# Impact of Internet Addiction on Workplace Procrastination: An Empirical Study on Millennial Employees

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#### **Abstract**

This paper examined the factors of Internet addiction and workplace procrastination among millennial employees. The research design of the empirical study was descriptive and the impact of 20 factors, each of Internet addiction and workplace procrastination, were studied on millennial employees. The study was conducted on a sample of 103 millennial employees. The selected factors of Internet addiction were reduced to two and selected factors affecting workplace procrastination were reduced to three dimensions, respectively using exploratory factor analysis (EFA). Pearson's correlation and regression analysis were used for testing the research hypotheses The respondents of the study were millennial employees from different corporate sectors. Internet addiction for social media was found to be positively related to anxious workplace procrastination among millennial employees, which means that the respondents who spent more time on various social media platforms were more inclined towards a delay in their tasks due to high level of anxiety. The study has important implications for millennial employees and their employers and presented an elementary framework to strategically develop the plans in order to reduce the addiction of the Internet so that employees' performance can be improved at the workplace.

Keywords: Internet addiction, procrastination, millennial employees

JEL Classification: M10, M12, M14 and L1

Paper Submission Date: October 3, 2019; Paper sent back for Revision: December 22, 2019; Paper Acceptance Date:

December 27, 2019

he Internet has revolutionized the way we connect with each other and also our working patterns at home and workplace. It has become pervasive in the life of contemporary society. Availability of the Internet on mobiles and affordability are the prime factors in the popularity of Internet services. According to a report, the most popular Internet service is text chatting, which is common for people of all socioeconomic status (Kantar Internet and Mobile Association of India, 2017). Patra, Mukhopadhyay, and Dash (2019) opined that in today's digital economy, where the modern business world (known as Business 4.0) is shaped and reshaped by five digital forces such as social media, mobile (including gamification) analytics, cloud computing, and robotic automation at the workplace, these digital platforms bring a sweeping change by helping re-imagine how the 21st century business processes operate and interact with their different stakeholders, especially with their customers and employees. Internet connectivity and digital entertainment have transformed the social life of Indians, especially the younger generation. Anyone born between 1981 and 1996 is considered a millennial, which means any

DOI: 10.17010/pijom/2020/v13i1/149947

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employee between 22 and 38 years old is considered a millennial employee. This generation is also known as generation Y. Howe and Strauss (2000) stated that the individuals born between 1982 and 1999 are referred to as the millennial generation. This generation has grown up with digital revolution, and technology has been one of the chief agents of socialization. Aruna and Anitha (2015) said that organizations face a daunting challenge in retention of Generation Y workforce in a vulnerable, uncertain, complex, and ambiguous situation. Their parental brought up, sense of get-now attitude, immediate gratification culture, and 24\*7 technological connections have all facilitated the Generation Y to adhere to sky rocketing expectations from the workplace.

Millennials are digital natives and the Internet is an indispensable part of their lives. This usage has both positive and negative ramifications. Many emotional and psychological problems are associated with overuse of the Internet. One of the major problems identified with excessive usage of the Internet is addiction. Earlier, the term addiction was used only in context of substance abuse, but in present times, it has acquired new dimensions and is also related to behavioral disorders. One such behavioral disorder is Internet addiction. The term "Internet addiction" was coined by Goldberg in 1996 for pathological compulsive use of the Internet (Gregory, 2019). The millennials now comprise of a major proportion of the workforce. This is the newest generation being hired at the workplace. Griffiths (2010) argued that many of the excessive users of the Internet are not just Internet addicts, but they use the Internet to fuel other type of addictions like gambling, gaming, etc. Success of any organization depends on time management and completing the work within deadlines in an efficient manner. Kulshrestha and Jain (2018) showed that the mobile technology today stands for technology integration between technologies, namely mobile network and infrastructure technology, mobile broadband and computing technology, and smartphone devices. Its development has impacted social, economic, and consumer behavior of the human society. The changes and development in human society have served as fuel for further progress in mobile technology.

