

# INSTANT GRATIFICATION AND EMPLOYEE ENGAGEMENT: THE MODERATING EFFECT OF SHORT-FORM VIDEO CONSUMPTION

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## ABSTRACT

The rapid growth of short-form digital platforms such as TikTok, Instagram Reels, and YouTube Shorts has significantly transformed employee attention patterns and workplace behavior. The increasing prevalence of highly stimulating digital content may reinforce instant gratification tendencies and reduce employees' ability to maintain sustained psychological engagement in work activities. This study investigates the relationship between instant gratification behavior and employee work engagement while examining the moderating role of short-form video consumption. A quantitative cross-sectional survey design was employed, and data were collected from 500 employees working in public and private organizations. Structured questionnaires adapted from validated scales were used to measure instant gratification behavior, short-form video consumption, and employee work engagement. Data were analyzed using SPSS and SmartPLS through descriptive statistics, reliability analysis, correlation analysis, regression analysis, and moderation analysis. The findings revealed that instant gratification behavior significantly negatively affects employee work engagement ( $\beta = -0.481, p < 0.001$ ). Short-form video consumption also demonstrated a significant negative effect on employee engagement ( $\beta = -0.298, p < 0.001$ ). Furthermore, moderation analysis revealed that short-form video consumption significantly strengthens the negative relationship between instant gratification behavior and employee engagement ( $\beta = -0.220, p < 0.001$ ). The findings suggest that excessive exposure to short-form digital content may contribute to fragmented attention, reduced concentration, and lower psychological immersion in work activities. The study contributes to organizational behavior and digital psychology literature by integrating digital media behavior into employee engagement research. Practical implications emphasize the importance of digital wellness strategies and workplace attention management in contemporary organizations.

## INTRODUCTION

The advancement of digital technology and social media platforms has significantly transformed contemporary workplace environments and employee behavioral patterns. Employees are increasingly exposed to digital ecosystems characterized by rapid information consumption, continuous connectivity, and highly stimulating

online content. Among the most influential developments in recent years is the emergence of short-form digital content platforms such as TikTok, Instagram Reels, Facebook Reels, and YouTube Shorts. These platforms are intentionally designed to maximize user engagement through algorithm-driven

personalization, endless scrolling mechanisms, and immediate entertainment rewards.

The growing dominance of short-form digital content has reshaped human attention patterns and gratification-seeking behaviors. Employees today consume short-form digital content both during and outside working hours, resulting in continuous exposure to rapid stimulation and immediate rewards. Such exposure may influence employees' cognitive focus, emotional regulation, and ability to sustain psychological engagement in work-related activities. One of the key psychological outcomes associated with excessive digital stimulation is instant gratification behavior. Instant gratification refers to the tendency to prioritize immediate rewards and rapid satisfaction over delayed but potentially more valuable long-term outcomes (Baumeister & Heatherton, 1996). Digital platforms reinforce gratification-seeking behavior through instant access to entertainment, social validation, and personalized content streams. Employees who become accustomed to rapid stimulation may develop reduced patience for cognitively demanding tasks requiring sustained attention and persistence.

Employee work engagement is widely recognized as one of the most important determinants of organizational productivity and performance. According to Schaufeli et al. (2006), work engagement is a positive work-related psychological state characterized by vigor, dedication, and absorption. Engaged employees demonstrate high levels of energy, commitment, focus, and emotional involvement in their work activities. Organizations increasingly rely on engaged employees to achieve operational efficiency, innovation, and competitive advantage. However, maintaining employee engagement within digitally saturated environments has become increasingly challenging. Continuous exposure to smartphones, notifications, social media platforms, and short-form content may weaken employees' capacity for deep concentration and sustained task involvement. Employees who frequently seek immediate stimulation may struggle to maintain persistence

and engagement in work tasks that require delayed rewards and long-term commitment.

Previous studies have explored social media addiction, smartphone dependency, and workplace distraction; however, limited research has specifically examined the relationship between instant gratification behavior and employee work engagement. Furthermore, the moderating role of short-form video consumption within this relationship remains underexplored in organizational behavior literature.

This study seeks to address this research gap by examining the impact of instant gratification behavior on employee work engagement and investigating whether short-form video consumption strengthens the negative relationship between gratification-seeking tendencies and workplace engagement.

### 1.1 Problem Statement

Modern organizations are increasingly facing challenges associated with declining employee concentration, fragmented attention, and reduced deep work capacity. The rapid growth of short-form digital content platforms has intensified employees' exposure to highly stimulating media environments characterized by continuous novelty and instant gratification.

Although these platforms provide entertainment and convenience, they may also contribute to impulsive behavior, reduced self-regulation, and difficulty sustaining long-term focus. Employees who frequently consume short-form digital content may experience interruptions in concentration and reduced psychological immersion in work activities.

Despite growing organizational concerns regarding digital distraction and declining attention spans, limited empirical research has examined how instant gratification behavior affects employee engagement in workplace settings. Additionally, few studies have investigated whether short-form video consumption strengthens the negative impact of gratification-seeking tendencies on employee engagement.

Therefore, this study seeks to examine the following research problem:

Does instant gratification behavior negatively affect employee work engagement, and does short-form video consumption strengthen this relationship?

### 1.2 Research Objectives

The objectives of this study are:

1. To examine the relationship between instant gratification behavior and employee work engagement.
2. To determine the effect of short-form video consumption on employee work engagement.
3. To investigate the moderating role of short-form video consumption in the relationship between instant gratification behavior and employee engagement.

### 1.3 Research Questions

1. Does instant gratification behavior significantly affect employee work engagement?
2. Does short-form video consumption significantly affect employee work engagement?
3. Does short-form video consumption moderate the relationship between instant gratification behavior and employee engagement?

### 1.4 Research Hypotheses

- **H1:** Instant gratification behavior negatively affects employee work engagement.
- **H2:** Short-form video consumption negatively affects employee work engagement.
- **H3:** Short-form video consumption significantly moderates the relationship between instant gratification behavior and employee work engagement.
- **H3a:** High levels of short-form video consumption strengthen the negative relationship between instant gratification behavior and employee engagement.

