



The Effect of Psychological Contract on Cyber-Loafing Behavior: Case of Travel Agencies

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ABSTRACT

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The psychological contract is accepted as a contract that does not depend on a written agreement between the employee and the employer but affects both sides positively. Cyber-loafing behavior means using the working hours of employees inside the workplace for their personal interests by using the internet of the enterprise, sabotaging the work. Considering that these two concepts have an impact on each other, this research was carried out, and it was aimed to evaluate the effect of psychological contract on cyber-loafing behavior. The survey was conducted on 400 people working in travel agencies in Antalya, Kayseri, Sivas, Kahramanmaraş and Ankara between February 15, 2018, and March 10, 2018. Participants were selected by convenience sampling method. Frequency analysis, correlation and regression analysis were applied to the data obtained within the scope of the research. Based on the findings of the study, it was determined that the participants' perceptions of psychological contracts were high, and their cyber-loafing behaviors were also high. It was observed that the employees cyber-loaf and it was determined that they participated in the psychological contract statements at a high level. Such a high level means that the participants have violated the psychological contract. As a result of the research, the participants are not aware of violating the psychological contract by performing cyber-loafing behavior. Besides, employees perceive spending time in their work on the Internet outside of work hours as if it is a normal behavior.

ÖZ

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Psikolojik sözleşme, çalışan ve işveren arasında yazılı bir anlaşmaya bağlı olmayan, ancak her iki tarafı da olumlu yönde etkileyen bir sözleşme olarak kabul edilir. Siber kaytarma davranışı, işyerinde çalışanların çalışma saatlerini kişisel çıkarları için işletmenin interneti kullanarak, işi sabote ederek kullanmak anlamına gelir. Bu iki kavramın birbirini etkilediği düşünüldüğünde, bu araştırma yapılmış ve psikolojik sözleşmenin siber kaytarma davranışı üzerindeki etkisinin değerlendirilmesi amaçlanmıştır. Araştırma, 15 Şubat 2018 ve 10 Mart 2018 tarihleri arasında Antalya, Kayseri, Sivas, Kahramanmaraş ve Ankara'daki seyahat acentelerinde çalışan 400 kişi üzerinde gerçekleştirilmiştir. Katılımcılar kolayda örnekleme yöntemi ile seçilmiştir. Araştırma kapsamında elde edilen verilere frekans analizi, korelasyon ve regresyon analizi uygulanmıştır. Çalışmanın bulgularına göre, katılımcıların psikolojik sözleşme algılarının yüksek, siber kaytarma davranışlarının da yüksek olduğu belirlenmiştir. Çalışanlarda siber kaytarma olduğu ve psikolojik sözleşme açıklamalarına yüksek düzeyde katıldıkları tespit edilmiştir. Yüksek bir seviyenin tespiti, katılımcıların psikolojik sözleşmeyi ihlal ettikleri anlamına gelir. Araştırma sonucunda, katılımcıların siber kaytarma davranışı gerçekleştirerek psikolojik sözleşmeyi ihlal ettiklerinin farkında olmadıkları görülmüştür. Bunun yanı sıra çalışanlar internette yaptıkları iş haricinde geçirdikleri zamanı normal bir davranışmış gibi algılamaktadırlar.

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1. Introduction

The rapid spread of technology in the global world and the rapid increase in innovation activities every day make it more difficult for businesses to compete with each other. Enterprises should be closely related to technology and innovation activities in order to gain a competitive advantage. Due to the labor-intensive feature of the service sector, travel agencies cannot be considered independent of both technology and the benefit of human resources. As with all businesses, travel agencies have the positive and negative effects of human behavior that are reflected in the workforce. At this point, travel agencies are one of the essential pillars of tourism sector based on displacement within a compound structure and offer many activities such as transportation, travel, information, and route planning for their customers.

As in many other sectors, the purpose of the service sector is to create value for the customer. Especially in the service sector, the basis of creating value for the customer is the positive effects of the activities and performances of the employees. In this context, travel companies need to carry out activities to understand the behavior of the employees and increase their performance. Employee's adoption and supporting the business depends only on the sincerity of the employees and open communication with the employer. Therefore, employers should fulfill their obligations and try to increase their employee's commitment. Although this relationship between employer and employee is not recorded verbally or in writing, it expresses the status of a psychological contract (Erdem, 2016, p. 2; Salha et al., 2017, p. 46).

