THE REPUBLIC OF TURKEY
ADANA ALPARSLAN TÜRKEŞ SCIENCE AND TECHNOLOGY UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF MANAGEMENT INFORMATION SYSTEMS

THE IMPACT OF PERCEIVED ORGANIZATIONAL JUSTICE AND JOB SATISFACTION ON CYBERSLACKING:
AN EMPIRICAL RESEARCH IN MUNICIPALITIES IN CENTRAL ADANA

Emel Berkem SIĞIRCIKOĞLU

MASTER'S THESIS

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ABSTRACT

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The history of justice took its roots from Ancient Greece and has been discussed since then. In time, the concept of justice has been adapted to different areas of life with various meanings. According to management science, the concept of justice refers to the sense of equity among employees, which is shaped by reward, wage, and disciplinary regulations. Within the framework of the Equity Theory, it is asserted that if employees feel a sense of inequity, their organizational justice perceptions and job satisfaction will be affected negatively. As a result, these undesired consequences have the potential to cause counter-productive work behaviors. In this respect, cyberslacking, which has become one of the contemporary problems of the digital technology era, and defined as the use of the internet for non-work-related purposes during working hours, is considered as one of the counter-productive work behaviors.

Despite the fact that cyberslacking is held responsible for time-wasting at work, it may cost employers more. For instance; legal issues, productivity slowdown, inefficient use of internet sources of the organization can cause trouble for employers. Therefore, it is important to understand the concepts that leads to cyberslacking behavior. In this line, the purpose of the study is to examine the effect of perceived organizational justice and job satisfaction levels of municipal employees on their cyberslacking behaviors.

In order to examine the relationship among the variables, a quantitative-based cross-sectional design was followed. Data was gathered by survey method from municipal employees in central Adana. 211 participants' survey forms were deemed appropriate. Then, the data were analyzed, necessary evaluations were made to ensure the validity and reliability of the scales used in the survey form, and the relationships between the concepts were tested. The results of the analyzes showed that cyberslacking consists of two dimensions, namely social-informational and recreational-informational. When the relationship between the variables in the research model was examined, it was found that perceived organizational justice and job satisfaction levels of employees have a negative and moderate-level significant impact on social-interactional and recreational-informational slacking behaviors. Both in public and private institutions, intentional or unintentional work practices have the potential to cause the perception of injustice and job dissatisfaction. These conditions may lead employees to engage in cyberslacking behaviors. In this context, recommendations were presented for municipal authorities and future researches.

ÖZET

ALGILANAN ÖRGÜTSEL ADALET VE İŞ TATMİNİNİN SANAL KAYTARMA ÜZERİNDEKİ ETKİSİ: ADANA İL MERKEZİNDEKİ BELEDİYELERDE GÖRGÜL BİR ARAŞTIRMA

Yüksek Lisans Tezi, Yönetim Bilişim Sistemleri Anabilim Dalı

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Tarihçesi Antik Yunan'a dayanan adalet, geçmişten bu yana tartışılmaktadır. Adalet kavramı, zamanla hayatın farklı alanlarına farklı anlamlarla uyarlanmıştır. Yönetim bilimine göre ödül, ücret ve disiplin yönetmelikleri aracılığı ile oluşan adalet, çalışanlar için eşitlik duygusu yaratan bir unsurdur. Eşitlik Teorisi çerçevesinde, çalışanların eşitsizlik hissetmeleri halinde örgütsel adalet algılarının ve iş tatminlerinin olumsuz etkileneceği iddia edilmektedir. Neticede, bu tür arzu edilmeyen sonuçlar, üretkenlik karşıtı iş davranışlarına neden olma potansiyeline sahiptir. Bu bakımdan, dijital çağın güncel sorunlarından birisi haline gelen ve mesai saatlerinde iş dışı amaçlar için internet kullanımı olarak tanımlanabilecek sanal kaytarma; üretkenlik karşıtı iş davranışlarından biri olarak kabul edilmektedir.

Sanal kaytarma, çalışanların iş yerinde gereksiz yere zaman harcamaları ile ilişkilendirilmektedir. Ancak sanal kaytarmanın iş verenlere maliyeti daha yüksek düzeyde olabilmektedir. Sanal kaytarma neticesinde işverenler; yasal sorunlar, verimlilik düşüşü, organizasyona ait internet kaynaklarının verimsiz kullanımı gibi sorunlarla karşı karşıya kalmaktadırlar. Bu nedenle, sanal kaytarmaya neden olan unsurları anlamak önem arz etmektedir. Bu doğrultuda bu çalışmanın amacı, çalışanların algılanan örgütsel adalet ve iş tatmini düzeylerinin sanal kaytarma davranışları üzerindeki etkisini incelemektir.

Araştırma, kantitatif yöntemle ve kesitsel bir araştırma tasarımı ile gerçekleşmiştir. Adana merkezindeki belediye çalışanlarından anket yöntemiyle toplanmış 211 katılımcının anket formunun değerlendirilmeye uygun olduğu görülmüştür. Ankette kullanılan ölçeklerin geçerliliği ve güvenirliği için gerekli değerlendirmeler yapılmış ve

ardından kavramlar arasındaki ilişkiler test edilmiştir. Analiz sonuçları sanal kaytarmanın sosyal-etkileşimsel ve rekreasyonel-bilgi edinme olmak üzere iki boyuttan oluştuğunu göstermiştir. Araştırma modelindeki değişkenler arasındaki ilişki incelendiğinde, çalışanların algılanan örgütsel adalet ve iş tatmini düzeylerinin, sosyal-etkileşimsel ve rekreasyonel-bilgi edinme şeklinde gerçekleşen sanal kaytarma davranışları üzerinde negatif ve orta düzeyde anlamlı etkilerinin olduğu bulgulanmıştır. Gerek kamu gerekse özel sektör organizasyonlarında kasıtlı veya kasıtsız gerçekleştirilen örgüt içi uygulamalar, çalışanlarda adaletsizlik ve tatminsizlik algısına sebep olabilecek potansiyele sahiptir. Bu durumlar, çalışanları sanal kaytarma davranışlarına yöneltebilmektedir. Bu bağlamda, belediye yetkililerine yönelik olarak ve ileride gerçekleştirilecek çalışmalar için bazı tavsiyeler sunulmuştur.

Anahtar Kelimeler: **Algılanan Örgütsel Adalet, İş Tatmini, Sanal Kaytarma, Siber Kaytarma**

ACKNOWLEDGMENTS

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
AUP	Acceptable Internet Usage Policy
CWB	Counter-Productive Work Behaviors
EDMS	Electronic Document Management System
EFA	Explanatory Factor Analysis
GDT	The General Deterrence Theory
GST	The Goal Setting Theory
ICT	Information and Communication Technologies
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences
TBP	Theory of Planned Behavior
TOJ	Theory of Organizational Justice
TRA	Theory of Reasoned Action
TSI	Turkish Statistical Institute

CHAPTER 1

INTRODUCTION

In today's competitive world, organizations are obliged to use information and communication technologies (ICT) effectively to achieve their organizational objectives. The use of ICT affects an increasing number of people and started to be effective in all areas of life. These technologies become more widespread in business life and have offered many advantages to today's organizations such as effective marketing, global interaction, accessible information, cost minimization, meeting the demands of goods and services quickly, and instant communication between team members (Anandarajan, Simmers & Ingboria, 2000).

To maintain productivity and efficiency, technological developments need to be followed. The organizations should reach the information and produce new pieces of information to orient developments (Sadioğlu & Yıldız, 2007). Therefore, organizations that operate both in private and public sectors have to adapt to developments in ICT. Under these necessities to adaptation, local governments of the Republic of Turkey attach great importance to the follow-up and use of rapid developments in the field of ICT. Public organizations are representative institutions of local governments, and they have to follow technological developments because of their critical and necessary relations with citizens. Process evolving into electronic structuring (e-structuring) in public organizations, brought along the necessity of using ICTs' more effectively for public service.

The work sustained by local governments within the scope of social state implementations is mostly carried out through municipalities within the scope of "social municipalism" (Kocaoğlu, Aydoğan, & Akkuş, 2017). The social municipalism perspective was started to be adopted in our country in 1994. Then, it has evolved into the municipalism perspective which is responsible for the socio-economic, physical, and cultural development of the citizens in the 2000s. Municipalities considered public institutions that have the closest relationship with citizens (Yıldırım & Öner, 2004; Zeren & Özmen, 2010, p.166). In this context, municipal employees have accounted for providing service efficiently to meeting the demands of the citizens as soon as possible.

Furthermore, they have to gain the trust, respect, interest, and support of the citizens to meeting their demands sufficiently (Kocaman, 2006) and maintain the continuity of interaction with them. Due to these reasons, the factors that affect the productivity and efficiency of municipal employees play a key role in this responsibility process.

Undoubtedly, technological developments in the public sector facilitate the public service of municipal employees. However, excessive use of technology may be triggered by a lack of perceived organizational justice and job satisfaction, and these may eventuate in counter-productive work behaviors. According to the Equity Theory of Adams (1965), employees may exhibit counter-productive work behaviors if they exposed to negative situations that affect their perception of justice and job satisfaction. At this point, 'cyberslacking' (Lim, 2002) considered as one of the contemporary forms of counter-productive work behaviors in organizational behavior literature (Weatherbee, 2010; Özkalp et al., 2012; Kaplan & Öğüt, 2012; Ünal & Tekdemir, 2015).

Cyberslacking (a.k.a. cyberloafing, cyberdeviance, cyberbludging, cyber-slouching, junk computing) typically defined as the non-work-related use of internet technologies during working hours with resources provided by the organization (Lim, 2002; Anandarajan & Simmers, 2004; Lim & Teo, 2005; Henle & Blanchard, 2008; Kidwell, 2010; Liberman, Seidman, McKenna & Buffardi, 2011; Örücü & Yıldız, 2014). Online activities such as spending time on social media (Instagram, Facebook, TikTok, etc.), online chatting (WhatsApp, Telegram, Instagram DM, etc.), online shopping (Trendyol, Amazon, ÇiçekSepeti, n11, etc.), or just browsing for non-work-related purposes are evaluated within the context of cyberslacking.

According to the general view in relevant studies, employees' negative perceptions about organizational justice and lack of job satisfaction have an important position among the antecedents of cyberslacking. Therefore, it is aimed to analyze the relationships among these variables within the scope of municipal employees in central Adana. In this introduction chapter, after detailed information about the purpose and significance of the study, the literature gap, research question, and methodology of the study will be given.

1.1. Purpose of the Study

The dizzying pace of technological developments and the intensity of global competition have brought the necessity of companies to compete in difficult conditions. Employees are being considered valuable resources that may create an advantage for competition. For this reason, attention has turned to employees in this global competition process. For organizations that directly touch to people outside the organization, the importance of employees is much higher. It is important to examine the attitudes and behaviors of the employees about work and workplace in the context of organizational behavior since employees can affect the organizational objectives either positively or negatively.

The organizational justice perception and job satisfaction of employees' are seen as the backbone of the organizational effectiveness and productiveness in organizations. Because these two organizational variables are thought to be the starting point of the basic needs of the employees in the workplace. Failure to meet the justice and satisfaction needs of employees may induce counter-productive work behaviors in the organization.

Counter-productive work behaviors (CWB) are consciously conducted by employees, violate organizational norms and they also have negative consequences for organizations (Robinson & Bennett, 1995; Appelbaum & Shapiro, 2006; Piccoli, 2013; Venkatraman et al., 2018). Perceived organizational justice and job satisfaction are considered as two of the main organizational variables that affect counter-productive work behaviors (Doorn, 2011). New types of counter-productive work behaviors have entered business life with changed organizational norms and technological developments. Cyberslacking activities are evaluated as a contemporary form of counter-productive work behaviors (Kerse et al., 2016, p. 102). In this context, the purpose of this study is to examine the impact of perceived organizational justice and job satisfaction on municipal employees' cyberslacking behaviors in central Adana. Besides, it was aimed to contribute to this area with the empirical evidence obtained in the research process. Demographic characteristics and web usage statistics of employees were also presented.

1.2. Significance of the Study

Due to the fact that municipal employees act as a bridge between the municipality and the citizens, municipal employees need to work effectively and respond to all kinds of services and needs in the fastest way without losing time. Every municipality in our country is dealing with the needs and demands of the citizens' official document, petition, social aid, education, vocational courses, as well as art, sports, and cultural needs. Especially, due to reasons such as evaluation of online social support requests, prevalence of electronic municipal (e-municipal) services and 'electronic document management system' (EDMS), the common use of electronic signature (e-signature) technologies and integration with computer networks between departments (Belge, 2002), the time that municipal employees have to spend in front of their computer screens has increased. As a result, it has become easier to slack online. Despite spending too much time in front of the computer screens for work-related activities does not necessarily mean that cyberslacking actions will take place, several organizational antecedents may trigger these actions.

In the literature, cyberslacking is considered as a form of behavior that prevents employees from providing quality services and causes loss of time and resources. For instance, it was determined that as a result of employees' non-work-related internet usage during working hours, a productivity loss of up to 40% may occur (Verton, 2000). For this reason, it is important to examine the organizational antecedents that affect the cyberslacking behaviors of employees and generate solutions to decrease these counter-productive work behaviors.