## 2. Literature Review

### 2.1 Instant Gratification Behavior

Instant gratification refers to individuals' preference for immediate rewards rather than delayed but potentially more beneficial outcomes. According to Baumeister and Heatherton (1996), gratification-seeking behavior is closely associated

with impulsivity, weak self-regulation, and reduced behavioral control. In digital environments, the availability of rapid entertainment and instant access to information reinforces individuals' tendency to prioritize short-term satisfaction over long-term goals.

Modern social media platforms are intentionally designed to maximize user engagement through algorithm-driven recommendation systems, instant feedback mechanisms, and continuous novelty exposure (Alter, 2017). These technological features contribute to rapid dopamine-driven stimulation patterns that encourage repetitive digital consumption behaviors.

Research suggests that individuals with high instant gratification tendencies often struggle to sustain attention and maintain persistence in cognitively demanding activities (Duke & Montag, 2017). Employees exposed to constant digital stimulation may develop reduced tolerance for delayed outcomes and difficulty maintaining concentration in workplace environments.

Oulasvirta et al. (2012) found that habitual smartphone usage contributes to fragmented attention and increased task-switching behavior. Such behavioral patterns may negatively affect employees' ability to remain psychologically immersed in work activities requiring prolonged focus and cognitive endurance.

### 2.2 Employee Work Engagement

Employee work engagement refers to a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2006). Vigor reflects high levels of energy and resilience, dedication refers to enthusiasm and strong involvement in work, while absorption represents deep concentration and immersion in work-related activities.

Work engagement has become a major topic in organizational behavior research because engaged employees contribute significantly to productivity, innovation, and organizational performance. Bakker and Demerouti (2008) argued that engaged employees are more likely to demonstrate commitment, persistence, creativity, and proactive work behavior.

Previous studies have identified several factors influencing employee engagement, including organizational support, leadership, job autonomy, psychological well-being, and workplace culture. However, recent technological developments have introduced new behavioral challenges that may weaken employees' capacity for sustained engagement.

Sonnentag (2017) emphasized that maintaining engagement requires continuous cognitive and emotional investment. Employees exposed to frequent digital interruptions may experience reduced concentration and difficulty achieving deep task immersion.

### 2.3 Short-Form Video Consumption

Short-form video content refers to brief digital videos distributed through platforms such as TikTok, Instagram Reels, Facebook Reels, and YouTube Shorts. These platforms are characterized by rapid content delivery, algorithmic personalization, and continuous entertainment stimulation.

The popularity of short-form videos has increased substantially due to their accessibility, rapid entertainment value, and ability to provide instant gratification. Unlike traditional media formats, short-form content delivers rapid bursts of novelty within seconds, encouraging repetitive viewing behavior and prolonged scrolling activity.

Montag and Walla (2016) argued that digital platforms increasingly shape human attention patterns through reward-based engagement systems. Short-form videos reinforce stimulation-seeking behavior by continuously exposing users to highly engaging and rapidly changing content. Research also indicates that excessive digital media consumption contributes to reduced attention span, cognitive overload, and habitual distraction (Rosen et al., 2013). Employees who frequently consume short-form videos during work hours may experience interruptions in concentration, reduced task persistence, and fragmented cognitive focus.

## 3. Theoretical Framework and Hypotheses Development

### 3.1 Theoretical Framework

This study is grounded in four major theories: Self-Regulation Theory, Uses and Gratifications Theory, Attention Residue Theory, and Cognitive Load Theory. These theories collectively explain how instant gratification behavior and short-form video consumption may influence employee work engagement in contemporary digitally connected workplaces.

#### 3.1.1 Self-Regulation Theory

Self-Regulation Theory explains individuals' ability to control impulses, emotions, and behaviors in pursuit of long-term goals (Baumeister & Heatherton, 1996). The theory suggests that individuals with weaker self-regulation are more likely to prioritize immediate gratification over delayed rewards.

In workplace settings, self-regulation is essential for maintaining concentration, persistence, emotional discipline, and sustained effort. Employees with strong self-regulation capabilities are better able to manage distractions and remain focused on long-term organizational objectives.

However, modern digital environments continuously expose employees to highly stimulating content that encourages rapid entertainment consumption and impulsive behavior. Short-form digital platforms reinforce instant reward-seeking tendencies through endless scrolling, algorithmic recommendations, and continuous novelty exposure.

Employees who develop strong gratification-seeking tendencies may struggle to:

- sustain concentration,
- tolerate delayed outcomes,
- maintain persistence in demanding tasks,
- remain psychologically immersed in work activities.

Therefore, Self-Regulation Theory provides a strong theoretical foundation for understanding how instant gratification behavior may negatively affect employee work engagement.

### 3.1.2 Uses and Gratifications Theory

Uses and Gratifications Theory explains why individuals actively consume media to satisfy psychological, emotional, and social needs (Katz et al., 1973). According to the theory, individuals selectively use media platforms to fulfill needs related to entertainment, escapism, social interaction, information, and emotional stimulation.

Short-form video platforms are particularly effective at satisfying immediate psychological needs because they provide:

- rapid entertainment,
- instant novelty,
- emotional stimulation,
- continuous gratification.

Employees may consume short-form digital content as a form of stress relief, relaxation, or temporary escape from work-related pressure. However, excessive dependence on rapid entertainment may reinforce habitual gratification-seeking behavior and weaken employees' ability to sustain engagement in cognitively demanding work activities.

The theory suggests that employees who frequently use short-form video platforms for immediate psychological satisfaction may gradually become more dependent on rapid digital stimulation, potentially reducing their tolerance for delayed rewards and long-term task commitment.

### 3.1.3 Attention Residue Theory

Attention Residue Theory explains how switching attention between tasks leaves residual cognitive focus on previous activities, thereby reducing concentration and performance on subsequent tasks (Leroy, 2009).

In modern workplaces, employees frequently switch between:

- work tasks,
- smartphones,
- notifications,
- social media platforms,
- short-form digital content.

Each interruption leaves residual cognitive attention on the previous stimulus, making it difficult for employees to fully concentrate on ongoing work activities. Frequent consumption of

short-form digital content may therefore weaken employees' ability to achieve deep work and sustained psychological immersion.

