ISTANBUL COMMERCE UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION
MASTER OF BUSINESS ADMINISTRATION PROGRAM

AN EMPIRICAL RESEARCH ON THE RELATIONSHIP BETWEEN EMPLOYEE BOREOUT AND PERFORMANCE: MEDIATING ROLE OF PROCRASTINATION

Master's Thesis

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ISTANBUL, 2023

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Ethical Statement

I declare that this thesis is an original work and has been prepared in accordance with the Graduate Regulations of the Council of Higher Education and Istanbul Commerce University. I fully complied with scientific ethical rules while conducting this study. I have cited all the sources I have used and I have not quoted in detail from any source. All matters contained in this thesis are my personal opinion and do not reflect the official view of Istanbul Commerce University.

Name and surname: Hadeel AL-MASHADANI

Signature:

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ABSTRACT

The purpose of this study was to discover whether employee boreout was related to employee task performance and whether employee procrastination was mediating this relationship. In order to achieve that, a cross-sectional research has been conducted. The data were collected from 400 employees who work in a telecommunication company operating in Dubai, the United Arab Emirates, using the survey technique, between the 16th of July and the 19th of August, 2022. Linear regression tests were used to analyze the collected data. Findings showed that there was a negative relationship between the crisis of meaning and task performance, job boredom and task performance, and the crisis of growth and task performance. Findings also indicated that there was a positive relationship between procrastination and the crisis of meaning, job boredom, and the crisis of growth and a negative relationship between procrastination and task performance. Finally, it was revealed for the first time that procrastination was mediating the relationship between employee boreout and task performance.

***Keywords**: Boreout, crisis of meaning, job boredom, crisis of growth, task performance, procrastination*

ÇALIŞAN BEZGİNLİĞİ İLE PERFORMANSI ARASINDAKİ İLİŞKİ ÜZERİNE GÖRGÜL BİR ARAŞTIRMA: ERTELEME DAVRANIŞININ ARACI ROLÜ

ÖZET

Bu araştırmanın amacı çalışan bezginliğinin çalışan görev performansı ile ilişkili olup olmadığını ve erteleme davranışının bu ilişkiye aracılık edip etmediğini ortaya çıkartmaktır. Bu amaç doğrultusunda kesitsel bir araştırma yapılmıştır. Araştırmanın verisi Birleşik Arap Emirlikleri, Dubai'de bir telekomünikasyon firmasının 400 çalışanından anket tekniği ile 16 Temmuz – 19 Ağustos 2022 tarihleri arasında toplanmıştır. Veri doğrusal regresyon testleri ile analiz edilmiştir. Araştırmanın bulgularına göre iş yeri bezginliğinin bileşenlerinden anlam krizi ile görev performansı arasında, iş bıkkınlığı ile görev performansı arasında ve gelişim krizi ile görev performansı arasında olumsuz ilişkiler vardır. Bu çalışma ile ayrıca erteleme davranışı ile anlam krizi, iş bıkkınlığı ve gelişim krizi arasında olumlu ilişkiler, erteleme davranışı ile görev performansı arasında ise olumsuz bir ilişki olduğu ortaya çıkarılmıştır. Son olarak ilk defa erteleme davranışının çalışan bezginliği ve görev performansı arasındaki ilişkiye aracılık ettiği keşfedilmiştir.

Anahtar kelimeler: *İş yeri bezginliği, anlam krizi, iş bıkkınlığı, gelişim krizi, görev performansı, erteleme davranışı*

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ABBREVIATIONS

COR: Conservation of Resources

COM: Crisis of Meaning

COG: Crisis of Growth

JOB: Job Boredom

PER: Performance

PROC: Procrastination

1. INTRODUCTION

Organizational behavior is a multidisciplinary field that investigates how individuals behave in an organization as well as the organization's behavior itself, it focuses on stimulating innovation, supporting leadership, enhancing job satisfaction, and improving performance (Staw, 1984). Which makes it study what could positively or negatively affect these behaviors because overall, they will be affecting the organizational outcomes. Employee performance is one of the most important behaviors that can affect achieving an organization's objectives. However, employees are exposed to different challenges that could negatively affect their performance like the boreout syndrome. This research aims to identify the relationship between employee boreout and performance with the mediating role of procrastination. This section will introduce the study by first discussing the term boreout and how it affects employees' performance followed by how procrastination has a mediating role in affecting employees' performance.

Unlike burnout, few people talk about boreout and even fewer people know it. Boreout can be defined as an impaired psychological condition caused by a reduction of excitement toward work (Poirier et al., 2021). The concept of boreout got the biggest attention from the two authors Rothlin and Werder in 2007 as they wrote the most famous book that covers this syndrome "Boreout!: Overcoming Workplace Demotivation". Boreout contains three dimensions 1) crisis of meaning 2) job boredom and, 3) crisis of growth. Understanding what boreout is and how it develops and happens in workers is important for individuals and organizations. For individuals, knowing that there is a problem makes it possible to solve it, whether the solution is leaving the job or confessing to a supervisor/manager. As Bruursema et al. (2011) said that poor performance and turnover are outcomes of having employees with boreout. On the other hand, it is important for organizations and employers to understand this syndrome to avoid it as much as possible because it could be a consequence of a lack of support, empowerment, or even a lack of resources that in this case are embodied in conditions, assets, energies, relationships, and personal traits according to the conversion of resources theory (Hobfoll, 1989). Furthermore, it was noticed that employees who are suffering from boreout are not able to do their tasks

consistently. They get themselves disturbed by chatting with their teammates or doing other stuff like browsing the internet. Especially with the sort of technology we have nowadays. An employee can look very busy by focusing on their computers or smart devices while they could be playing a video game or checking their social media accounts. This is considered one of the escaping strategies that employees use to fill their time during working hours instead of doing their actual tasks (Moris & Nedosugova, 2019). In other words, they procrastinate. Procrastination occurs when employees are aware of the harm postponing a task will cause and still do it. It could only lead to low productivity and as a result, poor performance (Shin & Grant, 2021). It is interesting that employees know that they may get in trouble if they do not finish their tasks and continue to postpone them. The main reason behind this behavior is the lack of motivation to do these tasks. As Metin et al. (2018) said, if employees do not see the meaning of their work and do not enjoy it, they will prefer to do something else even if it is meaningless like gossiping.

In the literature, employee boreout and performance have been addressed but without the mediating role of procrastination so this will be a new knowledge added to the literature. In addition, literature related to employee boreout and its effect on performance is scarce in the Middle East, and since this study was conducted in one of the Middle Eastern countries so this study could be a reference in this area.

This study aims to discover two things:

1) The relationship between employee boreout and employee performance.

2) Examining the mediating effect of procrastination on the relationship between employee boreout and employee performance.

More specifically, the research objectives are:

1) Investigating how every dimension of employee boreout affects task performance.

2) Investigating the effect of the mediating role of procrastination on every dimension of employee boreout.

In order to fill the gaps mentioned above in the literature, I submitted the following research questions:

- How does employee boreout affect employee performance?
- Is there a relationship between procrastination and employee boreout?
- Is employee performance affected by procrastination?

The rationale of the study will be presented in the second section, the theoretical framework. Information about boreout, performance, and the relationship between them will be provided along with the hypotheses, followed by information about procrastination along with the related hypotheses as well. Afterward, the third section is the method, where information about the collected data will be provided. The fourth section is the findings, where the hypotheses are tested followed by the fifth and sixth sections represented in the discussion and the conclusion respectively.

2. THEORETICAL FRAMEWORK

2.1. Boreout

After 2000, boreout syndrome was recognized by different authors. Rothlin and Werder (2007) were the ones who introduced the term “boreout” for the first time (Moris & Nedosugova, 2019). The term is a component of two words, “bore” and “out,” presenting the meaning of being bored. When an employee gets bored, it becomes unmanageable, negatively affecting different dimensions. It also refers to the non-existence of worthwhile tasks resulting in stress levels (Abubakar, 2019). The term can also be defined as an impaired psychological condition caused by a reduction of excitement toward work (Poirier et al., 2021). Rothlin and Werder (2007) clarified the boreout concept by comparing it to burnout, defined as emotional instability or mental health problems caused by being overstressed at work (Shuhaimi & Marzuki, 2015). Although boreout and burnout sound similar to some extent, they are different concepts. While the latter develops from being overstressed (Basar & Basim, 2016), the former occurs from several reasons related to boredom and meaninglessness in the workplace.

On the other hand, boreout and burnout also have similarities that appear while working in a team. For instance, a team member may take most of the tasks without leaving many to the rest of the team members. This will exhaust the person with too many duties and lead to burnout with time. At the same time, the ones with less work will start feeling bored, under-challenged, and disinterested, resulting in boreout (Rothlin & Werder, 2007).

Boreout and burnout concepts were linked to the conservation of resources theory which states that individuals seek to get, maintain, promote, and preserve the things they most value. This implies that people use essential resources to regulate themselves, their social relationships, and how they organize, act, and fit into the larger framework of organizations and culture (Hobfoll, 2011). The theory defines resources as conditions, assets, energies, relationships, and personal traits prized by persons or serving as a method of achieving these objects. From a boreout perspective, poor work excitement, absence of meaning, and lack of opportunity for growth are all pointers to a lack of resources. Employees may suffer

from these resource reductions since they will have fewer resources to devote to their work. Technically speaking, these resources are in a cycle. The existence of resources may lead to new resources in the long term or the other way around. Individuals who suffer from boreout are likely to fall into a loss spiral because they are unable or unwilling to invest their remaining resources due to their boredom. As a result, if they are unable to make use of the resources, they already must obtain new ones or recoup from the ones they've lost. Hence, their level of satisfaction may suffer (Abubakar, 2019). Burnout was also linked to the conservation of resources theory. The fear of losing or not gaining resources is presented as demand in this theory. When there are high demands on individuals meeting few resources provided, dysfunctional coping will be performed, resulting in burnout. Excessive exposure to few resources and high demands results in the depletion of other resources like energy, identity, and self-efficacy, which is referred to as the burnout process as emotional exhaustion is the first thing that happens, as stated in the conservation of resources theory. After that comes cynicism which is used as the coping style to face the shortage of resources and high demands, causing only a lack of self-esteem and starts loss of resources. In reverse, an environment with abundant resources and high demands will encourage employees to put more of their own time and energy into their job to meet those needs (Alarcon, 2011).

2.1.1. Dimensions of Boreout:

There are three dimensions of boreout. They are explained as follows:

2.1.1.1. Crisis of Meaning (being disinterested): This simply means that employees have no interest whatsoever in the job they are doing. It does not excite them or motivate them in any way. What they do at work is perceived by employees as meaningless, and some things that happen at work make it even harder for them. Like when the boss assigns them to a project and gives them the feeling of importance and cruciality of the project while they are not interested in it and feel no joy doing it (Rothlin & Werder, 2007).