Procrastination is defined as the voluntary delay of an intended and necessary important activity despite expecting potential negative consequences of the delay (Klingsieck, 2013). Procrastination at work is a type of self-regulatory work failure to execute an intended work task (Nguyen, Steel, & Ferrari, 2013). Procrastination and performance have a negative relationship. It is possible that spending excessive time on personal activities like messaging, reading blogs, etc. could affect the performance of employees in a negative manner. It can affect the quality of work or the amount of work done (Metin, Peeters, & Taris, 2018). Vitak, Crouse, and LaRose (2011) discussed about cyber slacking in their study, which has become a major cause of worry for organizations because it results in potential loss of revenue. They reported that being young and male positively predicted cyber slacking. Aggarwal (2017) concluded that with the increase in global competition, countries attract human capital from across the world, and hence, education is imperative to gain competitive advantage. Also, education is a key indicator of lifetime earnings. In order to cope up with the technological changes, it is necessary for individuals to improve their skills and capabilities through education. Traditional methods of learning have become outdated and are being replaced by technology enabled education or 'e-learning'. The most important feature of e-learning is that it enables individuals to learn anytime, anywhere. Such flexibility makes learning faster, easier, and more attractive by creating a student-centred learning environment and by offering newer methods of teaching.

Shrivastava, Sharma, and Marimuthu (2016) found that 64% respondents reported change in their productivity due to non-work related Internet use at the workplace and 42% respondents acknowledged postponement of work due to Internet activities. Boldaji, Shirvani, Sharifi-Rad, Raeisi, Rastar, and Mirzaeian (2015) established that there was a significant relationship between employees' resistance, boredom, perfectionism, and lack of motivation for task and procrastination (p = 0.001); on the other hand, the association between fear of failure, rebelliousness and disorganization, and procrastination was not significant (p = 0.871). Procrastination is one of the main obstacles in the growth of an organization and also leads to decrease in work efficiency.

The Indian millennials are the focus of this study because of the present demographic dividend which is in

favour of the youth. Internet surfing has become an indispensable part of their lives since it is used as a means of interacting with others and also relaxation. Social media is their pathway of communicating with the outside world. This compulsive use of the Internet has given rise to secondary relations in social life and in virtual communities. The reflections of this kind of behaviour are also seen at the workplace where the millennial employees indulge in excessive use of the Internet for personal reasons. This implies that attention is diverted from the tasks, which then translates into low productivity and poor performance. This will, in turn, affect the growth of the organization. Proper employee engagement and productive workforce are the key issues related to human resource management. Hence, the issue of Internet addiction and procrastination needs urgent attention of the employers.

Most of the studies related to Internet addiction have been conducted in context of developed nations. Further, not many studies on Internet addiction have been done from the perspective of employees at the workplace and studies have also not explored the relationship between Internet addiction and procrastination at the workplace, which needs to be investigated through an orderly search process. It is with this background that the research problem has been formulated. The main aim of this research is to find the relationship between Internet addiction and workplace procrastination among millennial employees.

# **Research Objectives**

The objectives of the study are:

- To identify the dimensions of Internet addiction among millennial employees.
- To determine the dimensions of work procrastination among millennial employees.
- To examine the impact of Internet addiction on work procrastination among millennial employees.

# **Hypotheses**

The following hypotheses were framed on the basis of the main objectives of the study:

- ♥ H₀: There is no significant impact of extracted dimensions of Internet addiction on extracted dimensions of work procrastination among millennial employees.
- Use H<sub>A</sub>: There is a significant impact of extracted dimensions of Internet addiction on extracted dimensions of work procrastination among millennial employees.

# **Research Methodology**

- (1) Research Design: The present study is empirical in nature based on descriptive research design to study and examine the impact of Internet addiction on work procrastination among millennial employees. It is a cross-sectional research consisting of a sample of the population of interest. The survey has been conducted under natural (un-manipulated) field conditions.
- (2) Data Sources: The data were collected by administering a questionnaire to a random sample of millennial employees consisting of employees in age group of 22 37 years working with banks, hotels, hospitals, and BPOs. The time period of the study is from June 2019 August 2019. The questionnaire was framed in two sections consisting of the Internet Addiction Test (Young, 1998), which is a 20-item scale (refer to Appendix A) that

measures the presence and severity of Internet dependency among adults. It was assessed on a 5-point Likert scale. The Procrastination Scale (Lay, 1986) is used to identify the level of delaying or postponing academic tasks among the selected millennial employees. It is a 20 item scale (refer to Appendix B) and was assessed on a 5-point Likert scale. The respondents were asked to rate the Internet addiction and items of workplace procrastination on a 5-point Likert scale The secondary data were collected through research publications, standard journals, periodicals, and websites.