According to the previous researches, perceived organizational justice and job satisfaction are two of the prominent antecedents of cyberslacking (Doorn, 2011). In the relevant literature, the widely accepted view is that perceived organizational justice and job satisfaction are negatively associated with cyberslacking. However, some studies did not support these findings. The significance of this study lies in the fact that it aims to contribute to the literature by focusing on an ambiguous field in the cyberslacking literature and obtaining data from municipality employees, who are expected to strive for the public good by the use ICT.

1.3. Literature Gap and Research Question

In the literature, some studies have examined the impact of various antecedents on cyberslacking behaviors such as role ambiguity, role conflict, perceived organizational support, and work-life conflict. However, it was found appropriate to address the two antecedents of cyberslacking in this study; perceived organizational justice and job satisfaction. To the best of the author's knowledge, there is no study has been found in the literature examined the impact of organizational justice and job satisfaction on cyberslacking behaviors within the scope of municipalities. Employees in municipalities are chosen since some comparative studies in the literature have revealed that public sector employees have less perception of organizational justice and job satisfaction than private-sector employees (Yavuz, 2011; Koç & Yazıcıoğlu, 2011). Hence, it was deemed appropriate to examine the relationships among the variables in municipalities.

The research question of this study is; "What is the impact of perceived organizational justice and job satisfaction levels on cyberslacking behaviors?". In this context, the purpose of the study is to determine the impact of perceived organizational justice and job satisfaction levels on cyberslacking behaviors employees working in municipalities in central Adana. The relationships between these concepts were determined and some recommendations presented for the municipal authorities.

1.4. The Methodology of the Study

The methodology of this study was created with a quantitative approach. In the first step of the study, a literature review was made for cyberslacking. As a result of detailed researches in the relevant literature, it was found appropriate to consider the perceived organizational justice and job satisfaction as the antecedents of cyberslacking within the scope of this study. Then, a survey form was prepared and conducted. The validity and reliability of the scales used in the survey form were analyzed.

The survey form consists of four parts with three scales aimed to measure the perceived organizational justice, job satisfaction, and cyberslacking behaviors of municipal employees. Also, questions were asked at the end of the survey form to obtain demographic characteristics and web usage statistics. The survey form involves 45 questions about the variables in the research. Additionally, 9 questions were asked

about web usage statistics and demographics. Except for the last part, all questions were asked with a five-point Likert type scale. Scales that have measured municipal employees' organizational justice perception and job satisfaction, response options range from "1=strongly disagree" to "5=strongly agree". On the other hand, for the items in cyberslacking scale, response options range from "1=never" to "5=always".

In the first section of the survey form, the job satisfaction of municipal employees was aimed to measure. To measure the overall job satisfaction of the employees, the Job Satisfaction Scale was used. The original version of the scale is the 'Job Characteristics Survey' developed by Hackman and Oldham (1975). The scale adapted to Turkish by Basım and Şeşen (2009), consists of five items and response options range from "1=strongly disagree" to "5=strongly agree".

In the second section, it was aimed to measure the perceived organizational justice of municipal employees. The Perceived Organizational Justice scale was developed by Niehoff and Moorman (1993) and adapted to Turkish by Polat (2007). This scale consists of 20 items, and response options range from "1=strongly disagree" to "5=strongly agree".

The third section of the survey form was designed to measure the frequency of cyberslacking behaviors of municipal employees. The adopted five-point Likert type scale is the integration of different scales and used by Olcarcıyüz (2018). The scale response options range from "1=never" to "5=always".

The demographics and web usage statistics were aimed to collect in the fourth and last section of the survey form. Demographic variables consist of characteristics such as gender, age, level of education, and marital status. Web usage statistics consist of questions about frequencies and times of log in social media networks and the choices about the technological tools that are used to log in.

Data were gathered from 211 municipal employees. After the survey forms were taken back, the data screening process started. Then, the validity and reliability of the scales were analyzed and confirmed. Lastly, findings of analyzes and evaluation results were presented and discussed.

1.5. The Operational Definitions of Selected Variables

The operational definitions of the selected variables frequently used in the study are presented in Table 1.1.

Table 1.1. *The Operational Definitions of Selected Variables*

Variable	Brief Explanation
Perceived Organizational Justice	The employees' perceptions of justice and their responses to the organization as a result of these perceptions (James, 1993; Irak, 2004).
Job Satisfaction	The general attitude of the employees towards the organization within the framework of their sense of satisfaction or dissatisfaction for work (Ertürk & Keçecioğlu, 2012, p.40).
Cyberslacking	The activities to browse various websites for non-work-related purposes using both internet access sources of organization and personal mobile devices during working hours (Lim, 2002; Lim & Chen, 2012).
Information and Communication Technologies (ICT)	The systematic structure that occurs with the usage of computer and communication technologies together (Oğrak, 2010).
Counter-Productive Work Behavior (CWB)	Employee behavior which contrary to an organization's legitimate interests (Sackett & Paul, 2006).
Social Media	The web-based network allows users to interact online and content sharing.
Electronic Document Management System (EDMS)	It provides public organizations and municipal councils to assure document transfers and to comply with legal necessities (Wilkins et al., 2009).

CHAPTER 2

LITERATURE REVIEW

2.1. Cyberslacking

2.1.1. Conceptual Framework of Cyberslacking

Due to the determining role of the internet in social life, perception of life satisfaction has changed over time. It can be said that social media creates a simulation of the life that people want to live in. Therefore, many people try to live their desires that they cannot satisfy in real life in the cyber world (http://www.batem34.com). In parallel with these developments, several pieces of research indicated that excessive use of internet technologies has negative effects on the social interactions, habits, and competencies of personal life (Caplan, 2003; Morahan-Martin & Schumacher, 2003; LaRose, Lin & Eastin, 2003; Caplan, 2006).

Many people with internet access have become dependent on the internet in their work and private life, and the internet became a direct part of daily life (Blachard et al., 2008). Both in private and business life, increased opportunities provided by ICT have expanded their usage areas at the same rate and caused the use of the internet in all areas of life to increase rapidly (Akca, 2013). Concordantly, the 'Household Information Technologies Usage' survey conducted by the Turkish Statistics Institute (TSI) in 2019 indicated that the rate of internet usage was 75.3% for individuals aged 16-74 in 2019. Looking at the previous years, it can be seen that this rate is constantly increasing.

According to the results of the 'Use of Information Technologies in Enterprises' survey conducted by TSI in August 2019, the internet access rate of enterprises with 10 or more employees was 94.9% in 2019. The rate of computer usage was determined as 96.7% in 2019 for enterprises with ten or more employees (http://www.tuik.gov.tr).

In line with the results of the research conducted by TSI, internet access in workplaces, less interruption, and no quota problem in downloading high-quality movies, music, and files are effective in prompt to employees engage in non-work-related online activities. Namely, the internet paves the way for new types of "job disruption" that employees use for non-work-related purposes (Ulusoy & Benli, 2017).

In "online-life", the intertwining of daily life and technology has created an environment for employees to more engage in non-work-related internet usages in working hours than in previous times (Lim & Teo, 2005).

The use of internet access for personal purposes has devastating consequences both in terms of yield loss and productivity (Moody & Siponen, 2013). The intensive use of internet technologies for non-work-related purposes is reflected by employees as a decrease in their performance. In this respect, activities of employees such as surfing online, spending time during working hours in social networks such as WhatsApp, Facebook, Instagram, Twitter, YouTube, TikTok, and using workplace computer for non-work-related e-mail transactions are called as cyberslacking (Lim, 2002). Cyberslacking behaviors are considered as abuse of internet resources provided to employees by the organization (Blanchard & Henle, 2008).

In the literature of organizational behavior, there are various definitions related to the concept of cyberslacking (Biçer & Çavmak, 2018). Anandarajan & Simmers (2004, p.19) defined cyberslacking as "online web behaviors during the working hours by using the resources of the organization for non-work-related activities". Cyberslacking can also be defined as internet abuse of employees for non-work-related purposes within the official working hours (Lim, 2002, p.675; Lim & Teo, 2005, p.1081; Blanchard & Henle, 2008; Liberman et al., 2011, p.2192). According to another definition, cyberslacking is an activity of employees as a result of intensive use of ICT during working hours to create a break for personal purposes through these technologies (Özkalp, Aydın & Tekeli, 2012).

In general, cyberslacking expresses employees' personal use of the internet in the workplace such as personal e-mail transactions and browsing the news (undisruptive) to spending time in adult sites, gaming online and downloading music videos illegally (disruptive) (Blanchard & Henle, 2008, p.1067; Ünal & Tekdemir, 2015, p.95). According to Block (2011), cyberslacking can be defined as the discretionary use of the resources and time of organization by employees for personal activities such as online shopping, stock, financial proceeding, booking, gaming, and chatting online.

The commonly accepted perspective on cyberslacking behaviors is that these behaviors are taking place in the scope of counter-productive work behaviors. However,

some scholars argue that cyberslacking behaviors should not be considered as purely good or bad. According to Blanchard & Henle (2008), cyberslacking behaviors may harm the productivity of employees, as well as contribute to their self-development (Özdemir, 2017). This view was supported by some authors. For instance, according to Lim and Chen (2012), the employees' browsing activities may positively affect their emotions and these activities have the potential to increase their productivity. Similarly, Seymour and Nadasen (2007, p.543-544) conducted that, cyberslacking behavior provides fast-moving knowledge and more information literacy. Based on all this, cyberslacking behaviors have the potential to make employees more innovative and contribute to their creativity (Garrett & Dangizer, 2008). Besides, some employees believe that using the internet for non-work-related purposes during working hours makes them even more innovative in their jobs (Özdemir, 2017). At the same time, employees may feel positive emotions, considering that their employers' show tolerance for internet use is due to the value is given to them in the organization (Ünal & Tekdemir, 2015). In this respect; on condition that suitable for the purposes, cyberslacking behaviors can be evaluated as common behaviors that can have significant positive contributions to employees.

2.1.2. Dimensions of Cyberslacking

In the literature, there are several opinions about the classification of cyberslacking behaviors. The most widely known classification study on cyberslacking has been presented by Henle and Blachard (2008). The authors based their classification on deviant workplace behaviors classification of Robinson and Bennett (1995). Robinson and Bennet (1995) classified deviant workplace behaviors as minor and serious. Based on this, Blanchard and Henle (2008) identified two dimensions of cyberslacking activities as minor and serious (Çavuşoğlu & Palamutçuoğlu, 2017). Activities such as personal e-mail transactions, online shopping, browsing news, and sports sites, and reviewing online banking or financial websites are called minor cyberslacking. Minor cyberslacking activities are not often considered an inconvenience situation by employees. Because it is thought that these behaviors can be done by everyone (Derin, 2018). However, browsing in adult sites (including adult content or violence, etc.),

downloading music, movie, and content that may create a copyright problem, wasting time in gambling sites, entering chat rooms, and playing online games are expressed as serious cyberslacking (Blanchard & Henle, 2008; Çavuşoğlu, 2014). In national literature, there are some studies have handled cyberslacking activities based on classification of Henle and Blanchard (2008) as minor and serious (Köse et al, 2012; Özler & Polat, 2012; Örücü & Yıldız, 2014; Ünal & Tekdemir, 2015).

Doorn (2011) argued that the minor and serious classification of cyberslacking is not enough for explain these behaviors (Ekinci & Yıldırım, 2018). According to Doorn (2011), cyberslacking behaviors have occurred with combined various activities as social, informational, emotional, and nonpurposive. Social cyberslacking activities contain social media connections such as content sharing via social networks. Informational cyberslacking activities include fallowing up daily news on various websites. Emotional cyberslacking activities contain personal purposes and needs such as online shopping. Lastly, nonpurposive cyberslacking activities can be expressed as timewasting activities in the workplace such as online gaming or downloading music and video. With this framework, Doorn (2011) has grouped cyberslacking activities into four groups as deviant, development, addiction, and recovery.

Lim (2002) has important contributions to relevant literature and cyberslacking activities were classified by this scholar as e-mail activities and surfing websites for non-work-related purposes.

Cyberslacking activities were classified by Mahatanankoon et al. (2004) as electronic commerce (e-commerce), personal information, and personal communication. While in another classification made by Mastrangelo et al., 2006), cyberslacking activities were divided into two groups as nondisruptive and disruptive. According to this classification, nondisruptive cyberslacking includes non-productive technological device usage. Disruptive cyberslacking activities are consist of destructive use of internet sources of the workplace.

According to Anandarajan, Devine & Simmers (2004), cyberslacking activities consist of four groups in terms of efficiency and organization-individual (Anandarajan et al., 2004; Köse et al., 2012; Ünal & Tekdemir, 2015) as disruptive (vulnerable)

cyberslacking, recreational cyberslacking, informational cyberslacking, and ambiguous cyberslacking.

Disruptive cyberslacking includes harmful aspects of the organization and the negative aspects of internet usage in general. This group includes online gaming, online gambling, and spending time on adult and violent content websites. The recreational cyberslacking is the second group and contains online shopping or surfing on the internet without a purpose. The informational cyberslacking includes activities of employees such as following the news about the organization, browsing the web pages of the professional groups, reading the blog posts about the current events. The ambiguous cyberslacking actions in the fourth and last group are the most uncertain group (Ünal & Tekdemir, 2015). Activities such as visiting the websites of official institutions, participating in organization-related conversations in chat rooms, or learning about other institutions are included in this group.

