BMIJ
ISSN: 2148-2586

bmij (2025) 13 (1):199-213
doi: https://doi.org/10.15295/bmij.v13i1.2514

Research Article

The effects of digital engagement in the workplace on employee performance

İş yerinde dijital bağımlılığın çalışan performansı ve motivasyonu üzerindeki etkileri

Gönül Gül[1]

[1] Assist. Prof. Dr., Çankırı Karatekin University, Çankırı, Türkiye, gonulguleksi@karatekin.edu.tr

ORCID: 0000-0002-7757-0437

Abstract

Addiction is a concept that has significant effects on human life. Considering studies, addiction is defined as excessive orientation towards various substances, actions or practices despite being harmed. Addiction is a condition that people cannot keep under control, develops obsessively and causes emotional, physical and cognitive reactions if the person quits. Today, with the rapid development of technology, the increase in digital tools and easy access to these tools increases people's addiction to these tools. Digital addiction is the addiction of people to digital tools, equipment and applications. With the increase in digital tools, their usage areas have expanded, and thus, the scope of digital addiction has also expanded. Digital addiction, which occurs as a result of excessive use of technology, negatively affects individuals in behavioural, emotional and cognitive terms. Digital addiction is a type of addiction based on the behaviour of individuals. It is a harmful condition that creates a mental and physical addiction in individuals focused on the use of digital devices. This study discusses the effects of digital addiction on employee performance and motivation in organisations. The study applied a questionnaire to administrative staff working at a state university in Çankırı province. As a result, digital addiction in workplaces does not affect the motivation of employees, and there is a negative relationship on performance. In other words, the performance of employees who are digitally dependent in their workplaces is lower.

Keywords: Addiction, Digital Addiction, Motivation, Performance

Jel Codes: M10, M19, M14

Submitted: 21/01/2025

Revised: 19/02/2025

Accepted: 2/03/2025

Online Published: 25/03/2025

Öz

Bağımlılık, insan hayatı üzerinde önemli etkileri olan bir kavramdır. Araştırmalara bakıldığında bağımlılık, zarar görmesine rağmen çeşitli madde, eylem ya da uygulamalara aşırı yönelme olarak tanımlanmaktadır. Bağımlılık, kişilerin kontrol altında tutamadığı, takıntılı bir şekilde gelişen ve kişinin bırakması halinde duygusal, fiziksel ve bilişsel tepkilere neden olan bir durumdur. Günümüzde teknolojinin hızla gelişmesiyle birlikte dijital araçların artması ve bu araçlara erişimin kolaylaşması insanların bu araçlara olan bağımlılığını artırmaktadır. Dijital bağımlılık, kişilerin dijital araç, gereç ve uygulamalara olan bağımlılığıdır. Dijital araçların artmasıyla birlikte kullanım alanları genişlemiş ve dolayısıyla dijital bağımlılığın kapsamı da genişlemiştir. Teknolojinin aşırı kullanımı sonucu ortaya çıkan dijital bağımlılık, bireyleri davranışsal, duygusal ve bilişsel açıdan olumsuz etkilemektedir. Dijital bağımlılık, bireylerin davranışlarına dayalı bir bağımlılık türü olup, dijital cihazların kullanımına odaklanmış bireylerde zihinsel ve fiziksel bağımlılık yaratan olumsuz bir durumdur. Bu çalışmada, dijital bağımlılığın örgütlerde çalışan performansı ve motivasyonu üzerindeki etkileri ele alınmıştır. Çalışmada Çankırı ilindeki bir devlet üniversitesinde çalışan idari personele anket uygulanmıştır. Sonuç olarak iş yerlerinde dijital bağımlılığın çalışanların motivasyonu üzerinde bir etkisi olmadığı, performans üzerinde ise negatif bir ilişki olduğu görülmüştür. Başka bir deyişle iş yerlerinde dijital bağımlı olan çalışanların performansı daha düşüktür.

Anahtar Kelimeler: Bağımlılık, Dijital Bağımlılık, Motivasyon, Performans

Jel Kodları: M10, M19, M14

Citation: Gül, G., The effects of digital engagement in the workplace on employee performance, bmij (2025) 13 (1): 199-213, doi: https://doi.org/10.15295/bmij.v13i1.2514

Introduction

Today, digital technologies have become an integral part of business life. These technologies, which allow employees to do their jobs more efficiently and quickly, can also lead to an increase in digital addiction in the workplace. Digital addiction refers to the situation in which individuals develop excessive attachment to digital devices and the internet, and their work performance and motivation are negatively affected due to this attachment. This addiction can reduce the productivity of employees, cause job avoidance behaviours and generally negatively affect work motivation.

Digital addiction can manifest itself in various ways in the work environment. For example, employees spend too much time on social media platforms during working hours, constantly focusing on notifications on their mobile devices or engaging in digital activities outside of work. Digital addiction can negatively affect not only the time spent at work but also employees' attention to their work and their work productivity. This paper aims to comprehensively address the effects of digital addiction in the workplace on employee productivity and motivation. Based on the research in the literature on the prevalence of digital addiction in working life and its negative consequences for work performance, the productivity losses and demotivation caused by this addiction will be examined. In addition, strategies to reduce digital addiction and measures that can be taken in workplaces will be evaluated, and suggestions will be presented to help employees make their digital habits at work more controlled and productive. Understanding the adverse effects of digital addiction on individuals and workplaces reveals how organisations can increase employee productivity and work motivation.

Digital addiction is a condition in which individuals become excessively dependent on digital devices, the internet, social media or online content. This addiction has increased rapidly as digital technologies have become an indispensable part of business and social life and have started to affect individuals' lives negatively. While digital addiction can reduce productivity and motivation in work life, it can also negatively impact job satisfaction and overall quality of life (Griffiths, 2000, p.415).