A psychological contract is expressed as an unwritten agreement between the employee and employer but revealing what they expect from each other. Given that psychological contracts are formed due to the gaps in employment contracts, in some cases, they are violated by the employee/employer, and this brings along some negligence behaviors. Employee exhibits neglected behaviors by delaying the work or spending time for personal work during working hours, and as a result, cyber-loafing behavior occurs (Yıldız et al., 2016, p. 148).

Cyber-loafing is a concept that emerged mainly by using internet during work at workplace. It occurs as spending time during working hours on computers, tablets, and smartphones in non-business related issues in public or private organizations where employees work consciously. This tendency is becoming widespread in today's world and causes financial or legal sanctions for employees (Karataş and Avci, 2017, p. 2322). In the tourism sector, where humanforce is necessary, employee behavior is of great importance. The current research is important in terms of examining the effect of the psychological contract on cyber-loafing behavior. In the literature, it is found that the effect of psychological contract on cyber-loafing behavior is studied in different sectors but not in travel agency employees. So the study will make contributions to the literature considering the travel agency perspective.

2. Literature Review

2.1. Psychological Contract

The concept of the psychological contract, which emerged after examining the relationship between employees and employers, was first introduced by the renowned behavioral scientist Argyris (1960, p. 96), and then Levinson et al. (1962). However, the concept is based on the

organizational response concept that Barnard stated in the theory of equality in 1938 (Yıldız and Aykanat, 2017, 245). The development of the concept of psychological contract and its importance in literature took place after the 1980s (Özdaşlı and Çelikkol, 2012, p. 142; Topçu and Basım, 2015, p. 83). Argyris, in his book “Understanding Organizational Behavior”, stated that organizations are complex structures by comparing organizations to a person. It has been revealed that the interaction of organizations and individuals within the organization with each other will increase the effectiveness of employers and employees, and this can also happen through a psychological contract (Argyris, 1960, p. 95-96). According to Levinson et al. (1962), the psychological contract is a concept that does not depend on a written agreement between the employee and employer and covers mutual expectations.

Kotter (1973, p. 92) defined the concept of the psychological contract as “*an agreement that is not expressed verbally between the person and the organization they are in, which is the psychological aspect that the parties expect to give and receive from each other in business relations*”. Rousseau (1990, p. 390) defined the psychological contract as the beliefs and perceptions of the individual regarding the mutual expectations and obligations in the relationship between the organization and the employee. Argyris emphasizes that Kotter and Rousseau's psychological contract base is shaped within the framework of “relational/interaction between employee and employer”. Psychological contracts are divided into two as transactional and relational contracts. Transactional psychological contracts refer to a contract that focuses on financial earnings, expresses the short-term employee-employer relationship, and directs the employee to performance due to job-related responsibilities. Relational psychological contract, on the other hand, refers to the long-term employee-employer relationship that focuses on emotional earnings, guides the performance because it creates the feeling of being a part of the organization. Employees with operational psychological contracts only define the organization with their abilities, while those with relational psychological contracts further internalize the values of the organization (Rousseau and Wade-Benzoni, 1994, p. 466).

Psychological contracts are critical in terms of ensuring more active management of employees in an organization, maximizing harmony within the organization, and protecting the relationship between employers and employees. Besides, the conditions determined for the psychological contract, which are elements that helps to understand the attitudes and behaviors of the employees better, must be rationally perceived by both parties. Because the failure of any party to fulfill its promise and to have different opinions about the content of the contract pushes psychological contracts to a closed nature, which may cause negative consequences (Yiğit, 2015, p. 123). Psychological contracts play an essential role in determining job opportunities. In addition to the labor contracts made when starting a job, it is crucial in terms of performance that the employee creates a psychological contract against the job, the employer and the organization. In order to maintain psychological contracts positively for the both parties, it is necessary to understand the attitudes of the contract.

When these attitudes are maintained positively, a flexible, friendly, warm, and reliable environment will be provided in the enterprise; job efficiency, decrease in the tendency to quit, and an increase in job performance may occur; effective communication will be possible.

