

**Research Article**

**The True Nature of Jumped the Rails Personality in Organizations: The Effect of Psychopathy on Cyberloafing**

*Örgütlerde Raydan Çıkan Kişiliğin Gerçek Yüzü: Psikopatinin Sanal Aylaklığa Etkisi*

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**Abstract**

The reasons, which underlie human behavior, are being discussed by researchers and organizations. The dark triad as personality traits and counterproductive behaviors as behavioral output have been frequently examined. Since counterproductive work behaviors have extra costs to the business, even if they are considered important or unimportant. The relationship between psychopathy in the dark triad, important and unimportant cyberloafing included in counterproductive work behaviors has been examined in this research. The fictional basis of the research comprises failure in self-regulation theory. Exhaustion of the resources related to self-regulation also results from low self-esteem or low self-respect. It can be assumed that the psychopathic personality may display cyberloafing behaviors, due to low self-esteem. A quantitative method was adopted in order to test the hypotheses regarding the relation between psychopathy and cyberloafing, and the measurement model and structural model analyzes of the research were made by using the SmartPLS 3.3.7 software. Research findings have indicated that the psychopathic personality can engage in cyberloafing behaviors that are unethical and inappropriate from an administrative point of view, and can be considered a crime under the Labor Law, during the organization's production time and working hours. It has been revealed that psychopathy is the antecedent of cyberloafing, and administrative suggestions have been also made for future research.

**Keywords:** Self-regulation, counterproductive work behavior, psychopathy, cyberloafing, personal internet usage.

**Öz**

İnsan davranışlarının altında yatan nedenler araştırmacılar ve örgütler tarafından ele alınmaktadır. Kişilik özelliği olarak karanlık üçlü ve davranışsal çıktı olarak üretim dışı davranışlar sıklıkla incelenmiştir. Çünkü üretim dışı iş davranışlarının, önemli veya önemsiz olarak nitelendirilse bile işletmeye ekstra maliyetleri vardır. Bu çalışmada; karanlık üçlü içinde yer alan psikopatinin, üretim dışı iş davranışları içinde yer alan önemli ve önemsiz sanal aylaklık ile olan ilişkisi araştırılmıştır. Araştırmacının kurgusal dayanağını öz-düzenle(yeme)me teorisi oluşturmaktadır. Öz-düzenlemeyle ilişkin kaynakların tükenmesi, düşük öz saygı veya düşük benlik saygısından da ileri gelmektedir. Psikopatik kişiliğin, düşük benlik saygısından dolayı sanal aylaklık davranışları gösterebileceği varsayılabilir. Psikopati ve sanal aylaklık ilişkisine yönelik hipotezlerin test edilmesi amacıyla nicel bir yöntem benimsenmiş olup, araştırmacının ölçüm modeli ve yapısal model analizleri SmartPLS 3.3.7 programı kullanılarak yapılmıştır. Araştırma bulguları; psikopat kişiliğin örgütün üretim zamanında ve mesai saatleri içerisinde etik olmayan, yönetsel açıdan uygun görülmeyen ve iş kanununca da suç sayılabilecek sanal aylaklık davranışları yapabileceğini göstermiştir. Psikopatinin sanal aylaklığın öncülü olduğu ortaya konularak, gelecekteki araştırmalar için yönetsel açıdan da önerilerde bulunulmuştur.

**Anahtar Kelimeler:** Öz-düzenleme, üretim dışı iş davranışları, psikopati, sanal aylaklık, kişisel internet kullanımı.

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## 1. Introduction

Explaining the reasons for human behavior has been a subject of research for researchers interested in social sciences. Therefore, various theories, which aim to illuminate the foundations of behavior, have been developed. One of the theories is Self-regulation Theory. Self-regulation is an effective skill used in making plans to achieve individual goals and turning those plans into action (Kitsantas et al., 2000; Kuhl, 2000). The emotional structure is as important as the cognitive structure in analyzing human behavior. The suppression of emotions in achieving goals and adapting to the environment is related to the success of self-regulation (Baumeister et al., 2007b). At this point, it is obvious that organizational outcomes that self-regulation can explain as much as individual outcomes of behavior, and self-regulation has an impact on these outcomes.

Human resources management, which aims to maximize performance and work efficiency, should give importance to negative work behaviors as well as positive work behaviors. Failure in self-regulation not only reduces individual performance but also negatively affects the quality of interaction with the environment. There are many research studies in the literature that reveal the negative side of organizational behavior. It has been seen that dark triads as personality traits and counterproductive behaviors as behavioral output are frequently examined (Kessler et al., 2010; Shuja et al., 2021). It can be emphasized that the basic features of the dark triad are the lack of self-regulation of the intersection set (Jonason and Tost, 2010). It can be noted that psychopathy, which acts with more impulsive dominance than this trio (Moor and Anderson, 2019), does not shy of workplace bullying (Daderman and Ragnestål-Impola, 2019), sabotages information (Serenko and Choo, 2020) and has a high relation with counterproductive work behaviors in general (O'Boyle et al., 2012; Kranefeld and Blickle, 2021). At this point, the behaviors, which are emphasized as important, can also be categorized as crimes, as well as that counterproductive work behaviors are described as "insignificant" in a way that can be considered slightly faulty or "important" in a way that cannot be ignored (Czarnota-Bojarska, 2015). Counterproductive work behaviors also cause extra costs for enterprises. It can also be stated that cyberloafing, which is the maverick use of technology in counterproductive work behaviors, wastes work time (Moor and Anderson, 2019). On the other hand, in this research, it is assumed that psychopathy, which is incapable of using and consuming self-regulation resources, cannot regulate the behaviors and may exhibit cyberloafing.

