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CYBERLOAFING AND INNOVATIVE WORK BEHAVIOR AMONG BANKING SECTOR EMPLOYEES

Ayşe Esmeray YOGUN

Toros University

ABSTRACT: *To being an online has been increasing every day. Employees are online day long by different method of access to web sources. To understand and lead to positive results of technology using is an important and practical matter for companies since it is so inevitable. The main purpose of this paper to examine the role of cyberloafing to predict innovative work behavior of employees in Adana and Mersin/Turkey from the banking sector. Doorn's (2011) Cyberloafing Questionnaire and Innovative Work Behavior Scale (originally Janssen, 2000) were used for data gathering and both measures used that have been used and validated previously by other studies. Data were collected from 200 employees, with a .50 percent response rate. Questionnaires are completed anonymously. The sample of the study comprised men (n = 48) and women (n = 52), respondents' average age was 31 years. Stepwise regression function of SPSS was applied to see the per role of cyberloafing dimensions on innovative work behavior and t test was used to understand the group mean difference between gender and public & private organization types. The result of the study shows that informational function with β =.20, p <.001; social function with β =.13, p <.05, while leisure function with β = -. 11, p <.05 effect on innovative work behaviors. Thus this unique research, it is aimed to start new discussions in the literature, to find constructive way of managing the reality of cyberloafing in today's' online workplace.*

KEYWORDS: Cyberloafing, Cyberslacking, Innovative Work Behaviors, Stepwise Regression, Managers, Non-Managers Banks

INTRODUCTION

To survive in the current aggressive marketplace, organizations are to be an innovative more than ever before. Ramoorthy et al. (2005) found that to accomplish the assignment, organizations attempt to bolster workers, to advance and show signs of improvement powerful and productive results. Globalization of the commercial center and clients, the greater part of the cutting edge associations face surviving difficulties. Consequently, the innovative work conduct is definitely key for associations to survive and to develop in the current aggressive world of workplace (In Khan, 2012: Jung, Chow, & Wu, 2003; Tierney, Farmar, & Green, 1999). Despite the frequently emphasized importance of the innovative work behavior (IWB) for organizational success, the measurement of the IWB, antecedents are still not understood properly.

Cyberloafing; utilizing the web for non-business related goals are an across the board "undesired work conduct" (CWBs) in the working environment, yet scientists have not given careful consideration to this concept, particularly approaching the cyberloafing in positive work results, for example, innovative work behavior like in this paper. This present study will find the potential positive results of cyberloafing exercises to understand innovative work conduct of bank representatives including chiefs.

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LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Innovative work behavior is a phenomenon that incorporates with the creativity. According to Janssen (2000) employees need to be skilled to innovate not only to directly innovate, advancement, and development, but also such issues like quality management and corporate entrepreneurship (Sharma & Chrisman, 1999 in Kahn, 2012).

The internet has made business more powerful by expanding representative profitability, beating the restricted time and space and empowering better cooperation with clients. On the other hand, the usage of the internet at work has its pros and cons. Cyberloafing (Lim, 2002), one of four classes of counterproductive work practices (CWBs), characterized as practices that damage companies and/or individuals in companies (Robinson and Bennett, 1995; Spector and Fox, 2005). Surfing amid work hours at work is common in the contemporary work environment (Malachowski, 2005). These undesired work practices called "cyberloafing" and characterized as "any intentional demonstration of representatives' utilizing their organizations' web access amid an available time to surf non-employment related sites for individual purposes and to check individual email" (Lim, 2002, p. 677). Through cyberloafing, employees waste time and less occupied with their work, which, thus, diminishes their effectiveness (Malachowski, 2005; Stewart, 2000). For instance, it is accounted that 59% of the utilization of the web is not applicable to work matters (Griffiths, 2003). Cyberloafing additionally causes issues in data frameworks and information security for the organizations (Levoie and Pychyl, 2001; Sipior and Ward, 2002). After the existed writing results of cyberloafing has been sought and numerous examination has been led to distinguish what conveys to cyberloafing practices of employees (Blanchard and Henle, 2008; Liberman, Seidman, McKenna, and Buffardi, 2011, Lim, 2002). Burnout, foul play convictions toward the association, outer locus of control and lack of sleep are some different discoveries which bring loafing (Blanchard and Henle, 2008; Henle and Blanchard, 2008; Krishnan and Lim, 2010; Lim, 2002). Opposite, responsibility, fulfillment and association and equity recognitions are found as diminishing cyberloafing (Liberman et al., 2011; Lim, 2002). There still does not have a comprehension of the consequence of cyberloafing with a positive point of view in the paper. In this manner not very many studies are recognized in a broad writing hunt, examined cyberloafing from a positive viewpoint. Lim and Chen (2012) are a special case based with their "cyberloafing is a gain or drain at work?" titled study. The aftereffect of their study gives a helpful viewpoint to analysts to show that cyberloafing not just for negative results and discoveries propose that perusing exercises positively affect workers' passionate while messaging exercises have a negative effect. Another remarkable study, which inspects cyberloafing with a positive point of view were performed by Coker (2011) named as "opportunity to surf" that indicates cyberloafing empowers reclamation of mental limit and encourages sentiments of self-rule. Another positive result identified with cyberloafing is said in the examination of Belanger and Van Slyke (2002). The authors of the paper were demonstrated that cyberloafing could prompt an enhanced comprehension of existing information. Moreover, cyberloafing exercises additionally "serve to open blocked innovation channels" (Oravec, 2002, p. 63) which demonstrates that an increment of innovation by cyberloafing.Another issue should be mentioned here is that cyberloafing is an inevitable reality for the companies. There are some studies shows that cyberloafing is the most common way that employees' waste time at work and reducing productivity (Malachowski, 2005). The amount of time employees spend on cyberloafing is also increasing every day (Blanchard & Helne, 2008; Greenfield & Davis, 2002; Mills, Hu, Beldona, & Clay, 2001).