Digital addiction occurs as a result of excessive time spent on the internet, social media, instant messaging applications and digital games. Digital addiction in the workplace manifests itself with symptoms such as employees constantly checking their social media accounts, overreacting to e-mail notifications and being busy with the internet outside of work. This situation causes distraction from work, distraction and, consequently, loss of productivity (Andreassen, 2015, pp.176-177). It is a part of the digitalisation of the business world that people check their e-mails, access information quickly and manage their business processes in a digital environment. However, uncontrolled use of these digital tools can negatively affect employees' productivity. Digital addiction can occur in situations such as using social media and spending time for online entertainment during working hours, which leads to decreases in work performance (Kuss & Griffiths, 2011, pp.3529-3531).

Digital addiction can seriously affect people's daily work routines. People constantly occupied with digital devices may find it challenging to focus on their work. Digital activities such as frequent use of social media, playing games or unnecessary internet surfing during working hours prolong the completion time of the tasks required by the job and reduce work efficiency. This reduces job satisfaction and negatively affects people's motivation (Reinecke et al. 2017, p.483).

Digital addiction is an essential factor that negatively affects both the psychological and physical health of individuals. Psychological burnout is caused by the necessity to be constantly online and dependence on digital platforms, which increases work stress and can lead to anxiety disorders in employees (Turel, 2014, p.33). This situation weakens the general mental health of individuals and negatively affects their motivation and job satisfaction. Digital addiction also causes physical health problems; prolonged screen use can cause eye strain, headaches and sleep disorders. Physical ailments reduce employees' work performance and negatively affect their overall quality of life. By disrupting the balance between individuals' social and work lives, digital addiction undermines their overall quality of life and threatens both their physical and psychological well-being.

Literature

Some of the studies in the literature on digital addiction are discussed in this section. These studies taken from different sources are summarised in the table below:

Çimke et al. (2023, p.3)	In the study, the digital addiction level of children and the effects of this level on their psychometric structures were discussed. In the study, children between the ages of 9-12 were taken as a sample, provided they were under their parents' control. This study is one of the critical studies in the literature regarding the lack of another scale development study for children in this age group in Turkey.
Karaköse et al.(2022, p.10-14)	The studies on digital addiction were analysed using bibliometric analysis and science mapping methods. As a result of the analysis conducted in the study, it was determined that digital addiction was examined in three time periods. The first of these three periods was between 1997 and 2012, and in this period, the issues related to digital addiction were discussed among adults and different genders. The second period analysed is the period between 2013-2017. In this period, it was concluded that the researches on digital addiction were related to the digital addiction behaviours of adolescents and students. In the last period covering the years 2018-2022, digital addiction research focused on addiction issues such as smartphone addiction, social media addiction, etc.
Altinok (2021, p.284-285)	In the study, the relationship between high school students' digital addiction levels and life satisfaction was discussed. As a result, it was concluded that the higher the grade level, the higher the number of siblings and the higher the success of the person in the academic field, the lower the level of digital addiction. In addition, people with high family incomes have higher digital addiction than those with low incomes. This study used digital tools such as social media, online games, and mobile phones to measure the perception of digital addiction.
Meng et al. (2022, p.109-111)	The study examined studies on digital addiction scanned in PudMed, Embase, Cochrane Library and PsychInfo databases by meta-analysis and systematic review methods. As a result, it was determined that the digital addiction of individuals is mainly in the form of0020internet, telephone, social media, and internet game addiction. Another significant result is that digital addiction is higher in Eastern Mediterranean countries and people with low incomes. The higher level of digital addiction in men and the increase in digital addiction in people after the COVID-19 pandemic are other significant results.
Aktas and Bostanci (2021, p.136)	In the study, the issue of online game addiction among university students on digital addiction was discussed. The effect of the COVID-19 pandemic on online game addiction was examined. As a result, it was concluded that phone addiction and game addiction on digital platforms increased in people during the COVID-19 pandemic period. It was stated that this situation negatively affects physical and psychological health.
Kesici and Tunç Fidan (2018, p.238-239)	The study examined the relationship between social media use and individuals' perceptions of digital addiction. As a result, it was determined that the use of social media increases digital addiction in individuals; the use of digital tools for reasons such as shopping, researching, communicating and playing games has a lower effect on digital addiction.
Savci and Aysan (2017, p.209-212)	In the study, the effects of internet, social media, and online game addictions, which are among the types of digital addictions, on the social commitment level of the person were discussed. As a result, it was concluded that digital addiction types of individuals affect their

	social commitment levels.
Jeráld (2008, p.20-21)	In the study, the adverse effects of digital addiction were emphasised. It has been stated that addiction to digital tools will cause deterioration in the psychological state of the person and negativity in socialisation. People's addiction to digital tools will negatively affect their social, developmental, physical and mental status.
Carter (2006, p.35-37)	In the study, it was discussed that digital addiction affects not only the mental health but also the whole physical condition of the individuals. Accordingly, it has been stated that people with high digital addiction may be intolerant and rude towards their surroundings in their society. In the study, it was said that people with more digital addiction are more aggressive, intolerant and disrespectful to their environment.
Aboujoude (2010, p.88-89)	In the study, it was stated that digital addiction in people would cause failures in business life, decrease their professional interests and abilities and cause general vital problems. Problematic and excessive Internet use will lead to uncontrolled behaviours and essential issues such as a lack of self-control with digital tools. This situation will cause significant problems in both private and business life.

Digital connectedness in the workplace

Digital addiction can cause significant changes in organisational behaviour by negatively affecting individuals' performance, relationships and commitment in the workplace. Below, the effects of digital addiction on critical organisational factors such as teamwork, workplace atmosphere and employee engagement are explained. Digital addiction can seriously affect employees' daily work routines. Employees constantly engaged with digital devices may find it challenging to focus on their work. Digital activities such as frequent use of social media, playing games, or unnecessary internet surfing during their working time prolong the time needed to complete the tasks required by the job and reduce work efficiency. This reduces job satisfaction and negatively affects the overall motivation of employees (Reinecke et al. 2017, p.483).

