

A NEGLECTED CONCEPT RELATED TO BUSINESSES: WORKPLACE BOREDOM PROBLEM

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ABSTRACT

Workplace boredom is one of the major problems facing businesses today. An employee who is physically in workplace but unable to use his/her full potential due to boredom problem, experiences loss of motivation, loss of working enthusiasm in that workplace and this can have negative consequences that can be costly for the businesses. Potential health problems, increase in intention of quitting from job, increase in the stress level and inefficiency are among the negative consequences of workplace boredom. For these reasons, the problem of boredom is a negative situation that renders the employee ineffective and pushes her to work below his/her capacity. In this study, a general informing about workplace boredom problem was made, the typology of the boredom experience was explained. In the following parts of the study, factors that caused the workplace boredom problem were mentioned. According to the important studies conducted on the subject in the literature, it has been observed that the most prominent cause of boredom problem is that the assignments given to the employee does not force the employee enough. On the other hand, another detail included in the study is the research in which the professions of law and project management, which are considered as the occupational group in which the employees have the most boredom problems, were determined. Moreover, in the study, the strategies in order to cope with this problem were stated. A related literature study was compiled. In the last part of the study, the suggestions of the managers and employees about the boredom problem were presented. This study contributes to the literature on employee well-being by extending the current knowledge on workplace boredom.

Keywords: Workplace Boredom, The Reasons of Workplace Boredom, The Strategies to Cope with Workplace Boredom

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İşletmelerin İhmal Ettiği Bir Kavram: İşyerinde Can Sıkıntısı Sorunu

ÖZET

İşyerinde can sıkıntısı günümüzde işletmelerin yüzleştiği büyük problemlerin başında gelmektedir. İşyerinde can sıkıntısı sorunu sebebiyle fiziksel olarak işyerinde bulunduğu halde sahip olduğu tüm potansiyelini kullanamayan bir çalışan motivasyon kaybı yaşar, o işyerinde çalışma hevesini kaybeder ve bu da işletmeler için önemli ölçüde maliyetli olabilecek negatif sonuçlara sebebiyet verebilir. Oluşturacağı negatif sonuçlara örnek olarak çalışanın yaşayabileceği sağlık sorunları, çalışanın işten ayrılma niyetinin artması, stres seviyesinin artması ve çalışanın yaptığı işte verimsizlik yaşaması sayılabilir. Bu sebeplerden dolayı, can sıkıntısı problemi çalışmanı etkisiz kılan ve sahip olduğu kapasitenin altında çalışmaya iten olumsuz bir durumdur. Bu çalışmada, işyerinde can sıkıntısı sorunuyla alakalı genel bilgilendirme yapılmış, can sıkıntısı deneyiminin tipolojisi anlatılmıştır. Çalışmanın ilerleyen bölümlerinde ise can sıkıntısı sorununa neden olan faktörlerden bahsedilmiştir. Literatürde konuyla ilgili yürütülmüş önemli çalışmalara göre en göze çarpan can sıkıntısı problemi sebebi çalışana verilen sorumluluğun çalışmanı yeterince zorlamaması sonucu oluştuğu gözlemlenmiştir. Öte yandan, çalışmada yer verilen bir diğer detay ise, çalışanlarının en çok can sıkıntısı problemi yaşadığı meslek grubu olarak değerlendirilen hukuk ve proje yönetimi mesleklerinin tespit edildiği araştırmadır. Ayrıca çalışmada, önemli negatif sonuçlara neden olabilecek can sıkıntısı problemi ile başa çıkma stratejilerine yer verilmiştir. Konuyla alakalı bir literatür çalışması da derlenmiştir. Çalışmanın son bölümünde ise, yöneticilerin ve çalışanların işyerinde can sıkıntısı sorunu konusunda çözüm önerileri sunulmuştur. Bu çalışma, iş yerinde can sıkıntısı problemi ile ilgili mevcut bilgileri genişleterek çalışan refahı konusunda literatüre katkı yapmaktadır.

Anahtar Kelimeler: İşyerinde Can Sıkıntısı, İşyerinde Can Sıkıntısının Nedenleri, İşyerinde Can Sıkıntısı ile Başa Çıkabilme Stratejileri

INTRODUCTION

Boredom at workplace is a frequently encountered problem for most of the people and it draw the attention since it has been commonly discussed in the literature. Especially, permanent boredom can have costly and unnecessarily results for both the employee and the company. An employee who has a boredom problem can easily feel himself/herself under pressure, not focus on his/her duties and his/her efficiency and motivation can decrease. These undesirable consequences due to boredom problem can give the employee the feeling of not working at all. The company also spends an additional cost due to the uncompleted works of the unmotivated employee.