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The lack of studies on the positive impact of cyberloafing in the management literature, possible theoretical relation between this two concept lead this present paper focuses on examining the cyberloafing as predictor of innovative work behavior. Cyberloafing should be highly related to innovative work behavior since self-development and searching (web, printed document) are associated with cyberloafing (Doorn, 2011) in most of the scientifically valid IWB scale (Janssen, 2004). Insomuch as, for searching the scale of this research, it is found that there are same questions both in IWB scale and cyberloafing scale, such as self-improvement, wandering and searching for acquiring new skills.

IWB were chosen daily innovative work behaviors at work are crucial for surviving and competing performance of the companies (Janssen, 2000; Oldham and Cummings, 1996). Therefore, the companies support employees to innovate more than ever. If IWB is so crucial issue of organizational performance as prevalent work behavior potential predictors should be examined properly to improve the practical application for companies.

Organizations have already implemented policies aimed at internet use. These policies indicate that organizations recognize the potential risks of internet at work. However, cyberloafing does not only have to lead to negative consequences. Organizations should realize that the Internet also can provide positive effects which they can utilize. By providing possibilities for organizations to influence cyberloafing, cyberloafing becomes more tangible and better to control for organizations. The point of the present study was to investigate the cyberloafing as indicators of innovative work conduct. The conceptual framework is given in Figure 1. differences in gender and public-private sector banks in cyberloafing. Another aim of the study is to examine the innovative work behaviors' group mean differences according to gender and public& private banks. The combination of the above literature formed the main problem statement of this study as

H1: Informational cyberloafing activities would be correlated with an innovative work behavior.

This study described cyberloafing as a multi-dimensional construct: the combination of different activities together with the behaviors of cyberloafing. The four activities considered in this study are the social, informational, leisure and virtual emotional activities: Social activities consisted of expressing yourself or share information via blogs (e.g. Facebook); informational activity, involved searching information and news (e.g. CNN); leisure activities described activities related to playing games online or download music (e.g. YouTube), finally, the virtual emotional activities contained all activities on the Internet that were not categorized within the other three activities (e.g. gambling, dating, shop online).

The four behaviors of cyberloafing were: Development, Recovery, Deviant and Addiction behavior. Development behavior considered related to the learning and acquiring new skills. Recovery behavior viewed cyberloafing as a way to recover from work activities. Deviant behavior considered the engagement in cyberloafing to avoid work activities. The last behavior was the Addiction behavior, related to the compulsory use of cyberloafing activities. Then again, Belanger and Van Slyke (2002) found that cyberloafing could lead to employees an improved understanding of knowledge. This indicates an increase of creativity due to Cyberloafing at work despite some disadvantageous. Below, Figure 1 is the model of the research statement:

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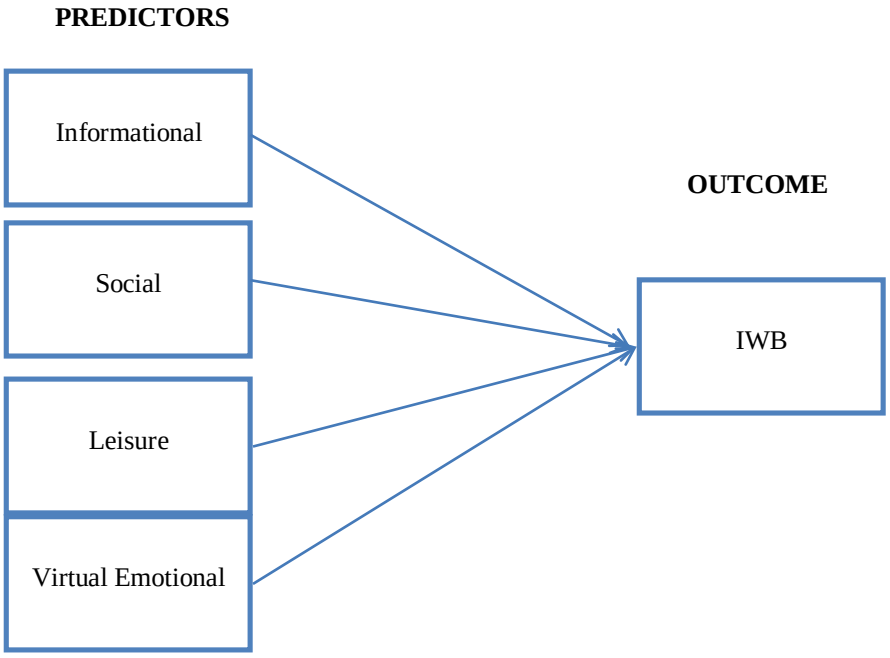

Figure 1. Research Model

Li and Chung (2006) set a typology of cyberloafing examples as four distinct capacities that clarify individuals can utilize the web sources. These capacities are: social capacity (e.g. utilizing the Internet to speak with companions or colleaques), informational capacity (e.g. utilizing the Internet to pick up the data), leisure capacity (e.g. Web for stimulation) and virtual emotional capacity (e.g. remaining web exercises like betting or dating). The hypothetically informational capacity is straightforwardly related to the innovative work conduct related practices, for example, advancement, securing new aptitudes and adapting new way or strategies.

METHOD

This study is performed within the private bank branches in the Adana and Mersin cities in the south of Turkey. The banking sector is chosen because employees within bank can be considered as knowledge workers; "a professional who applies ideas, concepts and information" (Rahman & Abdul-Gader, 1993, p. 303). The tasks of the worker vary from collecting, processing and analyzing information and thus are focused more on mental than physical efforts (Chen, Hsu, Tung, & Lee, 2010; Gururajan, 2004). Also, the employees in banks use the Internet during their work. The scope of the study thus is limited to bank employees (managers, non-managers).

This study is based on a survey method which is sent and filled by email paradoxically to answer the survey was itself cyberloafing activity for the sample. To collection of the data, a convenience sampling technique was used. In total, volunteer employees of 7 banks with 35 branches participated in this study resulting in a total sample size (N) of 118 respondents. 200 email addresses were posted for the research and all employees were received an email with explanation letter and survey attachment. Thus, 118 of the employees accepted to participate

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in this study while 18 of them were totally empty. Email addresses were gathered by researcher personal visiting to branch managers.

A pilot study was carried out in Turkey (Mersin city) with 34 sample size. After pilot study 3 questions addressing virtual emotional function (shopping online, play gambling and date online) from cyberloafing scale has eliminated because of the managers' feedback since those questions already include illegal behavior and participants can't answer or sincerely answer those 3 questions. Therefore the main survey performed with 9 questions and 3 dimensions (social, informational and leisure) to test of research hypotheses. Exploratory factor analysis (EFA) was used to explore the dimensions of the cyberloafing items. Using 9 items, pre-analysis tests for the suitability of the data for factor analysis were computed as recommended by Hair et al. (2007). The Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy was 0.91, and the Bartlett test of sphericity was significant at $p < 0.001$, indicating suitability of the data for analyses for factor analyses following Hair et al.

(2007), factor loadings should preferably over 0.50, while cross-loadings should not exceed 0.30. All 3 dimensions with 9 items were used for the main survey, according to the result. The other measures had good reliability, i.e., Cronbach's alpha value was 0.87 for innovative work behavior and, 0.84 for cyberloafing scale. A total of 118 employees' turn back while 18 were excluded because almost totally empty.

The demographic information indicated that the average age was between 30-39 years, 52% of the participant was female (52 employees), all participants have university degree even 12% (12 employees) with post graduate degree, 37% of the participants have 5-10 years tenure and 30% were managers (30 employees) while the rest of the participants in non-managerial positions (70 employees). The data were collected both from governmental (n = 2) and private sector branches (n = 98). It is unbalanced in this study, because of the privatization of the banking sector.