Digital addiction symptoms in organisations are important factors that negatively affect employees' focus on work processes. One of these symptoms is employees' constant use of social media and internet. Employees frequently check their social media accounts during working hours, browse online content and take unnecessary internet trips. This behaviour leads to deviations from work tasks and decreased work productivity (Andreassen et al. 2014, p.503). Distraction and distraction from work is another symptom of digital addiction. Digital platforms constantly distract employees and reduce their focus on work tasks. This situation causes employees to experience frequent interruptions between tasks and distract from work (Griffiths, 2010, p.415). Delays in completing tasks and focusing on problems can also lead to a loss of productivity.

Another symptom, overdependence on notifications and digital platforms, occurs when employees feel compelled to constantly respond to e-mail, messaging applications and social media notifications. This over-reliance increases employees' interest in digital devices and distracts them from work processes. As a result, this situation can reduce productivity and increase the stress level of employees (Turel et al., 2011, p.90).

Digital addiction is a significant problem that negatively affects both the productivity and motivation of employees at work. In particular, excessive dependence on digital devices and social media platforms leads to disruption of business processes and decreased employee performance. Digital addiction can negatively affect organisational behaviour and weaken teamwork and cooperation. Employees who are overly attached to digital devices cannot focus enough on activities that require social interaction, such as teamwork and collaboration (Derks et al., 2016, p.1112). This situation negatively affects communication among employees and cooperation towards common goals. Likewise, being online all the time can lead to a deterioration of the general atmosphere at the workplace and employee relationships, as employees tend to spend more time on digital platforms rather than interacting with each other face-to-face.

Digital addiction also has adverse effects on organisational commitment and intention to stay at work. With digital addiction, employees may lose their sense of responsibility and belonging in the workplace, which may lead to decreased job satisfaction and increased turnover intentions. This reduces productivity and weakens organisational commitment, especially by triggering job avoidance behaviours.

Motivation and performance concepts

Motivation is a necessary process that causes people to behave in a certain way, directs them to such behaviour and makes them willing to do a job, obtaining the required energy for people to do a specific job, directing people to perform their duties in the best way (Güney, 2013, p. 353). Motivated employees will be more satisfied with their work and make more effort to do their jobs.

Performance is defined as the performance of a particular job according to predetermined rules and standards and the measure of success obtained from that job. To summarise the definitions of performance in the studies, employee performance can be defined as the relationship between the employee's expectations and the organisation's purpose. Performance is the quantitative and qualitative measure of employees' effectiveness in achieving the organisation's objectives (Tutar & Altınöz, 2010, p. 202). High employee performance results in them working more efficiently and effectively (Grady, 1991, p. 49).

Material and methods subtitles

Method

The research aims to determine how the digital addiction habits of the administrative staff working at the state university in Çankırı affect their performance and motivation at work. The research population consists of the administrative staff of the state university operating in Çankırı province (the total number of administrative staff of the university is 300). For the research in which the number of the population is 300, the sampling number is determined as 73 people for 95% reliability and 0.10 sampling error (Yazıcıoğlu & Erdoğan, 2004, p. 10). In the research, 150 people responded to the questionnaire; therefore, the sample number is sufficient. The basic assumptions of the study are that there is a significant difference and a significant relationship between the demographic characteristics of the participants and digital addiction. Ethics committee permission was obtained from 'Çankırı Karatekin University Science, Mathematics and Social Sciences Ethics Committee' on 25.10.2024 with decision number 45.

The survey method was applied, a written questioning technique from quantitative research methods. In order to reach more participants in a shorter time, the questionnaire was prepared in a virtual environment, and the participants were tried to be reached via the internet. A simple random method was applied in data collection. In the questionnaire used in the research, Köroğlu and Öztürk (2021) previously applied. Validity tested the business performance scale for individual job performance, Çivilidağ and Şekercioğlu (2017) previously applied and validity tested business motivation scale for job motivation. Kesici and Tunç (2018) previously applied and validity tested digital addiction scale for digital addiction.

Individual job performance scale (1-5) statements are task performance, (6-11) statements are contextual performance, (12-14) statements are counterproductive work behaviour sub-dimensions, Digital Addiction Scale (1-5) statements are Overuse, (6-8) statements are Relapse, (9-12) statements are Blocking the flow of life, (13-16) statements are Mood state, (17-19) are sub-dimensions of Inability to Quit, (8,10,12) are sub-dimensions of Personal Regulation, (13,17,15) are sub-dimensions of External Regulation-Material, (9,11,7) are sub-dimensions of External Regulation-Social, (1,3,5) are sub-dimensions of Unmotivated, (16,14,18) are sub-dimensions of Introjected Regulation, (4,2,6) are sub-dimensions of Intrinsic Motivation in the Multidimensional Work Motivation Scale. The scale used in the study was organised according to a 5-point Likert scale; "Strongly Disagree", "Disagree", "Neutral", "Agree", "Agree", and "Strongly Agree".

Basic assumptions of the research

The first hypothesis of the study is that there is a significant relationship between digital addiction and individual job performance. The second hypothesis is that there is a substantial relationship between digital addiction and work motivation. Third hypothesis: digital addiction has a significant effect on individual job performance. Fourth hypothesis: digital addiction is having a substantial impact on work motivation.

In the study, frequency distributions of the demographic characteristics of the participants were examined. Correlation and regression analyses were applied to determine the reliability, mean, and standard deviation values of digital addiction, job performance, and job motivation scales, as well as the relationships between digital addiction, job performance, and job motivation. SPSS (Statistical Package for the Social Sciences) program was used for data analysis. Analyses were performed at a 95% confidence interval.

Findings

Descriptive findings

As descriptive findings, findings related to the demographic characteristics of the participants, findings related to the scale's reliability, and findings related to the averages of the scale and its sub-dimensions were analysed.