Employees exposed to repetitive digital interruptions may experience:

- fragmented attention,
- reduced task absorption,
- lower cognitive endurance,
- decreased work engagement.

This theory is highly relevant in explaining how short-form video consumption may intensify the negative effects of instant gratification behavior on employee engagement.

### 3.1.4 Cognitive Load Theory

Cognitive Load Theory explains that human working memory has limited processing capacity (Sweller, 1988). Excessive information exposure and continuous cognitive stimulation may overload mental processing systems, reducing concentration and performance.

Short-form digital content platforms expose users to rapidly changing information, visual stimulation, and continuous novelty within short time intervals. Such exposure increases cognitive load and may reduce individuals' ability to maintain deep cognitive focus.

Employees who frequently consume highly stimulating digital content may experience:

- mental fatigue,
- reduced attentional control,
- lower cognitive efficiency,
- difficulty sustaining concentration during work activities.

Therefore, Cognitive Load Theory helps explain why excessive short-form video consumption may negatively affect employee work engagement and strengthen the harmful impact of gratification-seeking behavior.

## 3.2 Conceptual Framework

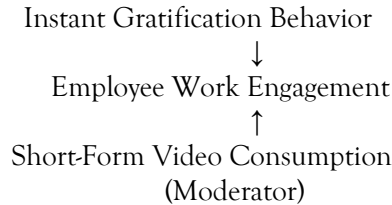
The conceptual framework of this study proposes that instant gratification behavior negatively affects employee work engagement, while short-form video consumption moderates this relationship.

The framework assumes that employees with high gratification-seeking tendencies are less likely to

sustain psychological involvement in work activities. Furthermore, high levels of short-form

video consumption strengthen the negative effect of instant gratification behavior on engagement.

**Figure 1: Conceptual Framework**



### 3.3 Hypotheses Development

#### 3.3.1 Instant Gratification Behavior and Employee Work Engagement

Employee work engagement requires persistence, concentration, emotional investment, and sustained psychological involvement in work activities. Employees who constantly seek immediate rewards may struggle to maintain long-term focus and dedication toward work-related goals.

Research suggests that gratification-seeking individuals often demonstrate impulsive behavior, weak self-regulation, and reduced tolerance for delayed outcomes (Baumeister & Heatherton, 1996). In workplace environments, such tendencies may weaken employees' ability to sustain cognitive immersion and emotional commitment in demanding tasks.

Digital platforms further reinforce gratification-seeking behavior through rapid stimulation and continuous entertainment exposure. Employees who become accustomed to immediate rewards may find cognitively demanding work tasks less stimulating and more difficult to sustain.

Previous studies have linked excessive digital stimulation with reduced attention span, task persistence, and workplace concentration (Duke & Montag, 2017). Consequently, employees with strong instant gratification tendencies may demonstrate lower levels of vigor, dedication, and absorption.

Based on these arguments, the following hypothesis is proposed:

**H1:** Instant gratification behavior negatively affects employee work engagement.

#### 3.3.2 Short-Form Video Consumption and Employee Work Engagement

Short-form video platforms are intentionally designed to maximize user engagement through rapid content delivery, personalized recommendations, and continuous stimulation. Employees who frequently consume short-form digital content may become increasingly accustomed to rapid entertainment and constant novelty.

Research indicates that excessive digital media exposure contributes to fragmented attention, cognitive overload, and habitual distraction (Rosen et al., 2013). Employees who frequently switch attention between work tasks and short-form digital content may experience reduced concentration and lower task immersion.

Frequent short-form video consumption may therefore reduce:

- work focus,
- cognitive endurance,
- persistence,
- emotional investment in work activities.

Employees exposed to continuous digital stimulation may struggle to achieve deep work engagement because their attention becomes conditioned toward rapid stimulation cycles.

Based on these arguments, the following hypothesis is proposed:

**H2:** Short-form video consumption negatively affects employee work engagement.

#### 3.3.3 Moderating Role of Short-Form Video Consumption

This study proposes that short-form video consumption strengthens the negative relationship between instant gratification behavior and employee engagement.

Employees with strong gratification-seeking tendencies already demonstrate preference for immediate rewards and rapid stimulation. Frequent exposure to short-form digital content may intensify these tendencies by continuously reinforcing:

- impulsive behavior,
- stimulation-seeking habits,
- rapid attention switching,
- reduced tolerance for delayed outcomes.

Short-form digital platforms create highly rewarding environments that encourage repetitive consumption behavior and weaken sustained concentration. Employees who both exhibit strong gratification-seeking tendencies and consume large amounts of short-form content may therefore experience greater difficulty maintaining engagement in work-related activities.

Attention Residue Theory and Cognitive Load Theory further suggest that repeated digital interruptions reduce employees' ability to sustain deep focus and psychological immersion.

Therefore, short-form video consumption is expected to amplify the harmful effects of instant gratification behavior on employee engagement.

Based on these arguments, the following hypothesis is proposed:

## 4. Methodology

### 4.1 Research Methodology

This chapter explains the methodological procedures adopted to examine the relationship between instant gratification behavior and employee work engagement, as well as the moderating role of short-form video consumption. The chapter discusses the research design, research philosophy, population and sampling procedures, data collection methods, measurement instruments, validity and reliability assessment, and statistical techniques used for data analysis.

### 4.2 Research Philosophy

The study adopts a **positivist research philosophy** because it focuses on objectively examining relationships among measurable variables using statistical analysis. Positivism is appropriate for quantitative studies where hypotheses are tested

**H3:** Short-form video consumption significantly moderates the relationship between instant gratification behavior and employee work engagement.

**H3a:** High levels of short-form video consumption strengthen the negative relationship between instant gratification behavior and employee engagement.

### 3.4 Chapter Summary

This chapter discussed the theoretical foundations supporting the study and developed the conceptual framework and hypotheses. Self-Regulation Theory, Uses and Gratifications Theory, Attention Residue Theory, and Cognitive Load Theory collectively explain how instant gratification behavior and short-form video consumption may influence employee work engagement.

The chapter proposed that instant gratification behavior negatively affects employee engagement and that short-form video consumption strengthens this negative relationship. The next chapter presents the research methodology used to empirically test the proposed hypotheses.

through empirical observations and numerical data.

