

# The Relation of Cyber Slacking Behaviors with Various Organizational Outputs: Example of Karamanoğlu Mehmetbey University

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## Abstract

Cyber slacking has been gaining more importance with frequent using of internet using at works. Cyber slacking, a new type of slacking is used with some aims that are unconcerned with internet access supplied to workers in their work place. The aim of this study is to evaluate the effects of cyber slacking behaviors and types on academicians' locus of control and the relation of cyber slacking behaviors like job satisfaction, work unproductiveness and tendency to leaving work. Locus of is a concept related to things that people attribute reasons and results of cases they lived. For this reason, locus of control is an attitude related to perceptions that are based on life experiences and reasons for matters that workers face in their work life. The research was done on 70 academicians at Karamanoğlu Mehmetbey University. Factor, reliability and regression analysis were used on evaluating data.

**Keywords:** Cyber Slacking, Locus of Control, Work Satisfaction, Work Unproductiveness, Tendency to Leaving Work

## 1. Introduction

Unbelievable improvements on internet in last 10 years have changed work life radically. Surfing on the net has become a work habit these days. Internet using is discussed much with its negative ways and positive ways such as accessing data, facilitating marketing, shortening production span, reducing cost and making production more efficient. However, technologic improvements also cause some problems between workers and managers about using internet and e-mails at work places (Mártonné and Zelikovich, 2008). Especially it presents new opportunities for unethical behaviors to workers.

There is a mutual interaction between workers and work conditions on work life. Globalization and increasing competition lead steady changes and differentiation on work life. Organization

managers has to know attitudes and behaviors of workers for managing exchanges, increasing quality of work life and using sources efficiently. There are different workers' attitudes like job satisfaction and intention to leave that effect work behaviors on organizational atmosphere. The most important source of organizations is surely employees. There is a direct and steady relation between cyber slacking behaviors and organizational outputs like job satisfaction, work inefficiency and intention to leave.

The most noticeable head issues in recent years are cyber slacking behaviors on organizational behavior and management science. People spend their considerable part of their daily life sections at work. So there are some psychologic and economic effects and results of given them their expectations from work and work place on individuals (Bakan and Büyükebeşe, 2004).

Universities in Turkey are one of the most suitable places for appearing cyber slacking behaviors. For, the penetration of computers and accessing internet at universities raise the chance for cyber slacking behaviors at high levels potentially. In this context, the aim of this study is to determine the effects of cyber slacking behaviors on academicians' locus of control. Besides, other aim is to examine the attendants' cyber slacking types and the relation of this type and job satisfaction and work inefficiency. Finally, another aim is to determine the relations between academicians' job satisfaction levels and work inefficiency and intention to leave; and improve a theoretic model for putting forward these variables. Also, one another aim is to contribute to some generalizations made until today by investigating in question varieties in accordance with a model with a field research done at a public university in Turkey.

## **2. Previous Research and Hypotheses**

### **2.1. Locus of Control Concept and Types**

In recent years organizational behavior and many variables' relations were handled like academic success of locus of control on managing literature, job satisfaction, devotion, anxiety level, leadership types and behaviors, conflict, intention to leave, age, sex and marital status (Özhan Candangil and Ceyhan, 2006). But there are few studies on intended to relation between cyber slacking behaviors and locus of control. Especially any study is encountered done about this scope on Turkey management literature. Locus of control concept was first used by Julian B. Rotter in 1950. Locus of control is one of the important concepts of social psychology. Rotter tried to determine the frame whether there is a relation between locus of control and people's own behaviors that they face in their daily life (Bastounis et al., 2004; Pannells and Claxton, 2008). Locus of control is a framework that expresses belief and expectations intended to what reinforcements cause and controlling the frequency of individuals' behaviors rather than a single reinforcement. According to Rotter locus of control reflects the general expectations about determiners of punishments and awards in people's life (Adolfsson et al., 2005).

Rotter describes locus of control as a tendency of perception cases that effect them in good or bad of results of their own ability, features and behaviors or perception them as a chance, fate, luck and powerful others. Locus of control is not a hereditary and fixed feature. It is a personality character that is suitable for being changed and developed in time. In other words, locus of control is a learned feature (Hansemark, 2003). Rotter discussed locus of control rather on individual and psychological way. Spector (1988) describes the locus of control, when taking organizationally to the subject, as a general expectation relative to controlling by their own action (internal) or other (external) powers of encouraging workers, wage increase and suitable work conditions. People generally attribute their success or failure to be directed by either random or external powers that are out of their control. This naturally gives rise to sink into an emotion which individuals feel that success and failure is a matter of chance (Boyd et al., 2009).

Locus of control concept has bifurcated as internal and external since it took place in psychological literature. People are in between these two opposite ends and they are interpreted in that category which they are closer to the end (Tony, 2003). If people see themselves as the reason of cases, they are in internal of locus control group and if they see themselves out of cases, they are in external locus of control group.

As mentioned before, individuals are bifurcated as internal and external locus of control in terms of control focuses. While external locus of controlled people believe that they are controlled by some external factors, internal locus of controlled people believe that they can control their environment (Chen and Wang, 2007; Fiori et al., 2006). Internal locus of control is often expectations conditioned, learned and generalized on people's own choices and actions. Internal locus of control focused people think that they take a determining role in progressing and occurring events that they live. This type of people are thought to be controlled through they accept that the movements are results of their own behaviors or personal investments (Chang and Ho, 2009). In general, internal locus of controlled people show themselves as people who can fight negations from the environment, elicit to constricting their freedom area, reckon themselves as effective, reliable and independent and daring and enterprising (Basım and Şeşen, 2006). Whereas external locus of controlled people believes that they have no role and function on turning up events that they live.

External locus of controlled people believes that their living is determined by other forces like chance, fate and other people (Lajunen ve Räsänen, 2004). For this reason, external loci of controlled people are passive and low self-reliance and they believe that they have no control on environment. Different researches made on external locus of controlled people show that these people tend to be more anxious and see themselves superior to others. At the same time in literature there are some research that put these types of people forward to be more aggressive because of stress, crisis and depression, live helplessness feelings more, display less capability behaviors and also there are various researches that assert their self-respect is low (Erdoğan et al., 2006). On many researches it was found that external locus of controlled people is in correlation with extraordinary and superstitions (Stanke, 2004) and they also presented that external locus of controlled people have some negative psychological characters like personality disorder, anger, low self-confidence, low self-esteem and tolerance, low power on fight to change and resist to change, avoid taking risk, pessimism, stress, social withdraw, depression, hostility and being aggressive (Wang et al., 2008).

