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AN INVESTIGATION OF THE RELATIONSHIP BETWEEN TRAVEL AGENCIES EMPLOYEE'S CYBERLOAFING BEHAVIORS AND WORK MOTIVATION

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Abstract

The internet, which has an important place in the lives of people in today's conditions, is an indispensable part of business life, causing the business to not run without internet connection at work. When evaluated in this context, the relation between cyberloafing behaviors and work motivation which are the result of internet usage at workplace of travel agency employees was investigated. The purpose of this study is to determine the relationship between cyberloafing behaviors and job motivation of the travel agencies employee's in Eskişehir. In the study, cyberloafing is considered as one dimension and work motivation is evaluated by management style, salary and rewarding, security, team work and self-development sub-dimensions. The scope of the study consists of all the employees employed in all the travel agencies in Eskişehir. A complete inventory was carried out in the study as access to the whole scope was possible. Questionnaire technique was used in the study as an instrument for data collection in the study. Data were conducted with 205 employees at the travel agencies and 196 of them which were found to be appropriate for the study was submitted to statistical analysis for reliability analysis, t test, factor analysis and correlation analysis. According to the finding of this study, there is significant and positive relationship between cyberloafing behavior of travel agencies employees and salary and rewarding and self-development as sub-dimension of job motivation.

Key Words: Cyberloafing, Job Motivation, Travel Agency, Internet

Introduction

The tourism sector is rapidly growing and developing together with the globalizing world. The number of travel agencies that have an important position among the enterprises in the tourism sector is increasing day by day and the activities are diversified. In order to realize the activities of the travel agencies, they need to make investments in technological infrastructure, follow the developments in the market, analyze competitors, new products and services, complete the requests and needs of the customers and incorporate the necessary equipment. In the tourism sector, where competition is very intense, travel agencies that can not follow new developments and can not develop themselves are destined to disappear. At this point, the human factor, which is one of the most important sources that travel agents have, comes to the forefront. Agencies are in need of qualified labor to maintain

their position within the competitive environment and to move forward by improving their position. Agencies employing qualified employees have to keep their work motivations at the highest level to get maximum productivity from their employees. The internet, which has an important place in the lives of people in today's conditions, is an indispensable part of business life, causing the business to not run without internet connection at work. When evaluated in this context, the relation between cyberloafing behaviors and work motivation which are the result of internet usage at workplace of travel agency employees was investigated.

Conceptual Framework

With the impact of technological developments, the widespread use of internet and the increased use of personal computers in the workplace, new types of behaviors such as production or virtual heresy began to emerge in employees. These behaviors, which are realized by means of work facilities during working hours, reveal the concept of cyberloafing.

Cyberloafing is, in its simplest terms, the use of computers and the internet for personal purposes by employees during working hours. In other words, it refers to the computers and internet access offered by the workplace for their employees during working hours, for employees to use for personal purposes not related to the work, and to perform these actions voluntarily (Lim, 2002). According to another definition cyberloafing is the act of controlling personal e-mails during working hours by abusing the workplace internet where employees are offered job use by utilizing the technological opportunities at the workplace and circulating on internet sites not related to the business. Along with the innovations offered by technological developments, cyberloafing also includes behaviors with all technological devices that allow personal internet access, not only with workplace facilities (Kaplan and Öğüt, 2012:4).

Lim (2002) categorized cyberloafing activities into two main groups: web activities and e-mail activities. Web activities; news site browsing and shopping on the internet, while evaluating e-mail activities such as reading, sending-receiving, checking in e-mail activity classifications. Although Lim defines cyberloafing as the use of the internet and computers for personal use by employees during working hours, there are some activities that fit this definition but are not included in the classification. Non-business activities such as downloading data, playing games, participating in chat rooms are not included in the classification. For this reason, in later studies on this subject, researchers have made many different classifications. When the studies on the types of cyberloafing are examined, the most detailed classification is drawn by Blanchard and Henle (2008). Blanchard and Henle (2008) examined cyberloafing activities in two dimensions as minor and serious cyberloafing activities. Minor cyberloafing; visiting e-mails that are not related to business, exchanging e-mails, browsing and shopping on internet shopping sites, following news and sports sites, visiting bank or finance pages. Serious cyberloafing activities are; betting and gambling on the internet, visiting sites with this content, downloading music, participating in chat rooms, playing games and entering sexually explicit adult sites (Blanchard and Henle, 2008: 1067-1084).