The positivist approach allows the researcher to:

- measure behavioral constructs objectively,
- test causal relationships,
- apply statistical techniques,
- generalize findings to broader populations.

This philosophical approach is consistent with previous organizational behavior and management studies that examine psychological and behavioral relationships using quantitative methodologies.

### 4.3 Research Approach

This study uses a **deductive research approach**. The deductive approach begins with established theories and develops hypotheses that are tested using empirical data.

The study derives hypotheses from:

- Self-Regulation Theory,

- Uses and Gratifications Theory,
- Attention Residue Theory,
- Cognitive Load Theory.

The hypotheses were then empirically tested using survey data collected from employees working in public and private organizations.

#### 4.4 Research Design

The study employs a **quantitative cross-sectional survey design**. Quantitative research is appropriate because the study seeks to examine relationships among variables using numerical data and statistical analysis.

The cross-sectional design involves collecting data from respondents at a single point in time. This design is suitable because the study aims to assess employees' current digital behaviors and engagement levels without manipulating variables experimentally.

The study specifically examines:

- the effect of instant gratification behavior on employee work engagement;
- the effect of short-form video consumption on engagement;
- the moderating effect of short-form video consumption.

The correlational nature of the study allows the researcher to investigate associations among variables without direct intervention.

#### 4.5 Population of the Study

The target population consists of employees working in public and private sector organizations. The study specifically focuses on employees who actively use smartphones and regularly consume short-form digital content through platforms such as:

- TikTok,
- Instagram Reels,
- Facebook Reels,
- YouTube Shorts.

The population includes:

- administrative staff,
- office employees,
- service employees,
- professionals,
- managerial employees.

The study focuses on digitally active employees because they are more likely to demonstrate behaviors associated with instant gratification and short-form content consumption.

#### 4.6 Sampling Technique

The study uses a combination of purposive sampling and convenience sampling techniques.

##### Purposive Sampling

Purposive sampling was used because respondents were required to meet specific criteria:

1. Respondents must be currently employed.
2. Respondents must actively use short-form digital platforms.

##### Convenience Sampling

Convenience sampling was used to facilitate efficient access to respondents through online survey distribution methods.

The combination of these techniques allowed the researcher to target relevant participants while ensuring efficient data collection.

#### 4.7 Sample Size

A total of **500 employees** participated in the study. The sample size was considered adequate based on recommendations provided by Hair et al. (2019), who suggested that moderation studies using regression or Structural Equation Modeling (SEM) require sufficiently large samples for reliable statistical analysis.

The sample size also exceeds the minimum recommended threshold for:

- multiple regression analysis,
- moderation analysis,
- PLS-SEM analysis.

Therefore, the sample was considered statistically appropriate for hypothesis testing and generalization.

#### 4.8 Data Collection Procedure

Primary data were collected using a structured online questionnaire.

The questionnaire was distributed through:

- Google Forms,
- email,
- LinkedIn,
- WhatsApp,

• professional online networks.  
 Respondents voluntarily participated in the study after being informed about the purpose of the research.

Participants were assured that:

- participation was voluntary,
- responses would remain confidential,

• personal identities would not be disclosed,

- data would be used strictly for academic purposes.

Data collection was conducted over a period of approximately [insert duration if needed].

**4.9 Research Instrument**

The study used a structured questionnaire consisting of four sections:

Section	Content
Section A	Demographic information
Section B	Instant gratification behavior
Section C	Short-form video consumption
Section D	Employee work engagement

The questionnaire used a five-point Likert scale:

Scale	Meaning
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

**4.10 Measurement of Variables**

**4.10.1 Instant Gratification Behavior**

Instant gratification behavior refers to employees’ tendency to seek immediate rewards and rapid satisfaction.

The construct was measured using six items adapted from previous studies on impulsivity and self-regulation.

**Measurement Dimensions**

- impulsivity,
- impatience,
- preference for immediate rewards,
- reduced tolerance for delayed outcomes.

**Sample Items**

- “I prefer immediate results rather than waiting for long-term rewards.”
- “I become impatient when tasks take too long.”
- “I quickly lose interest in slow activities.”

**4.10.2 Short-Form Video Consumption**

Short-form video consumption refers to the frequency and intensity of consuming short digital videos.

The construct was measured using five items assessing:

- viewing frequency,
- scrolling behavior,
- viewing duration,
- habitual usage.

**Sample Items**

- “I frequently watch TikTok, Reels, or YouTube Shorts.”
- “I spend significant time scrolling through short videos.”
- “I often watch short videos during work breaks.”

**4.10.3 Employee Work Engagement**

Employee work engagement refers to employees’ psychological involvement and emotional investment in work activities.

The study adopted the **Utrecht Work Engagement Scale (UWES)** developed by Schaufeli et al. (2006).

**Dimensions**

- Vigor
- Dedication
- Absorption

**Sample Items**

- “I feel energetic while working.”
- “I am enthusiastic about my job.”
- “I am fully immersed in my work.”

**4.11 Validity and Reliability**

**4.11.1 Content Validity**

Content validity was established through:

- expert review,

- adaptation of validated scales from previous studies,
- pilot testing.

The questionnaire items were reviewed to ensure clarity, relevance, and consistency with the study objectives.

**4.11.2 Construct Validity**

Construct validity was assessed using:

- factor loadings,
- Average Variance Extracted (AVE),
- convergent validity,
- discriminant validity.

The accepted thresholds were:

- factor loading > 0.70,
- AVE > 0.50.

**4.11.3 Reliability Analysis**

Reliability was assessed using:

- Cronbach’s Alpha,
- Composite Reliability (CR).

The reliability results were as follows:

Variable	Cronbach’s Alpha
Instant Gratification Behavior	0.928
Short-Form Video Consumption	0.942
Employee Work Engagement	0.933

All constructs exceeded the recommended threshold of 0.70, indicating strong internal consistency and reliability.

**4.12 Data Analysis Techniques**

The collected data were analyzed using:

- SPSS,
- SmartPLS.

The analysis procedures included:

**4.12.1 Descriptive Statistics**

Descriptive statistics were used to summarize respondents’ demographic characteristics and overall response patterns.