In his study, Havener (1999) explained that organizations must understand their employees' needs to gain their loyalty and keep them motivated. It is known that talented employees

require meaningful work, if they cannot find it at their job, they leave. Baumeister and Vohs (2002) stated that the core of meaning is “connection, " which positively affects both individuals and organizations. On the other hand, employees and individuals will have negative results if the employees find no meaning in their work. While life is defined by constant change and worry, meaning is viewed as a means of establishing stability (Cartwright & Holmes, 2006).

2.1.1.2. Boredom: Most studies have categorized boredom as an emotional and, consequently, subjective condition of low arousal and discontent induced by a disinterest in an insufficiently pleasant environment (Cummings et al., 2015). Boredom occurs when there is nothing to do because everything has already been done or the employee has been doing the same tasks for a long time. In daily life, individuals can change the activity they are bored with doing other exciting ones. However, at work, this is impossible to do (Rothlin & Werder, 2007). There are various reasons why an employee may face boredom at the workplace, such as repetitious tasks, senior management that supervises or micromanages employees, lack of guidance, shortage of resources, minimal career growth chances, restrictive policies, underemployment (Cleary et al., 2016).

2.1.1.3. Crisis of Growth (being under-challenged): A crisis of growth occurs when employees feel that they can do more than the given tasks. A crisis of growth contains two components such as quantitative and qualitative. The quantitative component is about how much work an employee has, and it is too little in this case. The qualitative part is about the content of the work, as they cannot reshape an assigned task or change the way it should be done. They feel that the organization can benefit more from their knowledge and experience (Rothlin & Werder, 2007).

Opportunities for career growth encompass three dimensions: achieving career objectives, acquiring professional skills and abilities, and getting compensation aligned with those skills and abilities. According to researchers, employees' work-related actions and decisions are driven by their desire to advance their careers. Career growth opportunities have long been recognized as critical work resources that contribute to favorable organizational

outcomes, such as greater organizational engagement and decreased turnover intention (Huo, 2021).

Dimensions of boreout are strongly related to each other. For example, boredom will lead to losing interest in the job. The same applies to being under-challenged because it leads to boredom and the circle goes on (Rothlin & Werder, 2007).

2.1.2. Escaping Strategies

Boreout leads employees to follow some escaping strategies to fill their free time. First, it is impossible to just sit at work without doing anything. They try to appear busy to avoid being fired. So, they do these two main things:

- Use working hours for personal purposes
- Keep the work on hold as much as possible

To achieve that, employees use some of the following strategies:

2.1.2.1. The Document Strategy: It refers to a situation when employees sit at their desks and pretend to work. For example, they can plan their next vacation or what they will do on the weekend. It does not matter as long as they appear busy.

2.1.2.2. The Pseudo-Commitment Strategy: In simple words, this strategy is about spending more time than usual at work. Because coming very early in the morning and leaving almost the last one will send the image that this person is very busy.

2.1.2.3. The Compression Strategy: It refers to a situation in which employees finish their duty but do not report to their manager. In that way, they can have extra time to do other things like chatting or even working on a private project without being assigned to another task.

2.1.2.4. The Flat Rolling Strategy: It could be considered the opposite of the compression strategy. Here, the employee intentionally spreads the time spent on one task to prevent getting assigned to another one any time soon (Moris & Nedosugova, 2019).

2.1.3. Boreout Paradox:

Some of the strategies are employed over a lengthy period of time when boreout syndrome is present. As a result, the employees can live with their current level of dissatisfaction. This is referred to as the "Boreout Paradox". Many reasons could stop employees from confronting their managers or supervisors about their boreout. One of them is the fear of the reaction. No employer would like to hear that their subordinates are not satisfied or feel bored with what they are doing. It is certainly unacceptable in any workplace culture. Another reason is that the employees were very excited at the beginning and did not mind doing the tedious and easy tasks and just coped with it with time. Most importantly, employees naturally assume that it is always nice to have free time at work and still get paid. However, in the long run, making strategies to avoid getting caught is exhausting, and doing the same activities in that free time will also become boring (Günthner, 2014).

2.1.4. Antecedents of Boreout (Factors that result in Boreout):

Boreout does not happen suddenly. It takes time for the three dimensions to grow in the individual. For example, it is not considered boredom, if employees stay a little more after lunchtime to catch up with each other. In addition, each job has small and repetitive tasks that can be done quickly. Having that does not mean that the job is under-challenging the employee. The same applies to disinteresting tasks because these things are part of every job. It starts to be an issue when these things happen daily. At this point, the individual begins realizing that something is wrong.

The figure below shows how boreout develops in employees. In the beginning, everything is in the ideal situation until things start to change. When they are given too many tasks, it leads to burnout. And, when they are given disinteresting and easy tasks, it leads to boreout. The middle line represents the ideal situation where an employee has a fair workload and enough break time. At this point, the work is stable, challenging, and enjoyable. On this line, everything is optimal until it starts dropping to point one. Then, the work becomes too easy when the employees are used to it. In point 2, employees are continuously repeating

their tasks and are having a lot of free time so, staying in this situation for a long period will make them reach to boreout level (Rothlin & Werder, 2007).

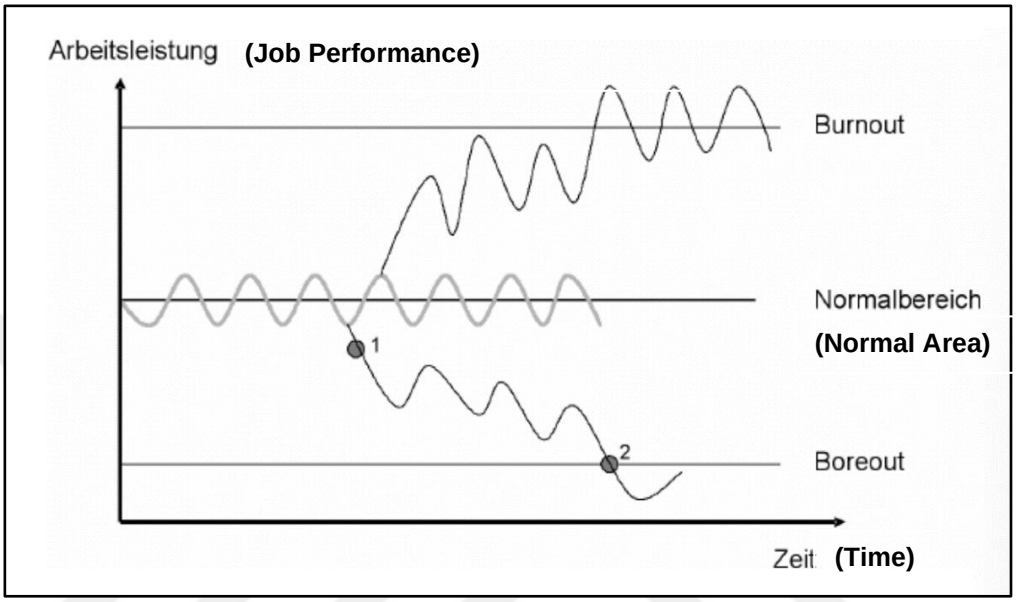


Figure 1, (Rothlin & Werder, 2007, 31).

The problem starts when the employees realize that they are experiencing boreout. For instance, even continuously successful employees will eventually lose interest in work if they do the same tasks repeatedly without new challenges and without gaining new skills. If they are not challenged, they will not be motivated for the job. And, if they cannot improve their skills, they will not be emotionally engaged with the organization. When boreout syndrome is described, it is hard not to remember the term "internal termination" that refers to employees' reaction to a perception of an imbalance between job effort and remuneration. So, they limit their work output and separate themselves from the organization to restore equilibrium. In spite of the fact that there is a lot of similarity between the boreout and internal termination, they are not identical. However, it is worth noting that the two concepts can interact somehow. In the long term, boreout might lead to internal resignation. Internal termination might, on the other hand, lead to boreout (Günthner, 2014).

2.1.5. Consequences of Boreout

Rothlin and Werder (2007) discovered that job dissatisfaction is one of the consequences of boreout.

2.1.5.1. Job dissatisfaction:

It is defined as an irritating state of mind and emotions of employees towards a job, stopping them from obtaining the purpose of the job (Pandey et al., 2021). Employees' health and performance are highly linked to how much they are satisfied with their jobs. Studies like Tatsuse and Sekine (2013), Nagai et al. (2007), and Nakata (2017) showed that mental health is affected by job dissatisfaction causing employees anxiety, depression, and stress. Moreover, job dissatisfaction also negatively affects employees' performance by increasing the absence rate because employees do not want to do their tasks which risk losing their jobs (Oshio, 2021). The developers of the boreout defined job satisfaction in their own way. Thus, giving the concept a new name (Qualitative Wage). In their definition, satisfaction happens when three elements are met: Meaning, Time, and Money.

2.1.5.2. Meaning, Time, and Money:

- Meaning: According to Wrzesniewski (2003), meaning is a measurement method used by people to measure many things in life, including work, since it is a massive part of most people's life. It is true that people mainly work to survive and provide for themselves and their families. Still, they are ready to suffer a bit financially if their jobs give them the self-value they are looking for by being more involved in decision-making and doing tasks they find interesting and added to their experience. So, having a job that provides them will increase their commitment level.

- Time: Poor use of time by employers will negatively affect employees and organizations. Employees will feel that they are wasting valuable time that they can never get back. This will result in stress and job dissatisfaction, and organizations will fail to achieve their objectives if they do not use their time efficiently (Elsabahy et al., 2015). Gunlu et al. (2010) also argued that efficient management of time has

a massive role in increasing job satisfaction levels for employees, preventing organizations from facing turnover, and decreasing the absence rate. A person's time is a precious commodity.

- Money: Money is one of the essential factors that affect employees' satisfaction with their jobs. But it is not necessarily true that high payment alone will lead to job satisfaction (Tang & Kim, 1999). Günthner (2014) agrees with it by stating that most people's primary motivation for working is financial gain. Additionally, it's necessary for both social interaction and meeting basic consumer demands. Employee happiness is influenced by a variety of factors, one of which is their pay. While money is an important consideration, it should not be the only one. In the long term, if the other two variables are not sufficiently met, unhappiness, dissatisfaction, and health issues can occur despite great income fulfillment. Qualitative wage is high when all elements are met. Boreout syndrome can be avoided with the use of this orienting tool.

These three elements collapse with the boreout dimensions. Bored-out employees see no meaning in their work, use different strategies to avoid spending their time working, and do not see themselves grow in the job. All these factors cause job dissatisfaction even if the payment is high, as mentioned above because the other two elements are not equally or closely high Günthner (2014).

