example, using online banking. This way, I feel less need for short-term leaves. That's why I don't see such examples as a negative cyberloafing behavior. …I also browse social media. Sometimes I realize that I spend long periods of time, but I see this as reducing stress and clearing my mind." (P18)

"I may want to browse social media because I want to follow my friends and see what they are up to. Or, I may suddenly want to access online shopping when I am having difficulty with my job. The reason for this may be to make the situation easier and more fun when I am having difficulty in reading-learning or at work." (P15)

"Since the job descriptions in the institution are not clear, I am assigned to work that is legally outside my duties and responsibilities. Therefore, to do these jobs, I research on the internet or watch training videos." (P20)

Participants were asked how long, on average, they exhibited cyberloafing behavior during the day. The answers given by the participants generally indicate that they engage in cyberloafing behavior for around 1-2 hours on average.

Participants were asked about the daily average number of new job arrivals and the time it took to respond to work/emails, and they were asked to consider cyberloafing behaviors accordingly. Accordingly, the prominent answers given by the participants are given below.

"On average, I receive 10-12 e-mails a day. I try to answer e-mails as they arrive and do the tasks in order according to my workload. If I don't have a busy day, I can engage in more cyberloafing, and I limit this behavior when work comes up. Because I have to finish the job. If my workload is high that day, I can't be said to do much cyberloafing. I think I can say that workload is important in this regard." (P5)

"The average number of emails I have to answer per day is around 30. Also, I have an average of 30 emails to keep track of. My response speed is usually between 2-3 minutes. I can have 30-40 minute breaks a day between my jobs. At this point, I can use the internet outside of work." (P9)

"I receive an average of at least 10 e-mails a day. The speed at which I respond to emails varies depending on the urgency of the job. If I have longer time to complete the work, I can act more relaxed and use the internet in a way that is not related to work. I also use online communication applications very frequently due to my work. That's why I usually have business-related conversations on these platforms. And for this reason, I do not see the time I spend on these platforms as cyberloafing." (P2)

Participants were asked whether there were disadvantages of cyberloafing behavior and what they might be. The codes created from the answers given by the participants are shown in Chart 4. Accordingly, the most common answers were received from the participants: decrease in job performance (18), postponement of responsibilities (15), increase in concentration problems (14), decrease in productivity (12), increase in workforce loss (8). Some interesting answers from participants to this question are given below.

Chart 4: Disadvantages of Cyberloafing Behavior According to Participants' Responses
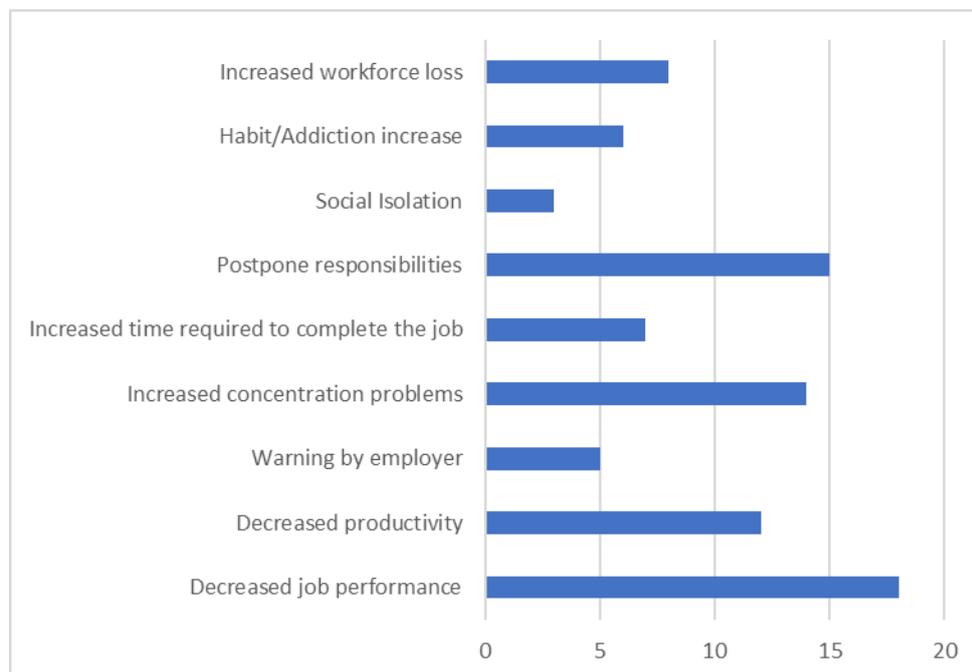
"There may be problems focusing after cyberloafing. Perception/interest may be dispersed. Additionally, since I spend time on the internet or social media, I may need longer time to finish the task at my hand." (P2)