Storms and Spector assert that high external locus of controlled people tend to display regression behaviors like being late for work, absenteeism and work restriction. At the same time, these types of people are claimed to display theft at work, sabotage, aggression, work restriction, stealing time or instruments or making up and spreading rumors (Ntayi, 2005). Spector and Fox (2002) handled relations between cyber slacking and locus of control especially external locus of control. Researchers express that external locus of control is a main variable in understanding voluntary behaviors at work. High level external locus of controlled people believe that external factors such as fate, chance and fortune are more effective than their effort and behaviors on matters or situations (Blanchard and Henle, 2008). In this context, the possibility of harmful and opposing work manners of external locus of controlled people is higher (Blanchard and Henle, 2008). Serious cyber slacking is in the group of these harmful and opposing work manners.

External locus of control has two dimensions: powerful others and belief of chance. The dimension of powerful others is based on the power of managers equipped with more authority and fearing of this power who work at the top of organization. External locus of controlled workers has low cyber slacking behaviors, for abstaining and fearing from these people's power. Important cyber slacking rate is higher on high external locus of controlled people in terms of chance and fate, the other parts of external locus of control. For, these workers believe that they are administrated by a power out of their control (Blanchard and Henle, 2008).

## 2.2. Cyber Slacking Concept and Types

Cyber slacking is the usage of e-mail and internet opportunity unrelated to job in office hours for the aims that is supplied to workers (Phillips and Reddie, 2007). Cyber slacking is a new concept and isn't agreed on consensus yet. Various notions are used with the same meaning of cyber slacking in literature. Some notions are often used with the same meaning of cyber slacking as "Cyberbludging", "non-work related computing", "cyberloafing", "personal web usage", "problematic internet usage", "internet addiction" or "goldbricking" (Thatcher et al., 2008; Gimein, 1999).

According to Lim (2002) cyber slacking means that presented web facilities by organization to their workers are used for unrelated aims to work in work hours. Ugrin and his friends (2008) described cyber slacking as workers' spending time on web inefficiently. Cyber slacking involves different activities like e-mail jokes, surfing nothing of the work, online shopping, messaging, visiting news website and downloading music (Mastrangelo et al., 2006; Ugrin et al., 2008).

Why does cyber slacking actualize? Why do workers cyber slacking? What are the factors that affect cyber slacking and factors that are affected from cyber slacking? What are the effects of cyber slacking on individual or organizational performance? What is the relation of cyber slacking with organizational outputs? The frequently given voice to these and such like questions at both academic and organization environment shows that cyber slacking increasingly became a matter that management has to deal with.

Anandarajan (2002) specifies that web is an efficient work facility and the biggest playground of the world that workers access. While person being talked mostly spend a few seconds for checking football scores, glancing news websites or sending e-mail on web, s/he spends many hours for problems of organization. Thus, workers who devote their most of day for organization and managers maintain that very short time escapade should not be constituted as a big problem.

Surfing on the web relieves workers. Looking at Facebook or shopping online in secret in work hours can raise workers' productivity. One of the teaching staff of Melbourne University Dr. Brent Coker suggests that surfing on the web in free times for a short time affects efficiency positively. According to Coker short time internet users with personal occasions in work hours is % 9 more productive than who don't use. Brent Coker emphasizes that surfing for short time on internet raises the concentration and relaxation and this also impresses productivity of workers. Coker states on a search done for 300 people that people who surf for personal reasons on the web less than % 20 working hour experience efficiency rise ([www.mcatürk.com](http://www.mcatürk.com)).

The researcher says that businesses spend million dollars for "monitoring softwares" to inhibit watching YouTube videos, using social websites like Facebook or facilities for shopping online to decrease million dollars cost that cause low efficiency at businesses ([www.smh.com.au](http://www.smh.com.au)). Similarly, according to Ronald Rust, a professor at Maryland University, using internet for personal aims at work is for the benefit of organization. Rust claims that workers whose access for internet is banned have a low morale level. Low morale workers' showing high efficiency is impossible (Nash, 2010). In spite of an ocular rise illusion on the number of studies discussed about cyber slacking in the last ten years, there are ambiguities on describing cyber slacking types. Assimilating the different types of cyber slacking properly has influence on determining policies that are followed by organizations for struggling with cyber slacking (Blanchard and Henle, 2008).

It is possible to classify cyber slacking in different ways with different criterias:

- For being harmful or not in terms of person or organization: Harmful cyber slacking-harmless cyber slacking
- For effects and results: Minor cyber slacking-serious cyber slacking
- For being ethic or not: Moral cyber slacking-immoral cyber slacking
- For causing legal obligation or not: Legal cyber slacking-illegal cyber slacking
- For spending time: Short term cyber slacking-long term cyber slacking

- For management politics: Necessity for struggling cyber slacking-necessity for showing tolerance cyber slacking

Blanchard and Henle divide cyber slacking into two. These are minor cyber slacking and serious cyber slacking. Minor cyber slacking involves receiving and sending e-mails at work. Serious cyber slacking consists of harmful snaking actions like online game playing, visiting adult websites or online gambling (Blanchard and Henle, 2008). At serious cyber slacking it is possible that worker can object to norms of colleagues and managers and this is accepted as an abnormal behavior. Minor cyber slacking behaviors are quite harmless providing kept limited even accepted as beneficial by reason of relaxing and informing workers. Serious cyber slacking takes more time and affects productivity negatively. Especially inconvenient behaviors like online game playing, downloading music and movie and visiting adult websites are both harmful and brings legal obligation (Blanchard and Henle, 2008).

According to the results of Computer Crimes and Security Investigation done in 2001 in USA by Federal Bureau of Investigation (FBI) and Computer Security Institute the % 9 of participants use internet access at work with negative intents like e-mail works and downloading pornography. According to the research % 20 of men and % 12 of woman who use work place computers for displaying pornography websites and joining chat rooms for sexual content at work. These types of behaviors are described as “deviant behaviors”. Workers who demonstrate productivity below expectations set out deviation from work norms instead of using time efficiently (Mastrangelo et al., 2006).

One of the latest and the most improved type of undesirable behaviors such as aggressiveness, extinction, anti-socializing, sabotage, rudeness, taking revenge, theft, retaliating is serious cyber slacking (Weatherbee, 2010; Kelloway et al., 2010). Cyber slacking is one of the contemporary deviant behavior types that is caused by technological development. Greenfield and Davis (2002) state that cyber slacking at work differs between 2,5 hours a day and slightly more than 3 hours a week and Greengard (2002) states that % 56 of workers use internet for their own work (Blanchard and Henle, 2008). Lim (2002), Lim, Teo and Loo (2002) and Lim and Teo (2005) indicate that % 85 of the participant sent e-mails unrelated to work whereas % 5 of them states that they visit adult websites. Thus, while meeting harmful types of cyber slacking quite rarely, harmful types present a common outlook (Blanchard and Henle, 2008).