It is possible to state that the research studies examined in the literature do not discuss cyberloafing much apart from counterproductive work behaviors. This research will be different from previous research since it examines psychopathy, which cannot regulate the self, and is from the Turkish sample as an antecedent to cyberloafing. Furthermore, it is aimed to fulfill the needs in both international and national literature, thanks to the perspective of the concepts this research deals with.

It is evaluated that this research will enable an opportunity to identify personalities prone to cyberloafing, which is a subset of counterproductive work behaviors, and to develop ways of preventing damage in terms of management by establishing the cause-effect relation between personality and behavior.

## 2. Theoretical and Conceptual Framework

### *Self-regulation Theory*

To unveil the underlying reasons for human behavior has been the focus of attention of most researchers. One of the theories which have been developed to perceive and make sense of human behavior is *Self-regulation Theory*. It is planned, spontaneous thoughts or behaviors that enable the attainment of personal goals (Kitsantas et al., 2000). Self-regulation is the ability to adapt oneself in line with the processes that make it possible to achieve goals and transform experiences into actions (Kuhl, 2000). For example, showing a high level of work performance is related to the effective management of self-regulation (Diefendorff et al., 2000). Baumeister et al. (2007a) considered self-regulation as a kind of resource. At this point, the sources determine whether changes in behavior will be made to achieve the desired goals. Self-regulation offers the opportunity to "make one's own destiny" (Mithaug, 1993). Individuals' ability to regulate themselves is limited by the resources they have (Freeman and Muraven, 2010). For this reason, individuals cannot regulate themselves when resources are exhausted (Muraven and Baumeister, 2000). As a result of this situation, it is assumed that psychopathy may be encountered as a dominant personality trait when there is a shortage of resources in self-regulation. Self-regulation

is discussed as interchangeable expressions without being separated as self-control or will, as Baumeister et al (2007a) suggested. The fictional basis of this research comprises the failure of the self-regulation theory.

### *Psychopathy*

The exhaustion of resources related to self-regulation also results from low self-esteem or low self-respect. Low self-esteem levels cause other social media users to think that they are happier than the individual (Dhir et al., 2016). It can be assumed that the *psychopathic personality* may display cyberloafing behaviors, due to low self-respect. It has also been determined that people with apathy and impulsivity characteristics have a high tendency to cyberbullying during adolescence (López-Larrañaga and Orue, 2019). Impulsivity is one of the hallmarks of psychopathy. Individuals with psychopathic personalities are deprived of the ability to empathize (Baughman et al., 2012), they cannot control their impulses (Cooke and Michie, 2001), and therefore, lack of impulse control pushes them to seek excitement (Patrick et al., 2009). Psychopathic people may ignore social norms by displaying an aggressive attitude for the sake of their goals (Hare, 1996). They avoid taking responsibility for the consequences of their behavior (Jakobwitz and Egen, 2006), feel no remorse (Baughman et al., 2012), and act carefree (Shuja et al., 2021). Therefore, they tend to torture (Patrick et al., 2009) and they may cause psychological or physiological damage to the environment they interact with (Robins and Paulhus, 2001).

### *Cyberloafing*

It is also stated that wasted work time as a result of cyberloafing can have a significant impact on production (Moor and Anderson, 2019). Schmitt et al. (2003) point to the “possible individual, social and financial costs” of counterproductive business behavior. With this aspect, it is thought that cyberloafing should be a subject of investigation independently.

One of the damage-focused organizational behavior concepts is counterproductive work behavior. These behaviors were discussed as important and unimportant in the Bennett and Robinson (2000) typology. Cyberloafing, which is known as counterproductive or deviant workplace behaviors, refers to the usage of the cyber-world for non-work purposes (Lowe-Calverley and Grieve, 2017). Lim (2002) defined cyberloafing as actions aimed at “wasting resources”. Cyberloafing has been included in the literature as a concept discussed in the context of counterproductive or anti-work behavior.

The focus of cyberloafing is to engage in counterproductive behaviors for individual purposes by making use of the opportunities provided by the institution during working hours or by using tools, such as personal phones, tablets, or laptops (Lim, 2002). In brief, the labor undertaken in return for the employment contract is not used for employer purposes, but for individual purposes, including working hours in cyberloafing. Cyberloafing consists of actions that can be ignored or can be considered as unimportant, such as sending or receiving e-mails containing cartoons, shopping online, downloading music or movies, following newspapers or news websites and following social media or playing games on the internet (Henle et al., 2009; Piotrowski, 2012). In addition to these, it includes “important” actions that cannot be ignored, such as online gambling and monitoring sexually explicit websites (Blanchard and Henle, 2008). It is possible to evaluate cyberloafing under two structures as important or unimportant, in terms of the costs and outputs it causes to the business when the specified actions are categorized. Lim (2002) categorized cyberloafing as internet browsing and mailing.