"When more time is spent in the virtual world, it can reduce real-world social interactions, causing social isolation in the organization." (P4)

"I think the biggest disadvantages are postponing responsibilities and decreasing performance." (P3)

"It can cause problems such as work disruptions, backlogs, and concentration problems. Thus, there may be disadvantages such as decreasing performance. But I also think it has advantages. Relaxing ourselves without interrupting work during work breaks can provide a little motivation when we return to work." (P9)

"It can be seen as decreasing productivity and losing focus on work." (P8)

5. CONCLUSION AND IMPLICATIONS

Considering the answers given by the participants, it can be interpreted that they do not see cyberloafing behavior only as the use of internet and technology resources provided by the organization for non-work purposes, but that they think that cyberloafing behavior can also be exhibited by the use of personal devices during working hours in a way that is not related to work.

Considering the possibilities of accessing the internet and information technologies, the situations in which cyberloafing behavior can be seen may increase due to the frequent use of rapidly advancing technology in organizations. In this regard, a question was asked to reveal which behaviors the participants perceived as cyberloafing behavior. The majority of the participants considered everything related to "surfing on the internet", which is frequently included in the definitions of cyberloafing, as an example of cyberloafing. The second most common answer is "surfing around on social media networks". There are studies in the literature stating that the increase in social media use increases cyberloafing in the work environment (Garrett & Danziger, 2008 cited in Gürbüz et al., 2023: 235). Playing games on the computer/phone was also given by the participants as examples of cyberloafing. In various studies, behaviors such as playing online games are considered among cyberloafing behaviors (Karaoğlan Yılmaz et al., 2023; Şimşek & Şimşek, 2019; Koay & Soh, 2018: 5). Watching TV series/movies/videos and shopping online were also given by the participants as examples of cyberloafing. In the study conducted by Koay and Soh (2018: 4), examples of cyberloafing include watching online videos and shopping online. In different studies, online shopping is described as cyberloafing behavior (Ugrin & Pearson: 2013, 812; Şimşek & Şimşek, 2019: 100). In this regard, it can be said that the answers given in the study are parallel to the literature.

Among the reasons that may lead participants to show cyberloafing behavior, the most common reasons were social media usage habits (19 participants), fear of missing the agenda (18 participants) and fear of missing out on what the entourage is doing (16 participants). The answers given by the participants to the questions about the reasons that may lead an employee to exhibit cyberloafing behavior and their own situations of cyberloafing behavior include surfing on social media networks, social media usage habits fear of missing out on what the entourage is doing, and fear of missing the agenda. Fear of missing out (FoMO), which has started to be studied more recently, is defined as the fear of missing developments in social networks and not being able to keep up with them (Przybylski et al., 2013 cited in Gürbüz et al., 2023: 235). It has been revealed that individuals spend longer time on social media platforms due to FoMO (Dossey, 2014 cited in Gürbüz et al., 2023: 235).) It is stated that individuals experiencing FoMO also use social media platforms in processes where they need to complete work-related tasks (Jabeen, 2023: 2). In this context, FoMO, which can be evaluated within the answers given by the participants, can be interpreted as a reason for cyberloafing behavior.

Participants state that cyberloafing behavior may also occur due to the need to listen physically or mentally. In the literature, positive aspects of cyberloafing behavior, such as coping with fatigue and allowing the employee to rest and gain energy, are also mentioned (Çetin & Akyelli, 2020: 45-54; Arslan & Demir, 2016: 1628).

Participants also answered "learning, research, development" (13 participants) among the reasons that may lead them to show cyberloafing behavior. In the literature, attention is also drawn to increased knowledge, skill acquisition, learning and development, and creativity (Belanger & Van Slyke, 2002 cited in Aghaz & Sheikh, 2016: 52; Blanchard & Henle, 2008: 1069), which are considered among the positive consequences of cyberloafing behavior. In this context, although the answers from the participants to the question generally draw attention to the negative aspects of cyberloafing behavior, they can also be interpreted as positive aspects of the behavior.

Participants also answered "job stress" (13 participants) among the reasons that may lead them to show cyberloafing behavior. In the literature, situations such as job boredom, intense work stress or job burnout, and perceived workplace norms are among the reasons for cyberloafing (Koay & Soh, 2018: 4). In this context, considering the results in the literature, it can be thought that work stress may be among the reasons for cyberloafing behavior.