In addition to positive results, situations such as abuse, mobbing, intimate relationship or loss of work severity due to lack of formal sanctions will be lower (Topaloğlu and Arastaman, 2016, p. 32). According to the literature, psychological contract affects many processes such as personnel empowerment and trust in the organization. The concept of psychological contract has been carried out by many researchers with different topics in the literature (Doğan and Demiral, 2009; Karcıoğlu and Türker, 2010; Özgen and Özgen, 2010; Aydın et al., 2012; Ergun Özler and Ünver, 2012; Yılmaz and Altinkurt, 2012; Dikili and Bayraktaroğlu, 2013; Koyuncu and Özgül Katlav, 2014; Çetinkaya and Özkara, 2015; Yiğit, 2015; Cankir, 2016; Erdem, 2016; Yıldız et al. 2016; Kılıçaslan, 2017; Memiş and Dikici, 2017; Salha et al., 2017; Korkmazıyürek, 2018).

2.2. Cyber-Loafing

The concept of cyber-loafing is expressed in literature with concepts such as virtual frig, cyberslacking, cyber idleness, and virtual sloth, cyber-slacking, cyber-bludging and cyber-deviancy (Karataş and Avci, 2017, p. 2323; Örucü and Aksoy, 2018, p. 266). The internet is a useful tool to ease the workload of employees at work. However, with the widespread use of the Internet, cyber-loafing can occur in some situations within the workplace. Cyber-loafing refers to the use of the internet to spend time to socialize and lighten the workloads in businesses where individuals work. (Aksoy, 2015, p. 268; Cizmeci and Deniz, 2016, p. 214). In order for cyber-loafing to occur, the employee must use the internet of the workplace during working hours, using technological tools (such as smartphones and computers), in areas that are not related to their interests and work (Kaplan and Çetinkaya, 2014, p. 27; Özdem and Demir, 2015, p. 1030). Employees' access to illegal sites with internet connection in the workplace, looking at personal e-mails, messaging, using social media, downloading programs are the actions accepted as cyber-loafing (Çavuşoğlu and Palamutçuoğlu, 2017, p. 402). After a plenty of technological improvements, nowadays there are tools (such as mobile phones, tablets, laptops) that provide internet access in all individuals. It can be said that cyber-loafing behavior occurs not only with the use of the internet and technological tools in the workplace but also with the use of employees' personal technological tools (Kaplan and Ögüt, 2012, p. 4). Information technologies such as the internet can have a positive and negative impact on businesses. From a positive perspective, the internet facilitates communication both within the business and with other businesses. Also, it enables employees to work more up-to-date and more active and increases productivity because it facilitates access to information (Al-Shuaibi and Subramaniam, 2014, p. 106). On the other hand, the use of the internet in businesses has also caused unforeseen negativities by creating new forms of slacking, such as employees surfing, playing games, performing personal banking transactions online, and updating their blogs (Shamsudin et al., 2012, p. 23). Although it has various classifications, many studies used "Serious" and "Minor" cyber-loafing classification, which is developed by Blanchard and Henle (2008). Due to this classification, "Serious cyber-loafing behaviors" create actions such as entering online gambling, surfing adult oriented web sites, chatting, downloading illegal music and movies, and "Minor cyber-loafing behaviors" occur as visiting news, finance and sports sites, sending and receiving e-mails. (Blanchard and Henle, 2008, p. 1067). Within the scope of actions that

can be tolerated but not entirely appropriate, such as trivial cyber-loafing behaviors, making private phone calls and reading the newspaper at the table; serious cyber-loafing is evaluated within the scope of jeopardous actions such as illegal and malicious internet use (Ünal and Tekdemir, 2015, p. 99). In literature, it is seen that cyber-loafing affects many processes such as job satisfaction, organizational identification and innovative business behavior. The concept of cyber-loafing by many researchers with different topics (Kaplan and Öğüt, 2012; Kaplan and Çetinkaya, 2014; Özdem and Demir, 2015; Ünal et al., 2015; Yıldız et al., 2015; Afacan Fındıklı, 2016; Candan and İnce, 2016; Bağrıaçık Yılmaz, 2017; Çavuşoğlu and Palamutçuoğlu, 2017; Çivilidağ, 2017; Karataş and Avcı, 2017; Karatepe and Güngör, 2017; Seçkin and Kerse, 2017; Serttaş and Şimşek, 2017; Biçer and Çavmak, 2018; Derin, 2018; Yıldırım, 2018).