Instruments

Cyberloafing Activities: To assess the cyberloafing activities, used the scale used by Akca (2013 originally by Doorn, 2011). The scale ranges from 1 = "never," to 5 = "constantly." Examples from the 9-item measure of cyberloafing includes "learn new skills, develop myself, relax and acquire new abilities. Coefficient alpha was.84 for this current research while alpha was 0,929 for the original scale. Respondents' sex was controlled for on the grounds that men will probably take part in cyberloafing than women(Lim and Chen, 2009). Age was controlled since it has been found that people in their late 20s to mid 30s will probably utilize the Internet (Reed, Doty, and May, 2005).

Innovative work Behavior: Innovative work behavior is measured by using the nine items from originally Janssen (2000 with $\alpha = 0.95$) and translated according to the scientific method by Mete (2007 to 0,935 alpha value). These nine items measured the extent to which an employee engages in innovative work behaviors, with 1 = 'never' and 5 ='always' as anchors. These nine items yielded a coefficient alpha of 0.87 which is very close the original alpha value of the scale. Data coding was done such that a higher score indicated a higher level of innovative work behavior. Examples from 9 items include "Creating new ideas for difficult issues, searching out new work methods, techniques or instrument..

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FINDINGS

According to Table 1 there is a positive correlation between Informational cyberloafing and social cyberloafing function (r =.63, p <.05), and innovative work behavior (r =.60, p <.01) And there is negative.-14 correlation between informational and leisure function whereas, social function is correlated with leisure positively with r =. 23, and innovative work behavior with r =. 50, and leisure cyberloafing activities are negatively correlated with innovative work behavior with r =-. 20.

Table 1 Correlations and Mean, SD, α Values

Scale Subscales	M	SD	α	1	2	3	4
Informational	54.08	11.63	.92	---	.63*	-.14*	.60**
Social	28.08	5.45	.84		---	23*	.50*
Leisure	3.97	3.14	.54			---	*-.20
IWB	96.92	20.15	.91				-

*p<.05 , **p<.01, N=100

For the main research question stepwise regression was conducted to understand the role of which informational, social and leisure activities on innovative work behavior. Step 1 indicates that informational function (β =.44, p <.001) is the most positive predictor of innovative work behavior causing 38% variance in it, F (1) = 44.42, p <.001. Step 2 shows that social cyberloafing function is the second important predictor of innovative work behavior and 42% variance is explained by the predictors, F (2) = 27.78, p <.001, indicating that addition of social cyberloafing increased 4% of variance in innovative work behavior. Step 3 shows that the leisure cyberloafing function is the least important predictor of innovative work behavior in this model and only 44% variance is explained by the predictors, F (3) = 17.40, p <.001, showing that adding leisure function to model increased 2% of variance in total innovative work behavior. As seen in Table 2 model results indicate that the informational function (β =.20, p <.001) and social function (β =.13, p <.05) Have a significant positive effect, whereas leisure function (β = -. 11, p <. 05) has a significant negative effect on innovation work behavior.

Table 2 Regression Analysis: Innovative Work Behavior and Informational, Social and Leisure Cyberloafing Function

Predictors	**ΔR^2**	**β**
Step 1 Informational	.38	 .44***
Step 2 Informational Social	.04	 .29*** .24*
Step 3 Informational Social Leisure	.02	 .20*** .13* -.11*

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Table 3 shows t-test of sex and organizational type (public and private sector) for cyberloafing and innovative work behavior. The results are significant for sex in informational, $t(94) = 1.04$, $p < .05$, social, $t(94) = 1.45$, $p < .05$, and leisure, $t(94) = 1.34$, $p < .05$, indicating that women bank managers have more informational, less social and lower leisure cyberloafing as compared to men in line with existed literature findings. Men and women also significantly differ in innovative work behavior, $t(94) = 1.11$, $p < .05$, indicating men to score high as compared to women. For public-private banks, the mean of group difference shows significant difference for informational, $t(94) = 1.00$, $p < .05$, social, $t(94) = 1.31$, $p < .05$, and leisure, $t(94) = 1.82$, $p < .05$, indicating public sector bank managers to show more informational and less social and less leisure as compared to private sector bank workers. The results were also significant for innovative work behavior, $t(94) = 1.42$, $p < .05$, which indicates private sector bank workers to be higher on it as compared to public sector bank workers.