- (3) Size of Sample: The study is based on 120 millennial employees in the city of Jaipur. Purposive sampling technique was used to obtain the responses from the millennial employees, and 103 duly filled questionnaires were obtained from the millennial employees.
- **(4) Sample Characteristics :** Out of the selected sample of 103 millennial employees, 54.36% (56) respondents were females and the rest 45.63% (47) were males. Moreover, 41.74% (43) respondents were unmarried, while the remaining 58.25% (60) were married. Lastly, 22.33% (23) respondents were bank employees, 29.13% (30) were working with hotels, 9.7% (10) employees were employed with hospitals, and the remaining 38.83% (40) respondents were working with BPOs.
- **(5) Data Analysis Techniques :** In the current study, responses have been coded and tabularized in JAMOVI software. For analyzing the data, various statistical tools (KMO and Bartlett's test of sphericity, exploratory factor analysis (EFA), bivariate Pearson's correlation, and multiple regression) have been used. The statistical tests have been performed at the 5% level of significance.

# **Analysis and Results**

- (1) Results of Exploratory Factor Analysis: Exploratory factor analysis (EFA) was applied to extract the latent factors of Internet addiction and workplace procrastination among millennial employees. The factor loadings were used to determine correlation between the selected variables of the study. A factor loading close to 1 signifies a strong correlation between the selected variables of the study, while a loading closer to 0 signifies a weak correlation. The factors were then rotated with the use of varimax with Kaiser normalization rotation method. Principal component analysis (PCA) method was applied for factor extraction and only those factors whose values were greater than 0.4 were interpreted.
- (i) Results of KMO and Bartlett's Test and Communalities Score: In order to measure the appropriateness of the data for factor analysis, the adequacy of the data were assessed on the basis of the result of Kaiser Meyer Oklin (KMO) measure of sampling adequacy and Bartlett's test of sphericity (homogeneity of variance). The results in Table 1 and Table 2 demonstrate that the KMO measure of sampling adequacy is 0.769 (IA) and 0.699 (WP); so, the data is fit for performing the factor analysis in both the cases. Likewise, Bartlett's test of sphericity (0.00) is also significant (p < .05), which also reveals that adequate correlation exists between the criterion to carry on with the application of exploratory factor analysis.

The results from Table 3 and Table 4 of the factor analysis show that all the extracted communalities are good enough for both dependent as well as independent variables and both variables are fit for the factor solution as their extraction values are big enough. Factor loadings are applied to measure correlation between the variables under study.

(ii) Results of Total Variance Explained for Internet Addiction (IA) and Workplace Procrastination (WP): Table 5

Table 1. IA: KMO and Bartlett's Test

| IA: KMO and Bartlett's Test |                    |                    |         |  |  |  |  |
|-----------------------------|--------------------|--------------------|---------|--|--|--|--|
| Kaiser-N                    | .769               |                    |         |  |  |  |  |
| Bartle's`                   | Test of Sphericity | Approx. Chi-Square | 208.746 |  |  |  |  |
|                             |                    | Df                 | 36      |  |  |  |  |
|                             |                    | Sig.               | .000    |  |  |  |  |

Table 2. WP: KMO and Bartlett's Test

| WP : KMO and Bartle's Test                           |          |                    |         |  |  |  |  |
|--|----------|--------------------|---------|--|--|--|--|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy .699 |          |                    |         |  |  |  |  |
| Bartle's` Test of Sp                                 | hericity | Approx. Chi-Square | 194.367 |  |  |  |  |
|  |          | Df                 | 45      |  |  |  |  |
|  |          | Sig.               | .000    |  |  |  |  |

**Table 3. IA: Communalities** 

|   | Iniaſ | Extraction |
|---|-------|------------|
| IA1: How often do you find that you stay online longer than you intended?   | 1.000 | .270       |
| <i>IA4</i> : How often do you form relaonships` with fellow online users?   | 1.000 | .575       |
| <i>IA6</i> : How often does your work suffer because of the amount of me`you spend online?  | 1.000 | .665       |
| <i>IA8</i> : How often does your job performance or producvity` suffer because of the Internet?                                   | 1.000 | .671       |
| IA11: How often do you find yourself ancipaầng` when you will go online again?  | 1.000 | .524       |
| IA14: How often do you lose sleep due to late night logins?   | 1.000 | .488       |
| IA17: How often do you try to cut the amount of me`you spend online and fail?   | 1.000 | .517       |
| IA18: How often do you try to hide how long you have been online?   | 1.000 | .474       |
| <i>IA20</i> : How often do you feel depressed, moody, or nervous when you are off line, which goes away once you are back online? | 1.000 | .523       |

Extracon` Method: Principal component analysis.