Anandarajan et al. (2011) have handled the concept of cyberslacking again in another study they conducted. As a result, cyberslacking gathered in four different groups: work-family, hedonic, personal development, organizational citizenship.

2.1.3. Theoretical Framework of Cyberslacking

In studies related to antecedents and outcomes of cyberslacking, there are different theoretical frameworks in the relevant literature. The theoretical context of this study has based on the equity theory of Adams (1965). However, it was deemed to explain the theories based on previous studies on cyberslacking. In this context, the theories generally used in the literature are briefly explained in Table 2.1.

Table 2.1. *Brief Explanations of Theories Related to Cyberslacking*

Theory	Brief Explanation
Theory of Organizational Justice (TOJ)	Cyberslacking is a form of counter-productive workplace behavior and employees are likely to show deviant behavior if they have been treated unfairly in their organization.
Theory of Planned Behavior (TPB)	Theory of Planned Behavior (TPB) is frequently used in various disciplines to explain organizational behavior (Taneja et al., 2015). According to TBP, which is an extension of the Theory of Reasoned Action (TRA) developed by Fishbein and Ajzen (1975), perceived behavioral control is an extra determinant of intention and behavior (Ajzen, 1991; Rana, Slade, Kitching & Dwivedi, 2019, p.116).
Social Exchange Theory (SET)	SET is an old social behavior theory (Lambe et al., 2001). According to SET, employees may shape their behaviors depending on the attitudes and behaviors of the organization and managers (Polzer-Debruyne, 2008, p.67; Ünal & Tekdemir, 2015, p.98). Research on social exchange theory and counter-productive workplace behaviors shows that, if the employee perceives that employers are not treated fairly enough to them, it's expected that employees are dissatisfied and respond negatively to this situation (Lim, 2002, p.679).
The General Deterrence Model (GDT)	GDT explains how technological security measures implemented by organizations are implemented without considering other factors such as people and processes.
Neutralization Theory	Neutralization Theory (Cressey, 1950; Sykes & Matza, 1957) expresses beliefs that deviant workplace behaviors are excusable (Lim, 2002). Neutralization techniques are used for balancing internal inconsistencies.

2.2. Perceived Organizational Justice

2.2.1. Conceptual Framework of Perceived Organizational Justice

Seeking of rights and justice has always been instinctive since the moment human beings took to the stage of history. For this reason, the history of justice cannot be based on clear dates. The concept of justice, which does not have a founder or builder, has been accepted by philosophers as the basic build - block of moral and political philosophy. The common point of many definitions on the concept of justice, which has a wide range of meanings, is based on the philosophy of 'getting the right entitled by the rightful'.

According to the sources related to this concept, justice is considered to have witnessed almost all the moments of history. Researches relevant to justice have based on the studies of the philosophers of the Ancient Greek period, mainly Socrates, Plato, and Aristoteles (Demirtaş, 2016). Admittedly, the concept of justice is not lost in the dusty pages of history and is not thought to become lost as long as humanity exists. Justice has been adapted in different ways to different areas of life with the organizational structure in the socio-economic, cultural, global, and organizational that changes and develops with the advancement of time.

According to Greenberg (1990), organizational justice is a concept that can be associated with employees' justice perception in the organization and how the employee reacts to this. Moorman (1991) defined organizational justice as a concept used to describe the role of justice associated with the workplace. According to another definition, organizational justice is an evaluation of employees related to the ethical and moral circumstances of managerial behavior (Cropanzano et al., 2007). Therefore, justice has been accepted as the main condition of social organizations and as a key factor in organizational behavior (Greenberg, 1990, p.399).

Organizational justice contains rules and social norms about how to manage and fairly distribute rewards and punishments in the organization. Therefore, the examination of organizational justice perceptions of employees within the organization has gained importance for many definitions on this concept (Örücü & Özafşarlıoğlu, 2013).

2.2.2. Dimensions of Perceived Organizational Justice

There are different opinions related to dimensions of perceived organizational justice. Although it is often examined in two major dimensions as distribution justice and procedural justice (McFarlin & Sweeney, 1992; Lemons & Jones, 2001; Rifai, 2005), some researchers have divided organizational justice into three dimensions as distributive justice, procedural justice, and interactional justice (Folger, 1987; Greenberg, 1990; Foley, Kidder & Powell, 2002; Karkoulian, Assaker & Hallak, 2016).

Greenberg (1990) examined organizational justice in three dimensions as distributive, procedural, and interactional justice. With all dimensions, organizational justice is regarded as an important condition for the personal and organizational efficiency of employees. To understand the concept of organizational justice, dimensions of organizational justice should be taken into consideration.

Distributive justice is based on ideas of Homans (1958), Blau (1964), and Adams (1965). The most important point mentioned in this dimension of justice is the negative emotions and behaviors of the employees regarding the rewards that are thought to be distributed unfairly. In other words, distributive justice is consisting of perceptions about the fairness of output and/or reward distribution (Moorman, 1991; Folger & Cropanzano, 1998). In this case, the fairness of material interests such as income, reward, promotion, and social rights are evaluated with a comparison. Employees' compare their outputs with their colleagues. As a result of this comparison, if they perceive an unfair situation, they may develop a negative attitude towards the organization.

Procedural justice was introduced by Thibaut and Walker (1975) as perceived justice of procedures determining a particular outcome (Judge & Colquitt, 2004, p. 395). It has been recognized as a more advanced version of distributive justice. Procedural justice refers to the fairness of the process used when making a decision (Moorman, 1991; Folger & Cropanzano, 1998).

Interactional justice deals with interpersonal interaction and perception of justice. The interactional justice dimension has been added to the literature with the idea that organizational justice cannot be explained by only distributive justice and procedural justice by Bies and Moag (1986). It involves normative expectations of employees, such

as the fact that communication with them is based on sincerity and respect in the process of implementation (Bies & Shapiro, 1987).

2.2.3. Theoretical Framework of Perceived Organizational Justice

According to the literature related to organizational justice, the theories regarding this concept have been developed based on the idea that 'earnings should be fair'. Over time, the abstract or concrete achievements of the employees have been evaluated within the framework of justice.

The concept of perceived organizational justice began with the Distributive Justice Theory of Homans (1961) and continued by shaping with the equity theory of Adams (1965). according to the equity theory of Adams, employees compare their inputs and outputs with their colleagues in the organization. If the employees perceive equity and fairness at the end of the comparison, they behave positively towards the organization (İnce & Gül, 2011).

Many theories about organizational justice have been developed for a long time. However, the number of developed theories increased over time. As a result, these theories have become difficult to classify (Özen, 2002). This classification difficulty was ended with the publication of Greenberg's (1987) article 'A Taxonomy of Organizational Justice'. Greenberg has classified all the theories that have been developed and put forward about organizational justice. As a result, a general theoretical framework and perspective for theories related to organizational justice were formed.

According to the classification of Greenberg (1987), organizational justice theories are formed by combining two conceptually independent dimensions. Organizational justice theories have been conceptually divided into four categories by deriving from 'reactive-proactive' and 'process-content'. These dimensions have created separate theories within themselves (İyigün, 2012). These theories are named as reactive-content theories, proactive-content theories, reactive-process theories, and proactive-process theories.

Reactive theories focus on the reaction of employees to unfair situations and efforts to move away from this. Proactive theories examine employees' readjustment efforts

against unfair situations. Process theories focus on the output of the employees and procedures implemented within the organization are as to whether fair or unfair. Content theories deal with justice in the distribution of rewards (Greenberg, 1987). Namely, the distributive justice dimension is addressing the reactions given after the injustice in the organization. This dimension examines the efforts of employees to move away from the situations in which they perceive injustice and shows a reactive feature in this respect (İçerli, 2010; İyigün, 2012).

Procedural justice and interactional justice are focus on efforts to achieve justice within the organization and show a proactive feature in this respect. Briefly, distributive justice has reactive features, but procedural justice and interactional justice have proactive features.

Organizational justice theories developed until the emergence of Greenberg's classification principles published in 1987 are in the category of reactive-content theories (Özen, 2002). Although the theories in this category are the first social justice theories applied in organizations, the principles of justice were developed not only by organizations but also by formulating them in general social interaction (Greenberg, 1987). These theories include the distributive justice theory (Homans, 1961), equity theory (Adams, 1965), versions of equity theory (Walster & Berscheid, 1973), and Crosby's relative deprivation theory (1976). There are some differences in the formulations of these theories. However, these theories have a common and basic perspective (İçerli, 2010, p.71); if employees state that if they perceive an unfair situation, they will react to these situations by showing some negative emotions (Greenberg, 1987; Greenberg, 1990; İçerli, 2010; İyigün, 2012). This common perspective enabled these theories to be characterized as reactive-content theories.

In studies related to organizational justice, which was carried out before 1975, distributive justice was generally taken as a basis. It was a preliminary start for justice researches of equity theory of Adams (1965) and Folger (1986) and Crosby's relative deprivation theory (1976), which are pioneering approaches that complement distributive justice.

The distributive justice theory has been developed by Homans (1961). According to the distributive justice theory, equity must be achieved in distribution to ensure justice.

Equity in distribution can be determined by calculation and comparison of output and investment (Çakır, 2006; İçerli, 2010; İyigün, 2012). Here, the concept of 'input' includes employees' seniority, physical and mental abilities, experiences, ages, and qualifications. On the other hand, the concept of 'output' refers that employees' earnings such as wage, job rights, status, and promotion.

If employees compare their output/input with their colleagues and perceive that this ratio is equal, they experience a sense of justice. However, if they reach the opposite conclusion as a result of their evaluation, this leads to an unfair feeling on the employee. Additionally, the distributive justice theory completely ignored external comparisons in justice assessments and defined justice from the perspective of comparisons between employees' actual output and what they think about fair distribution.

Equity theory of Adams (1965) can be considered as an important theory that forms the basis of the studies on organizational justice. Because, it is accepted as the main starting point of organizational justice researches (Beugre, 1998a; Altıntaş, 2002).

According to the equity theory, the degree of job performance and efficiency of the employees depends on the perceived equity or inequity about their work environment. The employees compare their input and output with their colleagues. The emotions and thoughts formed as a result of this comparison are reflected in the employees' behavior within the organization (Beugre, 1998b; Koçel, 2009). In other words, the main approach in this theory is related to whether there is a sense of equity when compared with another employee. Four basic assumptions of equity theory of Adams (Walster et al., 1973; İçerli, 2010; İyigün, 2012) are presented in Table 2.2.

Table 2.2. *Assumptions of Equity Theory*

Assumption	Description
Reward Maximization	Employees will try to maximize their rewards.
System Development	Groups will develop an acceptable system to share rewards fairly among their colleagues.
Sense of Inequity	Employees can be stressed if they see themselves in unequal relationships.
Relive the Stress	If employees find themselves in an unequal relationship, they will try to relive the stress for equalizing.

Crosby's relative deprivation theory (1976) known as a social justice theory and explaining the situation experienced by a person who cannot benefit from the equity in the organization. According to this theory, deprivation was evaluated as an attitude, a sense of dissatisfaction, or perception of injustice (İçerli, 2010). The findings of the theory date back to World War II. However, it has continued to be researched from the previous years to the present and become increasingly popular among organization scientists.

The development of Crosby's relative deprivation theory is based on the researches conducted by Stauffer et al. (1949) on military personnel. In these studies, the extent to which air force soldiers and military police were satisfied with the promotion processes was examined. According to the results of the research, the soldiers are interested in how slow or fast their co-workers are promoted rather than how quickly they are promoted.

2.3. Job Satisfaction

2.3.1. Conceptual Framework of Job Satisfaction

The concept of 'job satisfaction' is just as old as concepts of 'work' and 'organization' in terms of its historical development (Ishfaq et al., 2011; Yeşil & Dereli, 2012). For this reason, it has been the subject of many studies from previous years to the present. Job satisfaction, which is a decisive variable in the process from job design to control, is a reflection of the employees' good treatment in the workplace.

The most accepted job satisfaction definition was made by Locke (1976). According to Locke (1976), job satisfaction is an emotion that creates positive feelings as a result of work experience for an employee. On the other hand, job satisfaction defined as an emotional response that occurs as a result of the interaction between the employees' work values and earnings (Hodgetts, 1991; Oshagbemi, 2003).

According to Berry (1997), job satisfaction accepted as a reaction to the organization by employees. According to another definition, job satisfaction is a sense of satisfaction that occurs when the characteristics of the job possessed and satisfy the qualities that are valuable for the employee (Fisher, 2001). Namely, job satisfaction refers to attitudes towards work (Özkalp & Kırel, 2001). Based on these definitions, job satisfaction reflects a satisfactory situation arising from the employee's job (Luthans, 1992).

Job satisfaction can be considered as a situation where feelings and thoughts about work are intertwined. The behaviors of the employees are shaped as positive or negative emotions and attitudes according to their satisfaction levels. As a result, an employee with a high job satisfaction level has positive feelings and thoughts about the job, while an employee with a low job satisfaction level, has negative feelings and thoughts about the job (Robbins & Judge, 2012). Therefore, job satisfaction can be expressed as the emotional state of being motivated and enjoying work.

Nowadays, the organization is not only seen by employees as a place where they earn money. In organizations, there are some areas where the psycho-social needs desired to be satisfied (Tengilimoğlu, 2005). According to Bisen and Priya (2010), if employees feel insecure related to social, economic, and psychological needs, their job satisfaction levels may be negatively affected.