3. Methodology

In this study, which was carried out to evaluate the effect of the psychological contract of the employees in the travel agencies on the cyber-loafing behavior, the survey technique was used. The sample of the research is employees working in travel agencies located in Antalya, Kayseri, Sivas, Kahramanmaraş, and Ankara. The survey form was distributed from 15 February till 10 March 2018 to 500 employees selected as convenience sampling method over the main population; however, 400 forms were found eligible and analyzed in the study.

The questionnaire form used in the research consists of three parts. In the first part, there are five questions to determine the demographic characteristics of the participants. In the second part, there are 17 items for psychological contracts developed by Millward and Hopkins (1998) to measure the levels of the participants' psychological contracts, and in the third part, the cyber-loafing consists of 14 items compiled from different studies by Yıldız et al. (2015) to measure the levels of cyber-loafing. Items were evaluated with a 5-point Likert scale. Accordingly, the psychological contract scale is rated as 1 = Strongly disagree and 5 = Strongly agree, and the cyber-loafing scale is 1 = Never and 5 = Always. The data of the research were analyzed using a statistical analysis program. The dimensions of the scales were confirmed by confirmatory factor analysis and the reliability of these dimensions was calculated. Besides, the demographic characteristics of the participants were examined and the mean of the expressions was analyzed. In order to determine the correlation between the dimensions and the causality of the relationship, regression analyses were also conducted.

4. Findings

In the study, 31 items were subjected to reliability analysis as a whole. Cronbach's Alpha value has been calculated as 0.810 which is highly reliable. Employees participating in the research were asked questions such as gender, age, marital status, educational status, and monthly income to determine their demographic characteristics. Findings about the demographics are presented in Table 1.

Table 1: Demographic Characteristics of the Participants

	Participant Features	n	%
Gender	Male	152	38
	Woman	248	62
	Total	400	100,0
Age	18-21	109	27.3
	22-25	176	44.0
	26-29	63	15.8
	30 and above	52	13.0
	Total	400	100.0
Marital Status	Single	94	23.5
	Married	306	76.5
	Total	400	100.0
Education Status	Primary education	17	4.3
	High school	79	19.8
	Associates	104	26.0
	Undergraduate/Bachelor	191	47.8
	Graduate	9	2.3
	Total	400	100.0
Monthly Income Status	500-1000 TL	97	24.3
	1001-2000 TL	190	47.5
	2001-3000 TL	82	20.5
	3001-4000 TL	21	5.3
	4001-5000 TL	5	1.3
	5001 TL and above	5	1.3
	Total	400	100.0

In Table 1, it is seen that the majority of the participants are women, and the age range of the participants, 44% are 22-25 years old. Considering the education status, 47.8% participants are the undergraduates with the highest rate. When the monthly income of the participants is analyzed, the highest value is between 47.5% and 1001-2000 TL.

In order to determine the level of cyber-loafing behavior and psychological contract levels of the participants, the mean of the items was examined, and these averages are presented in Table 2. According to Table 2, the item of “surfing on social media (Facebook, Twitter, Instagram, etc.)” has the highest average (3.95) in the “serious” dimension of cyber-loafing behavior. It is seen that the expression of “performing banking transactions over the internet (such as EFT, Money order transactions)” is the highest average (3.76) in the dimension of cyber-loafing behavior that is considered to be “minor”. In the “transactional” dimension of the psychological contract, it is determined that the expression “I expect to be paid for any overtime I do” is at the highest average (3.98). In the “relational” dimension of the psychological contract, it is observed that the expression “I expect to grow in this organization” is at the highest average (3.97). While the “serious” dimension of cyber-loafing behavior is generally perceived at a high level (3.56), it is determined that the “minor” dimension is perceived at a medium level (3.29). The overall “transaction” dimension (3.65)

and the “relational” dimension (3.62) of the psychological contract was perceived at a high level.