Cyber slacking is an organizational deviant behavior that takes aim at organization and has low seriousness. In other words, cyber slacking represents one of the types of deviation from production. Cyber slacking, a work place deviant expresses voluntary activities that violate organizational norms which were actualized by members of organization. In many researches made until today introduce many work place deviants from peccadilloes like forgery, rumor mongering and absenteeism to serious violation like work place aggressiveness and theft worker (Lim, 2002). However, cyber slacking damages not only to the organization but also to person and public in consideration of effects and results. In cyber slacking much deviant behavior comes up like generating gossip, wasting time, bullying, lying about hours worked and wasting organizational resources.

### **Sözlük - Ayrıntılı sözlüğü görüntüle**

In this context cyber slacking damages person and society as at least organization. Making empiric studies have a major importance with the aim of putting forward the common and harmful outcomes of cyber slacking. In one of these studies it is stated that % 40 workers in USA tend to cyber snake (Henle and Blanchard, 2008).

In a research done by American Management Association in 1999 it is stated that more than % 50 companies' internet activities are not related to work. In a questionnaire made by the same association in 2001 it is indicated that % 47 of employers check their e-mails and % 63 of them use monitor internet (Zoghbi, 2006). The one year lost of these activities in economy is million dollars (Barlow et al., 2003). In a research done by Saratoga Institute in January 2000 approximately two third of businesses disciplined their workers for internet addiction and less than one third of them let workers go. % 56 of the participants admitted looking into visiting adult websites or gambling doings which are not related to work (Greengard, 2000).

Cyber slacking surely has some positive impacts as increasing creativeness and personal development. However, if employers continue to let the workers continue these behaviors, there is a potential to cost much. Conlin (2002) indicates that % 37 of daily work hours is spent for personal web using. Like other slaking methods cyber slacking can be decreased % 30-40 rate. The economic cost of this to businesses is around 54 million dollars (Lee et al., 2004; Li et al., 2010; Henle and Blanchard, 2008). Thus, statistics about results of cyber slacking make being taught that cyber slacking is an organizational problem gradually wide spreading and it needs to be controlled by organizations. Energy and time at most of the work places is wasted with cyber slacking (Özkalp et al., 2010). On a research done in 2008 with 222 workers by Blanchard and Henle different forms and effects of cyber slacking were betrayed.

Today the number of reasons that organizations call on to watch, follow and control internet activities of workers closely. The unique and the most important reason are not only based on getting simple data like watching productivity level and quality control. The even more important than these reasons is to do this for more serious aims like protecting special right and knowledge of organization and protecting workers' security. Organizations focus on solutions that can prevent activities for cop-out from work by using technology (Kidwell, 2010; Gupta, 2004). On another research done 150.000 workers from 224 company in 2001 by an internet monitoring company named websense.com found that % 83 of these companies have this internet policy (Li et al., 2010) and % 30 of them ended internet access with the reason of "inconvenient usage".

So in light of these data some hypotheses were improved about relations between locus of control and cyber slacking:

**H<sub>1</sub>:** There is a positive relation between internal locus of control and minor cyber slacking.

**H<sub>2</sub>:** There is a negative relation between internal locus of control and serious cyber slacking.

**H<sub>3</sub>:** There is a negative relation between external locus of control and minor cyber slacking.

**H<sub>4</sub>:** There is a positive relation between external locus of control and serious cyber slacking.

### 2.3. Job Satisfaction

Job satisfaction is attitudes of workers about works and organizations. Methodologically, job satisfaction is emotional reactions based on comparison between desired results for a job and actual results.

Job satisfaction is generally versatile emotional reactions about internal and external business elements (Rad and Yarmohammadian, 2006). Many researches were done about job satisfaction that represents relations between workers and organizations. However, there aren't many researches about relations between job satisfaction and cyber slacking which is a modern organizational disease. Hundreds of definitions were made about job satisfaction. Here are some of them:

- Job satisfaction is determination of how much the worker happy about work (Mrayyan, 2005).
- Job satisfaction is emotional reactions of workers to their work (Weiss, 2002).
- Job satisfaction encompasses negative or positive emotions regarding internal, external and general outlook of workers to their work (Odom et al., 1990).
- Job satisfaction is worker's emotional reaction at the end of the comparison gained from expectations form work and work place (Samad, 2006).

Misener and his friends (1996) stated that work satisfaction is related to variables like payments, promotions, work conditions, checking, organizational application and colleagues (Rad and Yarmohammadian, 2006).

On the contrary to job satisfaction, dissatisfaction is an inhibition of reaching values that the worker improved or a frustrating emotional state relating to done injustice to him (Gunlu et al., 2010). Job satisfaction causes increase happiness of worker with engaging worker to the job, working efficiently, decreasing the level of faulty product caused by worker and falling rate of work power

cycle (Querstein et al., 1992; Rusbelt et al., 1988). However, job dissatisfaction causes some disorders such as low performance, absenteeism and increase on work power cycle (Noe et al., 1997). Consequently worker who cannot perform expectations can slow down the work, sabotage and finally leave work (Vecchio, 1995).

Job satisfaction has individual and organizational outcomes. In fact, job satisfaction is expressed that it is related to attitude and behaviors such as stress, anxiety, absenteeism, being late and dependency to organization and job (Tuten and Neidermeyer, 2004). In literature it is said that minor cyber slacking has positive effects on work job satisfaction. Ang and Koh (1997) reported that contentment level of workers raise as a result of meeting their needs by using internet for their needs of information. According to researchers individual web using such as receiving and posting e-mails, surfing on general news websites, online banking and travel and vacation reservations which form minor cyber slacking can raise job satisfaction levels not only job but also for personal information needs. Ghani and his colleagues (1989) found that particularly high diversity, identity and autonomy and internet and computer using of workers which provide feedback on job satisfaction has a positive effect.

Academicians have various activities like entering class, doing research, participating activities such as symposium-congress etc, preparing and executing project. Being an academician brings an identity and prestige for people in the eyes of society. Autonomy is the indispensable head of the working conditions for universities and academicians. At the same time academicians get feedback fast form all stake holders' foremost students about success and failure. For this reason particularly minor cybersnacking is expected to raise job satisfaction levels. However, serious cyber slacking such as online gambling, entering online game websites or cybersex are taught to effect job satisfaction levels negatively. Exhibiting long term negative behaviors consume workers spiritually and physically.

Baker (1995) states that in parallel with the increasing complexity activities of office automation in workplaces there are rises in job satisfaction. It is a psychological condition that causes these difficult duties and increasing importance of the job (Mahatanankoon and Igbaria, 2004). In accordance with these studies below hypothesis were will be tested between cyber slacking types and job satisfaction:

**H<sub>5</sub>:** There is a positive relation between minor cyber slacking activities and job satisfaction.

**H<sub>6</sub>:** There is a negative relation between serious cyber slacking activities and job satisfaction.

## 2.4. Work Inefficiency

Work inefficiency is used for determining job performance of workers. Work inefficiency is job loss caused by rework time and extra material amounts (Anandarajan et al., 2004; Anandarajan et al., 2005) with the aim of compensating wasted time by using internet. For this reason, when unrelated internet using rises with workers' non-business aims, workers' work inefficiency also raises.