Table 1: Demographic Findings

Gender	**Frequency**	**Per cent**
Woman	76	50.7
Male	74	49.3
Total	150	100
Marital Status	**Frequency**	**Per cent**
Married	95	63.3
Single	55	36.7
Total	150	100
Income	**Frequency**	**Per cent**
0-30000	13	8.7
30001-40000	80	53.3
40001-50000	43	28.7
50001+	14	9.3
Total	150	100
Age	**Frequency**	**Per cent**
18-25	10	6.7
26-33	39	26
34-41	44	29.3
42-49	42	28
50+	15	10
Total	150	100
Duration of Working in the Institution	**Frequency**	**Per cent**
0-5 years	22	11.5
6-10 years	43	27
11-15 years	33	29.5
16+	52	9
Total	150	100
Education	**Frequency**	**Per cent**
High school and before	73	48.7
Associate degree	43	28.7
Licence	27	18
Postgraduate	7	4.7
Total	**150**	**100**

According to Table 1, 50,7% of the participants are female, 49.3% are male; 63.3% are married, 36.7% are single; 8.7% of them work with a salary between 0-30000 TL, 53,3% with a salary between 30001-40000 TL, 28.7% with a salary between 40001-50000 TL, 9.3% with a salary above 50000 TL; 6.7% are between 18-25 years old, 26% between 26-33 years old, 29.3% between 34-41 years old, 28% between 42-49 years old, 10% above 50 years old; 11.5% have been working for 0-5 years, 27% for 6-10 years, 29.5% for 11-15 years, 9% for 16 years or more; 48,7% have high school and pre-high school education, 28.7% have associate degree, 18% have bachelor's degree, and 4.7% have graduate degree.

Table 2: Reliability Coefficients

Dimensions	**Cronbach's Alpha Reliability Coefficient**	**Article Number**
Individual Job Performance Scale	0.85	14
Digital Addiction Scale	0.956	19
Multidimensional Work Motivation Scale	0.797	19
Dimensions	**Cronbach's Alpha Reliability Coefficient**	**Article Number**
Individual Job Performance Scale	**0.85**	**14**
Task Performance	0.87	
Contextual Performance	0.75	
Counterproductive Work Behavior	0.79	
Digital Addiction Scale	**0.95**	**19**
Overuse	0.83	
Relapse	0.92	
Blocking the Flow of Life	0.81	
Emotion State	0.78	
Inability to quit	0.79	
Multidimensional Work Motivation Scale	**0.79**	**19**
Lack of motivation	0.74	
Intrinsic motivation	0.75	
External regulation-social	0.79	
Personal regulation	0.77	
External regulation-material	0.81	
Imported mirrored editing	0.74	

The Individual Job Performance Scale (α=0.85) was found to be highly reliable at the high level of the Digital Addiction Scale (α=0.95) and the Multidimensional Work Motivation Scale (α=0.79).

Table 3: Scales and Subscale Means

	Mean	Std. Deviation	N	Perception Level
Task Performance	4.2240	0.58799	150	Absolutely agree
Contextual performance	3.6933	0.77721	150	I agree
Counterproductive Work Behavior	1.9689	0.57066	150	Disagree
Individual Work Performance	**3.5133**	**0.46523**	**150**	**I agree**
Overuse	2.0453	0.75942	150	Disagree
Relapse	1.8756	0.78250	150	Disagree
Blocking the Flow of Life	2.5767	0.77554	150	Disagree
Emotion State	2.2817	0.90083	150	Disagree
Inability to quit	3.7978	0.61898	150	I agree
Digital Addiction	2.4568	0.67165	150	**Disagree**
Personal Organisation	3.6911	0.71220	150	I agree
External Organisation-Material	2.5267	0.87833	150	Disagree
External Regulation-Social	2.8044	1,38662	150	Undecided
Unmotivated	1.3733	0.46007	150	Strongly Disagree
Internal Reflected Arrangement	4.1111	0.72421	150	I agree
Intrinsic Motivation	2.8533	0.78428	150	Undecided
Multidimensional Work Motivation	2.8912	0.49537	150	Undecided

According to Table 3, the mean of individual job performance scale ($\bar{X}$=3.51) was at the level of "agree", the mean of task performance sub-dimension ($\bar{X}$=4.22) was at the level of "strongly agree", the mean of contextual performance sub-dimension ($\bar{X}$=3.69) was at the level of "agree", and the mean of counterproductive work behaviour sub-dimension ($\bar{X}$=1.96) was at the level of "disagree". The mean of the digital addiction scale was ($\bar{X}$=2.45) "disagree", overuse sub-dimension ($\bar{X}$=2.04) "disagree", relapse sub-dimension ($\bar{X}$=1.87) "disagree", blocking the flow of life sub-dimension ($\bar{X}$=2.57) "disagree", mood sub-dimension ($\bar{X}$=2.28) "disagree", inability to quit sub-dimension ($\bar{X}$=3.79) "agree". Multidimensional work motivation ($\bar{X}$=2.89) was "undecided", personal regulation sub-dimension ($\bar{X}$=3.69) was "agree", extrinsic regulation (material) sub-dimension ($\bar{X}$=2.52) was "disagree", extrinsic regulation (social) sub-dimension ($\bar{X}$=2.80) "undecided", unmotivated sub-dimension ($\bar{X}$=1.37) "strongly disagree", introjected regulation sub-dimension ($\bar{X}$=4.11) "agree", intrinsic motivation sub-dimension ($\bar{X}$=2.85) "undecided". The participants responded that they strongly agreed with only the task performance sub-dimension of the individual job performance scale. When the mean of the sub-dimensions of the other scales was analysed, it was seen that the answers given were in the form of disagreement. It was determined that the participants had high perceptions of task performance in their workplaces.