Job satisfaction has affected by many factors within the organization, and it has also a significant impact on various organizational variables (Meydan, 2011). According to the general view, factors such as organizational structure, wages, promotion opportunities, manager-employee relations, colleagues, and organizational benefits have an essential impact on job satisfaction (Hodgetts, 1991; Steers, 1991; Ahmed & Rana, 2011).

Some studies have examined the relationship between demographic variables and job satisfaction (Parasuraman & Futrell, 1983; Huebner, 1994; Toker, 2007; Li & Lambert, 2008; Seifert & Umbach, 2008; Öztürk & Hancer, 2011). Different variables were also examined in the literature which affected by job satisfaction. Job performance (Locke, 1970; Ajzen, 2011; Kahya, 2013), organizational commitment (Kök, 2006; Erkuş, Turunç & Yücel, 2011), efficiency (Özdayı, 1998; Çekmecelioğlu, 2006), counter-productive work behaviors (Mangione & Quinn, 1975; Guinn, 1983; Fatima et al., 2012; Öztürk, 2018), and cyberslacking (Mahatanankoon, 2006; Garrett & Dangizer, 2008; Messarra, Karkoulian & McCarthy, 2011; İnce & Gül, 2011; Çavuşoğlu, 2017; Çivilidağ, 2017) were some of the mentioned variables that have been examined.

2.3.2. Dimensions of Job Satisfaction

In the literature, job satisfaction is discussed in different dimensions. In a general view, job satisfaction can be examined in three dimensions as overall satisfaction, intrinsic and extrinsic satisfaction, cognitive and emotional satisfaction.

The overall satisfaction described as a sense of satisfaction for general components of work such as wage, relationship with colleagues, and managers.

Intrinsic and extrinsic satisfaction refers to internal and external factors that affect employees' satisfaction or dissatisfaction feeling for their jobs. Internal factors express routines of work and feelings such as achievement and responsibility. External factors consist of components such as wage, working conditions, and organizational norms.

The cognitive and emotional satisfaction consists of the employee's cognitive and emotional situation. Cognitive factors are express employee's feelings and expectations

about the job. Emotions evoked by the organization express the emotional dimension of job satisfaction.

Although different job satisfaction dimensions are discussed in organizational behavior researches, one-dimensional measurement is preferred more. The reason is that the general measurement of job satisfaction considered more advantageous than other multi-dimensional measurement methods in terms of content validity and cost (Wanous & Hudy, 2001). According to Hackman and Oldham (1980), job satisfaction can be measured with a few general questions. Therefore, it can be said that one-dimensional measurement methods are also accepted in researches.

2.3.3. Theoretical Framework of Job Satisfaction

The concept of job satisfaction began with the studies in the context of organizational behavior in the 1920s. However, the importance of this concept began to be understood in the 1930-1940s. Many definitions have been conducted for the concept of job satisfaction in this process interval and the following years. It is argued that the theoretical basis of the job satisfaction concept is Herzberg's Two Factor Theory, which based on the 1940s (Gruneberg, 1979). These theories are content theories that examine factors of behavioral motivation (Kurt, 2010). Besides, equity theory is considered as a motivation theory and also examines the concept of job satisfaction (Bisen & Priya, 2010).

In studies related with job satisfaction, it was observed that the theoretical framework is generally formed with Goal Setting Theory (1968), Equity Theory of Adams (1965), Social Impact Theory (1981) and Herzberg's Two-Factor Theory (1968) (Bölükbaşı & Yıldıran, 2009). Short explanations of these theories are given in Table 2.3.

Table 2.3. *Brief Explanations of Theories Related to Job Satisfaction*

Theory	Brief Explanation
The Goal Setting Theory (GST)	GST was developed by Edwin Locke in 1968. The theory is based on the determination of a specific objective. It is argued that the determination of individual objectives have constructive effects on job satisfaction (Öner & Kanayran, 2015, p. 53)
Equity Theory	Equity theory was developed by J. Stacey Adams (1965). It consists of four elements: input, output, another person, and equity/inequity. According to this theory, if an unfair situation is perceived by employees, their job satisfaction levels are negatively affected.
Social Impact Theory	Social impact theory was added to the literature by Bibb Latane in 1981. This theory explains the social effect of other people on the individual.
Two- Factor Theory	The theory was added to the literature in 1968 by F. Herzberg. According to this theory, job satisfaction and dissatisfaction can be considered as two different endpoints of the same piece. The factors that create satisfaction and dissatisfaction are 'motivation' and 'hygiene' factors. In the literature, it is also called Motivation- Hygiene Theory and Dual Factor Theory.

2.4. Theoretical Context of the Study

In this study, it was aimed to examine the impact of organizational justice perceptions and job satisfaction of municipal employees on cyberslacking behaviors. The equity theory of Adams (1965) was considered to be an appropriate prototype in establishing the theoretical context of this study. For this study, the theoretical structure underlying the equity theory (Şeşen & Basım, 2010) is to show that the perception of justice and job satisfaction may affect cyberslacking behaviors.

The equity theory was developed as a reactive-content theory by J. Scott Adams (1965). The purpose of the equity theory is to explain the beginning, orientation, and ending processes of individuals' behavior. Perceived equity of employees within the framework of the equity theory of Adams is expressed in Figure 2.1.

The main idea of the equity theory based on employees' desire for justice in the organization. Perceived justice is effective in shaping workplace behaviors positively or negatively. It also affects the satisfaction or dissatisfaction of the employee with the job. According to the equity theory of Adams, the job satisfaction of employees depends on their perception of equity when they compare their output-input ratio in comparison with their colleagues'.

$$\frac{\text{Output (Employee)}}{\text{Input}} = \frac{\text{Output (Colleague)}}{\text{Input}}$$

Figure 2.1. Organizational Justice Perception within the framework of Equity Theory of Adams

As a result of the feeling of injustice, employees may feel negative emotions towards the organization and display workplace behaviors that will negatively reflect on the organization. In this context, considering the equity theory, employees may exhibit counter-productive workplace behaviors if they faced with negative situations that affect their organizational justice perception and job satisfaction. Therefore, these organizational behaviors were conceptualized in this way.

2.5. Antecedents of Cyberslacking

Cyberslacking behaviors in organizations may occur depending on many organizational antecedents. In the relevant literature, the relationship of cyberslacking with many antecedents such as role ambiguity (RuningSawitri, 2012), reactions to

organizational policies (Henle et al., 2009), violation of psychological contract (Hussain et al., 2011; Robinson & Bennett, 1995), personal norms (Vitak et al., 2011), organizational citizenship (Çınar & Karcıoğlu, 2015), demographic characteristics (Jia et.al., 2013; Kaplan & Çetinkaya, 2014), perceived organizational justice (Blau, Yang, and Ward-Cook, 2006; Lara, 2007; Ahmadi et al., 2011; Restubog et al., 2011; Kaplan & Öğüt, 2012; Yıldız et al., 2015), and job satisfaction (Mahatanankoon, 2006; Messarra vd., 2011; Çivilidağ, 2017; İnce & Gül; 2011) were examined.

In the literature, the general view is that the organizational justice perception and job satisfaction of employees have critical impacts on the tendency towards cyberslacking (Doorn, 2011). Consequently, the relationship between perceived organizational justice and job satisfaction, which are two important antecedents of cyberslacking, were discussed in this study.

2.5.1. Perceived Organizational Justice as an Antecedent of Cyberslacking

There are different views in the relevant literature related to the impact of perceived organizational justice on cyberslacking. According to the general view, there is a negative and significant relationship between employees' organizational justice perceptions and their cyberslacking activities. In research conducted by Lim and Teo (2005) on employees who have internet access, it has been determined that when employees are exposed to injustice, they tend to engage in cyberslacking to balance stress caused by the feeling of injustice.

In another study addressing the relationships between the three sub-dimensions of perceived organizational justice (distributive, procedural, and interactional) and cyberslacking within the scope of car company employees, it was observed that distributive and procedural justice have a negative and significant impact on cyberslacking (Ahmadi et al., 2011). In this study, overall organizational justice perception was also calculated. As a result, it was found that the overall organizational justice perception of employees was negatively associated with their cyberslacking behaviors.

In research conducted on the scope of medical technologists, it was concluded that when employees are exposed to unfair behaviors, they tend to more towards engage in

cyberslacking behaviors (Blau et al., 2006). In the national literature, according to the results of the research conducted by Kaplan and Öğüt (2012) with the staff of two university hospitals in Konya province, a negative relationship was found between the sub-dimensions of organizational justice and minor cyberslacking activities. According to the results of another study, it has been observed that there is a negative and significant relationship between employees' organizational justice perception and cyberslacking behaviors, which are described as counter-productive work behavior, and organizational justice perception has a critical impact on these behaviors (Syaebani & Sobri, 2011).

As a result of research on employees from different sectors in Indonesia by Fathonah and Hartijasti (2014), the employees' organizational injustice perceptions trigger non-work related internet use and have the potential to decrease their productivity.

There are some studies conducted that there is no significant relationship between perceived organizational justice and cyberslacking behaviors (Yıldız et al., 2015; Akın, Ulukök & Arar, 2017). But the general view in the literature supports that the decrease of perceived organizational justice increases cyberslacking behaviors (Yağcı & Yüceler, 2016).

2.5.2. Job Satisfaction as an Antecedent of Cyberslacking

Different studies in the literature examined the relationship between job satisfaction and cyberslacking. It was observed that the results of the research differed among themselves. According to the general view, there is a negative and significant relationship between job satisfaction and cyberslacking (İnce & Gül, 2011; Özler & Polat, 2012; Çivilidağ, 2017).

Robbins and Judge (2007) revealed that employees with low job satisfaction are more tend to engage in cyberslacking actions. According to the results of the research conducted by Çavuşoğlu and Palamutçuoğlu (2017), there is a negative and significant relationship between the internal dimension of job satisfaction and minor and serious cyberslacking behaviors.

The common point of the studies which support the negative relationship between job satisfaction and cyberslacking is the opinion that an increase in job satisfaction will decrease the tendency to cyberslacking. But some opinions argue that cyberslacking behaviors do not occur due to job satisfaction or dissatisfaction.

According to Garrett and Dangizer (2007), there is no significant relationship between job satisfaction and non-work related internet usage. Employees can perform non-work related web surfing and e-mail activities for any reason.

Mahatanakoon et al. (2004) have asserted that the degree of job satisfaction has not any significant impact on cyberslacking activities. According to the results of these studies, cyberslacking activities can be carried out regardless of employees job satisfaction levels (Güğerçin & Sığırcıkoğlu, 2018). As a result, studies with different opinions in the literature have been examined. Although different results were obtained in various researches, it was observed that the determining effect of job satisfaction on organizational variables was taken into consideration.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Research Design

Creswell (2013) has classified research approaches in three methods as qualitative, quantitative, and mixed-method. In this study, a quantitative research approach was used. Quantitative research tests objective theories by examining the relationship between variables. Since the late 19th century, research approaches to quantitative approaches have been affected by the post-positivist worldview. Although world views are not brought to the forefront in the research, it is important to mention the view that is the basis of the research as it affects the application process of the research (Slife & Williams, 1995). World views are divided into four as post-positivist, constructivist, transformative, and pragmatic.

According to the post-positivist worldview that is the basis of this study, the problems that are the subject of the research should be handled as the evaluation of the reasons affecting the results. Therefore, according to the post-positivist view based on observation and measurement, it is very important to carry out numerical measurements and individual behavior-oriented examinations during the research (Creswell, 2013). In this study, a quantitative methodology was followed and data were collected (n = 250) using a cross-sectional survey from municipal employees working in central Adana municipalities.

3.2. Research Model

The literature review in the earlier chapter suggests that cyberslacking is affected by perceived organizational justice and job satisfaction. The theoretical outline of this thesis is based on the Equity Theory of Adams. Equity Theory points out that if employees perceive injustice in the workplace, they may turn towards cyberslacking which is a contemporary form of counter-productive work behavior.

As stated in the equity theory of Adams (1965), employees' organizational justice perceptions depend on their equity perceptions on reward, distribution, and interactions with their managers and colleagues. Employees' attainment of this feeling is the result of comparing their earnings with their colleagues.