Table 3 Mean and t Values

Variables	Women=52		Men=48		*t*	Private=98		Public=2		*t*
	M	SD	M	SD		M	SD	M	SD	
Informational	57.77	10.95	53.73	10.54	1.04*	56.07	10.76	56.13	10.37	1.00*****
Social	27.81	5.46	29.94	5.31	1.45*	30.13	5.48	29.36	97.80	1.31*****
Leisure	4.40	3.05	5.84	3.17	1.34*	5.73	3.36	4.83	3.09	1.82*****
IWB	96.31	18.60	101.01	16.70	1.11*	100.31	17.52	97.80	15.27	1.42*****

Degree of freedom = 96. *p < .05.

CONCLUSION

Definitely this study is not without limits, which aims to contribute a unique perspective for practical advice and future research for academicians about the inevitable reality of the working life "cyberloafing". The main limitation concerns a potential generalization problem of every budget and time limited research that all analysis performed with only 100 sample size despite 300 were mailed. Another limitation is data were based on self-report measures that potential threat to the internal validity of this study's findings and definitely it is a paradox that while answering the survey, participants were cyberloafing again, according to definition.

Lack of between sector comparison is another crucial limitation, other sectors' work settings might be somewhat different from a bank setting because of working policies (Flynn, 2005; Henle & Blanchard, 2008). Malachowski (2005) indicates that education, insurance, public sector, research and development sectors are more convenient for time-wasting, whereas shipping and receiving, manufacturing, healthcare, finance and *banking*, marketing, communication sectors are more time-conserving. And also unbalanced participation of the public sector employees another important limitation of the study.

Informational and social cyberloafing are valid predictors of cyberloafing at work in the banking sector, according to the findings. Due to pilot study result 3 questions addressing virtual emotional function (shopping online, play gambling and date online) from scale has been eliminated because of the managers' feedback since those questions already include illegal actions against a job contract employee has signed.

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Despite many limitations, the findings provide a contribution for future research in generating a more complete understanding of the consequences and characteristics of cyberloafing without present and misleading traditional counterproductive approach.

The amount of time employees spend on cyberloafing is also increasing everyday inevitably; current estimates range from 3 hours per week to 2.5 hours daily at work (Blanchard & Helne, 2008; Greenfield & Davis, 2002; Mills, Hu, Beldona, & Clay, 2001). So it would be appropriate to ask the question, if cyberloafing seems to happen under most conditions so inevitably, how is it possible that any work done on daily organizational life with this cyberloafer person? If cyberloafing is so prevalent, there should be more constructive and managerial motivation to increase positive outcomes of cyberloafing rather than fruitless attempt to stop cyberloafing of employees. Thus, taking brief breaks from a task has been identified as a best practice for improving the creativity in teams (Paulus & Brown, 2003; Paulus & Nakui, 2005). These positive and constructive approach by organizations, can facilitate to keep cyberloafing under control with positive outcomes. Understanding the cyberloafing is a crucial and practical matter for organizations since the use of the Internet has its dark side and inevitable in somehow.

Very few studies are identified in an extensive literature search, related positive outcomes of cyberloafing in a work setting. The existed literature has paid attention to finding out what are the negative results of the cyberloafing.Therefore, given the scarcity of studies on the positive outcomes of cyberloafing literature, this research almost uniquely focuses on cyberloafing activities as predictors of IWB.

In this study very new and important predictor is added to IWB and cyberloafing literature. Performed analysis showed that informational and social cyberloafing to have high internal consistency except for leisure cyberloafing with innovative work behavior.

Anandarajan and Simmers, (2005) Maslach and Leiter (1997), Belanger et all. (2002) and Oravec, (2002) are other researchers that indicating possible outcomes of cyberloafing such as decreasing burnout, less stress and anxiety level.

There is also a significant sex difference in informational, social and leisure cyberloafing scores, indicating that women bank managers have more informational, less social and less leisure cyberloafing as compared to their men colleagues.

According to sex, employees are significantly changing in innovation scores, men have higher as compared to women, in line with some researchers' findings. Again, in parallel to existing literature, t public sectors bank managers' to have higher scores in informational and less social and less leisure as compared to the private sector. Consistent results were found in this present study with Batt (2000) findings that under standardized procedures and bureaucratic structures, employees will have less opportunity to engage in cyberloafing in comparison to settings where employees more optional free behavior (Batt, 2000) such as in the private sector. Furthermore, findings showed that innovative work behavior is higher in the private banking sector. Consistent with Khan and other researchers (2012) result innovative work behaviors are more in the private settings, because innovative work behavior is required for the organization to survive in the global market (Mukherjee & Ray, 2009).

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