

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/342244758>

Are Time Management and Cyberloafing Related? Investigating Employees' Attitudes

Article in *Global Business Review* · June 2020

DOI: 10.1177/0972150920931060

CITATIONS

3

READS

475

4 authors:



Ayşe Begüm Ötken

University of North Carolina at Wilmington

21 PUBLICATIONS 281 CITATIONS

SEE PROFILE



Ayhan Bayram

Giresun University

30 PUBLICATIONS 33 CITATIONS

SEE PROFILE



Senem Göl Beşer

Yeditepe University

9 PUBLICATIONS 59 CITATIONS

SEE PROFILE



Cigdem Kaya

T.C. Istanbul Kultur University

35 PUBLICATIONS 88 CITATIONS

SEE PROFILE

Some of the authors of this publication are also working on these related projects:



The relationship between organizational silence and life satisfaction in football referees [View project](#)



Organizational Dissent [View project](#)

Are Time Management and Cyberloafing Related? Investigating Employees' Attitudes

Global Business Review

1–13

© 2020 IMI

Reprints and permissions:

in.sagepub.com/journals-permissions-india

DOI: 10.1177/0972150920931060

journals.sagepub.com/home/gbr



A. Begüm Ötken¹, Ayhan Bayram², Senem Göl Beşer³ and Çiğdem Kaya⁴ 

Abstract

Time is a critical commodity both for individuals and companies because it is not possible to substitute or purchase it. The concept of time management, therefore, attracted the attention of both academicians and practitioners. Companies started to question behaviour of employees using their companies' Internet access for non-work-related purposes during work hours. These activities constitute an unproductive use of time and detract employees from completing their work demands. In this framework, the purpose of this study is to understand whether time management and cyberloafing are related. Data were collected from 300 employees working in Istanbul, Turkey. Results show that the time wasters dimension negatively explained the variance in serious cyberloafing. Results also show that time planning and time attitude dimensions positively explained the variance in minor cyberloafing. Understanding the relationship between time management and cyberloafing provides fruitful results for companies and individuals in terms of productivity and achieving goals at work.

Keywords

Time management, cyberloafing, employee attitude, Turkey

Introduction

I lost some time once. It's always in the last place you look for it. (Gaiman, 1990)

Due to capitalism and severe competition, 'I don't have any time' and 'I cannot catch my life' are two of the comments that have become part of almost every individual's routine. Time is an essential resource for both individuals and companies because it cannot be purchased, substituted, or inventoried. Although individuals' orientations to time are different across the world, it is often a scarce resource for everyone

¹ University of North Carolina, Wilmington, NC, USA

² Giresun University, Giresun, Turkey.

³ Yeditepe University, Istanbul, Turkey.

⁴ İstanbul Kültür University, Istanbul, Turkey.

Corresponding author:

Çiğdem Kaya, İstanbul Kültür University, Halkalı Merkez Mahallesi, Basın Ekspres Cad. No. 11, 34303 Küçükçekmece, Istanbul, Turkey.

E-mail: cigdemkaya2810@gmail.com

in achieving their objectives. In order to survive and keep up with life, everybody needs the ability to manage their life (Azar, 2017).

Because globalization brought fast-growing competition to work–life balance, concepts such as the meaning of time, time management skills and the role of pressure in time management started to draw attention both theoretically and practically. This need has been on the rise over the last two decades because individuals have started to eat fast, sleep less and do their shopping online and within the work hours. This rapidity of life affects their work performance, satisfaction and stress levels. The speed and pressure lead them to be less satisfied from their life and work and increase their stress levels. They also lead them to spend more and more time engaging in non-work-related activities at the workplace, which is one of the widespread phenomena of today's work organizations. This phenomenon is called cyberloafing, and surfing on the Internet, checking social media accounts, reading online newspapers and blogs, watching videos or playing games are some of the behaviours that employees engage in at the workplace to spend their time and let themselves go. Another reason why employees do their personal activities at work is the lack of time to do these activities outside the work hours. With the communication revolution, the apparent advantage of this new medium is that it offers a gateway to an infinite quantity of information on a countless number and variety of matters. They shop online, visit employment websites and financial websites related to their investments, do their banking transactions, or send e-mails to their friends and family members. These situations signal the problems of time management and lack of planning and draw the attention to examine time management concept, investigating whether time management and cyberloafing are related and making some suggestions to companies and individuals.

Although the interest in time management is not new, the effect of time management on work-related outcomes is still not clearly established. Some studies focused on the relationship of time management with performance (Jones & Hood, 2010; Macan, 1996); job satisfaction (Chang & Nguyen, 2011); and role overload (Burt & Kemp, 1994), but no study investigated how time management affects cyberloafing at work.