Rothlin and Werder (2007) also found that depression and anxiety are consequences of boreout.

2.1.5.3. Depression: It is a medical disorder characterized by exhaustion, melancholy devaluation of life and self-esteem, lack of interest or participation, anhedonia, and lethargy, among other symptoms. It can be caused by a variety of live events, such as childhood trauma, loss of a loved one, strict boss, or other significant life challenges. Depression was linked to decreased productivity, presenteeism, and absenteeism at work. Boreout has been linked to the unpleasant symptoms of depression (Peralta, 2015).

2.1.5.4. Anxiety: Anxiety is a psychological reaction to difficult or perilous life conditions (Petersen & Roy, 1985). Autonomic arousal, skeletal musculature effects, phobias, a subjective feeling of anxious affect, and panic disorders are all signs of anxiety as a psychiatric condition. As a result, anxious person is likely to be humiliated or rejected by their coworkers at work because individuals with anxiety have a continuous negative interpretation bias in their anticipatory and retrospective judgments, so they are more prone to make erroneous positive assessments and to perceive neutral or vague signs as dangerous and potentially harmful. Moreover, there is a strong correlation between boreout and anxiety (Özsungur, 2020). Schüll, 2021 argued that boreout increases anxiety levels due to the lack of confidence and the loss of belief in their capabilities.

2.1.5.5. Lack of Innovation: Innovation work behavior is defined as how employees develop novel solutions to solve problems related to their work. Employees with boreout have no excitement whatsoever to be innovative (Stock, 2014). Stock (2013) linked this behavior to the crisis of growth and crisis of meaning in work dimensions. She also stated that the third dimension (job boredom) makes it impossible for employees to be innovative at their work. The explanation for predicting a relationship between boreout and innovative behavior link is compatible with the conservation of resources theory (Fritz & Sonnentag, 2005). The fundamental principle of the conservation of resources theory is that employees will experience stress if they face a loss of essential resources or feel the threat of losing them. Resources are not necessarily tangible. They could be presented as energy, conditions, objects, and characteristics crucial to the employees and help achieve the organizational goals (Hobfoll, 1989). That means employees who experience resource depletion because of boreout may become incapable of participating in innovative work activities (Stock, 2014).

2.1.5.6. Decreased Customer-Oriented Behavior: Customer orientation is the service provider's readiness to adapt service delivery to a customer's condition like requests, difficulties, or exceptional circumstances (Lanjananda & Patterson, 2009). The direct impacts are explained using the conservation of resources theory. The theory's core idea is that psychological pressure results from the loss or expected loss of valuable resources.

These resources can be anything that employees value, such as energy, conditions, objects, empowerment, and characteristics. Employees use them to manage their own behavior and the operation of their social interactions.

Moreover, the idea of conservation of resources predicts that when organizations fail to offer these resources, employees become less productive (Stock, 2016). Halbesleben et al. (2013) said in their research that boreout could accrue due to a lack of resources. As a result, employees will be demotivated to show engagement in customer-oriented behavior as they will not be able to entirely focus on customers' needs (Tone Innstrand et al., 2008).

2.1.5.7. Decreased Work Engagement: Work engagement, as demonstrated by enthusiasm, commitment, and concentration, is a driving factor that influences employees' performance, customer-oriented and innovative behavior (Cheng et al., 2018). Boreout may be viewed as an obstacle in accordance with the transactional theory of stress because it stops or delays the growth and learning process of the employees. They become unable to deliver their tasks appropriately, and therefore they lack work engagement. Boreout could be a real risk when it affects work engagement where employees directly interact with customers. It will be a barrier to them from reading their customers' needs (Karatepe & Kim, 2020).

2.2. Employee Performance

The concept of employee performance is defined by many researchers. In general terms, performance refers to worker productivity in reaching the expected value and fulfillment of assigned tasks under the process and time constraints of the company (Wu & Lee, 2011). Liao et al. (2012) defined employee performance as the measurement of development, promotions, bonuses, penalties, and payment. It is also a measurement of the employees to see how much they are improving in their job. It also can be defined as the followed behaviors of employees to match organizations' expectations in fulfilling the requirements of organizational positions (Askun et al., 2020). Shah et al. (2021) also explained employee performance in their research as the ability of employees to achieve wanted goals practically and efficiently. They pointed out that employees' knowledge, skills, efforts, motivation, and task awareness are all combinations of good performance that employees

provide to achieve organizations' objectives. Several attempts have been made to conceptualize employee job performance. They employ conceptual approaches that are distinct from the typical job analysis and separate from one another. Still, all these attempts agree on the difference between task performance and contextual performance (Motowidlo & Van Scotter, 1994). One of the most fundamental theoretical frameworks for conceptualizing job performance has three conditions: 1) staying in the organization, 2) consistently achieving or even surpassing the expected performance target provided by the organization, and 3) performing non-requested tasks randomly like, sharing ideas to improve the organization and helping other members in their tasks. The second and third patterns of behavior contrast organizationally necessary tasks with tasks that aren't always required by a job. Both of these behaviors are important. Some managers are willing to consider both prescribed and unscripted tasks when deciding how to evaluate the job performance equal to how much money it is worth.

Organizational spontaneity, organizational citizenship, and prosocial organizational behavior are closely linked to the patterns of required and unrequired organizational behaviors described. Although they are different in specific areas, they all show how people in the organization work together and help each other (Katz & Kahn, 1978). Orr et al. (1989) think that things like job satisfaction, psychological state, and work pressure can significantly impact how people work together and help each other at work. Complementary to Orr et al.'s (1989) findings, MacKenzie et al. (1991) showed verifiable support for the significance of organizational citizenship behavior. They indicated that when managers are asked to evaluate the overall performance, they are likely to include at least some types of organizational citizenship behavior and objective productivity.

Another attempt was made by Campbell (1990) to conceptualize job performance, which provided an alternative approach to structuring job performance. He designed a measure that structured job performance into task-specific and non-task-specific proficiency, textual and verbal communication, the amount of effort showed, preserving personal discipline, supporting teammates, and offering help and guidance. These variables are intended to adequately reflect the inherent performance pattern of all occupations included in the

Dictionary of Occupational Titles. Campbell's (1990) approach elucidates a crucial difference between performance behaviors that benefit the organization through task proficiency and performance behaviors that benefit the organization in other ways. The model has a higher saturation of prescribed role behavior in the task proficiency variables, whereas the other variables have a higher saturation of aspects of prosocial behavior, organizational spontaneity, and organizational citizenship behavior

Accordingly, the three interconnected approaches pervade these efforts to characterize generically significant components of job performance. Firstly, the contrast between role behavior that is required and role behavior that is voluntary. Secondly, the collection of cooperative and helpful activities is characterized by an emotional component seen in prosocial behavior, organizational citizenship behavior, and organizational spontaneity. Thirdly, the contrast between task-specific and non-task-specific proficiency. All of these theories converge in Borman and Motowidlo's (1993) differentiation between task performance and contextual performance (Motowidlo & Van Scotter, 1994).

2.2.1. Task Performance (In-role Performance)

Miao (2011) defined task performance as the work behavior linked to the organization's technical core, either by implementing its technical processes, such as sales, inventory management, production, and supervising or by retaining and handling its technical needs. It is known as the primary in-role tasks that employees were employed to do to receive their salaries (Befort & Hattrup, 2003). The concept of task performance represents the way to achieve organizational objectives. Each role/position/job within the organization has different tasks, and they all have a direct or indirect effect on the organization and the individual performance (Kalia & Bhardwaj, 2019).

According to Kahya (2009), task performance consists of two types: the first is the one that converts raw materials to the products or services of the organization. That includes activities like teaching in educational centers, collecting checks in banks, performing surgeries in hospitals, and operating machines in factories. The second involves operations that support and sustain the technical core by restocking raw material, delivering ready

products, performing critical planning, coordinating, supervising, and personnel duties that enable the technical core to operate successfully. Therefore, task performance is intrinsically linked to the organization's technical core, whether through the execution of its technical processes or the maintenance and fulfillment of its technical needs.

2.2.1.1. Factors Increasing Task Performance:

- *Job Satisfaction and Task Performance:* According to Hackman (1980), employees who are happy with their job will have high task performance. Shaikh et al. (2012) also stated in their study that employees become more productive the more they are happy and satisfied with their job. On the other hand, Miao (2011) argues that job satisfaction has no significant effect on task performance. This is because these in-role tasks are fixed with the position and have to be done whatever the employees' status was towards the job.

- *Payment and Promotions and Task Performance:* Payment and promotion are linked to how employees perform their tasks. Suppose employees feel that they are getting a fair amount of payment, they will do their tasks properly. Moreover, they will also show high performance when they know they could get a promotion by doing that. In contrast, employees will not be able to perform if they feel injustice with payment and promotion highly (Edwards et al., 2008).

- *Ethical Leadership and Task Performance:* Ethical leaders are leaders who make decisions with concern for the long-term success of the organization and its people. Ethical leadership provides ideal settings for building relationships with workers. When ethical leaders supervise employees, their chances of being supported and noticed are higher. Following this, these supervisors will gain more respect and value in the eyes of their subordinates, which will develop a good relationship between them. Thence, the employees' task performance will be positively affected thanks to this relationship (Mo & Shi, 2016). Liu et al. (2013) also stated in their research that ethical leadership increases employees' task performance as employees are predisposed to see the connection with their supervisors in terms of

social exchange. That was noticed in another study where employees increased their task performance when they had a decent social exchange with their superiors (Gu et al., 2015).

- *Respectful Engagement and Task Performance*: Respectful engagement refers to being there for the employees. Respectful engagement could be done by showing appreciation, recognition, and proper interaction with the employees and focusing on enhancing employees' strengths and improving their weaknesses. It has been proved that respect is directly linked to task performance and organizational citizenship behaviors, and it limits turnovers (Carmeli et al., 2015).

  Furthermore, respectful engagement stimulates relational information processing, in which coworkers pursue comments and suggestions from one another to reflect constructively on their work objectives and devise effective tactics to accomplish them. It also makes the respected employees feel good about themselves, which spreads their range of attention, thought, and action and builds long-term resources that help them grow and improve their performance on tasks. Moreover, when employees receive respect from their superiors, they will show high task performance to prove that they deserve the organization's social identity (Basit, 2019).

- *Transformational Leadership and Task Performance:* Transformational leadership is a collaborative process in which leaders and followers work together to raise the morale of employees. The transformative style affects both individuals and organizations profoundly. It influences employees' views and values and their expectations and goals (Bacha, 2013). Transformational leaders offer useful feedback to their subordinates, persuade them to exert additional work, and inspire them to think imaginatively about complicated challenges. Consequently, subordinates will act in ways that assist task performance at a high level.