The analysis included:

- frequencies,
- percentages,
- means,

- standard deviations.

**4.12.2 Correlation Analysis**

Pearson correlation analysis was conducted to examine the relationships among:

- instant gratification behavior,
- short-form video consumption,
- employee work engagement.

**4.12.3 Regression Analysis**

Multiple regression analysis was conducted to examine the direct effects of:

- instant gratification behavior,
- short-form video consumption,
- on employee work engagement.

**4.12.4 Moderation Analysis**

Moderation analysis was conducted to determine whether short-form video consumption changes the strength of the relationship between instant gratification behavior and employee engagement. The interaction effect was tested using hierarchical regression analysis and SmartPLS interaction modeling.

**4.13 Ethical Considerations**

The study complied with ethical research standards.

The following ethical principles were maintained:

- voluntary participation,
- informed consent,
- confidentiality,
- anonymity,
- non-disclosure of personal information.

Respondents were informed about the purpose of the study before completing the questionnaire.

**4.14 Chapter Summary**

This chapter explained the methodology adopted to examine the relationship between instant gratification behavior and employee work engagement and the moderating role of short-form video consumption.

The study employed a quantitative cross-sectional survey design using data collected from 500 employees. Structured questionnaires were used to

measure the study variables, and statistical analyses were conducted using SPSS and SmartPLS.

**5. Data Analysis and Results**

**5.1 Introduction**

This chapter presents the analysis and interpretation of the data collected for the study titled “Instant Gratification and Employee Engagement: The Moderating Effect of Short-Form Video Consumption.” The analysis was conducted using SPSS and SmartPLS to examine the relationships among instant gratification behavior, short-form video consumption, and employee work engagement.

The chapter presents:

- demographic analysis,
- descriptive statistics,
- reliability analysis,
- correlation analysis,
- regression analysis,
- moderation analysis,
- hypothesis testing.

**5.2 Demographic Profile of Respondents**

A total of 500 valid responses were collected from employees working in public and private organizations.

**5.2.1 Gender Distribution**

**Table 5.1 Gender Distribution**

Gender	Frequency	Percentage
Male	248	49.6%
Female	252	50.4%
Total	500	100%

**Interpretation**

The sample demonstrates balanced gender representation, with female respondents slightly

exceeding male respondents. This balance improves the representativeness of the study findings across gender categories.

5.2.2 Age Distribution

Table 5.2 Age Distribution

Age Group	Frequency	Percentage
20–29 years	214	42.8%
30–39 years	176	35.2%
40–49 years	79	15.8%
50 years and above	31	6.2%

Interpretation

The majority of respondents were between 20 and 39 years old. This age group represents digitally active employees who are more likely to consume

short-form digital content frequently. Younger employees are generally more engaged with social media platforms and rapid digital entertainment formats.

5.2.3 Short-Form Video Usage

Table 5.3 Short-Form Video Consumption Levels

Usage Level	Frequency	Percentage
High Usage	346	69.2%
Moderate Usage	102	20.4%
Low Usage	52	10.4%

Interpretation

The findings indicate that approximately 69.2% of respondents reported high levels of short-form video consumption. This demonstrates the widespread integration of platforms such as TikTok, Instagram Reels, and YouTube Shorts into employees' daily digital habits. The high prevalence of short-form content usage suggests that employees are consistently exposed to

rapid digital stimulation and entertainment-oriented media environments.

5.3 Reliability Analysis

Reliability analysis was conducted to assess the internal consistency of the measurement instruments. Cronbach's Alpha and Composite Reliability values were examined.

Table 5.4 Reliability Results

Variable	Number of Items	Cronbach's Alpha	Composite Reliability
Instant Gratification Behavior	6	0.928	0.936
Short-Form Video Consumption	5	0.942	0.949
Employee Work Engagement	9	0.933	0.940

Interpretation of Reliability Results

All constructs demonstrated excellent reliability because Cronbach's Alpha and Composite Reliability values exceeded the recommended threshold of 0.70.

- Instant Gratification Behavior ( $\alpha = 0.928$ )

- Short-Form Video Consumption ( $\alpha = 0.942$ )

- Employee Work Engagement ( $\alpha = 0.933$ )

These results indicate strong internal consistency among questionnaire items and confirm that the measurement scales were reliable for further statistical analysis.

**5.4 Validity Analysis**

Construct validity was assessed using:

- factor loadings,
- Average Variance Extracted (AVE),
- convergent validity,
- discriminant validity.

**Table 5.5 Convergent Validity Results**

Variable	AVE	CR
Instant Gratification Behavior	0.712	0.936
Short-Form Video Consumption	0.755	0.949
Employee Work Engagement	0.684	0.940

**Interpretation**

All AVE values exceeded the recommended threshold of 0.50, confirming convergent validity. Similarly, Composite Reliability values exceeded 0.70, indicating satisfactory construct reliability.

The results confirm that the measurement instruments adequately captured the intended constructs.

**5.5 Descriptive Statistics**

Descriptive statistics were used to examine the general response patterns of the respondents.

**Table 5.6 Descriptive Statistics**

Variable	Mean	Standard Deviation
Instant Gratification Behavior	3.45	0.69
Short-Form Video Consumption	3.52	0.85
Employee Work Engagement	4.14	0.56

**Interpretation of Descriptive Statistics**

The mean value for instant gratification behavior was 3.45, indicating that employees moderately exhibited gratification-seeking tendencies such as impatience and preference for immediate rewards. Short-form video consumption recorded a mean score of 3.52, suggesting relatively high engagement with short-form digital content among respondents.

Employee work engagement recorded a relatively high mean value of 4.14, indicating that respondents generally perceived themselves as engaged in their work activities despite frequent digital media exposure.

However, the moderate-to-high levels of instant gratification and short-form content consumption suggest the possibility of workplace attention-related challenges.

**5.6 Correlation Analysis**

Pearson correlation analysis was conducted to examine the relationships among the study variables.

