Gastroia: Journal of Gastronomy and Travel Research, Vol. 6, Issue 1, 1-17, 2022

The Moderating Role of Work Stress in The Effect of Autocratic Leadership on Cyberloafing Behavior: A Study In Hotel Businesses

Işıl USTA KARA, Bilge ÇAVUŞGİL KÖSE

THE MODERATING ROLE OF WORK STRESS IN THE EFFECT OF AUTOCRATIC LEADERSHIP ON CYBERLOAFING BEHAVIOR: A STUDY IN HOTEL BUSINESSES

* Işıl USTA KARA

** Bilge ÇAVUŞGİL KÖSE

Yayın Bilgileri
Geliş Tarihi: 07.02.2022
Kabul Tarihi: 31.03.2022

İletişim Bilgileri
* isilusta@trakya.edu.tr
** bilgecavusgilkose@comu.edu.tr

ABSTRACT

This study aims to reveal the relationship between autocratic leadership, work stress and cyberloafing. For this purpose, a study was carried out on hotel businesses. A survey method was used to reveal the correlation between the variables. Autocratic leadership scale, job stress scale and cyberloafing scale were used in the research. The survey consists of two parts. The first part includes items to determine, autocratic leadership behavior, work stress and cyberloafing behavior. The last part of the survey includes questions to measure demographic characteristics. The survey was carried out online and face-to-face. The data obtained from 216 surveys were analyzed using the SmartPLS program. PLS-SEM method was used for the analysis of the research model. As a result of the analysis, it was found that autocratic leadership behavior and work stress did not have a statistically significant direct effect on cyberloafing. On the other hand, it was concluded that work stress played a moderator role in the effect of autocratic leadership on cyberloafing behavior.

Keywords: Autocratic leadership, Work stress, Cyberloafing, Hotel businesses, Tourism

1. INTRODUCTION

It is thought that the leadership behaviors to be exhibited by managers are important for organizations to reach their goals. Leadership styles can have positive or negative effects on the behavior and well-being of employees in the organization. While some leaders care about the well-being of their employees, others tend to ignore their employees and focus only on getting the job done. Autocratic leadership involves giving orders to employees by using power and authority without caring about the participation of employees in decisions. Autocratic leadership is stated as a leadership style that emphasizes personal dominance, strong central authority, control over employees and unquestioning obedience (Du, Li and Lio, 2020: 2). With their authority, the leader directs the employees to work, ignores the emotional and social needs and thoughts of the employees, gives orders, and expects obedience. This may lead to undesirable effects on employees. What is more, the employee feels under pressure and cannot express their ideas comfortably, their creative side is dulled, and their productivity may decrease due to work pressure. It can be said that, because of such and similar effects that the behavior of the leader will create on the employees, the employees will have to struggle with job stress. Those working in tourism businesses may feel under pressure and experience stress since they are face to face with customers when delivering services and they must respond to customer requests quickly (Kodaş and Sarı, 2021: 81). The long working hours, constantly changing customer demands, and being focused on customer satisfaction require the employees of tourism businesses to make constant efforts, which in turn creates pressure on the employees (Turunç, 2015: 146). Additionally, hotel business employees may be exposed to more stress due to the need to balance their work and family responsibilities (Tsui, 2021: 3). It was found out by Garret and Danziger (2008) that increased job stress is associated with high internet use in the workplace.

Despite the benefits of the use of digital media, which have become an indispensable part of life, it can be said that excessive and inappropriate use of technology can cause loafing behaviors in organizations. With effective use of the İnternet, positive results can be achieved, such as reduction in operating costs, effective communication among employees and decent job performance. On the other hand, the internet also gives people the opportunity to not work by taking part in non-work-related online activities, such as accessing video, music channel, personal messaging via mobile phone, and browsing non-work-related websites, which is becoming an increasing problem for many organizations (Lim, Koay and Chong, 2020: 497). Cyberloafing, which is a concept that has emerged with the use of digital technologies and the internet, is seen as an issue to be considered in organizations. Cyberloafing is defined as a series of workplace behaviors that are not related to the work assigned by the employee's supervisor, which occurs because of the use of electronic devices (computer, mobile phone, tablet, etc.) especially used with the internet (Askew, et al., 2014: 510). Considering that tourism is a sector that does not tolerate mistakes, it can be said that service delays and decreased service quality that are likely to occur as a result of cyberloafing will lead to irreversible consequences. For this reason, it is considered important to examine the correlation between autocratic leadership behavior, job stress and cyberloafing in the tourism sector.

As part of the study, firstly, a literature review was conducted on the concepts of autocratic leadership, job stress and cyberloafing. To observe the correlations between the variables in terms of the tourism sector, a research design was made for the employees in the hotel businesses. The survey method was preferred in the research, and the data obtained from the questionnaires were tested using the SmartPLS program. The findings of the analysis were interpreted, and suggestions were made.

2. CONCEPTUAL FRAMEWORK

The survival of organizations depends on their employees. For this reason, it is necessary to meet the wishes, needs and expectations of employees while guiding them effectively and correctly in line with organizational goals. For this, the leadership style that managers will adopt is of importance. Leadership styles can affect employees' motivations, ways of doing tasks and all kinds of behaviors they will exhibit in the workplace. Autocratic leadership involves absolute and authoritarian control over a group, and such leaders rarely seek advice from their followers when making choices based on their own judgment (Cherry and Susman, 2020). An authoritarian leader is defined as a leader who holds decision-making powers, does not share their power, gives orders, and wants their orders to be fulfilled (Uğur, Sarıoğlu-Uğur, 2021: 266). It is stated that authoritarian leadership negatively affects team interaction, organizational commitment, and performance of tasks and roles (Du et al., 2020: 2). Although the leader negatively affects the job satisfaction and motivation of the employees, they can increase productivity in production particularly in the short term (Uymaz, 2020: 108-109).