- Additionally, transformative leaders inspire followers to put the organization ahead of personal interests. When followers connect their personal success to the success

of their organizations and have the same goals and values of the organization, they become eager to contribute positively to the workplace, which will also result in increased task performance (Podsakoff et al., 1990). Moreover, Khan et al. (2019) found that transformational leadership has a better association with follower performance than transactional leadership.

- *Servant Leadership and Task Performance:* According to Greenleaf (2002), servant leadership is where leaders serve their employees while also listening and understanding them, creating harmony, and bringing insights. It has been shown that servant leadership indirectly affects task performance. As servant leaders give autonomy and self-sufficiency, leading their subordinates to perform at a higher level. Since leaders influence their employees, it will make employees who have servant leaders be more committed and dedicated to their work. Making it more possible for them to have a high level of task performance (Saleem et al., 2020). Rashid et al. (2017) agree with this argument as they found that this type of leadership has a significant effect on employees' engagement with their job in specific and the organization in general as they tend to perform their tasks at the best level and also participate in extra-role tasks as well because of the support and fairness they are receiving from their leader.

- *Organizational Justice Perception and Task Performance:* it means experiencing fairness in the workplace. Perception of organizational justice is one of the most often researched organizational variables in the scope of task performance prediction models (Devonish & Greenidge, 2010). According to Spector and Fox (2002), when employees feel that they are being unfairly treated and there is an imbalance between their effort and how they are reworded, they try to balance it by reducing their amount of work. However, when they experience justice in the workplace, their task performance level increases. Heponiemi et al. (2007) added that employees who witness justice have a higher trust in the management and, therefore, higher acceptance of the authority.

- *Organizational Identification and Task Performance:* Organizational identification is a notion that originated in social identity theory. According to social identity theory, an individual's self-concept is composed of two components: a personal identity comprised of distinguishing individual qualities and a social identity formed of salient group classifications (e.g., country, team allegiance). Additionally, social identity theory argues that individuals seek to categorize themselves into distinct social groups and attribute to themselves attributes associated with these categories (Chughtai & Buckley, 2009). Social identification refers to a person's sense of oneness. Consequently, Organizational Identification is a subset of social identity in which individuals identify as members of a certain organization and is defined as a sense of identification with or belonging to an organization (Miao et al., 2018). Ashforth and Mael (1989) stated that employees with organizational identification would mostly show a better task performance than employees who don't. Chughtai and Buckley (2009) added that employees who have the same mentality as the organization will be more engaged and satisfied with their roles and, therefore, will put extra effort, leading to high-level performance.

- *Organizational Commitment and Task Performance:* Individual commitment to an organization displays allegiance and dedication to that organization. When employees of an organization accept and embrace its values, they will be motivated to work hard to accomplish the company's goals and demonstrate more organizational commitment, which will strengthen the organization. As it indicates that employees have a solid connection to the organization (Yeh & Hong, 2012). Mowday et al. (2013) agree as they found that employees with high organizational commitment have a better task performance than less committed ones.

There are some personality traits that could also increase employees' performance:

- *Openness to New Experiences and Task Performance*: It is a personality trait that is expected to play a role in determining the growth of employees' performance across time (Lepine et al., 2000). It is expected to influence the performance path by affecting people's inner drive to learn. Individuals that are open to new and

uncommon experiences and ideas are innovative, curious, unique, broad-minded, and possess a great desire for knowledge. They frequently look for unusual experiences. It is linked with a highly adaptable pattern of response that involves achieving more challenging objectives, utilizing successful learning techniques, exerting more significant effort and preparation, and showing behaviors that seek feedback. Thus, while open individuals may not instantly show a better performance than their less open colleagues when they begin a job, their performance is likely to improve over time. They learn more job knowledge and respond more adaptively to their work experiences (Minbashian et al., 2012).

- *Conscientiousness and Task Performance:* Conscientiousness is the degree to which an individual is goal-oriented, dependable, persistent, diligent, and purposeful. All these variables may influence both the effort an individual makes on a particular activity and the degree of performance achieved by that individual (Fong & Tosi, 2007). Debusscher et al. (2017) add conscientiousness is a stronger predictor of work performance than any other personality trait. The justification for this is that individuals who exhibit a high level of conscientiousness are often structured, demanding, disciplined, industrious, dependable, systematic, and intentional, all of which are thought to contribute to task performance.

- *Agreeableness and Task Performance:* This personality trait is all about how people interact with one another. Agreeableness is a term that encompasses characteristics such as selflessness, cooperation, supportiveness, forgiveness, adaptability, kindness, compassion, and politeness (Witt et al., 2002). According to Bradley et al. (2013), agreeableness is one of the first predictors to look at while evaluating individual differences. Moreover, agreeableness is more effective in situations that require cooperative action and collaboration. As they found in their study a significant positive relationship between agreeableness in-group members and the level of their performance in completing tasks.

- *Emotional Stability and task performance:* Individuals must possess more than cognitive capabilities and innovative ideas; they must also exhibit specific personal

characteristics such as emotional stability, defined as the ability to exhibit good emotional qualities such as self-confidence, flexibility, and stress tolerance, and positive attitude. Organizations that foster a more favorable work environment are more likely to have productive employees. Having emotional stability makes employees capable of allocating their energy and resources towards their tasks and have a high task performance (Johnson et al., 2016).

- *Internal Locus Control and Task Performance:* Locus of control is a broad expectation about the relationship between an individual's personal attributes and activities with the results. It evolves as a result of collected interactions in which individuals see the cause of sequences that occur in their lives. Moreover, an internal locus of control is the conviction that an individual's actions have consequences (Ntayi, 2005). Employees with an internal locus of control perceive many outcomes as being contingent on the effort put into pursuing them. Therefore, such individuals may believe that outcomes are mainly dependent on their effort, making them more likely to push themselves when dealing with their tasks (Lefcourt, 1991).

- *Type A Personality and task performance:* Type A individuals are competitive, impatient, respond rapidly in a short period, like to do several things at once, dislike waiting, are obsessed with the figures that demonstrate their performance, and are goal-oriented (Yavuz & Kayhan, 2019). Individuals with type A personalities also strive for achievement that has a positive effect on increasing task performance (Begley, Lee & Czajka, 2000). Murtza et al. (2020) suggest that type A personality has three characteristics that make them perform better in their tasks 1) being goal-oriented, 2) invasive and insistent, and 3) quickened and committed to deadlines.

2.2.1.2. Factors Decreasing Task Performance:

- *Employee Burnout and Task Performance:* As known, burnout has a massive negative effect on employees. That includes absenteeism, turnover, and low task performance (Bernin & Theorell, 2001). Maslach et al. (2001) and Wright & Bonett

(1997) also observed the negative effect of burnout on task performance. As it not only impacts the individual alone, but negativity also spreads among teammates (DeFrank & Cooper, 1987). In addition, lacking some resources like support, empowerment, control coping, and role ambiguity and conflict lead to burnout. All of that has negative results on employees, either on their physical wellness or commitment to their job, eventually lowering their task performance level (Maslach & Goldberg, 1998).

- *Role Ambiguity and Task Performance:* Researchers have recognized for a long time that role ambiguity has a negative effect on task performance. The most frequently cited reason is that role ambiguity depletes individuals' cognitive resources. When employees use and dedicate their energy to trying to understand and cope with their ambiguity, they will have no energy left to perform their actual tasks. According to Fried et al. (1998), role ambiguity can impair individuals' capacity to achieve personal and professional objectives at work and reduce morale which could decrease the level of job satisfaction (Shao et al., 2019). Singh et al. (1994) also stated in their study that if employees feel their roles and tasks are ae ambiguous, it will negatively affect their task performance. Wu et al. (2019) add that role ambiguity happens because of either having too much information or having less than the needed information. In both situations, the role recipients will not obtain relevant behavior knowledge, and this will lower the employees' task performance. Similarly, Wang & Hsu (2014) found that individuals suffer from role ambiguity when confronted with uncertainty over the goals or criteria for evaluating their performance and when they lack the appropriate knowledge on how to perform their tasks.

- *Rudeness and Task Performance:* Victims of rudeness at the workplace have many reasons to face declining in their task performance. Revenge is the most common reason as the victim sees that the offender has passed the ethical boundaries, and it is needed to take a reaction to restore justice, not allowing it to happen again, and to regain harmed identity. To achieve that, they could intentionally misuse their

resources to finish specific tasks or make a minimal effort and demonstrate a lack of dedication. Another reason is being affected emotionally. Unpleasant emotions negatively influence task performance because they indicate something is wrong in the environment. As a result, individuals devote significant mental resources to assessing their condition, a process that disrupts productivity (Porath & Erez, 2007). The higher the emotional empathy level in an individual, the poorer the task performance will be after being exposed to rudeness (Gilam et al., 2020). In fact, Schilpzand et al. (2014) showed in their research that not only being the target could affect task performance, but it could also be affected only by witnessing the rude behavior.

- *Task Difficulty and Task Performance:* Numerous mediators exist between task difficulty and performance. Task difficulty has been demonstrated to directly affect motivation, success expectations, stress/anxiety, and physiological components, all of which directly affect performance. Motivation has been proven to be the most influential of all these mediating elements in terms of altering the relationship between task difficulty and performance. Indirectly, task difficulty influences performance through affecting self-judgments of ability - over time, persistent perceptions of tasks as difficult result in lower levels of self-perceived capability (Scasserra, 2008). Furthermore, Li et al. (2007) discovered that individuals who viewed a task as more complicated than those completing the same task had lower self-perceptions of capability, lower levels of motivation and interest, and performed less overall than their colleagues.

- *Workplace Incivility and Task Performance:* According to Estes & Jia Wang (2008), workplace incivility became an issue in the late 1990s. They defined it as a negative behavior that comes with the hidden intention to hurt the other end, in breach of workplace mutual respect standards. Moreover, Cortina et al. (2001) observed that the more that employees experience incivility, the more they become vulnerable to stress, anxiety, and depression. (Skarlicki & Folger, 1997) stated that mistreated employees might get their revenge on their employers covertly by

slowing down their pace at work or even secretly harming the abuser. As a result, employees' task performance will be negatively affected as they focus on other things than completing their tasks. Furthermore, subordinates of abusive managers had a greater incidence of turnover, absenteeism, decreased productivity, less commitment, and showed negative behavior about their work and the company overall (Abid et al., 2015).

- *Toxic Leadership and Task Performance:* Toxic leadership is a collection of selfish attitudes, motives, and actions that can negatively influence task performance. It is understood that a certain level of stress is a natural component of life, but if it exceeds that level, it starts to affect individuals' mental health and could reach to affecting physical health as well. Toxic leadership could cause severe stress for employees. This makes them feel frustrated at work, affecting their relationships at work and at home, causing absenteeism and decreasing their task performance (Uysal, 2019).