**Table 5.7 Correlation Matrix**

Variables	1	2	3
1. Instant Gratification Behavior	1		
2. Short-Form Video Consumption	0.189	1	
3. Employee Work Engagement	-0.541	-0.353	1

**Interpretation of Correlation Results**

The results revealed a moderate negative correlation between instant gratification behavior and employee work engagement ( $r = -0.541$ ).

This indicates that employees with stronger tendencies toward immediate rewards and rapid stimulation tend to demonstrate lower levels of engagement at work.

Short-form video consumption also demonstrated a negative relationship with employee engagement ( $r = -0.353$ ), suggesting that excessive consumption of short-form digital content may weaken

employees' concentration and psychological involvement in work activities.

Additionally, instant gratification behavior showed a positive relationship with short-form video consumption ( $r = 0.189$ ), indicating that gratification-seeking employees are more likely to consume short-form digital content frequently.

**5.7 Regression Analysis**

Multiple regression analysis was conducted to determine the direct effects of instant gratification behavior and short-form video consumption on employee work engagement.

**Table 5.8 Regression Analysis Results**

Predictor	Beta ( $\beta$ )	t-value	p-value
Instant Gratification Behavior	-0.481	-10.92	<0.001
Short-Form Video Consumption	-0.298	-6.84	<0.001

**Model Summary**

Statistic	Value
R <sup>2</sup>	0.402
Adjusted R <sup>2</sup>	0.397
F-value	167.28
Significance	<0.001

**Interpretation of Regression Results**

The regression analysis demonstrated that instant gratification behavior has a statistically significant negative effect on employee work engagement ( $\beta = -0.481, p < 0.001$ ).

This finding suggests that employees who prefer immediate rewards and rapid stimulation are less likely to maintain sustained psychological engagement in work activities.

The results indicate that gratification-seeking tendencies may reduce:

- concentration,
- persistence,
- emotional investment,
- cognitive immersion in work tasks.

Short-form video consumption also demonstrated a significant negative effect on employee work engagement ( $\beta = -0.298, p < 0.001$ ).

This finding suggests that employees who frequently consume short-form digital content may experience:

- fragmented attention,
- increased distraction,
- cognitive fatigue,
- reduced work focus.

The model explained approximately 40.2% of the variance in employee work engagement, indicating moderate explanatory power.

**5.8 Moderation Analysis**

Moderation analysis was conducted to examine whether short-form video consumption changes

the strength of the relationship between instant gratification behavior and employee engagement.

**Table 5.9 Moderation Analysis Results**

Interaction Effect	Beta ( $\beta$ )	t-value	p-value
Instant Gratification $\times$ Short-Form Video Consumption	-0.220	-5.37	<0.001

**Interpretation of Moderation Results**

The moderation analysis revealed that short-form video consumption significantly strengthens the negative relationship between instant gratification behavior and employee engagement.

The interaction effect was statistically significant ( $\beta = -0.220$ ,  $p < 0.001$ ).

This finding indicates that employees who:

- exhibit high gratification-seeking tendencies,
- reduced tolerance for delayed rewards.

and consume large amounts of short-form digital content, are more likely to experience reduced psychological engagement in work activities.

Frequent exposure to short-form digital content may reinforce:

- impulsive behavior,
- rapid attention switching,
- stimulation-seeking habits,

Consequently, employees may struggle to maintain sustained concentration and emotional investment in work tasks.

**5.9 Simple Slope Analysis**

Simple slope analysis was conducted to further explain the moderation effect.

**Table 5.10 Simple Slope Analysis**

Short-Form Video Consumption Level	Effect of Instant Gratification on Engagement
Low Consumption	-0.171
High Consumption	-0.727

**Interpretation**

The findings indicate that the negative effect of instant gratification behavior on employee engagement becomes substantially stronger under conditions of high short-form video consumption. Among employees with low short-form video exposure, the negative effect was relatively weak ( $\beta = -0.171$ ).

However, among employees with high short-form video consumption, the negative effect became very strong ( $\beta = -0.727$ ).

This demonstrates that excessive exposure to short-form digital content aggravates the harmful impact of gratification-seeking behavior on workplace engagement.

5.10 Hypotheses Testing

Table 5.11 Hypotheses Testing Summary

Hypothesis	Result
H1: Instant gratification behavior negatively affects employee engagement	Supported
H2: Short-form video consumption negatively affects employee engagement	Supported
H3: Short-form video consumption moderates the relationship	Supported

5.11 Chapter Summary

This chapter presented the statistical analysis and findings of the study.

The results demonstrated that:

- instant gratification behavior negatively affects employee work engagement;
- short-form video consumption negatively affects employee engagement;
- short-form video consumption strengthens the negative relationship between instant gratification behavior and employee engagement.

The findings suggest that excessive exposure to rapid digital stimulation may weaken employees' concentration, persistence, and psychological involvement in work-related activities.

6. Discussion

6.1 Introduction

This chapter discusses the findings of the study titled *“Instant Gratification and Employee Engagement: The Moderating Effect of Short-Form Video Consumption.”* The discussion interprets the results in relation to the research objectives, hypotheses, and existing literature. The chapter also explains the theoretical and practical implications of the findings within the context of contemporary digitally connected workplaces.

The primary objective of this study was to examine the effect of instant gratification behavior on employee work engagement and investigate the moderating role of short-form video consumption. The findings revealed that:

1. Instant gratification behavior negatively affects employee work engagement;
2. Short-form video consumption negatively affects employee engagement;

3. Short-form video consumption strengthens the negative relationship between instant gratification behavior and employee engagement.

These findings provide important insights into the growing influence of digital attention behavior on workplace psychology and organizational performance.

6.2 Discussion of Instant Gratification Behavior and Employee Work Engagement

The findings of the study revealed that instant gratification behavior has a significant negative effect on employee work engagement. The regression analysis demonstrated that instant gratification behavior negatively predicts employee engagement ( $\beta = -0.481, p < 0.001$ ).

This finding suggests that employees who strongly prefer immediate rewards and rapid stimulation are less likely to demonstrate:

- vigor,
- dedication,
- absorption,
- persistence in work-related activities.

The result supports the argument that work engagement requires sustained psychological investment, delayed gratification, and long-term cognitive involvement. Employees with strong gratification-seeking tendencies may struggle to maintain concentration and persistence in work tasks that do not provide immediate rewards.