Authoritarian leadership is characterized as a workplace stressor. This leadership style can cause various stress reactions of person and negatively affect job satisfaction. Job stress and decreased job satisfaction may also encourage employees to show deviant behaviors in the workplace (Qi, Liu and Mao, 2020: 5). Strict controls over organizational hierarchy as well as authoritarian decision-making styles make the work environment very stressful and low on motivation (Siddique, Siddique and Siddique, 2020: 396). It is stated that a strong leadership style, such as authoritarian leadership, puts pressure on employees due to the idea of 'win or lose' as they perform their duties and causes work stress (Shaw and Liao, 2018: 88). Stress is defined as a certain psychological state that people experience in their lives, which becomes a part of daily life (Gökçearslan, Uluyol and Şahin, 2018: 48). Negative emotional experiences associated with feelings of anxiety, frustration, anger, and tension in a particular environment are expressed as stress. Job stress, on the other hand, occurs when people realize the pressure on them or the necessity of a given situation, and physical, mental, and behavioral problems may arise if such situations continue for a long and uninterrupted period. It is pointed out that poor management and inadequate communication in organizations are the main causes of work stress (Hayajneh et al. 2021: 317). Many factors such as interpersonal relationships, organizational management approaches, excessive workload, long working hours, and repetitive work tasks can cause work stress (Tsui, 2021: 3). Work stress results in work pressures such as tension, anxiety, and fatigue (Schwepker and Dmitriou, 2021: 3). Therefore, it can be said that people can use the internet provided by the workplace for their personal purposes during working hours to avoid such undesirable

situations. Cyberloafing behaviors are considered as an office toy that reduces work stress and inspires creativity (Anandarajan and Simmers, 2005: 777).

Cyberloafing is defined as the use of information technologies through the internet provided to employees in organizations for purposes other than that of the organization (Erdem, 2020: 3845). Using the internet for non-productive purposes such as sending and receiving e-mails, entertainment websites, surfing social media, news and sports websites, and watching videos during working hours is considered as cyberloafing. In the related literature, it is also expressed with concepts such as cyberslacking, cyberslouching, junk computing, non-work-related computing and workplace internet leisure browsing (Koah and Soh, 2019: 901). Cyberloafing behavior is defined as employees' voluntary use of the organization's internet access to websites for personal purposes and to check their personal e-mails during working hours, and the misuse of the internet in the workplace. Such activities result in inefficient use of time as they prevent employees from fulfilling their main job duties (Lim, 2002: 677). Cyberloafing allows employees to create the image of being busy at the computer and working hard. However, the activities are personal and not related to work (Lim, Koay and Chong, 2020: 500).

According to Blanhard and Henle (2008), sending and receiving personal e-mails, visiting news, sports and shopping websites, checking retail investment and financial websites are shown as insignificant and unserious cyberloafing behaviors. Using personal social media accounts, participating in chat rooms, playing online games, visiting gambling, and betting sites and downloading music are shown as significant and serious cyberloafing behaviors. Significant cyberloafing behaviors can cause legal liabilities to both individuals and organizations. By surfing the internet and sending personal e-mails, time is used inefficiently, and the requirements of the job cannot be fulfilled. For this reason, cyberloafing is presented as an organizational deviant behavior (Lim and Chen, 2009: 1). Therefore, it can be said that cyberloafing negatively affects individual and organizational performance. In contrast to the opinions that consider cyberloafing in the workplace as a loss of productivity, there are also opinions suggesting that engaging in non-work-related tasks for brief periods provides relief from boredom, fatigue and stress, increased job satisfaction and creativity, increased well-being, welfare, and rest, thus making employees happier (Vitak, Cruise, and Larose, 2011: 1752). It is stated that especially insignificant cyberloafing behaviors affect creative and innovative work behaviors positively, while significant cyberloafing behaviors affect negatively (Rahman, Shah, and Zahir, 2020). Considering that internet use is inevitable in today's world, it can be predicted that cyberloafing behaviors will continue. Behaviors can be monitored with internet usage policies to be created in organizations, and loafing behaviors can be prevented by giving free time to employees at regular intervals during work hours.

3. RESEARCH MODEL AND HYPOTHESES

Leadership can be effective on loafing behavior as well as many organizational variables (Turunç, 2015). In the literature, various studies are investigating the correlation between different leadership styles and cyberloafing behavior. Lim et al., (2020) discovered that the effect of abusive managers on cyberloafing through emotional exhaustion occurs when

organizational commitment is low. Zoghbi-Manrique-de-Lara and Viera-Armas (2017) found that ethical leadership behaviors reduce cyberloafing. It is indicated that responsible leadership increases the sense of obligation, and the obligation felt (by restoring self-control resources) is negatively correlated with cyberloafing. However, in the same study, it was found that responsible leadership behavior increases job stress (by consuming the employee's self-regulation resources), which in turn increases cyberloafing behaviors (Zhu et al, 2021: 614). Passive leadership was found to be the main cause of cyberloafing, both directly and through workplace exclusion (Sepahvand et al., 2020). Usman et al. (2019) suggests that, when leader-member interaction is high, work becomes meaningful for employees and cyberloafing decreases. In the light of this information, hypothesis number one of the study was created.

H_1: Autocratic leadership positively affects cyberloafing behavior.