As a result, in the context of the equity theory, employees' perceptions of organizational justice and job satisfaction are associated with cyberslacking behaviors. Within the framework of these inferences, a proposed research model is presented in Figure 3.1. Accordingly, impacts of organizational justice perceptions and job satisfaction of employees on their cyberslacking behaviors examined within the framework of equity theory.
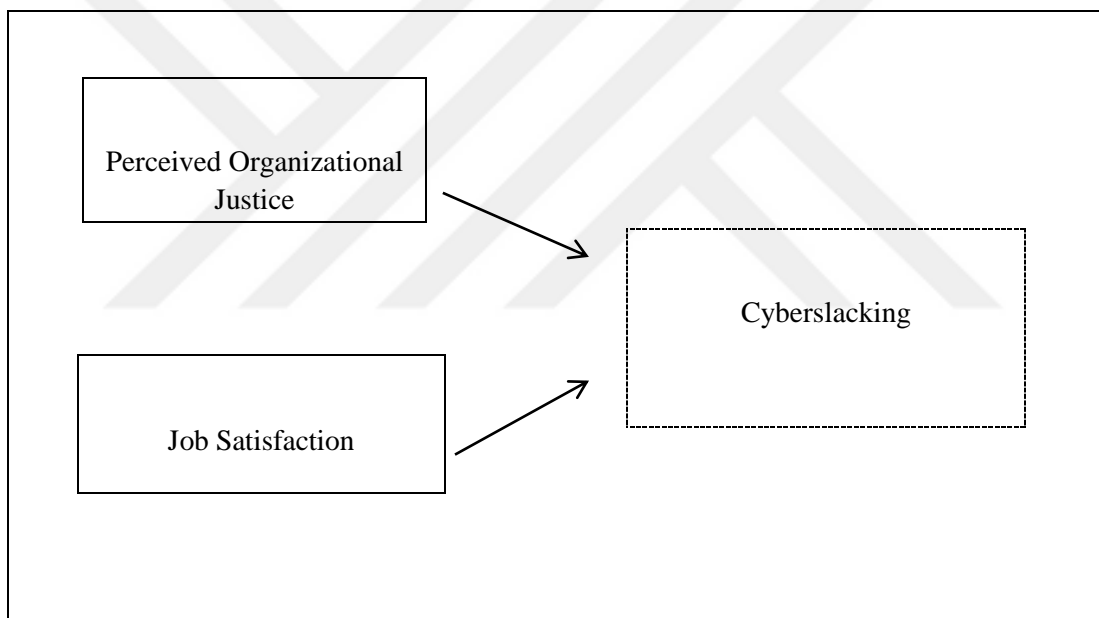
Figure 3.1. Proposed Research Model

Blau et al. (2006) have found that there is a negative and significant relationship between perceived organizational justice and cyberslacking behaviors. It is supported that use of the internet for personal purposes in the workplace are caused by perceived injustice and job dissatisfaction (Garrett & Danziger, 2008, p.939; Özler & Polat, 2012, p.9; Çavuşoğlu & Palamutçuoğlu, 2017, p.440). In line with these findings, the hypotheses of this research are presented in Table 3.1.

Table 3.1. *Research Hypotheses*

Hypotheses
H_1 Perceived organizational justice is negatively associated with cyberslacking.
H_2 Job satisfaction is negatively associated with cyberslacking.

3.3. Participants and Data Collection

The sample of this study consists of employees in municipalities operating in central Adana. To collect research participants, targeted random sampling was first applied followed by snowball sampling (Goodman, 1961). While collecting data, both printed form survey forms and web-based online survey forms were created on Google Docs (Google Survey) were used.

Online survey forms are convenient tools for communicating with relevant and hard-to-reach professionals (Schonlau et al., 2002; Deutskens, De Ruyter & Wetzels, 2006) and those who are not able to participate in the paper because of transport problems. Additionally, in the process of data collection, web-based survey forms are well-known as an efficient and cost-minimizing method (Leiner, 2013). In this study, 60% of the participants filled in a printed form survey forms, and 40% of participants filled online.

3.4. Measures

The items of the survey form were divided into different sections to eliminate the potential confusion that the participants may experience during the survey filling process. In this study, this distinction was made in the form of four separate sections consist of three scales selected according to their subjects, and the questions in the last part created to determine demographic characteristics and web usage statistics.

The first part of the survey form was designed to measure the job satisfaction level of the municipal employees, the second part to measure their perceived organizational justice levels, and the third part to measure their cyberslacking behaviors. The last part

was created to determine the demographic distribution and web usage statistics of participants.

All questions were asked with a five-point Likert-type scale except for the questions asked to obtain demographic characteristics and pieces of information on web usage. In the first two sections of the survey form, the scale response options range from 1= strongly disagree to 5= strongly agree, and in the third section, response options range from 1=never to 5=always.

The job satisfaction scale consists of five questions. Job Characteristics Model questionnaire formulated by Hackman and Oldham (1975) and adapted to Turkish by Basım & Şeşen (2009) was used. The scale consists of one-dimension.

The perceived organizational justice scale consists of 20 questions and it was developed by Moorman and Niehoff (1993). This scale includes three dimensions of organizational justice as distributive, procedural, and interactional.

The cyberslacking scale consists of 20 questions. The questions of this scale were compiled from different scales by Olcarcıyüz (2018). Two of the questions were adopted from Örücü and Yıldız (2014), 4 of the questions from Blau et al. (2016) and 10 of them were adopted from the cyberslacking scale developed by Lim (2002). Four statements were added to the scale by the researcher, following the suggestions of a professional. The reason for choosing this compiled scale among many scales in the literature is that this scale contains more current expressions in terms of today's internet skills and developments.

CHAPTER 4
DATA ANALYSIS AND RESEARCH FINDINGS

4.1. Reliability Issues

Reliability is an indication that the results obtained in measurement in scientific research are reliable and not accidental. For this reason, reliability is a basic condition of scientific research. Low reliability of a scale means that the results obtained are not reliable enough. High reliability of the scale means that the results are meaningful and reliable. The reliability coefficient calculated as the reliability indicator is based on correlation and takes a value between 0 and 1 (Güriş & Astar, 2019).

The scale is one of the most important building blocks of quantitative research. Reliability and validity are two elements that should be tested for all scales created. Various statistical methods are available to test the reliability of a scale. The test-retest method, equivalent test method, and internal consistency method are the most frequently used methods.

In this study, the internal consistency method was taken as the basis. Cronbach's Alpha (α) coefficient technique was applied with the IBM SPSS 21 program. Cronbach's Alpha (α) is used to determine whether all dimensions or all items of a sub-dimension of the scale are consistent with each other.

The height of the coefficient refers to high internal consistency (Ergin, 1995). While testing the adequacy of the reliability coefficient, the coefficient value is expected to be over 0.70. On the other hand, reliability values below 0.60 are considered as low, but acceptable (Robinson, Shaver, & Wrightsman, 1991). Reliabilities above 0.80 are evaluated to be high and higher than 0.90 accepted as extremely high.

As a result of the exploratory factor analysis, it was observed that the cyberslacking scale shows a multi-dimensional structure similar to the study of Olcarcıyüz (2018). According to the results of the factor analysis in the study of Olcarcıyüz (2018), the scale showed a three-factor structure as social slacking, downloading slacking, and gaming slacking.

In this study, the cyberslacking scale showed a two-dimensional structure however differed from the original factor-analytic structure. According to the items they contained, these dimensions were named as social-interactional and recreational-informational cyberslacking (explained in detail in Section 4.5.).

The number of items, means, and variances of the scales are presented in Table 4.1. Means were evaluated between 1 and 5. Accordingly, the mean of the social-interactional dimension of cyberslacking is higher than the recreational-informational dimension. This means that municipal employees prefer activities related to social media and online interaction more than activities such as online gaming and informational activities. Job satisfaction and perceived organizational justice scale showed a one-dimensional structure. According to the results in Table 4.1, the highest mean belongs to the job satisfaction scale.

Table 4.1. *Number of items, means, and variances*

Scale	N of Items	N	Mean	Variance
Cyberslacking	20	211	2.483	1.21
Social-Interactional	12	211	2.615	1.15
Recreational-Informational	8	211	2.285	1.31
Perceived Organizational Justice	20	211	3.255	1.30
Job Satisfaction	5	211	3.273	1.44

Cronbach's alpha coefficients of the scales are presented in Table 4.2. According to the results, the reliability of all scales is extremely high. In the study of Olcarcıyüz (2018), Cronbach's alpha coefficient of the cyberslacking scale was determined as 0.96. The perceived organizational justice scale was adapted to Turkish by Polat (2007) and the reliability coefficient of the scale calculated as 0.96.

In the study of Basım and Şeşen (2009), which adapted the job satisfaction scale to Turkish as a short form, the Cronbach's alpha reliability coefficient was found to be 0.78. In this study, results are in line with the findings of previous studies.

Table 4.2. *Reliability Analysis*

Scale	Cronbach's Alpha (α)
Cyberslacking	0.967
Social-Interactional	0.962
Recreational-Informational	0.915
Perceived Organizational Justice	0.940
Job Satisfaction	0.845

4.2. Validity Issues

Validity is a measurement intended to measure items, with an accurate degree without mixing with any other feature (Ercan & Kan, 2004). Content validity, criterion validity, construct validity, and face validity are considered four main criteria during the validity review process.

Content validity reflects what extent the items in the scale serve the purpose of the research. Content validity can be applied logically or statistically according to its suitability to the scale. If the scales used in the data collection process have been used before and these scales are supported theoretically, the conditions of content validity are provided (Casalo, Flavian & Guinaliu, 2007, p.591). The three scales used in this study were used in various studies in the literature. Therefore, it can be said that the content validity condition was met.

Criterion validity is the examination of the relationship between the scores obtained from the scale and the criteria determined to measure the effectiveness of the scale. Criterion validity has two subgroups: predictive validity and concurrent validity (Ercan & Kan, 2004). Construct validity is related to the revealing of conceptual structure and hypothesis-based relationships, and it is more extensive than the other validity types mentioned (Şencan, 2005). Construct validity has two subgroups as convergent and discriminant validity (Csiernik & Birnbaum, 2017). According to the results of the analyses, the criteria for both validities were met.

Face validity refers to the convenience of content of a measure or item(s) (Secolsky, 1987). Face validity defends the opinion that a scale can be tested without

using statistical methods. Namely, a conclusion can be reached about the validity of the measures by receiving opinions from professionals and research participants. In this regard, opinions on convenience of content of the items were received from both participants and scholars in the field. As a result of their positive opinions, face validity condition were met.

4.3. Descriptive Statistics

In this part of the study, the findings regarding the demographic characteristics of the participants, such as gender, educational status, marital status, age, and work experience, are interpreted in Table 4.3. Additionally, Table 4.4 contains information on tools that municipal employees use to access the internet, how many minutes after they have access to social media, how long they have been online since they have access to social media.

The socio-demographic characteristics of the municipal employees within the scope of the research are presented in Table 4.3. Accordingly, 63.0% of the research participants are female (n = 133) and 60.2% are single (n = 127). 46.4% of the participants have a bachelor's degree (n = 98). 49.8% of the participants are between the ages of 18-30 (n = 105).

Table 4.3. *Demographic Variables*

		Frequency (f)	Percent (%)
Gender	Male	78	37.0
	Female	133	63.0
Age	18-30	105	49.8
	31-40	70	33.2
	41-50	32	15.2
	51 or above	4	1.9
Education	High school	39	18.5
	Associate degree	59	28.0
	Bachelor's degree	98	46.4
	Masters/Doctoral	5	7.1
Marital Status	Married	84	39.8
	Single	127	60.2
	Total	211	100.00

According to Table 4.4, which contains information about web usage statistics, 28.4% of participants use personal tools such as tablets and mobile phones to access the internet (n = 60). It can be seen that 57.8% of the participants use both their own and workplace tools to access the internet (n = 122). In other words, the usage of the internet for non-work purposes can be performed by the employees' smartphones and tablets together with the access tools of the organization.

The data on web usage are indicated that 82.9% of the participants return to their jobs and duties within about 10 minutes after accessing social media (n = 175). Also,

86.7% of the participants log in for social media tools between 0-10 times per day (n = 183).

Table 4.4. *Web Usage Statistics*

		Frequency (f)	Percent (%)
Web Usage Tool	W.computer	29	13.7
	Personal tools	60	28.4
	Both of them	122	57.8
Return work … minute(s) later	0-10	175	82.9
	11-20	28	13.3
	21-30	7	3.3
	31 or above	1	0.5
…time(s) log in for social media	0-10	183	86.7
	11-30	23	10.9
	31 or above	5	2.4
	Total	211	100.00

4.4. Data Screening

Data screening is a primary process to confirm the data is viable for applying statistical analyzes (Tabachnick & Fidell, 2001). Before starting the data analysis, the raw data are cleaned, checked, and corrected from possible errors during the data screening process. Missing and incorrect data entry, determination of outliers, and investigation of normality assumptions are executed within the scope of this process.

4.4.1. Meaningless Data

Among the 250 survey forms, it was observed that the participants left their level of participation and frequency in the statements related to one or more variables empty, they gave the same answer to all or most of the statements in the survey form and responded in a zigzag form. Surveys containing this kind of meaningless data have been excluded from the scope of the analysis in order not to cause false results (Leiner, 2013). Therefore, 211 survey forms were evaluated within the scope of this study.

4.4.2. Missing Data

Missing value issues is considered as one of the most important common problems affecting the quality of data in statistical analysis processes (Schumacker & Lomax, 2004). For this reason, all data processed into SPSS 21 from printed survey forms were checked for the missing data. As a result, it was determined that a total of 10 items were answered missing. Since the statements that were left unanswered were below 10% of the total statements in the survey form, all the data were made suitable for analysis by writing the averages of the group in which they were written (Acuna & Rodriguez, 2004, p.639; Mertler & Vannatta, 2005, p.36-37).

4.4.3. Test of Normality

The statistical tests to be used in data analysis are categorized in two ways as 'parametric tests' and 'non-parametric tests' according to the structure of the data and the type of scale, the form of the distribution and the hypothesis to be tested. The statistical proving power and effect size of parametric tests are higher in terms of their resistance to first and second type errors than nonparametric tests (Demir, Saatçioğlu & İmrol, 2016). Almost all of the parametric tests commonly used in the social sciences are based on a probability distribution derived from the type of distribution and known as the 'normal distribution' (Stevens, 2012). The normal distribution is a theoretical model with the function of representing many distributions present in nature (Yaratan, 2017).