The findings are consistent with Self-Regulation Theory, which explains that individuals with weaker impulse control experience difficulty maintaining goal-directed behavior and long-term focus (Baumeister & Heatherton, 1996). Employees who frequently seek rapid stimulation

may become less capable of sustaining attention in cognitively demanding work environments.

The findings also align with previous research suggesting that excessive digital stimulation weakens attentional control and persistence. Duke and Montag (2017) argued that continuous exposure to digital interruptions reduces productivity and concentration. Similarly, Oulasvirta et al. (2012) found that habitual smartphone usage contributes to fragmented attention and repetitive checking behavior.

The current findings suggest that employees exposed to highly stimulating digital environments may gradually develop:

- reduced patience,
- impulsive attention patterns,
- lower tolerance for delayed outcomes,
- difficulty sustaining deep work.

This issue is particularly important in modern workplaces where employees are expected to manage complex tasks requiring prolonged concentration and emotional commitment.

The findings also reflect broader concerns associated with the modern attention economy. Digital platforms compete aggressively for users' attention through highly engaging content structures designed to maximize stimulation and reward-seeking behavior. Employees continuously exposed to such environments may experience difficulty adapting to work tasks requiring patience, discipline, and sustained cognitive effort.

### 6.3 Discussion of Short-Form Video Consumption and Employee Work Engagement

The study also revealed that short-form video consumption negatively affects employee work engagement ( $\beta = -0.298, p < 0.001$ ).

This finding indicates that employees who frequently consume short-form digital content such as TikTok, Instagram Reels, and YouTube Shorts are more likely to experience lower levels of psychological engagement in work activities.

Short-form digital platforms are intentionally designed to maximize user attention through:

- rapid entertainment,
- continuous novelty,
- endless scrolling mechanisms,
- algorithmic personalization.

These features encourage repetitive consumption behavior and rapid attention switching, potentially reducing employees' capacity for sustained concentration.

The findings support Attention Residue Theory, which suggests that switching attention between tasks leaves residual cognitive focus on previous stimuli, thereby reducing concentration and performance on subsequent tasks (Leroy, 2009). Employees who frequently interrupt work activities to consume short-form digital content may experience difficulty fully re-engaging with work tasks.

The findings also support Cognitive Load Theory, which explains that excessive digital stimulation overloads cognitive processing systems and reduces mental efficiency (Sweller, 1988). Continuous exposure to rapidly changing digital content may contribute to:

- mental fatigue,
- reduced cognitive endurance,
- fragmented attention,
- lower task immersion.

The current findings are consistent with previous studies linking excessive social media usage to workplace distraction and reduced productivity.

Rosen et al. (2013) found that digital multitasking significantly weakens concentration and learning performance. Similarly, Montag and Walla (2016) argued that modern digital environments reshape human attention patterns through rapid reward-based stimulation systems.

The findings suggest that employees who frequently consume short-form digital content may gradually become conditioned toward rapid entertainment cycles, reducing their ability to sustain attention during prolonged work activities. This issue is increasingly relevant in organizations where employees are constantly connected to smartphones and social media platforms during working hours.

### 6.4 Discussion of the Moderating Role of Short-Form Video Consumption

One of the most significant findings of the study was the moderating effect of short-form video consumption on the relationship between instant

gratification behavior and employee work engagement.

The moderation analysis revealed that short-form video consumption significantly strengthens the negative relationship between instant gratification behavior and employee engagement ( $\beta = -0.220$ ,  $p < 0.001$ ).

This finding suggests that employees who:

- exhibit strong gratification-seeking tendencies,
- and frequently consume short-form digital content,

experience substantially lower levels of work engagement compared to employees with lower short-form content exposure.

The simple slope analysis further demonstrated that the negative effect of instant gratification behavior on engagement becomes substantially stronger under conditions of high short-form video consumption.

Employees with high levels of short-form video exposure may become increasingly accustomed to:

- immediate stimulation,
- rapid novelty,
- continuous entertainment,
- short attention cycles.

As a result, they may struggle to maintain psychological immersion in work activities requiring delayed rewards and prolonged concentration.

The findings indicate that short-form digital platforms not only contribute directly to reduced engagement but also amplify the harmful effects of gratification-seeking behavior.

This result supports Uses and Gratifications Theory, which suggests that individuals consume media to satisfy immediate psychological and emotional needs. Employees who repeatedly rely on short-form content for entertainment and stimulation may become increasingly dependent on rapid gratification mechanisms.

The findings also support Attention Residue Theory because employees frequently switching between work tasks and short-form digital content may experience persistent cognitive distraction and reduced focus.

The interaction between gratification-seeking tendencies and excessive short-form content

consumption creates a behavioral environment characterized by:

- impulsive attention patterns,
- reduced self-regulation,
- fragmented concentration,
- weakened cognitive endurance.

Consequently, employees may struggle to achieve the vigor, dedication, and absorption necessary for high work engagement.

### 6.5 Theoretical Implications

This study contributes to organizational behavior and digital psychology literature in several important ways.

First, the study extends Self-Regulation Theory by demonstrating how gratification-seeking behavior negatively affects employee engagement within digitally connected workplaces.

Second, the study supports Attention Residue Theory by illustrating how repeated digital interruptions weaken sustained concentration and psychological immersion in work activities.

Third, the study contributes to Cognitive Load Theory by demonstrating how excessive short-form digital stimulation may overload cognitive processing systems and reduce employees' ability to maintain engagement.

Fourth, the study expands Uses and Gratifications Theory by explaining how employees consume short-form digital content to satisfy immediate psychological needs, potentially reinforcing gratification-seeking tendencies.

Most importantly, the study integrates digital media behavior into employee engagement research, an area that remains relatively underexplored within management and organizational behavior literature.

The findings suggest that employee engagement is no longer influenced solely by organizational factors such as leadership, compensation, and workplace environment. Employees' digital consumption behaviors also play a significant role in shaping workplace psychological outcomes.

### 6.6 Practical Implications

The findings have several practical implications for organizations, managers, and human resource professionals.

Organizations should recognize that excessive digital stimulation may negatively influence employee concentration, persistence, and engagement.