In the study conducted by Pindek et al. (2018), workplace boredom is considered to be an important negative consequence of insufficient workload. And cyberloafing behavior is evaluated in the study as an employee's coping mechanism with boredom rather than an inefficient work behavior (Pindek et al., 2018: 151). In this context, the answer given by the participants to "boredom" (12 participants) among the reasons that may lead them to show cyberloafing behavior is also parallel to the results of the stated study. Various studies on cyberloafing also indicate that work-related factors such as workload can be effective on cyberloafing behavior (cited in Baş, 2020: 384). At the same time, it can be said that the answer given by the participants as "too little or too much workload" (8 participants) among the reasons that may lead them to show cyberloafing behavior is also in line with the results of the stated study. Particularly as stated by the participant coded P5, it can be interpreted that whether the workload is low or high is important in terms of this issue. At the same time, when the participants' answers to the question about arrival time and response time for a new job are evaluated, it can be interpreted that cyberloafing behaviors are also related to daily workload.

Lack of motivation was also cited by the participants (10 participants) among the reasons that may lead them to exhibit cyberloafing behavior. There were participants who thought that a person might exhibit cyberloafing behavior due to lack of motivation. However, among the answers given to the last question, the idea of "…*Relaxing ourselves without interrupting work during work breaks can provide a little motivation when we return to work. (P9)"* is also included as an advantage of cyberloafing. In this context, employees taking small breaks to ensure that they work with motivation can be considered among the advantages that cyberloafing can provide.

All participants state that they engage in cyberloafing behavior for *an average* of 1-2 hours at most during the day. In a study conducted by Arslan and Demir (2016: 1631-1632) with nurses on the subject of cyberloafing, it was revealed that the time participants spent on the internet was mostly less than 1 hour. In a different study conducted by Günel and Güler (2022: 58) in public institutions, according to the answers given by the participants, it is stated that they mostly use the internet and computers at work for 1-2 hours not related to work. Considering the studies in the literature, it can be thought that this situation may be related to sectors and job contents.

In the study conducted by Syed et al. (2020: 16), it is stated that cyberloafing and social media significantly affect the job performance of employees. In the study where the findings obtained from the studies are evaluated, it is stated that cyberloafing has both positive and negative effects on the job performance of employees. It is also stated in different studies conducted in the literature that social media addiction negatively affects work performance and productivity (Turan et al., 2021: 837). In this context, the majority of the participants (19 participants) cited "social media usage habit" among the reasons that may cause cyberloafing behavior, "decreased work performance" (18 participants) and "decrease in

productivity" (12 participants) that the participants saw as among the disadvantages of cyberloafing behavior may be associated with results such as. Participants also mentioned postponing responsibilities (15 participants) and increasing concentration problems (14 participants) among the disadvantages that cyberloafing behavior may create. In the context of the subject, situations such as employees disrupting the flow of work in the organization or postponing work are also seen as cyberloafing (Karaca & Karaca, 2019: 29). It is stated that external locus of control is among some of the reasons that lead employees to show cyberloafing behavior. It is stated that, under the influence of various factors, cyberloafing behavior may cause various consequences such as decreased productivity and procrastination behavior in organizations (Yıldız & Yıldız, 2015: 3-10 et al.; Örücü & Hasırcı, 2021: 25).

As can be seen, cyberloafing behavior can be considered with both positive and negative aspects. Organizations and managers can focus on reducing the negative aspects of cyberloafing behavior by providing information and training to employees about the use of the internet and technology for personal reasons. They may additionally set organizational procedures and norms in this regard. They can reconsider employees' rest and break periods, workload distribution, and control mechanisms in the context of the subject.

It is thought that the study will contribute to the literature, especially since it reflects different perspectives of the participants in terms of the reasons for cyberloafing behavior and includes the reasons for showing cyberloafing behavior. In this regard, organizations and managers can focus on eliminating the negative aspects of cyberloafing behavior by taking into account the mentioned factors. In addition, in line with the responses received from the participants, it is thought that it will contribute to the literature in addressing variables that have not been adequately investigated in existing research in more detail.

Although the results of the research are valid only for the sample that participated, it is not possible to generalize it when evaluated for all employees. In this regard, it may be recommended to conduct studies on the concept in the future with a larger number of participants from various fields. Considering that technological elements such as information technologies and internet infrastructure change rapidly in our age, different results may be obtained in similar studies on the concept in the future. Especially with the rapid advancement of technology, examples of cyberloafing behavior, the time spent displaying cyberloafing behavior, and the advantages and disadvantages of cyberloafing may also differ. Considering the mentioned situation and the positive and negative consequences of cyberloafing behavior, it would be appropriate to develop organizational policies and strategies on this issue, instead of completely eliminating cyberloafing in organizations.

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