It should not be ignored how to keep virtual idleness at an optimal level while dealing with issues that will increase the productivity of employees from a managerial point of view. It has been determined that internet usage through social media can increase productivity or work performance (Alalwan et al., 2017). Even, it is claimed that the use of social media or the internet at a reasonable level yields positive results, stress relief (Lim and Chen, 2012), and increased creativity (Ali et al., 2018). On the other hand, it has also been specified cyberloafing during work hours is compensated by carrying out tasks at home to finish on time (Lim and Teo, 2005). Each excessive behavior has a negative effect (Landers and Schmidt, 2016).

## 2.1. Developing Hypothesis

Can these behaviors reveal themselves more in certain personality types once cyberloafing behaviors are viewed as counterproductive work behaviors? Are dark behaviors related to dark personalities? Dark personality types are referred to as the dark triad (Machiavellianism-Narcissism-Psychopathy) in the literature. It has been proven by many research studies that the dark triad causes a behaviorally “unethical” and “negative” individual or organizational outcomes, as its very name signifies (Kessler et al., 2010; Shuja et al., 2021). It has been determined that there is a strong energy between psychopathy and counterproductive work behaviors (O’Boyle et al., 2012), there is a positive relationship between psychopathy and workplace bullying (Daderman and Ragnestål-Impola, 2019), and psychopathy also predicts knowledge sabotaging behavior in organizational sense (Serenko and Choo, 2020). The positive relationship between psychopathy and counterproductive work behaviors (Kranefeld and Blickle, 2021; O’Boyle et al., 2012) has been revealed by various researchers.

It is seen that cyberloafing is evaluated within the category of counterproductive work behavior, rather by considering the dark triad together upon examining the literature. Attention is drawn to the brilliance of the relationship among psychopathy, Machiavellianism, and counterproductive work behaviors represented as the dark triad (O’Boyle et al., 2012). Jonason and Tost (2010) emphasized that the common point of the personality traits of the dark triad is the lack of self-control. It is possible to explain this finding with the depletion of self-control resources. Behavior becomes uncontrollable and cyberloafing can occur when resources are depleted. Cohen (2016), on the other hand, suggested the inclusion of organizational climate elements along with organizational transparency and policies that are likely to soften the relation between dark triad personalities and counterproductive work behaviors. Goodboy and Martin (2015) revealed that psychopathy was more prominent in cyberbullying acts within the dark triad. Also, it is seen that psychopathy predicts behaviors that are not suitable for social life, which can be characterized as bullying or cyberbullying (Geel et al., 2017).

It can be stated that psychopathy, which has a tendency to cyberbullying (López-Larrañaga and Orue, 2019; Goodboy and Martin 2015; Geel et al., 2017), is prone to cyberloafing upon taking personal characteristics into account (Hare, 1996; Robins and Paulhus, 2001; Shuja et al., 2021). Krishnan et al. (2010) and Dirican et al. (2016) deal with the relationship between positive personality traits and cyberloafing in their research studies. With its positive personality traits, cyberloafing increases both performance (Alalwan et al., 2017) and creativity (Ali et al., 2018) and helps to reduce stress (Lim and Chen, 2012). In other words, cyberloafing creates positive outcomes with positive personality traits. On the other hand, it has been determined that a negative personality causes negative work behaviors (Kessler et al., 2010; Shuja et al., 2021). It is claimed that it will be related to cyberloafing when it is considered that the dark personality represents the other sharp edge of the knife. In addition, Rahman and Muldoon (2020) drew attention to the positive relationship between psychopathy and cyberloafing.

It is aimed that the determined relationships will reveal the behaviors that reduce performance and cause costs, and it is expected that it provides the contributions that will encourage the implementation of practices aimed at eliminating the possible problem.

Lowe-Calverley and Grieve (2017) claimed that they presented the first study to examine the relationship of dark personality with cyberloafing along and perceived deception ability. This research differs from its predecessors by dealing with one of the dark triads, namely psychopathy, with cyberloafing. It is also aimed to fill a gap in the handling of related concepts in national or international literature.

It can be noted that there are not many research studies that examine cyberloafing by customizing it in itself. This research also allows for a more detailed examination of psychopathy, which has the strongest association with counterproductive work behaviors as well as separating cyberloafing independently from counterproductive work behaviors. With this aspect, the relationship between psychopathy and cyberloafing is one step ahead of the other research studies. Also, the fact that cyberloafing is considered important and unimportant in this research points to another difference of the research.

Cyberloafing is in the category of anti-productive work behaviors, and therefore these dimensions of cyberloafing, which consists of two dimensions, are evaluated within the concept of negative work behavior. The hypotheses, which have been formed in line with all these research studies, are as follows:

**H<sub>1</sub>:** Psychopathy has a positive and significant relationship with important cyberloafing.

**H<sub>2</sub>:** Psychopathy has a positive and significant relationship with unimportant cyberloafing.

### 3. Method

This is an empirical research study, and its design is causatively formed. According to the Kolmogorov-Smirnov test ( $p < .05$ ) results, the measurement model and structural model analyses of the research were performed using the SmartPLS 3.3.7 program since the dataset did not exhibit a normal distribution.

#### 3.1. Sample

This research was approved by the Ethics Committee of the Kocaeli University of Social Sciences with a code of ethics 07/07/2021-E.86046. The sample of the research consists of factory workers in the Körfez district of Kocaeli. Research data were collected online over the period August 17 and September 29, 2021. In the research, it was taken into consideration to reach the number of people ten times higher than the number of items suggested by Hair, Black, Babin, and Anderson (2014) to collect data. For this purpose, 244 participants have been reached through the convenience sampling method, however, 30 questionnaires, which have been filled completely, were excluded. Therefore, the research was conducted by using 214 valid questionnaires. It is seen that the majority of them are between the ages of 34-40 (30%), male (74%), married (71%), have high school education (51%), and 5-10 years of experience (34%) upon considering the demographic information of the participants.