The aim of this study is to analyse the relationship between time management and cyberloafing. It is believed that when employees are able to manage their time, they exhibit less cyberloafing behaviours and do not spend time on non-work-related issues at work. Conversely, if individuals cannot manage time, this will lead them to engage in cyberloafing behaviours at work. It is believed that when employees cannot manage their time, they would have to deal with their personal stuff at work, and therefore, engage in cyberloafing.

The structure of the article is as follows: the second section presents the literature review on time management and cyberloafing. The article then discusses the methodology used in data collection and analysis in the third section. The fourth section includes data analyses and findings. Based on the results of the analyses, findings are discussed in the fifth section. Lastly, managerial implications are presented, and suggestions are offered for both managers and researchers.

Review of Literature

In this section, a literature review on time management and cyberloafing is provided.

Time Management

Time management is referred to as the ability of an individual to prioritize, schedule and manage her/his personal responsibilities (Seaward, 2002). It is also defined as a 'self-controlled attempt to use time in a subjectively efficient way to achieve outcomes' (Koch & Kleinmann, 2002, p. 201). After an intensive

literature review, Claessens et al. (2007) defined time management as ‘behaviours that aim at achieving an effective use of time while performing certain goal-directed activities’. These behaviours encompass time assessment, planning, and monitoring behaviours. Time assessment behaviours include the self-awareness of individual’s time use which helps to agree the duties or responsibilities within the boundaries of the individual’s abilities. Planning behaviours cover behaviours such as planning tasks, setting goals, and grouping tasks. Monitoring behaviours include behaviours that aim at witnessing the individual’s use of time while carrying out the activities (Claessens et al., 2007).

An important conclusion that can be derived from the above time management definitions is that time is not something that an individual can enhance by working hard. Therefore, the aim of time management is not to augment time, which is limited, but to increase the quality and quantity of the activities that are performed in this limited time (Erdem et al., 2005). It is an individual process and an effort to use time efficiently in order to meet goals and objectives. It is the planning of activities in a given amount of time (Gürbüz & Aydın, 2012).

The interest in understanding time management and providing solutions is not new. The first book on time management was written by James McKay in 1958. However, the concept was first popularized by Drucker (1966). Both the authors made some suggestions on how to manage time by offering to-do lists or writing work plans. McKay (1959) offered a training programme related to time management, which still provides a basis for today’s time management training programmes. Although the concept is not new, revisiting and elaborating on it today is more essential than ever.

In today’s loaded, fast-paced and competitive life, individuals and companies are required to learn its effects on work-related behaviours and attitudes. It is inferred from a limited number of studies that dispositional characteristics such as neuroticism, extraversion and self-esteem (Bond & Feather, 1988); type A monochronic and polychronic orientations (Kaufman-Scarborough & Lindquist, 1999); and 16 personality factors (16PF) (Pothukuchi, 2008) are related to time management.

Concerning the outcome variables, researchers analysed the effect of time management on variables such as time duration (Burt & Kemp, 1994), time spent on high-priority tasks (Hall & Hirsch, 1982) and the ability to reprogram plans to improve progress rate (Eilam & Aharon, 2003). Other researchers studied the effects of time management on performance in different settings such as work environment and academia (Bond & Feather, 1988; Burt & Kemp, 1994; Macan, 1994). The third group of studies worked on stress-related outcomes (Burt & Kemp, 1994; Hafner & Stock, 2010; Macan, 1996).

This study is in line with the studies that analyse the effects of time management in work settings, expanding the scope to a new type of deviant workplace behaviour, which is cyberloafing.

Cyberloafing

The rise and development of information technologies and the Internet made Internet technologies a necessity in business activities and an indispensable product in the personal life of individuals (Özler & Polat, 2012). These developments brought many advantages for both individuals and companies, including quick access to information, timesaving in performing tasks, fewer work defects, increased efficiency and productivity. Products of technology such as smartphones, tablets, computers and laptops became a significant part of individuals’ lives. Nevertheless, the fast pace and span of technology brought some problems too. One of these problems is the misuse of the products of technology, especially in the work setting. This phenomenon, called cyberloafing, has become a common issue in today’s organizations. Cyberloafing refers to the ‘act of employees using their companies’ internet access for personal purposes during the work hours. Examples include browsing non-job-related websites, checking

and sending personal e-mails, and other activities such as online shopping and gaming' (Lim, 2002). Polito (1997) uses cyberloafing to describe employees who slack off excessively during work hours for non-work-related activities.

Research provides different approaches to cyberloafing. Cyberloafing is considered as an unproductive use of time and, consequently, deviant work behaviour by some authors (Lim & Teo, 2005). It affects organization productivity, information security and inefficient use of network resources (Wagner et al., 2012). Some researchers think that cyberloafing can be considered as taking time off and refreshing oneself, which in turn increases employees' productivity and creativity at work (Coker, 2011). It is like taking a break, getting a coffee or having a walk around (Özler & Polat, 2012).

