

# Don't Waste My Time! The Development and Validation of the Wasted Time Perceptions Scale

Can interpretable machine learning methods better reveal the nature and strength of the relations between five-factor model (FFM) personality traits and job performance compared to traditional linear methods?

This article by Brian Holtz, Crystal Harold, Harshad Puranik (University of Illinois Chicago), and Kristian Gardner addresses a common workplace experience: perceiving that others have wasted one's time. Despite widespread anecdotal evidence, empirical research on this subjective experience and its effects has been scarce. The authors define wasted time perceptions as employees' views that others consume their time in ways that do not advance their personal or professional goals. They adopt a subjective-time and entity-based approach, considering different sources of wasted time such as bosses, coworkers, subordinates, and customers.

The study develops a concise five-item scale to measure wasted time perceptions, demonstrating strong psychometric properties across seven independent samples. Using frustration-aggression theory, the authors show that these perceptions act as a workplace stressor, predicting negative affective responses like frustration and behavioral outcomes including counterproductive work behavior (CWB). Importantly, wasted time perceptions influence these outcomes beyond other related constructs such as work interruptions and interpersonal justice.

The scale's adaptability to different entities responsible for wasting time allows precise investigation of who wastes employees' time and how employees direct their frustration and behaviors accordingly. The research highlights that wasting employees' time can significantly harm wellbeing and productivity but often goes unaddressed by management. The article calls for more research on individual, situational, and cultural factors shaping wasted time perceptions and offers practical implications for managers to value and protect employee time.

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## MAJOR TAKEAWAYS:

- Wasted time perceptions are a distinct, subjective experience linked to frustration and counterproductive work behaviors.
- A validated five-item scale captures wasted time perceptions with strong reliability and validity across diverse samples.
- Employees differentiate sources of wasted time and direct their negative reactions specifically toward responsible entities.

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## WHO NEEDS TO KNOW:

- Managers
- Organizational Psychologists
- HR Professionals

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- Don't Waste My Time! The Development and Validation of the Wasted Time Perceptions Scale
- Journal: Journal of Management
- DOI:  
<https://doi.org/10.1177/01492063241258726>