Wen and Lin (1998) prefer that time for personal activities decreases efficiency. Anandarajan and Simmers (2001) state that facilities for accessing web sites of workers causes serious lose for efficiency. For this reason, having a positive relation between cybersnacking and work inefficiency, in other words, when cyber slacking activities increase, work inefficiency levels should be increased (Mahatanankoon and Igbaria, 2004).

**H<sub>7</sub>:** There is a positive relation between minor cyber slacking activities and work inefficiency.

**H<sub>8</sub>:** There is a negative relation between serious cyber slacking activities and work inefficiency.

## 2.5. Intention to Leave

One of the most organizational outcomes that shows organizational performance and general sense of workers' satisfaction is intention to leave. Rusbelt and his friends describe intention to leave as destructive and active actions in the event of dissatisfaction from work conditions of workers (Rusbelt et al., 1988). Tett and Mayer describe intention to leave as an effort to look for alternative work opportunities as a result of a cognitive process in people (Tett and Meyer, 1993).

Intentions to leave and job satisfaction are in the center of interest of many industrial and organizational psychologist, management scientists and sociologists. The reason for this is that empirical researches display findings intended to affect negatively the full of organization's efficiency of intention to leave (Samad, 2006). About intention to leave there is a remarkable rise in academic researchers in recent years. There is a consensus about interaction between intention to leave and organizational efficiency. With the determination of elements that effect intention to leave and the results which can cause leaving work researchers predict leaving work behaviors in advance and managers improve precautions for potential leaving (Hwang and Kou, 2006).

Job satisfaction which is one of the elements that affect intention to leave is the most important element in many researches. Intention to leave work is a pre-symptom of real absenteeism. There are both theoretical and empirical findings about the negative relation between intention to leave and job satisfaction in literature (Scott et al., 2006; Takase et al., 2005). The more job satisfaction the less intention to leave (Van der Heijden et al., 2009; Yang, 2008; Lu et al., 2006). Job satisfaction is a very important premise and indicator of intention to leave. Dissatisfied workers leave their work more than colleagues who are satisfied (Lu et al. 2005). A reverse relation was found between job satisfaction and intention to leave on a research done with 527 nurses at two government hospitals in Korea by Park and Kim (Park ve Kim, 2009). A negative relation was found between job satisfaction and intention to leave on a research done with 317 shop workers at 42 shops in America by Yurchisin and his friends (Yurchisin et al., 2010). When job satisfaction is high it is seen that intention to leave is less (Rusbelt et al., 1988; Shalley et al., 2000). With theoretical findings and arguments, below hypothesis will be checked in this search:

**H<sub>9</sub>:** There is a positive relation between work satisfaction and intention to leave.

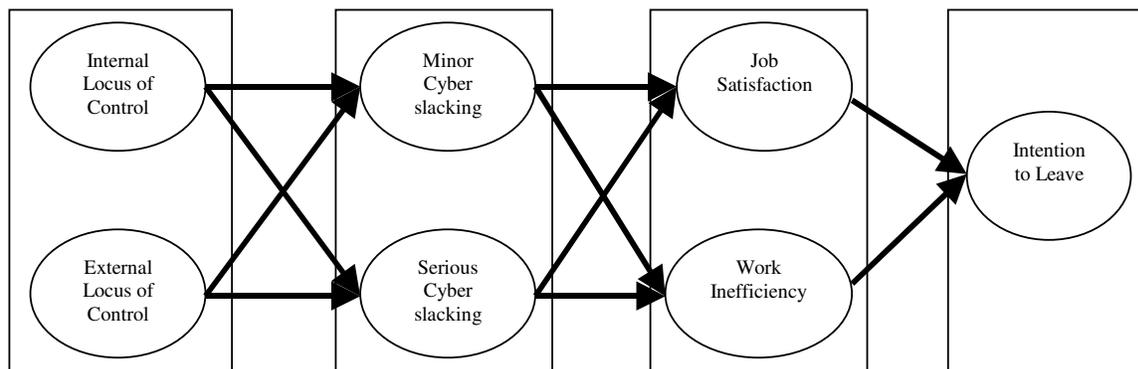
**H<sub>10</sub>:** There is a negative relation between work dissatisfaction and intention to leave.

### 3. Research Method

#### 3.1. Research Framework

Research model which was developed for testing hypothesis put forward in this study is showed in

**Figure 1: Research Framework**



#### 3.2. Research Sample and Data Collection

Random sampling method is used in this research. The research was done on 70 academicians from different faculties, academies and vocational high school at Karamanoğlu Mehmetbey University. 80 questionnaire from 100 were turned back from university where totally 266 academicians study. Thus, questionnaires' turning back rate is % 80. But 10 questionnaires weren't included, for they were missing and wrong.

### 3.3. Measuring Instrument

In context of the search criterion, which can display variables best, were tried to be determined by a full scan of literature first. Decided criteria were translated into Turkish and questionnaire form was prepared. Questionnaire forms were tried hard while preparing by obeying to general rules and format in terms of number design and application.

**The scale for locus of control in the questionnaire:** In the study, 29 items Rotter's In-Out Locus of Control Scale was used for determining the locus of control of academicians. General quality which is measured by Rotter's Locus of Control Scale is the position on internal-external dimension of generalized control expectations of people. This scale is a simple scale that person can answer and apply (Savaşır and Şahin, 1997).

There are two choices, a and b, in each expression in this scale. Answerers are required to choose and mark the best choice for them. The 6 of 29 items (1, 8, 14, 19, 24, 27) are filling items and are not graded. In other words, those 6 items were embedded secretly to conceal the aim of the scale and were not included in evaluation. Rest 23 items were evaluated with 1 point. Namely, the "a" choice of 2<sup>nd</sup>, 6<sup>th</sup>, 7<sup>th</sup>, 9<sup>th</sup>, 16<sup>th</sup>, 17<sup>th</sup>, 18<sup>th</sup>, 20<sup>th</sup>, 21<sup>st</sup>, 23<sup>rd</sup>, 25<sup>th</sup> and 29<sup>th</sup> items are 1 point and the "b" choice of 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup>, 10<sup>th</sup>, 11<sup>th</sup>, 12<sup>th</sup>, 13<sup>th</sup>, 15<sup>th</sup>, 22<sup>nd</sup>, 26<sup>th</sup> and 28<sup>th</sup> items are 1 point. Thus, a total point is obtained this between 0 and 23. Rising points mean that person is in belief of external control focus. The Cronbach Alfa Reliability coefficient of Rotter's In-Out Locus of Control Scale is ,641. As mentioned before points gathered from scale differ between 0 and 23. While points between 0 and 11 shows being internal control focused, points between 12 and 23 shows being external control focused.

