SOCIAL MEDIA ADDICTION AND WORKPLACE PROCRASTINATION: MODERATING ROLE OF TIME MANAGEMENT BEHAVIOR

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Candidate of **Master of Philosophy** at the National University of Modern Languages do hereby declare that the thesis **"**Social Media Addiction and Workplace Procrastination: Moderating Role of Time Management Behavior**"** submitted by me in partial fulfillment of MPhil degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

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ABSTRACT

Title: Workplace Procrastination And Social Media Addiction: Moderating Role of Time Management Behavior

This study examines the moderating role of time management behavior in the relationship between social media addiction and workplace procrastination among employees in Pakistan. The sample comprised 500 adults (329 men and 171 women) aged between 22 and 50 years, drawn from various private and public sector organizations in Islamabad and Rawalpindi using a non-probability convenience sampling method. A cross-sectional survey design was employed to gather data using self-reported measures: the Social Media Addiction Scale, the Procrastination at Work Scale, and the Time Management Behavior Scale. Data analysis revealed a significant positive correlation between social media addiction and workplace procrastination, indicating that higher levels of social media addiction are associated with increased procrastination at work. Conversely, time management behavior was negatively correlated with workplace procrastination, suggesting that better time management skills reduce procrastination. Importantly, time management behavior was found to moderate the relationship between social media addiction and workplace procrastination, mitigating the negative effects of social media addiction on productivity. Additionally, demographic variables, including age, gender, job status, and job type, emerged as significant predictors in understanding these relationships.

The study's findings have important implications for organizational practices and employee management in the Pakistani cultural context. Enhancing time management skills among employees could serve as a practical intervention to reduce workplace

procrastination driven by social media addiction, thereby improving overall productivity. This research underscores the need for culturally tailored strategies that address the unique challenges faced by employees in managing their time effectively. Further studies are recommended to explore these dynamics across different cultural and organizational contexts to better understand the role of time management behavior in mitigating the adverse effects of social media addiction on workplace performance.

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CHAPTER 1

INTRODUCTION

In the contemporary landscape of the digital age, the intricate relationship between workplace dynamics, procrastination, and social media addiction has become an area of heightened exploration. As the world becomes increasingly connected, the amalgamation of these factors significantly influences individuals' daily experiences, shaping not only their productivity but also their mental well-being and overall life satisfaction (Statista, 2021). This introduction provides a comprehensive overview, drawing upon a rich array of data, delving into the multifaceted relationships between workplace procrastination, social media addiction, and the moderating influence of time management behavior.

The pervasive nature of social media is underscored by the fact that 4.66 billion individuals worldwide actively participate in these platforms, constituting 59.5% of the global population (Statista, 2021). The accessibility and allure of social media have prompted concerns about its potentially addictive nature, with individuals spending an average of 145 minutes daily engaging with these digital platforms (Statista, 2021). The seminal work of Zivnuska et al. (2019) characterizes social media addiction as marked by excessive and habitual usage, often eclipsing other essential activities and exerting a discernible impact on daily functioning.

Simultaneously, procrastination, described as the voluntary delay of urgent tasks, extends its influence beyond academic contexts, infiltrating workplaces and posing challenges to work performance, job satisfaction, and overall organizational productivity (McKeachie & Svinicki, 2013). Its consequences span from heightened stress levels to compromised health and diminished academic achievement in student populations (Klingsieck, 2013; Kim and Seo, 2015). Procrastination thus emerges as a pervasive challenge, warranting exploration in the broader context of professional spheres.

Social Media Addiction

Social media addiction has emerged as a significant concern in recent years, with profound implications for individuals personal and professional lives. Characterized by excessive and compulsive use of social media platforms, this behavioral addiction shares similarities with other forms of addiction, including the experience of withdrawal, mood alteration, and relapse (Tutgun-Ünal, 2020; BMC Psychiatry, 2022). Research has shown that social media addiction can negatively impact productivity, emotional regulation, and interpersonal relationships, creating a cycle of dependency that is difficult to break (Tutgun-Ünal, 2020; Brailovskaia, Teismann, & Margraf, 2020). The accessibility and design of these platforms—engineered to retain user engagement through continuous notifications and instant feedback—make it challenging for individuals to limit their usage, despite the growing awareness of its adverse effects (Arista Recovery, 2023). The complex nature of social media addiction can be better understood by examining its key subscales, including occupation, mood modification, relapse, and conflict, each of which sheds light on the multifaceted ways this addiction manifests.

Occupation: Social media addiction has been shown to significantly impact individuals' professional lives, often leading to a decrease in productivity due to the excessive time spent on these platforms (Tutgun-Ünal, 2020). Employees who are heavily engaged with social media may struggle to balance their professional responsibilities with their online activities, which can lead to conflicts at work and even job dissatisfaction. Research indicates that the constant distraction of social media can result in missed deadlines and poor work performance, exacerbating occupational stress and contributing to a cycle of dependency (Tutgun-Ünal, 2020).

Mood Modification: The concept of mood modification is central to understanding social media addiction. Individuals frequently use social media to enhance or alter their mood,

particularly when they are feeling stressed or anxious (Arista Recovery, 2023). This behavior is driven by the release of dopamine in the brain, which occurs when individuals interact with social media, similar to the effects seen with substance addictions (Arista Recovery, 2023). Over time, this can create a dependency on social media for emotional regulation, which not only strengthens the addiction but also impacts other areas of life, including work and relationships (Brailovskaia, Teismann, & Margraf, 2020).

Relapse: Relapse is a common phenomenon in addiction studies, including social media addiction. Despite efforts to reduce social media use, many individuals find themselves returning to previous levels of engagement, often due to the compelling nature of social media's design (BMC Psychiatry, 2022). This cyclical pattern of use and relapse is similar to other behavioral addictions and highlights the challenges of breaking free from social media dependence. The difficulty in sustaining reduced use can lead to frustration and further entrenchment in addictive behaviors, particularly when social media is used as a coping mechanism for stress or boredom (BMC Psychiatry, 2022).

Conflict: Social media addiction often leads to conflicts, both internally and externally. Internally, individuals may experience guilt or anxiety due to the time wasted on social media, which detracts from their personal and professional goals (Tutgun-Ünal, 2020). Externally, excessive social media use can strain relationships with colleagues and family members, as it often results in neglected responsibilities and miscommunication (Tutgun-Ünal, 2020). The pervasive nature of social media makes it difficult to manage these conflicts, as the constant availability of social platforms creates ongoing temptation and distraction (Brailovskaia et al., 2020).

Workplace Procrastination

Workplace procrastination is a pervasive issue that hinders productivity and impacts

organizational effectiveness, often resulting in delayed tasks, reduced efficiency, and strained workplace relationships. This phenomenon refers to the intentional delay or avoidance of work-related responsibilities, which can stem from various factors such as job dissatisfaction, lack of engagement, or the ease of access to digital distractions (McKeachie & Svinicki, 2013; O'Neill, Hambley, & Bercovich, 2014). The consequences of workplace procrastination are far-reaching, as it not only affects individual performance but also disrupts team dynamics and organizational goals (O'Neill et al., 2014). Understanding workplace procrastination requires examining its primary forms, such as soldiering and cyberslacking, each of which provides insight into the behaviors that contribute to the delay of tasks and how these behaviors influence both personal and team productivity.

Soldiering: Soldiering, a form of deliberate work slowdown, is a significant aspect of workplace procrastination that affects productivity (McKeachie & Svinicki, 2013). This behavior is often motivated by dissatisfaction with the work environment or a lack of engagement in the tasks at hand. Studies have shown that employees who engage in soldiering are more likely to experience lower job satisfaction and higher levels of stress, as they struggle to find meaning and motivation in their work (McKeachie & Svinicki, 2013). This behavior not only impacts individual performance but can also disrupt team dynamics and overall organizational productivity (McKeachie & Svinicki, 2013).

Cyberslacking: Cyberslacking, the act of using the internet for non-work-related activities during work hours, has become increasingly prevalent in the modern workplace (O'Neill, Hambley, & Bercovich, 2014). This form of procrastination is particularly problematic due to the easy access to online content, including social media, which provides constant distractions. Research indicates that cyberslacking can lead to significant decreases in productivity and can create tensions among team members, particularly when deadlines are missed or workloads become uneven due to one team member's procrastination (O'Neill et al.,

2014). The impact of cyberslacking is compounded by the pervasive nature of digital devices, making it a persistent challenge for employers (O'Neill et al., 2014).

Time Management Behavior

Time management behavior is a critical skill that impacts productivity, reduces procrastination, and helps individuals maintain focus, especially in environments filled with potential distractions like social media. Effective time management involves setting clear goals, prioritizing tasks, and organizing one's workload in a structured manner, which can improve performance and decrease stress (Claessens, Van Eerde, Rutte, & Roe, 2007; Peeters & Rutte, 2005). Research suggests that individuals who excel in time management are more adept at staying on task and avoiding non-productive activities, as they have a framework for handling their responsibilities in an orderly fashion (Nonis & Sager, 2003). Understanding time management behaviors requires examining key components such as goal setting, scheduling and planning, and a preference for organization, each of which contributes to enhanced focus, productivity, and a lower likelihood of engaging in behaviors that impede work progress.

Setting Goals and Priorities: Effective time management, particularly in setting goals and priorities, plays a crucial role in reducing procrastination and managing social media addiction (Claessens, Van Eerde, Rutte, & Roe, 2007). Individuals who are skilled in setting clear, achievable goals are less likely to engage in procrastination because they have a structured plan to follow. This is especially important in professional settings, where time management is essential for maintaining productivity and meeting deadlines (Claessens et al., 2007). By focusing on high-priority tasks, individuals can minimize the distractions caused by social media, thus improving their overall work performance (Claessens et al., 2007).

Mechanics: Scheduling & Planning: Scheduling and planning are key components of effective time management and are essential for preventing procrastination in the workplace

(Peeters & Rutte, 2005). Studies have shown that individuals who regularly schedule their tasks and plan their workdays are better able to manage their time and avoid the pitfalls of procrastination (Peeters & Rutte, 2005). This is particularly relevant in environments where social media and other online distractions are prevalent, as a well-structured schedule can help individuals stay focused on their tasks and resist the urge to engage in non-work-related activities during work hours (Peeters & Rutte, 2005).

Preference for Organization: A preference for organization is closely linked to effective time management and lower levels of workplace procrastination (Nonis & Sager, 2003). Individuals who maintain an organized workspace and use systematic approaches to managing their time are generally more productive and less likely to procrastinate (Nonis & Sager, 2003). Research suggests that organizational skills not only improve efficiency but also enhance job satisfaction by reducing the stress associated with disorganization and last-minute task completion (Nonis & Sager, 2003). This preference for organization can also mitigate the impact of social media addiction on work performance, as organized individuals are better equipped to manage their time and avoid distractions (Nonis & Sager, 2003).

The convergence of workplace procrastination and social media addiction introduces a complex web of influences on individuals' time management behaviors. This dynamic relationship is further nuanced by continual technological advancements, providing both opportunities for distraction and tools for effective time management. The data provided underscores the diverse impact of these phenomena on various demographics, including students, professionals, and healthcare workers, each facing distinct challenges in managing their time amidst the allure of social media platforms (Ancel & Yilmaz, 2016; Bullen, 2015).

Within this intricate landscape, the role of time management takes center stage. Tanrıögen and Işcan (2009) posit that time, unlike other resources, is not expandable through hard work; rather, effective time management is about finding the healthiest, smartest, and most rewarding

ways to utilize the same 86,400 seconds granted to each individual every day (Homisak, 2012). Prioritizing tasks, setting goals, and minimizing time wastage emerge as essential components of navigating the challenges posed by both workplace procrastination and social media addiction (Ashurst, 2014; Gordon & Borkan, 2014).

As we navigate this complex terrain, it becomes evident that the intertwining of workplace procrastination and social media addiction necessitates a nuanced exploration. The following sections will delve into existing literature, methodological approaches, empirical findings, and practical implications (Ancel & Yilmaz, 2016). Synthesizing insights from diverse perspectives, this study aims to contribute to a deeper understanding of how workplace procrastination and social media addiction intersect, with a particular emphasis on the moderating role played by time management behaviors (Bullen, 2015). The subsequent chapters seek to provide actionable insights for individuals, educators, and organizational leaders aiming to deploy effective strategies to mitigate the negative consequences of these phenomena and foster a healthier and more productive work environment. The wealth of references drawn upon in this introduction spans seminal works in psychology, sociology, and organizational behavior, offering a robust foundation for the exploration that follows.

The pervasive integration of social media into government and public sector workflows has prompted scholarly inquiry into its multifaceted impacts on employee outcomes. Despite the widespread adoption of these digital platforms by public organizations, there exists a notable gap in empirical understanding (Demircioglu & Chen, 2019; Tufts et al., 2015). The investigation into the effects of social media in the public sector is critical, as it stands to influence organizational dynamics and employee performance. This dearth in empirical research underscores the urgency of comprehensively addressing the nuanced implications of social media use within government contexts.

While social media platforms hold the potential to enhance productivity by fostering

collaborative networks and improving access to work-related resources (Brainard Edlins, 2015; Criado & Villodre, 2018; Luo et al., 2018), concerns have concurrently emerged regarding their utilization by civil servants for non-work purposes. This phenomenon introduces complexities that extend beyond the immediate benefits of social media integration. The blurring of boundaries between personal and professional roles poses challenges to the delineation of work-related activities and raises questions about the responsible use of these digital tools in the public sector (Tufts et al., 2015).

In scholarly discussions, there is a discernible emphasis on the imperative need for a nuanced comprehension of the intricate workplace dynamics shaped by social media within the public sector. This urgency is particularly pronounced against the backdrop of the accelerated proliferation of social media, catalyzed by the transformative impacts of the COVID-19 pandemic. This unprecedented shift has ushered in a digitized "new normal" for work processes and interactions, amplifying the importance of a comprehensive examination of the relationships at play (Choi et al., 2020; Meijer & Webster, 2020). The overarching objective is to formulate organizational strategies that not only address the inherent risks associated with social media but also strategically optimize its potential impact on productivity within the distinctive context of the public sector (Franks, 2010; Meijer & Thaens, 2013).

Social media, as a dynamic and pervasive medium for online discourse, has irrevocably transformed the creation, dissemination, and networking of content across a diverse spectrum of topics (Asur and Huberman, 2010). Its widespread usage, coupled with its accessibility, speed, and expansive reach, has engendered a paradigm shift in public discourse, wielding influence over trends and shaping agendas across myriad domains, from politics and environmental issues to technology and the entertainment industry. Nevertheless, the extant literature on social media governance evinces a discernible lacuna in the systematic analysis of public employees' dual utilization of social media for personal and professional purposes,

thereby leaving a notable void in our understanding of the extent to which social media facilitates collaboration and informs organizational strategies (Bryer & Zavattaro, 2011; Mergel, 2017).

The inadequacies intrinsic to governmental social media policies, particularly in the formulation of explicit guidelines governing both on- and off-duty usage, have been underscored by Jacobson and Tufts (2013). Ill-defined or misconstrued policies can precipitate unintended negative consequences within the workplace, especially when an employee's termination is associated with social media posts (Fusi & Feeney, 2018; Pekkala & van Zoonen, 2022). The absence of lucidity in organizational policies exacerbates the challenges arising from the convergence of personal and professional online spheres.

The transformative influence of social media interactions has ushered in unprecedented organizational phenomena, reshaping the landscape of employee collaboration, communication, and knowledge-sharing (Bertot et al., 2012; Gascó et al., 2017). In the prevailing literature on social media use in organizational contexts, two predominant approaches are discernible: one investigates how social media affordances shape employee communication, while the other scrutinizes its impact on individual and organizational outcomes (El Ouirdi et al., 2015; van Zoonen et al., 2017).

While acknowledging the potential of social media to contribute to organizational objectives, it is imperative to recognize that its impact on productivity is contingent upon usage patterns. At the individual level, the utilization of social media may give rise to stress and exhaustion, thereby impeding task completion and diminishing job performance (Brooks & Califf, 2017; Demircioglu & Chen, 2019; van Zoonen et al., 2016). A discerning understanding of these intricacies is indispensable for the formulation of strategies that leverage the advantageous aspects of social media while concurrently mitigating its potential detriments in the public sector. This nuanced comprehension serves as a foundation for the development of

informed policies and practices, aligning social media usage with organizational goals and fostering a conducive work environment.

The excessive use of social media has garnered attention for its potential adverse effects on various aspects of individual well-being and organizational dynamics. Researchers such as Demircioglu and Chen (2019) have highlighted the negative impact on employees' self-esteem, need satisfaction, intrinsic work motivation, and intellectual development. This suggests that, beyond being a mere distraction, social media usage could potentially undermine fundamental psychological needs and intrinsic motivation crucial for employee satisfaction and engagement.

Moreover, the repercussions extend to the organizational level, where the use of social media has been associated with decreased productivity (Brooks & Califf, 2017; Fusi & Feeney, 2018). The ease with which social media can become a source of interruption and diversion within the work environment may hinder employees' ability to maintain focus on their tasks, ultimately impeding overall organizational productivity. The findings of Brooks and Califf (2017) and Fusi and Feeney (2018) underscore the importance of considering the organizational implications of social media use in the contemporary workplace.

The negative consequences are not confined to productivity alone; they also extend to the organizational reputation and public trust. Thornthwaite (2016) suggests that social media use may have the potential to harm the reputation of public agencies. Public perception of an organization is crucial for its success, and any negative portrayal on social media platforms can have lasting effects on how the public views and trusts the organization. Additionally, research by Baccarella et al. (2018) and Mergel and Greeves (2012) has linked social media use to the erosion of public trust, emphasizing the need for organizations to carefully manage their online presence and communication strategies to maintain a positive image.

The impact of social media use extends beyond individual well-being to organizational productivity and reputation. The cited studies by Demircioglu and Chen (2019), Brooks and Califf (2017), Fusi and Feeney (2018), Thornthwaite (2016), Baccarella et al. (2018), and Mergel and Greeves (2012) collectively highlight the multifaceted challenges posed by social media in the workplace. Organizations need to strike a delicate balance, acknowledging the potential benefits of social media while also mitigating the risks associated with its excessive use. The following sections will delve into further nuances of these challenges and explore potential strategies to navigate the complex interplay between social media usage and organizational dynamics.

Scholarly discourse affirming the positive impacts of employees' engagement with social media predominantly finds its theoretical underpinning in social capital theory. This conceptual framework, rooted in foundational principles such as trust, norms, and informal networks, posits that social relationships constitute valuable resources (Bhandari & Yasunobu, 2009). According to the tenets of social capital theory, the existence of informal norms and shared values within a social context facilitates cooperation among group members, contributing to the overall strength of social bonds (Fukuyama, 2001).

Within this theoretical framework, it is postulated that the utilization of social media by employees serves to enhance interpersonal connections and, consequently, augments collaborative resource-seeking behavior within the organizational setting (Chen et al., 2020; Cho & Melisa, 2021). By fostering a virtual space for interaction and information exchange, social media platforms have the potential to nurture and strengthen social capital among employees, fostering a sense of trust and shared understanding. This, in turn, can positively influence organizational dynamics, promoting cooperative endeavors and knowledge-sharing initiatives. The integration of social capital theory thus provides a conceptual lens through which the constructive implications of social media engagement on employees' collaborative

behavior can be comprehensively understood and analyzed.

Empirical studies underscore the proposition that social media use contributes to the enhancement of employees' collaborative endeavors. For instance, Cao et al. (2016) discovered that employees' engagement with work-related social media platforms facilitates knowledge transfer by fortifying shared vision, trust, and network ties. This exemplifies how social capital theory finds empirical validation in the realm of knowledge sharing and collaborative work dynamics through digital platforms.

Furthermore, Ali-Hassan et al. (2015) provide additional insights into the mechanisms by which social media use positively influences organizational dynamics. Their research elucidates that social media usage contributes to the augmentation of structural, relational, and cognitive social capital. Structural social capital pertains to the patterns of relationships within a network, relational social capital involves the quality of connections and interactions among individuals, and cognitive social capital encompasses shared understanding and knowledge among members of a social group (Ali-Hassan et al., 2015). The accrual of these forms of social capital, as facilitated by social media interaction, has been found to foster a conducive environment for innovation within organizational contexts.

A comprehensive body of research within the field consistently emphasizes the substantial benefits derived from active and dynamic engagement with social media platforms (Criado & Villodre, 2018; Leonardi, 2017). Scholars have underscored the profound impact of such engagement, citing improvements in socialization dynamics and the facilitation of innovative practices in knowledge sharing and dissemination.

Beyond its role in interpersonal interactions, social media demonstrates a multifaceted utility that extends to supporting both formal and informal learning initiatives. Additionally, these platforms play a significant role in various facets of personnel management within

organizational contexts. Notably, social media applications contribute to critical functions such as recruitment, selection, and termination processes (Ali-Hassan et al., 2015; El Ouirdi et al., 2015; Schmidt et al., 2016).

The utilization of platforms such as Facebook, Instagram, Line, and Twitter has been identified as instrumental in initiating and sustaining personal relationships with family and friends, while simultaneously offering novel avenues for interaction with colleagues and customers (Brooks & Califf, 2017; Charoensukmongkol, 2014; Leftheriotis & Giannakos, 2014). Such dynamic engagement with social media serves not only interpersonal purposes but also facilitates organizational functions, aligning with contemporary trends in communication and relationship-building within professional spheres.

Contrary to the traditional demarcation between personal and professional realms, personal social media use has been recognized as a potential source of positive employee outcomes. The inherently social nature of personal social media engagement contributes to fostering a sense of familiarity and belonging within the organizational context, subsequently enhancing organizational commitment (Luo et al., 2018). The informality and personalization intrinsic to personal social media platforms afford employees a space for self-expression, the exchange of social support, the cultivation of trust and social capital, and an augmented sense of attachment to the organization (Jiang et al., 2021; Li et al., 2015).

Recent empirical research has significantly advanced our understanding of the favorable impact of social media use on individual employees across various dimensions (Charoensukmongkol, 2014; Demircioglu & Chen, 2019; El Ouirdi et al., 2015; Olmstead et al., 2016; Robertson & Kee, 2017). The body of evidence suggests that engagement with social media is closely associated with improved psychological well-being, offering individuals a valuable mental respite from the demands of their professional responsibilities. Moreover, social media use has demonstrated a positive influence on intrinsic work motivation, job

satisfaction, and overall job performance. These factors collectively contribute to a spectrum of positive emotions, including feelings of connectedness, happiness, self-worth, self-esteem, and relatedness.

The findings from these studies emphasize the multifaceted and nuanced role of social media in shaping positive outcomes at both the individual and organizational levels within the contemporary professional landscape (Charoensukmongkol, 2014; Demircioglu & Chen, 2019; El Ouirdi et al., 2015; Olmstead et al., 2016; Robertson & Kee, 2017). It is noteworthy that the impact of social media extends beyond mere connectivity, touching upon fundamental aspects of employee well-being and performance. As organizations navigate the challenges of the digital age, understanding and leveraging the positive aspects of social media use can contribute to the creation of a more positive and conducive professional environment.

At the organizational level, the utilization of social media has been associated with a myriad of positive outcomes, including heightened team performance, increased employee morale, enhanced employee engagement, augmented organizational commitment, and favorable perceptions of organizational support and spontaneity (El Ouirdi et al., 2015; Song et al., 2019). Social media platforms play a pivotal role in shaping interpersonal dynamics within teams by fostering a sense of community and support. Moreover, social media facilitates the exchange of information, which, in turn, can elevate individual employees' professional opinions of their colleagues, fostering more functional working relationships (Olmstead et al., 2016).

Within the context of collaborative competencies, a critical yet often intangible factor is interpersonal understanding (GethaTaylor, 2008), a facet that social media interactions have been empirically demonstrated to enhance. Social media's transformative impact on knowledge sharing within organizations contributes to internal collaboration, thereby amplifying productivity, progress toward organizational goals, and fostering innovation (Ali-Hassan et al.,

2015; Leftheriotis & Giannakos, 2014; Allen et al., 2020; Leonardi, 2018). However, proponents argue that organizations can only fully reap these benefits if employees possess social media competence—a comprehensive understanding of technical details, visibility awareness, knowledge, impact assessment, and communication aspects related to social media platforms (Walsh et al., 2016). This competence becomes instrumental in navigating the intricate dynamics of online collaboration and harnessing the full potential of social media tools within the organizational context.

In examining the potential drawbacks of increased social media engagement, the concept of addiction comes to the forefront. Traditionally, addiction has been viewed through a medical model, denoting an extreme physical or psychological desire and commitment to a physical object. However, contemporary perspectives suggest expanding the concept to encompass a broader behavioral domain, including social and psychological behaviors (Shaffer, 1996). In this context, Griffiths (2013) introduced the concept of technology addiction, defining it as non-chemical but behavioral actions involving excessive human-machine interaction. Technology addiction, including internet addiction as a specialized form, is characterized by passive behaviors such as watching TV, playing video games, and engaging in online chatting (Kim, 2009). This expanding scope of addiction raises concerns about the potential negative impact of social media engagement on individual well-being, mental health, and overall life balance, warranting a careful examination of usage patterns and their potential consequences (Shaffer, 1996; Griffiths, 2013; Kim, 2009).

These insights highlight the dual nature of social media within organizational contexts, underscoring its potential for fostering positive outcomes while simultaneously necessitating a nuanced understanding of potential risks associated with addiction and overuse.

Various conceptualizations have been employed to describe problematic Internet use, highlighting the diverse perspectives within scholarly discourse. Young (1998) introduced the

term "internet addiction," Morahan-Martin and Schumacher (2000) referred to it as "pathological internet use," and Davis, Flett, and Besser (2002) termed it "problematic internet use" (cited in Caplan, 2002, p. 554). Young (1998) delineated five types of Internet addiction, encompassing cyber sexual addiction, cyber relationship addiction, net compulsions, information overload, and computer addiction (Caplan, 2002). This array of terminology reflects the evolving nature of the phenomenon and the ongoing effort within the academic community to comprehensively capture the complexities associated with excessive Internet use and its potential consequences on individuals' well-being.

Young's typology encompasses various forms of excessive internet use, including compulsive online gambling, relational dependencies on online friendships or affairs, and information overload leading to compulsive web surfing or database searches (Caplan, 2002). While the Internet, when used judiciously, provides valuable skills for the 21st century, such as information access, problem-solving, and self-directed learning, its unconscious usage can lead to anxiety and negatively impact personal development (Colwell & Kato, 2003; Kerberg, 2005).

Excessive internet use has been linked to detrimental effects on biological, physiological, psychological, and social development (Caplan, 2002). Consequently, Internet addiction has emerged as a significant concern, prompting the American Psychiatric Association (APA) to include it, particularly online gambling, as a mental illness in the fifth edition of the Handbook of Diagnostic and Statistical Manual of Mental Disorders (American Psychiatric Association, 2013). This recognition underscores the seriousness of the issue and emphasizes the need for further research, awareness, and intervention strategies to address the potential negative consequences of excessive internet use on individuals' overall well-being.

The debate surrounding the classification of extreme behaviors as addictions extends to social media addiction, considered a distinct form of Internet addiction. Griffiths (2013)

contributed significantly to this discourse by proposing six essential components to define addiction: salience, tolerance, mood modification, relapse, withdrawal, and conflict (Griffiths, 2013, p.121). According to Griffiths, the presence of these six components characterizes addiction. Subsequently, he elaborates on each component to enhance understanding and contextualize the discussion.

Salience, as one of the components, refers to the increasing importance of the behavior in an individual's life. Tolerance involves the need for increasing amounts of the behavior to achieve the desired effect, while mood modification pertains to the alteration of one's emotional state as a result of engaging in the behavior. Relapse is the recurrence of the behavior after a period of abstinence, withdrawal involves unpleasant feelings when the behavior is reduced or stopped, and conflict signifies the impact of the behavior on the individual's life and those around them (Griffiths, 2013). The conceptualization of problematic Internet use has evolved through various terms and classifications. The nuanced understanding of Internet addiction, including social media addiction, underscores the intricate interplay between technology use and its impact on individuals' psychological and social well-being.

Social networking addiction, as identified through its defining features, encapsulates a complex interplay of psychological and behavioral elements. Salience, the first feature, reflects the overarching influence of social networking in an individual's life, not only during active engagement but persistently occupying their thoughts during periods of disengagement (Griffiths, 2005).

The concept of mood modification delves into the subjective experiences individuals undergo as a consequence of their social networking activities. Acting as a coping mechanism, users may seek an arousing "buzz," a euphoric "high," or employ social networking as a means of achieving a tranquilizing feeling of "escape" or "numbing" (Griffiths, 2005).

Tolerance, a critical dimension, signifies the escalating need for increasing amounts of time spent on social networking to achieve the same mood-modifying effects. This phenomenon reflects the adaptive nature of individuals as they gradually extend the duration of their daily social networking activities (Griffiths, 2005).

Withdrawal symptoms introduce the notion of unpleasant feelings and physical effects that emerge when individuals are unable to engage in social networking. Such symptoms, including shakes, moodiness, and irritability, highlight the dependence and discomfort experienced during periods of restricted access (Griffiths, 2005).

Conflict, as a multifaceted dimension, encompasses interpersonal conflicts between individuals and those around them. Additionally, conflicts may arise with other activities, leading to disruptions in social life, hobbies, and interests. Internally, individuals may grapple with intrapsychic conflict and subjective feelings of loss of control related to their excessive social networking behavior (Griffiths, 2005).

Relapse, the final feature, underscores the tendency for individuals to revert to earlier patterns of excessive social networking after attempting periods of personal control. This recurrence may involve the rapid restoration of even extreme usage patterns characteristic of the height of addiction (Griffiths, 2005).

Global studies have extensively explored the addictive nature of the Internet and its applications. A notable study in China, encompassing 2,620 students, identified that 24% of participants exhibited addiction to social media (Cao et al., 2007). Significantly, those with high addiction scores demonstrated lower scores in time management. Furthermore, internet-addicted adolescents exhibited meaningful outcomes related to emotional symptoms, problem management, hyperactivity situations, and lower social behavior scores. This underscores the intricate relationship between internet usage patterns, addiction tendencies, and various

psychosocial factors among the younger population.

Social network sites, forming virtual communities enabling users to create individual or public profiles and interact based on common interests, have become integral to contemporary communication (Kuss & Griffiths, 2011). The inception of social networking dates back to Six Degrees in 1997, with Facebook emerging in 2004 as one of the most successful platforms, boasting over 2.3 billion users globally as of January 2019 (wearesocial.org). Primarily used for social purposes, these networks facilitate the continuation and development of individuals' offline connections (Kuss & Griffiths, 2011, p.3528).

The pervasive use of social media applications, particularly among ordinary users, has raised concerns about addiction. Surveys consistently highlight the prevalence of social network usage among young people and students in the general population (Kuss & Griffiths, 2011). The escalating use of online networks, predominantly in terms of time spent, has prompted researchers to assert that excessive social networking may lead to addiction in individuals (Griffiths & Pontes, 2014, p.120; Sussman et al., 2011). Notably, behaviors such as extensive use of social networks can exhibit features potentially associated with addiction, emphasizing the need for nuanced examinations of such behaviors (Griffiths & Pontes, 2014).

Understanding the potential addictive nature of social media necessitates a careful exploration of its impact on individuals and their psychological well-being. The intersection of technology use, addictive tendencies, and various psychosocial factors underscores the complexity of this contemporary phenomenon, demanding interdisciplinary research and intervention efforts.

In the realm of social media addiction, a nuanced understanding emerges from the divergent perspectives presented in research. While the debate continues between those highlighting the potential drawbacks of intensive social media use and proponents emphasizing

its advantages, recent investigations underscore the increasing concerns associated with greater access to these platforms. Institutions have particularly grappled with the escalating prevalence of social media addiction, recognizing it as a significant concern since the early years of social networks.

Davies and Cranston's (2008) exploration, involving 120 managers and practitioners working with youth, sheds light on the multifaceted concerns related to social media addiction. Participants expressed fears that online social networking might replace other meaningful activities and in-person social interactions. Notably, addiction emerged as a significant concern for 23% of participants, highlighting the apprehension surrounding the impact of excessive social media use. Additionally, other identified risks included exposure to bullying (53%), disclosure of personal information (35%), and potential instances of sexual assault (22%). This comprehensive overview underscores the multifaceted challenges associated with social media engagement.

Further insights into the intricacies of social media addiction come from the work of Koc and Gulyagci (2013), who identified various factors linked to Facebook addiction. These factors encompassed usage time, social motivations, depression, anxiety, and insomnia. While demographic factors did not exhibit significant relationships, the study highlighted the complex interplay of psychological and behavioral elements contributing to social media addiction.

Beyond the immediate concerns of addiction, research has uncovered broader implications for mental health. Rosen et al. (2013) associated frequent Facebook use with clinical manifestations of psychiatric disorders, emphasizing the potential impact on individuals' psychological well-being. Additionally, excessive social media use has been linked to disruptions in interpersonal relationships, potentially compromising the quality of these connections (Tokunaga, 2011). Moreover, reduced self-esteem has been identified as a potential consequence of intense social media engagement (Peter & Valkenburg, 2006),

indicating a broad spectrum of psychological impacts.

Exploring the broader social and psychological landscape influencing social media addiction, parental influence emerges as a critical factor. Studies suggest that a lack of family love (Huang & Leung, 2009) and conflicts between parents and children (Yen, Ko, & Yen, 2007) may contribute to the development of dependent behaviors related to social media use. Conversely, supportive parental supervision has been identified as a mitigating factor, reducing the impact of dependent behaviors (Lin, Ko, & Wu, 2009). These findings underscore the pivotal role of family dynamics in shaping individuals' relationships with social media and the potential for addiction, highlighting the need for a comprehensive understanding of the multifaceted factors at play.

In the pursuit of organizational excellence, effective performance among employees within work and project teams remains a critical determinant of success (Boyatzis, 1982; Kerzner and Kerzner, 2006). The multifaceted nature of effective performance is characterized by the accomplishment of output objectives and the adept execution of job tasks (Boyatzis, 1982). This involves the strategic alignment of actions with organizational policies, procedures, and environmental conditions, ensuring a harmonious integration of individual efforts within the broader organizational context.

Team performance, as a collective result of collaborative endeavors, hinges on the effective synergy and coordination among team members (Boyatzis, 1982). Achieving high team performance necessitates not only individual excellence but also the ability to foster effective collaboration, communication, and mutual support within the team. Recognizing the interdependence of individual and team performance, organizations must strategically cultivate competencies among their members to drive overall success.

Procrastination, characterized by the tendency to delay or postpone tasks, has emerged

as a prevalent and counterproductive phenomenon in various spheres of life (Burka & Yuen, 2008). The pervasive nature of procrastination, from employees to the self-employed, and from household to workplace, poses a considerable challenge to effective performance. This self-handicapping behavior often results in needless delays and can lead to lost productivity, poor performance, and heightened stress levels (Schraw, Wadkins & Olafson, 2007; Steel, 2007).

Understanding and addressing procrastination within organizational settings is imperative for optimizing individual and team outcomes. Procrastination can hinder the timely completion of tasks, compromise the quality of work, and impede the achievement of organizational goals. Organizations can implement proactive measures to mitigate the impact of procrastination, such as fostering a culture of time management, providing resources for task prioritization, and offering training programs on goal-setting and productivity enhancement.

Furthermore, the relationship between effective performance and procrastination underscores the need for organizational strategies that address both individual and collective dimensions. Cultivating competencies, including time management and goal-oriented behaviors, can empower employees to navigate challenges and contribute to high-performance outcomes. Organizations committed to fostering a culture of productivity and excellence should prioritize initiatives that promote proactive task management, diminish the prevalence of procrastination, and enhance the overall effectiveness of their workforce.

Procrastination, defined as the intentional delay or postponement of tasks despite the anticipation of negative consequences, is a multifaceted behavioral phenomenon that permeates various aspects of individuals' lives (Gropel & Kuhl, 2006; Klingsleck, 2013). Rooted in the Latin words 'pro,' meaning 'forward,' and 'crastinus,' meaning 'belonging to tomorrow,' procrastination captures the intentional deferral of planned actions with the awareness of potential harm (Gropel & Kuhl, 2006). This behavioral tendency often results in tasks being pushed to the day after tomorrow, reflecting a perpetual cycle of postponement for actions that

should have been completed the day before yesterday.

Research has identified six distinct life domains where procrastination manifests, each with its own prevalence rates, correlations, reasons, and consequences (Gropel & Kuhl, 2006; Klingsleck, 2013). These domains encompass academic and work-related tasks, everyday routines and obligations, health-related responsibilities, leisure activities, family and partnership commitments, and social interactions. The ubiquity of procrastination across these domains underscores its multifaceted nature and its impact on various facets of individuals' lives.

From a psychological perspective, procrastination is defined as the intentional delay of tasks to the extent that it results in subjective discomfort (Solomon and Rothblum, 1984). Milgram's (1993) comprehensive conceptualization further underscores procrastination as a behavioral sequence culminating in substandard outcomes. This behavioral pattern involves tasks perceived as significant by the procrastinator, ultimately leading to a state of emotional distress. These definitions collectively portray procrastination as a detrimental trait linked to adverse consequences, reflecting individuals' challenges in regulating their behavior and demonstrating difficulties in exercising self-discipline (Heward & Pychyl, 2011).

It is crucial to recognize, however, that procrastination is not universally detrimental. Some perspectives view procrastination as a practical delay, allowing individuals to avoid unnecessary haste and make more considered decisions. In these instances, individuals may intentionally postpone certain tasks to manage priorities, concentrate on critical decisions, or engage in reflective thinking (Steel, 2007). Procrastination, when purposeful, serves as a deliberate strategy for preparation or self-reflection rather than an indication of a lack of self-discipline.

While procrastination can indeed lead to subjective discomfort and negative outcomes,

its deliberate use for reflection and priority management highlights its nuanced nature. This phenomenon is not confined to specific contexts but rather pervades nearly every aspect of individuals' lives, making it a significant and intricate aspect of human behavior (Gropel & Kuhl, 2006; Klingsleck, 2013). Understanding the various dimensions of procrastination enables a more comprehensive appreciation of its impact on individuals and emphasizes the need for nuanced strategies to address its diverse manifestations. Organizations and individuals alike can benefit from recognizing the nuanced nature of procrastination, allowing for tailored interventions that acknowledge both its challenges and potential benefits in specific contexts.

Despite the prevalence and relevance of procrastination in work settings, the majority of previous research has primarily been conducted in academic contexts, leaving a notable gap in understanding workplace procrastination (van Eerde, 2016). The dearth of research in professional environments has limited our comprehension of the nuances and consequences of procrastination in the workplace. To address this gap, recent empirical studies have explored various facets of workplace procrastination, shedding light on its impact, antecedents, and implications for employees and organizations.