#### 3.2. Data Collection Method, Common Method Error of Variance and Scales

The questionnaire method was preferred as a data collection tool in this research and how the employees' perception of psychopathy would affect their perception of cyberloafing was investigated. The data collection tools used in the research consisted of three parts. According to Podsakoff, MacKenzie, Lee, and Podsakoff (2003), it is necessary to include the items of the result variables in the questionnaire form before the estimation variables in order to minimize the common method variance in the research. Therefore, there are items related to cyberloafing in the first part of the questionnaire, articles about psychopathy in the second part, and questions about demographic characteristics in the third part. Also, Harman's single-factor method was employed to determine the common method variance bias in the research. All variables (psychopathy and cyberloafing) were evaluated for factor analysis. In the consequence of the analysis, it is seen that there is no common method bias problem in the research since the amount of variance explained in a single factor is 41.5% ( $< 50\%$ ) (Podsakoff, MacKenzie, Lee, and Podsakoff, 2003).

**Cyberloafing Scale:** The scale used in Örüçü and Yıldız (2014) was used to measure the cyberloafing levels of the participants. The scale consists of two factors such as important (eight items) and unimportant (six items) cyberloafing activities and a total of fourteen items. The Cronbach's Alpha of the scale is .85 for important cyberloafing activities while it is .85 for unimportant cyberloafing activities. The items in the scale were evaluated according to a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree".

**Psychopathy Scale:** The four-item scale, a sub-factor of the abbreviated dark triad scale, used in Özsoy Ardiç (2017), was used to measure the employees' perception of psychopathy. The Cronbach's Alpha value of the scale was calculated as .73. The items in the scale were evaluated by using a five-point Likert-type scale ranging from "Strongly Disagree" to "Strongly Agree".

### 4. Findings

Descriptive statistics and correlation values (Table 1), measurement model findings (Table 2), and structural model results (Table 3) are shown below. The path coefficients and the significance levels of the coefficients are given in Figure 1.

**Table 1. Descriptive Statistics and Correlation Values**

Variable	n	Mean	S. D.	1	2	3
1. Psychopathy	214	1.91	0.76	1		
2. Cyberloafing (Important)	214	1.95	0.80	.28**	1	
3. Cyberloafing (Unimportant)	214	2.23	0.91	.23**	.74**	1

\*\*p<.01

It was observed that psychopathy and cyberloafing (important and unimportant) were positively and significantly correlated ( $\rho=.28$ ,  $p<.01$ ;  $\rho=.23$ ,  $p<.01$ , respectively) when Table 1 was examined.

#### 4.1. Measurement Model

**Table 2. Findings of Measurement Model**

Structures	Items	Factor Load	$\alpha$	CR > AVE
Psychopathy	P2	.64	.80	.81 > .63
	P3	.46		
	P4	.90		
Cyberloafing (Important)	CI1	.84	.88	.88 > .60
	CI2	.77		
	CI5	.83		
	CI6	.70		
	CI7	.74		
Cyberloafing (Unimportant)	CUI9	.67	.86	.86 > .55
	CUI10	.76		
	CUI11	.70		
	CUI12	.80		
	CUI13	.78		

Heterotrait-Monotrait Ratio Criterion

Structures	Psychopathy	Cyberloafing (Important)	Cyberloafing (Unimportant)
Psychopathy	-	-	-
Cyberloafing (Important)	.40	-	-
Cyberloafing (Unimportant)	.27	.78	-

**Note.**  $\alpha$ =Cronbach's Alpha; CR=Composite Reliability; AVE=Average Variance Extracted

As seen in Table 2, It can be said that there is internal consistency reliability since Cronbach's Alpha coefficients are between .80 and .88 and the CR coefficients are between .81 and .88. Factor loads and AVE coefficients were evaluated in determining convergent validity. It is recommended to exclude them

from the model if the CR or AVE values of items with factor values between .40 and .70 are below the threshold value (Hair, Hult, Ringle, and Sarstedt, 2017). For this purpose, item 1 in the psychopathy scale due to the low factor loads, items 3, 4, and 8 in the important cyberloafing activities scale, and item 14 in the unimportant cyberloafing activities scale were excluded from the measurement model to increase the AVE value as a result of the analysis. The items (P2, P3, and CNI9) with a factor load below .70 were not excluded from the model since the recalculated AVE value for the relevant structures was above the limit value. It can be stated that convergent validity was provided because the factor loads of the structures were between .64 and .90, whereas AVE values were between .55 and .63 (Hair, Black, Babin, and Anderson, 2010; Hair, Hult, Ringle, and Sarstedt, 2017). Heterotrait-Monotrait Ratio (HTMT) criterion was used to evaluate discriminant validity. HTMT value should be below .90 for close concepts and below .85 for distant concepts. According to the results, the fact that the HTMT coefficient is below the limit value indicates that the structures are separate factors from each other (Henseler, Christian, and Marko, 2015).