Motivation is the energetic forces that determine the intensity, direction and maintenance of this behavior, which originate from the inside and the outside of the person, initiating the behavior towards the work (Pinder, 1998: 11). Technological developments, innovations, globalization, demographic changes, increase in knowledge accumulation and intensification of competition create pressures on businesses and employees. Businesses have to continually improve and defeat their products, services, systems and processes in the face of ever-changing conditions and increasing competitive pressures (Jones, 2005). In this process, it is very important for employees to be motivated. In particular, institutions operating in the service sector need to assess their employees in a different position so that they can achieve a sustainable competitive environment. Even though the developments that are taking place under changing conditions every day are monitored and included in the production process of the operator, the importance of employees in establishing personal

communication with customers for service companies and reaching a successful result of the service process is huge. The concept of motivation is at the forefront in order that employees at this point can successfully perform their jobs and sustain these achievements. While working towards the goals and objectives set by the companies, working with well-motivated workers will be of great benefit in reaching them. On the contrary, although successful in all functions of the production process, it is not possible for the operators to achieve successful results with well motivated staff and make them sustainable.

Purpose, Methodology and Data Collection

The aim of the study was to examine the relationship between cyberloafing behaviors and business motivation of employees in the travel agencies and to interpret them in the direction of the findings obtained. The study population consist of employees of A, B and C group travel agencies in Eskişehir, which is connected to Turkey Travel Agencies Union. TÜRSAB Regional Executive Committee and Travel Agencies were interviewed and the total number of employees was 205. It was determined that the 205 workers constituting the main sample of the survey were accessible and did not constitute a disadvantage in terms of cost. A complete census has been made in this direction because the entire population is accessible. 205 questionnaires were distributed to the travel agencies in Eskişehir and 196 of the collected questionnaires were found suitable for the evaluation. The " Cyberloafing Scale" used by Örücü and Yıldız (2014) in their work was used to measure the cyberloafing behavior of the employees. A total of 20 questionnaire motivational scales were used by Özgür (2006) to measure job motivations of employees. The motivation scale consists of five sub-dimensions: "management style", " self-development ", "salary and rewarding", "security" and "teamwork".

H_1: There is a statistically significant relationship between the cyberloafing behaviors and business motivations of travel agency employees.

H_{1a}: There is a statistically significant relationship between cyberloafing behaviors and management style dimension of travel agency employees.

H_{1b}: There is a statistically significant relationship between the cyberloafing behaviors of the travel agency employees and the salary and rewarding dimension.

H_{1c}: There is a statistically significant relationship between the cyberloafing behaviors of the travel agency employees and the security dimension.

H_{1d}: There is a statistically significant relationship between the cyberloafing behaviors of the travel agency employees and the dimension of team work.

H_{1e}: There is a statistically significant relationship between the cyberloafing behaviors of the travel agency employees and the dimension of self-development.

Findings

Participants Demographic Characteristics

Table 1: Participants by Gender

Gender	n	Percentage (%)
Female	101	51,5
Male	95	48,5
Total	**196**	**100**

When the findings in Table 1 were examined, it was seen that 101 of the participants were composed of females (51.5%) and 95 of them were males (48.5%). In this context, it is possible to say that the data are balanced.

Table 2: Participants by Educational Status

Education Status	n	Percentage (%)
Primary school graduate	4	2,0
High school graduate	46	23,5
Associate Degree	38	19,4
Undergraduate degree	91	46,4
Graduate degree	17	8,7
Total	**196**	**100**

Among the findings obtained from the analysis made within the scope of the research, it was found that 4 of the participants in the survey had graduated primary education (2,0%), 46 of them were high school graduates (23,5%), 38 of them were associate degree graduates (19,4% (46.4%), 17 (57.7%) were graduates of graduate school. According to these results, most of the employees who participated in the research are graduates, undergraduate and graduate graduates. In this respect, it is possible to reach the result that the training levels of the employees in the travel agencies operating in Eskişehir are high.

Table 3: Participants by Age

Age	n	Percentage (%)
Less than 20	6	3,1
Between 20 and 29 years	94	48,0
Between 30 and 39 years	59	30,1
Between 40 and 49 years	30	15,3
50 years and over	7	3,6
Total	**196**	**100**

When the age of the participants were examined, it was found that 6 persons were younger than 20 years (3.1%), 94 were between 20 and 29 years old (48.0%), 59 were between 30 and 39 years old (30.1%) 30 participants were between 40 and 49 years old (15,3%) and 7 participants were over 50 years old (3.6%). When the average age of participants is taken into consideration, it can be said that the majority is composed of young people. It is observed that the proportion of young population at the same level is higher in Eskişehir as well as in the ratio of young population in our country. In particular, the two state universities in Eskişehir, together with the city becoming a student city, cause more concentration of the young population. Students who come to Eskişehir in order to complete university education do not want to leave Eskişehir when they have finished their education and want to continue their lives in this city. In this direction, as the newly graduated students begin their working lives, the city's work force becomes younger. It is supported by the fact that the average age of the majority of the employees participating in the survey is low and at the same time the level of education is high.