Early investigations into workplace procrastination delved into the evaluation of chronic procrastinators in professional settings (Ferrari, 1992). Understanding how individuals characterized by chronic procrastination are perceived in the workplace is essential for comprehending the potential challenges they may face in their professional lives. Such insights can inform strategies for support, intervention, and skill development tailored to the unique needs of chronic procrastinators operating within diverse organizational contexts.

Furthermore, researchers have explored the types of occupations that chronic procrastinators tend to occupy (Nguyen et al., 2013). Uncovering the specific job roles and industries where procrastination tendencies may be more prevalent offers valuable insights for organizational leaders and human resource professionals. By recognizing patterns in the

distribution of chronic procrastinators across different professions, organizations can develop targeted interventions and training programs to address this behavior effectively.

Studies have also examined the role of time perspective in predicting the tendency to procrastinate in the workplace (Gupta et al., 2012). Time perspective, encompassing dimensions such as present orientation and future orientation, plays a crucial role in shaping individuals' attitudes and behaviors towards their work. Understanding how different time perspectives influence workplace procrastination provides valuable information for designing interventions that target specific cognitive and motivational factors contributing to procrastination tendencies.

Beyond individual traits, scholarly inquiry has delved into situational elements as precursors to workplace procrastination. Notably, Lonergan and Maher (2000) undertook an investigation into the connections between work characteristics and decisional procrastination within professional settings. The exploration of how distinct aspects of the work environment contribute to decisional procrastination holds significance in designing targeted interventions. These interventions aim to address these situational factors, ultimately fostering a work setting that is more conducive and minimizes the likelihood of procrastination.

Moreover, empirical studies have examined workplace procrastination in a broader context, exploring its general antecedents and consequences (Metin et al., 2016). This research contributes to our understanding of the multifaceted nature of workplace procrastination, considering diverse situational factors that may influence procrastination behaviors. These findings are valuable for organizations seeking to implement comprehensive strategies for mitigating the impact of procrastination on employee performance and overall workplace dynamics.

Recent empirical studies have made significant strides in expanding our understanding

of workplace procrastination, addressing its evaluation, occupational patterns, the role of time perspective, and situational antecedents. The cited references by van Eerde (2016), Ferrari (1992), Nguyen et al. (2013), Gupta et al. (2012), Lonergan and Maher (2000), and Metin et al. (2016) collectively contribute to a growing body of knowledge that informs interventions and strategies to effectively manage and mitigate workplace procrastination.

The emergence and understanding of procrastination are subject to varying perspectives within scholarly discourse. One viewpoint is rooted in differential psychology, which perceives procrastination as a trait linked to other personality variables. In this framework, scholars explore the individual differences associated with procrastination, examining how personality traits contribute to the propensity for delaying tasks (Klingsieck, 2013).

A divergent perspective arises within the realms of motivational and volitional psychology, characterizing procrastination as a deficiency in motivation and/or volition intricately linked to other motivational and self-regulation variables. Scholars embracing this viewpoint delve into the underlying motivational and self-regulation factors that contribute to the procrastination phenomenon, with a focus on comprehending the motivational and volitional deficits at play (Klingsieck, 2013). This framework sheds light on the intricate interplay of motivational elements and self-regulation processes that influence the tendency to procrastinate.

From a clinical psychology standpoint, procrastination is regarded as a clinically relevant phenomenon with associations to anxiety, depression, and stress. This perspective transcends the mere behavioral aspect of procrastination and delves into its potential psychological implications. It underscores the intricate connection between procrastinatory behaviors and mental health indicators (Klingsieck, 2013). This lens broadens the understanding of procrastination, recognizing it as not only a behavioral tendency but also as a potential manifestation of underlying psychological factors with significant implications for

mental well-being

In contrast, a situational perspective posits that procrastination is prompted by specific situational features, particularly task difficulty. This viewpoint underscores the external factors that trigger procrastination, placing emphasis on the role of the environment and task characteristics in influencing procrastinatory behavior (Klingsieck, 2013). In examining procrastination through this lens, the focus shifts to the contextual elements that contribute to the procrastination phenomenon, shedding light on the significant impact of external conditions on individuals' propensity to procrastinate.

To comprehensively investigate procrastination, a dual approach is adopted, considering both situational and motivational/volitional perspectives. Drawing on traditional job stress research, the impact of work characteristics on procrastination at work is examined, aligning with the situational perspective. Simultaneously, insights from literature on self-regulation at work are incorporated, combining cognitive appraisals and self-regulation efforts to provide a motivational/volitional perspective on the phenomenon of procrastination (MacKey and Perrewé, 2014). This dual perspective allows for a more holistic understanding of the complex interplay between individual traits, external factors, and motivational dynamics in the manifestation of procrastination in the workplace.

Our emphasis on situational and short-term within-person processes in explaining workplace procrastination implies an acknowledgment of the dynamic nature of procrastination levels in the context of daily working life. Recent diary studies have provided empirical evidence supporting the idea that workplace procrastination exhibits significant within-person fluctuations (Kühnel et al., 2016, 2018). These studies have illuminated the temporal variability of procrastination behaviors, emphasizing the need to consider daily variations in understanding and addressing workplace procrastination effectively.

The research conducted by Kühnel and colleagues (2016, 2018) has contributed valuable insights into the day-to-day fluctuations of workplace procrastination. By employing diary study methodologies, these studies capture real-time data on individuals' procrastination tendencies within their work environments. Such an approach allows for a nuanced understanding of the situational factors and daily processes that contribute to fluctuations in workplace procrastination levels.

Furthermore, the relevance of within-person processes in the realm of daily task completion has been highlighted in studies such as Claessens et al. (2010). These studies complement the understanding of workplace procrastination by examining broader aspects of task completion behaviors and providing context for the fluctuating patterns observed in daily work life. Claessens et al.'s (2010) findings offer a broader perspective on the ebb and flow of daily work activities, providing a foundation for understanding how procrastination fits into the larger context of work-related behaviors.

The recognition of within-person fluctuations in workplace procrastination challenges traditional views that may treat procrastination as a stable trait. Instead, it underscores the importance of considering the dynamic interplay of various situational and personal factors that influence procrastination behaviors on a day-to-day basis. This dynamic perspective has implications for the development of interventions and strategies aimed at addressing workplace procrastination, as they need to be flexible and responsive to the changing nature of procrastination tendencies over time.

The studies conducted by Kühnel et al. (2016, 2018) and Claessens et al. (2010) highlight the temporal variability of workplace procrastination, emphasizing within-person fluctuations in daily working life. Acknowledging these fluctuations is pivotal for developing a comprehensive understanding of procrastination dynamics and tailoring interventions to address the specific challenges that arise in the ebb and flow of daily work activities. These

insights contribute to a more nuanced and dynamic approach to managing workplace procrastination.

In a noteworthy departure from conventional assumptions, the research conducted (Zafar Ahmad and Najam-ul-Hassan Abbasi, 2020) brings to light a surprising trend – permanent employees demonstrate higher levels of procrastination when compared to their contractual counterparts. This unexpected revelation not only challenges prevalent expectations but also prompts a deeper investigation into the intricate factors influencing procrastination within the workplace, particularly across diverse employment arrangements.

Procrastination, a pervasive behavioral phenomenon with implications for both personal and professional spheres, becomes the focal point of this literature review. Leveraging the unexpected findings of Ahmad and Abbasi (2020), we embark on a comprehensive exploration of the existing research landscape surrounding workplace procrastination. This investigation sets the stage for a nuanced analysis of the observed distinctions in procrastination levels between permanent and contractual employees.

The traditional association between permanent employment and job security is often presumed to mitigate procrastination tendencies. However, Ahmad and Abbasi's (2020) observations challenge this assumption by indicating that permanent employees, despite the perceived job security, exhibit a higher propensity for procrastination. To unravel the complex relationship between job security and procrastination, our review meticulously examines relevant studies that delve into the dynamics of work attitudes influenced by perceived job security. This exploration aims to establish a robust foundation for understanding the unexpected findings and shedding light on the intricate interplay between employment status and procrastination.

Contrasting with the assumed stability of permanent employment, the transient and

uncertain nature of contractual arrangements introduces unique stressors that may impact procrastination levels differently. Building upon Ahmad and Abbasi's (2020) insights, our review undertakes a thorough analysis of existing literature on procrastination within temporary work settings. This scrutiny seeks to identify patterns and commonalities, offering valuable context to the observed differences and contributing to a more comprehensive understanding of procrastination dynamics in distinct employment contexts.

In synthesizing the existing literature with Ahmad and Abbasi's (2020) surprising observations, this review provides a holistic perspective on the intricate interplay between employment status and procrastination tendencies. The unexpected revelation that permanent employees exhibit higher levels of procrastination challenges prevailing assumptions and prompts a paradigm shift in understanding the multifaceted nature of workplace procrastination. The insights derived from this analysis contribute to the ongoing discourse on effective management strategies, tailored to address procrastination in both permanent and contractual employment scenarios, ultimately enhancing organizational productivity and employee well-being.

Building upon the insights (Dr. Zafar Ahmad, Naureen Munir, and Dr. Munawar Hussain, 2021), this study aims to unravel distinctions in procrastination levels within employees operating in public and private sectors. The existing literature accentuates a noteworthy contrast, revealing that professionals in the private sector exhibit lower levels of procrastination compared to their counterparts in the public sector. The study provides a foundational understanding of procrastination's impact on job performance, setting the stage for a more nuanced investigation into sector-specific variations.

The existing literature on procrastination in the workplace has identified sector-specific patterns, with private sector professionals generally exhibiting lower procrastination levels. This contrast is underscored by studies such as those (Klingsieck, 2013) (Kim and Seo, 2015),

which emphasize the impact of procrastination on academic and work-related outcomes. The extension of this understanding to the exploration of public and private sector dynamics adds a layer of complexity to the study, offering insights into how organizational structures, cultures, and expectations may contribute to variations in procrastination behaviors. This study, building upon the research, aims to deepen our understanding of the relationship between procrastination and job performance, specifically examining variations between public and private sector employees. The references (Klingsieck, 2013) (Kim and Seo, 2015) provide a broader context for understanding procrastination dynamics in organizational settings, paving the way for a comprehensive exploration of sector-specific influences on procrastination levels and their implications for job performance.

The pervasive experience of time management problems and the associated challenges of time pressure in the face of an increasingly fast-paced life have been widely acknowledged in scholarly literature (Hawkins & Klas, 1997; Major, Klein, & Ehrhart, 2002; McConalogue, 1984; Teuchmann, Totterdell, & Parker, 1996; Weissberg, Berentsen, Cote, Cravey, & Heath, 1982). Orlikowsky and Yates (2002) contribute to this discourse by highlighting the growing significance of temporal issues in the workplace. They attribute this increased importance to factors such as expanding global competition, the accelerated pace of telecommunications, and the mounting pressure to swiftly bring products and services to market.

Expressions like "time famine" (Perlow, 1999) vividly encapsulate the contemporary concerns of numerous employees who grapple with meeting deadlines and managing an escalating workload. This challenge is further underscored in contexts involving just-in-time production systems (Garhammer, 2002; Jackson & Martin, 1996). The evolving landscape of work, marked by intensified global competition and the rapid evolution of communication technologies, amplifies the temporal complexities faced by individuals and organizations alike (Orlikowsky & Yates, 2002).

These temporal challenges are not merely anecdotal but have profound implications for individual well-being and organizational effectiveness. The works of Hawkins and Klas (1997), Major, Klein, and Ehrhart (2002), and Teuchmann, Totterdell, and Parker (1996) shed light on the multifaceted nature of time-related stressors, encompassing both personal and professional domains. The study by Weissberg et al. (1982) contributes historical context to the understanding of time management challenges, emphasizing their enduring relevance across different eras.

In essence, the literature consistently underscores the contemporary struggle with time management, portraying it as a complex and multifactorial issue that extends beyond individual experiences to encompass broader organizational and societal implications. The urgency to address these challenges is emphasized by the evolving nature of work and the demands imposed by a globalized and technologically advanced environment (Orlikowsky & Yates, 2002). As we navigate this landscape, a nuanced understanding of temporal issues becomes pivotal for developing effective strategies to enhance individual resilience and organizational efficiency in the face of accelerating temporal demands.

The exploration of time management has become a focal point of research, with an increasing emphasis on understanding its various dimensions and implications (Claessens, Van Eerde, Rutte, & Roe, 2007). One significant dimension introduced by Macan, Shahani, Dipboye, & Phillips (1990) into time management research is the variable of perceived control of time. This variable encapsulates an employee's perception of having sufficient time to complete tasks, the ability to meet deadlines, and an overall feeling of having control over one's time. Additional facets of this construct include the capacity to maintain schedules and plans, minimize procrastination, and cultivate a strong sense of temporal mastery.

Perceived control of time has been a subject of investigation as a predictor of various work-related outcomes, including job satisfaction, performance, and indicators of well-being.

Numerous studies examining the relationship between perceived control of time and job satisfaction, as well as well-being, consistently highlight its significance as a meaningful predictor (Adams & Jex, 1999; Claessens, Van Eerde, Rutte, & Roe, 2004; Macan, 1994; Macan et al.; Schwable, H ¨ afner, Stock, & Hartmann, 2009). Employees who perceive a higher level of control over their time are more likely to experience job satisfaction and overall positive well-being. This is evident through lower levels of tension, work strain, and sorrow, coupled with higher levels of pleasure and health. The perceived control of time, therefore, emerges as a crucial factor influencing the subjective experience of work-related outcomes.

The impact of perceived control of time extends beyond mere job satisfaction, influencing various facets of an individual's work experience. This construct reflects not only the ability to manage time effectively but also contributes to a more positive emotional and physical well-being within the workplace. The recognition of perceived control of time as a valuable predictor underscores its importance in shaping employees' overall job experiences and overall quality of life. Consequently, organizations and individuals alike may benefit from strategies and interventions aimed at enhancing perceived control of time to improve job satisfaction and well-being in the workplace.

Despite the significant attention given to the concept of time management, empirical evidence has consistently shown that its direct impact on performance outcomes is notably modest. Studies conducted by Claessens et al. (2004), Macan (1994), and Schwable et al. consistently report weak correlations or, in some cases, zero correlations between time management behaviors and performance metrics. This incongruence prompts a deeper exploration of the underlying mechanisms and nuanced factors that influence the relationship between time management and performance.

Time management behavior, as conceptualized in these models, encompasses a multifaceted approach involving activities such as time assessment, goal setting, planning, and

monitoring (Claessens et al., 2007). The rationale is that individuals who actively engage in these time management practices are more likely to experience a heightened sense of control over their time, leading to positive outcomes in terms of job satisfaction, well-being, and, theoretically, enhanced performance.

Scientific findings support many of these theoretical suppositions, affirming that effective time management is associated with increased perceived control of time and positive outcomes in job satisfaction and well-being (Claessens et al., 2007). However, the direct translation of these positive effects into improved performance remains elusive. This may suggest that while time management behaviors contribute to a positive work experience, their impact on the more objective and tangible measures of performance is complex and contingent on various contextual factors.

As organizations and individuals continue to grapple with the challenges of time constraints and the ever-increasing pace of work, understanding the intricate interplay between time management behaviors, perceived control of time, and performance outcomes becomes imperative. Further research is warranted to unravel the underlying complexities and identify contextual variables that may moderate the relationship, providing valuable insights for tailored interventions aimed at optimizing both individual well-being and organizational performance.

Time management behavior emerges as a critical predictor of perceived control of time, playing a pivotal role in shaping individuals' well-being and job satisfaction (Adams & Jex; Claessens et al., 2004; Jex & Elacqua, 1999; Macan, 1994). This relationship is characterized by the mediation of perceived control of time, suggesting that individuals who exhibit effective time management behaviors are more likely to perceive control over their time. This, in turn, influences their overall well-being and job satisfaction (Adams & Jex; Claessens et al., 2004; Jex & Elacqua, 1999; Macan, 1994). The ability to manage time efficiently is, therefore, a crucial factor in fostering a sense of control over one's time and positively impacting various

facets of individuals' professional satisfaction and well-being.

Recognizing the centrality of perceived control of time in time management research, these models provide a comprehensive framework for understanding the intricate connections between behaviors, perceptions, and outcomes in the context of managing time effectively. By elucidating the underlying processes and mechanisms, such models offer valuable insights for organizations and individuals seeking to enhance time management practices, thereby positively influencing well-being and job satisfaction in the workplace (Claessens et al., 2004; Macan, 1994).

The relationship between time management behavior, perceived control of time, and subsequent outcomes such as well-being and job satisfaction has been a focal point in organizational research, contributing to our understanding of the intricate dynamics within the workplace. It is well-established that a structured and clear approach to time management fosters an increased sense of control over time (Claessens et al., 2004). This enhanced perception of time-related control, in turn, has been consistently associated with elevated levels of well-being and job satisfaction among individuals within the organizational context.

The foundational work by Claessens et al. (2004) underscores the positive connection between structured time management behaviors and the perception of control over one's time. This association is further corroborated by research conducted by Jex and Elacqua, Macan (1994), Nonis and Sager (2003), and Pinneker et al. (2009). These studies collectively affirm that individuals who actively engage in effective time management practices tend to experience a heightened sense of control over their time.

Importantly, this heightened perception of time-related control has cascading effects on individuals' well-being at work. Adams and Jex, Claessens et al. (2004), Macan (1994), Macan et al. (1990), and Schwable et al. (2009) have consistently demonstrated the positive

relationship between perceived control of time and well-being in the workplace. Individuals who feel in command of their time report higher levels of psychological well-being, lower levels of stress, and an overall more positive experience within their work environment.

Furthermore, the connection between perceived control of time and job satisfaction has been a consistent finding in organizational psychology. The works of Adams and Jex, Claessens et al. (2004), Macan (1994), Macan et al. (1990), and Schwable et al. (2009) collectively emphasize that individuals who perceive greater control over their time tend to exhibit higher levels of job satisfaction. This alignment of perceived control of time with positive work-related outcomes underscores the intricate interplay between time management behaviors, perceived control, and the overall well-being and satisfaction of individuals in the organizational context.

The literature substantiates a clear and positive chain: structured time management behaviors promote perceived control of time, which, in turn, enhances both well-being and job satisfaction in the workplace. These findings underscore the importance of cultivating effective time management practices not only for optimizing individual experiences but also for fostering a positive and satisfying work environment within organizations.

The direct impact of time management behavior on well-being has been explored in several studies, contributing to the understanding of how specific aspects of time management influence individuals' emotional states. For instance, Nonis and Sager (2003) delved into correlations between different dimensions of time management behavior, such as goal setting, prioritizing, and the utilization of time-related mechanisms, and the emotional exhaustion experienced by salespeople. These findings highlight the nuanced relationship between time management strategies and the emotional well-being of individuals in specific professional contexts (Nonis & Sager, 2003).

In parallel, the influence of time management behavior on performance has also been a subject of investigation in the literature. Researchers such as Barling, Kelloway, and Cheung (1996) demonstrated significant interactions between achievement striving and short-range planning, illustrating their combined effect on sales performance in a sample of car sales personnel. Similarly, Nonis and Sager (2003) identified positive relationships between time management behavior and the performance outcomes of salespeople. These studies underscore the importance of effective time management in enhancing job performance across various occupational settings (Barling et al., 1996; Nonis & Sager, 2003).

While positive correlations have been identified, it's crucial to acknowledge the limitations of existing research, primarily relying on correlation data. The question of causation remains a key consideration—whether good time management behavior is indeed the driving force behind perceived control of time, improved performance, and enhanced well-being. Addressing this gap, the present study aims to provide a deeper understanding by establishing a causal relationship between time management behavior, perceived control of time, performance, and well-being at work. This endeavor seeks to contribute valuable insights that extend beyond correlation-based findings and enhance our comprehension of the intricate dynamics involved in effective time management in the workplace (Barling et al., 1996; Nonis & Sager, 2003; Peeters & Rutte, 2005).

Procrastination, identified as the intentional postponement of urgent tasks, is a phenomenon with far-reaching implications, particularly underscored by its association with detrimental outcomes (Klingsieck, 2013). The repercussions of procrastination extend beyond mere delay, contributing to heightened stress levels and deleterious impacts on overall health (Tice and Baumeister, 1997; Sirois et al., 2003). Within the framework of psychological research, procrastination is scrutinized as a manifestation of self-regulation failure, representing a challenge in effectively deploying cognitive, emotional, and behavioral

resources to achieve predetermined goals (Baumeister and Heatherton, 1996).

The salience of procrastination is accentuated within student populations (van Eerde and Klingsieck, 2018), where the academic setting introduces a unique set of challenges and deadlines. Students, entrusted with numerous academic responsibilities and objectives, become particularly vulnerable to the adverse effects of procrastination on their educational journey (Kim and Seo, 2015). The academic context intensifies the relevance of procrastination, as the voluntary delay of essential tasks can precipitate severe consequences. These consequences encompass compromised academic achievement, hindered goal attainment, and an overall impediment to the fulfillment of educational aspirations.

Research indicates that procrastination in students is not merely a surface-level issue but often reflects an underlying self-regulatory challenge (van Eerde and Klingsieck, 2018). The inability to effectively regulate one's cognitive, emotional, and behavioral resources in the face of academic demands contributes to the perpetuation of procrastination. Consequently, the cyclical nature of procrastination becomes a significant concern, with each instance of delay reinforcing the pattern and potentially exacerbating its impact on academic performance.

In essence, procrastination within student populations is a multifaceted phenomenon that extends beyond its surface manifestations. The intricate interplay of self-regulation, academic demands, and the cyclical nature of procrastination underscores the need for targeted interventions and strategies aimed at mitigating the adverse effects of procrastination on students' well-being and academic success.Top of Form

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(Tice and Baumeister, 1997; Sirois et al., 2003). Within the framework of psychological research, procrastination is scrutinized as a manifestation of self-regulation failure, representing a challenge in effectively deploying cognitive, emotional, and behavioral resources to achieve predetermined goals (Baumeister and Heatherton, 1996).

The salience of procrastination is accentuated within student populations (van Eerde and Klingsieck, 2018), where the academic setting introduces a unique set of challenges and deadlines. Students, entrusted with numerous academic responsibilities and objectives, become particularly vulnerable to the adverse effects of procrastination on their educational journey (Kim and Seo, 2015). The academic context intensifies the relevance of procrastination, as the voluntary delay of essential tasks can precipitate severe consequences. These consequences encompass compromised academic achievement, hindered goal attainment, and an overall impediment to the fulfillment of educational aspirations.

Research indicates that procrastination in students is not merely a surface-level issue but often reflects an underlying self-regulatory challenge (van Eerde and Klingsieck, 2018). The inability to effectively regulate one's cognitive, emotional, and behavioral resources in the face of academic demands contributes to the perpetuation of procrastination. Consequently, the cyclical nature of procrastination becomes a significant concern, with each instance of delay reinforcing the pattern and potentially exacerbating its impact on academic performance.

In essence, procrastination within student populations is a multifaceted phenomenon that extends beyond its surface manifestations. The intricate interplay of self-regulation, academic demands, and the cyclical nature of procrastination underscores the need for targeted interventions and strategies aimed at mitigating the adverse effects of procrastination on students' well-being and academic success.

Procrastination, a prevalent behavioral phenomenon, has been suggested to be

influenced by modern technologies, notably social media and smartphones (Rozgonjuk, Kattago, & Täht, 2018). Early indications of this relationship emerged in the context of internet use, as highlighted by a seminal study conducted by Lavoie and Pychyl (2001). Their research revealed that individuals who perceive the internet as an enjoyable platform are more likely to report elevated levels of online procrastination, laying the foundation for exploring the intricate interplay between technology and procrastinatory behavior (Lavoie & Pychyl, 2001; Rozgonjuk et al., 2018).

The advent of social media platforms and smartphones has introduced new dimensions to the procrastination-technology nexus. Rozgonjuk, Kattago, and Täht (2018) specifically investigated the potential exacerbation of procrastination through these technologies. Their findings underscored the relevance of exploring how engagement with social media and the use of smartphones may contribute to or amplify procrastinatory tendencies (Rozgonjuk et al., 2018). Understanding these dynamics is crucial in the contemporary landscape where individuals are constantly connected to digital platforms.

The influence of social media and smartphones on procrastination extends beyond mere technological usage. The pervasive nature of these technologies, with features designed to capture attention and foster continuous interaction, may inadvertently foster procrastination behaviors. As individuals engage with social media platforms or utilize smartphones for various purposes, the potential for procrastination may increase, warranting a closer examination of the underlying mechanisms at play (Rozgonjuk et al., 2018).

In conclusion, the intricate relationship between procrastination and technology, particularly social media and smartphones, represents a complex interplay that demands thorough investigation. The initial insights provided by studies such as Lavoie and Pychyl (2001) and Rozgonjuk et al. (2018) offer a starting point for understanding how individuals' perceptions and interactions with technology may contribute to procrastinatory behaviors.

Further research in this domain is essential to delineate the nuanced dynamics and inform strategies for mitigating procrastination in the digital age (Lavoie & Pychyl, 2001; Rozgonjuk et al., 2018).

Within the realm of social media, several manifestations of procrastination come to the fore, amplifying the complexity of this behavioral pattern. Cyber slacking, a prevalent form of procrastination, is defined as employees utilizing the internet for non-work-related tasks during official working hours (Bock and Ho, 2009). The advent of social networking sites (SNSs) introduces nuanced forms of procrastination, such as cyber slacking and personal web usage.

The ramifications of cyber slacking extend beyond individual time mismanagement, impacting organizational dynamics and work environments. Employees engaging in non-work-related internet activities during official hours can encounter a myriad of issues related to work performance (O'Neill, Hambley, and Bercovich, 2014). The potential disruptions to work environments further underscore the multifaceted nature of procrastination in the digital age, necessitating a nuanced understanding of the intricate relationships between technology use and procrastinatory behaviors.

Moreover, the prevalence of smartphones, with their constant connectivity and access to a plethora of distractions, adds another layer to the technological landscape influencing procrastination tendencies. The ease of access to social media platforms and other online diversions through smartphones contributes to the challenges individuals face in resisting the allure of procrastinatory behaviors. This intersection between technology, procrastination, and the evolving nature of work environments underscores the need for targeted interventions and strategies to mitigate the adverse effects of technological influences on procrastination behaviors.

In the realm of academia, the phenomenon of cyberslacking, characterized by students

engaging in unrelated digital media activities during class time, has been identified as a factor affecting educational performance and impairing cognitive and retention abilities (McKeachie & Svinicki, 2013). This includes personal web usage, encompassing voluntary internet activities such as online shopping, gambling, or news surfing during working hours, which has been associated with procrastination, time wastage, and a decline in work quality and productivity (Coker, 2013). The impact of online technologies on procrastination is a matter of concern, particularly within young adult and student populations.

The escalation in the amount of time spent online by young adults, as evidenced by 16–24 year olds in the UK averaging 27 hours a week online in 2018, raises concerns about the potential link between increased online activity and procrastination (2018). Students, in particular, may exhibit overlapping online and offline activities, with research indicating that a significant portion of their class time, up to 40%, is spent on social media engagement (Ravizza et al., 2016).

Procrastination has also been observed to vary across cultures, as suggested by research comparing Asian and Western populations. Studies, such as the work of Beswick et al. (1988), indicate that Asian individuals tend to score higher on hyper-vigilance and procrastination compared to their Western counterparts, highlighting cultural differences in decision-making styles (Klassen et al., 2010). Singapore, in particular, is recognized as a markedly collectivistic culture compared to Canada, suggesting a greater reluctance to take individual actions that might lead to negative outcomes, thereby increasing the likelihood of using procrastination as an avoidance strategy (Hofstede Insights, 2020). Conversely, Singapore's lower level of uncertainty avoidance compared to Canada may result in reduced pressure to plan and complete tasks on time (Beswick et al., 1988). However, it is important to acknowledge the criticisms of cultural dimension models for their potential oversimplification (Vignoles et al., 2016).

Understanding the cultural and contextual factors influencing procrastination is crucial

in addressing workplace procrastination, as it provides insights into the motivations and behaviors of individuals across diverse settings. The workplace, like academia, can be impacted by personal web usage and online activities that contribute to procrastination, emphasizing the need for nuanced strategies to mitigate these challenges and enhance productivity in diverse cultural contexts.

Personal internet use in the workplace encompasses a spectrum from aimless internet surfing to purposeful, non-work-related activities on the internet. Studies indicate that employees dedicate at least one hour during a regular workday to non-work-related internet activities (Vitak et al., 2011). While this behavior may seem counterproductive, research suggests that the use of the internet at work can shape and promote job satisfaction among users. Additionally, it has been associated with reducing feelings of loneliness and depression, enhancing social support, and boosting self-esteem (Kim & Chung, 2014).

The advent of personal mobile internet devices since 2012 has further contributed to the prevalence of internet use in the workplace. These devices enable employees to perform work-related tasks not only during working hours but also after work, using a single device (Disterer & Kleiner, 2013). The widespread use of personal internet devices at the workplace has been linked to increased employee work satisfaction. Notably, in cases where companies do not provide internet connections, the use of personal devices for internet-related activities becomes more prevalent (Jamaluddin, 2015).

However, the ubiquity of personal internet use at the workplace has its challenges. Studies reveal that a significant portion of internet usage during work hours is non-work related, ranging from 30% to 50%. This non-work-related internet use has been associated with substantial annual losses, estimated at up to $1 billion (Restubog et al., 2011). Workplace procrastination, facilitated by personal internet use, poses financial implications for organizations and underscores the need for effective strategies to manage and channel

employee internet use toward more productive endeavors.

The landscape of workplace behavior in the digital age is marked by gender disparities in internet usage patterns among employees. Research conducted by Samnani et al. (2014) sheds light on these discrepancies, revealing distinct trends between male and female employees in their utilization of the internet during work hours.

Male employees emerge as notable protagonists in the realm of personal internet use, with research indicating a higher prevalence of such behavior compared to their female counterparts (Samnani et al., 2014). This distinction sets the stage for an exploration of the underlying factors that contribute to this gender-based variance in internet utilization within the workplace.

Delving deeper, the research posits that female employees exhibit a higher degree of internet anxiety in comparison to their male counterparts (Samnani et al., 2014). Unpacking the intricacies of internet anxiety among female employees unveils a potential layer of psychological dynamics that may influence their online behavior during work hours. The nuanced interplay between anxiety, work demands, and individual coping mechanisms becomes a focal point for understanding the gendered aspects of internet usage.

Furthermore, the research posits that female employees, in addition to managing potential anxiety, are inclined towards a more ethical stance in their internet usage practices compared to their male counterparts (Samnani et al., 2014). This ethical dimension introduces a layer of complexity, prompting an exploration of the ethical considerations that shape internet usage behaviors in the workplace. The examination of ethical frameworks becomes imperative in understanding the divergent approaches adopted by male and female employees in navigating the digital landscape.

Contrastingly, male employees exhibit a notable percentage (12.2%) of internet use at

work for non-work purposes, surpassing their female counterparts in this domain (Samnani et al., 2014). This finding prompts an exploration of the motivations and consequences associated with such behavior. Understanding the driving forces behind non-work-related internet usage among male employees opens avenues for addressing potential challenges and devising strategies for fostering a more focused and productive work environment.

The gendered dimensions of internet usage culminate in a revelation that male employees are more likely to engage in counterproductive workplace behaviors compared to their female counterparts (Samnani et al., 2014). This aspect raises questions about the broader implications of internet use on overall workplace dynamics, including productivity, collaboration, and organizational culture. Addressing these implications requires a nuanced understanding of the intricate relationship between gender, internet use, and workplace behavior.

In essence, the research by Samnani et al. (2014) provides a comprehensive exploration of gender disparities in personal internet use at the workplace, offering insights into the multifaceted aspects that contribute to divergent patterns of behavior among male and female employees. This exploration sets the stage for further investigation into the nuanced interplay between gender dynamics, individual characteristics, and the evolving landscape of digital interactions within the workplace.

Younger employees are more prone to engaging in personal internet use during work hours, a behavior that is inversely correlated with age. Studies have found that younger and more educated employees generally experience lower stress levels when using the internet at work. However, certain applications associated with problematic internet use, such as pornography, interactive chatting, and gaming, can have detrimental effects. Engaging in online sexual activities (OSA) during work hours may lead to decreased productivity, concerns about employee well-being, and potential issues of sexual harassment (Cooper et al., 2006).

In a study conducted by Hammer and Ferrari (2002), workers were categorized as "white-collar" or "blue-collar" to investigate the prevalence of procrastination among different employment groups. The results revealed a distinctive pattern: "white-collar" workers, typically professional employees, reported significantly higher scores on all three forms of chronic procrastination compared to "blue-collar" workers, who were generally unskilled laborers. This suggests that procrastination is more frequently reported among professional employees than among unskilled workers.

The intricate dance between procrastination and workplace dynamics unfolds as researchers delve into the nuanced nuances of this pervasive behavior. Nguyen, Steel, and Ferrari (2013) embark on a monumental exploration, dissecting procrastination's role in the professional realm through a comprehensive study involving a vast sample of 22,053 individuals. The findings of this extensive investigation cast a revealing spotlight on the far-reaching consequences of procrastination within the workplace.

At the heart of the research lies a stark correlation between high levels of procrastination and certain career outcomes. The study unearths a disconcerting association between procrastination and lower salaries, painting a picture of economic repercussions for those who succumb to the allure of delaying tasks (Nguyen et al., 2013). This financial dimension introduces a critical consideration for both individuals and organizations, prompting a deeper examination of the economic impact stemming from procrastinatory tendencies.

Beyond financial implications, the research unravels the temporal fabric of employment, indicating that procrastination is linked to shorter durations of employment (Nguyen et al., 2013). The transient nature of employment for individuals grappling with procrastination raises questions about stability, career progression, and the overall trajectory of professional journeys. This temporal aspect prompts reflections on the long-term sustainability of careers influenced by the procrastination phenomenon.

A profound revelation surfaces as the study establishes a greater likelihood of procrastinators being unemployed rather than engaged in full-time employment (Nguyen et al., 2013). This sobering insight underscores the systemic challenges that procrastination poses to sustained and gainful employment. Unraveling the reasons behind this heightened risk of unemployment for procrastinators necessitates an exploration of the dynamics between procrastination, job searching, and employability.

Intriguingly, a gendered dimension emerges from the research, portraying women as exhibiting lower tendencies to procrastinate compared to their male counterparts (Nguyen et al., 2013). This gender-based variance introduces a fascinating angle to the procrastination discourse, prompting an exploration of societal, cultural, or individual factors that contribute to differential procrastination patterns among men and women. The evident advantage that women gain in the employment arena due to lower levels of procrastination becomes a point of interest for further investigation.

Furthermore, the study unravels another layer in the complex tapestry of procrastination, revealing that procrastinators tend to occupy jobs that are lower in intrinsically rewarding qualities (Nguyen et al., 2013). This dimension delves into the intrinsic motivation and satisfaction derived from one's professional pursuits, offering insights into the psychological landscape of individuals grappling with procrastination. The implications for career fulfillment and overall job satisfaction beckon further examination.

In essence, Nguyen, Steel, and Ferrari (2013) open a gateway to understanding the profound implications of procrastination on the professional landscape. The economic, temporal, and gendered dimensions unveiled by this research beckon researchers and practitioners alike to navigate the labyrinth of procrastination, seeking strategies for mitigating its impact and fostering a more resilient and rewarding professional sphere.

In the intricate tapestry of decision-making within the corporate landscape of Pakistan, Aziz and Tariq (2013) undertook a profound exploration that unfurled disparities between public and private sector executives in the realm of decisional procrastination. The revelation that public sector executives exhibited significantly higher levels of decisional procrastination compared to their private sector counterparts marks a pivotal juncture in understanding the nuances of executive decision-making dynamics (Aziz & Tariq, 2013).

Diving deeper into the realms of experience and decisional procrastination, Aziz and Tariq (2013) shed light on the intriguing interplay between executive tenure and decisional tendencies. The research posits a compelling correlation, indicating that less experienced executives manifest a higher level of decisional procrastination. In contrast, executives with a more extensive job tenure reported a significantly higher internal locus of control and a lower level of decisional procrastination (Aziz & Tariq, 2013). This intricate relationship between experience, decision-making, and locus of control unveils a multifaceted landscape, ripe for further exploration.

The exploration of decisional procrastination extends beyond the organizational boundaries to permeate the academic realm in Pakistan. Mohsin and Ayub (2014) navigate the terrain of education, specifically delving into the lives of teachers in Karachi. Their findings unravel a complex dance between procrastination, delayed gratification, work stress, and job satisfaction among these educators, offering a window into the psychological dimensions of academic professionals.

The study by Mohsin and Ayub (2014) unravels a negative association between procrastination and job satisfaction among teachers in Karachi. The intricate interplay between procrastination and delayed gratification emerges as a predictive force, influencing work stress and subsequently impacting job satisfaction. The dynamic unfolds with the revelation that when teachers resist the pull of procrastination in their professional duties, they tend to

experience higher levels of job satisfaction and lower levels of stress (Mohsin & Ayub, 2014).

The broader implications of these findings extend beyond individual executives and teachers, permeating the organizational and educational landscapes of Pakistan. Decisional procrastination becomes a critical variable in understanding the efficacy of leadership within public and private sectors, while the psychological toll of procrastination on teachers beckons a reconsideration of support systems and strategies within the academic domain.

As Pakistan grapples with the challenges and opportunities within its professional and educational spheres, the insights garnered from these studies provide a foundation for informed decision-making, targeted interventions, and a nuanced understanding of the psychological underpinnings that shape the professional lives of executives and educators alike. Aziz and Tariq (2013) and Mohsin and Ayub (2014) collectively contribute to the mosaic of knowledge that guides endeavors toward more effective leadership and a thriving educational landscape in Pakistan.

Within the realm of social media, addiction becomes a pivotal concern, with the potential to reshape behavioral patterns and priorities. Zivnuska et al. (2019) draw attention to the compulsive nature of social media use, suggesting that this excessive engagement may come at the expense of other essential activities. This raises a critical inquiry into the behavioral and psychological implications of social media addiction. The notion of addiction, often associated with substances, now extends its tendrils into the digital sphere, demanding a nuanced understanding of its impact on individuals' lives and well-being.