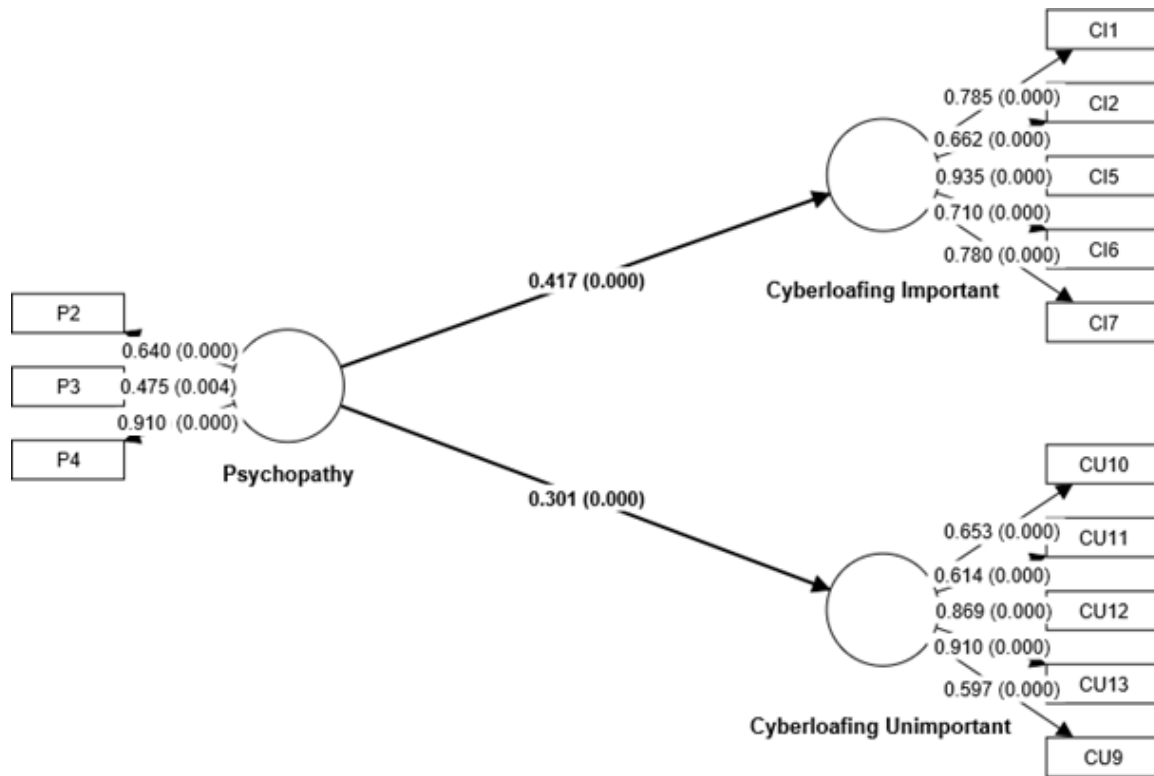
#### 4.2. Structural Model

**Table 3. Structural Model Results**

Model Summary				
	R <sup>2</sup>	Q <sup>2</sup>	f <sup>2</sup>	VIF
Cyberloafing (Important)	.17	.09	.20	1.000
Cyberloafing (Unimportant)	.08	.04	.09	1.000
Effects	Path Coefficient	Std. Dev.	t-value	p-value
Psychopathy → Cyberloafing (Important)	.42	.09	4.577	.000***
Psychopathy → Cyberloafing (Unimportant)	.29	.08	3.484	.000***
<b>Note.</b> ***p<.001; R <sup>2</sup> =Explained Variance; Q <sup>2</sup> =Predictive Relevance; f <sup>2</sup> =Effect Size; VIF=Variance Inflation Factor				

It is seen that the estimation variable explains that important cyberloafing activities are 17% and unimportant cyberloafing activities are 8% when the R<sup>2</sup> values in Table 3 are examined. It can be said that the relevant variables have predictive power since the Q<sup>2</sup> coefficients calculated for the endogenous variables are greater than zero (Hair, Hult, Ringle, and Sarstedt, 2017). It is understood that psychopathy has a medium effect size on important cyberloafing activities while it has a low effect size on unimportant cyberloafing activities when the effect size coefficients (f<sup>2</sup>) are examined (Cohen, 1988). It is considered that there is no linearity problem between the structures since the VIF coefficients in the model are below the threshold value of 5 (Hair, Black, Babin, and Anderson, 2010).

The effect of psychopathy on important and unimportant cyberloafing activities was found to be positive and significant ( $\beta=.42$ ,  $p<.001$ ;  $\beta=.29$ ,  $p<.001$ , respectively) when the results in the table were examined. According to these results, hypotheses 1 and 2 of the research were supported.



**Figure 1. Research Model and Path Coefficients**

## 5. Conclusion and Suggestions

As a result of the impulsivity of personality, these research findings have indicated that psychopathy steals the production time of the organization, and it can engage in cyberloafing behaviors during working hours as unethical, inappropriate from an administrative point of view, and criminal behavior pursuant to the Labor Law.

Suppressing emotions and impulses is about self-control. In other words, it is a result of the ability to self-regulate (Baumeister et al., 2007b). Psychopathy, having difficulty in controlling impulses, uses the cyber world to keep abusive behavior at the strongest level (Moor and Anderson, 2019). Compared research results support the dynamic of psychopathy with important cyberloafing.