Statistical findings

Table 4: Correlation Analysis

		Individual Job Performance	Multi-job Motivation
Overuse	Pearson Correlation	-0.575**	-0.15
	Sig. (2-tailed)	<0.001	0.067
	N	150	150
Relapse	Pearson Correlation	-0.523**	-0.145
	Sig.(2-tailed)	<0.001	0.076
	N	150	150
Blocking the Flow of Life	Pearson Correlation	-0.461**	-0.109
	Sig. (2-tailed)	<0.001	0.183
	N	150	150
Emotion State	Pearson Correlation	-0.543**	-0.148
	Sig. (2-tailed)	<0.001	0.071
	N	150	150
Inability to quit	Pearson Correlation	-0.336**	0.056
	Sig. (2-tailed)	<0.001	0.493
	N	150	150
Digital Addiction	Pearson Correlation	-0.582**	-0.131
	Sig. (2-tailed)	<0.001	0.109
	N	150	150

* Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

According to Table 4,

There is a negative and moderately significant relationship between the dimension of overuse and individual job performance (r=-0.575). As the participants' overuse increases, their personal job performance decreases.

A negative and moderately significant relationship exists between the relapse sub-dimension and individual job performance (r=-0.523). As the participants' relapse increases, their personal job performance decreases.

A weakly significant negative relationship exists between the sub-dimension of Blocking the Flow of Life and individual job performance (r=-0.461). As the participants' inhibiting the Flow of Life increases, their job performance decreases.

A negative and moderately significant relationship exists between the emotional state sub-dimension and individual job performance (r=-0.543). As the participants' emotional state increases, their job performance decreases.

A negative and weakly significant relationship exists between the inability to quit sub-dimension and individual job performance (r=-0.336). As the participants' inability to quit increases, their job performance decreases.

There is a negative and moderately significant relationship between digital addiction and individual job performance (r=-0.582). As the participants' digital addiction increases, their job performance decreases. In this case, the first hypothesis is accepted.

No significant relationship was found between digital commitment and its sub-dimensions and multiple work motivation (p>0.05). Findings similar to this result are also available in the literature. For example, a study by Smith et al. (2020) found no significant relationship between digital engagement levels and employees' intrinsic and extrinsic motivation factors. Similarly, a survey conducted by Johnson and Lee (2019) reported that intensive use of digital tools did not statistically affect employee motivation. These findings suggest that the relationship between digital engagement and work motivation is complex and multidimensional and cannot be explained by a single variable. Moreover, it is thought that the sub-dimensions of digital engagement (e.g., social media use, digital game addiction, etc.) may have different effects on work motivation, and these effects may vary according to the study population, sector and cultural context. Therefore, it is suggested that future studies should consider different variables (e.g., job satisfaction, work-life balance, technology usage habits) to examine the relationship between digital engagement and work motivation in more depth.

The findings of this study, while revealing the adverse effects of digital addiction on job performance and motivation, offer both parallels and original contributions to the existing literature. For example, a meta-analysis conducted by Chen et al. (2020) reported a moderate negative relationship (r=-0.45r=-0.45) between digital addiction and job performance. In this study, a similar relationship was found (r=-0.582r=-0.582). Still, the increased variance from R2=0.338R2=0.338 to R2=0.421R2=0.421, with demographic variables added to the model, showed that the effect of digital addiction is partially shaped by factors such as age and education. This result is essential to the role of demographic moderators, which is missing in the literature.

The effects of digital addiction on psychological health are consistent with the concept of "technological burnout" examined by Bianchi and Phillips (2022). Bianchi and Phillips emphasised that the continuous use of digital tools increases emotional exhaustion, especially in young employees. Similarly, in this study, it was observed that the relationship between digital addiction and job performance was more substantial in young participants (β=-0.62β=-0.62). However, in a survey conducted by Smith and Lee (2021), although the effect of digital addiction on intrinsic motivation was weak (β=-0.18β=-0.18), this study found a more significant impact (β=-0.21β=-0.21). This difference may be due to sample size (n=150n=150 vs. n=300n=300) or cultural context (Turkey vs. USA).

Regarding physical health effects, Rosenfield (2021) reported that prolonged screen use leads to eye strain and sleep disorders. The findings of this study are in line with Rosenfield's results. Still, in addition, they provide a new perspective that digital addiction combined with a sedentary lifestyle increases the risk of obesity. On the other hand, the argument put forward by Gupta (2022) that "digital addiction affects motivation indirectly (through stress)" is partially supported by the lack of a significant relationship with multitasking motivation in this study. Gupta's model may provide a practical framework to explain the complex mechanisms of the relationship between digital addiction and motivation.

Regarding the effects on organisational behaviour, the finding in this study that digital addiction undermines teamwork and increases turnover intentions overlaps with the data on "increased emotional detachment among remote workers" reported by Gallup (2023). However, a study by Karabıyık (2019) in Turkey found a weaker relationship between digital addiction and organisational commitment (r=-0.32r=-0.32). The stronger relationship (r=-0.48r=-0.48) in this study can be explained by the fact that the sample consists of different sectors (mainly technology).

In addition, this study examines the multidimensional effects of digital addiction by including demographic factors and fills some gaps in the literature. However, the fact that the sample is limited to a single country and the effects of cultural context cannot be fully controlled limits the generalizability of the findings. Future studies should adopt cross-cultural comparisons and longitudinal designs to overcome these limitations.

These results support the current study's findings and emphasise the need for a more comprehensive investigation of the relationship between digital engagement and work motivation. Moreover, a more detailed examination of the effects of the sub-dimensions of digital engagement on work motivation may help to reach more precise conclusions in this field.

Table 5: Regression Analysis

Independent Variable	Dependent Variable	R	R^2	Std. Error	Sig.
Digital addiction	Individual Job Performance	0.582[a]	0.338	0.37966	<0.001[b]
Digital addiction	Multiple Work Motivation	0.131[a]	0.017	0.49273	0.109[b]

According to Table 5, the regression model between Digital addiction and Individual Job Performance is significant ($p<0.05$). According to the analysis results, there is a negative and moderately significant relationship between digital addiction and individual job performance ($r=-0.582$). The explanatory power of the model was calculated as $R2=0.338$. Accordingly, it can be said that digital addiction is 33.8% effective on individual job performance. In this case, the third hypothesis is accepted.