Concerning the reasons for cyberloafing, we argue that poor time management by employees leads to cyberloafing behaviours at work. In today's competitive work environment, employees barely find time to spend with their family; do their shopping, for entertainment, for money transfers; or even to send their personal e-mails. They have difficulty in planning their time, and this might be one of the reasons why they carry such kinds of activities to work. In the theory of conservation of resources, Hobfoll (1989) stated that a limited amount of personal resources, such as time and energy, are assigned to the individual and that these resources cannot be renewed in the short term, therefore, individuals often strive to keep and protect these personal resources. When they do not have the time and energy to do certain activities outside work, they may compensate it by doing these activities such as shopping or banking at the workplace. Based on this argument, we intend to analyse the association between time management and cyberloafing and assume that this relationship is negative.

Objective and Rationale of the Study

The objective of this study is to analyse the relationship between time management and cyberloafing. Cyberloafing may have a significant cost to organizations and results in critical consequences for employees. It has been reported that cyberloafing can cost companies up to US\$54 billion annually and may reduce employee productivity by 40 per cent (Conlin, 2000). It is also reported that some companies fire their employees because of Internet misuse (Greenfield & Davis, 2002), and some companies are subjected to some legal liabilities (Weatherbee, 2010). For this reason, it is crucial to understand the factors that lead to cyberloafing.

Anandarajan et al. (2011) group cyberloafing behaviours into four, namely work–family balance, hedonic, personal development and organizational citizenship. They suggest that work–family balance includes doing an individual's personal work during the work hours; if such behaviours are allowed at the workplace, they contribute to an individual's work–family balance.

Managing time requires the ability of individuals in terms of prioritizing, scheduling and managing their personal responsibilities (Seaward, 2002). Non-work-related activities such as activities related to life can be one of the responsibilities of individuals. Therefore, balancing work and life is very essential for organizations because when the quality of this balance is higher, they continue attracting and retaining their employees (Pradhan et al., 2016).

Bharathi and Mala (2016) proposed that cyberloafing allows people to connect with their loved ones at times of sadness, allows for faster stress relief and promotes real-time interpersonal communication and that individuals' involvement in cyberloafing can influence work–life balance. However, they did not find any relationship between cyberloafing and work–life balance as a result of their study.

Chahal et al. (2018) have stated that in order to improve employees' job satisfaction, firms should provide intrinsic and extrinsic benefits to the employees. One of the extrinsic benefits provided to employees is free Internet facilities. In addition to providing benefits to the employees, firms should consider a work–life balance of the employees for succeeding with high performance.

Drawing on this, it can be said that requirements and pace of work do not make it possible for employees to manage and plan time for employees, which leads them to perform some personal activities at work during the work hours. This possible link drives us to investigate the relationship between time management and cyberloafing.

Methodology

The methodology of the study is discussed in this section.

Sample

Three hundred employees working in İstanbul, Turkey, participated in the study. Convenience sampling was used. The participants work in sectors such as banking, automotive, construction and textile. Their demographic characteristics show that 51 per cent of the participants are female and 53 per cent of them are married. Fifty-four per cent of the participants are between the ages of 25 and 30, 32 per cent are between 31 and 40 and 14 per cent of them are over 41. The majority of the participants have a bachelor's degree (68%). Of the participants work experience, 39 per cent varies between 1 and 5 years and 61 per cent of them have been in the work life for more than 5 years. Seventy-one per cent of the participants have 1–5 years of tenure in their organizations.

Procedure

Data were collected by a questionnaire. Questionnaires were distributed to the sample by the researchers. Participation in the study was on a voluntary basis. After the questionnaires were handed out, participants were given enough time to fill in them, and then they were collected back immediately. Data were collected over a span of 2 months. A total of 320 questionnaires were distributed and all of them were returned, but 20 of them included unfilled parts and were excluded from the study. Hence, the number of questionnaires used in this study is 300.

Measurement Instruments

Time management was measured by a scale developed by Britton and Tesser (1991). The scale was translated to Turkish by Alay and Koçak (2002). The scale includes 27 items and measures time management in terms of three dimensions, namely short-range planning, time attitudes and long-range planning. Items 16, 18, 22, 23, 24, 25, 26 and 27 are reverse coded. Cronbach's Alpha was found to be 0.855 for time management scale. A 5-point scale was used to measure time management ranging from 'always' to 'never'.