**Table 4. WP: Communalities** 

|  | Iniaſ | Extraction |
|--|-------|------------|
| <b>P4</b> : When it is me` to get up in the morning, I most often get right out of the bed.                              | 1.000 | .413       |
| <b>P5</b> : A le. er may sit for days a er I write it before mailing it.   | 1.000 | .565       |
| <b>P6</b> : I generally return phone calls promptly.   | 1.000 | .463       |
| <b>P7</b> : Even with jobs that require lile else except sing down and doing them, I find they seldom get done for days. | 1.000 | .548       |
| <b>P10</b> : I usually have to rush to complete a task on me.  | 1.000 | .462       |
| <b>P11</b> : When preparing to go out, I am seldom caught having to do something at the last minute.                     | 1.000 | .646       |
| <b>P14</b> : I usually start an assignment shortly a erit is assigned.   | 1.000 | .703       |
| <b>P15</b> : Io en have a task finished sooner than necessary.   | 1.000 | .745       |
| <b>P16</b> : I always seem to end up shopping for birthday or Christmas gis  | 1.000 | .406       |
| at the last minute.  |       |            |
| <b>P18</b> : I usually accomplish all the things I plan to do in a day.  | 1.000 | .648       |

Extracon Method: Principal component analysis.

depicts the total variance of Internet addiction (IA). The first two components (factors) in the initial solution have an Eigen value over 1 and account for about 52.29% of the observed variations considering the responses of a random selection of millennial employees.

**Table 5. IA: Total Variance Explained** 

| Component Inial Eigenvalues |       | Extracon` | acon`Sums of Squared Loadings |       |          | Rotaon`Sums of Squared Loadings |       |          |            |
|-----------------------------|-------|-----------|-------------------------------|-------|----------|---------------------------------|-------|----------|------------|
|                             | Total | % of      | Cumulative                    | Total | % of     | Cumulative                      | Total | % of     | Cumulative |
|                             |       | Variance  | %                             |       | Variance | %                               |       | Variance | %          |
| 1                           | 3.218 | 35.760    | 35.760                        | 3.218 | 35.760   | 35.760                          | 2.384 | 26.492   | 26.492     |
| 2                           | 1.489 | 16.540    | 52.299                        | 1.489 | 16.540   | 52.299                          | 2.323 | 25.807   | 52.299     |

Table 6. WP: Total Variance Explained

| Component Inial Eigenvalues |       | Extracon` | Sums of Squ | ared Loadings | Rotaon` Sums of Squared Loadings |            |       |          |            |
|-----------------------------|-------|-----------|-------------|---------------|----------------------------------|------------|-------|----------|------------|
|                             | Total | % of      | Cumulative  | Total         | % of                             | Cumulative | Total | % of     | Cumulative |
|                             |       | Variance  | %           |               | Variance                         | %          |       | Variance | %          |
| 1                           | 2.872 | 28.722    | 28.722      | 2.872         | 28.722                           | 28.722     | 2.581 | 25.809   | 25.809     |
| 2                           | 1.424 | 14.245    | 42.967      | 1.424         | 14.245                           | 42.967     | 1.565 | 15.649   | 41.458     |
| 3                           | 1.302 | 13.024    | 55.991      | 1.302         | 13.024                           | 55.991     | 1.453 | 14.533   | 55.991     |

Similarly, Table 6 shows that in case of the total variance of workplace procrastination (WP), three components (factors) in the initial solution have Eigen values over 1, and these account for about 55.99 % of the observed variations considering the responses of millennial employees.

(iii) Extraction of Latent Factors of Internet Addiction (IA) and Workplace Procrastination (WP) with the Help of Rotated Component Matrix: In the present study, Table 7 and Table 8 reveal the two variables namely, Internet addiction (IA) and workplace procrastination (WP) and two different models derived by applying exploratory factor analysis (EFA). For the independent variable, that is, Internet addiction (IA), two dimensions have been extracted. They are labeled as Social Media Addiction and Cyber - Relational Addiction. Similarly, for the

**Table 7. IA: Results of Rotated Component Matrix** 

|      |                            | a    |
|------|----------------------------|------|
|      | IA : Rotated Component Mat | rix  |
|      | Compo                      | nent |
|      | 1                          | 2    |
| IA8  | .819                       |      |
| IA6  | .775                       |      |
| IA17 | .686                       |      |
| IA1  | .514                       |      |
| la4  |                            | .704 |
| IA18 |                            | .676 |
| IA11 |                            | .674 |
| IA20 |                            | .668 |
| IA14 |                            | .593 |

Extracon Method: Principal component analysis.