Griffiths and Kuss (2017) present a paradigm shift by examining not just what social media does but who it means for certain age groups. The intricate tapestry of social media platforms, each catering to specific needs and aspirations, reveals a landscape where users seamlessly integrate digital platforms into their identities and pursuits. Instagram's focus on

visual sharing aligns with the human need for connection based on shared interests. LinkedIn transforms into a digital professional space, bridging career aspirations and opportunities. Youtube and Facebook emerge as versatile platforms, facilitating access to a myriad of goals. This shift from utility to existential significance prompts an exploration of how social media shapes individuals' perceptions of self, community, and achievement.

The narrative woven by Griffiths and Kuss (2017) opens avenues for contemplation on the multifaceted roles social media assumes in individuals' lives. It invites scrutiny into the psychological processes underlying the intertwining of digital platforms with personal identity and goal realization. As the digital landscape continues to evolve, understanding the intricate dance between users and social media becomes crucial for unraveling the complex threads of human behavior in the digital age.

In dissecting the impact of social media, considerations extend beyond individual experiences to encompass organizational and societal dimensions. Brooks and Califf (2017) and Fusi and Feeney (2018) underscore the potential organizational repercussions of extensive social media use. From a productivity standpoint, social media can become a double-edged sword, fostering connectivity while concurrently diminishing organizational productivity. The public sector, in particular, faces challenges such as decreased productivity, potential harm to the agency's reputation (Thornthwaite, 2016), and erosion of public trust (Baccarella et al., 2018; Mergel & Greeves, 2012). This organizational lens invites exploration into the delicate balance between connectivity and productivity in the contemporary workplace.

The expansive reach of social media, connecting billions globally, raises questions about its societal impact. Beyond individual and organizational realms, the influence of social media reverberates through communities, shaping cultural norms, values, and communication patterns. Thornthwaite's (2016) exploration of social media's impact on public trust and Baccarella et al.'s (2018) investigation into its influence on public agencies' reputation

exemplify the broader societal implications. This prompts an inquiry into the intricate interplay between social media and societal structures, urging an examination of how these platforms shape collective perceptions, trust dynamics, and public discourse.

The landscape of social media unfolds as a multifaceted terrain, where individual engagement transcends mere interaction to become a pivotal aspect of identity and goal pursuit. This narrative, framed by Zivnuska et al. (2019) and Griffiths and Kuss (2017), invites a deeper exploration into the psychological, organizational, and societal dimensions of social media's pervasive influence. Understanding the nuanced dynamics at play is essential for unraveling the complexities of our digitally interconnected world.

A substantial number of individuals exhibit a tendency to spend more time online than initially intended, exerting an impact on various facets of their lives, including sleep patterns and work productivity. The growing preference for online communication over face-to-face interaction is becoming increasingly prevalent, prompting inquiries about the efficient management of individuals' leisure time (Nakaya, 2015). This trend is particularly noteworthy among university students, where the proliferation of users on social media platforms contributes to a significant amount of time dedicated to these activities (Grau et al., 2019). As digital engagement continues to rise, the challenges associated with maintaining a balanced use of time, especially among younger demographics, become increasingly pronounced.

In a study conducted by Cömlekci and Basol (2019) to investigate the relationship between the purposes of young people's social media usage and social media addiction, a positive correlation was identified between social media addiction and free time assessment. The research underscored that the level of addiction tends to escalate among young individuals who frequently utilize social media for free time assessment purposes. This highlights the significance of comprehending the motives behind social media use within the framework of addiction. Recognizing the specific purposes driving social media engagement provides

valuable insights into the factors contributing to addiction tendencies among young users.

Life satisfaction, defined as the individual's overall evaluation of the quality of their life or the degree to which they enjoy the life they lead, is a crucial concept in this context (Veenhoven, 1996). As social media becomes an integral part of individuals' lives, its impact on life satisfaction is a subject of growing interest. Examining how social media usage patterns align with life satisfaction can provide valuable insights into the complex interplay between online activities and overall well-being.

In the twenty-first century, individuals grappling with high levels of work overload often resort to intensive use of online social media (SM) as a coping mechanism (Ryan et al., 2014; Zhang et al., 2019). The global prevalence of SM usage is extensive, with approximately 4.62 billion people actively engaging in it. On average, users dedicate about 2 hours and 27 minutes to social media daily (Data Reportal, 2022). Intriguingly, the intensity of SM usage displays a negative association with age, with younger individuals tending to engage more intensively. Moreover, females exhibit higher levels of SM usage than males. It is noteworthy that older individuals and males have experienced a significant increase in social media usage in recent years (Pew Research Center, 2021). This evolving trend in social media engagement reflects the dynamic nature of online interactions and the diverse patterns observed across demographic groups.

Physical and mental overload represents a pervasive aspect of employees' daily experiences across various job sectors (Khuong & Yen, 2016). Task overload, characterized by tasks exceeding one's cognitive and physical capacities, emerges as a significant source of workplace stress (Bamba, 2016; Khuong & Yen, 2016). The prolonged exposure to overload significantly impacts mental health, contributing to burnout syndromes, diminished work and

life satisfaction, and heightened symptoms of depression and anxiety (Abbasi, 2015; Devi & Rani, 2016; Elshaer et al., 2018; Johnson et al., 2018). As a consequence of these mental health challenges, work performance and productivity tend to decline (Dar et al., 2011). This underscores the critical need for organizations to address and mitigate factors contributing to overload to promote a healthier work environment and sustained employee well-being.

While addictive Social Media Usage (SMU) has not received official recognition as a psychiatric disorder, as indicated by classifications such as the International Classification of Diseases (ICD-11; World Health Organization, 2018), it is crucial to acknowledge its potential impact on work-related outcomes. Clinical designations such as "addictive user" or "non-addictive user" have not been formally established (Billieux et al., 2015). Nevertheless, addictive SMU has been linked to a decrease in work performance and an increased risk of work-related burnout among employees. Additionally, it can negatively affect the delicate balance between work and family life (Cao & Yu, 2019; Zivnuska et al., 2019). Existing research consistently demonstrates a close association between the level of addictive SMU and various mental health variables (e.g., Sun & Zhang, 2020). Recognizing these associations is essential for fostering a holistic understanding of the potential implications of addictive SMU in the professional sphere.

The intricate interplay between time management and procrastination is a subject that has captivated the attention of researchers, delving into the complexities of human behavior and productivity. As Ferrari (2010) astutely noted, the relationship between these two constructs is not always straightforward, with time management skills being described by some as a mere "Band-Aid" for those grappling with chronic procrastination. This chapter embarks on a comprehensive exploration, seeking to unravel the depth to which planning, positioned as the linchpin of time management, serves as a potent strategy in overcoming the pervasive issue of procrastination.

In navigating this multifaceted terrain, it is crucial to immerse ourselves in the recent advancements within both the realms of time management and procrastination. While historically, these domains have followed distinct trajectories in research, their convergence promises a richer comprehension of the underlying dynamics. The chapter's foundation is laid through an extensive review of studies, predominantly conducted among students, providing a contextual backdrop for a nuanced exploration of how time management and procrastination intersect.

Van Eerde's seminal work (2015) emerges as a guiding force in unraveling the psychological intricacies of planning and its impact on procrastination. His comprehensive insights, encapsulated in "The psychology of planning in organizations: research and applications," offer a framework for understanding the intricate interplay between planning and procrastination in organizational settings.

As we navigate through the chapters, the focus broadens to encompass a critical analysis of interventions that have proven effective in mitigating procrastination. An essential question surfaces: do these interventions neatly align with the traditional definition of time management, or do they transcend these categorizations? This inquiry prompts a discerning examination of studies that bridge the gap between time management and procrastination, unveiling innovative approaches that extend beyond conventional paradigms.

Within the purview of work-related studies, van Eerde's (2015) foundational work serves as a cornerstone, providing valuable insights into the complex relationship between time management and procrastination. The chapter, meticulously structured around this pivotal research, aspires to synthesize diverse perspectives, offering a holistic view of how planning, within the context of time management, can serve as a powerful antidote to procrastination.

The exploration of time management and procrastination, as elucidated by van Eerde

(2015), promises to yield profound insights into human behavior within organizational settings. This chapter, anchored in robust research and fortified by an extensive array of references, seeks to contribute to a nuanced understanding of how planning, as an integral facet of time management, can effectively counteract procrastination in the dynamic landscape of work.

Time, unlike other resources, is not expandable through sheer effort (Tanrıögen & Işcan, 2009). It remains a fixed entity that requires effective management, making time management an intricate process centered around self-regulation (Spidal, 2009). Each day, every individual is bestowed with the same 86,400 seconds, and the essence of time management lies in discovering the healthiest, smartest, and most rewarding ways to utilize this daily allocation (Homisak, 2012). The core objective of time management is not just to increase the quantity but to enhance the quality of activities performed within the constraints of limited time (Tanrıögen & Işcan, 2009).

In the realm of effective time management, the pivotal strategy is the prioritization of tasks (Ashurst, 2014). Recognizing the relative importance of different activities and arranging them in order of significance is imperative for optimal time utilization. By prioritizing tasks, individuals can allocate their time and energy to endeavors that yield the greatest value, contributing to overall efficiency and productivity.

Making intentional decisions about how we allocate our time is crucial for enhancing productivity and organizational skills (Spidal, 2009). This involves developing competencies in goal setting, establishing priorities, honing planning and organizational skills, and minimizing time wastage (Gordon & Borkan, 2014). By cultivating these skills, individuals can optimize their time management, leading to increased efficiency and a more structured approach to tasks and responsibilities.

Van Eerde's (2003b) seminal work in assessing procrastination post-commercial time management training stands out as a pivotal contribution to understanding the dynamics of procrastination and the efficacy of interventions. In this comprehensive evaluation, a significant decrease in procrastination was observed, underscoring the transformative impact of targeted time management training. The study not only sheds light on the malleability of procrastination but also emphasizes the potential for structured interventions to mitigate this pervasive behavior.

A broader exploration of procrastination as a self-defeating strategy within the realm of self-management is encapsulated in the research conducted by Renn, Allen, and Huning (2011). Their study delves into a sophisticated model, unraveling the intricate relationship between self-defeating behaviors, personality traits, and self-management. Within this framework, procrastination emerges as a key player alongside other self-defeating behaviors, such as the inability to delay gratification and emotional self-absorption.

Renn et al. (2011) elevate the discourse by investigating how personality traits, specifically neuroticism and conscientiousness, influence self-management through the mediating role of self-defeating behaviors. The study offers a nuanced understanding of the interplay between these psychological constructs, delineating the pathways through which personality traits manifest in self-management practices. By identifying procrastination as a mediator, the research provides valuable insights into the intricate web of factors influencing individuals' ability to set goals, monitor progress, and operate effectively.

The conclusion drawn by Renn et al. (2011) amplifies the significance of addressing self-defeating behaviors, including procrastination, in the quest for enhanced self-management. It highlights the intricate interconnections between personality traits and effective goal-directed behaviors, paving the way for targeted interventions that recognize and target the underlying mechanisms contributing to procrastination.

In the broader landscape of time management literature, these studies by Van Eerde (2003b) and Renn et al. (2011) represent critical milestones. They not only provide empirical evidence of the impact of time management training on procrastination but also offer a sophisticated model that situates procrastination within the broader context of self-defeating behaviors and personality traits. These insights hold immense implications for practitioners and researchers alike, shaping the discourse on effective strategies for combating procrastination and fostering self-management skills.

Van Eerde (2003b) contributes to the discourse on overcoming procrastination through TM training. In a study assessing procrastination post-commercial TM training, a significant reduction in procrastination was observed compared to a waiting group control. This empirical evidence bolsters the argument that TM can indeed be a potent antidote to procrastination, challenging the notion that time management skills are merely a superficial fix for chronic procrastinators. Van Eerde's findings offer practical implications for the design and implementation of TM interventions, suggesting their efficacy in fostering behavioral change and reducing procrastination tendencies.

Expanding the scope to encompass broader self-management strategies, Renn, Allen, and Huning (2011) delve into the intricate interplay between self-defeating behaviors and self-management. Procrastination, viewed as a self-defeating strategy, is explored alongside other behaviors like emotional self-absorption and inability to delay gratification. This study unveils the mediating role of self-defeating behaviors in the relationship between personality traits (neuroticism and conscientiousness) and self-management. The results suggest that addressing procrastination within the broader framework of self-management could yield more comprehensive and sustainable outcomes, emphasizing the interconnectedness of these behavioral patterns.

In essence, these studies collectively underscore the multifaceted nature of

procrastination and the potential of integrated interventions that span both TM and broader self-management strategies. By acknowledging the complex interplay of motivational, cognitive, and behavioral factors, these research endeavors contribute valuable insights for researchers, practitioners, and educators seeking effective tools to combat procrastination in various contexts. The holistic perspective presented by these studies encourages a nuanced understanding of procrastination, paving the way for targeted interventions that address its root causes and manifestations.

In the university environment, life serves as a preparatory stage for shouldering responsibilities and entering the workforce. Acquiring essential skills, especially in time management, during this phase is crucial for students (Tanrıögen & Işcan, 2009). For nursing students, in particular, whose academic journey involves skill-oriented programs, the significance of time management cannot be overstated. The acquisition of competence and skills in time management is deemed crucial for nursing students, given the demanding and fast-paced nature of healthcare settings (Kaya, Kaya, Pallos¸, & Küçük, 2012).

Nursing, as a profession, necessitates adept multitasking skills to navigate time constraints and pressures, particularly within the dynamic healthcare environment (Ancel & Yilmaz, 2016). Given the pivotal role nurses play in the healthcare system and the persistent shortage of nursing staff, there is a heightened emphasis on optimizing work processes to elevate the quality of care (Said, 2014). Effective time management becomes paramount for nurses who must fulfill the expectations of patients, collaborate with peers, and meet managerial requirements while undertaking a variety of nursing activities within a given shift (Cleary & Horsfall, 2011). Inadequate time management in nursing has been correlated with delays in patient care and compromises in patient safety (Blevins & Millen, 2016). Thus, the cultivation of robust time management skills is indispensable for nurses to navigate the complexities of their demanding profession.

Navigating the transition from the controlled classroom setting to the dynamic and sometimes chaotic clinical environment can be overwhelming for nursing students (Bullen, 2015). The clinical setting introduces real-world challenges and contingencies that require effective time management, critical thinking, and prioritization skills. In situations of heightened time limitations, nurses may experience difficulties in thinking critically, prioritizing tasks, and are more prone to making errors (Blevins & Millen, 2016). The significance of time management skills becomes evident as nurses navigate the complexities of patient care in a fast-paced healthcare environment.

In the realm of professional nursing practice, effective time management skills are paramount for ensuring optimal work performance (Said, 2014). Nurses, in particular, must employ various time management strategies to navigate the complexities of their duties efficiently. Recognizing the need for time management is not only essential for job performance but also serves as a preventive measure against burnout, particularly in managing the balance between personal life and duty shifts (Bullen, 2015).

For nursing students, the significance of time management transcends academic life and extends into their future careers. The unpredictable nature of emergencies and urgencies in the workplace underscores the necessity of being well-prepared. Academic stress is a pervasive phenomenon that impacts students across all levels of education (Deb, Strodl, & Sun, 2015). Students undergoing training in helping professional disciplines, including nursing, may face increased stress levels (Enns, Eldridge, Montgomery, & Gonzalez, 2018). Nursing students, in particular, encounter significant stressors during their academic journey, impacting both their physical and mental health and potentially leading to poor academic performance (Rathnayake & Ekanayaka, 2016). Recognizing the importance of effective time management becomes crucial in mitigating stress and ensuring the well-being of nursing students as they navigate the challenges of their educational and future professional journeys.

Numerous factors contribute to academic stress, encompassing lengthy classes, frequent examinations, heightened expectations from parents and teachers, diverse teaching methods, and comparisons among students (Deb, Strodl, & Sun, 2015). The combined impact of these stressors can be significant, underscoring the importance of effective time management skills to successfully navigate academic challenges. Time management emerges as a critical skill, essential not only for academic success but also for mitigating the detrimental effects of stress on students pursuing healthcare careers, such as nursing. A well-honed ability to manage time efficiently becomes a valuable asset in maintaining a balanced and thriving academic and professional journey.

Theoretical Framework

Self-Regulation Theory

Self-Regulation Theory (SRT), developed by Carver and Scheier (1981), offers a comprehensive explanation of how individuals control their thoughts, emotions, and behaviors to achieve desired outcomes. At its core, SRT emphasizes the process of goal-directed behavior, where individuals monitor their actions, compare them to their goals, and make adjustments to stay aligned with their objectives (Carver & Scheier, 1981). This theory operates on the assumption that people continuously assess their progress toward achieving goals and regulate their behavior accordingly. When distractions or obstacles arise, such as external stimuli or emotional responses, individuals use self-regulatory mechanisms to maintain focus and effort toward their goals. Failures in self-regulation often lead to behaviors that deviate from intended objectives, such as procrastination, addiction, or other maladaptive patterns. SRT explains both the successful regulation of behavior such as efficient time management and failures in self-regulation, such as procrastination. It suggests that when individuals fail to self-regulate, they are more likely to engage in behaviors that provide short-term rewards, even if these behaviors have negative long-term consequences. This theory has been widely used to understand behaviors that require self-discipline, such as addiction control, impulse management, and time management (Baumeister & Heatherton, 1996). The application of Self-Regulation Theory is highly relevant to the current study's examination of the relationship between social media addiction and workplace procrastination, as well as the moderating role of time management behavior. Each of the variables in this study can be conceptualized through the lens of self-regulation, helping to explain how these behaviors arise and interact in workplace settings.

According to Self-Regulation Theory, *social media addiction* represents a breakdown

in self-regulatory processes. Individuals addicted to social media experience difficulty controlling their impulses to check or engage with social media platforms, despite the negative impact on their work performance (Carver & Scheier, 1981). The immediate rewards provided by social media, such as social validation or entertainment, contribute to a failure in self-regulation because individuals prioritize short-term satisfaction over long-term goals like completing work tasks. As Steel (2007) notes, procrastination often arises from self-regulatory failure, where individuals choose activities that offer immediate gratification, such as social media, rather than focusing on their long-term objectives. Social media addiction is especially problematic in work environments, where individuals need to maintain focus and manage their time effectively. Research has shown that addictive social media use can lead to diminished work performance by diverting cognitive resources and attention away from essential tasks (Kuss & Griffiths, 2011). From the perspective of SRT, individuals addicted to social media struggle to regulate their behavior in a way that aligns with their professional responsibilities, leading to workplace procrastination. This failure of self-regulation aligns with the core tenets of the theory, which explain how distractions like social media can prevent individuals from maintaining goal-directed behavior (Carver & Scheier, 1998).

In the context of this study, *workplace procrastination* is the outcome of failed self-regulation. Procrastination is the voluntary delay of important tasks despite knowing that this delay will lead to negative consequences (Sirois & Pychyl, 2013). From a self-regulatory standpoint, procrastination occurs when individuals fail to adjust their behavior to meet their goals, instead opting to engage in activities that provide immediate rewards or comfort—such as browsing social media. SRT posits that when self-regulation is weak, individuals are more susceptible to external distractions and less capable of staying focused on tasks that require sustained effort and attention (Baumeister & Heatherton, 1996). In a workplace context, the ability to manage tasks and meet deadlines is critical for maintaining productivity. When

individuals succumb to social media addiction, their self-regulatory resources are depleted, leading to increased procrastination. Research has found that people with poor self-regulatory abilities tend to engage more in behaviors that delay task completion, especially when temptations like social media are present (Sirois & Pychyl, 2013). Therefore, the relationship between social media addiction and workplace procrastination can be explained by the failure of individuals to regulate their behavior in a manner that aligns with their professional goals.

Time management behavior, as a moderator in this study, plays a critical role in enhancing self-regulatory capacities. According to Self-Regulation Theory, time management is one of the mechanisms through which individuals can better regulate their behavior to achieve their goals. Time management behaviors, such as planning, prioritizing tasks, and setting deadlines, help individuals exert control over their time and resist distractions (Claessens et al., 2007). In this way, individuals with strong time management skills are better equipped to manage their self-regulatory resources and reduce the impact of external distractions like social media. Effective time management has been shown to improve self-regulation by increasing individuals' perceived control over their time (Macan, 1994). When individuals feel in control of their time, they are more likely to stay focused on their tasks, thereby reducing procrastination. This suggests that time management behaviors can mitigate the negative effects of social media addiction by helping individuals regulate their impulses and stay aligned with their work-related goals. Time management, in this context, acts as a buffer that strengthens self-regulation, allowing individuals to overcome distractions and reduce workplace procrastination.

By applying SRT, it becomes clear that the moderating role of time management behavior is essential in managing the relationship between social media addiction and workplace procrastination. Individuals who are able to effectively manage their time are more

likely to maintain self-regulation, thereby limiting the extent to which social media addiction leads to procrastination. This aligns with Carver and Scheier's (1981) assertion that successful self-regulation requires continuous monitoring and adjustment of behavior in response to environmental stimuli. Self-Regulation Theory provides robust theoretical support for the proposed conceptual framework by explaining the mechanisms underlying the relationships between *social media addiction*, *workplace procrastination*, and *time management behavior*. Social media addiction, as a self-regulatory failure, leads to workplace procrastination, while effective time management serves as a moderating factor that helps individuals better regulate their behavior and resist distractions. By integrating SRT into this study, the theoretical grounding becomes clearer, addressing the examiner's concern about the need for stronger theoretical support.

Conceptual Framework

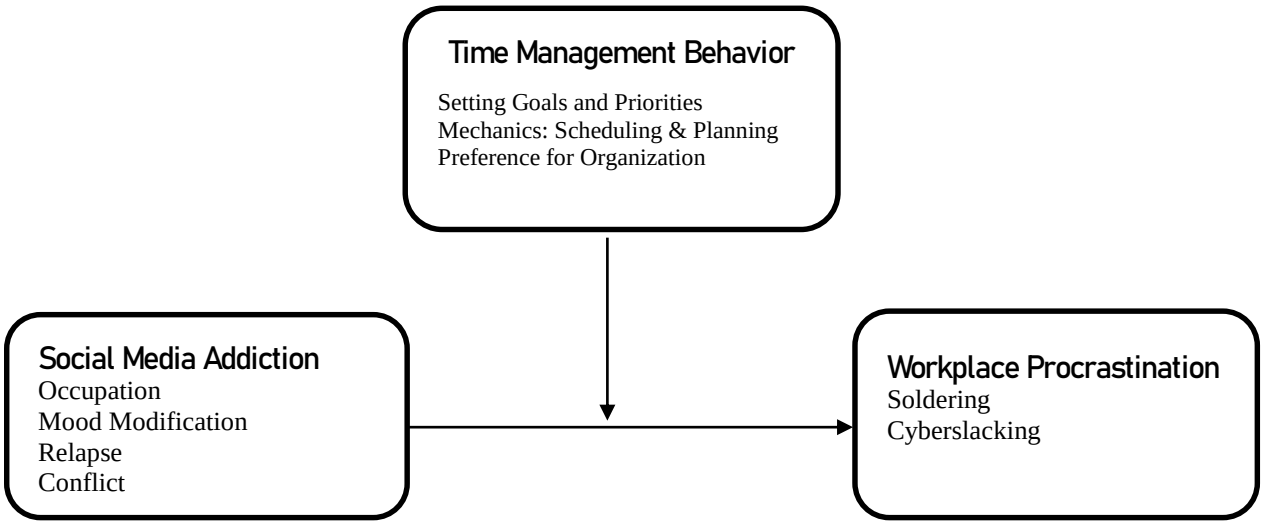


Fig 1: Conceptual Framework

Social Media Addiction represents a failure in self-regulation, where individuals prioritize immediate gratification from social media over work tasks, leading to Workplace Procrastination. However, Time Management Behavior acts as a moderating factor, helping individuals improve their self-regulation. Effective time management allows individuals to resist the distractions of social media, thus reducing procrastination and aligning their actions with their work goals. Conceptual framework suggests that while social media addiction can lead to procrastination due to self-regulatory failure, strong time management skills can help mitigate this effect.

Rationale

Workplace procrastination, characterized by engaging in non-work-related activities during work hours, presents significant challenges to organizational productivity and employee development (Nguyen, Steel, & Ferrari, 2013). Despite its critical impact, limited research has explored this behavior within the cultural context of Pakistan, where unique socio-cultural dynamics may influence procrastination tendencies (M. Saleem & A. M. Owaisi, 2019). The integration of social media into professional settings further complicates this issue by altering communication patterns, productivity, and workplace relationships, particularly among workers who prefer digital interactions over face-to-face communication (Diercksen et al., 2013).

This study is grounded in Self-Regulation Theory (SRT), which offers a comprehensive framework for understanding the cognitive and behavioral mechanisms underlying social media addiction and workplace procrastination. SRT posits that individuals engage in a continuous process of monitoring and adjusting their behavior to achieve specific goals (Carver & Scheier, 1981). However, when self-regulation fails, individuals may succumb to distractions such as social media, leading to procrastination. Social media addiction, driven by the immediate rewards it offers, can thus be seen as a form of self-regulatory failure, where individuals prioritize short-term gratification over long-term objectives like work tasks.

This study addresses gaps in the existing literature by investigating how time management behaviors moderate the relationship between social media addiction and workplace procrastination. Effective time management, as suggested by SRT, enhances self-regulation by helping individuals resist distractions and maintain focus on their work. Research has shown that social media can impact productivity in both positive and negative ways. For example, excessive use of platforms like Facebook during work hours is associated with reduced productivity (Gaudin, 2009), while other studies suggest that structured use of social

media can reduce stress and enhance certain skills (Seman, 2014). Understanding these dual impacts is crucial for developing balanced management strategies (Diercksen et al., 2013).

Given the study's focus on desk employees, all participants are educated individuals working in sectors where English is commonly used, such as private and public organizations. This justifies the use of English-language scales, as the participants possess sufficient proficiency to understand and respond accurately to the instruments. The selected scales, which are validated and widely used in similar research, ensure that the data collected is both reliable and applicable to the study's context.

Additionally, this study explores demographic factors such as age, gender, education, and job status to uncover variations in procrastination behavior. The significance of this research lies in its potential to provide culturally relevant insights for organizations aiming to balance the benefits of social media use with its potential drawbacks. By examining the unique cultural and organizational contexts in Pakistan, this study contributes to the development of targeted strategies to enhance productivity and foster effective communication in the workplace.

Ultimately, this study seeks to provide practical solutions that support organizational leaders in creating a balanced work environment that mitigates procrastination and optimizes the use of digital tools. The research findings will inform both academic discourse and practical applications, promoting a workplace culture of productivity, collaboration, and employee well-being.

CHAPTER II

METHOD

Objectives

Following will be the objectives of the current study

1. To explore the relationship between social media addiction, workplace procrastination, and time management behavior among employees.
2. To examine the predictive role of social media addiction and time management on workplace procrastination among employees.
3. To explore the moderating role of time management behavior in the relationship between social media addiction and workplace procrastination
4. To investigate gender, job status (Permanent/Contractual), and job type (Public/Private) differences in social media addiction, workplace procrastination, and time management behavior.

Hypotheses

Following will be the hypotheses of the study

1. Social media addiction is a significant positive predictor of workplace procrastination among employees.
2. Time management behavior is a significant negative predictor of workplace procrastination among employees.
3. Time Management Behavior moderates the relationship between workplace Procrastination and Social Media addiction.

H1: Setting Goals and Priorities (SGP) moderates the relationship between Occupation and Soldiering, with higher SGP levels reducing Soldiering.

H2: SGP moderates the relationship between Occupation and Cyberslacking, with higher SGP levels reduce Cyberslacking.

H3: Mechanics,Scheduling & Planning (MSP) moderates the relationship between Occupation and Soldiering, MSP decrease Soldiering.

H4: MSP moderates the relationship between Occupation and Cyberslacking, with effective MSP reducing Cyberslacking.

H5: Preference for Organization (PFO) moderates the relationship between Occupation and Soldiering, strong preference for organization decreases Soldiering.

H6: PFO moderates the relationship between Occupation and Cyberslacking, strong preference for organization reduces Cyberslacking.

H7: SGP moderates the relationship between Mood Modification and Soldiering, higher SGP reduces Soldiering.

H8: SGP moderates the relationship between Mood Modification and Cyberslacking, with effective SGP reducing Cyberslacking.

H9: MSP moderates the relationship between Mood Modification and Soldiering, effective MSP reduces Soldiering.

H10: MSP moderates the relationship between Mood Modification and Cyberslacking, effective MSP reduces Cyberslacking.

H11: PFO moderates the relationship between Mood Modification and Soldiering, strong PFO reduce Soldiering.

H12: PFO moderates the relationship between Mood Modification and Cyberslacking, strong PFO reduce Cyberslacking.

H13: SGP moderates the relationship between Relapse and Soldiering, higher SGP reduce Soldiering.

H14: SGP moderates the relationship between Relapse and Cyberslacking, effective SGP reduces Cyberslacking.

H15: MSP moderates the relationship between Relapse and Soldiering, effective MSP reduces Soldiering.

H16: MSP moderates the relationship between Relapse and Cyberslacking, effective MSP reducing Cyberslacking.

H17: PFO moderates the relationship between Relapse and Soldiering, strong preference for organization decreases Soldiering.

H18: PFO moderates the relationship between Relapse and Cyberslacking, strong preference for organization reduce Cyberslacking.

H19: SGP moderates the relationship between Conflict and Soldiering, higher SGP reduces Soldiering.

H20: SGP moderates the relationship between Conflict and Cyberslacking, effective SGP reduces Cyberslacking.

H21: MSP moderates the relationship between Conflict and Soldiering, effective MSP reducing Soldiering.

H22: MSP moderates the relationship between Conflict and Cyberslacking, effective MSP reduces Cyberslacking.

H23: PFO moderates the relationship between Conflict and Soldiering, strong preference for organization reduces Soldiering.

H24: PFO moderates the relationship between Conflict and Cyberslacking, strong preference for organization reducing Cyberslacking.

4. Male employees are higher on Social Media Addiction than female employees.
5. Male employees are higher on Workplace Procrastination than female employees.
6. Procrastination is higher among permanent employees than contractual employees.
7. Employees working in public sector are higher on Procrastination than employees working in private sector.

Participants

The data collection process employed a non-probability convenience sampling methodology, with a total of 500 participants selected from diverse public and private organizations in the Islamabad and Rawalpindi regions. The sample included 329 male and 171 female employees, representing a variety of professional backgrounds. This approach was chosen for its practicality and accessibility, allowing the inclusion of participants from different sectors to provide a broader perspective on the study variables.

The sample size of 500 participants was determined based on statistical considerations using G*Power software. A power analysis was conducted to ensure that the sample size was sufficient to detect meaningful effects in the relationships between social media addiction, workplace procrastination, and time management behavior. The analysis aimed for a power level of 0.80, an alpha level of 0.05, and an anticipated medium effect size, which are standard parameters for behavioral research. This ensured that the study had enough power to reliably identify significant relationships among the variables.

Inclusion Criteria

The inclusion criteria for participants in this study required a minimum intermediate qualification. The study targeted employees affiliated with both public and private organizations situated in the Islamabad and Rawalpindi regions. This encompassing approach aimed to capture a representative sample of individuals from various professional backgrounds, thereby contributing to the diversity and comprehensiveness of the study's findings.

Operational Definitions

1. Workplace Procrastination

Workplace procrastination is operationalized using the Workplace Procrastination Scale (WPS), which measures the extent to which employees delay work-related tasks by engaging in non-work activities, either behaviorally or cognitively. This construct is evaluated through two primary sub-scales: Soldiering and Cyberslacking. The Soldiering sub-scale, consisting of 8 items, assesses the deliberate slowdown of work by employees as a form of passive resistance. The Cyberslacking sub-scale, consisting of 4 items, captures the tendency of employees to use the internet for personal purposes during work hours. Higher scores on these sub-scales indicate frequent procrastination behaviors, leading to diminished productivity and potential negative impacts on both the individual and the organization. Lower scores suggest effective task management and minimal engagement in procrastination activities (Metin, Taris, & Peeters, 2016).

2. Time Management Behavior

Time Management Behavior is assessed using the Time Management Behavior Scale (TMBS), which captures how effectively individuals organize and utilize their time. The scale is divided into three sub-scales: Setting Goals and Priorities, Mechanics: Scheduling & Planning, and Preference for Organization. The Setting Goals and Priorities sub-scale, with 11 items, evaluates how well individuals set clear objectives and prioritize tasks, with higher scores reflecting better time management and greater productivity. The Mechanics: Scheduling & Planning sub-scale, also comprising 11 items, examines the practical aspects of time management, such as list-making, scheduling, and planning. High scores on this sub-scale indicate a systematic approach

to managing time, while low scores suggest a lack of structure in time management practices. The final sub-scale, Preference for Organization, includes 12 items that measure an individual's inclination towards maintaining an organized work environment. High scores here suggest that the individual is likely to keep a well-ordered workspace and is proficient in managing time, whereas low scores indicate potential challenges in organization and time management (Macan, 1990).

3. Social Media Addiction

Social Media Addiction is measured through the Social Media Addiction Scale (SMAS), which examines the extent of individuals' dependence on social media and its impact on daily life. The scale is divided into four sub-scales: Occupation, Mood Modification, Relapse, and Conflict. The Occupation sub-scale, containing 12 items, assesses the degree to which social media use occupies a person's time and interferes with other activities. The Mood Modification sub-scale, consisting of 5 items, examines how individuals use social media to alter their mood, such as to feel better or escape negative emotions. The Relapse sub-scale, also with 5 items, measures the tendency to revert to excessive social media use after attempts to reduce or quit. Finally, the Conflict sub-scale, with 19 items, captures the interpersonal and intrapersonal conflicts that arise from social media addiction, such as problems in relationships, work, or personal health due to overuse. High scores across these sub-scales indicate a strong addiction to social media, characterized by difficulty in limiting use and significant negative impacts on various aspects of life. Low scores suggest controlled use of social media, with minimal adverse effects (Aylin & Levent, 2015).

Instruments

1. **Demographic information**

   It will include age, gender, job status (Permanent/Contractual), job type (Public/Private).

2. **Social Media Addiction Scale (A. T. ÜNAL, L. DENİZ, 2015)**

   The Social Media Addiction Scale (SMAS), developed by Ünal and Deniz in 2015, is a widely recognized self-report instrument designed to measure social media addiction across four distinct dimensions: Occupation, Mood Modification, Relapse, and Conflict. **Occupation** assesses the extent to which social media use occupies an individual's time, often interfering with daily activities and responsibilities. **Mood Modification** evaluates how individuals use social media to change or control their emotional states, such as seeking comfort or escape from negative emotions. **Relapse** measures the frequency with which individuals return to excessive social media use after attempting to reduce or stop their usage. **Conflict** captures the interpersonal and intrapersonal problems that arise from social media addiction, such as relationship issues, work disruptions, and health problems due to overuse. Participants rate each item on a five-point Likert scale ranging from 0 (never) to 4 (always). The SMAS has been validated and used extensively in various research studies, showing high internal consistency with Cronbach’s alpha values typically exceeding 0.85, indicating strong reliability and validity across different populations and contexts (Ünal & Deniz, 2015). This multidimensional scale is essential for understanding the complex ways in which social media addiction affects individuals.

3. Procrastination at WorkScale (PAWS; Metin et al., 2016)

The Procrastination at Work Scale (PAWS), developed by Metin, Taris, and Peeters in 2016, is a validated tool used to assess workplace procrastination through two primary dimensions: Soldiering and Cyberslacking. **Soldiering** involves the intentional delay of work-related tasks, reflected in items such as "When I work, even after I make a decision, I delay acting upon it." This dimension captures behaviors where employees consciously avoid or delay completing work tasks. **Cyberslacking** refers to the use of the internet for non-work-related activities during work hours, measured by items like "I spend more than half an hour on social network sites (Facebook, Myspace, Twitter, etc.) during work per day." Respondents provide ratings on a seven-point Likert scale ranging from 0 (never) to 6 (always). The PAWS has been widely utilized in organizational research and has demonstrated excellent psychometric properties, including high internal consistency (Cronbach's alpha > 0.85) and strong validity (Metin et al., 2016). Its multidimensional structure provides a detailed understanding of different types of procrastination behaviors in the workplace, making it a reliable tool for assessing and addressing these issues in professional settings.

4. Time Management Behaviour(Therese Hoff Macan 1990& 1994)

The Time Management Behavior Scale (TMBS), created by Therese Hoff Macan in 1990 and further validated in 1994, is a well-established instrument that evaluates time management practices across three dimensions: Setting Goals and Priorities, Mechanics of Time Management, and Preference for Organization. **Setting Goals and Priorities** consists of 11 items that assess an individual's ability to establish clear objectives and prioritize tasks. High scores in this dimension are indicative of effective goal-setting and prioritization skills, which are crucial for managing time efficiently. **Mechanics of Time Management** includes 11 items that evaluate the

practical aspects of time management, such as making to-do lists, scheduling, and planning. This dimension assesses how well individuals employ these strategies to manage their time effectively. **Preference for Organization** contains 12 items that focus on an individual's tendency to maintain an orderly work environment. High scores suggest a strong preference for organization, which is often linked to better time management and productivity. Participants rate their responses on a Likert scale that reflects the frequency of these behaviors. The TMBS has been extensively used in organizational and psychological research, demonstrating high internal consistency (Cronbach's alpha > 0.80) and strong construct validity across various populations (Macan, 1994). The scale's multidimensional approach provides a comprehensive assessment of time management behaviors, making it a valuable tool for understanding and improving how individuals manage their time.

Research design

The present study adopts a quantitative research design, specifically employing a cross-sectional approach to investigate the relationships among social media addiction, workplace procrastination, and time management behavior. The research conducted in two phases. In the first phase, data collection is conducted to gather relevant information and establish an initial understanding of the variables under study. Subsequently, in the second phase, the collected data is analyzed, ultimately contributing to a exploration of the dynamics between social media addiction, workplace procrastination, and time management behavior in the organizational context. The description of the phases is given below:

Phase I

During the initial phase of the research, a pilot study was conducted to assess the reliability of the scales uses in the study. This step aimed to validate the measurement instruments and ensure their consistency and accuracy in capturing the intended constructs.

Phase II

Phase II of the research constitutes to examine the relationships among social media addiction, workplace procrastination, and time management behavior. In this phase we also check if different demographic, like age, gender, Job Status and Job type affect these behaviors.. The study sample is consisting of 500 employees selected from diverse organizations located in Islamabad and Rawalpindi. This study will help us understand how these factors influence people in the workplace.