Table 2: The Mean of Psychological Contract and Cyber-Loafing Behaviors

Dimensions	Items	n	\bar{x} .	Std. Dev.
CYBER-LOAFING / SERIOUS	Visit virtual communities on the internet (web sites such as sour dictionary)	400	3.41	1.14
	Watching entertainment videos on the internet (such as youtube and Zapkolik)	400	3.84	1.04
	Read blogs (platform for free communication between author and reader)	400	3.49	1.20
	Surfing on social media (Facebook, Twitter, Instagram etc.)	400	3.95	1.04
	Download music, videos, movies or documents	400	3.85	1.10
	Play games for entertainment or leisure	400	3.10	1.46
	Participate in chat rooms (chat, WhatsApp, etc.)	400	3.76	1.11
	Visiting job search sites	400	3.07	1.37
CYBER-LOAFING / MINOR	Performing banking transactions over the Internet (such as EFT, Money Order transactions)	400	3.71	1.08
	Visit news sites (newspaper, online news TV, other news sites)	400	3.69	1.06
	Receive, send or check e-mail for non-work	400	3.52	1.17
	Shop online for personal goods.	400	3.22	1.32
	Visiting non-job related websites (surfing)	400	3.32	1.25
	Visiting investment related websites (such as finance, stock exchange sites)	400	2.31	1.34
PSYCHOLOGICAL CONTRACT / OPERATIONAL	I do this job just for the money.	400	3.29	1.31
	I prefer to work strictly defined set of working hours.	400	3.71	1.13
	It is important not to get too involved in your job.	400	3.61	1.25
	I expect to be paid for any overtime I do.	400	3.98	1.05
	I come to work purely to get the job done.	400	3.75	1.18
	My loyalty to the organization is contract spesific.	400	3.72	1.15
	I only carry out what is necessary to get the job done.	400	3.78	1.07
	I am motivated to contribute 100% to this company in return for future employment benefits.	400	3.84	1.09
	My career path in the organization is clearly mapped out.	400	3.67	1.17
	I work to achieve the purely shot-term goals of my job.	400	3.21	1.39

PSYCHOLOGICAL CONTRACT/ RELATION	I expect to gain promotion in this company with length of service and effort to achieve goals.	400	3.83	0.99
	I expect to grow in this organization.	400	3.97	1.00
	I feel part of a team in this organization.	400	3.90	1.01
	I feel this company reciprocates the effort put in by its employees.	400	3.78	1.10
	I have the reasonable chance of promotion if I work hard.	400	3.78	1.06
	I will work for this company indefinitely.	400	3.58	1.21
	I am heavily involved in my place of work.	400	2.53	1.40
	SERIOUS CYBER-LOAFING SIZE	400	3.56	0.69
	MINOR CYBER-LOAFING SIZE	400	3.29	0.69
	PSYCHOLOGICAL CONTRACT / TRANSACTIONAL SIZE	400	3.65	0.63
	PSYCHOLOGICAL CONTRACT / RELATIONAL SIZE	400	3.62	0.57

The validity of the questionnaire was tested by confirmatory factor analysis and it was determined that the psychological contract scale (X^2/df : 1.96, GFI: 0.949, AGFI: 0.919, CFI: 0.928, RMSEA: 0.049, RMR: 0.065, SRMR: 0.047) and cyber-loafing scale (X^2/df : 1.78, GFI: 0.966, AGFI: 0.936, CFI: 0.962, RMSEA: 0.044, RMR: 0.069, SRMR: 0.044) were found to be valid (see Byrne, 2010; Çapık, 2014; Şimşek, 2007).

A correlation analysis was carried out to determine the relationship between the cyber-loafing behavior and the dimensions of the psychological contract and is presented in Table 3.

Table 3: Correlation Analysis Findings

		SERIOUS	MINOR	TRANS.	RELAT.
SERIOUS	Pearson Correlation Coefficient	1			
	Significance				
	N	400			
MINOR	Pearson Correlation Coefficient	.498**	1		
	Significance	.000			
	N	400	400		
TRANSA.	Pearson Correlation Coefficient	.261**	.201**	1	
	Significance	.000	.000		
	N	400	400	400	
RELAT.	Pearson Correlation Coefficient	.261**	.129**	.560**	1
	Significance	.000	.010	.000	
	N	400	400	400	400
**. Correlation significance level 0.01 (two way).					

In Table 3, the relationship between the dimensions of the cyber-loafing behavior is 0.50, while the relationship between the dimensions of the psychological contract is 0.56. It is determined that there is a 0.26 relationship between the “serious” dimension of cyber-loafing behavior and the “transactional” and “relational” dimension of the psychological contract. It was found that there was a 0.20 relationship between the “minor” dimension of cyber-loafing behavior and the “transactional” dimension of the psychological contract, and a ratio of 0.13 between the “minor” dimension of the cyber-loafing behavior and the “relational” dimension of the psychological contract.