Rotaon Method: Varimax with Kaiser Normalizaon.

<sup>&</sup>lt;sup>a</sup> Rotaon converged in 3 iteraons.

Table 8. WP: Results of Rotated Component Matrix

| WP Rotated Component Matrix <sup>a</sup> |           |      |      |  |  |  |  |  |
|--|-----------|------|------|--|--|--|--|--|
|  | Component |      |      |  |  |  |  |  |
|  | 1         | 2    | 3    |  |  |  |  |  |
| P15                                      | .850      |      |      |  |  |  |  |  |
| P14                                      | .807      |      |      |  |  |  |  |  |
| P18                                      | .771      |      |      |  |  |  |  |  |
| P4                                       | .561      |      |      |  |  |  |  |  |
| P5                                       |           | .739 |      |  |  |  |  |  |
| P16                                      |           | .619 |      |  |  |  |  |  |
| P7                                       |           | .602 |      |  |  |  |  |  |
| P11                                      |           |      | 789  |  |  |  |  |  |
| P6                                       |           |      | .650 |  |  |  |  |  |
| P10                                      |           |      | .558 |  |  |  |  |  |

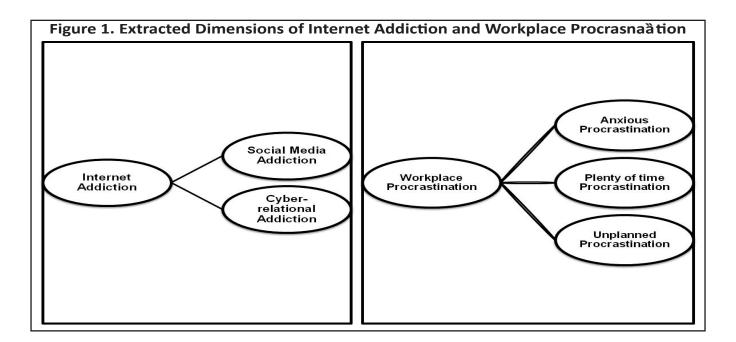
 ${\bf Extracon\ \ Method: Principal\, component\, analysis.}$ 

Rotaon Method: Varimax with Kaiser Normalizaon.

dependent variable, that is, workplace procrastination (WP) among millennial employees, three latent variables have been extracted and are named as Anxious Procrastination, Plenty of Time Procrastination, and Unplanned Procrastination.

### (2) Relationship Between Internet Addiction (IA) and Workplace Procrastination (WP)

(i) Multiple Correlation Analysis: Bivariate correlations (only the significant values) have been compared



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<sup>&</sup>lt;sup>a.</sup> Rotaon converged in 4 iteraons.

Table 9. Correlaons Beatween Dimensions of Internet Addiction (IA) and Workplace Procrasnaàtion (WP)

| Internet                 | Workplace         | Anxious        | Plenty of           | Unplanned      |  |
|--------------------------|-------------------|----------------|---------------------|----------------|--|
| Addicon`                 | Procrasnaa on`    | Procrasnaà on` | Time Procrasnaà on` | Procrasnaation |  |
| $\downarrow$             | $\rightarrow$     |                |                     |                |  |
| Social Media Addiction   | Pearson Correlaon | .264**         | .099                | .062           |  |
|                          | Sig. (2-tailed)   | .007           | .320                | .535           |  |
|                          | N                 | 103            | 103                 | 103            |  |
| Cyber-Relaonal Addiction | Pearson Correlaon | .018           | .011                | .017           |  |
|                          | Sig. (2-tailed)   | .856           | .909                | .868           |  |
|                          | N                 | 103            | 103                 | 103            |  |

**Note.** \*\* Significant at 0.05 level of significance.

between the latent factors of Internet addiction (IA) and workplace procrastination (WP) among millennial employees in Table 9.

Table 9 reveals that millennial employees derive workplace procrastination from Internet addiction. It is evident that significant positive correlation exists between Social Media Internet Addiction and Anxious Workplace Procrastination among millennial employees.