According to a study result among employees, it has been noticed that between 15% and 87% of participants stated that they were bored at work from time to time (Fisher, 1993; Hooff and Hooff, 2016:209). Boredom at workplace can be defined as a negative, unpleasant, and unsatisfying emotion that renders the person ineffective, implying that employees' work activities have a negative intrinsic value (Mikulas and Vodanovich, 1993:5). In this respect, boredom differs from other negative feelings, since it can cause the work of the employee to be felt unnecessary.

Moreover, it has been defined as non-work related presenteeism is a growing cause for companies, especially for the ones which are in global competitive environment required highly efficient and productive employees (D'Abate and Eddy, 2007:367). It means an employee can be at the workplace physically but are not interest in work-related responsibilities. He/she only focuses on personal activities such as checking personal e-mails, shopping etc. It is caused due to the lack of motivation, lack of interest at work and job boredom.

Especially in recent years, boredom at workplace and some of the costs that can be caused by boredom problem were given importance by companies. According to the study of Malachowski in 2005, it has been observed that approximately one third of 10.000 American employees deal with their personal affairs because of getting bored at their workplaces. This loss of time's cost has been calculated as over 750 million USD (Malachowski, 2005)

In literature, many studies have reached the origin of the boredom problem at workplace was much more complex than the monotony of work.

For instance, according to some studies, employees with high qualifications more than the job required get occasionally bored at workplace rather than just having a monotonous job. Economic recession has also increased the level of boredom at workplace, it was observed that highly educated employees have to accept to work in jobs below their qualifications in economic recession (Rosenwald, 2008).

Boredom-themed studies conducted in Turkey focused on the problem of boredom experienced by different student groups from primary school to university education. It has been discussed that students have trouble focusing on their lessons together with the problem of boredom and that this may negatively affect their academic success. Although the subject is handled through students in Turkey, the fact that there are studies on employees experiencing boredom at work in the literature may cause businesses that add strength to the country's economy to get more productive results with concentrated employees.

The aim of this study is investigating the boredom concept and its typology, discussing the reasons behind workplace boredom of employees' and determining the methods of coping with boredom problem. A literature review was also conducted on boredom at workplace. At the last part of the study, recommendations are stated on how workplaces can be transformed into desirable places.

1. CONCEPT OF BOREDOM

1.1. What is Boredom and Work-related Boredom?

In western cultures, the concept of boredom can be defined as having nothing to do. In other words, boredom can be described as not concentrating on a duty due to lack of interest. According to Fisher (1993), the concept of boredom is an unpleasant and temporary emotional condition that a person experiences an extensive lack of interest and difficulty concentrating on the current activity.

According to organizational psychology, work-related boredom is generally related to status and personal characteristics components. Boredom arising from status component explains a temporary condition that is affected by the external factors, whereas boredom arising from personal characteristics

is a permanent condition that is affected by a person's innate characteristics. The concept of boredom at workplace is an unmotivated condition that is prevented by changing and improving the workplace features (Harju et al., 2014:911).

In other words, boredom is an undesirable status which prevents people to focus on their responsibilities. The employee who is bored at work cannot focus on his/her duties or makes an extra effort to focus on. Since boredom can cause significant problems such as job dissatisfaction, resignation, decrease of job performance, it needs to be given importance.

Boredom at workplace can be both a temporary situation or a long lasting situation that is finished with resignation. Between 30% and 90% of adults in America can experience boredom problem in their daily lives. This ratio has increased between 91% and 98% among teenagers (Sturt and Nordstrom, 2018). In addition to this, due to the boredom problem, employees who do not concentrate on their duties can have a negative impact on their organizational efficiency such as income reduction, undesirable work results. Because of this reason, employers need to detect the reasons behind the boredom problem at workplace for employees and take the necessary precautions.

Boredom can cause many negative results to employees. Inefficiency, depressive thoughts, stress, job dissatisfaction, absenteeism, intention of leaving the employment are most common ones (Hooff and Hooff, 2016:210). On the potential premises of boredom, previous studies in the literature have shown some work-related personality traits are related to boredom experience. For instance, there have been personal differences between differences of one's boredom experience and tendency to experience boredom (Vodanovich, 2003:575). Moreover, it has recently been found that the "uncontrolled" personality type, characterized by low conscientiousness, high extroversion, and high openness to experience, has higher levels of boredom (Makikangas et al., 2015:117).