Although cyberloafing is self-serving by stealing work time, it can be considered unimportant, because of stress relief, getting away from depression, and increasing creativity through social media (Alalwan et al., 2017; Ali et al., 2018; Lim and Chen, 2012). It has been found that psychopathy affects important cyberloafing to a greater extent than unimportant cyberloafing. The reason for this is likely to be the behaviors originating from impulsive motivation. The relational power that psychopathy displays with important cyberloafing is thought to stem from psychopathy's inability to self-regulate.

It has been determined that there is a strong relationship between psychopathy and counterproductive work behaviors (O'Boyle et al., 2012; Schilbach, et al., 2020; Kranefeld and Blickle, 2021). This research also has revealed that psychopathy is the antecedent of cyberloafing. In addition, it has been proven that psychopathy has a strong link with the important cyberloafing.

It is possible to make some managerial suggestions in consideration of the results of this research. One of the managerial suggestions is that human resources management should pay attention to psychopathy, called darkness, in personality tests in the recruitment process. Thanks to the results of the research, it has also been determined that psychopathy will render the welfare level of the working environment uneasy. The important cyberloafing can cause the management to face consequences that cannot be ignored, should not be done in the work environment, and could cause irreparable harm.



Each institution has different online restrictions. It is known that the IT departments in some institutions restrict or do not allow internet use. However, there is no restriction on using the internet in some enterprises. Various practices should be put in place to enable the employees to go on cyberloafing by using their personal mobile phones to give up this behavior. Also, practicing personality tests is one way to reduce recruitment costs. Performing personality tests in the recruitment process is the ideal way to “exclude” problematic employees from the organization. However, it is recommended that human resources perform personality tests at certain periods, and provide training to employees who are prone to psychopathic personalities. Psychopaths cannot notice that they are hurting others since they are short of empathy. And thus, human resources management can provide empathy-based training to its employees with this type of personality and lead them to be more sensitive to their environment. And offer psychological and social support for employees with such personalities who have been already hired. If there is no positive change as a result of these tests and practices, the sanctions stated in the labor law may be applied.

It is seen that the employees' behaviors with psychopathic tendencies breach the employment contract when the consequences of important cyberloafing are taken into account. In such a case, the human resources management may dismiss the employee without compensation. The dismissal does not bear any cost for the concerned person, however, the management will have to take over the costs of the person to be hired, such as training, recruitment, placement, and orientation.

It is recommended to study on the variables, such as organizational support and relational energy that can organize the relation between psychopathy and cyberloafing. Moreover, whether cultural trends have the power to change psychopathy and cyberloafing may also be the subject of examination.

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**Araştırma Makalesi**

**The True Nature of Jumped the Rails Personality in Organizations: The Effect of Psychopathy on Cyberloafing**

*Örgütlerde Raydan Çıkan Kişiliğin Gerçek Yüzü: Psikopatinin Sanal Aylaklığa Etkisi*

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**Genişletilmiş Özet**

İnsan davranışlarının nedenlerini açıklamak sosyal bilimlerle ilgilenen araştırmacılar için inceleme konusu olmuştur. Bu bağlamda da davranışın temellerini aydınlatılabilmeyi amaçlayan çeşitli teoriler geliştirilmiştir. Mevcut teorilerden biri de öz düzenlemedir. Öz düzenleme, bireysel amaçlara erişmeyi sağlayan planlar yaparak bu planların eylemsel bir faaliyet haline getirilmesinde kullanılan etkili bir yetenektir (Kitsantas ve ark., 2000; Kuhl, 2000). Amaçlara ulaşabilmede ve çevreye uyumlanabilmede duyguların bastırılması, özü düzenleyebilmenin başarısı ile ilgilidir (Baumeister ve ark., 2007b). Bu noktada bireysel çıktılar kadar örgütsel çıktılar öz-düzenlemenin açıklayabildiği ve bu çıktılar üzerinde de öz-düzenlemenin etkili olduğu aşikardır. Performansı ve iş verimliliğini maksimize etmeyi amaçlayan insan kaynakları yönetiminin, olumlu iş davranışları yanında olumsuz iş davranışlarına da önem vermesi gerekir. Öz düzenlemedeki başarısızlık, bireysel performansı düşürürken, çevreyle olan etkileşim kalitesini de olumsuzlaştırır. Literatürde kişilik özelliği olarak karanlık üçlünün ve davranışsal çıktı olarak üretim dışı davranışlarının sıkça araştırıldığı görülmektedir (Kessler ve ark., 2010; Shuja ve ark., 2021). Karanlık üçlüye ait temel özelliklerin kesişim kümesinin öz-düzenleme noksanlığı olduğu vurgulanabilir (Jonason ve Tost, 2010). Bu üçlünden daha fazla dürtüsel hakimiyetle hareket eden psikopatinin (Moor ve Anderson, 2019) iş yeri zorbalığından çekinmediğine (Daderman ve Ragnestall-Impola, 2019), bilgiyi sabote ettiğine (Serenko ve Choo, 2020) ve genel anlamda üretim dışı iş davranışlarıyla olan ilişkisinin yüksek olduğuna (O’Boyle ve ark., 2012; Kranefeld ve Blickle, 2021) dikkat çekilebilir. Bu noktada üretim dışı iş davranışlarının örgütsel sonuçlarının derecelendirilmesi, hafif kusurlu sayılabilecek tarzda “önemsiz” ya da göz ardı edilemeyecek tarzda “önemli” olarak nitelendirilmektedir (Czarnota-Bojarska, 2015). Üretim dışı iş davranışları içerisinde teknolojinin başına buyruk kullanımı olan sanal aylaklığın; boşa giden iş zamanı olduğu da belirtilebilir (Moor ve Anderson, 2019). Öz-düzenleme kaynaklarını kullanmayı beceremeyen ve tüketen psikopatinin, davranışlarını düzenleyemeyeceği ve sanal aylaklık sergileyebileceği varsayılmaktadır.