**Table 1:** Total Point Analysis of Rotter's In-Out Locus of Control Scale

N	Average Point	Mode	Median	Minimum Point	Maximum Point	Standard Deviation
70	13,500	12	13,000	6	21	3,74456

As seen in Table 1, the average point is 13,5 which was obtained from Locus of Control Scale done on academicians from Karamanoğlu Mehmetbey University. This shows that academicians participated in the search are external control focused. When the table examined it is seen that the least point is 6 and the highest point is 21. It can be said that academic staff in Karamanoğlu Mehmetbey University have external control focus, for 12 points or more indicate external controlled in the search. When average point evaluated especially fate insight, in question academicians are said to be influenced by work that they do and decisions that they make. Especially religious and cultural values can be effective in this point to Turkish people.

**The scale for cyber slacking in the questionnaire:** In the search 21 itemed Cyber slacking Scale, in the type of five (5) digit Likert type developed by Lim (2002), was used to measure academicians' cyber slacking behaviors. The first 11 questions measure minor cyber slacking behaviors and the rest 10 questions measure serious cyber slacking behaviors.

**The scale for job satisfaction in the questionnaire:** In this study, 27 itemed Job Satisfaction Scale for Academicians was used to measure participants' job satisfaction levels.

**The scale for work inefficiency in the questionnaire:** With the aim of measuring academicians' work inefficiency, a scale which was developed by Mahatanankoon and Igarria (2004) and consists of 3 declarations was used. The original of the scale has 4 questions but one question was removed with the reason of repetition.

**The scale for intention to leave in the questionnaire:** In the search a scale was used which is 3 itemed and developed by Brown and his friends (2007) to measure intention to leave tendency of academic staff. Like other scales while evaluating 5 quintet Likert scale the intention to leave tendency was evaluated like (1) I totally agree and (5) I totally disagree. A 7 questioned questionnaire form was used to determine demographic features of participants such as sex, age and academic unit that they are

bounded. Thus, data gained 90 questioned questionnaire form was evaluated by SPSS 16.0 statistics package programme. On evaluating data factor, reliability and regression analysis were used.

## 4. Data Analyses and Results

### 4.1. Factor Analysis

Factor analyses of each scale used within the scope of research were done. In table 2 factor encumbrances of Locus of Control Scale are shown. The total variance of this scale is 72,032. The 6<sup>th</sup> item of total 29 item, “a-if the conditions are not suitable person cannot be a successful leader” and “b-skilled people who could not become a leader are persons that could not seize opportunities”, was found to have the least factor encumbrances with ,549 points.

Whereas the 4<sup>th</sup> item, “a-people see the respect they deserve sooner or later” and “human matter how he tried unfortunately his value cannot be understood generally” was found to have the highest factor encumbrances with ,842 points. When factor analysis of the scale was evaluated it is seen that factor encumbrances have consistent and balanced dispersion.

**Table 2:** Factor Analyses of Locus of Control

Factor and variable	Cronbach's α-value	Cumulative explained variance (%)	Factor loading
<b>LOCUS OF CONTROL</b>	0,641	72,032	
1a- Children are problematic because of being punished by their parents.			E.F.E.*
1b- Most problems of today's children is to be set free by their parents.			,686
2a- Most of the unhappiness in people's life is a little related to misfortune.			,666
2b- Misfortunes of people are the results of their fault.			,842
3a- One of the main reasons of wars is the inadequate politic interest of society.			,814
3b- How people effort to prevent war, there will always be war.			,549
4a- People see the respect they deserve sooner or later			,619
4b- Human matter how he tried unfortunately his value cannot be understood generally.			E.F.E.
5a- The idea that teachers do wrong to students is nonsense.			,585
5b- Most of the students don't realize that marks are affected by random events.			,749
6a- If the conditions are not suitable person cannot be a successful leader.			,740
6b- Skilled people who could not become a leader are persons that could not seize opportunities.			,783
7a- How much you struggle, some people don't like you.			,692
7b- People who don't make others love him are the people that don't know how to get on well with others.			E.F.E.
8a- The most important role in determining people's personality is heredity.			,779
8b- Life experiences determine how one will be.			,815
9a- I frequently witnessed that if something will happen, it will happen sooner or later.			
9b- Deciding what to do is always better than trusting fate.			
10a- For a well prepared student, an unfair exam is almost not in question.			
10b- Exam results are mostly unrelated with class that there is no meaning of studying.			
11a- Being successful is related to study; the portion of chance is none or little.			
11b- Finding a good job is related to find it in right time and right place.			
12a- An ordinary person can be effective on decisions of government.			
12b- This world is administered by a few powerful people and ordinary people don't have many things to do.			
13a- I am almost sure about doing my plans.			
13b- Long term planning may not be sensible because many things are related with good or bad luck.			
14a- There is people who don't have any aspects.			
14b- Everybody has a good side.			
15a- Getting what I want has nothing of chance.			
15b- In most cases we can give felicitous decisions.			
16a- Who will be the boss is generally related with who will have the chance to be the first in the right place.			
16b- It is a skill to make people does right; the portion of chance is none or little.			

**Table 2:** Factor Analyses of Locus of Control - continued

17a- When world issues are in question, most of us is victim of powers that we cannot understand and control.				,715
17b- People can control world issues by taking active role about political and social matters.				
18a- Most people aren't aware that coincidences are so effective in lives.				,766
18b- In fact there is no chance.				
19a- People can accept their faults.				E.F.E.
19b- Generally, the best thing for people is to cover up their faults.				
20a- It is difficult to know whether someone really likes you or not.				,808
20b- How many friends you have is related to how much you are good.				
21a- In long term bad things in our life is balanced with good things.				,688
21b- Many misfortunes are results of deficiency, negligence, laziness or all of the three.				
22a- With enough effort we can remove political corruption.				,827
22b- There isn't much control of public over what politicians do behind closed doors.				
23a- I sometimes don't understand how teachers determine the marks they give.				,776
23b- There is a direct relation between marks I get and my study gradation.				
24a- A good leader waits for public' decisions about what to be done.				E.F.E.
24b- A good leader personally determine everybody's mission.				
25a- Most of the time I feel that I have little impact on what happened to me.				,578
25b- I believe that chance or fortune take an important role on life.				
26a- People are alone if they don't run to have a friend.				,697
26b- It is no useful in struggling to please people much, if they like you, they like you.				
27a- Athletism has more than enough importance at high schools.				E.F.E.
27b- Team sports are perfect ways for personality formation.				
28a- What had happened to me is what I do.				,826
28b- I sometimes feel that I don't have enough control over way of my life.				
29a- Most of the time I don't understand why politicians behave like that.				,568
29b- Society is in charge of mismanagement of social and national level in a long term.				