Cyberloafing was measured on a scale adapted from various research works about cyberloafing. Items 1, 3, 7, 10 and 11 were taken from Blanchard and Henle's (2008) work; items 12, 13 and 14 were taken from the work of Lim (2002); items 4, 5, 6 and 8, were used from Özkalp et al. (2012) work and item 2 was taken from Örüçü and Yıldız's (2014) study. The final form of the scale was used by Örüçü and Yıldız in their research conducted in 2014. The scale measures cyberloafing with respect to two dimensions. Items 1–8 measure serious cyberloafing and items 9–14 measure minor cyberloafing. Cronbach's alpha was found 0.852. A 5-point scale was used, ranging from 'always' to 'never'.

Analysis

Factor Analyses of the Scales

In order to find the factor structure of time management, factor analysis using principal component solution with varimax rotation was used. Any item with a factor loading less than 0.35 or loading to more than one factor was discarded from the analysis (Barnes et al., 2001). Factors with eigenvalues 1.00 or more were taken into consideration in total variance explained.

Principal component analysis was applied to the data obtained from the time management scale. The suitability of the data for factor analysis was determined by the Kaiser–Meyer–Olkin (KMO) coefficient. The results ($KMO = 0.882$; $X^2 = 2,464,857$; $df = 171$; $p = 0.00$) indicate that the data group is suitable for factor analysis. The 13th, 14th, 15th, 16th, 17th, 22nd, 24th and 26th items were excluded from the scale due to cross-loadings. After the removal of these items, according to the varimax rotated principal component factor analysis, three factors were determined that explained 39,884 of the changes in the scores and their eigenvalues were above 1. The first factor consists of 13 items with factor loadings between 0.425 and 0.772. The factor explains 24.622 per cent of the total variance and its eigenvalue is 4.924. The second factor consists of three items with factor loadings between 0.550 and 0.748. The factor explains 7.818 per cent of the total variance and its eigenvalue is 1.564. The third factor consists of four items with factor loadings between 0.449 and 0.660. The factor explains 7.444 per cent of the total variance and its eigenvalue is 1.489.

Principal component analysis was applied to the data obtained from the cyberloafing scale. The suitability of the data for factor analysis was determined by KMO coefficient. Results ($KMO = 0.851$; $X^2 = 1,414,852$; $df = 66$; $p = 0.00$) indicate that the data group is suitable for factor analysis. 12th and 14th items were excluded from the scale due to cross-loadings. According to the varimax rotated principal component factor analysis, two factors were determined which explained 41,942 of the changes in the scores and their eigenvalues were above 1. The first factor consists of nine items with factor loadings between 0.530 and 0.726. The factor explains 28.339 per cent of the total variance and the eigenvalue is 3.401. The second factor consists of three items with factor loadings between 485 and 763. The factor explains 13.603 per cent of the total variance and its eigenvalue is 1.632.

After principal component factor analysis, confirmatory factor analysis was performed to evaluate the fit indices of the research model (AMOS 24). The fit indices of the research model are shown in Table 1.

Based on the results, it was found that the X^2/sd and REMSEA indices show good fit, and the CFI, AGFI, RMR and GFI indices show an acceptable fit. AIC, ECVI and CAIC values show that the best model has been chosen. When the results are evaluated, it can be said that the fit indices of the model are appropriate.

Table 1. Fit Indices of Research Model

Fit Measure	Good Fit	Acceptable Fit	Model	Fit
X^2/sd (687,195/426)	$0 \leq X^2/sd \leq 3$	$3 \leq X^2/sd \leq 5$	1.613	Good fit
CFI	$0.95 \leq CFI \leq 1.00$	$0.90 \leq CFI \leq 0.95$	0.935	Acceptable
AGFI	$0.90 \leq AGFI \leq 1.00$	$0.85 \leq AGFI \leq 0.90$	0.870	Acceptable
REMSEA	$0 \leq REMSEA \leq 0.05$	$0.05 \leq REMSEA \leq 0.08$	0.041	Good fit
RMR	$RMR \leq 0.05$	$0.05 \leq RMR \leq 0.80$	0.076	Acceptable
GFI	$0.95 \leq GFI \leq 1.00$	$0.90 \leq GFI \leq 0.95$	0.903	Acceptable
AIC	Smaller than AIC for the compared model		891.195 < 4548.107	Accept
ECVI	Smaller than ECVI for the compared model		2.402 < 12.259	Accept
CAIC	Smaller than CAIC for the compared model		1392.923 < 4705.512	Accept

Source: The authors.

The means and standard deviations of the variables of the study and their dimensions were calculated. Results show that time management has a mean of 3.721 ± 0.504 and cyberloafing has a mean of 3.356 ± 0.716 . Because these two variables were measured on a 5-point scale, it is possible to say that respondents quite often engage in time management and cyberloafing behaviours. Results are tabulated in Table 2.