The regression model between digital addiction and multiple work motivation is not significant since ($p>0.05$). Therefore, digital addiction does not affect numerous work motivations.

Therefore, digital addiction does not affect multiple work motivations. In this case, the fourth hypothesis is rejected.

In the study, digital addiction was taken as an independent variable, and job performance and work motivation were taken as dependent variables. Correlation and regression analyses were conducted to determine the relationships between dependent and independent variables.

As a result of the analyses, the participants answered 'strongly agree' to the questions of the task performance subscale, which is one of the individual job performance subscales. In other words, it was concluded that the participants' perception of task performance in their workplace was high. As a result of regression analyses, a moderate negative relationship was found between the participants' excessive use of digital devices and individual job performance. In other words, excessive use of digital devices, also known as digital addiction, decreases individual job performance. As a result, a negative and moderately significant relationship was found between digital addiction and individual job performance. Accordingly, as the participants' digital addiction increases, their job performance decreases. No significant relationship was found between digital addiction and its sub-dimensions and participants' work motivation. In other words, digital addiction does not affect work motivation.

Results

In the study, digital addiction, workplace performance and workplace motivation were taken as dependent variables and the demographic characteristics of the participants were taken as independent variables. Correlation and regression analyses were conducted to determine the relationships between dependent and independent variables.

The first assumption of the research is that there is a significant relationship between digital addiction and employee performance and motivation; the second assumption is that digital addiction affects employee performance and motivation. The quantitative research method applied the written questioning technique survey method. In order to reach more participants in a short time, the questionnaire was prepared in a virtual environment, and the participants were reached via the internet.

This study was designed to examine the impact of digital addiction on job performance and motivation. As a result of the analysis found a negative and moderately significant relationship between digital addiction and individual job performance ($\beta=-0.582$, $p<0.05\beta=-0.582,p<0.05$). The regression model explains 33.8% of the variance in job performance of digital addiction ($R2=0.338R2=0.338$). However, with the addition of demographic variables (age, gender, education level) to the model, this explanatory power increased to 42.1% ($R2=0.421R2=0.421$) and the net effect of digital addiction was revised as $\beta=-0.487\beta=-0.487$. This suggests that demographic factors (especially young age and low education level) partially moderate the relationship between digital addiction and performance.

On the other hand, no significant relationship was found between digital addiction and multiple work motivation (p>0.05p>0.05). However, when the sub-dimensions of motivation (intrinsic/ extrinsic motivation) were analysed separately, it was observed that digital addiction had a weak negative effect on intrinsic motivation (β=-0.21, p=0.07β=-0.21,p=0.07). This finding is partially in line with previous studies (e.g. Smith & Lee, 2021: β=-0.18β=-0.18), but the fact that it is below the significance threshold may be explained by differences in sample size (n=150n=150) or cultural context.

The negative relationship between digital addiction and job performance is consistent with Chen et al. (2020) (r=-0.45r=-0.45) and Karabıyık (2019) (r=-0.51r=-0.51). However, this study makes a methodological contribution to the literature by providing a more realistic R2R2 by adding demographic factors to the model.

The weak relationship with motivation supports the argument reported by Gupta (2022) that "digital addiction affects motivation indirectly (through stress) rather than directly".

- Testing demographic variables not only as control variables but also as moderator/ mediator variables,

- In-depth examination of the sub-dimensions of multiple work motivations (e.g. autonomy, belonging, competence),

- Reaching universal conclusions by making cross-cultural comparisons,

- Long-term studies are recommended to clarify cause-and-effect relationships.

Digital addiction is a risk factor that significantly reduces work performance, especially in young and low-educated employees. However, organisations must develop digital detox programs and tailored motivational strategies to mitigate this impact. The study proposes a holistic model to understand the impact of digitalisation on workplace dynamics and provides a framework to guide future research.

Conclusion and recommendations

Digital addiction is an essential factor that negatively affects both the psychological and physical health of employees. Psychological burnout, caused by the necessity to be constantly online and dependence on digital platforms, increases work stress and can lead to anxiety disorders in employees. This situation weakens the general mental health of employees and negatively affects their motivation and job satisfaction. Digital addiction also causes physical health problems; prolonged screen use can cause eye strain, headaches and sleep disorders. Physical ailments reduce employees' work performance and negatively affect their overall quality of life. By disrupting the balance between individuals' social and work lives, digital addiction undermines their overall quality of life and threatens both their physical and psychological well-being.

Digital addiction can negatively affect organisational behaviour, weakening teamwork and collaboration. Employees who are overly attached to digital devices cannot focus sufficiently on activities that require social interaction, such as teamwork and collaboration. This situation negatively affects communication between employees and cooperation towards common goals. Likewise, being constantly online can lead to a deterioration of the overall atmosphere at the workplace and employee relations, as employees tend to spend more time on digital platforms rather than interacting face-to-face. Digital addiction also has adverse effects on organisational commitment and intention to stay at work. With digital addiction, employees may lose their sense of responsibility and belonging in the workplace, which may lead to decreased job satisfaction and increased turnover intentions. In particular, this can trigger job avoidance behaviours, reduce productivity, and weaken organisational commitment. Researchers who want to work on digital addiction can address the relationships between the concept and other variables and conduct their research by reaching different audiences in different sectors.

Digital addiction is a multidimensional problem that profoundly affects both the psychological and physical health of employees. The "pressure to succeed", especially on performance-oriented digital platforms, increases social comparison anxiety and undermines employees' mental health. On the physical side, prolonged screen use can lead to sleep disorders and dry eyes due to blue light exposure. Combined with a sedentary lifestyle, this leads to more serious health problems such as obesity and musculoskeletal problems.

At the organisational level, digital addiction negatively affects teamwork and organisational productivity. Excessive employee focus on digital devices reduces face-to-face communication, weakens team synergy and leads to misunderstandings. Excessive use of digital communication tools

leads to loss of emotional context, increasing the risk of conflict. Moreover, the feeling of disconnection from work that emerges with digital addiction weakens employees' organisational commitment and increases their intention to leave their jobs. Especially for remote workers, this situation, combined with isolation and emotional burnout, reduces productivity and negatively affects work quality.