\*E.F.E.: Excluded from the Evaluation

In Table 3 factor analysis results were given places which are related to scale. Cyber slacking consists of two different groups: minor and serious cyber slacking. Total variance of minor cyber slacking scale was found as 67,217 and serious cyber slacking was stated as 57,080. At the end of the analysis Cronbach  $\alpha$  coefficient of minor cyber slacking scale was obtained as 0,774 and the Cronbach  $\alpha$  coefficient of serious cyber slacking scale was obtained as 0,719. As seen in the table when factor encumbrances were examined it was found that while the expression "I send e-mail unrelated to job" has the highest factor encumbrance cyber slacking item with ,806 merit, the expression "I make holiday and travel reservations" has the lowest factor encumbrance cyber slacking item with ,534. In serious cyber slacking variations while the expression "I join or read different blogs" has the highest factor encumbrance with ,823, the expression "I join online game sites" has the lowest factor encumbrance with ,512. Also, the mean and standard deviation of answers given to expressions asked to determine the cyber slacking types of participant academicians. As seen in Table 3 the average of answers on expressions "I control e-mails unrelated to job", "I send e-mails unrelated to job" and "I visit general news websites" is over 4. Whereas the average of answers on expressions "I visit gambling websites", "I join online game sites" and "I join chat rooms" is below 2. Thus, it can be assented that academicians mainly show cyber slacking behaviors at work.

**Table 3:** Factor Analyses of Cyber Slacking

Factor and variable	Factor loading	Mean	Standard Deviation	Cronbach's $\alpha$ -value	Cumulative explained variance (%)
<b>MINOR CYBER SLACKING</b>				0,774	67,217
I control e-mails unrelated to job.	,760	4,1571	,98739		
I send e-mails unrelated to job.	,806	4,1000	,96534		
I receive e-mails unrelated to job.	,623	4,3286	,95889		
I visit general news websites.	,535	4,3714	,85417		
I visit websites about stock or investment.	,573	2,1429	1,21924		
I visit websites about sports.	,686	3,2571	1,42122		

**Table 3:** Factor Analyses of Cyber Slacking - continued

I shop online.	,577	3,7857	1,24984	0,719	57,080
I visit online auction sites.	,571	1,8714	1,10232		
I receive instant messages.	,730	4,0571	1,15327		
I visit news groups and bulletin boards.	,738	2,8429	1,26989		
I make holiday and travel reservations.	,534	3,3571	1,20429		
<b>SERIOUS CYBER SLACKING</b>					
I control people who are online.	,655	2,7429	1,27046		
I join online game sites.	,512	1,5867	,85961		
I join chat rooms.	,518	1,5429	,87949		
I visit virtual communities.	,633	1,9286	1,14615		
I manage a personal website.	,548	1,8286	1,16683		
I download music, video, movie etc.	,722	3,8143	1,14579		
I look for a job and I visit related websites.	,809	2,8429	1,47083		
I visit gambling websites.	,734	1,5000	,86393		
I join and read different blogs.	,823	2,3000	1,21382		
I visit adult websites.	,543	1,7429	1,07253		

In Table 4 factor analysis of job satisfaction, work inefficiency and intention to leave were analyzed.

**Table 4:** Factor Analyses of Work Inefficiency, Job Satisfaction and Intention to Leave

Factor and variable	Factor loading	Cronbach's $\alpha$ -value	Cumulative explained variance (%)
<b>JOB SATISFACTION</b>		0,813	81,446
I can convey problems to top executives easily.	,866		
I am informed about every subject who concerns me.	,806		
My ideas are got on every activity concerns me like lesson planning.	,785		
My authority and responsibilities in my job are clearly defined.	,755		
I work in a job suitable for my ability and skills.	,808		
My job contributes to my personal development.	,742		
I only struggle with activities required by my job.	,507		
I love my job.	,612		
My work meets my expectations.	,651		
I can use my creativity in my job.	,434		
M university is a prestige source for me.	,858		
I believe that my university has a prestige in between other universities.	,814		
I believe that I am capable of doing work given by my manager adequately.	,886		
I believe that my manager fulfills the duties and responsibilities exactly.	,930		
I believe that my manager is fair.	,917		
I believe that my manager is honest.	,850		
I have no doubt that my manager supports me on every subject.	,897		
Attitudes and behaviors of my manager make me happy.	,909		
Every teaching staff benefit from university's resources fairly.	,851		
New ideas and behaviors were given chance in my university.	,795		
Problems of academic staff in my university are solved fast.	,740		
I can collaborate with academic staff from other departments.	,642		
When I have a problem, my colleagues help me.	,667		
I have good relations with my colleagues.	,429		
I get salary that I deserve.	,547		
I have no financial problems.	,854		
I have no lack of livelihood.	,796		

**Table 4:** Factor Analyses of Work Inefficiency, Job Satisfaction and Intention to Leave - continued

<b>WORK INEFFICIENCY</b>		0,910	88,815
My time decreases after using internet and e-mail for completing my work.	,929		
My free time decreases after using internet and e-mail.	,947		
My work outcomes decrease after using internet and e-mail.	,951		
<b>INTENTION TO LEAVE</b>		0.934	96,893
I probably leave my institution in the following 1 or 2 years.	,973		
I probably look for a job next year.	,989		
I will look for a new job actively next year.	,991		

#### 4.2. Demographic Profiles of Respondents

The participants of the questionnaire consist of % 47,1 from Economics and Administrative Sciences Faculty, % 17,1 from Literature Faculty, % 15,7 from Science Faculty, % 11,4 from Vocational High School, % 4,3 from Health High School and % 4,3 from Physical Education and Sport High School academicians. % 60 of the participants is man and % 40 of them is woman. The age group of participants participated in the research are with % 30 between 21 and 25, with % 35,7 between 26-30 age group. Thus, this two age groups are in % 65,7 and this means academicians are mainly in young group. The % 48,6 percentage of being single and married are equal. % 54,3 of the academicians have master degree and % 31,4 of them have doctoral degree. As seen in Table 5 % 52,9 of the participants mostly consists of research assistants. After that % 18,5 of them are assistant professor and % 12,9 of them are lecturer. When looked for their working time % 80 of the academicians have at least 5 years seniority.