Table 4: Psychological Contract “Transactional” Dimension - Cyber-Loafing Behavior “Serious” Dimension Regression Analysis Result

Model	R	R ²	Adjusted R ²	F	Sig.	Beta	t
1	0.261	0.068	0.068	29.174	0.000	0.261	17.463

After examining the levels of the relationship status of the dimensions with the correlation analysis, regression analyses were conducted in order to determine the extent of the psychological contract dimensions explaining the dimensions of the cyber-loafing behavior and presented in Tables 4, 5, 6 and 7.

The “transactional” dimension of the psychological contract explains 7% of the “serious” dimension of cyber-loafing behavior.

Table 5: Psychological Contract “Transactional” Dimension - Cyber-Loafing Behavior “Minor” Dimension Regression Analysis Result

Model	R	R ²	Adjusted R ²	F	Sig.	Beta	t
1	0.201	0.040	0.038	16.770	0.000	0.201	20.263

The “Transactional” dimension of the psychological contract explains 4% of the “minor” dimension of the cyber-loafing behavior.

Table 6: Psychological Contract “Relational” Dimension - Cyber-Loafing Behavior “Serious” Dimension Regression Analysis Result

Model	R	R ²	Adjusted R ²	F	Sig.	Beta	t
1	0.261	0.068	0.066	29.065	0.000	0.261	19.519

The “relational” dimension of the psychological contract explains 7% of the “serious” dimension of the cyber-loafing behavior.

Table 7: Psychological Contract “Relational” Dimension - Cyber-Loafing Behavior “Minor” Dimension Regression Analysis Result

Model	R	R ²	Adjusted R ²	F	Sig.	Beta	t
1	0.129	0.017	0.014	6.768	0.000	0.129	23.589

The “relational” dimension of the psychological contract explains 13% of the “minor” dimension of the cyber-loafing behavior.

5. Discussion and Conclusion

The current study was carried out to examine the effect of psychological contract on cyber-loafing behavior working in travel agencies. According to the research, the participants had high levels of psychological contract in both dimensions. They stated that they participated in the “serious” dimension of cyber-loafing behavior generally at a high level and in the “minor” dimension at a medium level. As a result of the correlation analysis, it was determined that the relationship direction of both levels was positive. Participants who perceive the psychological contract at a high level are expected to participate in cyber-loafing behavior at a low level. According to Cihangiroglu and Sahin (2010), the employee shapes his attitudes and behaviors accordingly, by comparing his responsibilities towards the business with the responsibilities of the business towards him. In this context, the psychological contract expresses a hidden but a good relationship between the employer and the employee. According to Lim and Teo (2005), because cyber-loafing causes time to pass unproductively, it is considered as behaviors that violate the norms of the organization and negatively affect the welfare of other employees and the organization. Therefore, cyber-loafing behavior refers to a negative relationship between the employer and the employee. Because employers want their employees to be committed only to their jobs and not to use their working hours for their particular interests.

In the study, as the psychological contract levels increase, cyber-loafing behaviors are expected to decrease, while both levels have a definite positive relationship. Besides, it was found that the psychological contract explained the 10% of the cyber-loafing behavior. It is believed that the reason for the participants to state that they stick to the psychological contract for the business and the employer, but they also perform cyber-loafing behaviors during the working hours. The reason of this is that employees perceive cyber-loafing behaviors as normal. Employees who have medium and high-level participation in the cyber-loafing behavior do not consider the practical actions they perform as cyber-loafing behavior and do not think that they spend their hours during their particular interests. According to this

result, it can be said that employees who participate in high-level psychological contracts are not aware that they violate the contract along with their cyber-loafing behavior.

The conducted research was applied to employees in the travel agency profession group. First of all, it may be recommended to organize awareness programs about cyber-loafing and to provide training on the subject by the relevant companies. On the other hand, in order to understand the effect of adherence to psychological contract on cyber-loafing behaviors and to develop solutions that can be used against cyber-loafing behaviors, it is considered useful to apply the subsequent studies in different areas of tourism.

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