1.2. The Typology of Boredom Experience

Boredom problem is stated as a hardly defined complex structure. In literature, there has been confusion on the definition, relations and reasons of the subject, because this term is used for a varying, drastically different

experience for at least two processes. For this reason, it has been studied in a typology with two main dimensions that conceptualize the boredom problem (Mael and Jex, 2015:136).

It has been researched whether the concept is permanent or temporary in the first dimension:

Temporary Boredom: Temporary boredom is used for defining the situations or experiences that sometimes cause boredom, sometimes encourage. Meetings or paperwork can be listed as temporary boredom examples.

In the problem of boredom, which is considered temporary, the situation has arisen with the presence of the factor causing the problem. If this factor is removed, the problem of boredom will also be solved. In other words, the problem of temporary boredom is not a problem that affects all aspects of a person's life. There is a concrete reason causing this problem, but this reason is not a permanent one. For example, the end-of-month paperwork that accounting interns encounter during their internship period may leave them with the problem of boredom. Another example would be a long and boring business meeting. Employees may experience boredom at these meetings. As it can be understood from the examples, the existence of a concrete reason causing boredom (paperwork, boring meeting, etc.) and the employee experience boredom temporarily, but this situation is not permanent.

Permanent Boredom: Permanent boredom is the situation that has chronic stimulus and boredom problem is continually occurred. It can be defined as permanent boredom that an employee states every aspect of his/her job as boring or an aspect of his/her job to be boring constantly.

This type of boredom problem, on the other hand, is a continuous boredom that affects all aspects of a person's life. This problem is multifaceted in people who have persistent boredom problems. In other words, the person not only has the problem of being bored in business life, but also has the problem of being bored in his private life. This problem can sometimes lead to not enjoying life and loss of purpose. Since it is not temporary, it can cause serious health problems such as depression. If the person experiencing permanent boredom cannot solve this situation on his/her own, it is important

to seek professional help so that it does not lead to more serious consequences such as depression.

It has been researched whether the concept is situational or general in the second dimension:

Situational Boredom: Situational boredom can be both temporary or permanent, however it affects only one aspect of one's life. For instance, a person can sometimes or most of the times experience boredom problem at workplace, but he/she can be happy in his/her family life. In that case, this person faces with boredom problem in one aspect of his/her life.

Situational boredom can be permanent or temporary, but it has an advantage over persistent boredom. In the permanent boredom problem, while the person has a problem of boredom in all areas of his life, the situational boredom problem affects only one aspect of the person's life, even if it is permanent. For example, a person has a problem of boredom at work, and even if this situation becomes temporary or permanent, he may be happy in his private life by not feeling the effects of boredom at work. Therefore, in the situational boredom problem, the factor causing the problem exposes the person to this problem in a way. While this negative situation may be temporary, even if it is permanent, it does not affect the whole life of the person.

General Boredom: Some conditions, such as poverty or imprisonment, may restrict people's ability of finding less boring things. This situation is defined as general boredom.

In the general boredom problem, the person is exposed to the problem of boredom thanks to some factors that are out of his control. Because of these factors, the person cannot go into a situation where he is less bored or not bored. For example, a prisoner may experience boredom because he cannot change his current situation. The person is affected by a general reason. Another example is the economic crisis. A person who loses his job due to the economic crisis may have a problem of boredom because of this general factor that is out of his control. General boredom can be temporary or permanent. If it is temporary, the person's problem can be solved more easily, while if it is permanent, it may cause bigger problems such as depression and loneliness.

The typology of boredom has shown below in Table 1:

Table 1: The Typology of Boredom

	Situational	General
Temporary	Specific boring stimulus or conditions (meetings, projects etc.)	Personal differences such as age, intelligence
	Changes in state of mind	Seeking stimulus
Permanent	Qualitative/quantitative overload in the job	Depression, loneliness
	Working below the qualitative/ quantitative capacity of the job	Resignation, failure
	Lack of purpose	
	Lack of significant jobs	

Source: (Mael & Jex, 2015:137)

According to the results obtained from Table 1, there have been four different cases. These are situational and temporary boredom, situational and permanent boredom, general and temporary boredom and general and permanent boredom (Mael and Jex, 2015:137):

Situational and Temporary Boredom: This type of boredom problem is the one that is happened occasionally and the stimulus that caused this problem is not always boring. In other words, a person who experienced this problem has not got bored in every aspect of his/her life. He/she experienced this boredom problem because of a boring stimulus. For instance, it can be considered that the employee is bored during a boring meeting, his/her mental state temporarily changes.