- *Destructive Leadership and Task Performance:* Leadership style breaches organizational social standards or suggests aggression toward subordinates, such as abusive monitoring, conservatism, manipulative behaviors, rudeness, narcissism, or psychopathic behaviors (Mackey et al., 2018). Schyns and Schilling (2013) also defined and explained it as a broad concept encompassing various volitional leader activities that push followers to act against their organizations' interests. Stress and dissatisfaction are arguably the most extensively studied consequences of destructive leadership since it almost appears self-evident that destructive leadership is positively associated with them. Long-term and repeated exposure to destructive behavior by someone in authority is likely to induce stress and decrease satisfaction, reducing employees' task performance. Aryee et al. (2007) also found a negative relationship between destructive leadership and task performance.

- *Perception of Organizational Politics and Task Performance:* Organizational politics is a complex subset of workplace power relations. It is a distinct realm of interpersonal connections, defined by people's direct or indirect participation in

influence techniques and power battles (Vigoda-Gadot & Talmud, 2010). These actions are typically undertaken to secure or enhance personal interests or, conversely, avoid undesirable consequences inside the business. They may, however, be directed at ensuring or enhancing collective goals for a specific group or team in situations when several actions influence distinct interests. Zivnuska et al. (2004) found that perception of organizational politics has a negative impact on employee task performance. They observed that in highly politicized organizations, awards are not always linked to performance but may also be influenced by relations, authority, as well as other non-objective considerations. In addition, since political perceptions are associated with unclear incentive structures, employees may lack trust in a highly political workplace that their performance will be acknowledged or that significant rewards would be given in accordance with the high performance. Thus, strong political views are likely associated with low performance, as individuals are not rewarded based on their efforts.

There are some personality traits that could also decrease employees' performance:

- *Neuroticism and Task Performance:* Neuroticism is identified by significantly associated factors of impatience, irritation, depression, anxiety, animosity, self-consciousness, and insecurity (Lahey, 2009). According to Debusscher et al. (2014), a certain level of neuroticism could positively affect performance. For example, employees will ditch activities unrelated to their tasks and only focus on finishing them. However, a high level of neuroticism could harm employees' task performance because, in this case, they will ditch the activities that are related to their tasks. Schneider et al. (2012) also reached the same conclusion after finding that employees with high neuroticism underperform when tasks are stressful and are more likely to be evaluated negatively by their managers or supervisors.

- *External Locus of Control and Task Performance:* As defined previously, locus of control is collected interactions in which individuals see the cause of sequences that occur in their lives (Ntayi, 2005). External locus of control is the type that negatively affects employee performance. It is referred to individuals who believe

that they have no control over being rewarded and that their actions are not related to the outcomes. Employees with an external locus of control are exposed to stress as they see some situations at work as stressful more than their colleagues resulting in a reduction in their task performance (Chen & Silverthorne, 2008).

- *Type B Personality and Task Performance:* individuals with type B personalities are not as competitive as type A personalities, do not feel time pressure, rarely feel stressed, lack impatience, rarely feel guilty, and do not care about finishing their tasks flawlessly or on time (Yavuz & Kayhan, 2019). Having these characteristics makes the employees care less about achieving their tasks and do not feel the risk of failing, which reduces task performance (Murtza et al., 2020).

2.2.2. Contextual Performance (Extra-role Performance)

According to Befort and Hattrup (2003), contextual performance refers to actions that affect the environment and culture of the organization where maintenance and transformation functions are done. Contextual performance behaviors include providing additional work, continuing to give in high energy, assisting and working with others, obeying the organizational rules, and standing out for the organization. Another study defines it as doing work that is not written in an employee's job description. It is also referred to as extra-role performance. It creates a healthy environment with good interpersonal and psychological conditions in the organization that represents the mission and vision of the organization and helps in reaching its goals (Guo & Ling, 2019). Bilal et al. (2021) entirely made the same argument in how contextual performance significantly adds to organizations and helps achieve their goals. They also argued that it consists of organizational citizenship behavior and prosocial organizational behavior.

Organizational Citizenship Behavior: The term, organizational citizenship behavior, refers to voluntary activities within an organization. It is defined as a collection of beneficial, discretionary, and extra-role behaviors demonstrated by employees without expecting either performance appraisal or rewards. But these behaviors affect the organizations' functions positively. Moreover, these behaviors are not enforceable under

the employment contract. Organizational citizenship behavior is a personal matter, and not delivering these behaviors does not result in penalties for the employees (Zeinabadi, 2010). According to Atatsi et al. (2019), employees that display organizational citizen behavior are usually involved in crucial behaviors like being creative, seeking to learn more, and having strong relationships with supervisors.

Five dimensions of organizational citizenship behaviors were determined by Organ (1988): altruism, sportsmanship, conscientiousness, courtesy, and civic virtue.

- *Altruism:* It means being helpful and useful. It demonstrates offering help to any member in the organization to complete their tasks, for example showing support to new employees, assisting overburdened coworkers, and aiding absent employees. The term was also defined as voluntary acts in which a worker helps a coworker with something challenging them by completing their task. Altruism is defined as a member assisting other organization members with their tasks (Tambe & Shanker, 2014). According to Podsakoff et al. (2000), altruism is highly associated with performance measures, and it affects it positively.

- *Sportsmanship:* This dimension represents the employees' character, who are prepared to put up with predicted uncomfortable circumstances to obtain work without complaining (Shanker, 2014). It also includes other positive actions like not grumbling about minor problems or voicing petty complaints bearing unpleasant working conditions without complaints being optimistic in challenging situations and being prepared to give up personal interests for the greater good (Wang et al., 2013).

- *Conscientiousness:* It refers to the personal behavior of an employee that is not intended towards another employee but serves the whole organization. These employees are ready to go above and beyond the standards of their tasks. That is an extra role behavior and a demand that goes beyond the bare minimum (Hemakumara, 2020). For instance, those who are conscientious try to keep the working area calm and clean, ensure appointment accuracy, and follow the formal

and informal organizations' rules. Conscientiousness is connected to one's propensity to follow norms in order to preserve social order (Wang et al., 2013).

- *Courtesy:* It refers to actions that assist others in avoiding interpersonal conflicts, such as providing advance notice of a deadline to coworkers and discussing matters with others before making any decisions that will harm them. Employees with this characteristic focus on limiting problems for their coworkers as much as possible, even in small events like leaving the copier machine or the coffee machine in the best condition for the following employee to use. Courtesy also refers to the support supplied by a member to other members of the organization when they feel depressed and disheartened about their professional progress (Tambe & Shanker, 2014).

- *Civic virtue:* It implies sharing thoughts on critical organizational problems and adding to the organization's culture and vitality. This is demonstrated when an employee shows up in meetings, takes notes, makes valuable suggestions that benefit the organization, stays updated on market shifts, directly reports questionable behavior and potential risks, and looks out for the organization's best interests even at a high personal expense (Hemakumara, 2020).

2.3. Relationship between Boreout and Performance

It is unrealistic to expect employees to fulfill their tasks optimally if they do not have an interest in them and find no meaning in performing them. The individuals' job takes a considerable part of their lives. A person spends at least eight hours daily at work. For some positions, it goes beyond that, either by working for twelve hours shifts or that they must take phone calls after working hours from their bosses or even their clients depending on their jobs and positions' needs. So, realizing that they are dedicating all this time and effort to something they do not feel connected with is considered a waste of time. It becomes even worse when the feeling extends to realizing that what they are doing is not meaningful for the organization itself. This will only lead to unpleasant outcomes, as Baumeister and Vohs (2002) found that having a sense of connection at work is vital for

positive results for both sides, the employee and the employer. Stock (2014) conducted a study on front-line employees and found that employees lost the meaning of work when they felt their tasks were not valuable for them and their organization. This decreased their task performance and did not help them to be as creative as they should be. Moreover, Karatepe & Kim (2020) studied cabin crew employees and found that they believe that their work is meaningless, which led to a lack of concentration on understanding their customers' needs and, therefore, a lack of quality in their task performance. Based on this reasoning, I hypothesize the following:

H1: Crisis of meaning has a negative relationship with task performance

If employees must do the same tasks repetitively, two things could occur. First, they finish these tasks quickly, have nothing left to do for the rest of the work hours, and do not know what to do. Second, they are too bored with these tasks, so they stall them by doing other things unrelated to their job. In both cases, the task performance is negatively affected. As in the first case, employees will automatically do the tasks without adding any sense of creativity and therefore be stuck at the same level without improving their performance. Lee (1986) reached the same reasoning as he stated that boredom results in a lack of excitement that stops in the way of getting new creative ideas. In the second case, the performance will be negatively affected because employees have their focus on other stuff, like taking more breaks than they should and finishing their personal matters during that time or following some of the escaping strategies that will also take their focus off their tasks leading to a negative outcome. Moris and Nedosugova (2019) observed that employees who follow the escaping strategies perform lower than expected. For that reason, I hypothesize the following:

H2: Job boredom has a negative relationship with task performance

It is hard to expect a high task performance from employees that suffer from a crisis of growth. If an employee knows that continuously doing the same tasks over and over will not add new knowledge or experience, they will not be able to put a good performance to finish their tasks. Moreover, if they see that this job is not an excellent opportunity to grow,

they will have no excitement or motives to perform well. Bakker et al. (2010) reached the same reasoning as they stated that individuals with a crisis of growth experience a reduction in knowledge, which impacts their task performance. Moreover, if employees are promised career growth, they will show the organization they work for high task performance and contextual performance as a way of appreciation (Shang et al., 2021). For that reason, I hypothesize the following:

H3: Crisis of growth has a negative relationship with task performance

2.4. Procrastination

The term procrastination is taken from a Latin verb (procrastinare) that means delaying finishing things to another day, and it is divided into two words, "pro" which means forward, and "crastinus" which means "tomorrow" (Shin & Grant, 2021). Therefore, it is defined as the unnecessary postponing of tasks. People have been facing this phenomenon for ages, but especially in the last four decades, researchers have turned their focus on it more than ever (Klingsieck, 2013). However, procrastination is not like any other delay, and it is different in two main points. The first is that it is a voluntary act of delaying tasks as individuals are intentionally delaying them, not being forced to due to a computer crash. The other point is that individuals are aware that delaying these tasks could come with a cost like reducing the outcome quality (Shin & Grant, 2021).

Klingsieck (2013) saw procrastination from a different angle as she formed four different perspectives:

1- *The Differential Psychology Perspective:* This perspective sees procrastination as a personality characteristic (Klingsieck, 2013). It was found that it is affected by other personality traits. Increased procrastination is linked to lower conscientiousness, lower self-confidence, being pessimistic, feeling incompetent, increased neuroticism, and being a perfectionist (Hen & Goroshit, 2018).