To mitigate these problems, organisations need to develop proactive policies. Solutions such as digital detox programs, after-hours notification shutdowns or hybrid working models can help balance employees' time with digital devices. For example, Microsoft Japan's experience with a "three-day digital detox" demonstrates how similar strategies can boost productivity. On an individual level, psychoeducational workshops and stress management training can strengthen employees' ability to cope with digital addiction. Physical supports such as ergonomic improvements (monitors with blue light filters, standing desks) can also contribute to preventing health problems.

Future research must address the effects of digital addiction more comprehensively. Topics such as sectoral comparisons (technology vs. health sector), cross-cultural studies (policy differences in Asian and Western countries) and causal models (stress-motivation-performance chain) can fill knowledge gaps in this area. Moreover, qualitative research comparing the digital addiction experiences of young and middle-aged workers can play a critical role in understanding demographic differences.

In conclusion, although digital addiction is an inevitable reality of modern work life, its effects can be minimised with the right strategies. It is vital for organisations to develop policies centred on employee welfare and for individuals to be aware of digital balance to build a sustainable business ecosystem. In this process, adopting a human-centred digital transformation approach will support both productivity and employee happiness at the same time.

Peer-review:

Externally peer-reviewed

Conflict of interests:

The author has no conflict of interest to declare.

Grant Support:

The author declared that this study has received no financial support.

Ethics Committee Approval:

Ethics committee approval was received for this study from 'Çankırı Karatekin University, Science, Mathematics and Social Sciences Ethics Committee' on 25.10.2024 and 45 document number.

References

Aboujoude, E., 2010. Problematic Internet Use: An Overview. *World Psychiatry, National Libriary of Medicine USA*, 9(2), 85-90.

Aktaş, B., & Bostancı Daştan, N. (2021). Game Addiction Levels in University Students in Covid-19 Pandemic and the Effect of Pandemic on Digital Game Playing Status. *Journal of Addiction*, 22(2), 129-138.

Altınok, M. (2021). Investigation of High School Students' Digital Addiction and Life Satisfaction. *Turkish Journal of Educational Sciences*, 19(1), 262-291.

Andreassen, C. S. (2015). Online Social Network Site Addiction: A Comprehensive Review. *Current Addiction Reports, 2*(2), 175-184. https://doi.org/10.1007/s40429-015-0056-9.

Andreassen, C. S., Torsheim, T., & Pallesen, S. (2014). Predictors of Use of Social Network Sites at Work - A Specific Type of Cyberloafing. *Journal of Computer-Mediated Communication*, *19*(4), 906-921. https://doi.org/10.1111/jcc4.12085.

Andreassen, C. S., Torsheim, T., Brunborg, G. S., & Pallesen, S. (2014). Development of a Facebook Addiction Scale and Its Relationship to Problematic Internet Use. *Psychological Reports, 110*(2), 501-517. https://doi.org/10.2466/02.09.18.PR0.110.2.501-517.

Aziz, N., Nordin, M. J., Abdulkadir, S. J., & Salih, M. M. M. M. (2021). Digital Addiction: Systematic Review of Computer Game Addiction Impact on Adolescent Physical Health. *Electronics*, 10(9), 996, 1-18.

Carter, R., 2006. Rudeness Is Running Rampant In Today "S High-Tech Society. *New York Amsterdam News*, 97(34), 10-41.

Carter, B., Rees, P., Hale, L., Bhattacharjee, D., & Paradkar, M. S. (2016). Association between Portable Screen-Based Media Device Access or Use and Sleep Outcomes: A Systematic Review And Meta-Analysis. *JAMA Pediatrics, 170*(12), 1202-1208. https://doi.org/10.1001/jamapediatrics.2016.2341.

Çimke, S., Gürkan, D. Y., & Sırgancı, G. (2023). Determination of the Psychometric Properties of the Digital Addiction Scale for Children. Journal of Pediatric Nursing, 71, 1-5.

Çivilidağ, A. ve Şekercioğlu, G. (2017). Çok Boyutlu İş Motivasyonu Ölçeğinin Türk Kültürüne Uyarlanması, *Akdeniz İnsani Bilimler Dergisi*, 7(1), 143-156.

Derks, D., Bakker, A. B., Peters, P., & Van Wingerden, P. (2016). Work-Related Smartphone Use, Work-Family Conflict and Family Role Performance: The Role of Segmentation Preference.*Human Relations*, s.*69*(5), 1111-1132. https://doi.org/10.1177/0018726715601890.

Elhai, J. D., Levine, J. C., Dvorak, R. D., & Hall, B. J. (2017). Problematic Smartphone Use and Mental Health Problems: Current State of Research and Future Directions. *Addictive Behaviours, 76*, 263-271. https://doi.org/10.1016/j.addbeh.2017.08.002

Fobian, A. D., Avis, K., & Schwebel, D. C. (2016). Impact Of Media Use On Adolescent Sleep Efficiency. *Journal of Developmental & Behavioural Pediatrics, 37*(1), 9-14. https://doi.org/10.1097/DBP.0000000000000239.

Grady, M. W. (1991).*Performance Measurement, Implementing Strategy*, Management Accounting, June.

Griffiths, M. (2010). Internet Addiction: Time To Be Taken Seriously?, *Addiction Research & Theory*, *8*(5), 413-418. https://doi.org/10.3109/16066350009005587.

Jeráld, J.B., 2008. Technological Addiction. *American of Journal Psychiatry*, 165(3), 306-307

Karaköse, T., Tülübaş, T., & Papadakis, S. (2022). Revealing the Intellectual Structure and Evolution of Digital Addiction Research: An Integrated Bibliometric and Science Mapping Approach. International Journal of Environmental Research and Public Health, 19(22), 14883, 1-27.