Situational and temporary boredom problem may be more quickly resolved than other boredom cases. There is a factor that affects the person here, a state of boredom has occurred because of this factor. However, this factor may not always cause a problem of boredom for the person. In addition, even if it creates a problem of boredom, this situation is temporary. For example, if an employee urgently needs to handle a tedious paperwork, the person will experience a feeling of boredom. But when this paperwork is over, the employee's boredom will pass, and even this boredom will not have an impact on other aspects of the employee's life.

Situational and Permanent Boredom: This type of boredom problem is permanent but it only affects one aspect of one's life. For instance, the boredom problem of an employee is permanent and can have many reasons. Among these reasons, quantitatively working under capacity due to not having so much work do, qualitatively working under capacity due to lack of stimulus, qualitatively and quantitatively overworking, lack of purpose and lack of significant task can be listed as the reasons behind this kind of boredom.

In the situational and permanent boredom problem, there is a factor that constantly affects the person in one way and creates a problem of boredom. This condition is permanent, but still does not affect all aspects of a person's life. For example, in case of layoffs due to downsizing in a workplace, more workload occurs to the remaining employees. This can cause a permanent problem of boredom to the remaining employees. However, this problem does not cause boredom in the employee's private life.

General and Temporary Boredom: This type of boredom problem can be in every aspect of a person's life, but it lasts for a while. The demographic or personal differences of people can make some people defenseless on boredom problem with respect to other people. It has been expressed that people who seek a stimulus are more likely to experience boredom problem.

In the general and temporary problem of boredom, the person is exposed to a problem of boredom in all aspects of his life. But even if it is such an effective problem, it is temporary. For example, this situation may cause boredom problems because the person is young and takes fewer tasks while working in a workplace. This situation will be effective not only in the employee's business life, but also in his private life. However, as the age of the employee gets older, the tasks assigned to him will be more content or more, and the problem of boredom experienced by the person due to this reason will also come to an end. Therefore, in this problem, even if the person's life is affected in all aspects, the problem of boredom will disappear when the causative factor is removed.

General and Permanent Boredom: This type of boredom problem is a common and chronic condition that affects most of the aspects of a person's life. In a research of Bargdill (2000) on this subject, there were people who

made boredom a habit. The results of this study have been expressed that due to the chronic boredom problem of these people, they do not complete their current tasks at work, have the intention of resignation and this problem affects every aspect of their lives. Depression, loneliness and failure feeling are the other results that are obtained from the study.

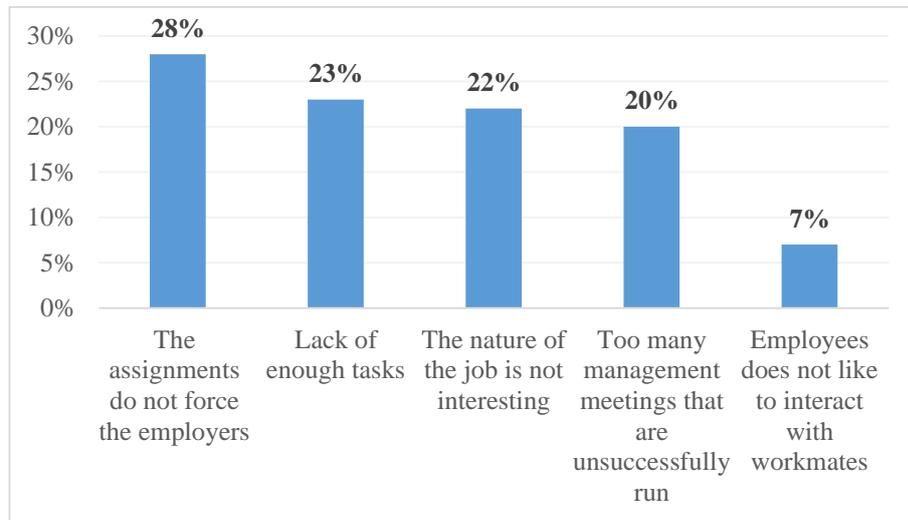
The type of boredom that can cause depression is also called existential or indifferent boredom. In this case, just as existential boredom can cause depression, having depression can also cause a feeling of existential boredom. People who can't find anything interesting often conclude that life is meaningless and get depressed (Kirby, 2022).

As different cases of boredom explained above, it is seen that stages of boredom problem are discussed. It is clear that general and permanent boredom problem has the most significant effect on people's life since it can change most of the aspects of a human being instead of one aspect such as work or personal life. In other words, general and permanent boredom is a problem that if one experiences it, his/her work life or personal life also are affected at the same time and it also not a temporary period, it also lasts much longer. Professional treatment needed to be taken in order to solve the illnesses such as depression that caused by general and permanent boredom problem.