(ii) Multiple Regression Analysis: Regression analysis is applied relating each of the two variables of Internet addiction as independent variables and the three extracted factors of workplace procrastination derived by millennial employees as the dependent variables. On the basis of the above analysis, one statistically significant regression equation is constructed. Table 10 reveals the results of the regression analysis, confirming rejection of null hypothesis and acceptance of alternative hypothesis in one case out of three cases, which means that fit has been observed between Internet addiction and workplace procrastination in one regression model only.

R, which denotes multiple correlation coefficient, is the measure of the quality of forecasting of the dependent variable 'Workplace procrastination among millennial employees.' The  $R^2$  value is the proportion of variance in the components of workplace procrastination that can be explained by the dimensions of Internet addiction.  $R^2$ value of 0.079 in case of Anxious Procrastination reveals that on the basis of the responses given by the millennial employees, dimensions of Internet addiction contribute to 7.9% of Anxious Workplace Procrastination.

The ANOVA value reflects whether the regression model is a good fit for the data. Table 10 depicts that two

Table 10. Results of Regression Analysis

| Dependent Variable             | Independent            | R     | $R^2$ | Adjusted              | FSig. | Unstandardized  | t Sig. |
|--------------------------------|------------------------|-------|-------|-----------------------|-------|-----------------|--------|
|                                | Variable               |       |       | <b>R</b> <sup>2</sup> |       | Coefficient (B) |        |
| Anxious Procrasnaation         | Model                  | 0.282 | 0.079 | 0.061                 | 0.016 | 2.710           | 0.000  |
|                                | Social Media Addicon`  |       |       |                       |       | 0.267           | 0.004  |
|                                | Cyber-Relaonal Addicon |       |       |                       |       | -0.100          | 0.315  |
| Plenty of Time Procrasna ation | Model                  | 0.104 | 0.011 | 0.009                 | 0.581 | 2.789           | 0.000  |
|                                | Social Media Addiction |       |       |                       |       | 0.085           | 0.302  |
|                                | Cyber-Relaonal Addicon |       |       |                       |       | -0.028          | 0.754  |
| Unplanned Procrasnaation       | Model                  | 0.062 | 0.004 | -0.016                | 0.823 | 2.891           | 0.000  |
|                                | Social Media Addiction |       |       |                       |       | 0.039           | 0.548  |
|                                | Cyber-Relaonal Addicon |       |       |                       |       | -0.006          | 0.927  |

factors of Internet addiction (independent variables) significantly predict Anxious Workplace Procrastination. The constructed regression equation is, therefore, a good fit of the data. Due to cross sectional data, the equation is constructed by using un-standardized coefficients. In order to test the statistical significance of each of the factors of Internet addiction, significance of the sig-value of *t* - test is also mentioned in the table. Since the value is less than 0.05 in case of Social Media Internet Addiction, it indicates existence of a significant relationship. The significant regression equation is as follows:

$$WP_{(Anxious)} = 2.710 + (0.267) IA_{(SocialMedia)} - (0.100) IA_{(Cyber-relational)}$$
 where,

 $WP_{(Anxious)}$  stands for Workplace Procrastination derived from anxiety by millennial employees.

*IA*<sub>(SocialMedia)</sub> stands for Social Media Internet Addiction.

 $IA_{(Cyber-relational)}$  stands for Cyber-Relational Internet Addiction.

The linear regression equation mentioned above indicates that dimensions of Social Media Internet Addiction are directly related to Anxious Procrastination on the one hand and dimension of Cyber-Relational Procrastination is inversely related to Anxious Procrastination on the other.

This means that millennial employees agreed that Internet addiction for social media increases workplace procrastination due to anxiety.

#### **Discussion**

The entire analysis of the study is divided into two parts – dependent factor, that is, workplace procrastination among millennial employees, and independent factor, that is, Internet addiction among millennial employees. In the present study, three dimensions of workplace procrastination and two dimensions of Internet addiction are extracted using exploratory factor analysis (EFA). To verify and analyze the impact of the identified dimensions of Internet addiction on identified dimensions of work procrastination among millennial employees, Pearson's multiple correlation technique and multiple regression analysis have been applied. A significance value of less than 0.05 indicates the existence of a significant relationship between the variables under study. The results reveal that Internet Addiction for Social Media is found to be significantly positively correlated to Anxious Workplace Procrastination among millennial employees, which means the respondents who spent more time on various social media platforms were more inclined towards delaying their tasks due to high level of anxiety. These results extend the findings of the studies conducted by Howe and Strauss (2000) and Shrivastava et al. (2016).