Correlation Analysis

Pearson correlation was used in order to find the strength and direction of the relationship between time management and cyberloafing variables. The results of the analysis are shown in Table 3.

Table 2. Means and Standard Deviations of the Variables

Variables	<i>n</i>	$\bar{X}$	Standard Deviation
Time management	300	3.721	0.504
Time planning	300	3.489	0.685
Time attitudes	300	3.834	0.735
Time wasters	300	3.840	0.763
Cyberloafing	300	3.356	0.716
Serious cyberloafing	300	2.938	0.829
Minor cyberloafing	300	3.773	0.881

Source: The authors.

Table 3. Results of the Correlation Analysis

Variables	1	2	3	4	5
1. Time planning	1	0.369 $p = 0.000$	0.167 $p = 0.001$	-0.106 $p = 0.041$	0.214 $p = 0.000$
2. Time attitude		1	0.130 $p = 0.012$	-0.039 $p = 0.458$	0.283 $p = 0.000$

(Table 3 Continued)

(Table 3 Continued)

Variables	1	2	3	4	5
3. Time wasters			1	-0.367 $p = 0.000$	-0.032 $p = 0.537$
4. Serious cyberloafing				1	0.402 $p = 0.000$
5. Minor cyberloafing					1

Source: The authors.

Results show that there is a negative and weak relationship between time planning and serious cyberloafing ($r = -0.106, p = 0.041 < 0.05$) and a positive relationship between time planning and minor cyberloafing ($r = 0.214, p = 0.000 < 0.05$). It was found that there is a positive and weak relationship between time attitude and minor cyberloafing ($r = 0.283, p = 0.000 < 0.05$). As time attitude increases, minor cyberloafing increases as well. There is no significant relationship between time attitude and serious cyberloafing. Concerning the relationship between time wasters and cyberloafing, a negative and moderate relationship was found between time wasters and serious cyberloafing. ($r = -0.367, p = 0.000 < 0.05$). No significant relationship was found between time wasters and minor cyberloafing.

Regression Analyses

The association between time management and cyberloafing was tested using multiple regression analysis. In the regression analysis, there was no multicollinearity between the independent variables. The results of the regression analysis between time management and serious cyberloafing are shown in Table 4.

The results of the regression analysis indicated that time wasters ($\beta = -0.361$) factor of time management contributes to minor cyberloafing. This means that only the time wasters factor of time management negatively explained the variance in serious cyberloafing. No significant relationship was found concerning the other factors.

The results of the regression analysis of the relationship between time management and minor cyberloafing are shown in Table 5.

The results of the regression analysis indicated that the time planning ($\beta = 0.129$) and time attitude ($\beta = 0.238$) factors of time management contribute to minor cyberloafing. This means that the time planning and time attitude factors of time management positively explained the variance in minor cyberloafing. No significant relationship was found concerning the time wasters factor. Based on these results, the negatively assumed relationship between time management and cyberloafing is partially supported.

Table 4. Results of the Regression Analysis Between Time Management Dimensions and Serious Cyberloafing

Independent variables:	Dependent variable: Serious cyberloafing		
	β	t-Value	p-Value
Time planning (factor 1)	-0.057	-1.081	0.280
Time attitude (factor 2)	0.029	0.560	0.576
Time wasters (factor 3)	-0.361	-7.335	0.000

Source: The authors.

Note: $R = 0.371$; $R^2 = 0.137$; $F\text{-value} = 19.535$; $p\text{-value} = 0.000$.

Table 5. Results of the Regression Analysis between Time Management Dimensions and Minor Cyberloafing

Independent variables:	Dependent variable: Minor cyberloafing		
	β	t-Value	p-Value
Time planning (factor 1)	0.129	2.403	0.017
Time attitude (factor 2)	0.238	4.451	0.000
Time wasters (factor 3)	-0.020	-0.404	0.687

Source: The authors.

Note: $R = 0.307$; $R^2 = 0.094$; $F\text{-value} = 12.791$; $p\text{-value} = 0.000$.

Discussion and Conclusion

Time is a very valuable commodity for most people. However, it is also very scarce and individuals sometimes fail to use it effectively because of their multiple role requirements. Factors such as workload, limited resources, individual's responsibilities and abilities or interruptions may create pressure on individuals to manage time. These pressures may cause some of their responsibilities to impede work-related time, and individuals may spend some of their work time engaging in non-work-related activities. Based on this, the purpose of this article is to investigate the relationship between time management and cyberloafing.