Table 4: Participants by Marital Status

Marital Status	n	Percentage (%)
Married	75	38,3
Single	121	61,7
Total	**196**	**100**

As a result of the analysis, it was determined that 75 of the respondents were married (38.3%) and 121 were single (61.7%). The fact that the majority of the participants are single can be considered in connection with the formation of the young population in large part of the employees participating in the survey.

Table 5: Participants according to Their Experience in Workplaces

Year	n	Percentage (%)
Less than 1 year	66	33,7
Between 1 and 5 years	88	44,9
Between 6 and 10 years	25	12,8
Between 11 and 15 years	10	5,1
16 years and over	7	3,6
Total	**196**	**100**

When the study participants' experiences were examined according to their work experience, it was found that 33.7% worked in the same work place (66 people), 44.9% of them worked in the same work place (88 persons) between 1 and 5 years, 12,8% of the same work place between 6 and 10 years (25 people), 5,1% worked in the same work place between 11-15 years (10 people) and 3.6% were working in the same workplace (7 people) for 16 years or more. When examining the work experience of the current workplaces of employees in this data, it is seen that the majority of those who have a duty period of less than 1 year and between 1 and 5 years. This situation can be interpreted as the fact that one of the biggest problems of the tourism sector is the fact that the speed of transfer of the work force is high and that the same situation applies for the travel agencies operating in Eskişehir.

Correlations Analysis of Variables

Table 6: Cyberloafing and Work Motivation Sub-Dimensions Correlation Analysis Findings

Variables	1	2	3	4	5	6
1. CYBERLOAFING	1					
2. MANAGEMENT STYLE	,013	1				
3. SALARY AND REWARDING	,851**	,046	1			
4. SECURITY	,040	,692**	,073	1		
5. TEAMWORK	-,013	,690**	,025	,645**	1	
6. SELF-DEVELOPMENT	,671**	-,155*	,412**	-,069	-,096	1
** Correlation is significant at 0.01 level. (2-tailed)						
* Correlation is significant at 0.05 level. (2-tailed)						

Table 6 gives the correlation values between cyberloafing, management style which is sub-dimensions of work motivation, salary and rewarding, security, teamwork self-development dimensions.

When the values in Table 6 are taken into consideration, statistically significant and positive relationship was found between cyberloafing and salary and rewarding dimension (r = 0.851, p<0.01). H_{1b} hypothesis was accepted for this study. There is a statistically significant and positive correlation between cyberloafing and self-development dimension (r = 0,671; p<0,01). Accordingly, the H_{1e} hypothesis of the research was accepted. H_{1a}, H_{1b} and H_{1d} hypotheses were rejected.

Discussion and Conclusions

Within the scope of the research, it is aimed to measure the level of internet usage, which is one of the most important issues of information and technology era, which travel agents have an important position within the tourism industry. In this respect, it is aimed to determine the level of motivation of non-business internet users at the workplace during intensive work breaks. When the findings of participants' demographics are examined, the gender distribution of the employees in travel agencies operating in Eskişehir are close to each other. When the educational status of the participants is examined, it is noteworthy that more than half of the employees are graduated and undergraduate. When the age distributions of employees are taken into consideration, it is seen that the majority is composed of young employees. When the marital status variable of the participants is examined, it appears that the majority is single. In addition, it has been found that when the terms of office of the employees at the workplace are examined, it is less than 1 year and the majority of the ones having 1-5 years work experience. From this point of view, it can be said that the employees of the travel agencies operating in Eskişehir have a high education level, young and single majority. Because the majority of the employees have low work experience in the existing work places, it is revealed that the employee turnover rate in the travel agencies operating in Eskişehir is high.

According to the results of correlation analysis; a positive relationship was found between cyberloafing and self-development, one of the sub-dimensions of job motivation. There are also factors such as research, learning, personal development, increasing knowledge and skill levels among the reasons why employees are involved in cyberloafing activities.

In the light of the findings of the research, it is generally possible to present the following suggestions. Travel agents managers should inform employees about internet use at work cyberloafing activities. Employees' awareness of this issue can provide advantages for businesses. Employees can be made aware of the opportunities and threats that may arise in their environment. Employees can position themselves against the developments in their sector, competitors, competitors 'products and services, customers' potential, and today's rapidly changing demands and needs.

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