Öz-düzenlemeyle ilişkin kaynakların tükenmesi, düşük öz saygı veya düşük benlik saygısından da ileri gelmektedir. Düşük öz saygı seviyesi, diğer sosyal medya kullanıcılarının bireyin kendisinden daha mutlu olduklarını düşünmelerine yol açmaktadır (Dhir ve ark., 2016). Psikopati, öz düzenleme eksikliğiyle dürtülerini kontrol edememekten dolayı kontrolsüzlük yaşanmasına ve heyecan arayışına neden olur (Patrick ve ark., 2009). Psikopatik kişiler, amaçları doğrultusunda saldırganca bir tutum sergileyerek sosyal normları görmezden gelebilirler (Hare, 1996). Etkileşimde oldukları çevreye, psikolojik veya fizyolojik zarar verebilirler (Robins ve Paulhus, 2001). Psikopatik kişiliğin, düşük benlik saygısından dolayı sanal aylaklık davranışları gösterebileceği varsayılabilir.

Üretim dışı veya sapkın işyeri davranışları kapsamında kendine yer bulan siber (sanal) aylaklık, sanal dünyanın iş dışı amaçlar için kullanılmasını ifade eder (Lowe-Calverley ve Grieve, 2017). Sanal aylaklık, üretim dışı ya da karşıtı iş davranışları bağlamında ele alınan bir kavram olarak yazında kendine yer edinmiştir. Lim (2002), *sanal aylaklığı* “kaynakların israf edilmesi”ne yönelik eylemler olarak tanımlamaktadır. Sanal aylaklık; karikatür içerikli e-posta göndermek veya almak, internet üzerinden alışveriş yapmak, müzik veya film indirmek, gazete veya haber sitelerini takip etmek, sosyal medyayı takip etmek ya da internet üzerinden oyun oynamak gibi “önemsiz” başka bir ifade ile görmezden gelinebilecek eylemleri kapsamaktadır (Henle ve ark., 2009; Piotrowski, 2012). Diğer taraftan sanal aylaklık, online kumar oynamak, cinsel içerikli web sitelerinin takibinin yapılması gibi “önemli” yani görmezden gelinemeyecek eylemleri de kapsamaktadır (Blanchard ve Henle, 2008). Belirtilen eylemler kategorize edildiğinde sanal aylaklığı, işletmeye getirdiği maliyetler ve çıktılar doğrultusunda önemli veya önemsiz olarak iki yapı altında değerlendirilmek mümkündür.

Yönetimsel açıdan, çalışanların verimliliğini artıracak konularla ilgilenilirken sanal aylaklığın optimal seviyede nasıl tutulacağını da göz ardı edilmemelidir. Sosyal medya aracılığıyla internet kullanımının üretkenlik veya iş performansını artırabildiği belirlenmiştir (Alalwan ve ark., 2017). Hatta ölçüsünde sosyal medya veya internet kullanımının stres atma (Lim ve Chen, 2012) ve yaratıcılıkta artış gibi olumlu sonuçlara yol açtığı da iddia edilmektedir (Ali ve ark., 2018). Diğer taraftan mesai saatlerinde sanal aylaklık yapma bedelinin, görevleri zamanında bitirmek için işi eve taşımak olduğu da belirlenmiştir (Lim ve Teo, 2005). Ölçüyü kaçırın her davranışın olumsuz bir etkisi ortaya çıkmaktadır (Landers ve Schmidt, 2016).

Bu araştırma, sanal aylaklığı üretim dışı iş davranışlarından bağımsız bir şekilde ayırmakla birlikte, üretim dışı iş davranışları ile en güçlü ilişkiye sahip psikopatinin daha ayrıntılı bir şekilde incelenmesine imkan vermektedir. Bu yönüyle psikopati ve sanal aylaklık ilişkisi diğer araştırmalara göre bir adım öne çıkmaktadır. Ayrıca bu çalışmada sanal aylaklığın önemli ve önemsiz olarak ele alınması, araştırmanın diğer bir farklılığına işaret etmektedir.

Bu çalışma ampirik bir araştırma olup, tasarımı nedensel olarak yapılandırılmıştır. Kolmogorov Simirnov testi ( $p < .05$ ) sonuçlarına göre veri seti normal dağılım sergilemediğinden, araştırmanın ölçüm modeli ve yapısal model analizleri SmartPLS 3.3.7 programı kullanılarak yapılmıştır. Araştırmanın örnekleme, Kocaeli ili Körfez ilçesindeki fabrika çalışanlarıdır. Araştırma verileri, 17 Ağustos-29 Eylül 2021 tarihleri arasında çevrimiçi olarak toplanmıştır. Çalışmada veri toplamak için Hair ve arkadaşlarının (2014) önermiş olduğu madde sayısının on katı rakamındaki kişi sayısına ulaşılmaya dikkat edilmiştir. Bu doğrultuda, kolayda örnekleme yöntemi ile 244 katılımcıya ulaşılmış, eksik doldurulan 30 anket kapsam dışı bırakılmıştır. 214 geçerli anket üzerinden araştırmaya devam edilmiştir.