In the related literature, there are also several studies looking into the correlation between cyberloafing and job stress. The results of the studies vary. Vitak et al. (2011) and Anandarajan and Simmers (2005) argue that cyberloafing behaviors reduce job stress of employees in the workplace. Koah et al. (2017) and Chen, Chen, Andrasik and Gu (2021) found in their studies that high levels of job stress led to more cyberloafing behaviors. Gökçearslan et al. (2018) concluded in their study on higher education students that stress affects cyberloafing. According to the findings of the study conducted by Öçal (2018) on travel agencies, it was determined that travel agency managers exhibit cyberloafing behavior, although weakly, due to job stress. Similarly, Uyanık, Umat and Gürdoğan (2021) found that the job stress experienced by marina employees can cause cyberloafing, albeit a little. In his study on tourism businesses, Turunç (2015) determined that the job stress perceived by tourism sector employees increases cyberloafing behaviors. In his study on a sample consisting of banking, automotive, sales and tourism sectors, Çivilidağ (2017) found that job stress does not have a significant effect on cyberloafing. In this study, hypothesis number two was created in order to examine the effect of job stress on cyberloafing behavior.

H_2: Work stress positively affects cyberloafing behavior.

In their research, which directly correlated the effect of autocratic leadership on employees' job stress, Shaw and Liao (2018) concluded that authoritarian leadership significantly affected employees' job stress on participants from different sectors in China. In their studies in the health sector, Özdoğru and Yıldırım (2020) concluded that job stress has a moderator role in the relationship between cyberloafing and employee performance, and that the effect of cyberloafing on employee performance is higher in people with high job stress compared to those with low job stress. Besides investigating the effect of job stress on cyberloafing behavior, this study also intends to determine the role of job stress in the relationship between autocratic leadership and cyberloafing behavior. In this context, hypothesis number three created to be tested is given below.

H_3: Work stress has a moderating effect on the relationship between autocratic leadership and cyberloafing.

The research model was created based on the information in the literature, which is discussed in the introduction and literature review section of the study and is given in Figure 1.

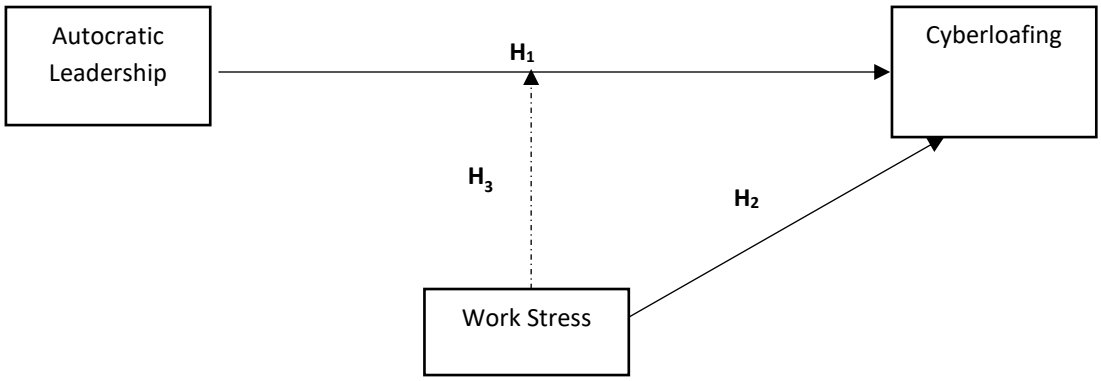


Figure 1. Conceptual Model

Method

In this research, which aims to determine the effect of autocratic leadership on cyberloafing behavior in the tourism sector and the moderator role of work stress in such effect, the research population consists of employees in hotels operating in Çanakkale city center and Edirne city center and certified by the Ministry of Culture and Tourism. As of January 2022, there are 21 hotel businesses in Çanakkale city center and 11 hotel businesses in Edirne city center (T.R. Ministry of Culture and Culture, 2022). In order to carry out the research, permission was obtained upon the decision numbered 2022.01.09 of Trakya University, Social and Human Sciences Research Ethics Committee. To determine the sample that could represent the research population, convenience sampling technique, a type of non-probability sampling method, was used.

In the exploratory research, a survey was used as a data collection method. The survey was carried out online and face-to-face between 19-31 January 2022, and 216 usable surveys were obtained. The survey form used in the research consists of two parts. The first part includes questions about the variables used in the research model proposal. In this part of the survey, respectively, 9-items scale used in the study of Cinnioğlu and Turan (2020) was used to measure autocratic leadership behavior, the 10-items scale used in the study of Derin and Gökçe (2016) was used to measure cyberloafing behavior, and the 4-items scale used in the study of Küçükusta (2007) to measure work stress. The participants were asked to respond to these items based on a 5-point Likert scale (1- Strongly Disagree; 5- Strongly Agree). The second part of the study features questions to determine the demographic characteristics of the participants.

4. FINDINGS

As a result of the analysis of the data obtained based on the purpose of the research, the demographic characteristics of the participants, the reliability and validity of the scales, and the results of the hypothesis are explained in detail in this section.

4.1. Demographic Characteristics

Information on the demographic characteristics of the participants of the study is given in Table 1. It is seen from Table 1 that the majority of the research participants consist of males (65,3%) and employees aged 36 and over (74,1%). When we look at the working time of the participants in relevant hotel businesses, it is seen that the majority of them (80,0%) have been working in the relevant workplaces for 5 years or less, and more than half of the participants (62,5%) spend 1 to 2 hours a day on the internet at the workplace.