2- *The Motivational and Volitional Psychology Perspective:* In this perspective, it is believed that procrastination occurs when the motivation and volition are missed

(Klingsieck, 2013). Brownlow and Reasinger (2000) studied the relationship between motivational variables and procrastination. They observed that intrinsically motivated individuals usually do not delay their tasks as well as are self-determined, have self-efficacy, and internal locus of control. Moreover, volitional variables like low self-control, low self-operating, and low authority can be a cause for procrastination.

3- *The Clinical Psychology Perspective:* This perspective focuses on the causes and treatments for procrastination that are clinically related. Stress, sadness, anxiety, and behavioral issues have all been linked to it (Rist et al., 2006). Therefore, a clinical procrastination explanation was needed to approve that it is a psychological disorder. So Engberding et al. (2011) said that if procrastination lasted for more than six months and appeared for more than 12 hours daily combined with five mental or physical problems, it becomes clinically relevant.

4- *The Situational Perspective:* Procrastination is viewed from this perspective as a condition triggered by certain situational factors. These situational factors are linked to task qualities like difficulty and attraction.

Burka and Yuen (2007) explained in their book "Procrastination. Why You Do It, What to Do About It Now" that procrastination does not happen overnight. It has different kinds of reasons that build up with time and causes this phenomenon in an individual. They likened procrastination to dandelion that has many roots, emotional, related to time, biological, and interpersonal

- *Emotional Roots:* Inner sentiments, worries, wishes, memories, ambitions, uncertainties, and pressures are all emotional causes of procrastination. However, many procrastinators are unaware of what is going on beneath the surface since they employ procrastination to prevent unpleasant sensations. Most procrastinators are terrified of being unacceptable somehow and hide it behind the mess caused by procrastination.

- *Roots Related to Time:* Having a different relationship with time is another reason for procrastination. Procrastinators sometimes view time as an opponent to beat, surpass, or outlive. This behavior toward time fuels procrastination. It is hard to foresee deadlines, work consistently toward a goal, or forecast how much time they will need to get things done when "subjective time" and "clock time" are at odds. Furthermore, their perception of time may cause problems in relationships with those whose subjective perception of time is normal and matched with clock time. Individuals can be inclined to procrastinate even more when they have a disagreement with others regarding time.

- *Biological Roots:* Procrastination has biological origins in people's bodies, brains, and genetic heredity. All of these factors contribute to their procrastination. The neurology study has erupted with new findings that might help better comprehend procrastination. What occurs in the brain affects what individuals avoid, and what they avoid (or don't avoid) impacts their brain shape and function. Because the brain is continually evolving due to "neuroplasticity," its biological inclinations do not have to be a fixed hindrance to their advancement.

- *Interpersonal Roots:* Procrastination has interpersonal roots that include family history, social ties, and culture. Family interactions from the past are likely to persist into the present, contributing to a procrastination cycle that no longer suits the individual. Individuals' procrastination may be influenced by social and cultural issues as well, and it's crucial to understand how these concerns affect an individual's sense of self and interactions with others.

Burka and Yuen (2007) believe that accepting and knowing these roots helps figure out the right way to overcome procrastination. These explanations can be comprehended in a way to address a likely mediating role of procrastination in the relationship between boreout and performance. It is explained in the following section.

2.5. Mediating Role of Procrastination

It is difficult to find no meaning in what a person is doing, this also applies to a person's job. It could feel like walking toward a non-specific goal, which will make getting up in the morning and getting ready for work feel like punishment. When people are employed, it means spending the majority of their time at their jobs, so in the long run, it will feel like their whole life has no meaning at all. As a result, employees could start doing things that are not related to their jobs and mean more to them during working hours to not waste their whole time on something that is not meaningful for them which will lead them to procrastinate their main tasks at work because they cannot motivate themselves to achieve them. As mentioned in Metin et al. (2018) study, employees could lose all their energy, enthusiasm, and excitement, if they did not find meaning in their work, forcing them to procrastinate their tasks by finding other exciting things to do, like gossiping. However, these employees know that it is essential to complete their tasks. Still, they cannot motivate themselves to do them because they find them unpleasant, so they resort to procrastination (Wan et al., 2014). Therefore, the escaping strategies explained earlier prove that a crisis of meaning is linked with procrastination since a crisis of meaning is one of the boreout dimensions. As a result of this reasoning, I hypnotize the following:

H4: Crisis of meaning has a positive relationship with procrastination

Doing the same thing repetitively every single day at work without facing challenges and competition could be really boring for some people. The work environment can feel too slow and too easy with time, especially for talented and sharp employees which will lead them to find other interesting activities resulting in neglecting their main tasks and leaving them for the last minute to complete. Metin et al. (2018) reached in their study to the same fact, they stated that employees who do not encounter enjoyable activities in their work may have low mental energy and be less committed to their work. As a result, they constantly pursue enjoyable distractions from their work, such as texting or taking unreasonably long breaks (Metin et al., 2018). Vitak et al. (2011) said that employees with repetitive and easy tasks tend to procrastinate. Ackerman and Gross (2005) agreed with this and stated these tasks are boring for employees, and they are not motivated to do them. If

employees are bored with the tasks and think they do not need much effort to finish on time, they will procrastinate and still be able to deliver them later with no trouble. Hence, I hypothesize that:

H5: Job boredom has a positive relationship with procrastination

If an employee is not growing on a personal and professional level, how will they be motivated to work? Being involved in challenges and decision-making makes people grow not only at their jobs but also enhances their self-confidence and improve their personalities as they feel more important and believe what they are doing is important as well. If they do not get this feeling from the job they are dedicating their time and effort to, they will feel that it is only a waste of their effort and start working with minimum effort, that could be in coming late to work, leaving early and, delaying completing their tasks. Burka and Yuen (2008) stated in their book that when people are under-challenged, they resort to procrastination. When they reach this level, they should start looking for a new challenge. Moreover, Metin et al. (2018) said that people who are suffering from a crisis of growth at work are also exhibited procrastination. If they are under-challenged and do not have a say in the decision-making, they do not feel valued, and they do not feel that their tasks are appreciated. Hence, they procrastinate and added, that ambitious employees can't accept going to work and spending so much time there to receive their salary by the end of the month. Their jobs mean more than just a paycheck. After this reasoning, I hypothesize the following:

H6: Crisis of growth has a positive relationship with procrastination

When individuals engage in procrastination, they believe their lives will be better. Yet, procrastination typically results in failure, fatigue, stress, and anxiousness. Procrastination will allow the individual to experience a short-term sense of comfort, but the anxiety-inducing bad scenario may reappear in the long run. In addition to anxiety, employees may suffer a variety of unpleasant emotions, including persistent stress, loss, regret, and low self-efficacy, which can lead to physiological difficulties (Çetin & Kumkale, 2017). So, when procrastinators' task performance is compared with others, they appear to have lower

numbers (Ferrari, 1989). Moreover, Metin et al. (2018) found that procrastination has a negative effect on task performance as they state that it is logical that task performance will be negatively affected if employees spend their time doing other stuff like browsing the internet or texting or chatting with colleagues because they will either do their tasks as quickly as possible which will result in errors or they will spend extra hours at work to finish them. Still, they will lack total concentration at that time, which will also lead to errors.

Çetin and Kumkale (2017) concluded that employees procrastinate after being affected by two factors. The first one is employees procrastinate because of their individual characteristics, and the second one is they procrastinate because of their job characteristics. The first one is caused by three reasons: 1) The employee is indecisive and afraid to decide without a manager/supervisor's confirmation. 2) The employees enjoy the excitement of finishing the task at the last minute, so they procrastinate it. 3) The employee has a weak personality and an avoidant attitude and seeks to put off tasks. The second factor is also caused by three reasons: 1) being pressured with the given time to finish the task, so employees try to finish their tasks on time without focusing on the outcome quality, or they avoid doing it and focus on other less important tasks. 2) The tasks are too difficult to achieve or do not make sense to the employee. 3) They are not comfortable in the environment, for example, the air condition situation (too hot or too cold) or even the lightning is too dark or too bright, so they develop procrastination behavior. Accordingly, all three reasons can negatively affect the performance of the tasks. Hence, I hypothesize that:

H7: Procrastination has a negative relationship with task performance

From these explanations, we can infer a mediating role of procrastination in the relationship between boreout and task performance because it is clear that boreout results in procrastination, and it in turn decreases task performance. That explains how the relationship between boreout and performance occurs through procrastination. Hence, I hypothesize that:

H8: Procrastination mediates the relationship between a crisis of meaning and task performance

H9: Procrastination mediates the relationship between job boredom and task performance

H10: Procrastination mediates the relationship between a crisis of growth and task performance

Based on the hypotheses, the research model is illustrated in Figure 2.

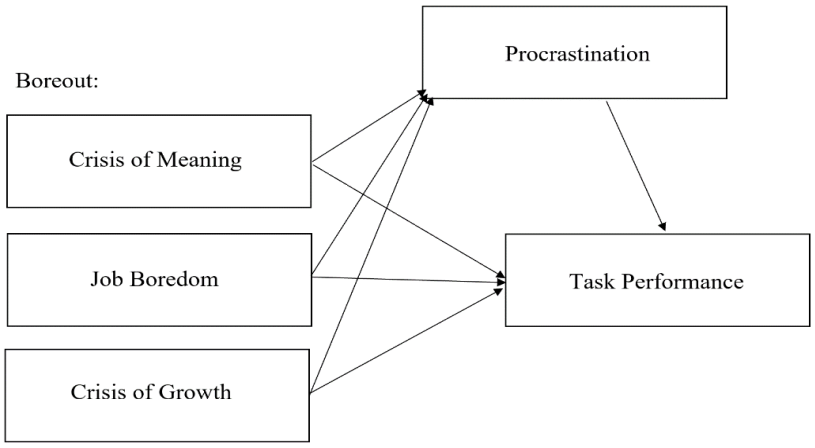


Figure 2. Conceptual Model

3. METHOD

3.1. Participants

The sample comprises 400 employees who work in a telecommunication company operating in Dubai, the United Arab Emirates. Although it is a multinational company that operates in 16 countries, the participants were all in the United Arab Emirates in the following positions: Customer service representatives, team leaders, officers, managers, directors, vice presidents, and senior vice presidents. The sample was determined according to the convenience sampling technique. Of the participants 296 (74%) are male and 104 (26%) are female, 6 (1.5%) have a high school degree, 368 (92%) have a bachelor's degree, 22 (5.5%) have a master's degree and 4 (1%) have a doctoral degree, 200 (50%) are married and 200 (50%) are single. The participants' ages vary between 24 and 50 years (M= 33.44, SD= 4.53). The demographics are calculated to have an opinion about the characteristics of the sample.