Companies may therefore consider implementing:

- digital wellness initiatives,
- attention management programs,
- productivity-focused workplace policies,
- digital distraction awareness training.

Organizations may also encourage:

- structured digital breaks,
- reduced smartphone interruptions during work,
- focus-oriented work environments,
- mindfulness and concentration training.

Human resource departments may integrate digital well-being strategies into employee development and workplace wellness programs.

Managers should also recognize the importance of creating workplace environments that support:

- deep work,
- sustained concentration,
- reduced digital overload,
- cognitive recovery periods.

Employees themselves may benefit from developing healthier digital consumption habits and stronger self-regulation strategies to improve concentration and workplace engagement.

### 6.7 Chapter Summary

This chapter discussed the findings of the study in relation to existing literature and theoretical foundations.

The findings demonstrated that:

- instant gratification behavior negatively affects employee work engagement;
- short-form video consumption negatively affects engagement;
- short-form video consumption strengthens the negative relationship between instant gratification behavior and employee engagement.

The results highlight the growing influence of digital attention behavior on workplace psychology and organizational performance in modern digitally connected environments.

## 7. Conclusion and Recommendations

### 7.1 Conclusion

The rapid expansion of digital technologies and social media platforms has significantly transformed employee attention patterns, workplace behavior, and cognitive engagement processes. Among the most influential digital developments in recent years is the emergence of short-form video platforms such as TikTok, Instagram Reels, Facebook Reels, and YouTube Shorts. These platforms provide rapid entertainment, continuous novelty, and immediate gratification, thereby shaping modern behavioral and attentional habits.

This study examined the relationship between instant gratification behavior and employee work engagement while investigating the moderating role of short-form video consumption. The findings revealed that instant gratification behavior significantly negatively affects employee engagement. Employees with stronger tendencies toward immediate rewards and rapid stimulation demonstrated lower levels of vigor, dedication, and absorption in work-related activities.

The study further revealed that short-form video consumption negatively affects employee engagement. Employees who frequently consume short-form digital content were more likely to experience fragmented attention, reduced concentration, and lower psychological involvement in work tasks.

Most importantly, the findings demonstrated that short-form video consumption significantly strengthens the negative relationship between instant gratification behavior and employee work engagement. Employees who both exhibit high gratification-seeking tendencies and frequently consume short-form digital content experience substantially lower levels of work engagement compared to employees with lower digital stimulation exposure.

The findings support:

- Self-Regulation Theory,
- Uses and Gratifications Theory,
- Attention Residue Theory,
- Cognitive Load Theory.

The study suggests that continuous exposure to highly stimulating digital environments may

weaken employees' capacity for sustained concentration, emotional investment, and deep cognitive engagement in workplace activities.

The findings also highlight the growing influence of the modern attention economy on organizational behavior. Digital platforms increasingly compete for users' attention through highly engaging content structures designed to maximize stimulation and reward-seeking behavior. Consequently, organizations may face increasing challenges related to employee distraction, fragmented attention, and reduced deep work capacity.

Overall, this study contributes to organizational behavior literature by integrating digital media behavior into employee engagement research and emphasizes the importance of understanding how modern digital consumption habits influence workplace psychological outcomes.

### 7.2 Practical Implications

The findings of this study have important implications for organizations, managers, human resource professionals, and employees.

Organizations should recognize that excessive digital stimulation may negatively affect:

- employee concentration,
- persistence,
- cognitive focus,
- workplace engagement.

Companies may therefore consider implementing digital wellness strategies aimed at improving employees' attention management and reducing workplace distraction.

Organizations may benefit from introducing:

- digital wellness programs,
- attention management training,
- productivity-focused work policies,
- mindfulness and concentration development initiatives.

Managers may also encourage workplace practices that support:

- deep work,
- uninterrupted concentration,
- reduced smartphone distractions,
- scheduled digital breaks.

Human resource departments may incorporate digital well-being education into employee development and wellness programs.

The findings also suggest that organizations should promote healthier technology usage cultures by encouraging employees to manage excessive short-form digital content consumption during working hours.

Employees themselves may benefit from:

- practicing mindful technology use,
- reducing unnecessary short-form video consumption,
- developing self-regulation skills,
- improving time management and attentional discipline.

Such practices may help employees maintain stronger psychological engagement and productivity within digitally connected work environments.

### 7.3 Limitations of the Study

Despite its contributions, the study has several limitations.

First, the study employed a cross-sectional research design, which limits the ability to establish long-term causal relationships among variables. Future longitudinal studies may provide deeper insights into how digital behavior influences employee engagement over time.

Second, the study relied on self-reported questionnaire data. Self-reported responses may be influenced by social desirability bias and subjective perceptions.

Third, the study focused primarily on employees who actively consume short-form digital content. The findings may therefore not fully generalize to employees with limited digital media exposure.

Fourth, the study examined only one moderating variable, namely short-form video consumption.

Other variables such as:

- smartphone addiction,
- workplace stress,
- emotional exhaustion,
- remote work conditions,
- organizational culture,

may also influence employee engagement and should be examined in future studies.

Finally, the study focused on employees working in general organizational settings without differentiating between industries or occupational categories. Different work environments may experience varying levels of digital distraction and engagement challenges.

#### 7.4 Recommendations for Future Research

Based on the findings and limitations, several recommendations are proposed for future research.

1. Future studies should employ longitudinal research designs to examine the long-term effects of instant gratification behavior and digital media consumption on employee engagement.
2. Researchers may investigate industry-specific differences in digital behavior and workplace engagement, particularly in technology-intensive industries.
3. Future studies may examine additional moderating and mediating variables such as:
  - smartphone addiction,
  - emotional exhaustion,
  - job stress,
  - remote work intensity,
  - digital fatigue,
  - organizational support.
4. Comparative studies across different countries and cultural contexts may provide deeper insights into how digital behavior influences employee engagement internationally.
5. Future researchers may also examine interventions aimed at improving employees' digital self-regulation and attentional control.
6. Experimental research designs may further explore causal relationships between short-form digital content exposure and workplace psychological outcomes.
7. Researchers may investigate generational differences in gratification-seeking behavior and short-form content consumption among employees.

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