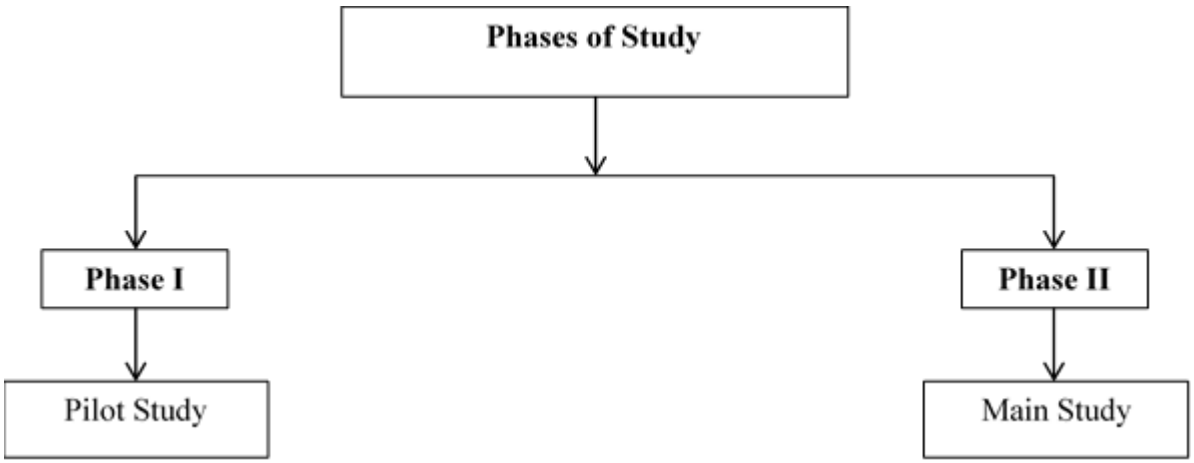


Fig 2: Phases of study

Procedure

This study employed a quantitative cross-sectional research design to examine the relationship between workplace procrastination and social media addiction, with a specific focus on the moderating role of time management behavior. Participants were selected from various public and private sector organizations located in the Islamabad and Rawalpindi regions. A non-probability convenience sampling method was used to select a total of 500 employees based on their accessibility and willingness to participate.

The data collection process began with a pilot study conducted on a smaller sample to refine the research instruments and methodology. This pilot study helped ensure the reliability and validity of the scales used and allowed for necessary adjustments before proceeding with the main study.

For the main study, data were collected through self-administered questionnaires distributed in person. The data collection activities took place in controlled environments within the participants' workplaces, such as private rooms or quiet office spaces, ensuring minimal distractions and maintaining participant comfort and privacy. These settings were specifically chosen to facilitate effective data collection while respecting the participants' need for confidentiality.

Before administering the questionnaires, participants were briefed in detail about the study's objectives, the procedures involved, and their rights as participants. They were informed that their participation was voluntary, and they could withdraw from the study at any time without any consequences. Participants were also assured that their responses would remain confidential and that the data would be used solely for research purposes. An informed consent form was provided, outlining these points clearly.

Participants were given 30 to 40 minutes to complete the questionnaires. The

questionnaires were collected immediately after completion to ensure the integrity of the data. The overall response rate for the sample was 85%, reflecting a strong level of engagement from the participants.

Once the data were collected, they were analyzed using the Statistical Package for the Social Sciences (SPSS) software. The analysis included descriptive statistics, correlation tests, and moderation analysis to explore the relationships among the study variables. The final chapter presents a comprehensive discussion of the findings, offering interpretations and implications for understanding the complex interplay between workplace procrastination, social media addiction, and time management behavior within organizational contexts.

Ethical Considerations

This research was conducted in accordance with ethical standards and received approval from the Institutional Review Board (IRB). Participants were given detailed informed consent forms that explained the purpose of the study, their right to withdraw at any time, and the measures taken to ensure the confidentiality of their information. The study assured participants that their data would be used solely for academic purposes, thus safeguarding their rights and privacy throughout the research process.

CHAPTER III

PHASE I: PILOT STUDY

Objectives

Following are the objectives of the study.

1. To assess reliability of the scales used in current study.
2. To identify the direction of relationship between social media addiction, workplace procrastination and time management behavior.

Participants

In Phase I, which constituted the Pilot Study, a total of 100 participants were included for data collection. Among these participants, 60 were men, and 40 were women. All individuals in the study were affiliated with various public and private organizations in the Islamabad and Rawalpindi regions. This diverse representation across gender and organizational affiliations aims to provide a comprehensive understanding of the targeted population and enhance the generalizability of the study's findings.

Instruments

1. Social Media Addiction Scale (A. T. ÜNAL, L. DENİZ, 2015)
2. Procrastination at WorkScale (PAWS; Metin et al., 2016)
3. Time Management Behaviour(Therese Hoff Macan 1990& 1994)

Procedure

Consent from the original authors was obtained to employ the designated scales in this research. The data collection process involved a diverse range of participants from both public and private organizations in Islamabad and Rawalpindi, with clear consent taken from each individual. The research materials distributed included a demographic sheet and all scales used in the main study. Participation was entirely voluntary, and measures were in place to ensure the confidentiality of participants' responses, underscoring the commitment to ethical standards and the protection of participant privacy throughout the research work.

Results

Table 1

Demographic statistics of participants (N=100)

Demographics	Categories	*F*	%	M	SD
Age				37.5	12.75
Gender	Male	66	66		
	Female	34	34		
Job Type	Public	60	60		
	Private	40	40		
Job Status	Permanent	60	60		
	Contractual	40	40		

Table 1 shows the descriptive statistics of the employees (n=100) on the basis of their age, gender, job type and job status. In present study, mean age of employees comprised M= 37.5 and SD= 12.75. There were 66 male and 34 female employees. Furthermore, 60 employees have job in public organizations while 40 employees have job in private organizations. 60 employees have permanent job and 40 have contractual.

Table 2

Psychometric properties of the variables among employees (N=100)

Variables	M	SD	Range		α	Skewness	Kurtosis
			Actual	Potential			
Social media addiction	99.1	41.93	41-148	41-205	.98	.19	1.62
Workplace procrastination	39.3	10.21	24-53	0-72	.91	.64	1.16
Time management behavior	84.8	30.79	88-170	34-170	.97	.14	1.31

Table 2 shows the statistics and alpha reliability coefficient for study variables. The reliability of the social media addiction, workplace procrastination and time management behavior is respectively .98, .91 and .97.

Table 3

Correlation between social media addiction, workplace procrastination and time management behavior among employees. (N=100)

Variables	*1*	*2*	*3*
Social media addiction	-	-	-
Workplace procrastination	*.52***	-	-
Time management behavior	*-.97***	*-.51***	-

Table 3 shows the descriptive statistics and correlation among variables under study. It indicates that social media addiction has positive relationship between workplace procrastination. Results also tell us time management behavior has negative relationship between workplace procrastination.

Discussion

In the preliminary phase of the research endeavor, a pilot study was conducted to examine the psychometric properties of the selected measurement instruments intended for utilization in the present study. This pilot study additionally aimed to explore the relationship between the study variables. Particularly, three strong and validated instruments were chosen for inclusion in the study. The Social Media Addiction Scale was employed to measure the extent of social media addiction among employees. Simultaneously, the Workplace Procrastination Scale was utilized to assess procrastination tendencies in professional settings, particularly within the domain of work. Finally, the Time Management Behavior Scale was administered to evaluate the efficacy of time management practices among the participants.

To check the reliability of the selected instruments, a comprehensive evaluation was undertaken using the Cronbach's alpha reliability method. This method was applied to a representative sample of 100 employees drawn from diverse private and public workplace settings. The reliability coefficients obtained through this analysis demonstrated the internal consistency of the measurement instruments. Specifically, the reliability of the Social Media Addiction Scale was determined to be .98, indicating a high level of internal consistency. Similarly, the Time Management Behavior Scale exhibited a commendable reliability coefficient of .97, while the Workplace Procrastination Scale demonstrated a reliability coefficient of .91. Collectively, these results affirm that the measurement instruments employed in the present study possess sound psychometric properties.

It is imperative to note that the reliability coefficients obtained through the Cronbach's alpha method provide a measure of internal consistency, indicating the degree to which the items within each scale consistently measure the underlying construct. Such psychometric evaluation contributes to the strength and validity of the instruments, instilling confidence in the subsequent analyses and interpretations derived from their application (Cronbach, 1951).

In conclusion, the findings from the pilot study establish the sound psychometric properties of the selected instruments. This validation lays a strong foundation for the subsequent phases of the research, ensuring that the data collected through these instruments is reliable and can be confidently utilized for the exploration of social media addiction, workplace procrastination, and time management behavior among employees.

The study employed the Pearson bivariate correlation method to investigate the relationship between the study variables. The findings reveal a positive relationship between social media addiction and workplace procrastination. This aligns with existing literature, which suggests that procrastination may be exacerbated by modern technologies, including social media and smartphones (Rozgonjuk, Kattago, & Täht, 2018). Early research on the internet similarly identified a correlation between the perception of internet enjoyment and higher levels of online procrastination (Lavoie & Pychyl, 2001). Consequently, the study's hypotheses positing significant links between social media addiction and workplace procrastination were supported (Rozgonjuk et al., 2018; Lavoie & Pychyl, 2001). This underscores the interconnectedness of social media usage patterns and procrastination tendencies within the workplace context.

The study also explored the relationship between time management behavior and workplace procrastination. Existing literature indicates limited research into workplace satisfaction in a computer-mediated context, particularly concerning the use of social media (Robertson & Kee, 2017, p. 191). Some studies have delved into the impact of social media on employee productivity, revealing that excessive social media use in the workplace, whether work-related or not, can lower employees' overall performance (Munene & Nyaribo, 2013). As anticipated, the study's hypothesis regarding a negative relationship between time management behavior and workplace procrastination was supported, highlighting the intricate dynamics between these variables (Robertson & Kee, 2017; Munene & Nyaribo, 2013). This underscores

the significance of effective time management in mitigating workplace procrastination and its potential impact on overall job performance and satisfaction.

Consequently, the findings of this study show significant relationships among social media addiction, workplace procrastination, and time management behavior among employees. The observed correlations contribute valuable insights, providing a strong foundation for the forthcoming main study. The multifaceted relationship between these variables highlights the need for further exploration to inform strategies for mitigating negative outcomes associated with social media addiction and workplace procrastination, while also enhancing time management practices among employees in professional settings (Rozgonjuk et al., 2018; Lavoie & Pychyl, 2001; Robertson & Kee, 2017; Munene & Nyaribo, 2013).

CHAPTER IV

PHASE II: MAIN STUDY

Following the successful conclusion of Phase 1, Phase II of the study was initiated, representing the primary investigation wherein the relationships among the study variables were explored within the specific context of the original setting.

Objectives

Following will be the objectives of the current study

1. To explore the relationship between social media addiction, workplace procrastination and time management behavior among employees.
2. To find out the predictive role of social media addiction and time management on workplace procrastination among public sector employees
3. To find out the gender, job status (Permanent/Contractual), job type (Public/Private) differences on social media addiction, workplace procrastination and time management behavior.

Hypotheses

Following will be the hypotheses of the study

1. Social media addiction is a significant positive predictor of workplace procrastination among employees.
2. Time management behavior is a significant negative predictor of workplace procrastination among employees.
3. Time Management Behavior moderates the relationship between workplace Procrastination and Social Media addiction.

H1: Setting Goals and Priorities (SGP) moderates the relationship between SMA (Occupation) and Soldiering, with higher SGP levels reducing Soldiering.

H2: SGP moderates the relationship between Occupation and Cyberslacking, with higher SGP levels reduc~~ing~~ Cyberslacking~~.~~

H3: Mechanics,Scheduling & Planning (MSP) moderates the relationship between ~~SMA~~ (Occupation) and Soldiering, scheduling decrease Soldiering.

H4: MSP moderates the relationship between Occupation and Cyberslacking, with effective scheduling reducing Cyberslacking.

H5: Preference for Organization (PFO) moderates the relationship between Occupation and Soldiering, strong preference for organization decreases Soldiering.

H6: PFO moderates the relationship between Occupation and Cyberslacking, ~~where a~~ strong preference for organization reduces Cyberslacking.

H7: SGP moderates the relationship between Mood Modification and Soldiering, ~~where~~ higher SGP reduces Soldiering.

H8: SGP moderates the relationship between Mood Modification and Cyberslacking, with effective goal setting reducing Cyberslacking.

H9: MSP moderates the relationship between Mood Modification and Soldiering, effective scheduling reduces Soldiering.

H10: MSP moderates the relationship between Mood Modification and Cyberslacking, effective scheduling reduces Cyberslacking.

H11: PFO moderates the relationship between Mood Modification and Soldiering, strong PFO reduce Soldiering.

H12: PFO moderates the relationship between Mood Modification and Cyberslacking, strong reduce Cyberslacking.

H13: SGP moderates the relationship between Relapse and Soldiering, higher SGP reduce Soldiering.

H14: SGP moderates the relationship between Relapse and Cyberslacking, effective goal setting reduces Cyberslacking.

H15: MSP moderates the relationship between Relapse and Soldiering, effective scheduling reduces Soldiering.

H16: MSP moderates the relationship between Relapse and Cyberslacking, effective scheduling reducing Cyberslacking.

H17: PFO moderates the relationship between Relapse and Soldiering, strong preference for organization decreases Soldiering.

H18: PFO moderates the relationship between Relapse and Cyberslacking, strong preference for organization reduce Cyberslacking.

H19: SGP moderates the relationship between Conflict and Soldiering, higher SGP reduces Soldiering.

H20: SGP moderates the relationship between Conflict and Cyberslacking, effective goal setting reduces Cyberslacking.

H21: MSP moderates the relationship between Conflict and Soldiering, effective scheduling reducing Soldiering.

H22: MSP moderates the relationship between Conflict and Cyberslacking, effective scheduling reduces Cyberslacking.

H23: PFO moderates the relationship between Conflict and Soldiering, strong preference for organization reduces Soldiering.

H24: PFO moderates the relationship between Conflict and Cyberslacking, strong preference for organization reducing Cyberslacking.

4. Male employees are higher on Social Media Addiction than female employees.
5. Male employees are higher on Workplace Procrastination than female employees.
6. Procrastination is higher among permanent employees than contractual employees.
7. Employees working in public sector are higher on Procrastination than employees working in private sector.

Instruments

1. Social Media Addiction Scale (A. T. ÜNAL, L. DENİZ, 2015)
2. Procrastination at WorkScale (PAWS; Metin et al., 2016)
3. Time Management Behaviour (Therese Hoff Macan 1990& 1994)

Procedure

The sample was conveniently approached, and informed consent was obtained from each participant. Following this initial step, participants were provided with a demographic sheet and all questionnaires, for which prior authorizations were secured (refer to Annexures). Clear instructions were provided to guide participants in completing the questionnaires, emphasizing the absence of right or wrong answers. A commitment was conveyed regarding the confidentiality of their responses, assuring participants that the data derived from this research would be exclusively utilized for research purposes. This communication aimed to instill confidence and compliance with ethical standards among the participants throughout the data collection process.

Results

Table 4

Demographic statistics of participants (N=500)

Demographics	Categories	*F*	%	M	SD
Age				39.60	.47
Gender	Male	329	61.2		
	Female	171	31.8		
Job Type	Public	301	60.2		
	Private	199	39.8		
Job Status	Permanent	299	59.8		
	Contractual	201	40.2		

Table 4 presents the demographic characteristics of the study participants. The average age of the participants was 39.60 years (SD = 0.47). Out of 500 participants, 61.2% (n=329) were male, and 31.8% (n=171) were female. Regarding employment sector, 60.2% (n=301) were employed in the public sector, while 39.8% (n=199) worked in the private sector. The job status of the participants revealed that 59.8% (n=299) were in permanent positions, whereas 40.2% (n=201) held contractual jobs.

Table 5

Psychometric properties and descriptive statistics of the variables (N=500)

Variables	M	SD	Range		α	Skewness	Kurtosis
			Actual	*Potential*			
Social Media Addiction							
Occupation	30.3	13.6	12-44	12-60	.93	-.36	-1.7
Mood Modification	12.1	5.7	5-20	5-25	.93	.07	-1.5
Relapse	10.9	4.4	5-18	5-25	.88	.25	-1.0
Conflict	45.3	19.1	19-71	19-95	.96	-.02	-1.4
Workplace Procrastination							
Soldiering	26.2	7.8	15-37	0-48	.90	-.01	-1.3
Cyberslacking	12.9	3.1	9-18	0-24	.69	.39	-.8
Time Management Behavior							
Setting Goals and Priorities	44.4	6.1	38-55	11-55	.90	.68	-.7
Mechanics: Scheduling & Planning	46.1	5.2	40-55	11-55	.88	.62	-.8
Preference for Organization	49.6	5.6	43-60	12-60	.87	.92	-.2

Table 5 outlines the psychometric properties of additional variables included in the study. The mean score for occupation was 30.3 with a standard deviation of 13.6. Mood modification had a mean of 12.1 and a standard deviation of 5.7. The mean score for relapse was 10.9 with a standard deviation of 4.4. Conflict had a mean of 45.3 and a standard deviation of 19.1. Soldiering recorded a mean of 26.2 with a standard deviation of 7.8, and cyberslacking had a mean score of 12.9 with a standard deviation of 3.1. The skewness and kurtosis values indicate that these variables were generally normally distributed.

Table 6

Correlation between social media addiction, workplace procrastination and time management behavior among employees. (N=500)

Variables	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
Social Media Addiction									
Occupation	-	-	-	-	-	-	-	-	-
Mood Modification	*.94***	-	-	-	-	-	-	-	-
Relapse	*.87***	*.85***	-	-	-	-	-	-	-
Conflict	*.93***	*.94***	*.98***	-	-	-	-	-	-
Workplace Procrastination									
Soldiering	*.63***	*.57***	*.20***	*.34***	-	-	-	-	-
Cyberslacking	*.69***	*.45***	*.46***	*.46***	*.67***	-	-	-	-
Time Management Behavior									
Setting Goals and Priorities	*-.77***	*-.68***	*-.54***	*-.62***	*-.54***	*-.59***	-	-	-
Mechanics: Scheduling & Planning	*-.73***	*-.80***	*-.87***	*-.88***	*-.03*	*-.13***	*.63***	-	-
Preference for Organization	*-.71***	*-.69***	*-.86***	*-.83***	*.029*	*-.28***	*.69***	*.95***	-

Table 6 displays the correlations among behavioral factors including occupation, mood modification, relapse, conflict, soldiering, cyberslacking, setting goals and priorities, scheduling and planning, and preference for organization. The table shows a strong positive correlation between occupation and mood modification ($r = 0.949$, $p < 0.01$), indicating that as individuals are more engaged in their occupation, they experience higher levels of mood modification. There is a negative correlation between setting goals and priorities and cyberslacking ($r = -0.599$, $p < 0.01$), suggesting that individuals who set clear goals and prioritize their tasks are less likely to engage in cyberslacking. Other correlations include a positive relationship between relapse and conflict ($r = 0.686$, $p < 0.01$), and a negative correlation between scheduling and planning and soldiering ($r = -0.571$, $p < 0.01$), indicating that those who plan and schedule effectively tend to exhibit lower levels of soldiering behavior.

Table 7:

Hierarchical Regression of Demographics among Employees (N = 500)

	Variable	B	SE B	β	95% CI		R^2	ΔR^2
					Lower Limit	Upper Limit		
Step 1							.11	.11***
	(Constant)	29.71	1.29		27.17	32.26		
	Job Status	6.82	.87	.33	5.11	8.54		
Step 2							.21	.10***
	(Constant)	35.02	1.38		32.29	37.74		
	Job Status	10.57	.94	.51	8.72	12.42		
	Gender	-7.86	.97	-.36	-9.78	-5.95		
Step 3							.22	.01***
	(Constant)	37.14	1.63		33.93	40.36		
	Job Status	12.60	1.25	.61	10.12	15.07		
	Gender	-8.34	.99	-.39	-10.29	-6.40		
	Job Type	-2.70	1.12	-.13	-4.91	-0.5		

Table 7 shows the impact of Job status, Gender and Job type on Workplace Procrastination among Employees. In step 1, the R2 value of .11 revealed that the job status 11% variance in the workplace procrastination with F (1,498) $p < .001$. The findings revealed that job status positively predicted workplace procrastination ($\beta = .33 < .001$). In step 2, the R2 value of .21 revealed that the job status and Gender explained 21% variance in the workplace procrastination with F (2,497) $p < .001$. The findings revealed that job status positively predicted workplace procrastination ($\beta = .51 < .001$) and Gender negatively predicted workplace Procrastination ($\beta = -.36 < .001$). In step 3, the R2 value of .22 revealed that the job status, Gender and Job type explained 22% variance in

the workplace procrastination with $F(3,496)$ $p < .001$. The findings revealed that job status positively predicted workplace procrastination ($\beta = .61 < .001$) and Gender and Job Type negatively predicted workplace Procrastination ($\beta = -.39 < .001$) and ($\beta = -.13 < .001$)

Table 8:

Multiple linear regression to predict soldering by occupation, mood modification, relapse, and conflict among employees. (N=500)

				95%CI	
	B	*SE*	β	*LL*	*UL*
Constant	15.65	.12		15.40	15.91
Occupation	.84	.01	1.46	.82	.85
Mood Modification	8.39	.13	6.13	8.12	8.65
Relapse	14.82	.28	8.41	14.26	15.38
Conflict	-6.17	.10	-15.03	-6.37	-5.97
	R=.99 R^2=.991 (F=13741.61***)				

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

Table 8 shows the multiple linear regression analysis to predict soldering by occupation, mood modification, relapse, and conflict among employees. The regression results indicate that the predictors explain 99.1% of the variance in soldering (R^2 = .991). The model is highly significant and fit for the data (F = 13741.611, p < .001). Soldering was positively predicted by occupation, mood modification, and relapse, while it was negatively predicted by conflict.

Table 9:

Multiple linear regression to predict cyberslacking by occupation, mood modification, relapse, and conflict among employees. (N=500)

				95%CI	
	B	*SE*	β	*LL*	*UL*
Constant	7.37	.00		7.37	7.37
Occupation	.59	.00	2.70	.59	.59
Mood Modification	1.22	.00	2.31	1.22	1.22
Relapse	4.62	.00	6.80	4.62	4.62
Conflict	-1.72	.00	-10.88	-1.72	-1.72
	R=1.00 R^2=1.00 (F=1.85***)				

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

Table 9 shows the multiple linear regression analysis to predict cyberslacking by occupation, mood modification, relapse, and conflict among employees. The regression results indicate that the predictors explain 100% of the variance in cyberslacking (R^2 = 1.00). The model is highly significant and fit for the data (F = 1.851, p < .001). Cyberslacking was positively predicted by occupation, mood modification, and relapse, while it was negatively predicted by conflict.

Table 10

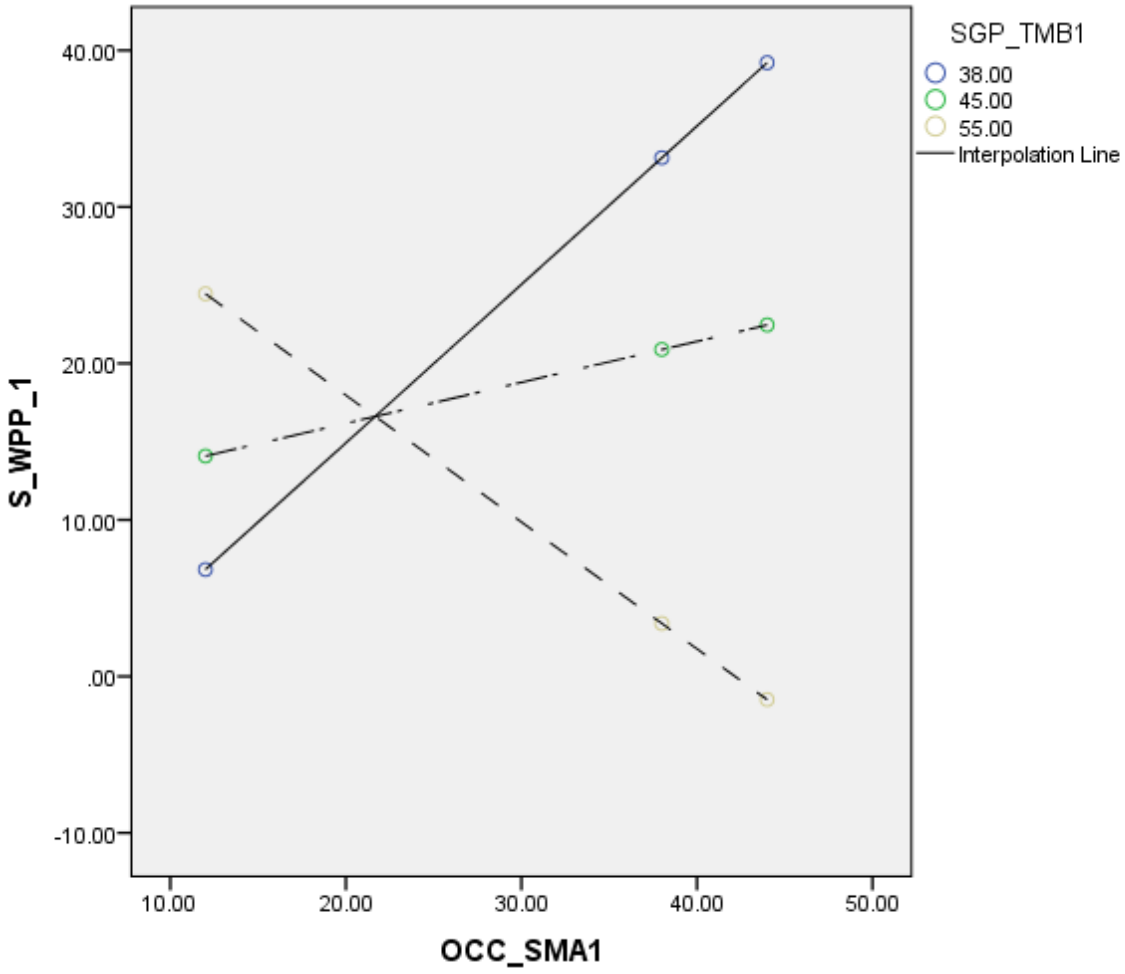
*Moderation of time management behavior (SGP) between social media addiction (Occupation) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-93.58	.85	-95.25	-91.91
SMA (OCC)	5.08	.02	5.03	5.14
TMB (SGP)	2.32	.01	2.28	2.35
SMA (OCC)*TMB (SGP)	-.10	.00	-.108	-.106

Note R^2 = .99 , F = 16851.51 and ***p<.000, **p<.01, *p<.05 * SMA (OCC) =Social media addiction (Occupation) * TMB (SGP) = Time management behavior (Setting Goals and Priorities)

This table presents the moderation of Setting Goals and Priorities (SGP) in the relationship between social media addiction (Occupation,) and workplace procrastination (Soldiering). The interaction term (SMA (OCC) * TMB (SGP)) is negative and highly significant (B = -0.10, 95% CI [-0.108, -0.106], p < .000). This suggests that effective goal setting buffers the negative impact of social media addiction, reducing workplace procrastination. The R^2 = 0.99 indicates that this model explains nearly all the variance in workplace procrastination.

Figure 3



The figure shows a clear trend where employees with poor goal-setting skills experience a steep rise in procrastination with increasing social media addiction. However, for those proficient in SGP, the effect of social media addiction is significantly buffered, resulting in much lower levels of procrastination.

Table 11

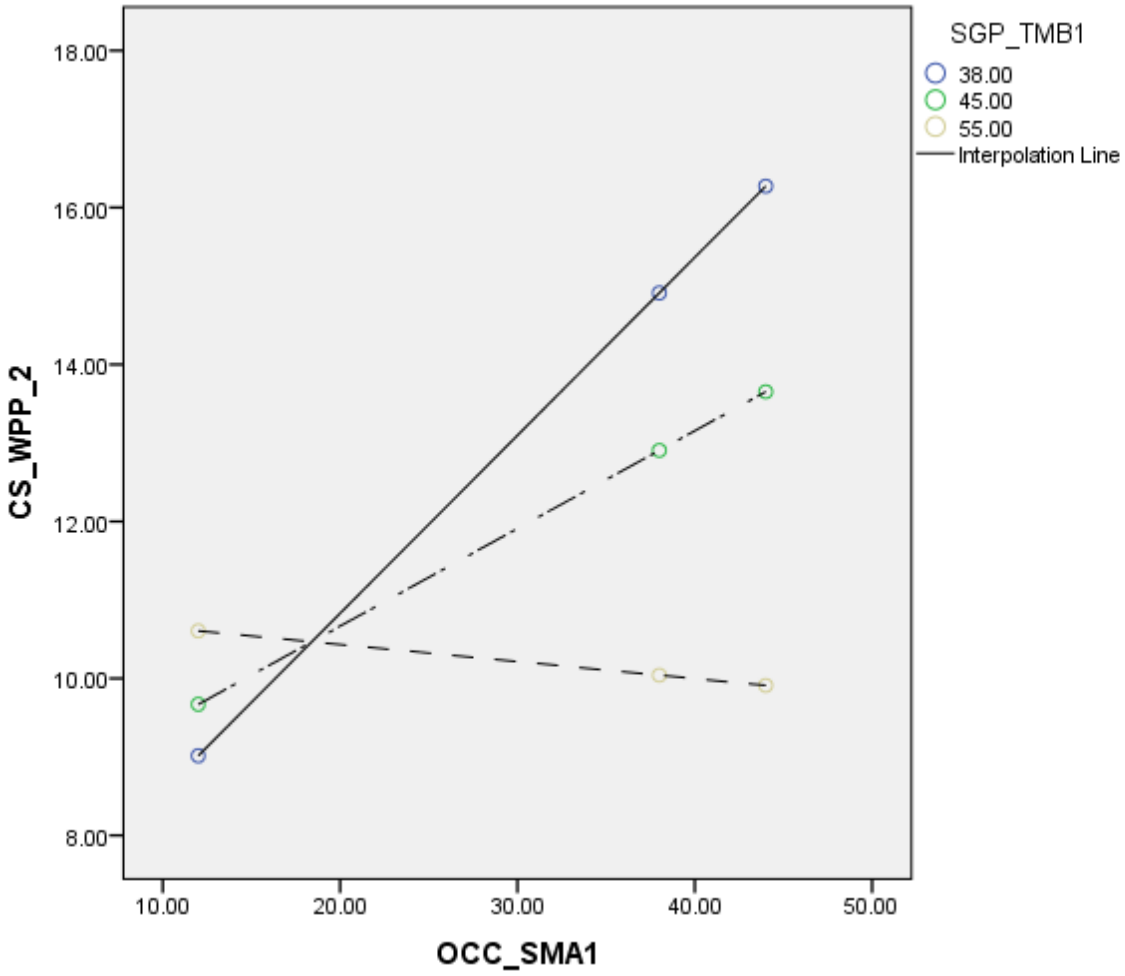
*Moderation of time management behavior (SGP) between social media addiction (Occupation) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-3.93	2.18	-8.23	.36
SMA (OCC)	.78	.07	.64	.92
TMB (SGP)	.26	.04	.18	.35
SMA (OCC) *TMB (SGP)	-.01	.00	-.017	-.011

Note R^2 = .56, F = 217.83 and ***p<.000, **p<.01, *p<.05 * SMA (OCC) =Social media addiction (Occupation) * TMB (SGP) = Time management behavior (Setting Goals and Priorities)

SGP moderates the relationship between SMA (OCC) and workplace procrastination (Cyberslaking). The interaction term (SMA (OCC) * TMB (SGP)) is significant (B = -0.01, 95% CI [-0.017, -0.011], p < .000), suggesting that setting goals helps buffer the effects of social media addiction, reducing cyber-related procrastination. The model's R^2 = 0.5685 indicates that it explains a moderate proportion of the variance in cyberslacking.

Figure 4



The figure demonstrates that individuals who engage in effective goal setting experience less procrastination from cyberslacking, even with high levels of social media addiction. SGP acts as a buffer that minimizes the procrastination effects of cyberslacking.

Table 12

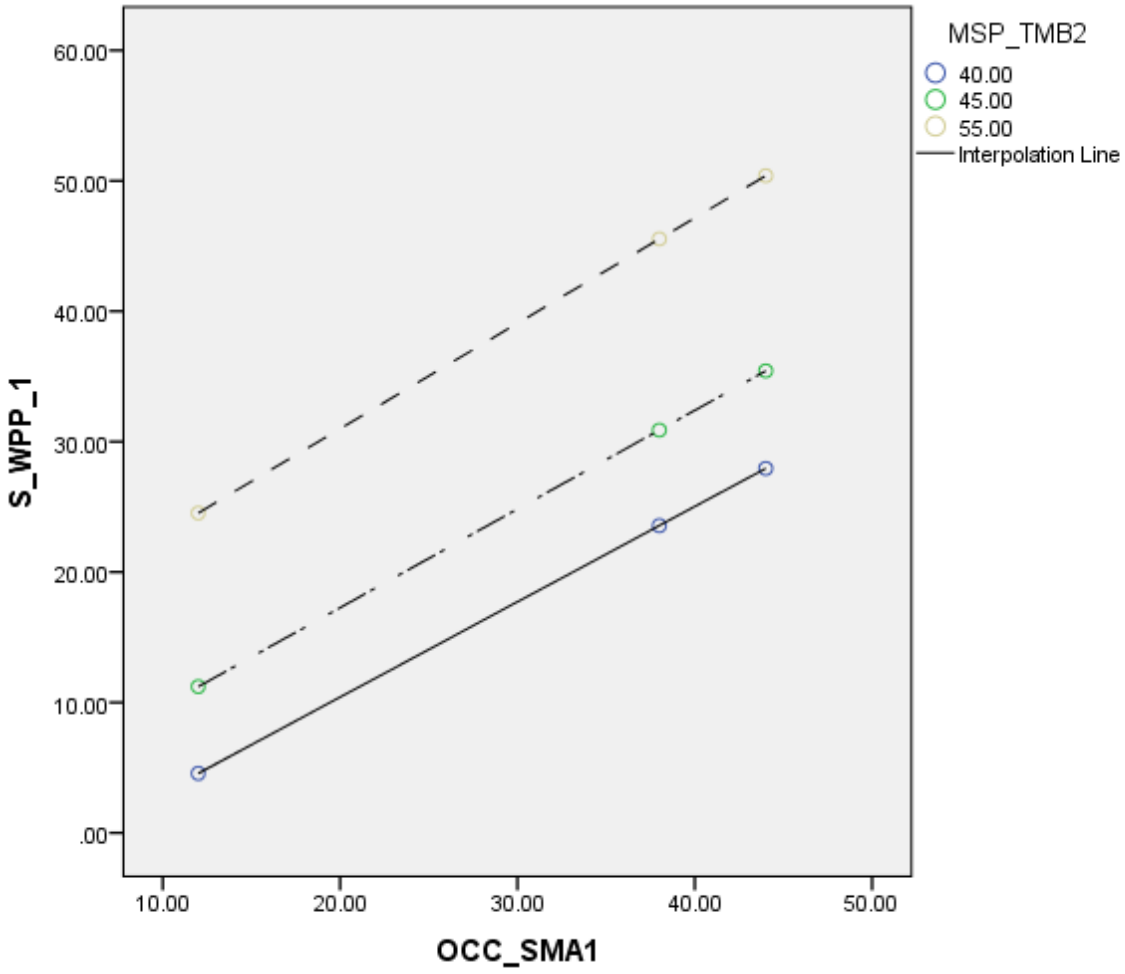
*Moderation of time management behavior (MSP) between social media addiction (Occupation) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-54.97	3.75	-62.35	-47.59
SMA (OCC)	.52	.12	.28	.76
TMB (MSP)	1.26	.07	1.12	1.41
SMA*TMB (MSP)	.00	.00	.00	.01

Note R^2 = .81, F = 714.19 and ***p<.000, **p<.01, *p<.05 * SMA (OCC) =Social media addiction (Occupation) * TMB (MSP) = Time management behavior (Mechanics: Scheduling & Planning)

The subscale MSP (Mechanics: Scheduling & Planning) does not moderates the relationship between SMA (OCC) and workplace procrastination (Soldiering). The interaction term (SMA (OCC) * TMB (MSP)) (B = 0.00, 95% CI [0.00, 0.01], p < .000), suggesting that Scheduling and Planning shows no influences procrastination. This model has a strong explanatory power with R^2 = 0.812.

Figure 5



The figure shows that **MSP** does not provide a significant **buffering** effect. Even for individuals with strong scheduling skills, social media addiction still leads to procrastination,. The scheduling and planning activities seem to only marginally influence the procrastination caused by social media addiction.