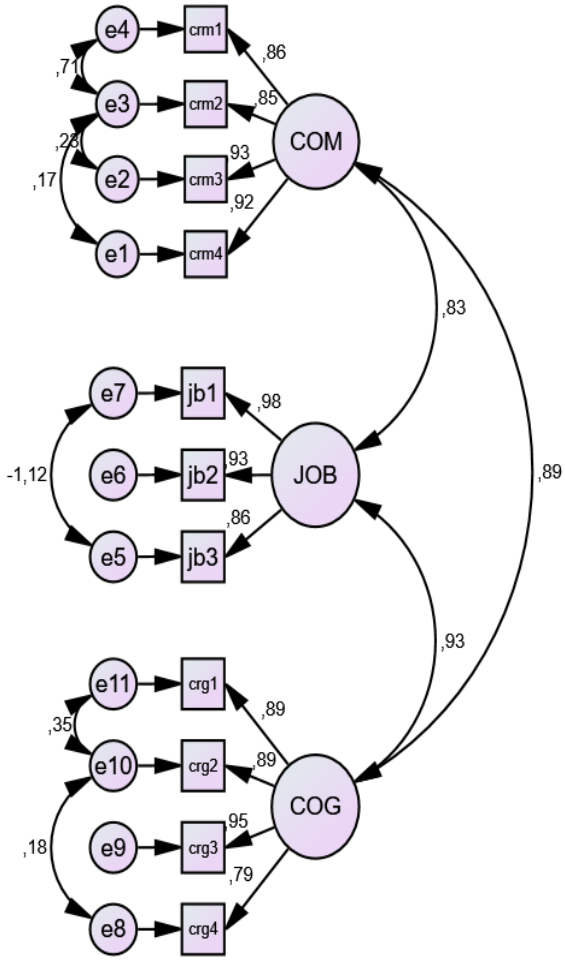
3.2. Data Collection Instruments

In this research, the data were collected through a questionnaire survey technique. On the questionnaire form, there were three sections. In the first section, instructions about the aim and scope of the research have been provided. In the second section, items of each variable (i.e., boreout, task performance, and procrastination) were listed respectively. In the third section, questions about the demographics (i.e., age, gender, marital status, and educational level) of participants were listed.

3.2.1. Boreout Scale

To measure boreout of participants a scale developed by Stock (2014) has been used. There are 11 items on the scale, each item has been measured over 7 points (1: strongly disagree, 7: strongly agree). There are 3 dimensions in this scale, such as the crisis of meaning, job boredom, and the crisis of growth. The number of items for each scale was 4, 3, and 4 respectively. To test the validity of the scale a confirmatory factor analysis has been performed. The analysis output is presented in Figure 3. Results indicated that fit indices

(X^2=113.14, *p*=0.00, x^2/d.f= 3.23, RMSEA=0.07, CFI=0.98, GFI=0.95, IFI=0.98) were between acceptable margins. That is why, it is possible to say that in this research, boreout scale has an acceptable level of construct validity. To test the reliability of the scale, Cronbach α coefficient for each dimension and for the overall scale has been calculated. The Cronbach α value for the crisis of meaning, job boredom, and crisis of growth dimensions and for the overall boreout scale were 0.95, 0.93, 0.93, and 0.97 respectively. These results indicated that boreout scale had an acceptable level of reliability in this research.

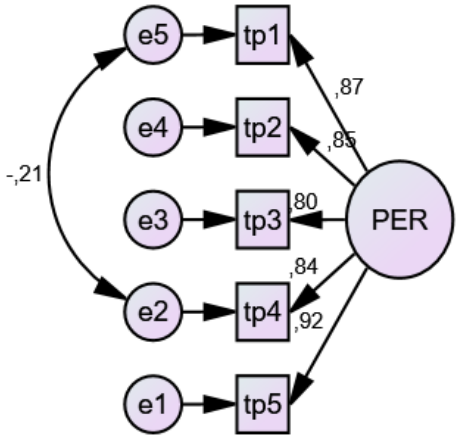


COM: Crisis of Meaning, JOB: Job Boredom, COG: Crisis of Growth

Figure 3. Confirmatory Factor Analysis of Boreout Scale

3.2.2. Performance Scale

To measure the task performance of participants a scale developed by Morgeson et al. (2005) has been used. There are 5 items on the scale, each item has been measured over 7 points (1: strongly disagree, 7: strongly agree). This is a unidimensional scale comprising. To test the validity of the scale a confirmatory factor analysis has been performed. The analysis output is presented in Figure 4. Results indicated that fit indices (X^2= 9.47, p=0.05, X^2/d.f= 2.36, RMSEA=0.05, CFI=0.99, GFI=0.99, IFI=0.99) were between acceptable margins. That is why, it is possible to say that in this research, performance scale has an acceptable level of construct validity. To test the reliability of the scale, Cronbach α coefficient for the scale has been calculated. The Cronbach α value for the task performance scale was 0.92, indicating an acceptable level of reliability in this research.



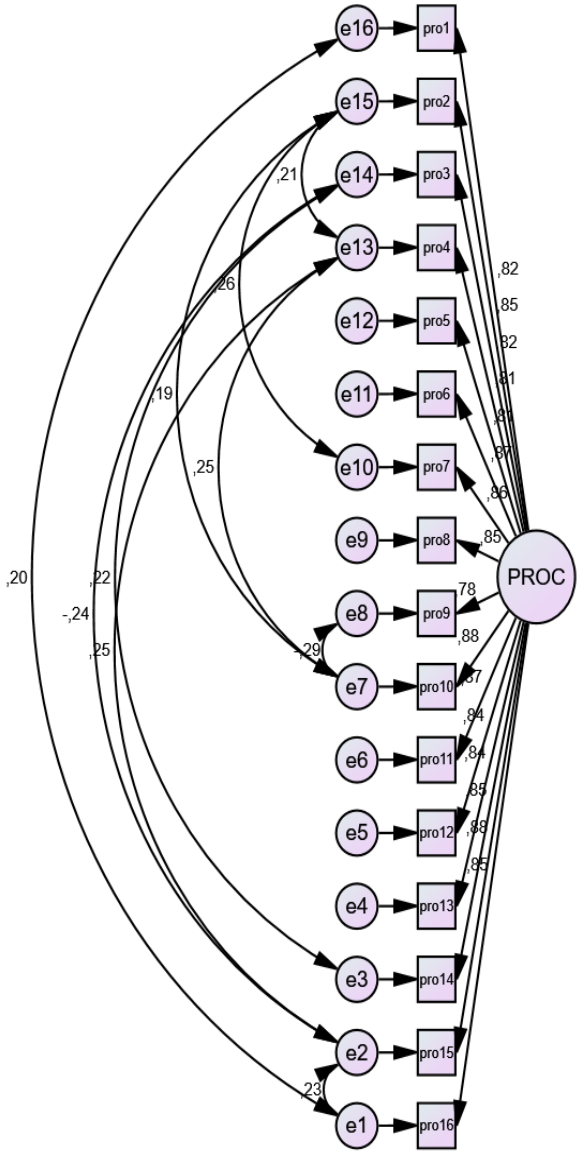
PER: Task Performance

Figure 4. Confirmatory Factor Analysis of Task Performance Scale

3.2.3. Procrastination Scale

To measure the procrastination of participants a scale developed by Tuckman (1991) has been used. There are 16 items on the scale, each item has been measured over 7 points (1: strongly disagree, 7: strongly agree). This is a unidimensional scale. To test the validity of the scale a confirmatory factor analysis has been performed. The analysis output is presented in Figure 5. Results indicated that fit indices (X^2= 328.17, p=0.00, X^2/d.f= 3.49, RMSEA=0.07, CFI=0.96, GFI=0.90, IFI=0.96) were between acceptable margins. That is

why, it is possible to say that in this research, the procrastination scale has an acceptable level of construct validity. To test the reliability of the scale, Cronbach α coefficient has been calculated. The Cronbach α value for the procrastination scale was 0.97. This result indicated that the procrastination scale had an acceptable level of reliability in this research.



PROC: Procrastination

Figure 5. Confirmatory Factor Analysis of Procrastination Scale

3.3. Data Collection Procedure

To collect data, I contacted a friend who works in the company to see if it was possible to arrange a meeting with the manager. After the meeting was held and the manager gave me permission to conduct the survey, on the 16th of July, I asked the employees to fill out the survey through a link that I sent to them. I sent the link to 500 employees and 400 employees filled it out by the 19th of August. There were no unanswered questions because I made answering every question compulsory in the survey by using *Surveey.com*. After that, I used SPSS software and AMOS software to analyze the data.

3.4. Data Analysis Strategy

The validity test for each scale has been performed through a confirmatory factor analysis using AMOS software. The reliability test for each scale has been performed through the calculation of Cronbach α coefficient using SPSS software. The correlation coefficients between variables were calculated using SPSS software and hypotheses were tested through linear regression tests using SPSS software.

4. FINDINGS

To provide the basis for the hypothesis test, first, correlation coefficients were calculated. Correlation coefficients between variables and means and standard deviations of variables are presented in Table 1.

Table 1. Means, standard deviations and correlation coefficients

	M	*SD*	1	2	3	4	5
1. Crisis of meaning	4.68	1.81	1				
2. Job boredom	5.05	1.82	0.77**	1			
3. Crisis of growth	5.01	1.87	0.83**	0.87**	1		
4. Task performance	3.95	1.68	-0.76**	-0.74**	-0,75**	1	
5. Procrastination	4.47	1.67	0.80**	0.83**	0.81**	-0,88**	1

**p<.01

Findings indicated that there is a negative relationship between the crisis of meaning and task performance (r= -0.76, p<.01) and a positive relationship between the crisis of meaning and procrastination (r= 0.80, p<.01). There is also a negative relationship between job boredom and task performance (r= -0.74, p<.01) and a positive relationship between job boredom and procrastination (r= 0.83, p<.01). Finally, there is a negative relationship between the crisis of growth and task performance (r= -0.75, p<.01) and a positive relationship between the crisis of growth and procrastination (r= 0.81, p<.01). Correlation coefficients provide support to perform regression tests. Because correlation results can misguide the interpretation of findings due to the fact that they could be coincidental, the regression tests were performed to find out whether these relationships were stable and reliable.

In this respect, to test the hypotheses, linear regression tests have been performed using SPSS. Findings are presented in Table 2.

Table 2. Hypothesis test results

Independent Variables		Dependent Variables		*F*	R^2
		Performance (*β*)	Procrastination (*β*)		
Model 1	Crisis of meaning	-0.41***		243.72***	0.64
	Job boredom	-0.28***			
	Crisis of growth	-0.16*			
Model 2	Crisis of meaning		0.32***	409.65***	0.75
	Job boredom		0.43***		
	Crisis of growth		0.16**		
Model 3	Crisis of meaning	-0.15***		391.85***	0.79
	Job boredom	0.05			
	Crisis of growth	-0.02			
	Procrastination	-0.78***			

*p<.05, **p<.01, ***p<.001

Analyses were performed within three models. In the first model, the relationships between the independent variables and the dependent variable were investigated. In the second model, the relationships between the independent variables and the mediator variable were investigated. And, in the third model, the mediator variable entered into the analysis together with the independent variables to find out whether it mediated the relations between them.