Table 1. Demographic Findings of Participants

Gender	**#**	**%**	**Experience in the current work**	**#**	**%**
Woman	75	34,7	1-5 year	173	80,0
Man	141	65,3	6 year +	43	20,0
Total	**216**	**100,0**	**Total**	**216**	**100,0**
Age	**#**	**%**	**Time spent on the internet at work**	**#**	**%**
35 and under	56	25,9	1-2 hour	135	62,5
36 and upper	107	74,1	3 hour +	81	37,5
Total	**216**	**100**	**Total**	**216**	**100,0**

4.2. Analysis of the Research Model

PLS-SEM [Partial Least Squares Structural Equation Modeling] method was used for the analysis of the research model. Unlike the traditional covariance-based structural equation model, this method works variance-based and is the most prominent technique used in various fields, including international management, strategic management, marketing, and tourism (Ali et al., 2018: 515). Because it is convenient for exploratory studies, does not require normal distribution and allows working with small sample sizes (Hair et al., 2017), the PLS-SEM method is preferred. It is the calculation of the minimum number of observations required for the model by multiplying the maximum number of arrows pointing at any latent variable in the PLS path model by "at least 10 times", which is expressed as the "at least 10-time rule" (Hair et al., 2017: 24). Within the framework of the rule, the maximum number of arrows pointing at any latent variable in the research model is 10. Again, based on this rule, 10*10 = 100 meets the minimum number of samples required to estimate the PLS path model.

SmartPLS 3.3.5 package program was used in the analysis of research data. In the SmartPLS program, analyses are carried out in two stages. In the first stage, the validity and reliability analyses of the variables in the model were made by using the research model and measurement model (outer model). In the second stage, the correlations between the independent and dependent latent variables were determined by using the structural model (inner model) (Yıldız, 2020: 26).

4.3. Validity and Reliability Analysis of Scales

Consistency reliability, convergent validity and discriminant validity were evaluated for the review of the validity and reliability of the measurement model of the study. Cronbach's Alpha and Composite Reliability (CR) coefficients were examined for internal consistency reliability. In the determination of convergent validity, factor loadings and the values of Average Variance Extracted (AVE) were used. It is expected that factor loadings would be ≥0,70; Cronbach Alpha and composed reliability coefficients would be ≥0,70; and the value of average variance extracted would be ≥0,50 (Hair, Hult, Ringle & Sarstedt, 2017; Fornell & Larcker, 1981).

Table 2 below demonstrates the results regarding the internal consistency reliability and convergent validity of the constructs included in the study.

Table 2. Assessment of the measurement model

Constructs/Iteams	**Loading**
Autocratic Leadership **α=0,903; CR=0,916; AVE=0,583**	
AuL1	0,822
AuL2	0,836
AuL4	0,619
AuL5	0,805
AuL6	0,637
AuL7	0,893
AuL8	0,842
AuL9	0,587
Cyberloafing **α=0,786; CR=0,851 AVE=0,591**	
CL2	0,661
CL3	0,703
CL4	0,818
CL5	0,874
Work Stress **α=0,853; CR=0,887; AVE=0,663**	
WS1	0,905
WS2	0,776
WS3	0,792
WS4	0,777

It can be said that the internal consistency reliability of the constructs was ensured because the Cronbach's Alpha coefficients were between 0,786 and 0,903 and the CR coefficients were between 0,851 and 0,916. When the values in the table are examined, it is seen that the factor loadings were between 0,587 and 0,905. According to Hair, et al., (2017: 113), factor loadings should be ≥0,708. The authors point out that the statements with factor loadings between 0,40 and 0,70 should be excluded from the measurement model when the calculated AVE and/or CR coefficients are below the threshold value, and if they are above the threshold value, said items should not be excluded from the measurement model.

Accordingly, item number 4 of autocratic leadership and item number 1, 6 and 7 of cyberloafing behavior were excluded from the measurement model. It can be stated that convergent validity was achieved because the factor loadings of the constructs were between 0,587 and 0,905 and their AVE values were between 0,583 and 0,663.

The criteria proposed by Fornell and Larcker (1981) and the HTMT (Heterotrait-Monotrait Ratio) criteria proposed by Henseler et al., (2015) were used to determine the discriminant validity. According to the criteria of Fornell and Larcker (1981), the square root of the AVE values of the constructs included in the research should be higher than the correlations between the constructs included in the research. Table 3 also includes HTMT values. According to the criteria of Henseler et al., (2015), HTMT expresses the ratio of the mean of correlations of the statements of all variables in the research to the geometric means of correlations of the statements of the same variable. The authors state that the HTMT value should be below 0.85.

Table 3. Discriminant validity analysis

Factors	**Fornell-Larcker Criterion**			**Heterotrait-Monotrait Ratio (HTMT)**		
	WS	**AuL**	**CL**	**WS**		**AuL**
Work Stress	0,814					
Autocratic Leadership	0,580	0,763		0,676		
Cyber Loafing	0,172	0,189	0,769	0,135		0,177

When the values in the table are examined, it is seen that the HTMT values are below the threshold value. Based on these findings, it can be stated that discriminant validity was achieved.

4.4. Structural Model

As the validity and reliability tests of the measurement model were accepted, the SmartPLS 3.3.5 package program was used to perform the structural equation analysis of the research, and the results of the structural model after the analysis are shown in Figure 2.

