

Is The Cyberloafing Behavior of The Public Employees Might Be Explained by Justice Perception and Emotional Exhaustion?

Gökhan KERSE

Karamanoğlu Mehmetbey University
Faculty of Economics and Administrative
Science, Karaman, Turkey
orcid.org/0000-0002-1565-9110
gokhankerse@hotmail.com

Mesut SOYALIN

Siirt University
Kurtalan Vocational School
Siirt, Turukye
orcid.org/0000-0003-1475-0905
msoyalin@hotmail.com

Extensive Summary

1. Introduction

Internet and information technologies, which have gained a great place in the daily lives of individuals, can cause problems that negatively affect organizational productivity in working hours. Cyberloafing behavior is one of these problems. Cyberloafing; is the misuse that results in the use for their personal purposes during working hours of the computer and internet connection offered to it for the purpose of business to the employees (Lim, 2002).

Justice perception of employees in organizational activities is a way of diminishing the cyberloafing behavior. Applications such as be fair to the employees of an organization and establish respectful relationships with employees, transferring them the right information and resources, and providing adequate rewards is conceptualized as organizational justice (Shkoler ve Tziner, 2017).

Another solution in reducing cyberloafing behavior is reducing the emotional exhaustion of the employee. Emotional exhaustion refers to the depletion of significant emotional resources of a person and the reduction of energy to work (Maslach ve Goldberg, 1993).

2. Method

The aim of this research is to reveal the effect of the justice perception (distributive justice and interaction justice) of employees in public institutions on emotional exhaustion and cyberloafing behavior (minor and serious cyberloafing).

The research also tried to determine whether of the justice perception affects the cyberloafing behavior through emotional exhaustion. In line with these objectives, the following hypotheses have been established:

H₁: The perception of employees' distributive justice affects their emotional exhaustion negatively.

H₂: The perception of employees' interactional justice affects their emotional exhaustion negatively.

H₃: The perception of employees' distributive justice affects minor cyberloafing behaviour negatively.

H₄: The perception of employees' interaction justice affects minor cyberloafing behaviour negatively.

H₅: The perception of employees' distributive justice affects serious cyberloafing behaviour negatively.

H₆: The perception of employees' interaction justice affects serious cyberloafing behaviour negatively.

H₇: The perception of employees' emotional exhaustion affects minor cyberloafing behaviour positively.

H₈: The perception of employees' emotional exhaustion affects serious cyberloafing behaviour positively.

H₉: Emotional exhaustion plays a mediating role in the perception of employees' distributive justice effect on minor cyberloafing behaviour.

H₁₀: Emotional exhaustion plays a mediating role in the perception of employees' interaction justice effect on minor cyberloafing behaviour.

H₁₁: Emotional exhaustion plays a mediating role in the perception of employees' distributive justice effect on serious cyberloafing behaviour.

H₁₂: Emotional exhaustion plays a mediating role in the perception of employees' interaction justice effect on serious cyberloafing behaviour.

3. Findings

Confirmatory factor analysis was used to determine the factor structure of the scales used in the research. The analysis findings show that model fit indices provide reference criteria.

In the study, correlation analysis was conducted to determine the power of the relationship between organizational justice (distributive and interaction justice), emotional exhaustion and cyberloafing (minor and serious cyberloafing) variables. In correlation analysis, Spearman correlation analysis was preferred because the data were not normally distributed. From the analysis findings, it was seen that there was a negative and significant relationship between distribution and interaction justice and emotional exhaustion. According to findings, distributive and interaction justice is significantly and inversely related to minor cyberloafing behavior; there is no significant relationship with serious cyberloafing behavior. On the other hand, the relationship between emotional exhaustion and minor cyberloafing behavior is significant and positive; there is no significant relationship with the serious cyberloafing behavior.

Structural equation modeling is used to test hypotheses in the research. The findings of the analysis show that distributive (-,356) and interaction justice (-,365) affects the level of emotional exhaustion negatively and significantly. It has also been observed that emotional exhaustion affects the minor cyberloafing behavior positively

(.272) and significantly. In addition, it has been determined that emotional exhaustion plays a mediating role in the effect of interaction justice perception on minor cyberloafing behavior.

4. Discussion and Conclusion

In this research conducted on public employees, it was determined that the perception of distributive and interactional injustice increases the level of emotional exhaustion of public employees. In other words; when employees perceive that organizational rewards and relationships to employees are unfair, they feel that their work is exhausted and they can not give themselves jobs.

Another finding in the study is that the increase in emotional exhaustion levels of public employees increases their minor cyberloafing behavior. The last finding in the research is that emotional exhaustion plays a fully mediating role in the effect of the interactional justice perception on the minor cyberloafing behavior. This finding suggests that emotional burnout increases with the perception of public employees that their relationship with the managers is not fair; employees who feel emotionally exhausted also uses the internet for minor cyberloafing behaviors during working hours.