One of the interesting findings of this study is that only the time wasters dimension of time management negatively explained the variance in serious cyberloafing. Time wasters imply continuing unprofitable routines or activities, finding oneself waiting a lot without anything to do or smoking a packet of cigarettes a day. The time wasters dimension is related to poor time habits and poor use of personal time. Time wasters comprise anything that prevents individuals from achieving their objectives effectively (Alay & Koçak, 2002). Most probably, these individuals do not have control over their lives. Because they cannot effectively use their time, they cannot even find time to engage in serious cyberloafing. One of the contradictory findings presented by Genç and Aydoğan (2016) is that there is a positive relationship between time wasters and cyberloafing. They found no significant relationship between the other time management dimensions and cyberloafing. Bozbayındır (2019) also found a positive relationship between time wasters and cyberloafing behaviour, stating that cyberloafing can hamper effective time usage. These findings indicate that further research is needed to better understand the relationship between these two variables.

The present findings also reveal that the time planning and time attitude dimensions positively explained the variance in minor cyberloafing. Generally, it is possible to say that when people prioritize their activities, they can utilize their time appropriately (Sehrish & Zubair, 2013). When individuals plan, schedule and prioritize their activities on a daily basis and are sure about their goals, they do not engage in serious cyberloafing such as visiting gambling sites or participating in chat rooms, which may harm not only their work life but also their social life. They may still engage in cyberloafing, but in the minor variety, which may serve as a short break without harming the performance and quality of work life. In terms of the positive relationship between time attitude and minor cyberloafing, it can be said that as individuals have a positive time attitude, they engage in minor cyberloafing. If they think that they can accomplish their goals in a planned time frame and feel that they are in charge of their own time, they may be more likely to see cyberloafing as a break to recharge their energy. There are researchers who suggest surfing the net allows employees to temporarily take their mind off work (Simmers et al., 2008).

The Internet has become the largest network and communication mode and stirred the whole world. However, many people got stuck between the appropriate and inappropriate use of it and they are also unable to plan the time they spend.

Research on time consumption in the fields of economics, sociology and consumer behaviour has focused on the premises of time allocation decisions (Becker, 1965; cited in Bellezza et al., 2016), investigating how individuals allocate their time between paid work time, unpaid work time and spare time (Berry, 1979; Gross, 1987; Jacoby et al., 1976; Schor, 1992 cited in Bellezza et al., 2016). Therefore, a deeper understanding of managing time and its relationship with cyberloafing has interesting implications for companies both in terms of organizational efficiency and purpose towards work.

Managerial Implications

Within the institutional realm, individual organizations construct their own time schedules and rules, taking into account time structures of other organizations with which they must conduct exchanges, norms and sanctions (Lewis & Weigert, 1981). However, there exist fundamental differences in the form of individual and cultural time. When organizational time interferes with our personal time, we get frustrated and feel invaded and under pressure to comply with the organizational timetables, which eventually affects the quality of life of the organization's members. The critical question arises on how to assess the degree of the cyberloafing challenge and how to address the issue of how employees manage themselves and their time during work (Conner, 2012).

A survey was conducted by Salary.com (with 3200 people) on how much time employees waste at work (2012). According to the survey, 64% of the respondents reported that they visited non-work related websites such as checking their personal e-mail, spending time on social media, shopping online. The respondents stated that the most important reason for cyberloafing is that they do not feel their jobs challenging enough. Other reasons are stated as not being encouraged to work harder, working very long hours, experiencing career dissatisfaction and just getting bored. In addition, most of the respondents expressed their belief that if they are allowed to check their social media accounts and short breaks during the day are given, they would be more productive than when there were restrictions.

Limitations and Future Research

One of the limitations of the research is that the data for the research were collected not from a specific sector but from employees working in different sectors. The second limitation of the research is that the questionnaire was applied to employees who can be easily reached through convenience sampling. Another limitation is that only 300 people working in Istanbul participated in the study. The research population can be expanded by collecting more questionnaires from different cities in Turkey. In addition, more studies are needed to generalize the findings due to insufficient studies in the field of cyberloafing in the literature. Moreover, the data were carried out using the questionnaire method. In the future, researchers can examine the relationship between variables using different qualitative methods such as interview or observation.

Since time is treated both as a subjective perception and a vehicle for causality (Valaskakis, 1976), future research could also examine the individually and culturally influenced dimensions of time management and cyberloafing in order to demonstrate a relationship between or moderators derived

from them. Furthermore, with the pace of new communication technologies and cyberculture occupying a central place in our complex business world, we must pay more attention to what a desirable balance is and to the manner of interaction among the mentioned variables.

Acknowledgement

The authors are grateful to the anonymous referees of the journal for their extremely useful suggestions to improve the quality of the article. Usual disclaimers apply.

Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship and/or publication of this article.

Funding

The authors received no financial support for the research, authorship and/or publication of this article.