1.3. Factors Caused Boredom at Workplace

There have been many studies in literature on the reasons behind boredom problem. One of these studies is formed from the results of a questionnaire applied to 307 senior managers and 382 employees in America in 2017. Figure 1 below is designed due to the results of this study (Kong, 2017):

Figure 1: Reasons of Boredom at Workplace



Source: (Kong, 2017)

According to the results of Figure 1, 28% of the participants of the survey stated that the assignments that are given to them do not force themselves enough, so that they thought those assignments are below their abilities, that is why they got bored. This reason is the most chosen one related to the boredom problem of the participants. The second reason caused to boredom problem is determined as lack of enough tasks for the employees during the day with 23% of the participants' opinion. Having a small amount of tasks can create a long free time, which has a negative impact on the employees.

Another important reason is that 22% of the participants did not find the nature of their work interesting enough. Employers who stated that they are doing a boring job experienced boredom problem more frequently. The routine jobs such as realizing the same responsibilities everyday did not require cognitive effort. For instance, employees had been doing the same job for a long time, lost the enthusiasm of driving them forward (Harju and Hakanen, 2016:380). Those employees believed that they were out of opportunities to improve their careers, which has created job boredom problem.

Other significant factor caused boredom at workplace is 20% of the participant employees stated that managers arranged too many meetings that were inefficiently run. It is normal for managers to hold management meetings in order to improve organizational efficiency and teamwork or share operating

results. However, it is determined that too many and long-lasting management meetings can get the employees bored and have a negative impact on the employees. The last reason obtained from the study is 7% of the participants stated that they did not like to interact with their teammates, thus they got bored more frequently.

On the other hand, there are other results listed below from the same study of Kong (2017):

- The employees participated in the survey stated that they experienced boredom problem for 10,5 hours a week, whereas managers experienced it for 6 hours a week.

- 45% of the participants stated that they got bored equally in all seasons throughout the year, 28% of the participants got bored in the winter season, 18% of the participants got bored in the summer season and 10% got bored in the spring season.

- It has been revealed that 2 out of every 5 employees participating in the study could consider changing jobs if their boredom would be permanent.

In 2018, a similar study has been done in Australia by conducting a survey to 460 managers. According to the results of this study, the factor causing highest level of boredom was determined as not having an interesting job with 44% of all participants. As to Gorton (2018) that conducted the study, having job satisfaction was related to the interest of employee's in his/her job. He stated that even though most of the jobs have monotonous and uninteresting duties, these are parts of the whole in achieving overall goal and employees need to understand this. Thus, knowing that these uninteresting duties has helped to be closer to achieve a goal prevents getting bored from the whole parts of the job (Gorton, 2018).

In addition to the reasons above, there are other reasons obtained from various studies that caused boredom problem. These reasons can be listed as (scoro.com; Date of Access:05.04.2022):

- **Repetition of work:** It is known that many jobs include repetitive tasks as nature. Repetitive tasks such as signing papers, preparing the same reports every month make the employee get bored.

- **Waste of time:** Long-lasting and ineffective business meetings make the employees digress from the topic discussed and bored. Employees think that these types of meetings are waste of time.

- **Not feeling committed to the job:** Not being committed to the job is one of the common factors among employees. There are several reasons behind not being committed to one's job. Not having an interesting and challenging job, not learning anything from the task, having a task below one's

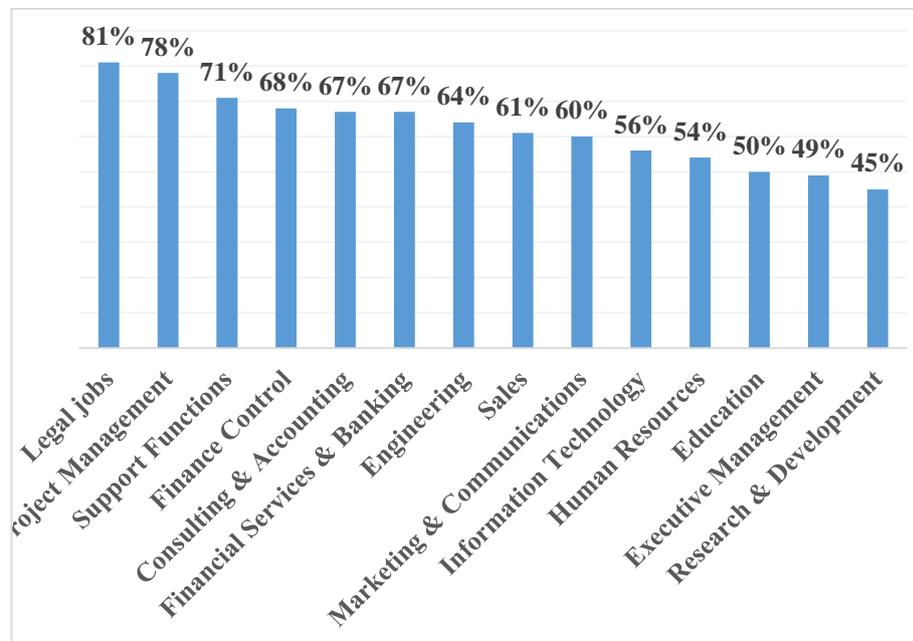
abilities are some of the reasons of not being committed the job and creating boredom problem in time.