Kurtosis and Skewness values are asymmetry measures of the distribution. These values provide detailed information on the assumption of normality (Güriş & Astar,

2019). For a 95% confidence probability, the normal distribution assumption can be mentioned if the ratio of Skewness and Kurtosis values to their standard errors is ± 1.96 or ± 2.00.

The descriptive statistics for means, Skewness, and Kurtosis values of items are presented in Table 4.5. According to the results presented in Table 4.5, the data have not deviated from the normal distribution and that the kurtosis and skewness values were determined within ± 1.96 limits.

Table 4.5. *Descriptive Statistics for Means, Skewness and Kurtosis Values*

Item Code	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std.Error	Kurtosis Statistic	Std.Error
SAT1	211	3.00	1.283	-0.191	0.167	-1.119	0.333
SAT2	211	3.35	1.231	-0.613	0.167	-0.778	0.333
SAT3	211	3.30	1.176	-0.574	0.167	-0.649	0.333
SAT4	211	3.36	1.164	-0.681	0.167	-0.513	0.333
SAT5	211	3.35	1.171	-0.731	0.167	-0.489	0.333
POJ1	211	3.24	1.196	-0.612	0.167	-0.726	0.333
POJ2	211	3.08	1.155	-0.542	0.167	-0.755	0.333
POJ3	211	3.18	1.186	-0.622	0.167	-0.835	0.333
POJ4	211	3.15	1.158	-0.551	0.167	-0.799	0.333
POJ5	211	3.31	1.129	-0.691	0.167	-0.573	0.333
POJ6	211	3.09	1.150	-0.414	0.167	-0.555	0.333
POJ7	211	2.96	1.086	-0.194	0.167	-0.430	0.333
POJ8	211	3.10	1.137	-0.167	0.167	-0.545	0.333
POJ9	211	3.34	1.111	-0.497	0.167	-0.482	0.333
POJ10	211	3.08	1.252	-0.212	0.167	-0.875	0.333
POJ11	211	3.14	1.159	-0.494	0.167	-0.713	0.333
POJ12	211	3.46	1.126	-0.689	0.167	0.113	0.333
POJ13	211	3.52	1.139	-0.911	0.167	0.196	0.333
POJ14	211	3.34	1.111	-0.686	0.167	-0.130	0.333
POJ15	211	3.37	1.157	-0.695	0.167	0.233	0.333

POJ16	211	3.38	1.095	-0.688	0.167	-0.001	0.333
POJ17	211	3.27	1.078	-0.774	0.167	-0.004	0.333
POJ18	211	3.32	1.078	-0.682	0.167	-0.075	0.333
POJ19	211	3.31	1.141	-0.570	0.167	-0.369	0.333
POJ20	211	3.39	1.142	-0.680	0.167	-0.126	0.333
CYB1	211	2.88	1.078	-0.107	0.167	-0.833	0.333
CYB2	211	2.62	1.085	-0.068	0.167	-1.025	0.333
CYB3	211	2.83	1.071	0.273	0.167	1.021	0.333
CYB4	211	2.52	1.180	0.212	0.167	-0.969	0.333
CYB5	211	3.06	1.037	-0.279	0.167	-0.417	0.333
CYB6	211	2.80	1.090	-0.175	0.167	-0.905	0.333
CYB7	211	2.54	1.082	0.018	0.167	-1.113	0.333
CYB8	211	2.67	1.177	-0.123	0.167	-1.070	0.333
CYB9	211	2.31	1.107	0.355	0.167	-1.048	0.333
CYB10	211	2.42	0.994	0.147	0.167	0.891	0.333
CYB11	211	2.48	0.982	-0.073	0.167	-0.880	0.333
CYB12	211	2.42	0.984	0.177	0.167	-0.850	0.333
CYB13	211	2.56	1.068	-0.050	0.167	-1.059	0.333
CYB14	211	2.58	1.136	-0.003	0.167	-1.071	0.333
CYB15	211	2.18	1.291	-0.578	0.167	-1.161	0.333
CYB16	211	2.04	1.216	0.703	0.167	-1.031	0.333
CYB17	211	2.00	1.158	0.686	0.167	-1.071	0.333
CYB18	211	2.34	1.089	0.313	0.167	-1.022	0.333
CYB19	211	2.37	1.145	0.245	0.167	-1.224	0.333
CYB20	211	1.95	1.122	0.859	0.167	-0.559	0.333

4.5. Explanatory Factor Analysis

Explanatory factor analysis (EFA) is a technique applied for determining the underlying relationships between measured variables (Norris & Lecavalier, 2010), and reveals the relationship of the items on a scale with the structure and properties that should be measured. In this section, the findings obtained from exploratory factor analysis are examined.

Before the explanatory factor analysis, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Barlett's Test of Sphericity was applied. The KMO is a test to determine the sample adequacy and specify the sample test size. The Bartlett test is a sphericity test that shows whether the data are related to each other (Yılmaz, Aktaş & Arslan, 2009)

The KMO value must be at least 0.70 to decide on the adequacy of the sample (Akgül, 2003). KMO value is considered to be extremely low between 0.50 and 0.59, low between 0.60 and 0.69, moderate-level.70 and 0.79, high between 0.80 and 0.89, and extremely high over 0.90 or above (Table 4.6.).

Table 4.6. *Requirements for KMO Values*

KMO Value	Level of Matrix
0.90 – 1.00	Extremely High
0.80 – 0.89	High
0.70 – 0.79	Moderate Level
0.60 – 0.69	Low
0.50 – 0.59	Extremely Low
0.00 – 0.49	Cannot Factorized

References: (George &Mallery, 2001; Yurdabakan & Çüm, 2017)

4.5.1. Factor Analysis for Cyberslacking Scale

According to the result of KMO and Bartlett's Test was presented in Table 4.7. For the cyberslacking scale used in this study, it was concluded that this scale is suitable for factor analysis and there is sufficient consistency among the items of the scale [KMO = 0.911; χ^2 = 4881, 954; df= 190 and p <0.01].

Tablo 4.7. *KMO and Bartlett's Test for Cyberslacking Scale*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.911
Bartlett's Test of	Approx. Chi-Square	4881,954
Sphericity	df	190
	Sig.	0.000*

*p < 0.01.

The exploratory factor analysis results of the cyberslacking scale are presented in Table 4.8. According to the widely accepted view, the value of total variance explained should be between 50-75% (DeCoster, 1998; Habing, 2003; Neill, 2012). In this study, cyberslacking was explained by two factors, and the 20 items in the survey form explain 69.7% of the variance of the construct. In the study conducted by Olcarcıyüz (2018), the total explained variance of the cyberslacking scale was calculated as 65.5% for three factors.

Table 4.8. *Factor Analysis for Cyberslacking Scale*

Com-ponent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	12.631	63.153	63.153	12.631	63.153	63.153	39.567
2	1.325	6.627	69.780	1.325	6.627	69.780	69.780
3	0.997	4.986	74.766				
4	0.891	4.454	79.220				
5	0.726	3.629	82.848				
6	0.587	2.933	85.782				
7	0.526	2.632	88.414				
8	0.388	1.942	90.356				
9	0.342	1.710	92.066				
10	0.270	1.351	93.417				
11	0.243	1.214	94.631				
12	0.219	1.095	95.727				
13	0.218	1.091	96.818				
14	0.150	0.751	97.568				
15	0.135	0.674	98.243				
16	0.111	0.557	98.800				
17	0.083	0.416	99.216				
18	0.065	0.327	99.543				
19	0.056	0.279	99.822				
20	0.036	0.178	100.00				

Extraction Method: Principal Component Analysis

Factor analysis results are given in Table 4.9 to determine the factor distributions more accurately. Significant factors obtained by applying a factor analysis technique can be subjected to a rotation to provide 'independence and clear' (Büyüköztürk, 2002: 476). IBM SPSS offers five types of rotation methods: varimax, direct oblimin, quartimax, equimax, and promax or no rotation.

The varimax rotation method was applied to the scale of cyberslacking. It was determined that the items CYB13, CYB14, CYB3, CYB4, CYB2, CYB1, CYB12, CYB11, CYB7, CYB6, CYB8, CYB10 were created the first factor, and the items CYB15, CYB16, CYB17, CYB19, CYB9, CYB18, CYB5, CYB20 were created the second factor. The factor loading of the items of the first factor was ranged between 0.583-0.865, and the factor loading of the items of the second factor between 0.624-0.815. This dimensional classification was expected to occur in the form of minor and serious cyberslacking behaviors. Contrary to expectations, items of scale formed dimensions among themselves in different ways according to the behavioral attributions they contained. In this context, these dimensions were named as social-interactional slacking and recreational-informational slacking by the researcher according to the features they have. The items in the first factor have contained activities related to social media usage and interactions between individuals and institutions. The second factor has included recreational activities such as online gaming, visiting blogs, sports, and financial sites.

Table 4.9. *Applying Factor Rotation Method for Cyberslacking Scale*

	Component	
Item	Social-Interactional	Recreational-Informational
CYB13	0.865	
CYB14	0.854	
CYB3	0.824	
CYB2	0.820	
CYB1	0.810	
CYB12	0.719	
CYB11	0.666	0.570
CYB7	0.660	
CYB6	0.657	
CYB8	0.636	
CYB10	0.610	
CYB4	0.538	
CYB15		0.815
CYB16		0.729
CYB17		0.691
CYB19		0.664
CYB9		0.657
CYB18		0.648
CYB5		0.646
CYB20		0.624

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

4.5.2. Factor Analysis for Perceived Organizational Justice Scale

The results of the KMO and Bartlett's Test for the organizational justice scale were presented in Table 4.10. These values indicated that the sample adequacy is suitable for factor analysis [KMO = 0.936; χ^2 = 7109, 564; df = 10 and p <0.01].

Table 4.10. *KMO and Bartlett's Test for Perceived Organizational Justice*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.936
Bartlett's Test of Sphericity	Approx. Chi-Square	7109,564
	df	190
	Sig.	0.000*

*p < 0.01.

Explanatory factor analysis results regarding the perceived organizational justice scale are shown in Table 4.11. According to the results, the perceived organizational justice can be explained with one factor in this study. As a result of explanatory factor analysis, the degree of explanation of this single factor is not expected to cause any problem in this study in terms of statistical. The 20 items in the survey form explain 78.2% of the variance of the construct.

Table 4.11. *Factor Analysis for Perceived Organizational Justice Scale*

Com-ponent	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.646	78.230	78.230	15.646	78.230	78.230
2	0.993	4.967	83.197			
3	0.610	3.052	86.250			
4	0.529	2.643	88.893			
5	0.384	1.921	90.814			
6	0.300	1.501	92.315			
7	0.258	1.291	93.606			
8	0.213	1.064	94.670			
9	0.190	0.950	95.620			
10	0.160	0.799	96.419			
11	0.131	0.656	97.074			
12	0.121	0.604	97.678			
13	0.108	0.540	98.218			
14	0.087	0.433	98.651			
15	0.080	0.398	99.049			
16	0.065	0.326	99.375			
17	0.046	0.228	99.603			
18	0.036	0.181	99.784			
19	0.024	0.118	99.902			
20	0.020	0.098	100.00			

Extraction Method: Principal Component Analysis.

4.5.3. Factor Analysis for Job Satisfaction Scale

The factor analysis results of the job satisfaction scale used in this study are given in Table 4.12. As can be seen, KMO and Bartlett's Test results do not constitute any problem for factor analysis [KMO = 0.887; χ^2 = 1009, 731; df = 10 and p <0.01].

Table 4.12. *KMO and Bartlett's Test for Job Satisfaction*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.887
Bartlett's Test of Sphericity	Approx. Chi-Square	1009,731
	df	10
	Sig.	0.000*

*p < 0.01.

According to the results of the factor analysis presented in Table 4.13, it was determined that the job satisfaction scale consists of one single factor. The 5 items in the survey form explain 81.2% of the variance of the construct. As a result, the obtained value is statistically high and acceptable.

Table 4.13. *Factor Analysis for Job Satisfaction Scale*

Com-ponent	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.064	81.277	81.277	4.064	81.277	81.277
2	0.426	8.518	89.795			
3	0.215	4.296	94.091			
4	0.181	3.619	97.710			
5	0.114	2.290	100.00			

Extraction Method: Principal Component Analysis.

Consequently, the explanatory factor analysis indicated that items in both the job satisfaction questionnaire and organizational justice perception questionnaire have only one factor. Cyberslacking was found to have a two-dimensional structure however these dimensions differed from the original factor-analytic structure of the questionnaire.

They were labeled as social-interactional and recreational-informational cyberslacking. Thus, hypotheses are revised after the factor analysis results and proposed as follows:

H_{1a}: Perceived organizational justice is negatively associated with social-interactional cyberslacking.

H_{1b}: Perceived organizational justice is negatively associated with recreational-informational cyberslacking.

H_{2a}: Job satisfaction is negatively associated with social-interactional cyberslacking.

H_{2b}: Job satisfaction is negatively associated with recreational-informational cyberslacking.

4.6. Correlation and Regression Analysis

Correlation and regression analysis is the most commonly used methods to examine the relationship between variables and the impact of the independent variable(s) on the dependent variable(s). In this section, these methods were applied and discussed.