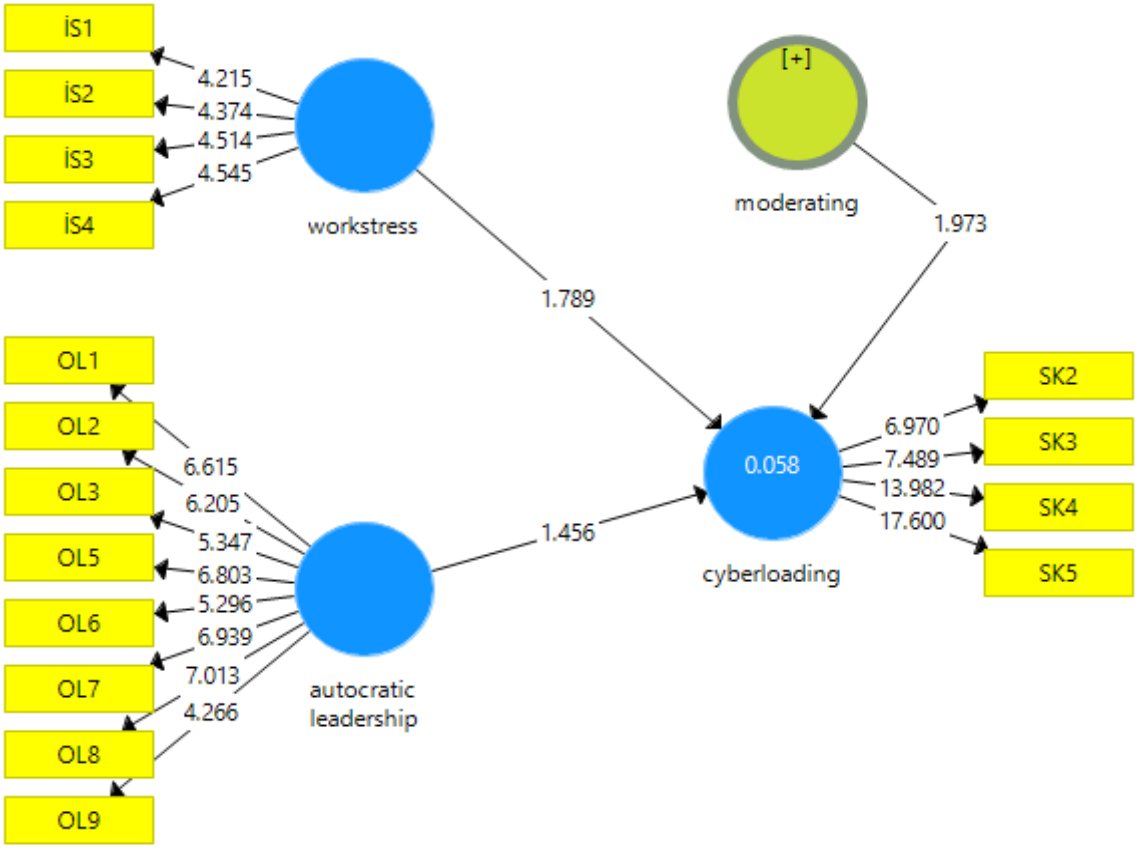


Figure 2. Graphical results of model testing

The PLS algorithm was run to calculate linearity, path coefficients, R^2 and effect size (f^2) for the research model. The VIF, R^2 and f^2 coefficients are shown in Table 4.

Table 4. Research model coefficients

		VIF	**R^2**	**f^2**
Autocratic Leadership	**Cyberloafing**	1,614	0,058	0,018
Work Stress	**Cyberloafing**	1,127	0,058	0,020

First, VIF (Variance Inflation Factor) values were examined to test the linearity of the model. Diamantopoulus and Siguaw (2006: 270) suggest that the VIF coefficient should not exceed 3. Since the VIF coefficients in Table 4 are below 3, there is no problem in ensuring linearity between the variables.

In the PLS-SEM method, the R^2 value, which is the coefficient of determination, is used to measure the explanatory power of the model in the evaluation of the internal model. The R^2 takes a value between 0 and 1, and a value of 0,25 and above is considered weak, 0,50 and above is considered medium, and 0,75 and above is considered a strong explanatory ratio

(Henseler et al., 2009). It was determined that the R^2 values in Table 4 explained the cyberloafing behavior by 6%.

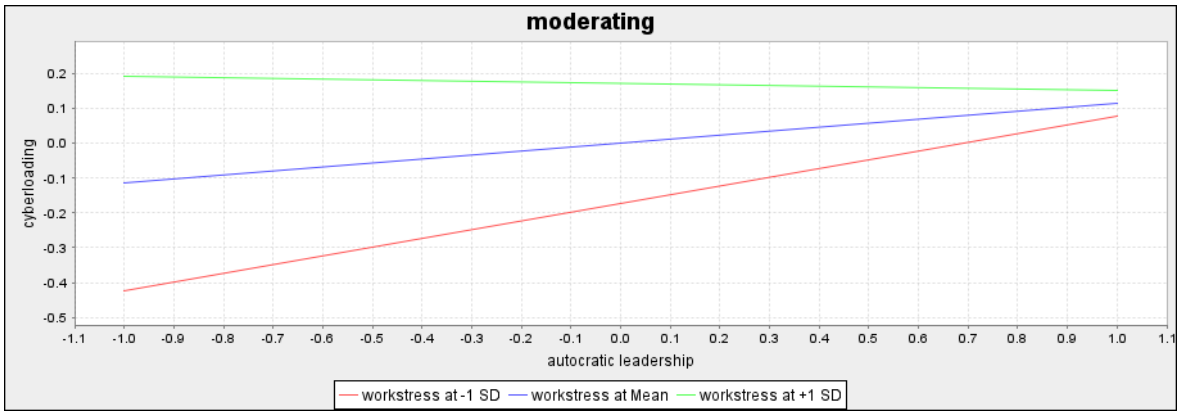
The effect size (f^2) coefficient is calculated for each independent variable. The f^2 coefficient shows the share of the exogenous variables' explanation rate of the endogenous variables (Yıldız, 2020). An effect size coefficient (f^2) of 0,02 and above is considered low, 0,15 and above is considered medium, and 0,35 and above is considered high (Cohen, 1988). According to Sarstedt, Ringle and Hair (2017), it is not possible to speak of an effect in cases where the coefficient is below 0,02. When the effect size (f^2) coefficients are examined, it is seen that there is no effect of autocratic leadership and job stress has a low effect.

The Bootstrap method was used on the research model to calculate the t values and significances of the research. With derivative sampling, 5000 sub-samples were taken from the sample and t values were calculated. Table 5 shows the results for the effects of the research model.