• **Not feeling respected for the work done:** Even if the nature of the job is interesting and informative, the employee can experience boredom problem due to the feeling of not being accepted in a respectful condition as a result of the work done.

• **Employee's low contribution to the job:** Especially employees working in supporting departments in big scale companies have experienced boredom problem since they are not involved in the main departments and their work has not been counted as valuable as the ones in main departments.

Figure 2 indicates a latest study realized by Emolument, showing most boring jobs according to 1300 employees in different sectors (Emolument, 2017):

Figure 2: Most Boring Jobs



Source: (Emolument, 2017)

According to Figure 2, based on a study of Emolument, 8 out of 10 law professionals got bored due to repetitive daily tasks. On the other hand, research and development professionals having less boredom problem since the nature of the job requires constant research and dynamic work conditions (Emolument, 2017).

2. LITERATURE REVIEW

There are different ideas on the subject of boredom at workplace in literature. In general, there have been three different approaches about the subject due to the latest published studies. The first approach in literature, there are studies on the situations, especially studies on between personal prosperity and boredom, related to boredom at workplace. In the second approach on the subject in the literature, personal differences related to boredom at workplace was studied. Last approach in the literature includes the studies on managerial interventions in order to solve workplace boredom (Heijden et al., 2012:352).

Vodanovich et al. (1997) have studied on 111 students with Boredom Proneness Scale-BPS in order to evaluate boredom at workplace and personal differences. At the end of the study, it has been indicated that the students with a high tendency to boredom were significantly affected by external parameters.

Kaas et al (2011) studied on the relationship between work-related outcomes such as job satisfaction, absenteeism and Job Boredom Scale and Boredom Proneness Scale. In their study, over 292 workers in USA, it is found that participants who experienced high level of job boredom dissatisfied with the work, promotion, salary and other workers in the job. Those participants also made greater absenteeism rather than the ones with low level of job boredom.

According to the study of Ambrose et al. (2002), the factors that have decreased the motivation of employees in workplaces were investigated. Boredom was found as one of the main elements that has decreased employee motivation. While making the study, anonymous interview results obtained from mixed sample participant groups were used. At the end of the study, the most significant factors that decreased a person's motivation was injustice with 59,8%, weakness with 19,7% and boredom with 10,7%.

Game (2007) has researched how to cope with workplace boredom and whether the personal differences can change the methods of coping with boredom problem at workplace in his study. According to the results obtained from survey conducted to 212 people working in chemical companies, participants who can cope with workplace boredom, tended to use functional

dealing ways when they experienced boredom problem. This could be useful both for companies and employees. On the other hand, another result of the study were determining the participants who cannot deal with workplace boredom successfully and training those participants on developing the relevant skills can be a part of the solution for boredom problem.

In Watt and Hargis' (2010) study, the relationship between tendency to workplace boredom, subjective underemployment, perceived organizational support and work performance have been investigated. The tendency to workplace boredom, subjective underemployment and perceived organizational support data were obtained from 110 healthcare professionals. Work performance data was obtained from archive performance ratings provided by managers. According to the results of the study, it was concluded that the employees who tended to have workplace boredom problem considered themselves as not being employed adequately, not receiving enough support from their workplaces and receiving low performance ratings from their managers.

In the study of Bruursema et al. (2011), the relationships between tendency to boredom, workplace boredom and counterproductive work behavior (CWB) have been researched. In their study with over 211 participants, it was observed that people who worked in boring tasks may show counterproductive behavior. Not ignoring workplace boredom factor was recommended to the researchers who make their studies on counterproductive work behavior (CWB).