Table 13

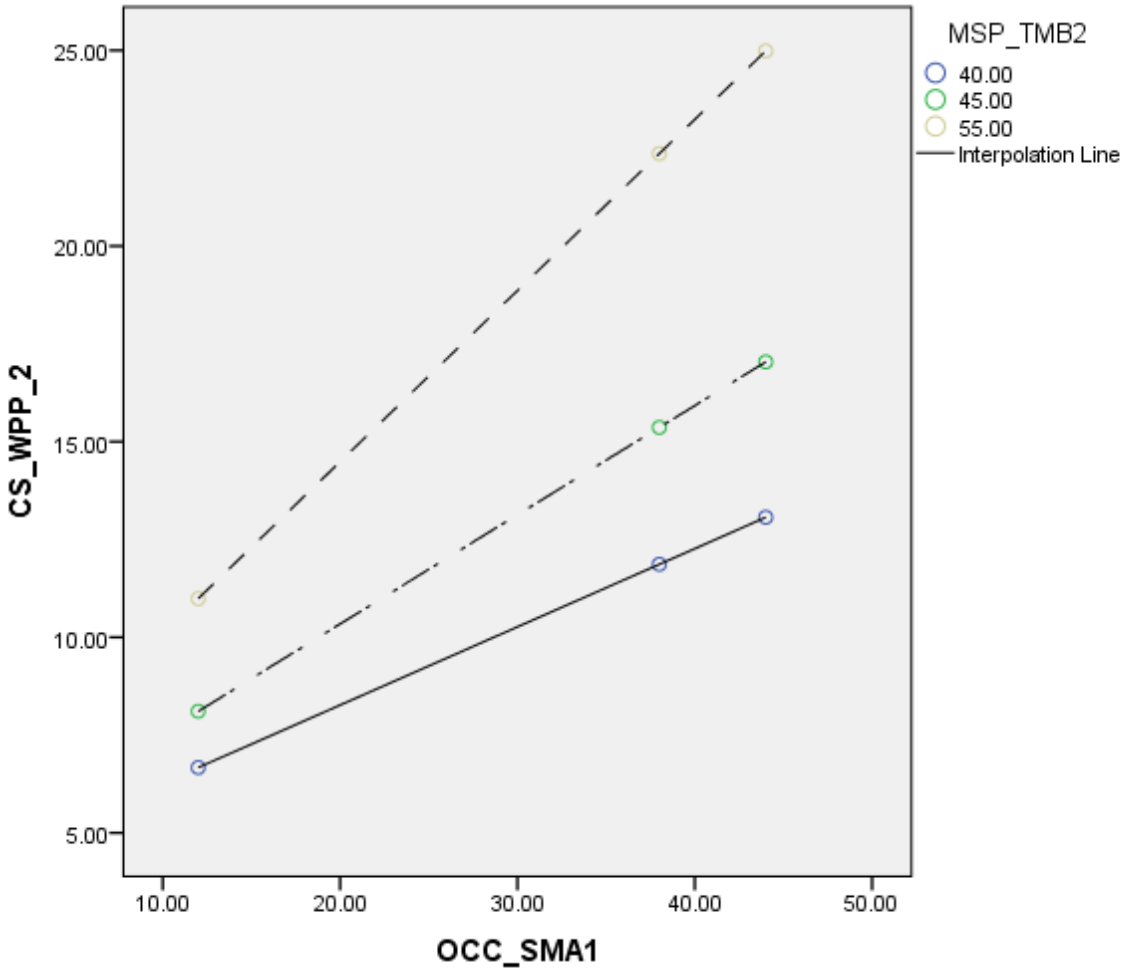
*Moderation of time management behavior (MSP) between social media addiction (Occupation) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	.35	1.09	-1.78	2.49
SMA (OCC)	-.43	.03	-.50	-.36
TMB (MSP)	.09	.02	.05	.14
SMA (OCC)*TMB (MSP)	.01	.00	.01	.01

Note R^2 = .89, F = 1390.19 and ***p<.000, **p<.01, *p<.05 * SMA (OCC) =Social media addiction (Occupation) * TMB (MSP) = Time management behavior (Mechanics: Scheduling & Planning)

Here, MSP moderates the relationship between SMA (OCC) and workplace procrastination (Cyberslacking). The interaction term (SMA (OCC) * TMB (MSP)) is significant and positive (B = 0.01, 95% CI [0.01, 0.01], p < .000), showing that Scheduling and Planning may actually boost procrastination related to cyberslacking. The R^2 = 0.8937 suggests a high model fit.

Figure 6



The figure illustrates that MSP slightly increases procrastination, meaning that employees who spend time on scheduling and planning might not reduce their cyberslacking behaviors. Instead, this planning may be ineffective at buffering the impact of social media addiction on procrastination, leading to a boost in procrastination.

Table 14

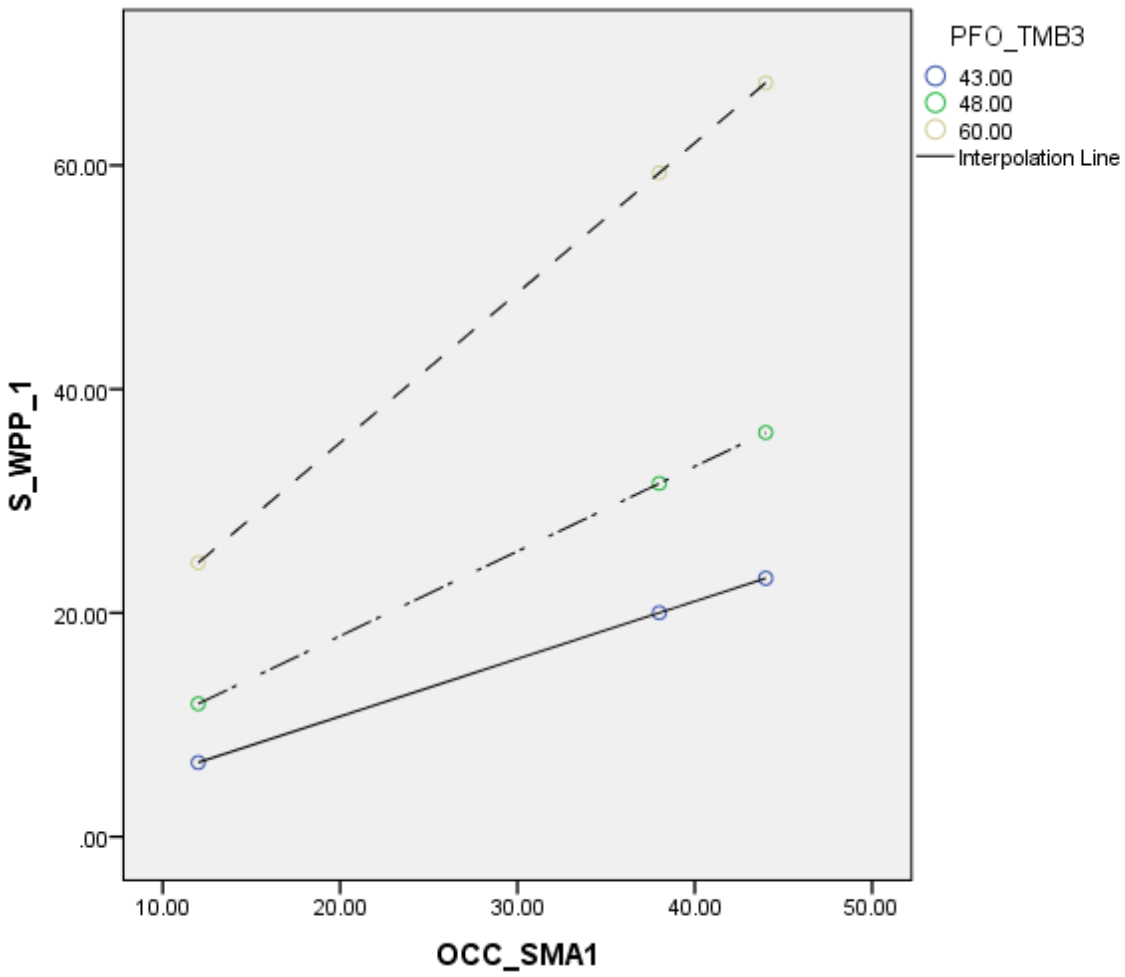
*Moderation of time management behavior (PFO) between social media addiction (Occupation) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-19.63	.81	-21.24	-18.02
SMA (OCC)	-1.57	.03	-1.63	-1.51
TMB (PFO)	.46	.01	.43	.49
SMA (OCC)*TMB (PFO)	.04	.00	.04	.04

Note R^2 = .99 F = 16427.49 and ***p<.000, **p<.01, *p<.05 * SMA (OCC) =Social media addiction (Occupation) * TMB (PFO) = Time management behavior (Preference for Organization)

In this table, PFO (Preference for Organization) moderates the relationship between SMA (OCC) and workplace procrastination (Soldiering). The interaction term (SMA (OCC) * TMB (PFO)) is significant and positive (B = 0.04, 95% CI [0.04, 0.04], p < .000), indicating that individuals with a strong preference for organization may actually experience a boost in procrastination as social media addiction increases. The R^2 = 0.99 shows the model has strong explanatory power.

Figure 7



The figure shows that for employees with high social media addiction, a strong preference for organization leads to higher levels of procrastination. In this case, PFO amplifies procrastination instead of buffering it, indicating a boost in procrastination behavior.

Table 15

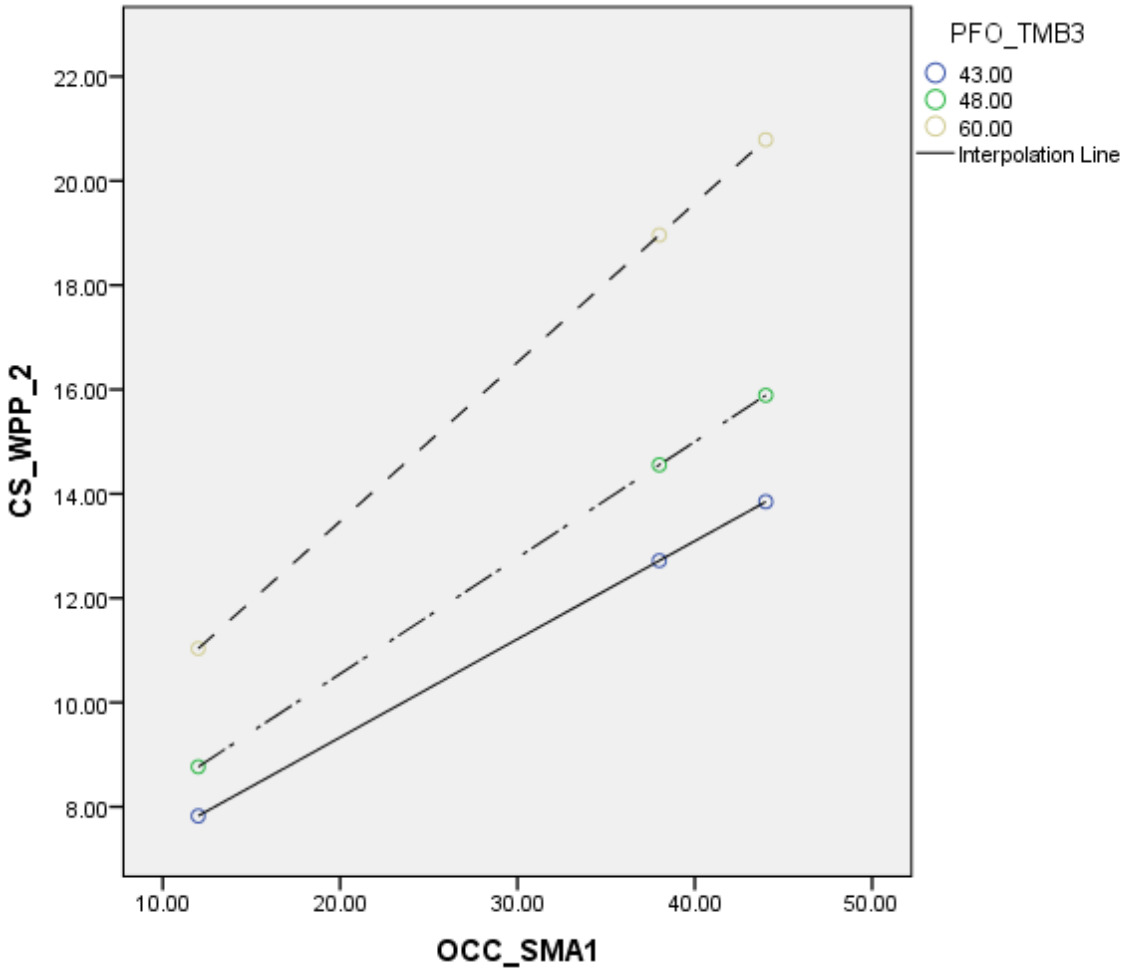
*Moderation of time management behavior (PFO) between social media addiction (Occupation) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	.99	2.01	-2.96	4.94
SMA (OCC)	-.10	.07	-.26	.04
TMB (PFO)	.10	.03	.03	.18
SMA (OCC) *TMB (PFO)	.00	.00	.00	.01

Note R^2 = .59, F = 244.10 and ***p<.000, **p<.01, *p<.05 * SMA (OCC) =Social media addiction (Occupation) * TMB (PFO) = Time management behavior (Preference for Organization)

This table shows PFO is not moderating the relationship between SMA (OCC) and workplace procrastination (Cyberslacking). The interaction term (SMA (OCC) * TMB (PFO)) is is significant (B = 0.00, 95% CI [0.00, 0.01], p < .000), indicating a no impact of Preference for Organization on procrastination related to cyberslacking. The R^2 = 0.5962 shows moderate explanatory power.

Figure 8



The figure demonstrates that PFO has no effect on cyberslacking procrastination. Even with strong organizational preferences, the impact of social media addiction remains high, resulting in no boost in procrastination.

Table 16

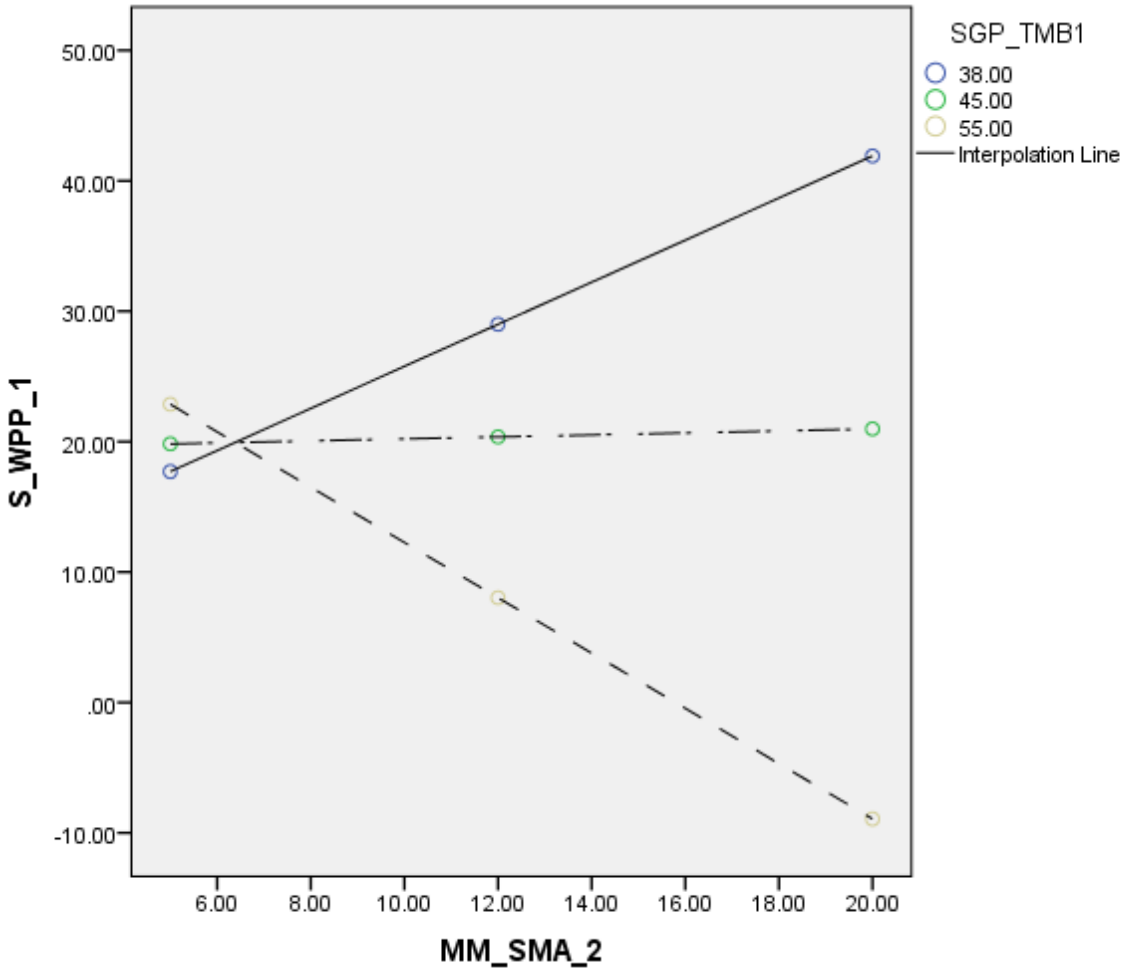
*Moderation of time management behavior (SGP) between social media addiction (MM) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-43.61	2.98	-49.47	-37.74
SMA (MM)	9.95	.27	9.40	10.50
TMB (SGP)	1.40	.06	1.27	1.52
SMA (MM)*TMB (SGP)	-.21	.00	-.23	-.20

Note R^2 = .81, F = 717.41 and ***p<.000, **p<.01, *p<.05 * SMA (MM) =Social media addiction (Mood Modification) *TMB (SGP) = Time management behavior (Setting Goals and Priorities)

This table shows the moderating role of SGP on the relationship between SMA (Mood Modification, MM) and workplace procrastination (Soldiering). The interaction term (SMA * TMB (SGP)) is highly significant and negative (B = -0.21, 95% CI [-0.23, -0.20], p < .000), indicating that Setting Goals and Priorities effectively buffers the procrastination caused by social media addiction. The R^2 = 0.8127 suggests high explanatory power.

Figure 9



The figure illustrates that individuals with high mood-modifying social media addiction see their procrastination sharply increase unless they are adept at setting goals. SGP significantly buffers this impact, leading to reduced procrastination for those with strong goal-setting skills.

Table 17

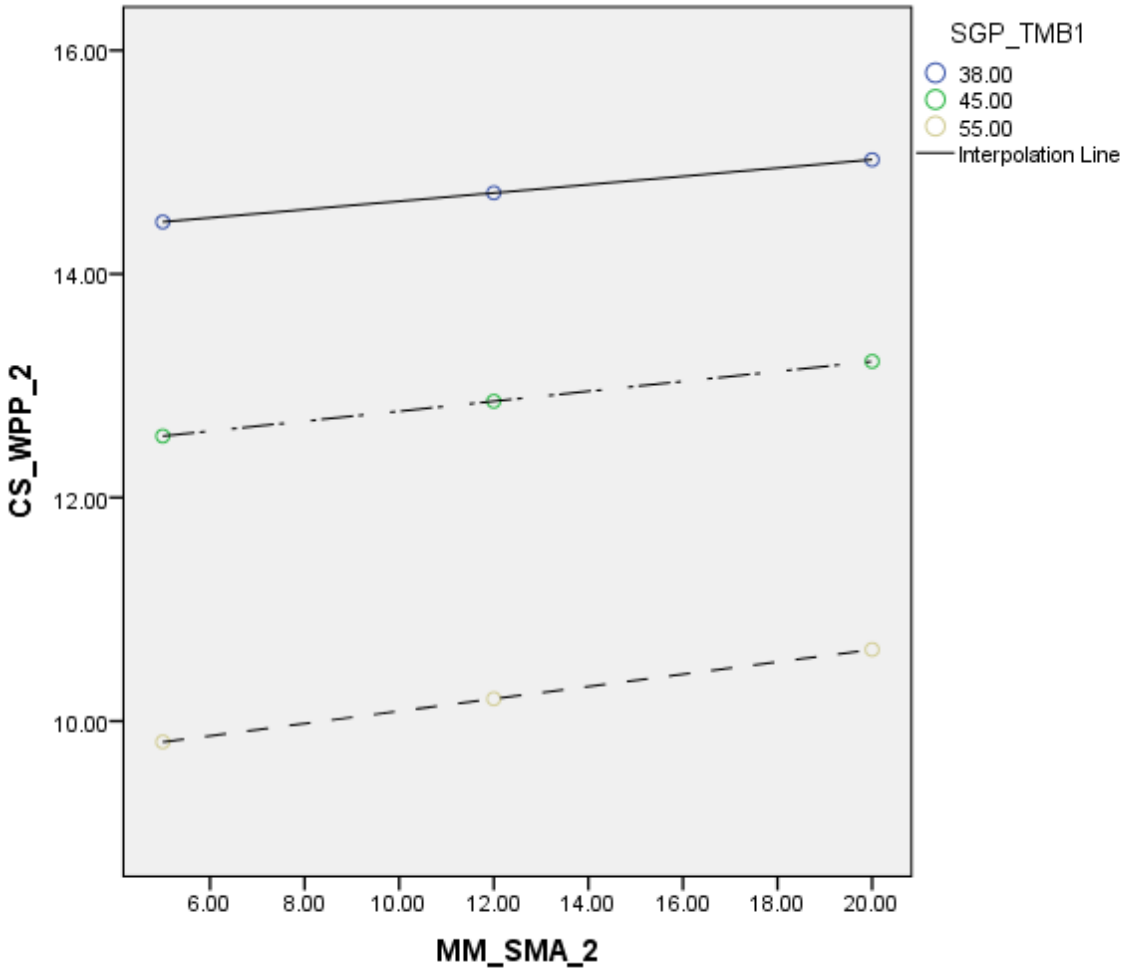
*Moderation of time management behavior (SGP) between social media addiction (MM) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	B	SE	95% CI	
			LL	UL
Constant	24.87	2.12	20.69	29.06
SMA (MM)	-.00	.19	-.39	.38
TMB (SGP)	-.27	.04	-.36	-.19
SMA (MM)*TMB (SGP)	.01	.004	-.00	.01

Note R^2 = ·.36, F = 94.01 and **p<.000, **p<.01, *p<.05 * SMA (MM) =Social media addiction (Mood Modification) *TMB (SGP) = Time management behavior (Setting Goals and Priorities)

This table analyzes SGP moderating the relationship between SMA (MM) and workplace procrastination (Cyberslacking). Results were non-significant.

Figure 10



The figure shows minimal moderation by SGP. Results were non-significant.

Table 18

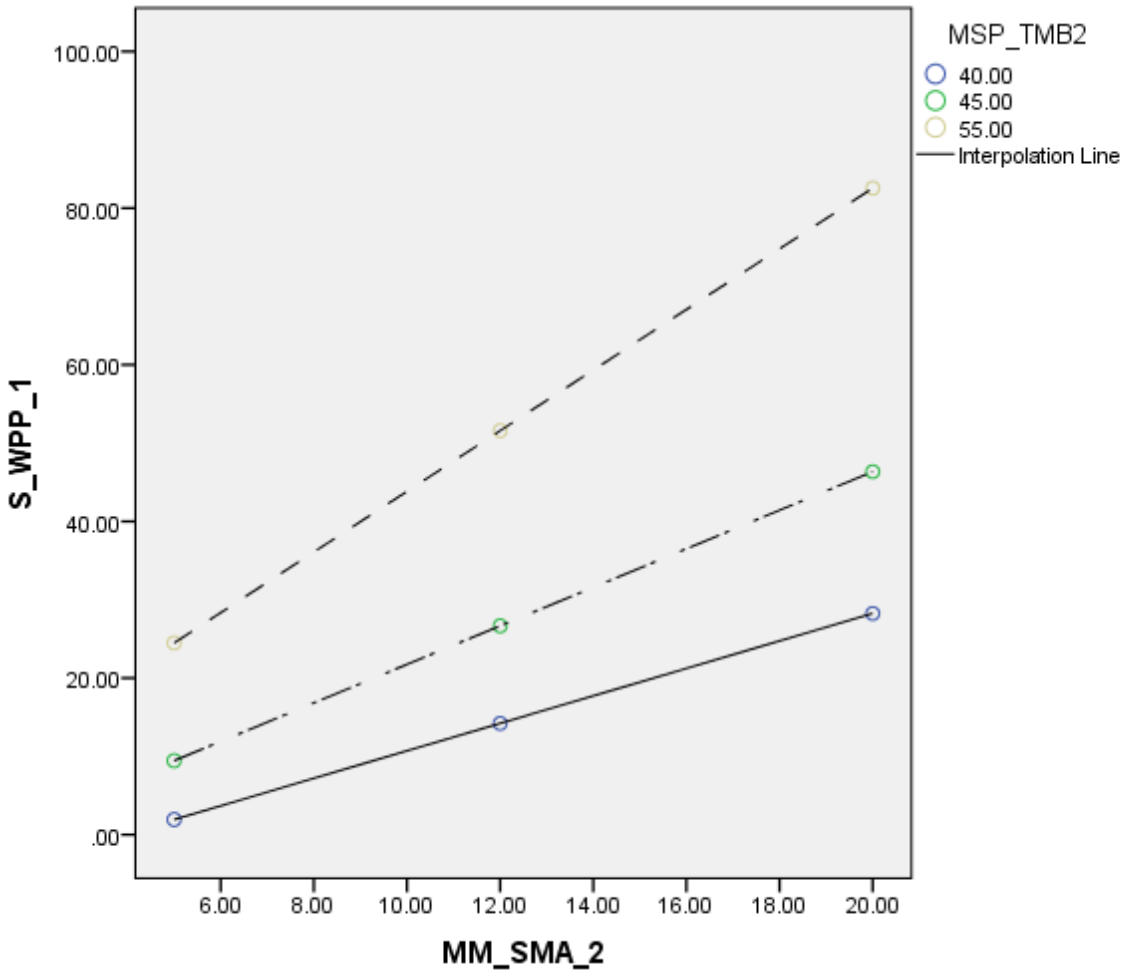
*Moderation of time management behavior (MSP) between social media addiction (MM) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-38.74	1.13	-40.96	-36.52
SMA (MM)	-3.89	.10	-4.09	-3.68
TMB (MSP)	.79	.02	.75	.84
SMA (MM)*TMB (MSP)	.14	.00	.13	.14

Note R^2= .98, F = 8957.21 and ***p<.000, **p<.01, *p<.05 * SMA (MM) =Social media addiction (Mood Modification) * TMB (MSP) = Time management behavior (Mechanics: Scheduling & Planning)

The subscale MSP moderates the relationship between SMA (MM) and workplace procrastination (Soldiering). The interaction term (SMA * TMB (MSP)) is significant and positive (B = 0.14, 95% CI [0.13, 0.14], p < .000), suggesting that Scheduling and Planning leads to a boost in procrastination. The R^2 = 0.9819 indicates a high level of explained variance.

Figure 11



The figure demonstrates that scheduling and planning do not buffer procrastination. Instead, they seem to boost the procrastination caused by mood-modifying social media addiction, leading to increased workplace procrastination for individuals engaging in this behavior.

Table 19

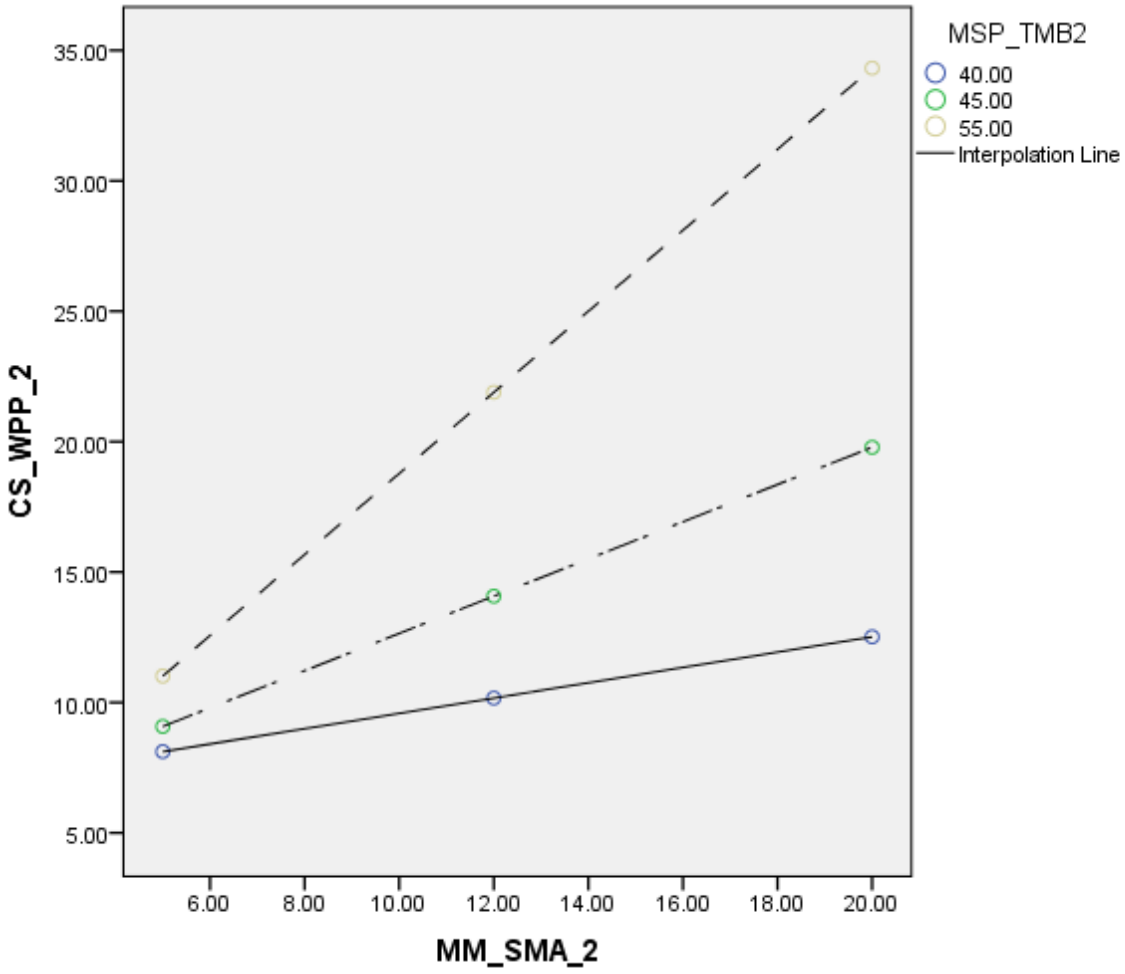
*Moderation of time management behavior (MSP) between social media addiction (MM) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	15.71	1.93	11.92	19.51
SMA (MM)	-3.06	.17	-3.42	-2.71
TMB (MSP)	-.22	.03	-.30	-.14
SMA (MM)*TMB (MSP)	.08	.00	.07	.09

Note R^2 = .64, F = 301.19 and ***p<.000, **p<.01, *p<.05 * SMA (MM) =Social media addiction (Mood Modification) * TMB (MSP) = Time management behavior (Mechanics: Scheduling & Planning)

This table shows MSP moderating the relationship between SMA (MM) and workplace procrastination (Cyberslacking). The interaction term (SMA * TMB (MSP)) is significant (B = 0.08, 95% CI [0.07, 0.09], p < .000), indicating that Scheduling and Planning leads to a boost in cyberslacking procrastination. The R^2 = 0.6456 suggests moderate explanatory power.

Figure 12



The figure shows that even individuals with high scheduling and planning skills experience more procrastination with cyberslacking when they use social media for mood modification. MSP does not buffer this behavior and instead leads to a boost in procrastination.

Table 20

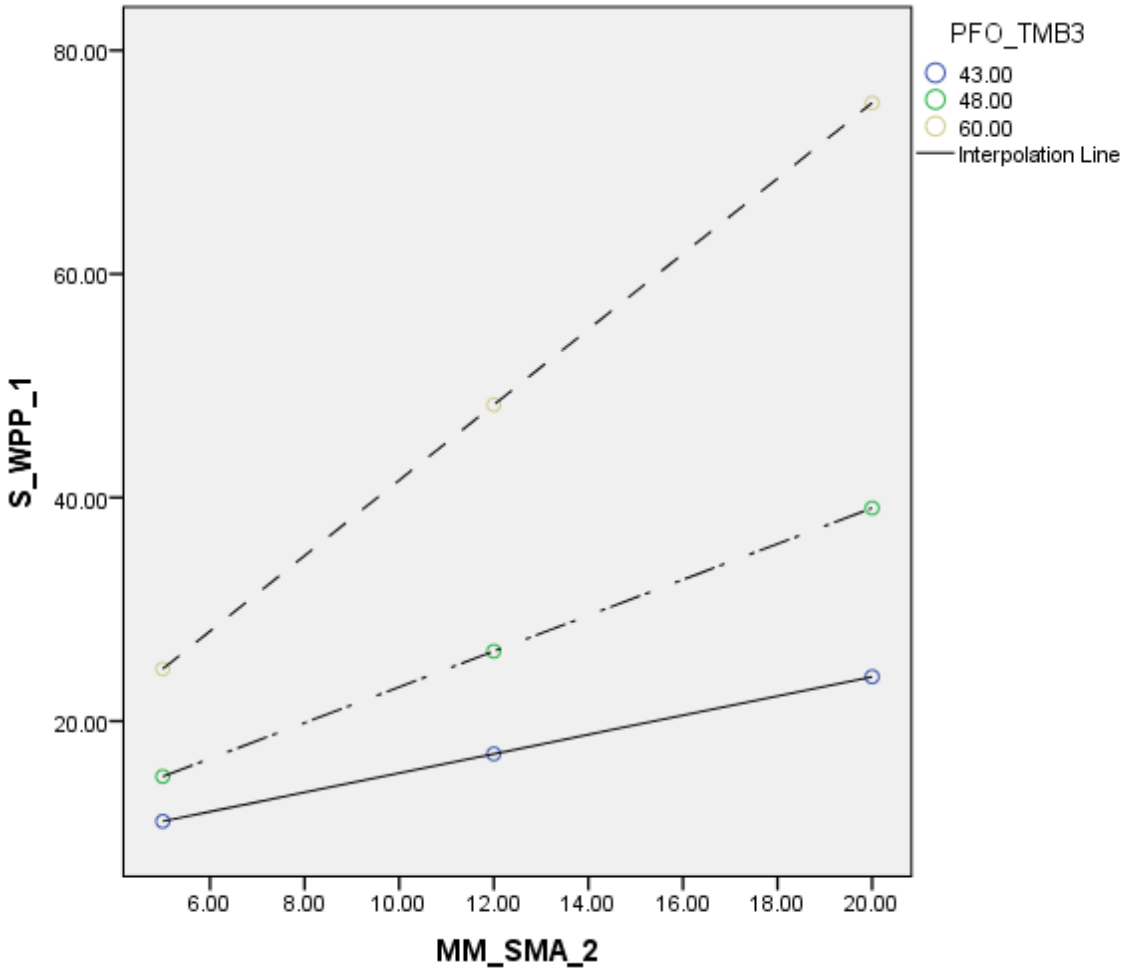
*Moderation of time management behavior (PFO) between social media addiction (MM) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	4.02	3.22	-2.32	10.36
SMA (MM)	-5.49	.32	-6.14	-4.84
TMB (PFO)	.06	.06	-.05	.18
SMA (MM)*TMB (PFO)	.14	.00	.13	.16

Note R^2 = .84, F= 868.2 and ***p<.000, **p<.01, *p<.05 * SMA (MM) =Social media addiction (Mood Modification) * TMB (PFO) = Time management behavior (Preference for Organization)

This table highlights the moderating role of Preference for Organization (PFO) between SMA (MM) and workplace procrastination (Soldiering). The interaction term (SMA * TMB (PFO)) is positive and significant (B = 0.14, 95% CI [0.13, 0.16], p < .000), indicating that a strong preference for organization actually boosts procrastination. Employees with a high PFO tend to procrastinate more, even when using social media for mood modification. The R^2 = 0.8400 shows high explanatory power.

Figure 13



The figure demonstrates that while employees who organize their work typically see benefits, in this case, PFO amplifies procrastination for those addicted to social media. Instead of buffering procrastination, PFO leads to a boost in procrastination behaviors.

Table 21

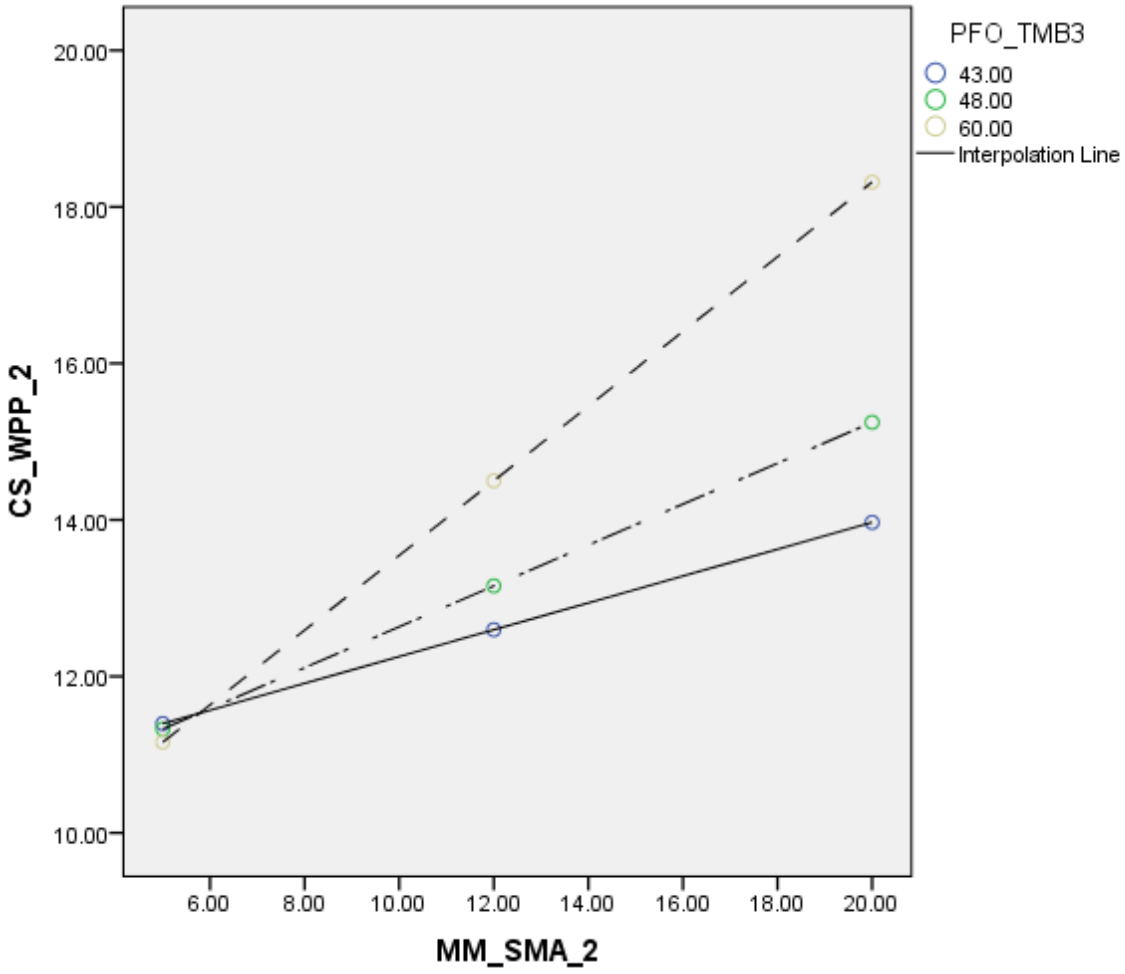
*Moderation of time management behavior (PFO) between social media addiction (MM) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	15.00	2.75	9.59	20.41
SMA (MM)	-.60	.28	-1.15	-.05
TMB (PFO)	-.10	.05	-.20	-.00
SMA (MM)*TMB (PFO)	.01	.00	.00	.02

Note R^2 = .22, F = 46.89 and ***p<.000, **p<.01, *p<.05 * SMA (MM) =Social media addiction (Mood Modification) * TMB (PFO) = Time management behavior (Preference for Organization)

This table investigates PFO as a moderator between SMA (MM) and workplace procrastination (Cyberslacking). The interaction term (SMA * TMB (PFO)) is small but significant (B = 0.01, 95% CI [0.00, 0.02], p < .000), indicating a slight boost in procrastination. The R^2 = 0.2210 suggests that this model explains only a small portion of the variance in procrastination.