ORCID iD

Çiğdem Kaya  <https://orcid.org/0000-0001-8307-3501>

References

- Alay, S., & Koçak, S. (2002). Validity and reliability of time management questionnaire. *Hacettepe University Faculty of Education Journal*, 22, 9–13.
- Anandarajan, M., Simmers, C. A., & D'Ovidio, R. (2011). A multidimensional scaling approach to personal web usage in the workplace. In M. Anandarajan & C. A. Simmers (Eds.), *Personal web usage in the workplace: A guide to effective human resource management* (pp. 61–79). Information Science Publishing.
- Azar, S. (2017). Time management behaviors sanction adaption of flexible work arrangements. *Journal of Economic Development, Management, IT, Finance and Marketing*, 9(1), 12–24.
- Barnes, J., Cote, J., Cudeck, R., & Malthouse, E. (2001). Factor analysis: Checking assumptions of normality before conducting factor analysis. *Journal of Consumer Psychology*, 10(1–2), 79–81.
- Becker, G. S. (1965). A theory of the allocation of time. *Economic Journal*, 75(299), 493–517.
- Bellezza, S., Paharia, N., & Keinan, A. (2016). Conspicuous consumption of time: When busyness and lack of leisure time become a status symbol. *Journal of Consumer Research*, 44(1), 118–138.
- Berry, L. L. (1979). Time-buying consumer. *Journal of Retailing*, 55(4), 58–69.
- Bharathi, S. V., & Mala, E. P. (2016). A study on the determinants of work–life balance of women employees in Information Technology companies in India. *Global Business Review*, 17(3), 1–19.
- Blanchard, A. L., & Henle, C. A. (2008). Correlates of different forms of cyberloafing: The role of norms and external locus of control. *Computers in Human Behavior*, 24(3), 1067–1084.
- Bond, M., & Feather, N. (1988). Some correlates of structure and purpose in the use of time. *Journal of Personality and Social Psychology*, 55, 321–329.
- Bozbayındır, F. (2019). The relationship between the time management skills and cyberloafing behavior of school administrators: A quantitative analysis. *Educational Policy Analysis and Strategic Research*, 14(3), 178–199.
- Britton, B. K., & Tesser, A. (1991). Effects of time management practices on college grades. *Journal of Educational Psychology*, 83(3), 405–410.
- Burt, C. D. B., & Kemp, S. (1994). Construction of activity duration and time management potential. *Applied Cognitive Psychology*, 8, 155–168.
- Chahal, H., Jyoti, J., & Rani, A. (2018). The effect of perceived high performance Human Resource practices on business performance: Role of organizational learning. *Global Business Review*, 19(5) 1–20.

- Chang, A., & Nguyen, L. T. (2011). The mediating effects of time structure on the relationships between time management behaviour, job satisfaction and psychological well-being. *Australian Journal of Psychology*, 63(4), 187–197.
- Claessens, B. J. C., Van Eerde, W., Rutte, C. G., & Roe, R. A. (2007). A review of the time management literature. *Personnel Review*, 36(2), 255–276.
- Coker, B. L. S. (2011). Freedom to surf: The positive effects of workplace internet leisure, browsing, new technology. *Work & Employment*, 26(3), 238–247.
- Conlin, M. (2000). Workers surf at their own risk. *Business Week*, 3685, 105–106.
- Conner, C. (2012). Employees really do waste time at work. *Forbes*. <https://www.forbes.com/sites/cherylsnappconner/2012/07/17/employees-really-do-waste-time-at-work/#419767d95e6d>
- Drucker, P. (1966). *The effective executive*. Harper and Row.
- Eilam, B., & Aharon, I. (2003). Students planning in the process of self-regulated learning. *Contemporary Educational Psychology*, 28, 304–334.
- Erdem, R., Pirinççi, E., & Dikmetaş, E. (2005). Üniversite öğrencilerinin zaman yönetimi davranışları ve bu davranışların akademik başarı ile ilişkisi (Time management behaviors of university students and their relationship with academic achievement. *Manas Üniversitesi Sosyal Bilimler Dergisi*, 14, 67–177.
- Gaiman, N. (1990). *Delerium. The sandman #21: Season of mists*. Priedium
- Genç, E., & Aydoğan, E. (2016). İşyerinde sanal tembellik davranışı ve etkin zaman yönetimi ilişkisi: bir kamu kurumunda araştırma (The relationship between cyberloafing and efficient time management at the workplace: A research in a public institution). *Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 18(2), 558–571.
- Greenfield, D. N., & Davis, R. A. (2002). Lost in cyberspace: The web @ work. *CyberPsychology & Behavior*, 5, 347–353.
- Gross, B. L. (1987). Time scarcity: Interdisciplinary perspectives and implications for consumer behavior. *Research in Consumer Behavior*, 2(2), 1–54.
- Gürbüz, M., & Aydın, A. H. (2012). Zaman kavramı ve yönetimi (The concept of time and time management). *Kahramanmaraş Sütçü İmam Üniversitesi Sosyal Bilimler Dergisi*, 9(2), 1–20.
- Hafner, A., & Stock, A. (2010). Time management training and perceived control of time at work. *The Journal of Psychology*, 144(5), 429–447.
- Hall, B. L., & Hirsch, D. E. (1982). An evaluation of the effects of a time management-training program on work efficacy. *Journal of Organizational Behaviour Management*, 3, 73–98.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524.
- Jacoby, J., Szybillo G. J., & Berning, C. K. (1976). Time and consumer behavior: An interdisciplinary overview. *Journal of Consumer Research*, 74(4), 320–339.
- Jones, L., & Hood, P. (2010). Effective time management for improved performance. *Industrial & Commercial Training*, 42(7), 386–388.
- Kaufman-Scarborough, C., & Lindquist, J. D. (1999). Time management and polychronicity: Comparisons, contrasts, and insights for the workplace. *Journal of Managerial Psychology*, 14, 288–312.
- Koch, C. J., & Kleinmann, M. (2002). A stitch in time saves nine. Behavioral decision-making explanations for time management problems. *European Journal of Work and Organizational Psychology*, 11, 199–216.
- Lewis, J. D., & Weigert, A. J. (1981). The structures and meanings of social time. *Social Forces*, 60(2), 432–462.
- Lim, V. K. G. (2002). The IT way of loafing on the job: Cyberloafing, neutralizing and organizational justice. *Journal of Organizational Behavior*, 23, 675–694.
- Lim, V. K. G., & Teo, T. S. H. (2005). Prevalence, perceived seriousness, justification and regulation of cyberloafing in Singapore: An exploratory study. *Information & Management*, 42, 1081–1093.
- Macan, T. H. (1994). Time-management: Test of a process model. *Journal of Applied Psychology*, 79(3), 381–391.
- . (1996). Time-management training: Effects on time behaviors, attitudes and job performance. *Journal of Psychology*, 130(3), 229–237.
- McCay, J. T. (1959). *The management of time* (2nd ed.). Prentice Hall.