Table 5. Structural model results

		βeta	**S.E.**	**t value**	**p**
Autocratic Leadership	**Cyberloafing**	0,115	0,082	1,408	0,159
Work Stress	**Cyberloafing**	0,172	0,096	1,801	0,072
Moderating	**Cyberloafing**	0,135	0,067	1,998	0,046

The p-value and the t-test results were examined in order to see whether the β values obtained as a result of the analysis were significant at a significance level of 5%. For a significance level of 5%, the p-value should be <0.05 and the t-value should be >1.65. Accordingly, $H_{1 \text{ and } H_2}$ hypotheses were not supported based on the analysis results. In other words, no correlation was found between autocratic leadership and cyberloafing behavior, and between job stress and cyberloafing behavior. The H_3 hypothesis, on the other hand, was supported. In other words, according to the results of the analysis, the moderating effect of job stress was found in the relationship between autocratic leadership and the employee's cyberloafing behavior. Moderating impact analysis in the research was carried out using a two-stage approach in PLS-SEM. It is recommended to use the two-stage approach when independent and moderating variables are measured reflectively (Ali et al., 2018). Ramayah et al. (2017) argues that the values in the model are not sufficient to examine the effect of the moderating variable and that slope graphs should be drawn using the values in the model in order to understand how the moderating variable causes an effect. In this context, the moderating effect of job stress on cyberloafing behavior was also examined with the help of slope graphs. The chart shows three graphs drawn according to the mean of the moderating variable regarding its moderating relationship between independent and dependent variables, and the -/+1 standard deviation values. In cases where the moderating effect is significant, the graphs should not be parallel (Yıldız, 2020: 148). Upon examining Chart 1, it is concluded that job stress has a moderating effect on the relationship between autocratic leadership and employees' cyberloafing behavior.



Graph 1. The effect of work stress on the relationship between autocratic leadership and cyberloafing

5. CONCLUSION AND SUGGESTIONS

As in many sectors, leadership style is of great importance for both employees and customers in the tourism sector. It is known that the leadership style of managers towards their subordinates has a significant effect on the behavior of the subordinates towards their customers, and thus, it affects the service quality (Clark, Hartline and Jones, 2009). In the tourism literature, various studies are examining the effect of autocratic leadership style on productivity and such leadership in the context of creativity, job performance, organizational commitment, and employee well-being (Radwan, 2020; Al-Ababneh, 2013; Ispas, 2012; Nyberg et al., 2011). However, there is no research in the tourism literature associating autocratic leadership with cyberloafing behavior.

In hotel businesses where there is a labor-intensive working environment, there are many problems related to the coordination of the work due to the nature of the work, irregular and long working hours, such as night shifts repetitive work, high emotional fatigue, and unexpected interactions with guests. On the other hand, low-wage policies are widely applied in the sector. In this context, it can be said that working conditions in hotel businesses are quite stressful. Recent research has found that employee stress in the hospitality industry is important because it can also have negative effects on service quality. Stress in the hospitality industry is qualitatively and moderately associated with several physiological symptoms (headaches etc.). These symptoms may cause productivity loss and also can increase healthcare costs for the hotel business (O'Neill and Davis, 2011: 386). Addressing and reducing work stress in hotel businesses should not be evaluated only in terms of the physiological well-being of the employees. Because job stress can affect employee performance and thus service quality, it should not be overlooked that the concept can also create different problems and additional costs for employers. Among such problems can be named employees' tendency to engage in cyberloafing behavior to avoid job stress. Various studies suggest that cyberloafing behavior turns into a strategy that employees employ to cope with work stress (Turunç, 2015). This information reveals the importance of considering work stress as a factor that triggers the cyberloafing behavior of employees.

Although the research findings cannot conclude that autocratic leadership style and job stress directly affect cyberloafing behavior, they indicate that job stress has a moderating role in the relationship between autocratic leadership and cyberloafing behavior. This finding reveals the moderating power of job stress in the relationship between autocratic leadership and cyberloafing behavior. Therefore, it is recommended that job stress be accepted as an important problem in hotel businesses and in the tourism sector in general, and that managers turn to practices that will produce solutions in this regard.

As mentioned before, the sample of the research consists of the employees of the hotels with ministry certificates, located in Çanakkale and Edirne city centers. To overcome this limitation, future research should compare results from larger samples and/or resort hotel employees. Therefore, the results of this study cannot be generalized beyond this population. Even so, our findings can give an idea to hotel business managers and employees, sector representatives and academics operating in the field of tourism and management.

REFERENCES

Al-Ababneh, M. (2013). Leadership style of managers in five-star hotels and its relationship with employee's job satisfaction. *Journal of Occupational and Organizational Psychology, 3*(2), 94.

Ali, F., Rasoolimanesh, S. M., Sarstedt, M., Ringle, C. M., & Ryu, K. (2018). An assessment of the use of partial least squares structural equation modeling (PLS-SEM) in hospitality research. *International Journal of Contemporary Hospitality Management*. *30*(1), 514–538.

Anandarajan, M. & Simmers, C. A. (2005). Developing human capital through personal web use in the workplace: Mapping employee perceptions, Communications of the Association for Information Systems, *15*, 776-79, DOI: 10.17705/1CAIS.01541

Askew, K., Buckner, J. E., Taing, M. U., Ilie, A., Bauer, J. A., & Coovert, M. D. (2014). Explaining cyberloafing: The role of the theory of planned behavior, *Computers in Human Behavior, 36*, 510-519. https://doi.org/10.1016/j.chb.2014.04.006

Blanchard, A. L. & Henle, C. A. (2008). Correlates of different forms of cyberloafing: The role of norms and external locus of control, *Computers in Human Behavior, 24*, 1067-1084.