**Table 5:** Demographic Information of Respondents

VARIABLE (N=70)	FREQUENCY	PERCENTAGE
<b>UNIT BEING CONNECTED</b>		
Economics and Administrative Sciences Faculty	33	47,1
Science Faculty	11	15,7
Literature Faculty	12	17,1
Physical Education And Sport High School	3	4,3
Health High School	3	4,3
Vocational High School	8	11,4
<b>GENDER</b>		
Man	42	60,0
Woman	28	40,0
<b>AGE</b>		
Between 21 and 25	21	30,0
Between 26 and 30	25	35,7
Between 31 and 35	11	15,7
Between 36 and 40	7	10,0
Between 41 and 45	3	4,3
46 and over	3	4,3
<b>MARITAL STATUS</b>		
Single	34	48,6
Married	34	48,6
Widow	1	1,4
Divorced	1	1,4
<b>EDUCATION LEVEL</b>		
Degree	10	14,3
M.A.	38	54,3
B.A.	22	31,4

**Table 5:** Demographic Information of Respondents

ACADEMIC TITLE		
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Professor	4	5,7
Assistant Professor	2	2,9
Physician Assistant Professor	13	18,6
Lecturer	9	12,9
Physician Lecturer	1	1,4
Instructor	4	5,7
Research Assistant	37	52,9
<b>SENIORITY</b>		
Less than 1 year	20	28,6
1 to 5	36	51,4
6 to 10	10	14,3
1 to 15	1	1,4
16 to 20	1	1,4
21 and over	2	2,9

### 4.3. Regression Analysis and Test of Hypothesis

A regression analysis was done to test hypothesis. In regression analysis who or more guessing variables are used.

#### 4.3.1. Regression Analysis between Cyber Slacking Types and Locus of Control

In Table 6 regression analysis results related to cyber slacking types of which are one of the academicians' locus of control was given place. In other words, testing 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> hypothesis are evaluated with this regression analysis in the extend of research model. In the model cyber slacking types are dependent and locus of control is independent variables. As mentioned before, locus of control consists of two dimensions as internal and external. As stated earlier cyber slacking divided into two types as minor and serious. In the research it is found that academicians are external control focus. The average of total points which were gartered from Rotter Locus of Control Scale is found as 13,5 and this shows that participants are external focused.

The F valuation in regression models is a value which shows the significance of model. The 8,216 F valuation of the model which is formed for testing relations between locus of control and cyber slacking type shows that model is 0,01 level meaningful. As seen in Table 6 there is a positive relation between locus of control and minor cyber slacking type. There is a positive relation with (p = ,002\*\*) level of internal locus of control on cyber slacking. Internal loci of controlled people have high level of self-controlled because they admit that their activities are the result of their own behaviors or their investment. In other words, these types of people see themselves as humans who resist to all kinds of negation, react restrictions for their freedom area, consider themselves as effective, reliable and independent (Basım and Şeşen, 2006). Thus, internal focused people maintain minor cyber slacking behaviors under control such as sending and receiving e-mails, benefitting from online banking services or browsing news websites. For this reason it is possible to say that 1<sup>st</sup> hypothesis receive support.

**Table 6:** Regression Analysis on the Effect of Locus of Control on the Cyber Slacking Types

(Independent Variable)	(Dependent Variable)					
	CYBER SLACKING					
	Minor Cyber Slacking			Serious Cyber Slacking		
LOCUS OF CONTROL	$\beta$	t	p	$\beta$	t	P
Internal Locus of Control	,727	3,727**	,002	,135	,980	,425
External Locus of Control	,097	,606	,507	-,091	-,598	,629
F Value		8,216			,953	
R <sup>2</sup>		,584			,047	
Adjusted R <sup>2</sup>		,519			-,028	

\*\* p < 0,01

As seen in Table 6 there is a bare and clear relation between internal locus of control and serious cyber slacking. It is suggested that internal focused people don't display serious cyber slacking

behaviors that is to say there is a negative relation between internal locus of control and serious cyber slacking. In the regression model for testing this hypothesis a meaningful relation could not be found between variables ( $p = ,425$ ).

Thus 2<sup>nd</sup> hypothesis was disapproved. 3<sup>rd</sup> and 4<sup>th</sup> hypothesis were presented for relations between minor and serious cyber slacking and external locus of control which is an another dimension of locus of control. External locus of controlled people attributes the results of events or success or fail to powerful people or luck, fate or fortune. The dimension of powerful others depends on the power of top managers in the organization and the fear of this power. External locus of controlled people are supposed to display minor level cybersnacking behaviors because they are scared of senior executives' power.. In 3<sup>rd</sup> hypothesis set for this reason it is assented that there is a negative relation between external locus of control and minor cybersnacking. But after the regression analysis any result reached which supports this hypothesis ( $p = ,507$ ). Thus 3<sup>rd</sup> hypothesis was disapproved. In the 4<sup>th</sup> hypothesis it is presented that there is a positive relation between external locus of control and serious cybersnacking. In this hypothesis which was associated with chance and fate dimension of external locus of control it is expected that high level external locus of controlled workers will show serious cybersnacking behaviors highly. However, any meaningful relation who supports this hypothesis was met in regression analysis.

#### 4.3.2. Regression Analysis between Cyber Slacking Behaviors and Job Satisfaction

In Table 7 regression analysis results are given place for testing 5<sup>th</sup> and 6<sup>th</sup> hypothesis which show relations between cyber slacking types and job satisfaction. The corrected R<sup>2</sup> value is ,421 and F value is 6,322. A positive relation was found ( $\beta = ,628$ )  $p < 0,01$  level between minor cyber slacking and job satisfaction.

**Table 7:** Regression Analysis on the Effect of the Cyber slacking Types on the Job Satisfaction

(Independent Variable)	(Dependent Variable)		
	JOB SATISFACTION		
<i>CYBER SLACKİNG</i>	$\beta$	$t$	$P$
Minor Cyber slacking	,628	2,621**	,008
Serious Cyber slacking	-,071	-,924	,147
F Value	6,322		
R <sup>2</sup>	,483		
Adjusted R <sup>2</sup>	,421		

\*\*  $p < 0,01$

As asserted in literature a meaningful and strong relation was found between minor cyber slacking and job satisfaction and 5th hypothesis was approved. Presenting opportunities of minor cyber slacking behaviors for workers to needs related to work as well as needs for personal information raise job satisfaction. Between serious cyber slacking and work satisfaction is presented in 6th hypothesis a reverse relation was met but in question relation couldn't support this hypothesis.

#### 4.3.3. Regression Analysis between Cyber Slacking Types and Work Inefficiency

In table 8 the regression analysis is shown which examines relations between cybersnacking types and work inefficiency. The reliability of 7<sup>th</sup> and 8<sup>th</sup> hypothesis is tested in this regression model. There isn't a negative relation between minor cyber slacking and work inefficiency as expected. Thus minor cyber slacking generates a reverse effect on work inefficiency similar to job satisfaction naturally. In other words, minor cyber slacking behaviors, which are controlled by workers, not obstacle to do their part and not taking too much time, decrease work inefficiency. Minor cyber slacking which causes recede from stress even for a short time lightens work inefficiency by making workers focus on their job intensively. As shown in table the F value was found as 8.428 and this shows that the model is meaningful and coherent. A negative relation was found ( $p = ,002$ )  $p < 0,01$  level between minor cyber

slacking and work inefficiency as expected. This finding shows that 7<sup>th</sup> hypothesis is approved. Whereas any relation was found between serious cyber slacking and work inefficiency. For this reason 8<sup>th</sup> hypothesis was disapproved.