- Örücü, E., & Yıldız, H. (2014). İşyerinde kişisel internet ve teknoloji kullanımı: Sanal kaytarma (The personal internet and technology usage at the workplace: Cyberslacking. *Ege Academic Review*, 14(1), 99–114.
- Özkalp, E., Aydın, U., & Tekeli, S. (2012). Sapkın örgütsel davranışlar ve çalışma yaşamında yeni bir olgu: Sanal kaytarma ve iş-ilişkilerine etkileri (Deviant organizational behaviour and a new phenomenon in working life: Cyberloafing and its effects on business relations). *Çimento İşveren Sendikası Dergisi*, 26(2), 18–33.
- Özler, D. E., & Polat, G. (2012). Cyber loafing phenomenon in organizations: Determinants and impacts. *International Journal of E-Business E-Government Studies*, 4(2), 1–15.
- Polito, A. (1997). Cyberloafing can be curbed. *Workforce*, 76(3), 18.
- Pothukuchi, B. R. (2008). Personality time-management skills relationship. *Journal of Organizational Psychology*, 7(1), 57–61.
- Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of work–life balance on organizational citizenship behaviour: Role of organizational commitment. *Global Business Review*, 17(3S), 1S–15S.
- Salary.com. (2012). Why & how your employees are wasting time at work. <https://www.salary.com/articles/why-how-your-employees-are-wasting-time-at-work/>
- Schor, J. (1992). The overworked american: *The unexpected decline of leisure*. BasicBooks.
- Seaward, B. L. (2002). *Managing stress: Principles and strategies for health and wellbeing* (3rd ed.). John and Bartlett Publishers.
- Sehrish, J., & Zubair, A. (2013). Polychronicity, time management and work-related quality of life among bank employees. *Pakistan Journal of Psychology*, 44(2), 3–22.
- Simmers, C., Anandarajan, M., & D'Ovidio, R. (2008). Investigation of the underlying structure of personal web usage in the workplace. *Academy of Management Proceedings*, 2008, 1–6.
- Valaskakis, K. (1976). The chronospace: A proposed methodology for futures studies. *Futures*, 8(4), 320–330.
- Wagner, D. T., Barnes, C. M., Lim, V. K. G., & Ferris, D. L. (2012). Lost sleep and cyberloafing: Evidence from laboratory and a daylight-saving time quasi-experiment. *Journal of Applied Psychology*, 97(5), 1068–1076.
- Weatherbee, T. G. (2010). Counterproductive use of technology at work: Information & communications technologies and cyberdeviancy. *Human Resource Management Review*, 20, 35–44.