Findings indicated that there were negative relationships between the crisis of meaning and task performance (β= -0.41, p<.001), job boredom and task performance (β= -0.28, p<.001), and the crisis of growth and task performance (β= -0.16, p<.05). Therefore, hypotheses 1, 2, and 3 are supported.

It is also clear from the findings that there were positive relationships between the crisis of meaning and procrastination (β= 0.32, p<.001), job boredom and procrastination (β= 0.43, p<.001), and the crisis of growth and procrastination (β= 0.16, p<.01). Therefore, hypotheses 4, 5, and 6 were supported too.

As for the mediation, results of the model 3 revealed a negative relationship between procrastination and performance (β= -0.78, p<.001) together with a negative relationship

between the crisis of meaning and performance (β= -0.15, p<.001) while there were no significant relationships between job boredom and performance (β= 0.05, p>.05) and the crisis of growth and performance (β= -0.02, p>.05). This is an indication of a full mediation role of procrastination in the relationship between job boredom and performance and the crisis of growth and performance which means an indirect effect of an independent variable on the dependent variable and it is transmitted through the mediator variable. There is also an indication of a partial mediation role of procrastination in the relationship between the crisis of meaning and performance which means that there is a significant relationship between the dependent variable and the mediator variable in addition to a direct relationship between the independent and dependent variable. Hence, hypotheses 7, 8, 9, and 10 were supported as well as presented in Table 3.

Table 3. Hypotheses Evaluations

Hypotheses	Result
H1: Crisis of meaning has a negative relationship with task performance	Supported
H2: Job boredom has a negative relationship with task performance	Supported
H3: Crisis of growth has a negative relationship with task performance	Supported
H4: Crisis of meaning has a positive relationship with procrastination	Supported
H5: Job boredom has a positive relationship with procrastination	Supported
H6: Crisis of growth has a positive relationship with procrastination	Supported
H7: Procrastination has a negative relationship with task performance	Supported
H8: Procrastination mediates the relationship between a crisis of meaning and task performance	Supported
H9: Procrastination mediates the relationship between job boredom and task performance	Supported
H10: Procrastination mediates the relationship between a crisis of growth and task performance	Supported

5. DISCUSSION

The research questions listed in the introduction section created the foundation of the research. By asking these questions, I wanted to discover three things 1) whether employee performance is affected by employee boreout 2) whether there is a relationship between procrastination and employee boreout 3) whether employee performance is affected by procrastination. I hypothesized that all boreout dimensions have a negative effect on task performance. In addition, I hypothesized that there is a positive relationship between all boreout dimensions and procrastination. Moreover, I hypothesized that the relationship between procrastination and task performance is negative. Lastly, all of that made me hypothesize that procrastination mediates the relationship between boreout and task performance.

After the analysis, it appeared that there are significant relationships between the research variables. As was hypothesized, there was a negative relationship between the crisis of meaning and task performance, a negative relationship between job boredom and task performance as well as a negative relationship between the crisis of growth and task performance. These findings support similar studies that have been done on the matter Stock (2014), Karatepe & Kim (2020), and Baumeister and Vohs (2002). In addition, other significant relationships were found. There was a positive relationship between the crisis of meaning and procrastination, a positive relationship between job boredom and procrastination, and a positive relationship between the crisis of growth and procrastination, improving and supporting previous studies of Metin et al. (2018), Wan et al., (2014), Vitak et al. (2011), Ackerman and Gross (2005), Burka and Yuen (2008), and Çetin and Kumkale (2017). Furthermore, the result for the mediating variable that helped in forming the research model also came as hypothesized. This means that procrastination has a full mediation role in the relationship between job boredom and performance and between the crisis of growth and performance and a partial mediation role of procrastination in the relationship between the crisis of meaning and performance. To the best of my knowledge, there has not been any previous empirical study that has been conducted on the effect of

employee boreout on task performance with the mediating role of procrastination. Therefore, these results fill a gap and contribute to the field of organizational behavior.

These findings can be helpful for numerous organizations, and they will especially help managers or supervisors that have a huge number of employees. That could contain call centers, front desk employees, customer service employees, factory workers, inventory workers, and many others because it shows how performance is affected by boreout. Based on the findings, boreout has a negative effect on task performance with the mediating role of procrastination. For that, I encourage people with authority in organizations to do the following: 1) explain the importance of every task for the employees and show them how much it means for the productivity of the organization. 2) Focus on motivation, by giving tangible or intangible rewards, rotating employees' positions, so they will not be repeating their tasks for a long time, splitting employees into teams, and setting a target for each team with a reward for the winning team. Use many other technics that will reduce boredom. 3) Show appreciation through promotion, salary improvement, or empowerment, whatever is needed to show promising employees that they have a future in the organization and that good work is seen and appreciated. When employees feel the importance of each task they have, they are valuable, and they have a chance to grow, which will reduce the number of boreout employees so their performance will not be affected negatively, and the overall performance of the organization will not be affected for this reason.

Although this research contributes to the literature, I faced some limitations in conducting it. I was only allowed to collect data from participants through a survey. I believe that collecting data through interviews would have made the participants describe their feeling clearly and we would have collected extra information like how the feeling of boreout developed in them. Moreover, as has been mentioned before, the company I conducted the survey in is a multinational company, it operates in different countries and my sample was taken only from one country – the United Arab Emirates – If I collected data from employees in another 2 or 3 countries, I could have had a more general sample. But the lack of access and time made me study a sample from one country.

This study unfolds space for more research to be done on the matter, as future research can collect data not with surveys only, but also through interviews to get more comprehensive answers about their feelings. In addition, future research can conduct the same study but in different locations to be able to compare the results. Moreover, the mediating role of procrastination can be studied with other variables. For example, the effect of task difficulty on employee performance mediating the role of procrastination.

6. CONCLUSIONS

The aim of this research was to discover the effect of employees' boreout on their performance with the mediating role of procrastination. It was discovered that employee boreout has a negative effect on employee performance, while there was a positive relationship between boreout and procrastination, and a negative relationship between procrastination and performance. Meaning that employees who suffer from boreout tend to procrastinate their tasks which will affect their performance negatively.

This research is different from any other research because, to the best of my knowledge, it investigated the mediating role of procrastination with the effect of employee boreout on performance for the first time. This study filled a gap in the literature by adding its findings to the field of organizational behavior and contributed to practice. The theoretical implications of this study will guide and open new avenues for the coming studies. It also spotted the light on boreout syndrome which is rarely discussed in the Middle East. Hence, this study can play a significant role in encouraging more studies to be done on that matter, especially in the Middle East region. In this context, as addressed earlier, people with authority in organizations should focus on knowing how their employees feel about their jobs, and understand what is missing. The employees' jobs should mean something to them, and their tasks should make sense. They must have motivation and excitement to complete their tasks and see room for their growth.

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Appendix-1

Questionnaire Form

Dear participant,

I am a master's student at Istanbul Ticaret University. Currently, I am doing my thesis research in which I investigate the relationships between boreout, procrastination, and the performance of employees. Your responses will be kept confidential and will not be shared with third parties. They will be used only for research purposes. Hence, your participation is very valuable in terms of contributing to science. Thank you for your participation.

Hadeel Mosa Ahmed Al-Mashadani

Below, you see a list of items. Items from 1-11 are measuring boreout (Crisis of meaning, job boredom, crisis of growth), items from 12-16 are measuring task performance, and items 17-32 are measuring procrastination

Please read each and circle the best answer choice that fists to you.

Answer choices: 1: strongly disagree; 2: disagree; 3: somewhat disagree; 4: neither agree nor disagree; 5: somewhat agree; 6: agree; 7: strongly agree

Nu.	Items	Answer Choices						
1	My work seems meaningless	1	2	3	4	5	6	7
2	I don’t see any sense in my work	1	2	3	4	5	6	7
3	I suffer from the fact that I do not see any point in my work	1	2	3	4	5	6	7
4	When I think about the meaning of my work I find only emptiness	1	2	3	4	5	6	7
5	In my job I feel bored	1	2	3	4	5	6	7
6	In my job I am frustrated	1	2	3	4	5	6	7
7	In my job I am not able to concentrate	1	2	3	4	5	6	7
8	My job doesn't offer me opportunities for personal growth and development	1	2	3	4	5	6	7
9	My work doesn't give me the feeling that I can achieve something	1	2	3	4	5	6	7
10	My work doesn't offer me the possibility of independent thought and action	1	2	3	4	5	6	7
11	I don't learn new things in my work	1	2	3	4	5	6	7
12	I perform work-related tasks efficiently	1	2	3	4	5	6	7
13	I use the necessary tools and equipment effectively while doing my job	1	2	3	4	5	6	7
14	I show continuity in my work and do not disrupt my duties	1	2	3	4	5	6	7
15	I plan and organize my work	1	2	3	4	5	6	7
16	I work reliably	1	2	3	4	5	6	7
17	I needlessly delay fi nishing jobs, even when they're important	1	2	3	4	5	6	7
18	I postpone starting in on things I don't like to do	1	2	3	4	5	6	7
19	When I have a deadline, I wait until the last minute	1	2	3	4	5	6	7
20	I delay making tough decisions	1	2	3	4	5	6	7
21	I keep putting off improving my work habits	1	2	3	4	5	6	7
22	I manage to fi nd an excuse for not doing something	1	2	3	4	5	6	7
23	I don't put the necessary time into even boring tasks	1	2	3	4	5	6	7
24	I am an incurable time waster	1	2	3	4	5	6	7
25	I'm a time waster now but I can't seem to do anything about it	1	2	3	4	5	6	7
26	When something is too tough to tackle, I believe in postponing it	1	2	3	4	5	6	7
27	I promise myself I'll do something and then drag my feet	1	2	3	4	5	6	7
28	Whenever I make a plan of action, I don't follow it	1	2	3	4	5	6	7
29	Even though I hate myself if I don't get started, it doesn't get me going	1	2	3	4	5	6	7
30	I always finish important jobs by leaving them to the last minute	1	2	3	4	5	6	7
31	I get stuck in neutral even though I know how important it is to get started	1	2	3	4	5	6	7
32	Putting something off until tomorrow is the way I do it	1	2	3	4	5	6	7

Gender:

Male ( )

Female ( )

Age:

Marital status:

Married ( )

Single ( )

Education level:

Doctoral degree ( )

Master’s degree ( )

Bachelor’s degree ( )

High school degree ( )