Chen, Y., Chen, H., Andrasik, F. & Gu, C. (2021). Perceived stress and cyberloafing among college students: The mediating roles of fatigue and negative coping styles. *Sustainability, 13*, 4468. https://doi.org/10.3390/su13084468

Cherry, K. & Susman, D. (2020). (30.01.022). Autocratic leadership key characteristics, strengths, and weaknesses of autocratic leadership, https://www.verywellmind.com/what-is-autocratic-leadership-2795314,

Cinnioğlu, H., & Turan, H.Y. (2020). Leadership style and its relationship with employee's organizational identification: evidence from the hotel businesses in Turkey. *Business & Management Studies: An International Journal*, *8*(4), 875-901, DOI: http://dx.doi.org/10.15295/bmij.v8i4.1603

Clark, R. A., Hartline, M. D., & Jones, K. C. (2009). The effects of leadership style on hotel employees' commitment to service quality. *Cornell Hospitality Quarterly*, *50*(2), 209-231.

Cohen, J. (1988). *Statistical power analysis for the behavioral sciences. (2nd Ed.). Hillsdale, NJ*: Lawrence Erlbaum Associates Publishers.

Çivilidağ, A. (2017). İş yaşamında sanal kaytarmanın iş stresi ve iş doyumu ile ilişkisi üzerine bir araştırma, *Akademik Bakış Dergisi*, 59, 355-373.

Derin, N., & Gökçe, S. G. (2016). Are cyberloafers also innovators?: A study on the relationship between cyberloafing and innovative work behavior. *Procedia-Social and Behavioral Sciences, 235*, 694-700.

Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British Journal of Management*, *17*(4), 263-282.

Du, J., Li, N.N. & Luo, Y.J. (2020). Authoritarian leadership in organizational change and employees‟ active reactions: Have-to and willing-to perspectives. *Frontiers in Psychology*, 10, Article 3076: 1-8. DOI: 10.3389/fpsyg.2019.03076

Erdem, A. T. (2020). Sanal Kaytarma Davranışının İş performansına etkisinde işe bağlılığın aracı rolüne yönelik bilişim sektöründe bir araştırma, *İşletme Araştırmaları Dergisi*, *12*(4), 3843-3855.

Fornell, C. & Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39-50.

Garrett, R. K. & Danziger, J. N. (2008). Disaffection or expected outcomes: Understanding personal ınternet use during work, *Journal of Computer-Mediated Communication, 13*(1): 937–958. doi:10.1111/j.1083-6101.2008.00425.x

Gökçearslan, Ş., Uluyol, Ç. & Şahin S. (2018). Smartphone addiction, cyberloafing, stress and social support among university students: A path analysis, Children and Youth Service Review, 91, 47-54. https://doi.org/10.1016/j.childyouth.2018.05.036

Hair Jr, J. F., Hult, G. T. M., Ringle, C. M. & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM). (2nd Ed), Los Angeles*: Sage Publications.

Hayajneh, N., Suifan, T., Obeidat, B., Abuhashesh, M., Alshurideh, M. & Masa'deh, R. (2021). The relationship between organizational changes and job satisfaction through the mediating role of job stress in the Jordanian telecommunication sector. *Management Science Letters* , *11*(1), 315-326.

Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In New challenges to international marketing. Emerald Group Publishing Limited.

Henseler, J., Ringle, C.M. & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in varience-based structural equation modeling, *Journal Of The Academy Of Marketing Science, 43*(1), 115-135.

Ispas, A. (2012). The perceived leadership style and employee performance in hotel industry–a dual approach. *Revista de Management Comparat Internațional*, *13*(2), 294-304.

Koay, K.Y. & Soh, P.C.H. (2019), Does Cyberloafing Really Harm Employees' Work Performance? An Overview, Editör: J. Xu et al, *Lecture Notes on Multidisciplinary Industrial Engineering, Cham*, Springer International Publishing AG, 901-912.

Koay, K. Y., Soh, P.C.H. & Chew, K. W. (2017) Do Employees' private demands lead to cyberloafing? the mediating role of job stress, *Management Research Review*, *40*(9), 1025-1038, https://doi.org/10.1108/MRR-11-2016-0252

Kodaş, B. & Sarı, Y. (2021). Psikolojik Sermaye, iş stresi ve hizmet odaklı örgütsel vatandaşlık davranışı ilişkisi, Anatolia: Turizm Araştırmaları Dergisi, *32*(1): 79 – 80. https://doi.org/10.17123/atad.948477

Küçükusta, D. (2007). Konaklama *işletmelerinde iş-yaşam dengesinin çalışma yaşamı kalitesi*. (Yayımlanmamış Doktora Tezi). Dokuz Eylül Üniversitesi, Sosyal Bilimler Enstitüsü, İzmir.

Lim, V.K.G. (2002). The IT way of loafing on the job: cyberloafing, neutralizing and organizational justice, *Journal of Organizational Behavior*, 23, 675–694. DOI: 10.1002/job.161

Lim, V. K., & Chen, D. J. (2009). Cyberloafing at the workplace: Gain or drain on work?, *Behaviour & Information Technology, 31*(4), 1-11. DOI: 10.1080/01449290903353054

Lim, P.K., Koay, K.Y., & Chong, W.Y. (2020). The effects of abusive supervision, emotional exhaustion and organizational commitment on cyberloafing: A moderated-mediation examination, *Internet Research, 31*(2), 497- 518.

Nyberg, A., Holmberg, I., Bernin, P., & Alderling, M. (2011). Destructive managerial leadership and psychological well-being among employees in Swedish, Polish, and Italian hotels. *Work*, *39*(3), 267-281.

O'neill, J. W., & Davis, K. (2011). Work stress and well-being in the hotel industry. *International Journal of Hospitality Management*, *30*(2), 385-390.