4.6.1. Intercorrelations

Correlation analysis examines the relationship between two or more variables that change together. The correlation coefficient, on the other hand, is the coefficient that gives information about the direction of the relationship between the variables (negative or positive) and the strength of the relationship. This coefficient is also called the 'Pearson correlation coefficient' (PCC) or 'Pearson product-moment correlation coefficient' (PPMC) (Güriş & Astar, 2019). Variables take a value between -1 and 1. Negative values indicate a negative relationship between variables, and positive values indicate a positive relationship. There is a perfect relationship if the values are 1 or -1.

As the values approach 0, the relationship between variables decreases. The value of zero means that there is no correlation between variables and this situation also called 'zero correlation'. The table obtained as a result of the correlation analysis is the correlation matrix. Rows and columns consist of dependent and independent variables. Since the table is a matrix table, the intersections of the variables with them are always

expressed as 1. Significance levels of correlation coefficients are presented below Table 4.14.

Table 4.14. *Significance Levels of Correlation Coefficients*

Correlation Coefficients	Significance
0.00 – 0.25	Extremely Weak
0.26 – 0.49	Weak
0.50 – 0.69	Moderate
0.70 – 0.89	High
0.90 – 1.00	Extremely High

Considering the results in Table 4.15 and Table 4.16, there is a negative and moderate-level significant relationship between perceived organizational justice and overall cyberslacking (r = -.652, p <0.01) and its' dimensions named as social-interactional slacking (r = -.635, p <0.01) and recreational-informational dimensions of cyberslacking (r = -.598, p <0.01).

The results are in line with the findings of previous studies examined the relationship between perceived organizational justice and overall cyberslacking in the literature. Similarly, it was found that there is a negative and moderate-level relationship between job satisfaction and overall cyberslacking (r = -.629, p <0.01), and their dimensions social-informational slacking (r = - .629, p <0.01) and recreational–informational slacking dimensions of cyberslacking (r = -.561, p <0.01).

Table 4.15. *Means, standard deviations and correlations*

Variables	Mean	SD	1	2	3	4	5
1.Perceived Organizational Justice	3.25	1.01	1.00				
2.Job Satisfaction	3.27	1.08	0.78	1.00			
3.Social-Interactional CS	2.62	0.90	-(0.63)	-(0.62)	1.00		
4.Recreational-Informational CS	2.28	0.91	-(0.59)	-(0.56)	0.82	1.00	
5.Cyberslacking	2.48	0.86	-(0.65)	-(0.62)	0.96	0.93	1.00

N=211. Correlation is significant at the 0.01 level (2-tailed).
$p < 0.01$.

Table 4.16. *Intercorrelation Coefficients*

	Estimate
Perceived Organizational Justice -- Cyberslacking	-.652
Job Satisfaction -- Cyberslacking	-.629
Perceived Organizational Justice -- Social-Interactional Slacking	-.635
Perceived Organizational Justice -- Recreational-Informational Slacking	-.598
Job Satisfaction -- Social-Interactional Slacking	-.629
Job Satisfaction -- Recreational-Informational Slacking	-.561

4.6.2. Multicollinearity and Autocorrelation

A strongly linear relationship among independent variables in a research model is defined as multicollinearity. There must be no multicollinearity between the independent variables in the model to reflect the actual values of the model's coefficient of determination (R^2), the F test, and the t-test.

In the research model, the variance inflation factor (VIF) in the IBM SPSS 21 program is taken into consideration to determine as to whether a multicollinearity problem. The VIF criterion gives information about the effect and importance of multiple linear dependence. In case the VIF values of independent variables obtained as a result of ANOVA analysis is less than 5.00, multicollinearity is not a problem. In this study, the VIF values were determined as 2.59. Therefore, it was found that there was no multicollinearity problem for this study.

Another assumption of general linear regression models is that there should be no autocorrelation between error terms. Autocorrelation is a problem if an error term is related to the error term preceding it (Güriş & Astar, 2018). Durbin-Watson test is the most widely used method to detect autocorrelation in regression models. If the model's Durbin-Watson value is above 2.5, there is a problem of autocorrelation between error terms (Durbin & Watson, 1951). In this study, the Durbin-Watson value was found below 2.5. This means that autocorrelation did not constitute a problem in the multiple linear regression model.

4.6.3. Multiple Linear Regression

In this study, a multiple regression model was used. The results of multiple regression analyzes are presented in Table 4.17. Accordingly, the R^2 value of the research model of perceived organizational justice, job satisfaction, and their impact on social-interactional cyberslacking was determined as 0.445 (adjusted $R^2 = 0.440$). This means that the perceived organizational justice and job satisfaction levels of the employees explain 44% variance of their social-interactional slacking behaviors.

The R^2 value was found to be 0.384 (adjusted $R^2=0.378$) for recreational-informational cyberslacking when perceived organizational justice and job satisfaction are the antecedents. Thus, perceived organizational justice and job satisfaction level of employees have explained the 38% variance of recreational-informational cyberslacking.

The R^2 value for overall cyberslacking was found to be 0.461 (adjusted $R^2=0.456$) when perceived organizational justice and job satisfaction are the antecedents. This means that perceived organizational justice and job satisfaction levels of employees

have explained the 46% variance of their overall cyberslacking behaviors. The remaining variance can be explained by different variables.

Table 4.17. *Results of Multiple Regression Analysis*

Relationship	β	R^2	Adjusted R^2	F	Sig.
POJ --> CSI	-0.361				
		0.445	0.440	F (2,210) =83.465	0.000
SAT --> CSI	-0.345				
POJ --> CRI	-0.370				
		0.384	0.378	F (2,210) =64.941	0.000
SAT --> CRI	-0.286				
POJ --> CYB	-0.414				
		0.461	0.456	F (2,210) =88.962	0.000
SAT --> CYB	-0.304				

N=211, p <0.001

POJ= Perceived Organizational Justice

SAT=Job Satisfaction

CSI= Social-Interactional Slacking

CRI= Recreational-Informational Slacking

CYB = Overall Cyberslacking

4.7. Results of the Hypotheses

The study has aimed to examine the impact of perceived organizational justice and job satisfaction on cyberslacking behaviors of municipal employees working in central Adana. In this framework, research hypotheses were proposed at the beginning of the study. However, hypotheses were revised due to the factor-analytic structure of the concept of cyberslacking.

Although it was expected that the dimensions of cyberslacking differ as minor and serious cyberslacking activities, it was found that the dimensions were different as a result of the factor analysis. Therefore, it has been found appropriate to designate these two factors as social-interactional slacking and recreational-informational slacking. In this context, the results of revised research hypotheses are presented in Table 4.18

Table 4.18. *Results of Research Hypotheses*

	Research Hypotheses	Level of Support
H_{1a}	Perceived organizational justice is negatively associated with social-interactional cyberslacking.	Supported
H_{1b}	Perceived organizational justice is negatively associated with recreational- informational cyberslacking.	Supported
H_{2a}	Job satisfaction is negatively associated with social-interactional cyberslacking.	Supported
H_{2b}	Job satisfaction is negatively associated with recreational-informational cyberslacking.	Supported

CHAPTER 5
CONCLUSION

5.1. Conclusion

In this study, the effects of municipal employees' organizational justice perceptions and job satisfaction levels on their cyberslacking behaviors were examined. To do so, after the application of explanatory factor analyses, correlation and regression analyses were used.

Before the information about the relationship between the variables, it is worth to note that one of the unexpected but important results of the study was about the factor-analytic dimension of the dependent variable, namely cyberslacking. At the beginning of the study, cyberslacking was expected to be divided into two dimensions as minor and serious. However, the dimensions were renamed according to the content of the items it decomposed after applying the explanatory factor analysis. According to the results of the explanatory factor analysis, the cyberslacking scale showed a two-factor structure. These factors were named as social-interactional slacking and recreational-informational slacking, respectively.

Social-interactional slacking was consisted of statements related to the usage of social media and online texting tools like Whatsapp, Instagram, Facebook, Twitter, etc., and recreational - informational slacking included statements about online gaming, surfing, reading blogs and various informational activities. As expected, the scales of perceived organizational justice and job satisfaction consisted of one single factor.

In this study, intercorrelation and multiple regression analyzes were applied. Intercorrelation analysis was applied to measure the relationship between variables and multiple regression analysis to examine the effect of independent variables on cyberslacking. As a result of the intercorrelation analysis, a significant and negative relationship was found between perceived organizational justice and the two factors of cyberslacking. The correlations were determined as moderate-level. For the relationship between perceived organizational justice and overall cyberslacking, the Pearson correlation coefficient was r = -.652 (p <0.01). For the relationship between organizational justice and social-interactional slacking, it was r = -.635 (p < 0.01), and

for the relationship between organizational justice and recreational-informational slacking it was r = -.598 (p <0.01).

Considering the relationship between perceived organizational justice and overall cyberslacking, the results are in line with other relevant studies in the literature (Liberman, Saidman, McKenza & Bufford, 2001; Lim, 2002; Lim & Teo, 2005; Blau, Yang & Ward-Cook, 2006; Lara, 2006; Lara, 2007; Öğüt, Şahin & Demirsel, 2013). However, there are some studies argue that there is no significant relationship between perceived organizational justice and cyberslacking (Yıldız et al., 2015; Akın et al., 2017). Divergences among the results of the studies may be due to differences in research samples. However, it is clear that the results for the association between organizational justice and cyberslacking support the widely accepted findings of the previous research.

According to the intercorrelation analyzes results, a moderate-level significant and negative relationship between job satisfaction and overall cyberslacking (r = -.629, p <0.01). Correlation value between job satisfaction and social-interactional slacking (r = -.629, p <0.01) and recreational-informational slacking were also calculated (r = -.561, p <0.01). Given the fact that cyberslacking was calculated overall with its two dimensions, research findings are in line with some studies in the literature (Çavuşoğlu & Palamutçuoğlu, 2017; Çivilidağ, 2017; İnce & Gül; 2011). However, some studies have conducted that there is no significant relationship between job satisfaction and cyberslacking (Mahatanankoon et al. 2004). It may be due to cyberslacking behaviors are seen as an indispensable part of our business and private life today. Besides, studies are supporting the view that employees with high satisfaction are more tend to engage in cyberslacking in international literature (Stanton, 2002; Ugrin et al., 2008). Based on all these, it is clear that contradictory findings exist in the related literature. This is thought to make it more attractive to investigate the relationship between these concepts.

Multiple regression analysis was applied to determine the impact of the independent variable(s) (perceived organizational justice, job satisfaction) on the dependent variable(s) (overall cyberslacking, social-interactional slacking, and recreational-informational slacking). In the model which examines the impact of

perceived organizational justice and job satisfaction on overall cyberslacking, R^2 value was determined as 0.461 (adjusted R^2= 0.456). This means that the perceived organizational justice and job satisfaction of municipal employees explain 46% of the variance of their overall cyberslacking behaviors.

In the model which examined the impact of perceived organizational justice and job satisfaction on social-interactional slacking, the R^2 value was determined as 0.445 (adjusted R^2=0.44). Namely, the perceived organizational justice and job satisfaction of municipal employees' explain 44% of the variance of their social-interactional cyberslacking actions.

In the model which examined the impact of perceived organizational justice and job satisfaction on recreational-informational slacking, the R^2 value was determined as 0.384 (adjusted R^2=0.37). The explanatory of these values are considered acceptable in terms of social sciences. In brief, the organizational justice perception and job satisfaction of municipal employees have a negative and moderately significant impact on their social-interactional and recreational-informational cyberslacking behaviors. Thus, all of the hypotheses of this study were supported.

When the demographic distribution of the research participants are considering, it was observed that 63.0% of the participants are female (n = 133), 49.8% of them between the ages of 18-30 (n = 105), and 46.4% of them have a bachelor's degree (n = 98). Besides, it was observed that 60.2% of the participants are single (n = 127).

According to web usage statistics, 57.8% of the municipal employees using both personal tools such as tablets, smartphones, and workplace computers to access social media networks (n = 122). However, according to the results, municipal employees mostly use personal tools to access social media (n = 60). Also, the results showed that 13.3% of employees stay online between 11-20 minutes after accessing social media networks (n = 28). 86.7% of employees log in for social media networks such as Facebook, Instagram, Twitter, etc. between 0-10 times (n = 183). Today, in terms of usage frequency of Facebook and Twitter apps, Turkey is taking place near the top among all countries (https://www2.deloitte.com) As a result, these statistics are not considered as surprising.

5.2. Discussion

In light of developments in information and communication technologies (ICT), the internet is extensively used in business life via computers, smartphones, and tablets (Yağcı & Yüceler, 2016). ICTs have several positive contributions to organizations such as easily information exchange, increased collaboration, and coordination among departments. Despite the fact that these facilitating practices of ICT, it is considered that some negative factors that occur in the organization have the potential to significantly affect internet usage habits. Several antecedents may cause ICTs to diverge from their constructive and process developer qualities and evolve to counter-productive work behaviors. One of these counter-productive behaviors is cyberslacking and generally defined as 'non-work-related internet usage' (Lim, 2002).

Cyberslacking behaviors are considered as counter-productive work behaviors (Cheng, Li, Zhai & Smyth, 2014, p.220) that prevent employees from performing their main duties during working hours (Demir et al. 2017). Cyberslacking can also be defined as the abuse of corporate internet access resources (Lim, 2002; Güğerçin & Sığırcıkoğlu, 2018). Perceived organizational justice and job satisfaction are considered as two important antecedents among cyberslacking behaviors (Doorn, 2011). However, there are several studies in the literature that do not support this view. The key contribution of this research is aspired to contribute to the literature by focusing on an ambiguous field in the cyberslacking literature and obtaining data from municipal employees.