According to the study of Harju et al. (2014), the relationships between boredom at workplace and employee's health and business manner have been researched through 11.468 employees in 87 workplaces in Finland. It was determined that men under the age of 36 working in transportation, manufacturing and entertainment sectors were the people experienced the highest level of boredom problem at the workplace in the study. Moreover, in the study, it was noticed that boredom problem has triggered the resignation request, early retirement intention, deterioration of employee health and stress.

Mael and Jex (2015), have aimed to develop a testable model in order to test the premises and results of boredom problem at workplace in their

study. According to the authors, this model was necessary, since boredom problem at workplace increased although the number of boring and monotonous tasks, which were seen as the main reasons of boredom problem, decreased. According to research models, there were three main premises; personal characteristics, work environment and use of information technology; that affects workplace boredom. These premises also caused some organizational level consequences such as low job satisfaction, low employee participation and high turnover intention. However, other results obtained from the study were that traditional efforts for workplace boredom problem were not enough and for most employee boredom problem was the beginning point rather than the result of a boring task.

In 2016, Hooff and Hooff planned to get informed via their study on the processes that may affect the relationship between workplace boredom and prosperity of 106 employees from different occupations in Netherlands. In their study, the relationships between workplace boredom and low mood at the end of the workday and in the evening have been observed. At the end of the study, a positive relation was determined between the work-related boredom of the employees who put their work at the first place of their lives and low mood at the end of the workday and in the evening.

According to the study of Çelebi and Aliyev (2017), secondary school students' perception of boredom and bullying has been examined. As the result of the study, it has been investigated that the students in the bully group have the highest average in the sub-dimensions of the leisure boredom scale and in the scores obtained from the whole scale.

Şimşek et al. (2019) has made a study on college students' boredom levels in the courses taken from their university. The aim of the study is to investigate the frequency of university students experiencing boredom in their lessons, and how their boredom changed according to the lesson types, causes, resulting behaviors and coping strategies. In conclusion of the study, it has been determined that university students generally experience boredom in their lessons, students in all units have the most boredom in elective, theoretical and numerical courses, and the lessons in which boredom is experienced the least are applied courses.

Kulođlu (2020) has performed a study on the academic success of the students through the variables of success motivation and level of boredom. According to the results of the study, a low, positive and significant relationship between the academic achievement of distance education students and their motivation for success has been found, and their motivation for success is evaluated as a significant predictor of academic success. In addition, it is also among the results that a low, negative and significant relationship between students' academic achievement and boredom levels has been found, but boredom is not evaluated as a significant predictor of academic success.

3. THE STRATEGIES OF MANAGING BOREDOM AT WORKPLACE

The strategies of managers while coping with the boredom problem of the employees that has been defined as new stress in today's business world are having a balance between jobs, taking breaks, increasing the sense of belonging in the workplace and using the time efficiently (Cleary et al., 2016:86).

3.1. Having A Balance Between Jobs

The first strategy to handle with boredom problem is having a balance between the jobs. Although there are repetitious jobs that do not force the employee in business life, there become some challenging jobs that create new opportunities to the employee. A good manager should create a balanced schedule that is formed by the combination of two different groups of jobs for his/her employees. Thus, the employee does not deal with only repetitive daily tasks and chance of experiencing boredom will decrease.

In addition to this, giving the employee the opportunity to make his/her own work schedule can be an efficient solution to have planned a balanced task routine. Hence, both the sense of belonging to the business will increase and the problem of boredom at workplace will be resolved as the employee plans his/her own work schedule.

3.2. Taking Breaks

In business world, a recommendation to the employers is creating free time periods for the employees in order to avoid boredom problem. Focusing on the work constantly, having only work-related activities can finish employees' energy level. A good manager need to take short breaks for his/her employees. For instance, a leisure activity such as concert etc. after busy season can help employees to relieve the stress. Daily short breaks also increase the concentration of employees.

3.3. Increasing The Sense of Belonging in The Workplace

Another strategy that is developed to solve the boredom problem is forming more employee-friendly workplaces. Employee-friendly workplaces are the places that make the employees felt their work is valuable and their effort have not wasted. Jobs where their employees have high level of job satisfaction are those where they feel their job is important (Powell, 2013:2178).

Since one of the factors that causing boredom problem is not feeling the task made by the employee important, managers need to make their employees felt their tasks are important and necessary for the whole work. As an efficiently working machine, all parts make significant contribution to whole machine; employees can be felt as valuable as the rest of the company. This makes a great sense of belonging in the workplace and also solve boredom problem.