Araştırmada ortak yöntem varyans yanlılığını tespit etmek için Harman’ın tek faktör metodu kullanılmıştır. Faktör analizi için tüm değişkenler (psikopati ve sanal aylaklık) değerlendirmeye alınmıştır. Analiz sonucunda, tek faktörde açıklanan varyans miktarı %41.5 ( $< \%50$ ) olduğu için çalışmada ortak yöntem yanlılığı sorununun bulunmadığı görülmektedir (Podsakoff ve ark., 2003). Psikopati ile sanal aylaklığın (önemli ile önemsiz) pozitif ve anlamlı yönde ilişkilendiği gözlenmiştir (sırasıyla  $\rho = .28$ ,  $p < .01$ ;  $\rho = .23$ ,  $p < .01$ ). Ölçeklerin Cronbach’s Alpha katsayılarının .80 ile .88 arasında; CR katsayılarının .81 ile .88 arasında olması nedeni ile içsel tutarlılık güvenilirliğinin bulunduğu söylenebilir. Faktör yüklerinin düşük olması sebebi ile psikopati ölçeğinden 1. madde, önemli sanal aylaklık faaliyetleri ölçeğinden 3. 4. ve 8. maddeler, önemsiz sanal aylaklık faaliyetleri ölçeğinden ise 14. madde, AVE değerini yükseltmek için ölçüm modelinden çıkarılmıştır. İlgili yapılar için tekrar hesaplanan AVE değerinin sınır değerin üzerinde olması nedeni ile faktör yükü .70’in altında kalan diğer maddeler modelden çıkarılmamıştır. Yapıların faktör yüklerinin .64 ile .90 arasında; AVE değerlerinin .55 ile .63 arasında olması sebebi ile birleşme geçerliğinin sağlandığı ifade edilebilir (Hair ve ark., 2010; Hair ve ark., 2017). Ayrışma geçerliğinin değerlendirilmesinde Heterotrait-Monotrait Ratio (HTMT) kriteri kullanılmıştır. HTMT değerinin; birbirine yakın kavramlarda .90’ın, uzak kavramlarda ise .85’in altında olması gerekmektedir. Sonuçlara göre HTMT katsayısının sınır değerin altında olması, yapıların birbirlerinden ayrı faktörler olduğunu göstermektedir (Henseler ve ark., 2015).

Etki büyüklüğü katsayıları ( $f^2$ ) incelendiğinde; psikopatinin, önemli sanal aylaklık faaliyetleri üzerinde orta, önemsiz sanal aylaklık faaliyetleri üzerinde ise düşük bir etki büyüklüğüne sahip olduğu

anlaşılmaktadır (Cohen, 1988). Modelde yer alan VIF katsayıları, eşik değer olan 5'in altında olduğu için yapılar arasında doğrusallık probleminin olmadığı değerlendirilmektedir (Hair ve ark., 2010). Analiz sonuçları incelendiğinde psikopatinin, önemli ve önemsiz sanal aylaklık faaliyetleri üzerindeki etkisinin pozitif ve anlamlı olduğu (sırasıyla  $\beta=.42$ ,  $p<.001$ ;  $\beta=.29$ ,  $p<.001$ ) tespit edilmiştir. Bu sonuçlar ışığında, araştırmanın hipotezleri desteklenmektedir.

Bu araştırma bulguları, psikopat kişiliğin dürtüsellliği sonucunda örgütün üretim zamanından çalarak, daha da ileriye giderek mesai saatleri içerisinde etik olmayan, yönetsel açıdan uygun görülmeyen ve iş kanununa da suç sayılabilecek davranışlar olarak sanal aylaklık davranışları yapabileceğini göstermiştir.

Duygu ve dürtüleri bastırmak kendini kontrol edebilmekle ilgilidir. Diğer bir deyişle kendini düzenleyebilme becerisinin bir sonucudur (Baumeister ve ark., 2007b). Dürtülerini kontrol etmekte zorlanan psikopati, sanal dünyayı kullanarak tacizci davranışlarını en güçlü seviyede tutmaktadır (Moor ve Anderson, 2019). Karşılaştırılan araştırma sonuçları, psikopatinin önemli sanal aylaklıkla olan dinamiğini destekler niteliktedir. Ayrıca önemli sanal aylaklığın sonuçları düşünüldüğünde, psikopatik eğilimli çalışanların davranışlarının iş sözleşmesine aykırılığı da söz konusudur. Böylesi bir durumda insan kaynakları yönetimi, söz konusu çalışanı tazminatsız olarak işten çıkarabilir. Ancak işten çıkarma, ilgili kişi için maliyet taşımasa da yerine işe alınacak kişinin eğitim, işe alma ve yerleştirme, oryantasyon gibi maliyetlerini yönetim yüklenmek zorunda kalacaktır. Gelecek araştırmalar için psikopati ve sanal aylaklık ilişkisini ılımlatabilecek örgütsel destek ve ilişkisel enerji gibi değişkenlerle çalışılması önerilmektedir. Ayrıca kültürel eğilimlerin psikopati ve sanal aylaklık üzerinde bir değişim yaratma gücünün olup olmadığı da inceleme konusu olabilir.