Öçal, M. A. (2018). *Seyahat acentalarında görev yapan yöneticilerin iş stres düzeylerinin sanal kaytarma davranışları üzerindeki etkisi ve bir araştırma*. (Yayınlanmamış Yüksek Lisans Tezi). Düzce Üniversitesi, Düzce.

Özdoğru, M. & Yıldırım, Y. T. (2020). Sanal kaytarma ve işgören performansı ilişkisinde iş stresinin düzenleyici etkisinin incelenmesi: Sağlık sektöründe bir araştırma, *Afyon Kocatepe Üniversitesi Sosyal Bilimler Dergisi*, *22*(2), 467-490.

Qi, L., Liu, B. & Mao, K. (2020). Spare the rod and spoil the child? A study on employee workplace deviant behavior, Nankai Business Review International, *11(*1), 1-22 DOI 10.1108/NBRI-03-2018-0019

Radwan, H. R. I. (2020). Leadership styles in the hotel sector and its effect on employees' creativity and organizational commitment. *International Journal of Social and Business Sciences, 14*(3), 169-179.

Rahman, Z., Shah, F. A. & Zahir, S. (2020). Minor and serious cyber-loafing ımpact on ınnovative behavior, *Journal of Managerial Sciences, 14*(3), 92-102.

Ramayah, T., Cheah, J., Chuah, F., Ting, H., & Memon, M. A. (2017). *Partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3.0: An updated guide and practical guide to statistical analysis (2nd ed.).* Kuala Lumpur, Malaysia: Pearson.

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Partial least squares structural equation modeling. *Handbook of Market Research*, *26*(1), 1-40.

Schwepker, C. H. & Dimitriou, C. K. (2021). Using ethical leadership to reduce job stress and improve performance quality in the hospitality industry, *International Journal of Hospitality Management*, *94*. https://doi.org/10.1016/j.ijhm.2021.102860

Sepahvand, R., Nezhad, M. A., Chegeni, F. F. & Sepahvand, M. (2020). The effect of passive leadership on staff cyberloafing with the role of mediating workplace ostracism (Lorestan Sports and Youth Department), *Sport Management Studies*, *12*(61): 17-32. 10.22089/SMRJ.2019.6837.2421

Shaw, K. H., & Liao, H. Y. (2018). How does authoritarian leadership lead to employee unethical pro-organizational behavior? The mediating effect of work stressor and moral disengagement. *Advances in Economics, Business and Management Research, 51,* 86-94.

Siddique, C. M., Siddique, H. F. & Siddique, S. U. (2020). Linking authoritarian leadership to employee organizational embeddedness, LMX and performance in a high-power distance culture: a mediation-moderated analysis, *Journal of Strategy and Management*, *13*(3), 2020: 393-411. DOI 10.1108/JSMA-10-2019-0185

T.C. Kültür ve Bakanlığı. (01.01.2022). T.C. Kültür ve Turizm Bakanlığı Belgeli Konaklama Tesisleri, https://ktb.gov.tr/genel/searchhotel.aspx?lang=tr&certificateType=4

Tsui P-L. (2021). Would organizational climate and job stress affect wellness? An empirical study on the hospitality industry in Taiwan during COVID-19. *International Journal of Environmental Research and Public Health*, *18*(19), 10491. https://doi.org/10.3390/ijerph181910491

Turunç, Ö. (2015). İş stresi ve kaytarma ilişkisinde liderin rolü turizm işletmelerinde bir araştırma, *Uluslararası iktisadi ve İdari Bilimler Dergisi*, *1*(2): 142-159.

Uğur, U. & Sarıoğlu Uğur, S. (2021). Kurumsal vatandaşlık ve liderlik tarzı ilişkisi: Bir araştırma, *Manisa Celal Bayar Üniversitesi Sosyal Bilimler Dergisi*, *19*, 263-272. Doi: 10.18026/cbayarsos.820320

Usman, M., Javed, U., Shoukat, A., & Bashir, N. A. (2019). Does meaningful work reduce cyberloafing? Important roles of affective commitment and leader-member exchange. *Behaviour & Information Technology*, *40*(2), 206-220. DOI: 10.1080/0144929X.2019.1683607

Uyanık, S., Umat, Ü. G. & Gürdoğan, A. (2021). Marina işletmeciliği çalışanlarının iş stres düzeyleri ile sanal kaytarma davranışları arasındaki ilişkinin marina çalışanları açısından değerlendirilmesi, *Journal of Travel and Tourism Research*, *19,* 80-101.

Uymaz, A. O. (2020). Yöneticilerin demokratik, otokratik ve serbesiyetçi liderlik tarzlarının sonucu olarak çalışanların örgüt yararına ahlaki olmayan davranışları: Türk turizm sektörü üzerine bir çalışma. *İş Ahlakı Dergisi*, *13*(2), 103-145. DOI: 10.12711/tjbe.2020.13.2.0166

Vitak, J. Crouse, J. & LaRose, R. (2011). Personel internet use at work: Understanding cyberslacking, Computers in Human Behavior, *27*, 1751-1759. doi:10.1016/j.chb.2011.03.002

Yıldız, E. (2020). *SmartPLS ile yapısal eşitlik modellemesi rekleftif ve formatif yapılar. Ankara:* Seçkin Yayıncılık.

Zhu, J., Wei, H., Li, H. & Osburn, H. (2021). The paradoxical effect of responsible leadership on employee cyberloafing: A moderated mediation model, *Human Resource Development Quarterly*, *32*(4), 597-624, DOI: 10.1002/hrdq.21432.

Zoghbi-Manrique-de-Lara, P. & Viera-Arma M. (2017). Corporate culture as a mediator in the relationship between ethical leadership and personal ınternet use, *Journal of Leadership & Organizational Studies* 2017, *24*(3) 357–371 DOI: 10.1177/1548051817696877