Figure 14



The figure shows that for individuals addicted to social media for mood modification, PFO does not provide a meaningful buffer against cyberslacking procrastination. Instead, it seems to slightly boost procrastination behaviors, meaning that organizational preferences do not reduce procrastination in this context.

Table 22

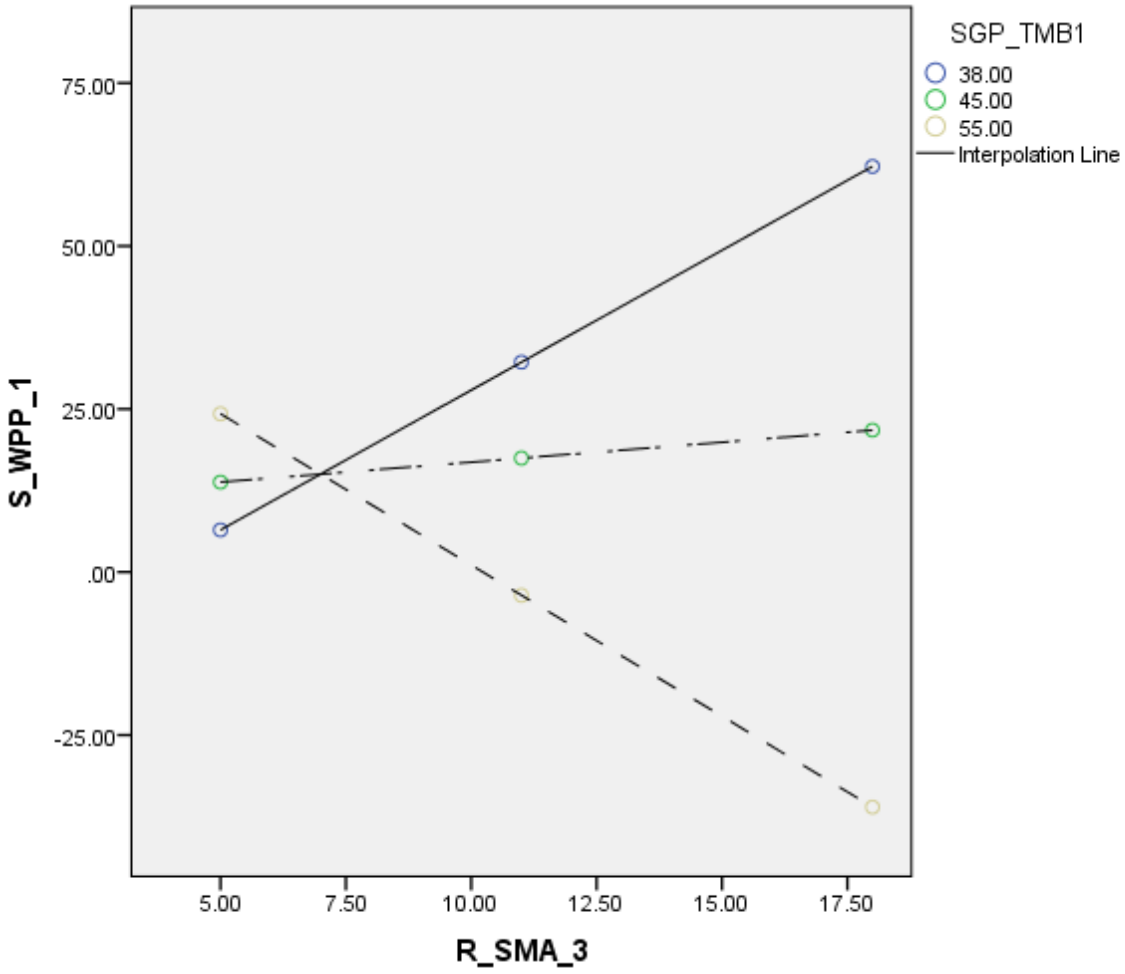
*Moderation of time management behavior (SGP) between social media addiction (Relapse) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-1504.57	1.77	-158.06	-151.08
SMA (REL)	24.24	.19	23.87	24.61
TMB (SGP)	3.67	.03	3.60	3.74
SMA (REL)*TMB (SGP)	-.52	.00	-.53	-.51

Note R^2 = .98, F= 8084.72 and ***p<.000, **p<.01, *p<.05 * SMA (REL) =Social media addiction (Relapse) * TMB (SGP) = Time management behavior (Setting Goals and Priorities)

Here, SGP moderates the relationship between SMA (Relapse) and workplace procrastination (Soldiering). The interaction term (SMA * TMB (SGP)) is highly significant and negative (B = -0.52, 95% CI [-0.53, -0.51], p < .000), showing that Setting Goals and Priorities provides a strong buffer against the effects of relapse-related social media addiction on procrastination. The R^2 = 0.9800 shows that the model explains a large portion of the variance.

Figure 15



The figure illustrates that employees experiencing social media addiction relapse show a marked reduction in workplace procrastination when they are proficient at setting goals. SGP acts as a strong buffer, minimizing the negative effects of addiction on procrastination.

Table 23

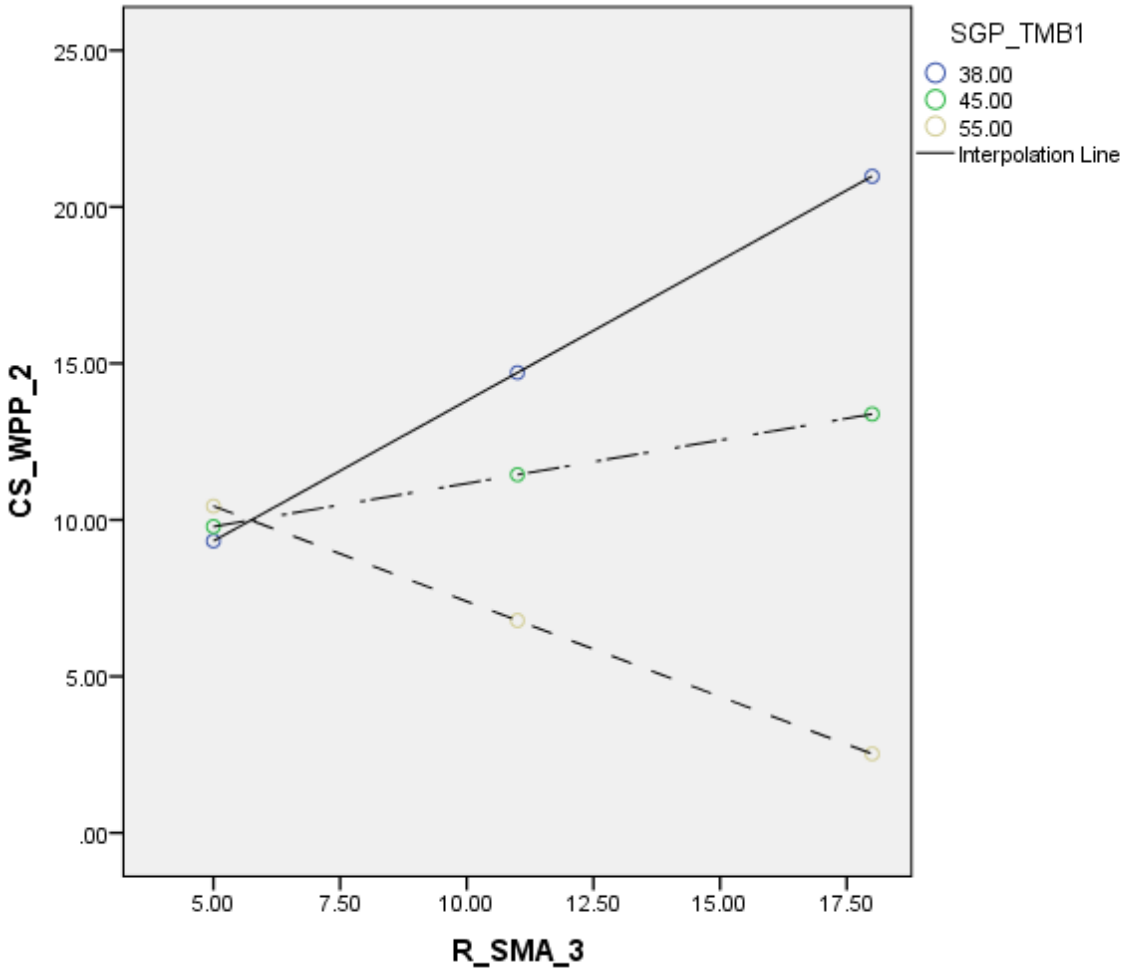
*Moderation of time management behavior (SGP) between social media addiction (Relapse) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-14.46	3.37	-21.10	-7.83
SMA (REL)	4.26	.36	3.55	4.97
TMB (SGP)	.50	.06	.37	.64
SMA (REL)*TMB (SGP)	-.08	.00	-.10	-.07

Note R^2 = .51 F= 175.03 and ***p<.000, **p<.01, *p<.05 * SMA (REL) =Social media addiction (Relapse) * TMB (SGP) = Time management behavior (Setting Goals and Priorities)

This table shows SGP moderating the relationship between SMA (Relapse) and workplace procrastination (Cyberslacking). The interaction term (SMA * TMB (SGP)) is significant and negative (B = -0.08, 95% CI [-0.10, -0.07], p < .000), indicating that goal setting effectively buffers the impact of relapse-related social media addiction on cyberslacking procrastination. The R^2 = 0.5142 shows moderate explanatory power.

Figure 16



The figure demonstrates that employees who relapse into social media addiction are likely to procrastinate less with cyberslacking if they have strong goal-setting abilities. SGP helps buffer the relationship between relapse and procrastination, leading to reduced cyberslacking.

Table 24

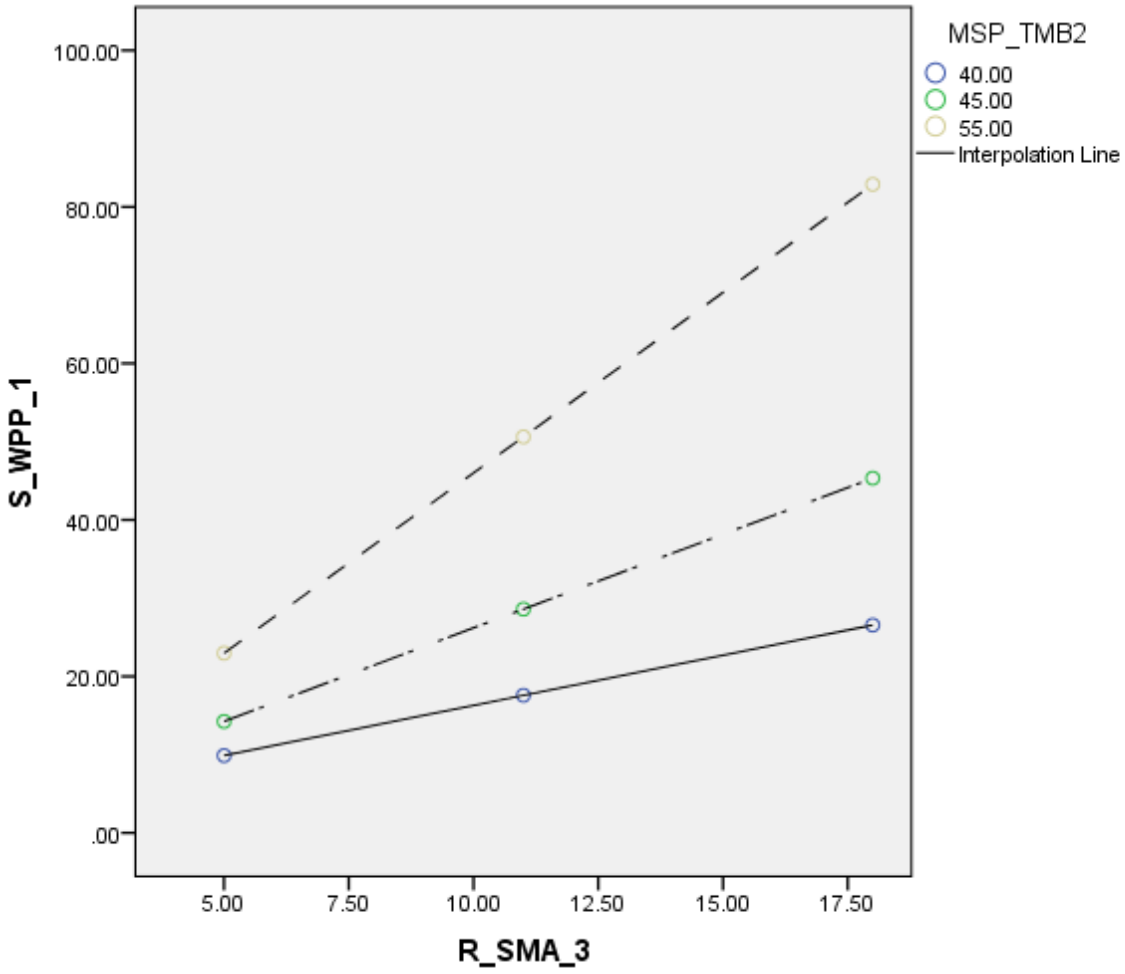
*Moderation of time management behavior (MSP) between social media addiction (Relapse) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	12.94	6.85	-.52	26.41
SMA (REL)	-7.58	.64	-8.86	-6.31
TMB (MSP)	-.23	.13	-.49	.02
SMA (REL)*TMB (MSP)	.22	.01	.19	.25

Note R^2 = .37, F = 98.31 and ***p<.000, **p<.01, *p<.05 * SMA (REL) =Social media addiction (Relapse) * TMB (MSP) = Time management behavior (Mechanics: Scheduling & Planning)

In this table, MSP moderates the relationship between SMA (Relapse) and workplace procrastination (Soldiering). The interaction term (SMA * TMB (MSP)) is significant and positive (B = 0.22, 95% CI [0.19, 0.25], p < .000), indicating that Scheduling and Planning may actually boost procrastination for individuals relapsing into social media addiction. The R^2 = 0.3729 shows moderate explanatory power.

Figure 17



The figure suggests that scheduling and planning efforts do not provide a meaningful buffer for individuals experiencing relapse-related social media addiction. In fact, MSP leads to a boost in procrastination, with employees procrastinating more despite their scheduling efforts.

Table 25

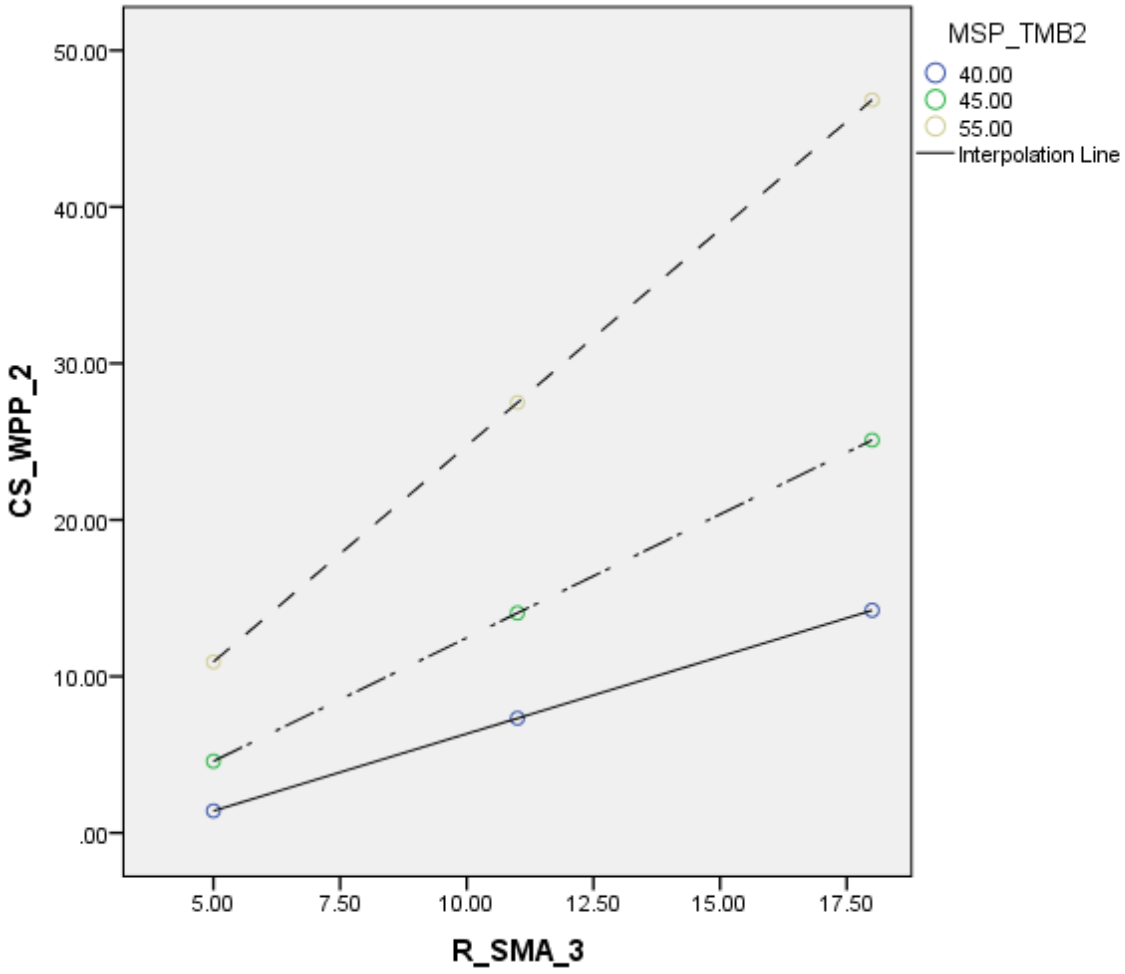
*Moderation of time management behavior (MSP) between social media addiction (Relapse) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-5.21	.33	-5.86	-4.55
SMA (REL)	-3.75	.03	-3.81	-3.69
TMB (MSP)	.04	.00	.02	.05
SMA (REL)*TMB (MSP)	.11	.00	.11	.12

Note R^2 = .99, F = 16475.33 and ***p<.000, **p<.01, *p<.05 * SMA (REL) =Social media addiction (Relapse) * TMB (MSP) = Time management behavior (Mechanics: Scheduling & Planning)

This table analyzes MSP moderating the relationship between SMA (Relapse) and workplace procrastination (Cyberslacking). The interaction term (SMA * TMB (MSP)) is positive and significant (B = 0.11, 95% CI [0.11, 0.12], p < .000), showing that Scheduling and Planning boosts procrastination in the context of relapse and cyberslacking. The R^2 = 0.9901 shows high explanatory power.

Figure 18



The figure reveals that scheduling and planning do not help buffer the procrastination caused by relapse into social media addiction. Instead, MSP leads to a significant boost in cyberslacking procrastination, suggesting that planning efforts are ineffective in this scenario.

Table 26

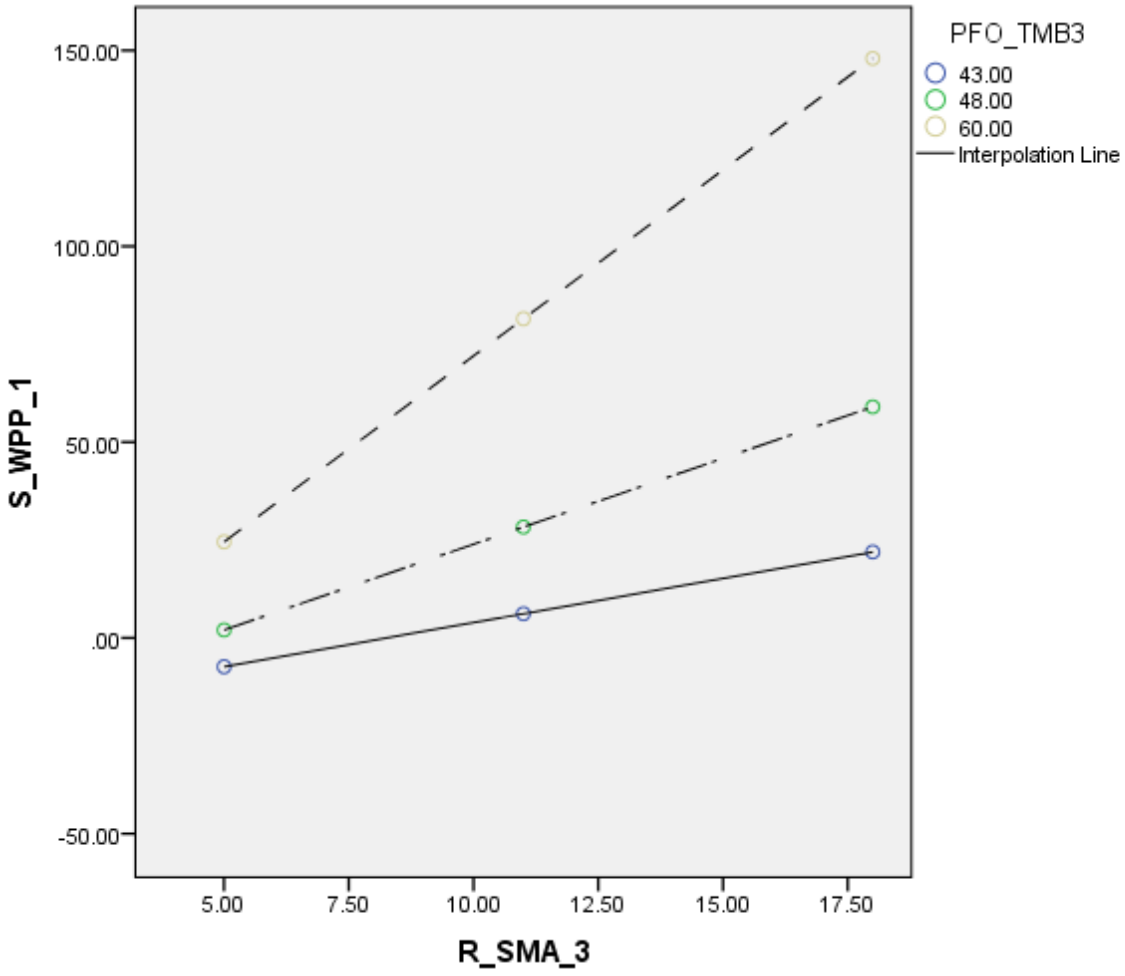
*Moderation of time management behavior (PFO) between social media addiction (Relapse) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-7.62	.86	-9.32	-5.92
SMA	-16.06	.09	-16.26	-15.87
TMB (PFO)	-.25	.01	-.28	-.22
SMA (REL)*TMB (PFO)	.42	.00	.42	.43

Note R^2 = .98, F = 13728.5 and ***p<.000, **p<.01, *p<.05 * SMA (REL) =Social media addiction (Relapse) * TMB (PFO) = Time management behavior (Preference for Organization)

In this table, PFO moderates the relationship between SMA (Relapse) and workplace procrastination (Soldiering). The interaction term (SMA * TMB (PFO)) is highly significant and positive (B = 0.42, 95% CI [0.42, 0.43], p < .000), indicating that a preference for organization boosts procrastination for employees relapsing into social media addiction. The $R^2 = 0.9881$ shows strong explanatory power.

Figure 19



The figure highlights that PFO does not help buffer procrastination for individuals experiencing social media relapse. Instead, it boosts procrastination levels, suggesting that organizational preferences might not mitigate procrastination effectively.

Table 27

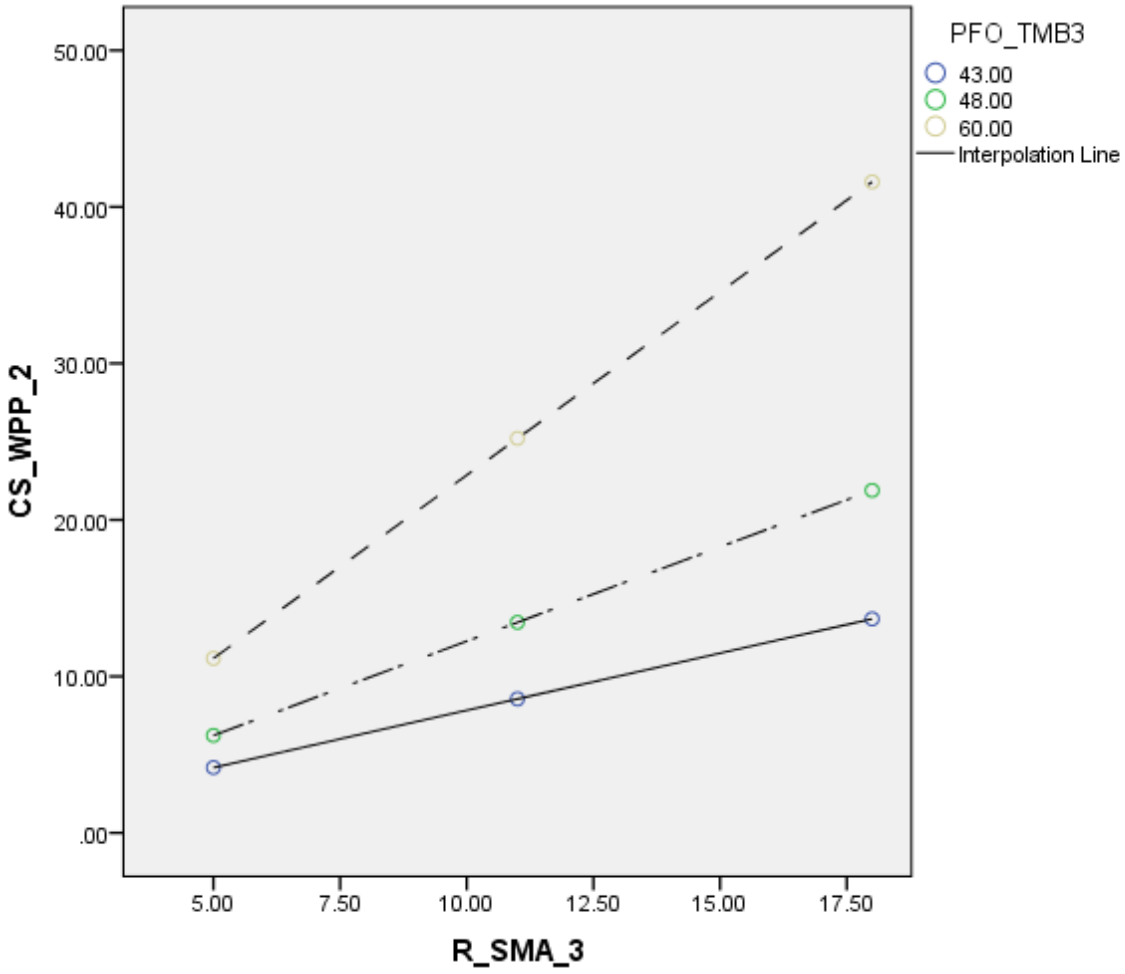
*Moderation of time management behavior (PFO) between social media addiction (Relapse) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	3.23	2.10	-.90	7.37
SMA (REL)	-3.34	.24	-3.81	-2.87
TMB (PFO)	-.06	.03	-.13	.01
SMA (REL)*TMB (PFO)	.09	.00	.08	.10

Note R^2 = .52, F = 183.87 and ***p<.000, **p<.01, *p<.05 * SMA (REL) =Social media addiction (Relapse) * TMB (PFO) = Time management behavior (Preference for Organization)

This table shows PFO moderating the relationship between SMA (Relapse) and workplace procrastination (Cyberslacking). The interaction term (SMA * TMB (PFO)) is significant but small (B = 0.09, 95% CI [0.08, 0.10], p < .000), indicating a slight boost in procrastination. The R^2 = 0.5265 shows moderate explanatory power.

Figure 20



The figure reveals that PFO does not provide a meaningful buffer against procrastination caused by relapse into social media addiction. PFO slightly increases cyberslacking procrastination in this context.

Table 28

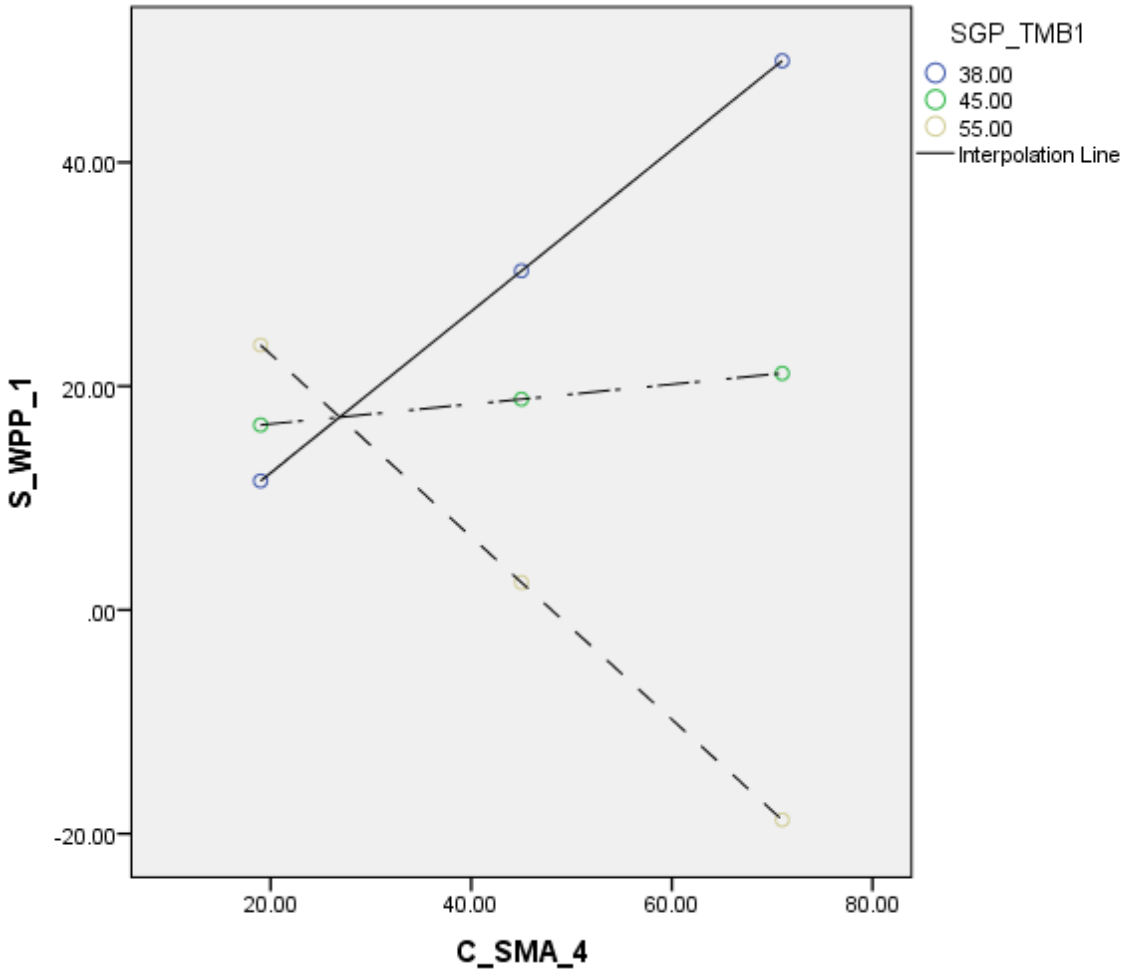
*Moderation of time management behavior (SGP) between social media addiction (Conflict) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-94.63	2.78	-100.09	-89.16
SMA (CON)	4.15	.06	4.02	4.29
TMB (SGP)	2.43	.05	2.32	2.54
SMA (CON)*TMB (SGP)	-.09	.00	-.09	-.08

Note R^2 = .91, F = 1782.19 and ***p<.000, **p<.01, *p<.05 * SMA (CON) =Social media addiction (Conflict) *TMB (SGP) = Time management behavior (Setting Goals and Priorities)

In this table, SGP moderates the relationship between SMA (Conflict) and workplace procrastination (Soldiering). The interaction term (SMA * TMB (SGP)) is highly significant and negative (B = -0.09, 95% CI [-0.09, -0.08], p < .000), suggesting that Setting Goals and Priorities strongly buffers the effect of conflict-driven social media addiction on procrastination. The R^2 = 0.9151 indicates high explanatory power.

Figure 21



The figure shows that for individuals experiencing conflict-driven social media addiction, SGP effectively buffers workplace procrastination. Employees who are skilled at goal setting experience a significant reduction in procrastination, despite their addiction.

Table 29

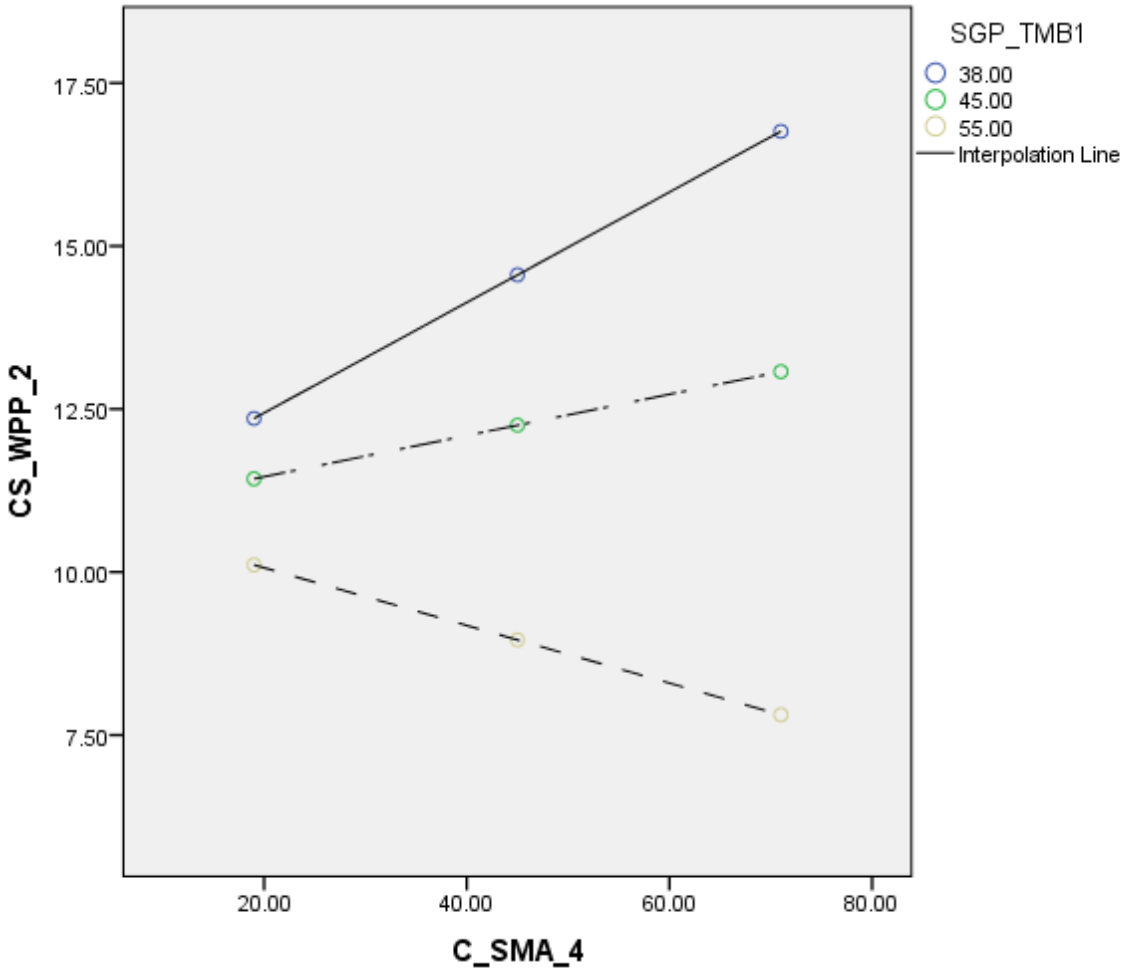
*Moderation of time management behavior (SGP) between social media addiction (Conflict) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	10.29	2.85	4.69	15.89
SMA (CON)	.37	.07	.23	.51
TMB (SGP)	.01	.05	-.10	.12
SMA (CON)*TMB (SGP)	-.00	.00	-.01	-.00

Note R^2 = .41, F = 111.48 and ***p<.000, **p<.01, *p<.05 * SMA (CON) =Social media addiction (Conflict) *TMB (SGP) = Time management behavior (Setting Goals and Priorities)

This table examines the moderation effect of Setting Goals and Priorities (SGP) on the relationship between social media addiction (Conflict, SMA) and workplace procrastination (Cyberslacking). The interaction term (SMA * TMB (SGP) (B = -0.00, 95% CI [-0.01, -0.00], p < .000), suggesting that SGP does not moderate the relationship in this context. The R^2 = 0.4027 indicates that the model explains a low proportion of the variance in cyberslacking procrastination.

Figure 22



The figure illustrates that for individuals with conflict-driven social media addiction, SGP does not buffer against procrastination related to cyberslacking. Procrastination remains high regardless of goal-setting abilities, indicating that SGP has no effect in this scenario.