3.4. Using Time Efficiently

Another strategy used to handle with boredom problem is using the time correctly and efficiently. The ability of using time efficiently gives the opportunity to the employees to make their duties in a shorter time that also saves the employee from the boredom problem due to the long duration of the work. Planning the works of the next week at the beginning allows the employee to spread the boring work routine throughout the week. Therefore, the employee can complete his/her works without getting bored.

4. CONSEQUENCES OF WORK BOREDOM

As it is clear that work boredom is a negative situation that affects most of the aspects of employee's life and his/her company. It has both temporary and permanent or situational and general effects.

Research shows that the predicted or demonstrated effects of boredom for individual workers are job stress, job dissatisfaction, physical and mental health problems, workplace hostility, increased risk-taking or excitement seeking, gaming and sabotage, alcohol and drug problems, absenteeism, poor performance (Balzer et al., 2004, 290).

Bored human beings may feel pressured or tired to where they are unable to think. In that case, boredom may lead people in depression. In other words, boredom concept have a strong connection with depression. In some cases, constant boredom may lead to depression, but one may also be chronically bored from having this mental health condition (Brito, 2020). According to Mercer-Lynn et al. (2013), boredom and depression are highly correlated. Thus, people who already have anxiety are more likely to experience depression when they experience prolonged boredom.

Boredom feeling may also trigger anger feeling. Boredom and anger also has a connection due to Mercer-Lynn et al. (2013). In the study, trait boredom was mentioned a unique predictor for anger. Larson and Richards (1991) also indicated that boredom was shown a behavior of authority resistance by adolescents. As it can be understood from this, people can feel anger against the authority that exposes them to this feeling with the feeling of boredom and may move away from adapting to this authority.

Among the consequences that can be caused by boredom, gambling and alcohol consumption can be counted. There are many studies in the literature on this subject. One of them is the work of Blaszczynski & Nower published in (2002). According to this study, people seek solutions in behaviors such as alcohol consumption and gambling in order to get rid of the negative mood caused by boredom. In this way, people suppress the feeling of boredom and find instant solutions.

The consequences of boredom for businesses and organizations include higher employment costs due to employee turnover, absenteeism and health care costs, performance issues such as lack of job quality and quantity of work,

and decreased organizational effectiveness (Balzer et al., 2004, 290).

In other words, employees who have a feeling of boredom at work may resort to ways that the employer does not want to cope with this situation. For example, he may not be able to adapt to the starting hours, and there may be a habit of not coming to work on time. As another example, the number of days off to work may increase, and may not come to work with excuses such as illness.

CONCLUSION AND RECOMMENDATIONS

Boredom at workplace is a significant problem nowadays that many workplaces are dealt with. Boredom emphasizes the dissatisfaction due to various factors such as lack of enough tasks to do, monotonous work conditions or long working time. According to Sandi Mann, Senior Lecturer on Psychology at Central Lancashire University, it was determined that boredom was the second most secret feeling experienced in workplace after anger. The determinants caused boredom are indicated as business meetings, automated systems that leave people less thing to do and having to work with few people during the night shift (Hoare, 2012:1).

A well-managed workplace requires motivated and participated employees. However, boredom problem decreases the participation levels of employees by causing various negative consequences such as loss of productivity, stress and loss of motivation. The recommendations below could be useful in order to increase employees' sense of belonging to work and decrease the boredom problem at workplace (Cleary et al., 2016:87):

- It could be useful that managers give responsibilities to their employees in order to organize their own work programs.
- It could be useful that managers motivate their employees to organize responsibilities in the workplace.
- It could be useful that managers balance the levels between repetitive works that require less effort and challenging works that require more effort for their employees.
- It could be useful that managers motivate their employees to work as teams and efficient results could be reached in short time periods.
- It could be useful that managers try to create a more satisfied workplace by using current workplace systems and sources.

Employees who realize they are experiencing boreouts may also be reluctant to report it as a problem to line managers or human resources. While behaviors that feed burnout such as overwork are appreciated and rewarded by employers, boreout reflects lack of interest, lack of motivation, so it is still not easy for the employees to mention their boredom status (Harju and Hakaneni, 2016:378).

The problem of boredom can lead to errors, adverse patient events, and decreased productivity that are costly and unnecessary for consumers, employees, and businesses. As a function of boredom, individuals may feel overworked or underemployed and be stressed. Bored employees are also less likely to be busy or focused on their work (Cleary et al., 2016:88).

It is employers' responsibility to figure out and manage employees work boredom problem and its solutions. Another responsibility of the employers is creating a collaborative and continuous workplace in order to authorize their employee in. With the help of this, employees could improve their sense of belonging to their work and reduce their work boredom as less as possible.

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