#### **Conclusion**

The study is conducted to investigate the relationship between Internet addiction and workplace procrastination. The factors extracted by applying exploratory factor analysis for Internet addiction are labeled as: Social Media Addiction and Cyber-Relational Addiction. Likewise, for workplace procrastination (WP), three factors are extracted and are termed as Anxious Procrastination, Plenty of Time Procrastination, and Unplanned Procrastination. Further, the results of regression analysis show that Internet addiction from social media directly affects the tendency to delay tasks at the workplace due to increased level of anxiety among millennial employees. The findings of the study suggest that Internet addiction is a significant predictor of workplace procrastination. The results offer millennial employees and their employers an elementary framework to strategically develop their plans in order to reduce the addiction of the Internet so that performance can be improved at the workplace.

# **Managerial Implications**

The kind of results extracted from the current study may prove to be particularly beneficial in the development of a number of programmes and interventions which will aim to assist millennial employees within organizations in coping with the experience of Internet addiction and workplace procrastination. In analyzing Internet addiction and its impact on workplace procrastination, more can be done within an organization to limit this activity. These strategies and interventions will not only be expected to assist employees who directly experience problematic usage of the Internet, but will also be expected to prevent their Internet addiction behavior, thereby preventing workplace procrastination. This will further benefit the organizations to control workplace procrastination and ultimately increase the productivity of the employees.

# **Limitations of the Study and Suggestions for Further Research**

The study is limited in nature because it does not measure factors related to organizational culture. The study has not taken into consideration the family background of the respondents, which might also result in procrastination. Another limitation is that it was conducted on private sector employees only and the generalization of the results is limited to urban areas.

Further studies can be conducted on generation Z employees and also public sector employees. Moreover, comparative studies can be undertaken with respect to gender, nature of organization, etc. Lastly, pre - post studies can also be conducted by introducing intervention strategies to minimize the Internet addiction and analyzing its impact on productivity and performance of the employees.

#### **Authors' Contribution**

Shweta Kastiya designed the model and the computational framework and analyzed the data. Arti Sharma carried out the implementation. Shweta Kastiya performed the calculations. Arti Sharma wrote the manuscript with input from both authors. Both the authors conceived the study and were in charge of overall direction and planning.

#### **Conflict of Interest**

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.

# **Funding Acknowledgment**

The authors received no financial support for the research, authorship, and/or for the publication of this article

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# **Appendix**

# Appendix A. Results of Internet Addiction Test

| Internet Addicon`   | 0:Does    | 1:     | 2:           | 3:         | 4:    | 5:     |
|---|-----------|--------|--------------|------------|-------|--------|
|   | lot Apply | Rarely | Occasionally | Frequently | Often | Always |
| 1. How o en do you find that you stay online longer<br>than you intended?   | 1         | 10     | 19           | 33         | 27    | 13     |
| 2. How o en do you neglect work to spend more me online?  | 7         | 29     | 37           | 22         | 5     | 3      |
| 3. How o endo you prefer the excitement of Internet to closeness with boss?   | 50        | 42     | 5            | 3          | 1     | 2      |
| 4. How o en do you form relaonships with fellow online users  | ? 24      | 48     | 16           | 9          | 6     | 0      |
| 5. How o endo your colleagues complain to you about the amount of me you spend online?                                | 13        | 31     | 26           | 19         | 9     | 5      |
| 6. How o en does your work suffer because of the amount of me you spend online?                                       | 18        | 31     | 27           | 12         | 8     | 7      |
| 7. How o en do you check your Email before something else that you need to do ?                                       | 5         | 30     | 27           | 20         | 14    | 7      |
| 8. How o en does your job performance or producvity suffer because of the Internet ?                                  | 22        | 32     | 26           | 15         | 2     | 6      |
| 9. How o en do you become defensive or secrev e when anyone asks you what you do online ?                             | 16        | 39     | 17           | 16         | 11    | 4      |
| 10. How o en do you block out disturbing thoughts about your life with soothing thoughts of the Internet?             | 11        | 29     | 23           | 22         | 13    | 5      |
| 11. How o en do you find yourself ancipa ng when  | 21        | 34     | 24           | 10         | 6     | 8      |
| you will go online again ?  |           |        |              |            |       |        |
| 12. How o en do you fear that life without the Internet would be boring, empty, and joyless?                          | e 19      | 34     | 19           | 16         | 8     | 7      |
| 13. How o en do you snap, yell, or act annoyed if someone bothers you while you are online?                           | 18        | 48     | 24           | 2          | 7     | 4      |
| 14. How o en do you lose sleep due to late night logins?  | 8         | 27     | 24           | 19         | 15    | 10     |
| 15. How o en do you feel preoccupied with the Internet when offline or fantasize about being online ?                 | 28        | 45     | 18           | 3          | 6     | 3      |
| 16. How o en do you find yourself saying " just a few more minutes" when online?                                      | 11        | 19     | 23           | 23         | 18    | 9      |
| 17. How o en do you try to cut the amount of me you spend online and fail ?   | 13        | 22     | 30           | 21         | 10    | 7      |
| 18. How o en do you try to hide how long you have been online   | ? 20      | 36     | 23           | 10         | 4     | 10     |
| 19. How o en do you choose to spend more me online over going out with others?  | 24        | 41     | 20           | 11         | 4     | 3      |
| 20. How o en do you feel depressed, moody, or nervous when you are offline, which goes away once you are back online? | 35        | 33     | 20           | 10         | 5     | 0      |
| TOTAL   | 364       | 660    | 448          | 296        | 179   | 113    |
| Percentage  | 18        | 32     | 22           | 14         | 9     | 5      |