Cyberslacking behaviors have become inevitable in current conditions because of the increasing use of information and communication technologies have become imperative both in the public and private sectors in light of global developments. Especially in public institutions, excessive usage of electronic applications (e-application) is an indication that there is no escape from the internet. The use of the internet in the public sector provides advantages in many subjects such as accountability, transparency, time, and stationery savings (Mersinkaya, 2011). The Republic of Turkey, as in all countries governed by the democratic regime, aimed at increasing the technological efficiency of local governments with applications such as social municipality, e-municipality, and electronic document management system

(EDMS). From this point of view, there are two main reasons for the sample of this study consisted of municipal employees. Firstly, it is known that municipalities have an important place in providing several social services for citizens such as education, official document supply, social aid and support, cultural and sports activities, and they also affected by technological developments like all other business areas. Due to reasons such as widespread use of the EDMS, evaluation of online social support requests, the use of electronic signature (e-signature) technologies in inter-departmental correspondence, and extensive usage of e-municipal services, the time that municipal employees have to spend in front of the computer screen has increased. If the technology usage habits of the employees are affected by negative antecedents such as perceived injustice and dissatisfaction, this may lead to cyberslacking behaviors. Secondly, to the best of the author's knowledge, there is no study has been found in the literature examining the impact of organizational justice and job satisfaction on cyberslacking behaviors within the scope of municipalities.

In this study, it was demonstrated that perceived organizational justice and job satisfaction of employees have a negative and moderately significant impact on their cyberslacking behaviors. In other words, a decrease in organizational justice perception and job satisfaction of municipal employees causes them to engage in cyberslacking behaviors. Additionally, at the beginning of this study, it was expected that cyberslacking behaviors consisted of two-dimensions as minor and serious. However, the cyberslacking behaviors of municipal employees consisted of two-dimensions according to the items they contain and named by the researcher as social-interactional and recreational-informational. The social-interactional dimension of cyberslacking includes activities such as spending time on social media sites (Instagram, Facebook, Twitter, etc.), post sharing, personal e-mail transactions, and chatting via online applications (WhatsApp, Telegram, Instagram DM, etc.). The recreational-informational dimension of cyberslacking includes personal information and recreation activities such as browsing in online community websites (Ekşisözlük, Wikipedia, etc.), reading blogs, sports news, and gaming online. When the factor means are compared, it was determined that the municipal employees tend to engage in more social-interactional cyberslacking activities than recreational-informational.

According to the results of web statistics, more than half of employees prefer to use both workplace and personal tools to access social media networks. It is understood that cyberslacking behaviors are not only carried out with corporate internet access resources under the conditions of today.

Many kinds of research have conducted that cyberslacking actions may cause losses in terms of time-wise, legal, individual and organizational (Mills et al., 2001; Doorn, 2011; Yıldız & Yıldız; 2015; Liberman et al., 2017). In this line, according to the results of research in the U.S.A., 4% of male employees are gambling online about 1-2 hours a day during working hours, and 49% of female employees are shopping online (MySammy, 2013). Additionally, a study revealed that the annual cost of 'non-work related activities' is $759 billion (Martin, Brock, Buckley, & Ketchen, 2010).

In 2005, a report was prepared by the Websense Company, which related to the economic impacts of web usage for personal purposes on the US economy. According to the report, the annual cost of web usage for personal or private purposes on the US economy is $178 billion, approximately (www.infoworld.com). In the UK, an average employee wastes time for non-work related online activities about 57 minutes a day (Candan & İnce, 2016).

According to the widely accepted view, cyberslacking behaviors have many serious devastating consequences for organizations such as yield loss, unproductiveness, waste of time and legal issues (Ugrin & Pearson, 2010; Köse et al., 2012; Örücü & Yıldız, 2014; Çivilidağ, 2017). However, there are also opinions that cyberslacking behaviors may positively affect the efficiency of the organization and employees (Anandarajan et al., 2004; Blanchard & Henle, 2008; Seymour & Nadasen, 2007). Several types of research argued that employees may learn new skills from the websites (Köse et al., 2012; Ünal & Tekdemir, 2015), or they may try to cope with stress by surfing on the web. Therefore, cyberslacking is considered as a buffer against work stress (Oravec, 2004). Although there is no consensus, it is clear that cyberslacking activities have the potential to affect the productivity of many organizations. As a result, examining the antecedents and possible causes of cyberslacking behaviors is important in terms of organizational behavior. Therefore, it is hoped that conducting a study of this nature will contribute to the relevant literature.

5.3. Limitations of the Research

This study has some limitations. The scope of this study consists of municipal employees in central Adana. Since the sample is selected only from Adana province, it is not possible to generalize to other municipalities in other provinces. Additionally, it was aimed to collect more data to increase the generalizability of the research. However, the data collecting process coincided with the local elections, when the municipal employees have a heavy schedule in this process. For this reason, data could be collected from a limited number of employees.

5.4. Recommendations and Future Research

In this study, perceived organizational justice and job satisfaction were discussed as the antecedents of cyberslacking. According to the results obtained from the study, it would be beneficial to increase employees' perceptions of justice and job satisfaction levels to minimize their cyberslacking activities.

Considering the characteristics of the Turkish culture, it is possible to say that the organizational environment features of the public employees' are not very flexible. In this context, it may be recommended to senior municipal authorities make revisions on communication and accessibility between the subordinates and supervisiors.

In order to eliminate the perceived injustice and dissatisfaction, it would be beneficial to make revisions considering factors such as performance evaluation, wage distribution, nepotism, and political environment in an employee-oriented perspective. These practices may significantly reduce cyberslacking activities, but they cannot completely prevent them. This is because in all areas of life, including business life, people use technology just like a vital organ of the body.

As a result, education programs on cybersecurity and efficient internet usage may draw a more correct direction for the tendency to use technology in the workplace. For the matter of inefficient usage of internet and cyberslacking (Karataş & Avcı, 2017), implementation of 'acceptable internet usage policy' (AUP) was suggested. AUP consist of rules restricting employees' access to only certain websites (gambling, adult sites, etc.) within the organization is a legally enforceable method. Both public and private sector managers can benefit from the overall results of this research.

In future studies, the effects of demographics can be examined with one-way ANOVA and t-test, and additional variables can also be included in the research model. Also, confirmatory factor analysis (CFA) can be applied to support the factor-analytic structure of the constructs. Besides, comparative studies can be carried out by obtaining data from private and public sector organizations.

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Appendix-1. Survey Form

Sayın katılımcı,

Bu anketi, yürüttüğüm yüksek lisans tez çalışması için veri toplamak amacıyla hazırladım. Ankette, işyerindeki davranışlarınız ve çalışmalarınız ile ilgili ifadeler bulunmaktadır.

	Lütfen aşağıda yer alan her ifadeye ne ölçüde katıldığınızı ya da katılmadığınızı, ilgili kutucuğa X işareti koyarak belirtiniz.	Hiç katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen katılıyorum
1	İşim benim için hobi gibidir.					
2	İşimde, diğer birçok insandan daha mutlu olduğumu düşünüyorum.					
3	Mevcut işimin, bulabileceğim diğer işlerden daha ilgi çekici olduğunu düşünüyorum.					
4	İşimden çok keyif alıyorum.					
5	Genel olarak işim beni tatmin ediyor.					
1	Çalışma programım adildir.					
2	Ücretimin adil olduğunu düşünüyorum.					
3	İş yükümün adil olduğu kanısındayım.					
4	Bir bütün olarak değerlendirdiğimde, işyerimden elde ettiğim kazanımların adil olduğunu düşünüyorum.					
5	İş sorumluluklarımın adil olduğu kanısındayım.					
6	İşe ilişkin kararlar yöneticilerim tarafından tarafsız bir şekilde alınmaktadır.					
7	Yöneticilerim, işle ilgili kararlar alınmadan önce bütün çalışanların görüşlerini alırlar.					
8	Yöneticilerim, işle ilgili kararları vermeden önce doğru ve eksiksiz bilgi toplarlar.					
9	Yöneticilerim, alınan kararları çalışanlara açıklar ve istendiğinde ek bilgiler de verirler.					
10	İşle ilgili bütün kararlar, bunlardan etkilenen tüm çalışanlarımıza ayrım gözetmeksizin uygulanır.					
11	Çalışanlar, yöneticilerimizin işle ilgili kararlarına karşı çıkabilirler ya da bu kararların üst makamlarca yeniden görüşülmesini isteyebilirler.					
12	İşimle ilgili kararlar alınırken yöneticilerim, bana nazik ve ilgili davranırlar.					
13	İşimle ilgili kararlar alınırken yöneticilerim, bana saygılı davranır ve önem verirler.					

14	İşimle ilgili kararlar alınırken yöneticilerim, kişisel ihtiyaçlarıma karşı duyarlıdır.					
15	İşimle ilgili kararlar alınırken yöneticilerim, bana karşı dürüst ve samimidirler.					
16	İşimle ilgili kararlar alınırken yöneticilerim, bir çalışan olarak haklarımı gözetirler					
17	Yöneticilerim, işimle ilgili kararların doğuracağı sonuçları benimle tartışırlar.					
18	Yöneticilerim, işimle ilgili kararlar için uygun gerekçeler gösterirler.					
19	İşimle ilgili kararlar alınırken yöneticilerim, bana akla uygun açıklamalar yaparlar.					
20	Yöneticilerim, işimle ilgili alınan her kararı bana net olarak açıklarlar.					
	İş yerinde internet kullanımı ile ilgili olan aşağıdaki eylemleri ne sıklıkla gerçekleştiriyorsunuz?	Hiçbir zaman	Nadiren	Bazen	Sık Sık	Her zaman
1	Sosyal medyaya (facebook, instagram, twitter vs.) göz atmak					
2	Sosyal medyada (facebook, instagram, twitter vs.) paylaşım yapmak					
3	Whatsapp, Line, Facebook Messenger gibi uygulamalarda tanıdıklarla sohbet etmek					
4	Sosyal medya üzerinden işle ilgili olmayan paylaşımlar yapmak					
5	Haber sitelerine göz atmak					
6	İşle ilgili olmayan web sitelerine göz atmak					
7	Eğlenceli sitelere (Youtube, Onedio gibi) göz atmak					
8	Blog (spor, yemek, moda vs.) okumak					
9	Altın, döviz, hisse senedi gibi yatırımlarla ilgili sitelere göz atmak					
10	İşle ilgisi olmayan e-postaları kontrol etmek					
11	İşle ilgisi olmayan bankacılık işlemleri yapmak					
12	İşle ilgisi olmayan e-postalar atmak					
13	Kişisel ihtiyaçlar için internetten alış veriş yapmak					
14	Online alış veriş sitelerine (Trendyol gibi) göz atmak					
15	Spor ile ilgili haber sitelerine göz atmak					
16	Online oyun oynamak					
17	Online oyun indirmek					
18	İşle ilgili olmayan bilgileri indirmek					
19	Sanal topluluk sitelerini (ekşi sözlük, wikipedia vs.) ziyaret etmek					
20	Sohbet sitelerinde insanlarla konuşmak					

İş yerinde internete erişmek İçin hangi araçları kullanıyorsunuz?
- ☐ İş yeri Bilgisayarı
- ☐ Şahsi Araçlar (cep telefonu, tablet vb.)
- ☐ Hem İş yeri bilgisayarı hem de şahsi araçlar

İş yerinde sosyal medya araçlarını (Twitter, Facebook, Instagram vb.) açtığınızda, işe geri dönmeniz tahmini kaç dk. alıyor, belirtiniz: …….. dk

İş yerindeyken günde kaç kez sosyal medya araçlarına erişim sağlıyorsunuz? …….. kez

Yaşınız: ( ) 30 ve altı ( ) 31-40 ( ) 41-50 ( )51 ve üzeri

Eğitim Durumunuz: ( ) Lise ( ) Ön lisans ( ) Lisans ( ) Yüksek Lisans ve üzeri

Cinsiyetiniz: ( ) Erkek ( ) Kadın **Medeni Durumunuz** ( ) Evli ( ) Bekar

Toplam iş tecrübeniz:…….. yıl *(1 yıldan az ise kaç ay: ……)* **Çalıştığınız iş yeri** ( ) Özel ( ) Kamu

Appendix-2. Curriculum Vitae

CURRICULUM VITAE

Education

    2017- 2020   Adana Alparslan Türkeş Science and Technology University

         (Management Information Systems)

    2018- Present   Anadolu University

         (Faculty of Law / Justice Associate Degree Program)

    2012- 2017   Mersin University

         (Faculty of Economics and Administrative Sciences / Economics)

Experience

    2019 – 2020   Bey Akademi Bilişim Eğitim Denetim Danışmanlık Ltd.Şti.

         Education Coordinator / Logo ERP Software Support Specialist

    2018 – 2019   Bey Müşavirlik Denetim ve Danışmanlık Ltd. Şti

         IT Support Specialist

Publications

Güğerçin, U., & **Sığırcıkoğlu, E. B.** (2019). Rol belirsizliği ve sanal kaytarma: Görgül bir araştırma. *Akademik Araştırmalar ve Çalışmalar Dergisi (AKAD)*, *11*(20), 152–161.

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