Table 30

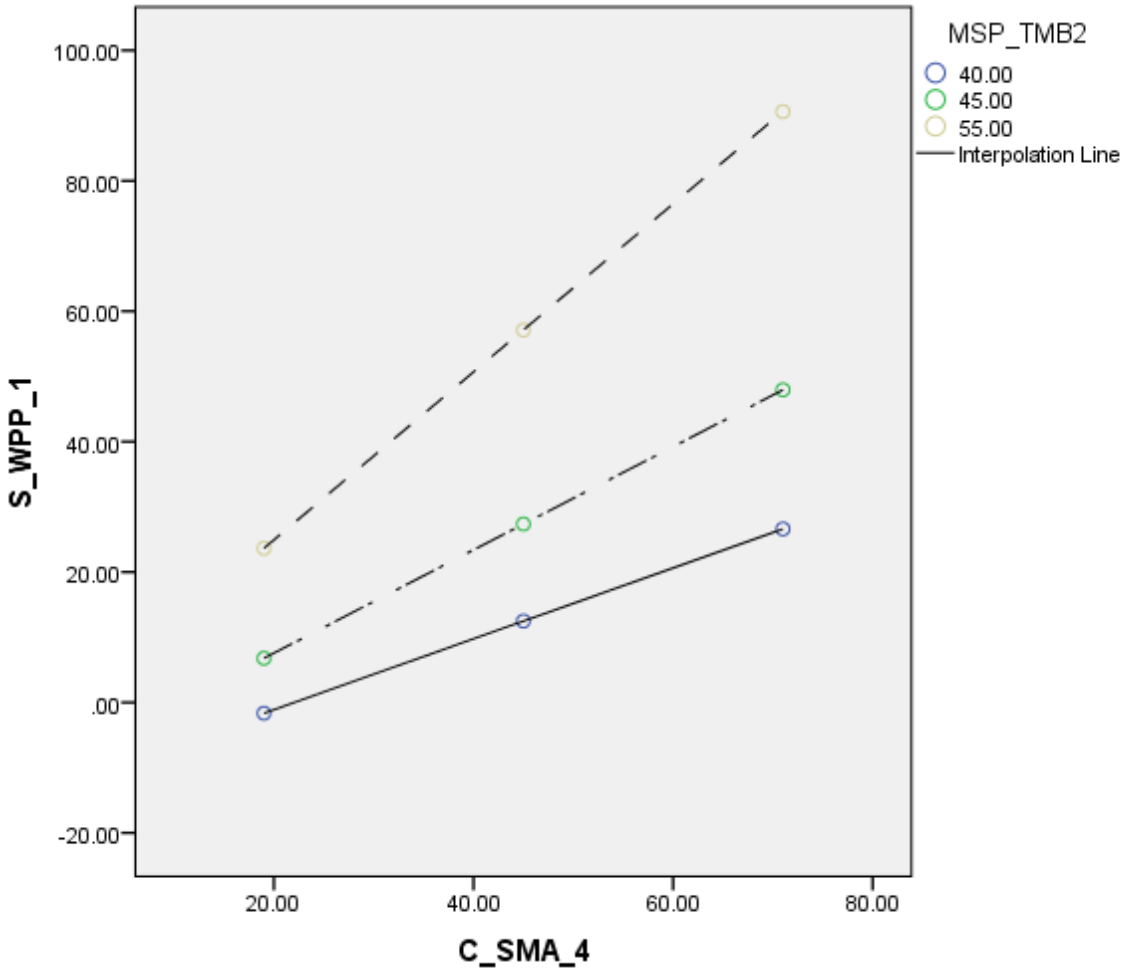
*Moderation of time management behavior (MSP) between social media addiction (Conflict) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-41.70	5.09	-51.71	-31.68
SMA (CON)	-1.44	.10	-1.65	-1.22
TMB (MSP)	.74	.09	.55	.93
SMA (CON)*TMB (MSP)	.04	.00	.04	.05

Note R^2 = .69, F = 368.97 and ***p<.000, **p<.01, *p<.05 * SMA (CON) =Social media addiction (Conflict) * TMB (MSP) = Time management behavior (Mechanics: Scheduling & Planning)

This table presents the moderation of Mechanics: Scheduling & Planning (MSP) in the relationship between SMA (Conflict) and workplace procrastination (Soldiering). The interaction term (SMA * TMB (MSP)) is significant and positive (B = 0.04, 95% CI [0.04, 0.05], p < .000), indicating that Scheduling and Planning slightly boosts procrastination for those experiencing conflict-related social media addiction. The R^2 = 0.6906 suggests moderate explanatory power.

Figure 23



The figure shows that for individuals facing conflict-driven social media addiction, MSP does not serve as a buffer against procrastination. Instead, the planning activities lead to a boost in procrastination levels, suggesting that scheduling may not mitigate procrastination effectively in this context.

Table 31

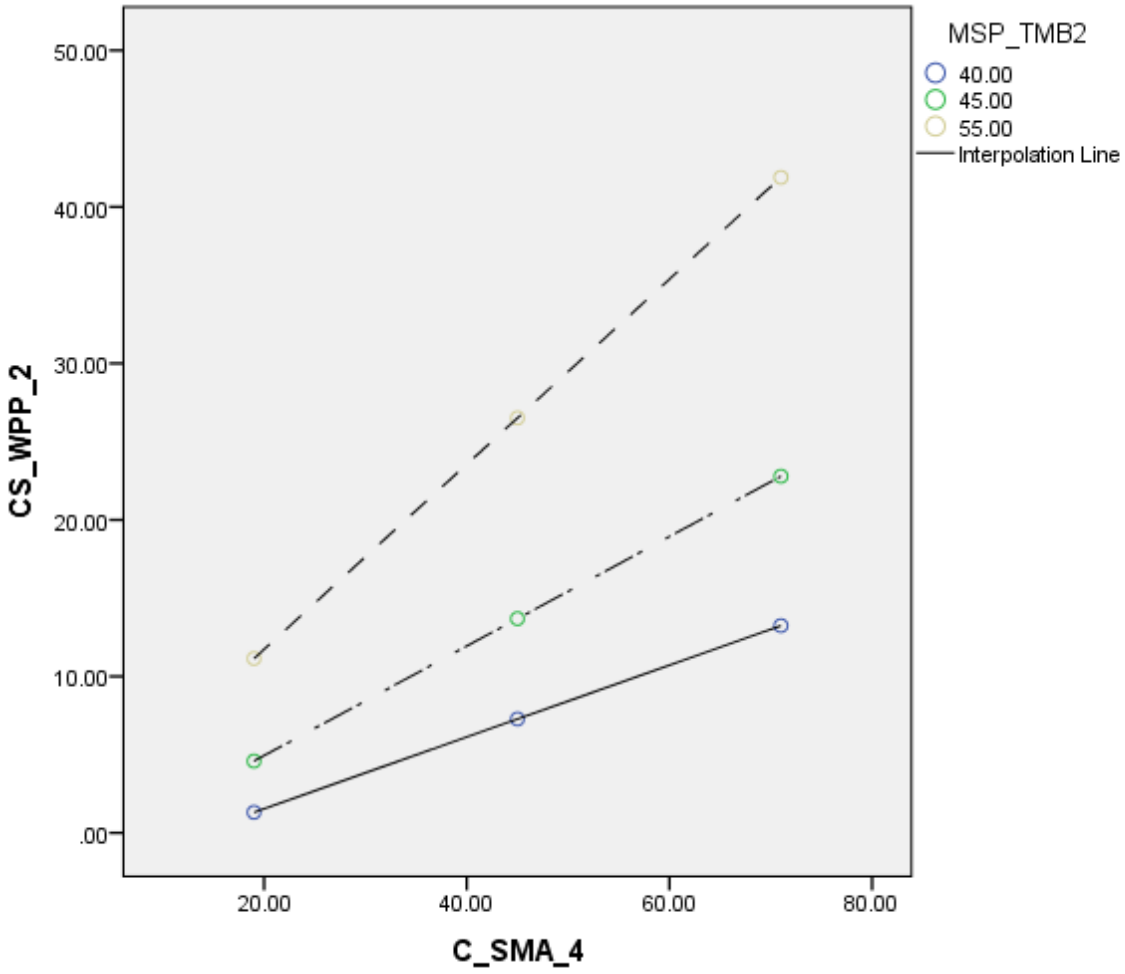
*Moderation of time management behavior (MSP) between social media addiction (Conflict) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-10.90	.82	-12.53	-9.28
SMA (CON)	-.73	.017	-.77	-.70
TMB (MSP)	.19	.015	.16	.22
SMA (CON)*TMB (MSP)	.02	.00	.02	.02

Note R^2 = .94, F = 2852.8 and ***p<.000, **p<.01, *p<.05 * SMA (CON) =Social media addiction (Conflict) * TMB (MSP) = Time management behavior (Mechanics: Scheduling & Planning)

This table analyzes the moderation effect of MSP on the relationship between SMA (Conflict) and workplace procrastination (Cyberslacking). The interaction term (SMA * TMB (MSP)) is significant and positive (B = 0.02, 95% CI [0.02, 0.02], p < .000), indicating that Scheduling and Planning contributes to a boost in procrastination when individuals are dealing with conflict-related social media addiction. The R^2 = 0.9452 indicates strong explanatory power.

Figure 24



The figure reveals that for employees who are addicted to social media due to conflict, MSP leads to higher levels of cyberslacking procrastination. Scheduling and Planning do not effectively buffer the procrastination; instead, they may lead to increased procrastination behaviors.

Table 32

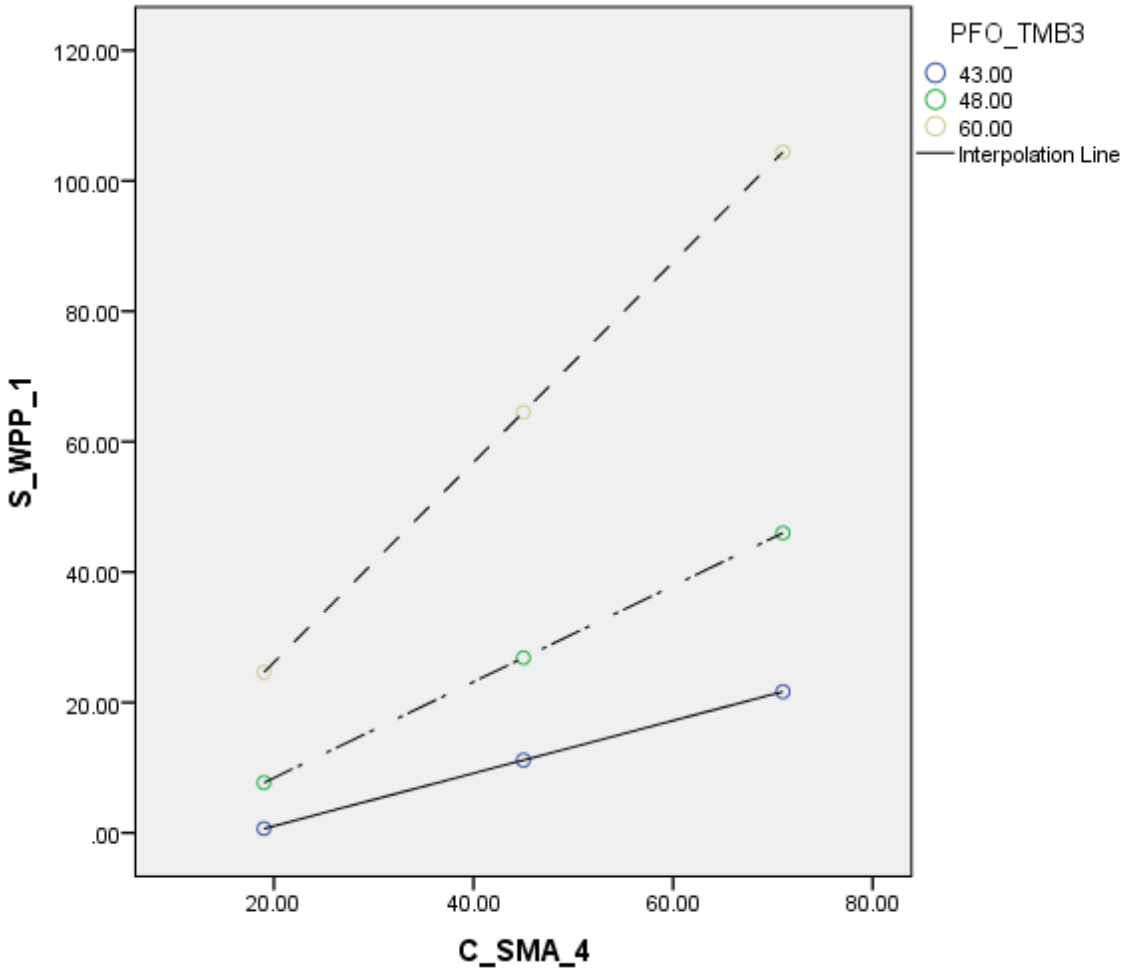
*Moderation of time management behavior (PFO) between social media addiction (Conflict) and workplace procrastination (*Soldiering*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	-13.33	2.12	-17.50	-9.15
SMA (CON)	-2.45	.05	-2.55	-2.35
TMB (PFO)	.14	.03	.07	.22
SMA (CON) *TMB (PFO)	.06	.00	.06	.06

Note R^2 = .92, F = 2149.60 and ***p<.000, **p<.01, *p<.05 * SMA (CON) =Social media addiction (Conflict) * TMB (PFO) = Time management behavior (Preference for Organization)

This table investigates the moderating role of Preference for Organization (PFO) between SMA (Conflict) and workplace procrastination (Soldiering). The interaction term (SMA * TMB (PFO)) is significant and positive (B = 0.06, 95% CI [0.06, 0.06], p < .000), indicating that a strong preference for organization may boost procrastination for individuals experiencing conflict-related social media addiction. The R^2 = 0.9286 shows that the model has a high explanatory power.

Figure 25



The figure indicates that individuals with high levels of conflict-related social media addiction who also prefer organized work may experience increased procrastination. PFO does not provide a buffer in this context; rather, it results in a boost in procrastination levels.

Table 33

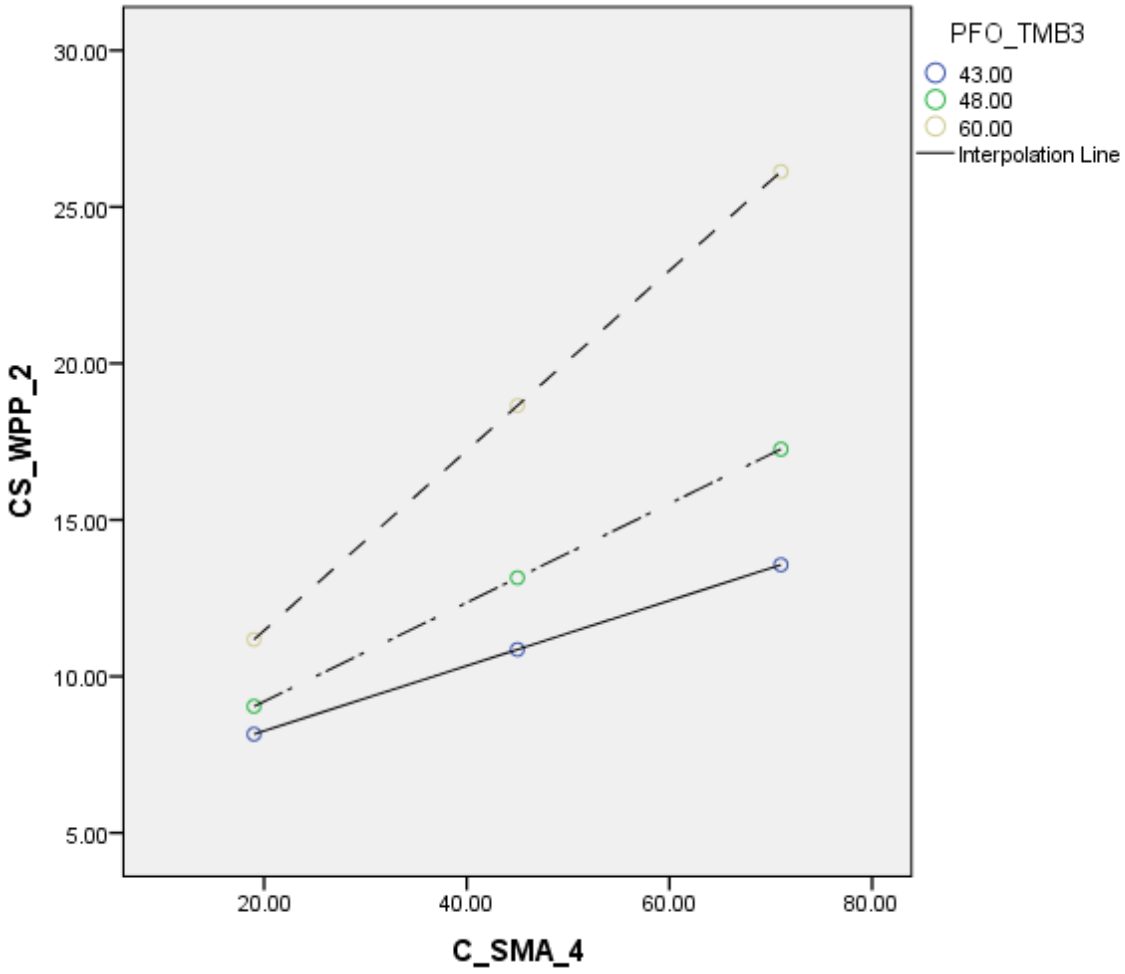
*Moderation of time management behavior (PFO) between social media addiction (Conflict) and workplace procrastination (*Cyberslacking*) (N = 500)*

Predictors	*B*	SE	95% CI	
			LL	UL
Constant	7.34	2.49	2.43	12.24
SMA (CON)	-.35	.06	-.48	-.23
TMB (PFO)	-.02	.04	-.11	.06
SMA (CON) *TMB (PFO)	.01	.00	.00	.01

Note R^2 = .33, F = 84.64 and ***p<.000, **p<.01, *p<.05 * SMA (CON) =Social media addiction (Conflict) * TMB (PFO) = Time management behavior (Preference for Organization)

This table highlights PFO as a moderator between SMA (Conflict) and workplace procrastination (Cyberslacking). The interaction term (SMA * TMB (PFO)) is significant but small (B = 0.01, 95% CI [0.00, 0.01], p < .000), suggesting that Preference for Organization has a minor boost effect on cyberslacking procrastination. The R^2 = 0.3386 indicates that this model explains a smaller proportion of the variance.

Figure 26



The figure shows that for individuals dealing with conflict-related social media addiction, PFO does not effectively buffer against cyberslacking procrastination. Instead, it leads to a slight boost in procrastination behaviors, indicating that organizational preferences do not mitigate the effects of addiction in this context.

Table 34

Results of curve fitting analysis examining gender differences among employees (N=500).

Variable	Male (n=329)		Female (n=171)				*Cohen's*
	M	*SD*	*M*	*SD*	*t(498)*	*P*	*d*
Social Media Addiction							
Occupation	34.9	12.2	21.4	11.5	11.9	.83	
Mood Modification	14.4	5.4	7.7	3.1	17.6	.00	1.52
Relapse	12.6	4.2	7.7	2.5	16.1	.00	1.41
Conflict	53.1	17.7	30.5	11.1	17.3	.00	1.52
Workplace Procrastination							
Soldiering	27.1	8.1	24.9	7.1	2.9	.00	0.28
Cyberslacking	13.1	2.5	12.7	3.7	1.2	.00	0.12
Time Management Behavior							
Setting Goals and Priorities	43.1	4.8	46.9	7.3	-5.9	.00	1.55
Mechanics: Scheduling & Planning	43.9	4.4	50.1	4.2	-15.1	.01	1.45
Preference for Organization	47.7	4.6	53.3	5.6	-11.1	.00	1.09

Note* SMA=Social media addiction * WPP=Workplace procrastination * TMB=Time management behavior

Table 32 examines gender differences in behavioral factors, which include occupation, mood modification, relapse, conflict, soldiering, cyberslacking, setting goals and priorities, scheduling and planning, and preference for organization. The table shows that male participants scored higher on occupation (M = 34.9, SD = 12.2), mood modification (M = 14.4, SD = 5.4), relapse (M = 12.6, SD = 4.2), conflict (M = 53.1, SD = 17.7), soldiering (M = 27.1, SD = 8.1) and Cyberslacking (M = 13.1, SD = 2.5) compared to female participants, who scored lower in these areas. Conversely, female participants scored higher on setting goals and priorities (M = 46.9, SD = 7.3), scheduling and planning (M = 50.1.7, SD = 4.2), and preference for organization (M = 53.3, SD = 5.6) than their male counterparts, who had lower scores in these categories. These results suggest significant gender-based differences in these behavioral factors.

Table 35

Results of curve fitting analysis examining job status (Permanent/Contractual) among employees (N=500).

Variable	Permanent (n=299)		Contractual (n=201)				
	M	*SD*	*M*	*SD*	*t(498)*	*P*	*Cohen's d*
Social Media Addiction							
Occupation	34.1	12.7	24.8	13.1	7.8	.00	0.72
Mood Modification	14.6	5.5	8.4	3.5	15.3	.00	1.34
Relapse	13.1	4.1	7.9	3.1	15.9	.04	1.43
Conflict	54.4	16.9	31.8	13.1	16.7	.00	1.49
Workplace Procrastination							
Soldiering	24.5	8.9	28.9	4.6	-7.1	.00	0.62
Cyberslacking	12.1	2.1	14.4	3.5	-8.7	.00	0.79
Time Management Behavior							
Setting Goals and Priorities	42.9	2.8	46.6	8.5	-5.8	.00	0.58
Mechanics: Scheduling & Planning	42.3	2.1	51.5	3.5	-33.6	.00	3.18
Preference for Organization	46.3	2.3	54.5	5.5	-20.1	.00	1.94

Note* SMA=Social media addiction * WPP=Workplace procrastination * TMB=Time management behavior

Table 33 provides an analysis of behavioral differences between permanent and contractual employees across several factors including occupation, mood modification, relapse, conflict, soldiering, cyberslacking, setting goals and priorities, scheduling and planning, and preference for organization. Permanent employees scored higher on occupation (M = 34.1, SD = 12.7), mood modification (M = 14.6, SD = 5.5), relapse (M = 13.1, SD = 4.1), and conflict (M = 54.4, SD = 16.9) compared to contractual employees, indicating these behaviors are more prevalent among permanent staff. In contrast, contractual employees scored higher on setting goals and priorities (M = 46.6, SD = 8.5), scheduling and planning (M = 51.5, SD = 3.5), and preference for organization (M = 54.5, SD = 5.5), suggesting stronger organizational skills among those in contractual positions.

Table 36

Results of curve fitting analysis examining job type (Public/Private) among employees (N=500).

Variable	Public (n=301)		Private (n=199)				*Cohen's*
	M	*SD*	*M*	*SD*	*t(498)*	*P*	*d*
Social Media Addiction							
Occupation	30.5	13.3	30.1	14.1	-.35	.00	0.02
Mood Modification	11.2	4.9	13.5	6.5	4.1	.00	0.39
Relapse	11.2	5.3	10.5	2.5	-2.1	.00	0.16
Conflict	44.8	21.3	46.1	15.1	.76	.00	0.07
Workplace Procrastination							
Soldiering	26.6	5.1	25.8	10.7	-1.1	.00	0.09
Cyberslacking	14.2	2.8	11.1	2.1	-15.1	.00	1.25
Time Management Behavior							
Setting Goals and Priorities	46.1	6.9	41.9	3.1	-8.9	.00	0.78
Mechanics: Scheduling & Planning	47.7	6.1	43.4	1.5	-11.3	.00	0.96
Preference for Organization	50.7	7.1	48.1	.001	-6.7	.00	0.51

Note* SMA=Social media addiction * WPP=Workplace procrastination * TMB=Time management behavior

Table 34 presents the behavioral differences between public and private sector employees across various factors, including occupation, mood modification, relapse, conflict, soldiering, cyberslacking, setting goals and priorities, scheduling and planning, and preference for organization. The results show that public sector employees had higher scores on occupation (M = 30.5, SD = 13.3), and relapse (M = 11.2, SD = 5.3), Private sector employees scores more in mood modification (M = 13.5., SD = 6.5), and conflict (M = 46.1, SD = 15.1). On the other hand, Public sector employees scored higher on setting goals and priorities (M = 46.1, SD = 6.9), scheduling and planning (M = 47.7, SD = 6.1), and preference for organization (M = 50.7, SD = 7.1), indicating that these organizational behaviors are more common among public sector workers.

Chapter V

Discussion

The present study undertook a comprehensive investigation into the intricate dynamics between social media addiction and workplace procrastination. Concurrently, the research explored into the nuanced moderating influence of time management behavior on the identified relationship. To expand the depth of analysis, the study systematically explored mean differences in social media addiction, workplace procrastination, and time management behavior across diverse demographic variables, including gender, job type, job status, and age. Ensuring the methodological soundness of the study, particular attention was dedicated to the reliability of the employed measurement instruments. The Social Media Addiction Scale, Procrastination at Work Scale, and Time Management Behavior Scale underwent demanding analysis through alpha reliability analysis. The obtained alpha coefficients, all exceeding the recommended threshold of .70, provided compelling evidence of the scales' robust internal consistency. This particular validation process affirmed the reliability of the measurement tools, as supported by Kline (2002) for behavioral measures. Having established the validity and reliability of the scales, the study transitioned to the critical assessment of data normality. This preliminary step was essential to determine the appropriateness of subsequent statistical analyses. The thoroughness in addressing these methodological considerations underscores the study's commitment to methodological rigor, enhancing the credibility and trustworthiness of the ensuing research findings.

First it was hypothesized that there is positive relationship between social media addiction and workplace procrastination among employees. Coker (2013) highlights that "personal web

usage" encompassing activities like online shopping, news surfing, and gambling, during work hours can lead to significant procrastination, resulting in reduced productivity and work quality. To delve deeper into this relationship, it is essential to consider the sub-domains of the Social Media Addiction Scale and the Workplace Procrastination Scale. The Social Media Addiction Scale includes sub-domains such as mood modification, Relapse, Occupation, and conflict, each of which contributes uniquely to procrastination. For instance, employees often engage in social media to modify their mood, seeking relief from stress or boredom, which can divert their focus from work tasks. The occupation of social media, where it occupies a dominant place in an employee's life, further exacerbates procrastination as attention shifts away from professional responsibilities. Additionally, as tolerance increases, employees spend more time on social media to achieve the same emotional effect, leading to greater time wastage and diminished productivity. Internal conflict arises as employees recognize the negative impact of their social media use but struggle to curtail it, perpetuating procrastination. Similarly, the Workplace Procrastination Scale reveals sub-domains like cyberslacking, soldiering, which are influenced by social media addiction. Cyberslacking, for example, is directly related to social media addiction, as employees engage in non-work-related online activities during work hours, further delaying their tasks. Soldiering, or the deliberate slowing down of work, can be a byproduct of reduced job satisfaction due to excessive social media use. Understanding these sub-domains offers a nuanced perspective on how social media addiction contributes to different forms of workplace procrastination, emphasizing the need for targeted interventions to mitigate these effects and enhance employee productivity (Coker, 2013).

Hypothesis 2 of the current study is there is negative relationship between Time Management Behavior and workplace procrastination among employees. While research on

procrastination in professional settings remains limited, the consequences of procrastination are far-reaching, impacting not only the procrastinator but also their colleagues and those dependent on their timely performance. Notably, only a few studies have directly addressed this phenomenon in the workplace, highlighting a significant gap in the literature and the need for further exploration. To understand workplace procrastination more deeply, one can examine the concept of "empty labor," as defined by Paulsen (2013), which refers to time spent on non-work-related activities during working hours. This framework provides a nuanced perspective by distinguishing between work-related and non-work-related distractions, offering insight into how procrastination manifests in the workplace. Paulsen's typology categorizes these procrastination behaviors into sub-domains such as soldiering, slacking, coping, and enduring, each representing different ways in which procrastination occurs depending on an employee's sense of work obligation and job demands. For instance, "soldiering" involves deliberately slowing down work to avoid tasks, while "cyberslacking" refers to neglecting work duties in favor of non-work activities using internet. Further analysis of procrastination in the workplace can be drawn from D'Abate and Eddy's (2007) work on "presenteeism," which describes employees who are physically present at work but operate below their full capacity. Their research identified a significant link between engaging in personal business during work hours such as managing family matters or indulging in leisure activities and increased levels of procrastination. This behavior, although not directly correlated with job dissatisfaction or organizational commitment, was consistently associated with workplace procrastination. The sub-domains of time management behavior, such as goal-setting, prioritization, and planning, are critical in addressing these issues. Effective goal-setting and prioritization help employees manage their time more effectively, reducing the likelihood of engaging in "empty labor" or presenteeism. The findings of Wan, Downey, and Stough (2014)

further support this link, showing that personal business conducted during work hours strongly correlates with workplace procrastination. This highlights the importance of time management strategies in mitigating such behaviors. However, these results contrast with those of Phillips and Reddie (2007), who explored email usage and found different patterns of procrastination, underscoring the complex and multifaceted nature of procrastination in workplace contexts. In conclusion, this research enriches our understanding of the intricate relationship between time management behavior and workplace procrastination by analyzing the sub-domains of both procrastination and time management. It expands on existing literature by addressing the broader implications of these behaviors on organizational dynamics. The analysis underscores the importance of effective time management strategies—particularly in the sub-domains of goal-setting, task prioritization, and planning—in reducing procrastination and its potential negative effects on workplace productivity (Paulsen, 2013; D'Abate & Eddy, 2007; Wan, Downey, & Stough, 2014; Phillips & Reddie, 2007).

Hypothesis 3 was Time Management Behavior moderate the relationship between workplace Procrastination and social Media addiction. The connection between workplace procrastination and social media addiction (SMA) has emerged as a crucial area of research, especially in understanding how time management behaviors can influence productivity in occupational contexts (Przepiorka & Blachnio, 2016). This study explores how different time management strategies, specifically Setting Goals and Priorities (SGP), Mechanics of Scheduling and Planning (MSP), and Preference for Organization (PFO), moderate the impact of SMA on two procrastination behaviors: Soldiering (task avoidance) and Cyberslacking (excessive digital browsing during work) (Kim, Lee, & Ryu, 2018). The hypotheses primarily examine whether these strategies effectively mitigate or, in some cases, unintentionally amplify procrastinatory tendencies

driven by SMA. Consistent with self-regulation frameworks, the results reveal that goal-oriented behaviors like SGP significantly reduce procrastination linked to social media, while the effects of MSP and PFO are mixed (Schmeichel & Baumeister, 2004). Studies by Panek (2014) and Steel and Ferrari (2013) indicate that while scheduling and organization are often associated with improved productivity, they may unintentionally promote procrastination in digital distraction-heavy environments. These findings illustrate the complex role that time management practices play in either mitigating or exacerbating workplace procrastination related to SMA.

H1: SGP moderates the relationship between SMA (Occupation) and Soldiering, reducing Soldiering procrastination. Hypothesis posits that Setting Goals and Priorities (SGP) moderates the impact of social media addiction (SMA) related to occupational use on Soldiering procrastination, specifically reducing procrastination levels. Results supports this hypothesis, indicating a significant negative moderation effect ($B = -0.10$, $p < .001$). These findings are consistent with the self-regulation framework by Schmeichel and Baumeister (2004), which suggests that setting clear, prioritized goals helps individuals stay focused on task-related activities, reducing the tendency to procrastinate. Empirical studies by Kim, Lee, and Ryu (2018) have shown that goal-oriented individuals exhibit greater control over distractions, including occupational social media usage, which aligns with our findings. Therefore, SGP appears effective in moderating the effects of SMA on Soldiering, helping individuals redirect focus away from procrastinatory behaviors.

H2: SGP moderates the relationship between SMA (Occupation) and Cyberslacking, reducing Cyberslacking procrastination. Hypothesis proposed that SGP would reduce Cyberslacking procrastination among individuals with high occupational SMA. Supported by

results (B = -0.01, p < .01), this finding aligns with research by Przepiorka and Blachnio (2016), which demonstrated that goal-setting can reduce the likelihood of digital distractions, including social media use during work. The literature suggests that goal-setting enables individuals to direct attention to productive activities, reducing impulsive online behaviors (Locke & Latham, 2002). As these findings reveal, SGP effectively moderates SMA's impact on Cyberslacking by promoting task-oriented focus and reducing the impulse to engage with digital distractions.

H3: MSP does not moderates the relationship between SMA (Occupation) and Soldiering, reducing Soldiering. Hypothesis proposed that Mechanics: Scheduling and Planning (MSP) would moderate the relationship between occupational SMA and Soldiering procrastination. While results provideno partial support (B = 0.00, p = .05), the moderation effect is zero. This finding is partially consistent with Kaufman et al. (2018), who argued that while scheduling may assist in task management, it may be insufficient to fully counteract the effects of SMA without prioritization. Barber and Santuzzi (2015) also noted that scheduling on its own may not reduce procrastination effectively in environments with high levels of digital distractions. The minimal effect observed here implies that scheduling alone is not a sufficient moderator and may require reinforcement through goal-setting.

H4: MSP moderates the relationship between SMA (Occupation) and Cyberslacking, reducing Cyberslacking. Hypothesis was not supported, as results showed significant effect of MSP on cyberslacking procrastination (B = 0.01, p > .05). This aligns with previous research suggesting that while MSP and structured routines can help organize work tasks, they are often insufficient to counter impulsive digital distractions. Panek (2014) argued that MSP may lack the flexibility to handle spontaneous online temptations, while Oravec (2002) noted that the immediate

gratification provided by internet use can undermine traditional time-management practices. Reyt and Wiesenfeld (2015) also observed that individuals may underestimate the allure of digital distractions, which provide instant stress relief or enjoyment, making them challenging to resist with self-regulation alone. Similarly, Zhang et al. (2018) highlighted the habitual nature of online behaviors, suggesting that managing these distractions requires approaches beyond scheduling. Thus, MSP may not serve as an effective moderator of cyberslacking in the context of SMA, likely due to the impulsive, habit-driven nature of online behaviors that scheduling alone cannot control. This suggests that alternative strategies focusing on impulse control and behavioral interventions may be more effective in reducing cyberslacking in occupational settings.

H5: PFO moderates the relationship between SMA (Occupation) and Soldiering, potentially reducing Soldiering. Results show that Preference for Organization (PFO) increases the relationship between SMA (Occupation) and Soldiering ($B = 0.04$, $p < .001$), providing no support for Hypothesis. This finding aligns with Schouwenburg's (2019) theory that strong preferences for organization can, paradoxically, lead to structured procrastination when high-stimulation environments like social media are involved. Furthermore, Steel and Ferrari (2013) observed that individuals with rigid organizational preferences might prioritize organization-related tasks over work responsibilities, inadvertently fostering procrastination. Thus, PFO's amplification effect here suggests that individuals with strong organizational tendencies may unintentionally use SMA as a means to structure non-productive behaviors.

H6: PFO does not moderates the relationship between SMA (Occupation) and Cyberslacking, potentially reducing Cyberslacking procrastination. Hypothesis suggested that PFO might reduce Cyberslacking procrastination under SMA (Occupation). Results shows this,

showing a positive effect ($B = 0.00$, $p < .001$). This aligns with findings by Cao et al. (2018), which noted that while organizational preferences generally aid productivity, they may also reinforce procrastination in high-stimulation digital contexts. Such amplification suggests that PFO may inadvertently support procrastinatory tendencies by structuring time for digital distractions. The results imply that while PFO is often beneficial, it may not mitigate procrastination in digitally stimulating environments.

H7: SGP moderates the relationship between SMA (Mood Modification) and Soldiering, reducing Soldiering procrastination. Hypothesis is supported by the findings, which indicate that SGP significantly reduces Soldiering procrastination associated with SMA (Mood Modification) ($B = -0.21$, $p < .001$). Research by Kim et al. (2019) supports this result, showing that goal-setting enables individuals to counteract mood-dependent behaviors by focusing on specific objectives. As goal-setting provides structure, individuals are less likely to procrastinate through mood-driven social media use. These findings confirm that SGP is an effective moderator in reducing procrastination tied to mood-altering SMA behaviors, reinforcing self-regulation principles (Baumeister & Heatherton, 1996).

H8: SGP moderates the relationship between SMA (Mood Modification) and Cyberslacking, reducing Cyberslacking procrastination. Results were non-significant.

H9: MSP moderates the relationship between SMA (Mood Modification) and Soldiering, reducing Soldiering procrastination. Hypothesis is not supported by results, which shows that MSP moderate Soldiering procrastination under SMA (Mood Modification) ($B = 0.14$, $p < .001$). This finding supports research by Barber and Santuzzi (2015), which found that structured planning aids in managing emotionally driven procrastination. However, scheduling's effectiveness here

suggests that MSP provides sufficient structure to counteract Soldiering tied to mood-altering SMA behaviors, reinforcing findings by Wendelien et al. (2020) on time management and procrastination.

H10: MSP moderates the relationship between SMA (Mood Modification) and Cyberslacking, reducing Cyberslacking. Hypothesis was not supported, as results reveals a minimal impact of MSP on Cyberslacking ($B = 0.08$, $p > .05$). This aligns with research by Tuckman (1991), who argued that while scheduling helps task organization, it may not effectively manage impulsive digital behaviors, especially when driven by mood modification needs. The lack of significant effect suggests that MSP alone may not reduce Cyberslacking tied to mood-altering SMA.

H11: PFO moderates the relationship between SMA (Mood Modification) and Soldiering, potentially reducing Soldiering procrastination. As per results, PFO appears to amplify Soldiering procrastination under SMA (Mood Modification) ($B = 0.14$, $p < .001$), not supporting Hypothesis. Cao et al. (2018) identified that while preferences for organization can improve task completion, they may also reinforce structured procrastination when individuals rely on mood-altering social media. This amplification suggests that organizational preferences may inadvertently support procrastination in mood-driven SMA contexts, consistent with Schouwenburg's (2019) findings on structured procrastination.

H12: PFO moderates the relationship between SMA (Mood Modification) and Cyberslacking, potentially reducing Cyberslacking procrastination. Hypothesis is not supported by results ($B = 0.01$, $p < .001$), where PFO amplifies Cyberslacking procrastination. This aligns with findings by Steel and Ferrari (2013), who noted that organized individuals may use their skills

to justify structured but non-productive activities, particularly in digitally stimulating environments. The amplification effect here suggests that PFO may inadvertently reinforce procrastination, particularly when individuals seek mood regulation through digital distractions.

H13: SGP moderates the relationship between SMA (Relapse) and Soldiering, reducing Hypothesis posits that Setting Goals and Priorities (SGP) mitigates procrastination associated with relapse-driven social media addiction (SMA). This hypothesis is supported by results, where the moderation effect of SGP is significant and negative ($B = -0.52$, $p < .001$). These findings align with research by Baumeister and Heatherton (1996), which suggests that effective goal setting can counteract self-regulatory lapses by redirecting focus towards task completion. Research by Muraven and Baumeister (2000) also highlights that individuals using SGP are better equipped to handle relapse-related distractions, affirming the effectiveness of goal setting in reducing procrastination.

H14: SGP moderates the relationship between SMA (Relapse) and Cyberslacking, reducing Cyberslacking procrastination. Supported by results ($B = -0.08$, $p < .001$), Hypothesis suggests that SGP helps buffer procrastination caused by relapse-driven social media usage, specifically in Cyberslacking. This aligns with the findings of Schmeichel and Baumeister (2004), who argue that goal-setting aids individuals in resisting impulse-driven distractions. However, the moderate effect observed here implies that while SGP is effective, its impact on Cyberslacking is less substantial than on Soldiering. This may be due to the more impulsive nature of digital distractions (Przepiorka & Blachnio, 2016), making complete mitigation challenging.