Appendix B. Results of Workplace Procrasnaation Test

| Workplace   | 1:Extremely     | 2 : Moderatel | y 3:        | 4 : Moderately | 5:Extremely    |
|---|-----------------|---------------|-------------|----------------|----------------|
| Procrasna a on U  | Incharacterisc` | Uncharacteris | tic Neutral | Characterisc`  | Characteristic |
| 1. Io en find myself performing tasks that I had intended to do days before.                                  | 0               | 14            | 41          | 32             | 16             |
| 2. I do not do assignments unl just before they are to be handed in.  | 11              | 9             | 26          | 30             | 27             |
| 3. When I am finished with work files, I return it right away, regardless of the date it is due.              | 22              | 23            | 33          | 9              | 16             |
| 4. When it is me to get up in the morning, I most o en get right out of the bed.                              | 11              | 20            | 28          | 22             | 22             |
| $5.Ale\ ermaysitfordaysa\ erlwriteitbeforemailingi$   | t. 21           | 18            | 37          | 15             | 12             |
| 6. I generally return phone calls promptly.   | 24              | 39            | 21          | 6              | 13             |
| 7. Even with jobs that require lile else except sing do and doing them, I find they seldom get done for days. | wn 8            | 18            | 40          | 20             | 17             |
| 8. I usually make decisions as soon as possible.  | 18              | 32            | 25          | 12             | 16             |
| $9. I generally delay before starng \\ on the work I have to$   | do. 8           | 18            | 26          | 29             | 22             |
| 10. I usually have to rush to complete a task on me.  | 8               | 11            | 25          | 34             | 25             |
| 11. When preparing to go out, I am seldom caught havi to do something at the last minute.                     | ng 10           | 22            | 29          | 20             | 22             |
| 12. In preparing for some deadline, Io en waste me by doing other things.                                     | 10              | 10            | 27          | 30             | 26             |
| 13. I prefer to leave early for an appointment.   | 30              | 25            | 26          | 9              | 13             |
| 14. I usually start an assignment shortly a erit is assign  | ed. 4           | 24            | 29          | 24             | 22             |
| 15.10 en have a task finished sooner than necessary.  | 6               | 19            | 28          | 26             | 24             |
| 16. I always seem to end up shopping for birthday or Christmas gis at the last minute.                        | 10              | 16            | 33          | 28             | 16             |
| 17. I usually buy even an essenal item at the last minut  | e. 10           | 25            | 28          | 20             | 20             |
| 18. I usually accomplish all the things I plan to do in a day   | y. 8            | 29            | 33          | 17             | 16             |
| 19. I am connually saying "I would do it tomorrow."   | 6               | 15            | 30          | 29             | 23             |
| 20. I usually take care of all the tasks I have to do before I sele down and relax for the evening.           | 11              | 23            | 35          | 18             | 16             |
| Total   | 236             | 410           | 600         | 430            | 384            |
| Percentage  | 11.45631        | 19.90291      | 29.12621    | 20.87379       | 18.64078       |

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