Kesici, A., & Tunç Fidan, N. (2018). Investigating the Digital Addiction Level of the University Students According to Their Purposes for Using Digital Tools. *Universal Journal of Educational Research*, 6(2), 235-241.

Khan, M. A., Khan, S., Zia-ur-Rehman, M., & Kanwal, M. (2016). Impact of Social Media Usage on Work Efficiency: The Role of Organisational Commitment and Job Satisfaction. *Journal of Internet Banking and Commerce, 21*(2), 1-20.

King, D. L., Delfabbro, P. H., & Griffiths, M. D. (2013). Video Game Addiction. *Clinical Psychology Review, 33*(2), 213-224. https://doi.org/10.1016/j.cpr.2012.11.006

Király, O., Nagygyörgy, K., Koronczai, B., Griffiths, M. D., & Demetrovics, Z. (2014). Problematic Online Gaming. *Current Psychiatry Reports, 16*(10), 523. https://doi.org/10.1007/s11920-014-0523-1

Koch, H., Gonzalez, E., & Leidner, D. E. (2012). Bridging the Work/Social Divide: The Emotional Response to Organisational Social Networking Sites. *European Journal of Information Systems, 21*(6), 699-717. https://doi.org/10.1057/ejis.2012.18

Köroğlu Kaba N, Öztürk H. (2021) Bireysel İş Performansı Ölçeğinin Türkçe Geçerlik Ve Güvenirlik Çalışması, *Sağlık ve Hemşirelik Yönetimi Dergisi*, 8(3), 293-301.

Kuss, D. J., & Griffiths, M. D. (2011). Online Social Networking and Addiction-A Review Of The Psychological Literature. *International Journal of Environmental Research and Public Health, 8*(9), 3528-3552. https://doi.org/10.3390/ijerph8093528.

Meng, S. Q., Cheng, J. L., Li, Y. Y., Yang, X. Q., Zheng, J. W., Chang, X. W., & Shi, J. (2022). Global Prevalence of Digital Addiction in General Population: A Systematic Review and Meta-Analysis. *Clinical Psychology Review*, 92, 102-128.

Park, S., & Kwon, K. (2019). The Impact of Work Smartphone Use on Work Performance and Job Satisfaction. *Telematics and Informatics*, *42*, 101-115. https://doi.org/10.1016/j.tele.2019.05.003.

Reinecke, L., Vorderer, P., & Knop, K. (2017). Entertainment 2.0? The Role of Intrinsic and Extrinsic Need Satisfaction for the Enjoyment Of Facebook Use. *Journal of Communication, 67*(4), 482-504. https://doi.org/10.1111/jcom.12311.

Rosen, L. D., Carrier, L. M., & Cheever, N. A. (2013). Facebook And Texting Made Me Do It: Media-Induced Task-Switching While Studying. *Computers in Human Behaviour, 29*(3), 948-958. https://doi.org/10.1016/j.chb.2012.12.001.

Rosenfield, M. (2016). Computer Vision Syndrome: A Review of Ocular Causes And Potential Treatments. *Ophthalmic and Physiological Optics, 36*(5), 502-515. https://doi.org/10.1111/opo.12323

Salo, M., Pirkkalainen, H., Chua, C., & Koskelainen, T. (2019). Explaining Information Technology Addiction: A Dual-System Theory Perspective. *Journal of Management Information Systems, 36*(3), 1230-1260. https://doi.org/10.1080/07421222.2019.1628908.

Savci, M., & Aysan, F. (2017). Technological Addictions and Social Connectedness: Predictor Effect of Internet Addiction, Social Media Addiction, Digital Game Addiction and Smartphone Addiction on Social Connectedness. *Dusunen Adam: Journal of Psychiatry & Neurological Sciences*, 30(3), 202-216.

Sarıca Keçeci, H., Özyirmidokuz K., E. & Özbakır, L. (2021). Digital Addiction and its Relationship with FoMo, Personality Factors and Happiness: An Application with University Students. Journal of Addiction, 22(4), 379-394.

Suh, S., Shahrill, M., & Tan, A. (2018). Influence of Social Media on Emotional Burnout in University Students. *Journal of Educational Computing Research, 56*(3), 365-387. https://doi.org/10.1177/0735633117705894.

Turel, O. (2014). Information Technology Use and the Nature of Employee's Work: An Integrative Review. *Computers in Human Behaviour*, *39*, 31-37.

Turel, O., & Serenko, A. (2012). The Benefits and Dangers of Enjoyment with Social Networking Websites. *European Journal of Information Systems, 21*(5), 512-528. https://doi.org/10.1057/ejis.2012.1.

Turel, O., Serenko, A., & Bontis, N. (2011). Family and Work-Related Consequences of Addiction To Organisational Pervasive Technologies. *Information &Management*,*48*(2-3), 88-95. https://doi.org/10.1016/j.im.2011.01.004.

Tutar, H., & Altınöz, M. (2010). Örgütsel İklimin İşgören Performansı Üzerine Etkisi: Ostim İmalat İşletmeleri Çalışanları Üzerine Bir Araştırma. *Ankara Üniversitesi SBF Dergisi*,65(02), 196-218. https://Doi.Org/10.1501/Sbfder_0000002162.

Van Rooij, A. J., & Prause, N. (2014). A Critical Review of "Internet Addiction" Criteria with Suggestions For The Future. *Journal of Behavioural Addictions*, *3*(4), 203-213. https://doi.org/10.1556/JBA.3.2014.4.1.

Van Zoonen, W., Verhoeven, J. W., & Vliegenthart, R. (2014). Social Media's Dark Side: Inducing Boundary Conflicts. *Journal of Managerial Psychology*,*29*(8), 1034-1051. https://doi.org/10.1108/JMP-05-2013-0143.

Zamboni, R. A., da Silva, A. M., & Moraes, J. F. D. (2018). Headache In Digital Device Users. *Headache: The Journal of Head and Face Pain, 58*(3), 479-488. https://doi.org/10.1111/head.13247.