**Table 8:** Regression Analysis on the Effect of the Cyber slacking Types on the Work Efficiency

(Independent Variable)	(Dependent Variable)		
	WORK INEFFICIENCY		
<i>CYBER SLACKING</i>	$\beta$	<i>t</i>	<i>p</i>
Minor Cyber slacking	-,450	3,121**	,002
Serious Cyber slacking	,095	,827	,378
F Value	8,428		
R <sup>2</sup>	,654		
Adjusted R <sup>2</sup>	,571		

\*\* p < 0,01

#### 4.3.4. Regression Analysis between Job Satisfaction and Work Inefficiency and Intention to Leave

Table 9 shows the relations between job satisfaction and work inefficiency and intention to leave which are very important two organizational outputs. This last regression model was developed to test 9<sup>th</sup> and 10<sup>th</sup> hypothesis. In the regression analysis it is found that F value is 5, 376, R<sup>2</sup> value is ,429, and corrected R<sup>2</sup> value is , 354. A meaningful and negative relation was found between job satisfaction and intention to leave with ( $\beta = -,287$  ve  $p = ,028$ )  $p < 0,05$  level. That is to say the more work satisfaction levels are high the less intention to leave. When satisfaction levels rise, find their job meaningful, trust their managers and adopt culture of organization workers' intention to leave tendency decreases. These findings approves 9<sup>th</sup> hypothesis.

On the other hand a reverse relation was found between work inefficiency and intention to leave as expected. When the importance of work decreases for workers, performance level slow down, living conflicts with managers and organizational values the work inefficiency rises and workers look for alternative job opportunities. In the regression model there is a positive relation between work inefficiency and intention to leave with ( $p = ,007$ )  $p < 0,01$  level as asserted in 10<sup>th</sup> hypothesis.

**Table 9:** Regression Analysis on the Effect of Job Satisfaction and Work Efficiency on the Intention to Leave

(Independent Variable)	(Dependent Variable)		
	INTENTION TO LEAVE		
	$\beta$	<i>t</i>	<i>p</i>
Job Satisfaction	-,287	-2,092*	,028
Work Inefficiency	,452	3,813	,007
F Value	5,376		
R <sup>2</sup>	,429		
Adjusted R <sup>2</sup>	,354		

\*\* p < 0,01; \* p < 0,05

## 5. Summary and Concluding Remarks

Parallel to developments occurred in internet and communication recently cybersnacking is one of the issues that propound increasing importance in work life. Depending on tendency to increase computer and internet using world-wide, it is inevitable that the cyber slacking will be an important matter for organizations. Researches about cyber slacking are negligible in Turkey.

This research aims to discuss the effects of locus of control dimensions on cyber slacking behaviors and types. Besides, it aims to examine relations between cyber slacking types and job

satisfaction and work inefficiency. Lastly, it aims to examine relation between job satisfactions and work inefficiency levels of academicians and their intention to leave. Because of having more opportunities for computer and internet access at universities than business and publish institutions, field research was done at a public university, Karamanoğlu Mehmetbey University. In each academicians room there is computer and internet access. Thus comparing cyber slacking activities on academicians is seen quite rational.

In this research, which was done on 70 people who work at different faculties and high schools of Karamanoğlu Mehmetbey University, it is found that academicians have highly external locus of control and they actualize minor cyber slacking behaviors. Academicians actualize minor cyber slacking behaviors such as sending and receiving e-mails unrelated to job, entering news web-sites, making holiday and travel reservation and doing individual banking operations generally.

In this study 10 hypothesis were developed for cyber slacking relations between pioneers and organizational outcomes. In the regression models 5 hypothesis were approved and 5 of them disapproved. After regression analysis it is found that there is a positive relation between internal locus of control and minor cyber slacking ( $H_1$ ). Internal locus of controlled people are fond of their freedom, interrogate themselves from their success and failure, have high level of self-confidence and self-control. Thus, these people actualize limited and controlled minor cyber slacking behaviors that don't obstacle doing their duty and job, and don't make them addicted to internet. Any findings support other hypotheses ( $H_2$ ,  $H_3$  and  $H_4$ ) which determine relations between locus of control and cyber slacking.

While 5<sup>th</sup> hypothesis "There is a positive relation between minor cyber slacking activities and work satisfaction" was approved, 6<sup>th</sup> hypothesis "There is a negative relation between cyber slacking and job satisfaction" was approved. Limited and controlled cyber slacking activities that don't include immorality, support personal development, banish from stressful environment and make them relief affect job satisfaction positively. Whereas any finding was found which support the hypothesis that is for negative relation between serious cyber slacking and work satisfaction such as wasting time and sources of organization or drain workers from psycho-social.

In 7<sup>th</sup> hypothesis it is claimed that there is a negative relation between minor cyber slacking and job inefficiency. The research supports this hypothesis. Minor cyber slacking activities affects workers job satisfaction levels positively and prevents them from showing work inefficiency. Whereas the 8<sup>th</sup> hypothesis "There is a positive relation between serious cyber slacking behaviors and work inefficiency" was disapproved.

In this study a negative relation ( $H_9$ ) between job satisfaction levels and intention to leave of workers was found. There is a reverse relationship between job satisfaction and intention to leave. While the workers' job satisfaction levels are rising, their intention to leave goes down, but while their job satisfaction is decreasing, their intention to leave increases. Surely, while the workers who are pleased about their organization, their administrators, their working conditions and organizational culture, purpose and values are raising loyalty levels, their intention to leave the work gets loosing. Finally, the hypothesis which there is a positive relationship ( $H_{10}$ ) between work inefficiency and the intention to leave has been tested and it has been approved. The intention to leave the job of individuals who can't perform their target and expectations in their organizations are very high.

Of course there are some limitations in this study as the others have. Firstly, the study was conducted only at one university in Turkey. Therefore, it is not possible that we can't make universal generalizations, beside it is not possible for Turkey to make generalizations. Secondly, this study has been made only in public university but private and foundation universities not covered. Therefore, private and foundation universities which are different in cultural perspective were not included, because of the time and financial weaknesses. Finally, organizational outputs such as job satisfaction, intention to leave job and work inefficiency are variable of attitudes which are time dependent. The studies on organization and workers which are made in different time periods can give different results.

It is recommended that the researchers should do research on academics who are from different cities and in different universities by taking into the constraints, for the next studies. In addition, relations with the different variables such as organizational culture, organizational politics,

administrators' styles, organizational citizenship, commitment of cybersnacking should be looked into by taking into the lack of doing research yet on this issue in our country. However, the fight methods with the cyber slacking should be the subject of the research. Researches which are different fields such as education, amusement, accommodation, healthcare and manufacturing and private and public institutions must be provided.

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