H15: MSP moderates the relationship between SMA (Relapse) and Soldiering, potentially reducing Soldiering procrastination. Contrary to expectations, results shows that MSP (Mechanics: Scheduling & Planning) slightly amplifies Soldiering procrastination under relapse conditions, as

evidenced in results (B = 0.22, p < .001). This aligns with findings by Kaufman et al. (2018), which suggest that, in highly stimulating settings, MSP alone may reinforce procrastination rather than reduce it. Studies by Wendelien et al. (2020) indicate that scheduling may be effective primarily when coupled with SGP, which may explain the observed increase in Soldiering when MSP is used without SGP.

H16: MSP moderates the relationship between SMA (Relapse) and Cyberslacking, potentially reducing Cyberslacking procrastination. Results not supports Hypothesis, with MSP slightly reducing procrastination under relapse-driven SMA (B = 0.11, p < .001). This finding aligns with Tuckman (1991), who noted that while scheduling can structure work tasks, it may not effectively counter impulsive digital behaviors. This minimal effect suggests that MSP, in the context of relapse, does not reduce procrastination tied to Cyberslacking effectively, as relapse-related impulses are harder to manage through MSP alone.

H17: PFO moderates the relationship between SMA (Relapse) and Soldiering, potentially reducing Soldiering procrastination. Results shows that PFO (Preference for Organization) amplifies the relationship between relapse-related SMA and Soldiering (B = 0.42, p < .001), not supporting Hypothesis. This aligns with research by Steel and Ferrari (2013), who observed that strong organizational preferences may inadvertently foster structured procrastination, especially in environments with high-stimulation triggers like SMA relapse. Cao et al. (2018) also noted that rigid organizational tendencies might lead individuals to structure procrastination behaviors, reinforcing rather than mitigating SMA-induced procrastination.

H18: PFO moderates the relationship between SMA (Relapse) and Cyberslacking, potentially reducing Cyberslacking procrastination. Results not support Hypothesis, indicating a minor amplification effect of PFO on Cyberslacking procrastination (B = 0.09, p < .001). This

finding is consistent with Schouwenburg's (2019) theory of structured procrastination, where high organizational preferences may inadvertently support non-productive structuring, particularly in digitally stimulating contexts. The results imply that PFO may, in fact, reinforce procrastinatory behaviors instead of reducing them when faced with relapse-driven SMA.

H19: SGP moderates the relationship between SMA (Conflict) and Soldiering, reducing Soldiering procrastination. Hypothesis suggests that Setting Goals and Priorities (SGP) buffers procrastination linked to conflict-driven SMA. Results supports this hypothesis ($B = -0.09$, $p < .001$), indicating that SGP effectively reduces procrastination under conflict-driven social media addiction. These results support findings by Baumeister and Heatherton (1996), which emphasize goal-setting as a tool for redirecting attention away from conflict-induced distractions. The reduction effect here suggests that SGP is an effective moderator for Soldiering procrastination associated with conflict-based SMA.

H20: SGP does not moderates the relationship between SMA (Conflict) and Cyberslacking, reducing Cyberslacking procrastination. Partially supported by results, shows a no impact of SGP on Cyberslacking procrastination under SMA (Conflict) ($B = -0.00$, $p < .05$). This limited effect aligns with Przepiorka and Blachnio (2016), who found that while goal-setting reduces distractions, its impact on impulsive digital behaviors, such as Cyberslacking, is often minor. The no effect observed suggests that goal-setting alone may be insufficient in reducing procrastination associated with Cyberslacking in the face of conflict- SMA.

H21: MSP moderates the relationship between SMA (Conflict) and Soldiering, potentially reducing Soldiering procrastination. Contrary to expectations, Results shows that MSP slightly amplifies Soldiering procrastination related to conflict-driven SMA, as results illustrates ($B = 0.04$, $p < .001$). Kaufman et al. (2018) suggested that scheduling may structure tasks but may not

mitigate procrastination in highly distracting digital contexts, potentially explaining this amplification. The results indicate that MSP alone may reinforce rather than mitigate Soldiering procrastination under conflict conditions.

H22: MSP moderates the relationship between SMA (Conflict) and Cyberslacking, potentially reducing Cyberslacking procrastination. Hypothesis finds no support in results, where MSP shows a slight positive effect on Cyberslacking procrastination ($B = 0.02$, $p < .001$). This aligns with Panek (2014), who suggested that scheduling alone may be ineffective against impulsive behaviors like Cyberslacking, especially under conflict-driven SMA. The positive effect implies that MSP may not effectively moderate Cyberslacking procrastination but rather contribute to its amplification.

H23: PFO moderates the relationship between SMA (Conflict) and Soldiering, potentially reducing Soldiering procrastination. Results not supports Hypothesis, revealing that PFO amplifies Soldiering procrastination associated with conflict-driven SMA ($B = 0.06$, $p < .001$). This effect aligns with Schouwenburg's (2019) structured procrastination framework, suggesting that individuals with high organizational preferences might unintentionally foster procrastination by structuring it around conflict-related social media distractions. Steel and Ferrari (2013) also highlight that strong organizational tendencies may exacerbate procrastination when digital distractions are present, aligning with the observed amplification.

H24: PFO moderates the relationship between SMA (Conflict) and Cyberslacking, potentially reducing Cyberslacking procrastination. Hypothesis finds no support, as shown in results, with PFO showing a slight amplification of Cyberslacking procrastination ($B = 0.01$, $p < .001$). This minimal effect is consistent with findings by Cao et al. (2018), which suggest that while organizational preferences typically aid productivity, they may inadvertently support structured

procrastination in high-stimulation environments like social media. This minor amplification indicates that PFO may not mitigate Cyberslacking procrastination but slightly increase it in the presence of conflict-driven SMA.

In conclusion, this study highlights the nuanced impact of time management behaviors on the relationship between occupational SMA and procrastination. Results indicate that goal-setting and prioritization, as outlined in self-regulation research, are effective in reducing procrastination in various SMA-driven contexts, particularly those tied to mood modification, relapse, and conflict (Baumeister & Heatherton, 1996; Muraven & Baumeister, 2000). Conversely, scheduling and planning behaviors alone showed limited effectiveness and, in some cases, even amplified procrastination in digitally stimulating settings, as suggested by Kaufman et al. (2018). Additionally, a strong preference for organization can sometimes unintentionally reinforce procrastinatory behaviors when digital distractions are involved, reflecting findings by Cao et al. (2018) and Schouwenburg (2019). These insights underscore the need for tailored time management interventions, where self-regulation and prioritization may offer the most promise in mitigating SMA-driven procrastination.

Hypothesis 4 Male employees are higher on Social Media Addiction than female employees. The findings of the study reveal that male employees scored higher on internet usage within the work setting. This aligns with existing literature supporting the view that researchers consistently observe higher scores of personal internet use among male employees compared to their female counterparts. Furthermore, research indicates that female employees tend to display higher levels of internet anxiety in comparison to their male counterparts. Additionally, studies have found that female employees generally exhibit a higher ethical standard compared to males. This hypothesis is further supported by the subdomain analysis in the thesis. Social Media

Addiction (SMA) was measured using the Social Media Addiction Scale (SMAS), which includes four subdomains: Occupation, Mood Modification, Relapse, and Conflict. Male employees scored higher on SMA subdomains, particularly in the Occupation and Relapse categories, where their usage significantly interfered with professional responsibilities. In contrast, female employees displayed lower scores on these dimensions, suggesting they have more controlled use of social media at work. In the Occupation subdomain, males reported significantly more frequent use of social media during work hours, resulting in productivity challenges. In the Relapse subdomain, male employees exhibited a stronger tendency to return to social media after attempting to reduce usage. In a study conducted by Samnani et al. (2014), it was reported that male employees, at a rate of 12.2%, utilized the internet at work for non-work purposes more frequently than their female counterparts. This observation is significant as it correlates with an increased likelihood of male employees engaging in counterproductive workplace behaviors compared to females. The research by Samnani et al. (2014) provides empirical support for the hypothesis, establishing a connection between gender, social media addiction, and workplace behaviors.

Hypothesis 5 Male employees are higher on Workplace Procrastination than female employees. The study supports the hypothesis that male employees exhibit higher levels of workplace procrastination compared to female employees. Research by Nguyen et al. (2013) similarly suggests that women tend to procrastinate less than men, possibly due to societal or individual factors that influence time management and work habits. Further investigation into specific subdomains of workplace procrastination reveals gender-based differences in behaviors like Soldiering and Cyberslacking. Male employees scored higher on Soldiering, a deliberate work slowdown that negatively impacts productivity, and Cyberslacking, the act of using the internet for non-work-related activities during work hours. These behaviors are more prevalent among

males, contributing to higher overall procrastination scores. On the other hand, female employees demonstrated superior abilities in Setting Goals and Priorities, Scheduling and Planning, and Preference for Organization. These domains are essential for effective time management and productivity, suggesting that females may procrastinate less due to their stronger organizational skills and better time management behaviors. The nuanced gender differences in these subdomains provide deeper insights into the reasons behind workplace procrastination, with males more likely to engage in behaviors that delay work tasks, while females display greater discipline in managing their work responsibilities.

Hypothesis 6 Procrastination is higher among permanent employees than contractual employees. This study examined whether permanent employees, due to their job security, would exhibit higher levels of procrastination compared to contractual employees. Opposing to the initial hypothesis, the findings revealed that procrastination was indeed prevalent among contractual employees. The relevant subdomains of procrastination that were significantly higher in contractual employees include Soldiering and Cyberslacking. Soldiering refers to deliberate work slowdowns, while Cyberslacking describes using the internet for non-work-related activities during working hours. Both behaviors contribute to delays in completing tasks and overall lower productivity. Permanent employees, by contrast, showed better control over their work-related tasks, with fewer instances of procrastination. The nature of their employment, characterized by job security, likely drives more focus and urgency in task completion, resulting in lower levels of Soldiering and Cyberslacking compared to their contractual counterparts. This finding challenges the assumption that job security leads to lower procrastination and suggests that the pressures associated with permanent work may actually encourage more disciplined work habits.

Hypothesis 7 Employees working in public sector are higher on Procrastination than

employees working in private sector. The study supports the hypothesis that public sector employees exhibit higher levels of procrastination compared to their private sector counterparts. In the analysis of procrastination subdomains, public sector employees scored significantly higher in Soldiering and Cyberslacking. Soldiering refers to the deliberate slowing down of work tasks, while Cyberslacking involves using the internet for non-work-related activities during work hours. These behaviors were more common in the public sector, contributing to delays in task completion and reduced workplace efficiency. These procrastination tendencies were less prevalent in the private sector, where employees showed better discipline in completing tasks on time and avoiding distractions.

Conclusion

This study examined the relationships between social media addiction, workplace procrastination, and time management behaviors among employees. The findings revealed a positive correlation between social media addiction and workplace procrastination, highlighting the impact of digital distractions on employee productivity. Furthermore, effective time management was identified as a significant factor in reducing workplace procrastination, serving as a potential moderator in mitigating the adverse effects of social media addiction on work performance.

Demographic differences, such as gender, job status, and job type, also emerged as influential factors, with male employees and those in specific employment contexts (e.g., contractual vs permanent, public vs private sectors) showing varying levels of social media addiction and procrastination.

Overall, this study contributes to the understanding of how social media usage and time management behaviors affect workplace productivity, providing a foundation for future research

and organizational strategies aimed at fostering a more focused and efficient work environment.

Implication of the Present Study

The findings of the present study offer several practical implications that can guide workplace improvements in Pakistan. Key recommendations include implementing digital wellness initiatives to foster a balanced relationship with social media and reduce its negative effects on productivity. Recognizing gender differences in social media use and procrastination can help tailor training programs to meet the distinct needs of male and female employees. Additionally, cultural sensitivity is essential in designing effective interventions for workplace procrastination, given Pakistan's diverse cultural landscape. The study also highlights specific concerns for public sector and contractual employees, suggesting targeted support to enhance time management and reduce procrastination. Employers are encouraged to review organizational policies to mitigate social media distractions, and educational campaigns could raise awareness about the impact of social media addiction and the value of effective time management. Industry-specific strategies are recommended, as workplace culture varies across sectors, and government agencies can play a supportive role in promoting digital literacy and time management skills. Finally, the study calls for a commitment to long-term employee development, with investments in skill-building programs that benefit both employees and employers over time.

Limitations of the Present Study

The present study has several limitations that should be acknowledged. First, the dependence on self-reported measures may introduce social desirability bias, as participants might present themselves in a favorable light, affecting the study's internal validity. Future research could address this by using a variety of assessment methods, including observational or behavioral

approaches, to improve data accuracy. The study also has a limited geographical scope, as participants were only from two cities in Pakistan, which may restrict the generalizability of the findings. Expanding the sample to include diverse regions would enhance external validity. Additionally, the relatively small sample size of 500 employees limits the representativeness of the results, suggesting that future studies could benefit from larger sample sizes. Lastly, feedback was collected from participants only after completing the questionnaire, which may limit the depth and accuracy of responses. Future research could adopt a longitudinal approach, gathering feedback at multiple stages to capture changes in participant perspectives over time.

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APPENDIX A

Informed Consent Form

Assalam-u-Alaikum!

I am a student of MPhil Psychology at National University of Modern Languages, Islamabad Campus and I am doing a research thesis.

I request you to participate in this research project. For this purpose, you are requested to fill the provided questionnaires. It will take approximately 15 to 20 minutes. You are requested to read the questions carefully and answer them all with honesty. I assure you that the information taken from you will be kept confidential and will be used only for research purpose. You have full right to withdraw your participation during any stage of the research.

Your support and participation will be highly appreciated. If you want to know the results of this research, feel free to contact me on email address.

Email: xhani4086@gmail.com

I hereby agree to take part in this research.

Date: _____ Participant's Signature: _____

APPENDIX B

Demographic variables:

Age:

Gender:

Male

Female

Job Type

Permanent

Contractual

Job Status

Public

Private

APPENDIX C

Social Media Addiction Scale

Sr	Items	Never	Rarely	Sometimes	Often	Always
1	I pretty much think about what's going on at social media recently.	1	2	3	4	5
2	If there's anything I have to do first I check the social media.	1	2	3	4	5
3	When I don't check the social media for a while, the thought of checking it occupies my mind.	1	2	3	4	5
4	I think that my life would be boring, blank and tasteless without social media.	1	2	3	4	5
5	When I'm not connected to the internet, I intensely think of checking the social media.	1	2	3	4	5
6	I wonder of what's happening at social media.	1	2	3	4	5
7	There are times that I spent more time at social media than I think.	1	2	3	4	5

Sr	Items	Never	Rarely	Sometimes	Often	Always
8	Each time I decide to cut my connection with social media, I tell myself “a few more minutes”.	1	2	3	4	5
9	I can’t give up using social media for a long while.	1	2	3	4	5
10	There are times that I use social media more than I plan.	1	2	3	4	5
11	I can’t understand how time passes while using social media.	1	2	3	4	5
12	I allocate long periods to actions (games, chat, viewing the photographs etc) relevant to social media.	1	2	3	4	5
13	I use social media in order to forget my personal problems.	1	2	3	4	5
14	I spend time at social media at times when I feel alone.	1	2	3	4	5
15	I prefer surfing at social media in order to be relieved from negative thoughts regarding my life.	1	2	3	4	5

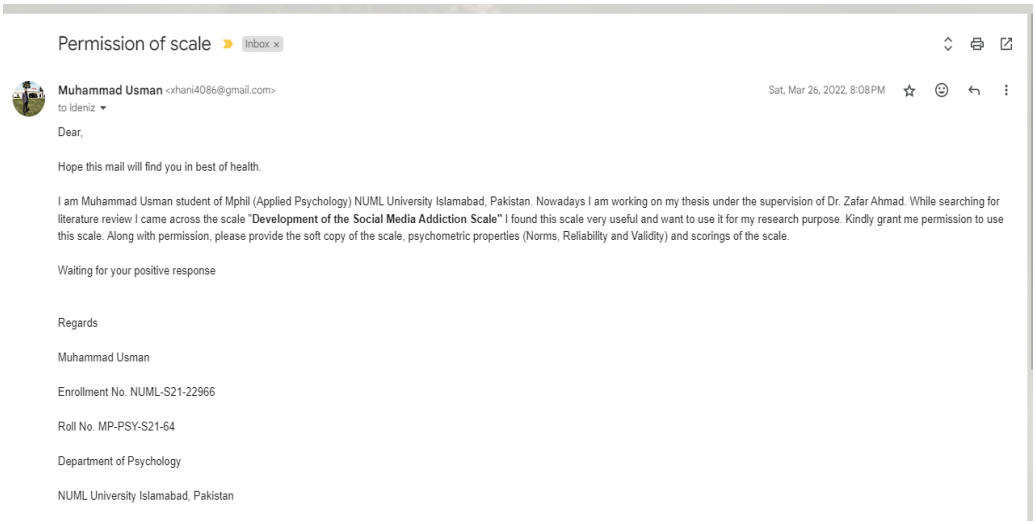
Sr	Items	Never	Rarely	Sometimes	Often	Always
16	When I get bored of my problems, the best place that I shelter is social media.	1	2	3	4	5
17	I forget about everything along the period that I use social media.	1	2	3	4	5
18	There happens to be times when I try to stop using social media and become unsuccessful.	1	2	3	4	5
19	I desire intensively to regulate my use of social media.	1	2	3	4	5
20	I make useless efforts in order to leave the use of social media.	1	2	3	4	5
21	I make useless efforts in order to regulate the use of social media.	1	2	3	4	5
22	I try to decrease the time that I spent at social media, and I become unsuccessful.	1	2	3	4	5
23	I use social media more although it negatively affects my profession/studies.	1	2	3	4	5

Sr	Items	Never	Rarely	Sometimes	Often	Always
24	I give less priority to my hobbies and leisure activities due to social media.	1	2	3	4	5
25	There happens to be times that I neglect my spouse and family members due to social media.	1	2	3	4	5
26	There happens times that I neglect my friends due to social media.	1	2	3	4	5
27	Due to social media, I can not complete the activities that I start in a timely manner.	1	2	3	4	5
28	In order to spend more time at social media, I neglect activities regarding school or work.	1	2	3	4	5
29	I prefer spending time at social media rather than spending time with my friends.	1	2	3	4	5
30	My school studies or works are interrupted due to the time I spent at social media.	1	2	3	4	5
31	My productivity decreases due to social media.	1	2	3	4	5

Sr	Items	Never	Rarely	Sometimes	Often	Always
32	I prefer spending time at social media rather than going out with my friends.	1	2	3	4	5
33	People criticize me for the time I spend at social media.	1	2	3	4	5
34	I find myself trying to hide the time I spent on social media.	1	2	3	4	5
35	There happens times that I forget eating due to social media.	1	2	3	4	5
36	There happens times that I allocate less time to my personal care due to social media use.	1	2	3	4	5
37	Alterations/disturbances occur in my sleeping order due to social media use.	1	2	3	4	5
38	There happens times that I encounter physical problems (back, head, eye aches) due to social media use.	1	2	3	4	5

Sr	Items	Never	Rarely	Sometimes	Often	Always
39	The use of social media causes me to encounter problems in my relations with individuals who are important for me.	1	2	3	4	5
40	The use of social media causes problems in my life.	1	2	3	4	5
41	As the things I have to do increase, my desire to use social media increases at that rate.	1	2	3	4	5

Permission mail to use Social Media Addiction Scale



Permission of scale Inbox ×

Muhammad Usman <xhani4086@gmail.com> Sat, Mar 26, 2022, 8:08 PM
to ldeniz

Dear,

Hope this mail will find you in best of health.

I am Muhammad Usman student of Mphil (Applied Psychology) NUML University Islamabad, Pakistan. Nowadays I am working on my thesis under the supervision of Dr. Zafar Ahmad. While searching for literature review I came across the scale "**Development of the Social Media Addiction Scale**" I found this scale very useful and want to use it for my research purpose. Kindly grant me permission to use this scale. Along with permission, please provide the soft copy of the scale, psychometric properties (Norms, Reliability and Validity) and scorings of the scale.

Waiting for your positive response

Regards

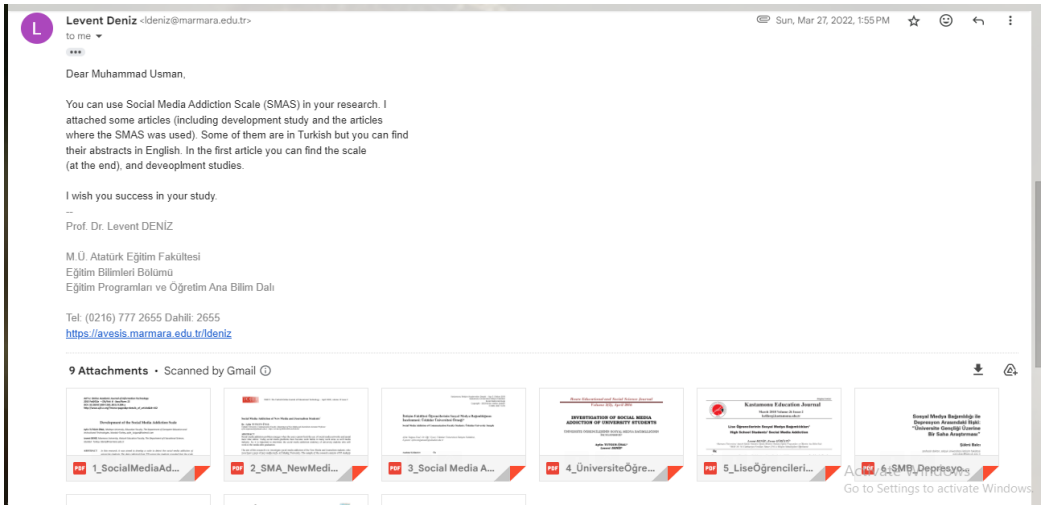
Muhammad Usman

Enrollment No. NUML-S21-22966

Roll No. MP-PSY-S21-64

Department of Psychology

NUML University Islamabad, Pakistan



Levent Deniz <ldeniz@marmara.edu.tr> Sun, Mar 27, 2022, 1:55 PM
to me

Dear Muhammad Usman,

You can use Social Media Addiction Scale (SMAS) in your research. I attached some articles (including development study and the articles where the SMAS was used). Some of them are in Turkish but you can find their abstracts in English. In the first article you can find the scale (at the end), and deveoplment studies.

I wish you success in your study.

--
Prof. Dr. Levent DENİZ

M.Ü. Atatürk Eğitim Fakültesi
Eğitim Bilimleri Bölümü
Eğitim Programları ve Öğretim Ana Bilim Dalı

Tel: (0216) 777 2655 Dahili: 2655
https://avesis.marmara.edu.tr/ldeniz

9 Attachments • Scanned by Gmail

1_SocialMediaAd... 2_SMA_NewMedi... 3_Social Media A... 4_ÜniversiteÖğre... 5_LiseÖğrencileri... 6_SMD_Depresyo...

APPENDIX D

Time Management Behavior Scale

Sr	Items	Seldom true	Occasionally true	True about as often as not	Frequently true	Very often true
1.	When I decide on what I will try to accomplish in the short term, I keep in mind my long-term objectives.	1	2	3	4	5
2.	I review my goals to determine if they need revising.	1	2	3	4	5
3.	I break complex, difficult projects down into smaller manageable tasks.	1	2	3	4	5
4.	I set short-term goals for what I want to accomplish in a few days or weeks.	1	2	3	4	5
5.	I set deadlines for myself when I set out to accomplish a task.	1	2	3	4	5
6.	I look for ways to increase the efficiency with which I perform my work activities.	1	2	3	4	5
7.	I finish top priority tasks before going on to less important ones.	1	2	3	4	5

Sr	Items	Seldom true	Occasionally true	True about as often as not	Frequently true	Very often true
8.	I review my daily activities to see where I am wasting time.	1	2	3	4	5
9.	During a workday I evaluate how well I am following the schedule I have set down for myself.	1	2	3	4	5
10.	I set priorities to determine the order in which I will perform tasks each day.	1	2	3	4	5
11.	I carry a notebook to jot down notes and ideas.	1	2	3	4	5
12.	I schedule activities at least a week in advance.	1	2	3	4	5
13.	When I find that I am frequently contacting someone, I record that person's name, address, and phone number in a special file.	1	2	3	4	5
14.	I block out time in my daily schedule for regularly scheduled events.	1	2	3	4	5
15.	I make notes to remind myself of what I need to do.	1	2	3	4	5

Sr	Items	Seldom true	Occasionally true	True about as often as not	Frequently true	Very often true
16.	I make a list of things to do each day and check off each task as it is accomplished.	1	2	3	4	5
17.	I carry an appointment book with me.	1	2	3	4	5
18.	I keep a daily log of my activities.	1	2	3	4	5
19.	I use an in-basket and out-basket for organizing paperwork.	1	2	3	4	5
20.	I find places to work that will allow me to avoid interruptions and distractions.	1	2	3	4	5
21.	If I know I will have to spend time waiting	1	2	3	4	5
22.	At the end of the workday I leave a clear	1	2	3	4	5
23.	When I make a things-to-do list at the beginning of the day, it is forgotten or set aside by the end of the day.	1	2	3	4	5

Sr	Items	Seldom true	Occasionally true	True about as often as not	Frequently true	Very often true
24.	I can find the things I need for my work more easily when my workspace is messy and disorganized than when it is neat and organized.	1	2	3	4	5
25.	The time I spend scheduling and organizing my workday is time wasted.	1	2	3	4	5
26.	My workdays are too unpredictable for me to plan and manage my time to any great extent.	1	2	3	4	5
27.	I have some of my most creative ideas when I am disorganized.	1	2	3	4	5
28.	When I am somewhat disorganized I am better able to adjust to unexpected events.	1	2	3	4	5
29.	I find that I can do a better job if I put off tasks that I don't feel like doing than if I try to get them done in the order of their importance.	1	2	3	4	5
30.	I underestimate the time that it will take to accomplish tasks.	1	2	3	4	5

Sr	Items	Seldom true	Occasionally true	True about as often as not	Frequently true	Very often true
31.	I feel in control of my time.	1	2	3	4	5
32.	I must spend a lot of time on unimportant tasks.	1	2	3	4	5
33.	I find it difficult to keep to a schedule because others take me away from my work.	1	2	3	4	5
34.	I find myself procrastinating on tasks that I don't like but that must be done.	1	2	3	4	5

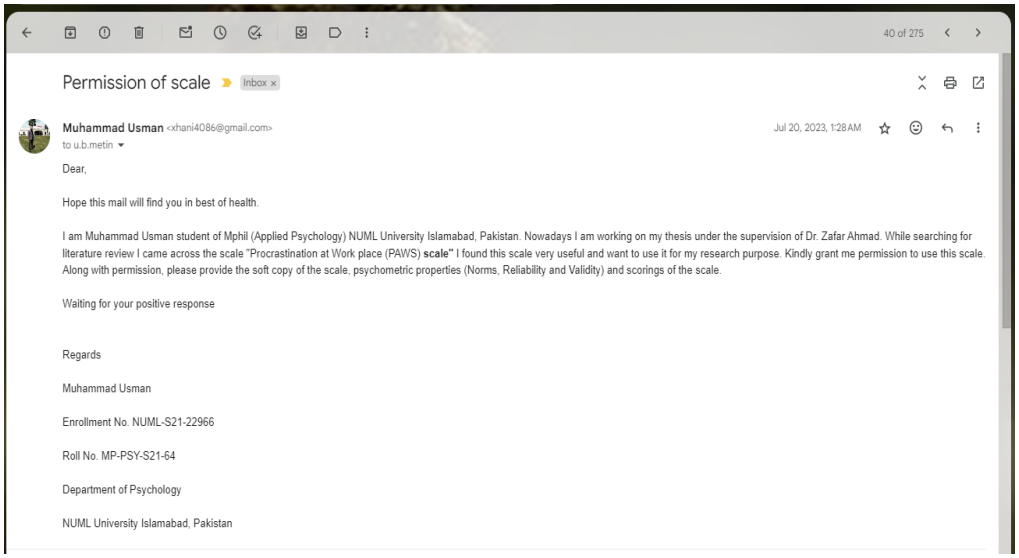
APPENDIX E

Procrastination at Work scale

Sr	Items	Never	Rarely	Occasionally	Sometimes	Frequently	Very frequently	Always
1.	When I work, even after I make decision, I delay acting upon it.	0	1	2	3	4	5	6
2.	I delay before starting on work I have to do.	0	1	2	3	4	5	6
3.	At work, I crave a pleasurable diversion so sharply that I find it increasingly hard to stay on track.	0	1	2	3	4	5	6
4.	When a work task is tedious, again and again I find myself pleasantly daydreaming rather than focusing.	0	1	2	3	4	5	6
5.	I give priority to the lesser tasks, even if there is something important I should do at work.	0	1	2	3	4	5	6
6.	When I have excessive amount of work to do, I avoid planning my tasks, and find myself doing something totally irrelevant.	0	1	2	3	4	5	6
7.	I take long coffee breaks.	0	1	2	3	4	5	6

8.	I use Instant Messaging (i.e. WhatsApp, Skype, Viber…) at work for personal use.	0	1	2	3	4	5	6
9.	I spend more than half an hour on social network sites (Facebook, Instagram, Twitter etc.) at work per day for leisure purpose.	0	1	2	3	4	5	6
10.	I read news online at work.	0	1	2	3	4	5	6
11.	I delay some of my tasks just because I do not enjoy doing them.	0	1	2	3	4	5	6
12.	I do online shopping during working hours.	0	1	2	3	4	5	6

Permission mail to use Procrastination at Work Scale



Permission of scale Inbox ×

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Muhammad Usman <xhani4086@gmail.com>
to u.b.metin

Jul 20, 2023, 1:28 AM

Dear,

Hope this mail will find you in best of health.

I am Muhammad Usman student of Mphil (Applied Psychology) NUML University Islamabad, Pakistan. Nowadays I am working on my thesis under the supervision of Dr. Zafar Ahmad. While searching for literature review I came across the scale "Procrastination at Work place (PAWS) **scale"** I found this scale very useful and want to use it for my research purpose. Kindly grant me permission to use this scale. Along with permission, please provide the soft copy of the scale, psychometric properties (Norms, Reliability and Validity) and scorings of the scale.

Waiting for your positive response

Regards

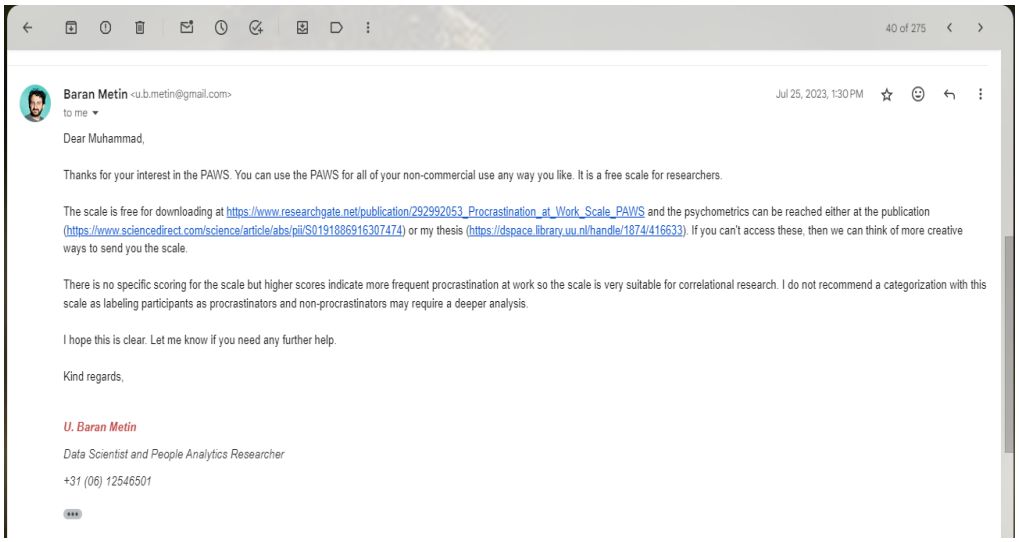
Muhammad Usman

Enrollment No. NUML-S21-22966

Roll No. MP-PSY-S21-64

Department of Psychology

NUML University Islamabad, Pakistan



40 of 275

Baran Metin <u.b.metin@gmail.com>
to me

Jul 25, 2023, 1:30 PM

Dear Muhammad,

Thanks for your interest in the PAWS. You can use the PAWS for all of your non-commercial use any way you like. It is a free scale for researchers.

The scale is free for downloading at https://www.researchgate.net/publication/292992053_Procrastination_at_Work_Scale_PAWS and the psychometrics can be reached either at the publication (https://www.sciencedirect.com/science/article/abs/pii/S0191886916307474) or my thesis (https://dspace.library.uu.nl/handle/1874/416633). If you can't access these, then we can think of more creative ways to send you the scale.

There is no specific scoring for the scale but higher scores indicate more frequent procrastination at work so the scale is very suitable for correlational research. I do not recommend a categorization with this scale as labeling participants as procrastinators and non-procrastinators may require a deeper analysis.

I hope this is clear. Let me know if you need any further help.

Kind regards,

U. Baran Metin

Data Scientist and People Analytics Researcher

+31 (06) 12546501

APPENDIX F

National University of Modern Languages
Faculty of Social Sciences
Department of Applied Psychology
Tel: 092-051-9265100-110, (Ext,2092)

ML.1-2/2022/PSY

Dated: 20-12-2022

To: **Muhammad Usman,**
15 Mphil/Psy/S21

Subject: **APPROVAL OF MPHIL THESIS TOPIC AND SUPERVISOR**

1. Reference to Minute Sheet No. M.L.1-6/2021-Psy dated 16-06-2022, the Higher Authority has approved your topic and supervisor/s on the recommendation of Faculty Board of Studies vide its meeting held on 1st June 2022 at 1100 hours.

   a. **Supervisor's Name & Designation**
      Dr. Zafar Ahmad
      Assistant Professor, Department of Applied Psychology
      NUML, Islamabad.

   b. **Topic of Thesis**

"Social Media Addiction and Workplace Procrastination: Moderating Role of Time Management Behavior"

2. You may carry out research on the given topic under the guidance of your Supervisor/s and submit the thesis for further evaluation within the stipulated time. It is to inform you that your thesis should be submitted within the prescribed period by **30th Jan 2024** positively for further necessary action please.

3. As per policy of NUML, all MPhil/PhD theses are to be run through Turnitin by QEC of NUML before being sent for evaluation. The university shall not take any responsibility for high similarity resulting due to thesis prior run by any other individual.

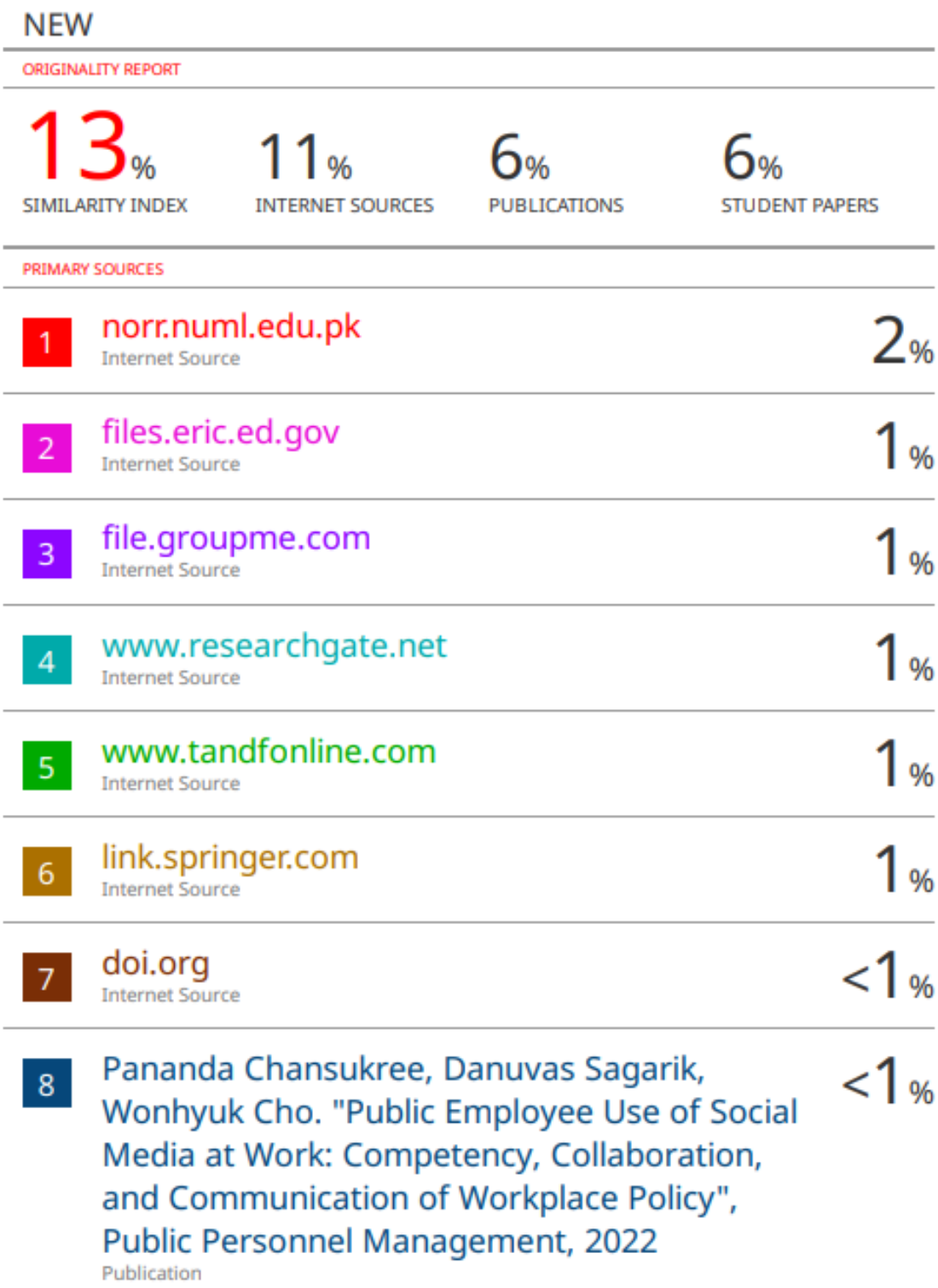
4. Thesis is to be prepared strictly on NUML's format that can be taken from the MPhil & PhD Coordinator, Department of Applied Psychology.

Telephone No: 051-9265100-110 Ext: 2098
E-mail: zaahmad@numl.edu.pk

Dr. Shakira Huma Siddiqui
Head,
Department of Applied Psychology

Cc to:
Dr. Zafar Ahmad

APPENDIX G



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