

# A STUDY OF PROCRASTINATION AND ITS IMPACT ON PERFORMANCE, WORK ENGAGEMENT, AND LEADERSHIP EFFECTIVENESS

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## ABSTRACT

This study investigates the link between procrastination, leadership effectiveness, and work engagement in organisational contexts. Procrastination, which is frequently perceived as a negative behaviour, is examined in terms of its influence on key leadership characteristics and total employee engagement. The study is a simple review of literature to examine how procrastination affects leaders' decision-making, communication, and team motivation. According to the findings, higher levels of procrastination are associated with less leadership effectiveness, resulting in lower employee engagement. The study emphasises the necessity of tackling procrastination in leadership development programs and proposes techniques for reducing its negative impacts in order to improve organisational performance.

**Keywords:** Procrastination, Performance, Work engagement, and leadership effectiveness

## 1. INTRODUCTION

### Procrastination

Procrastination is a common issue among professionals such as lawyers, executives, and educators. Furthermore, Procrastination is common among some populations, including college students, with around 50% engaging in chronic procrastination behaviors. (Singh, 2017). In other words, Procrastination is a widely recognized behavior that frequently leads to poor performance and decreased overall satisfaction. Piers Steel, (2015). success of any organization belongs to Creativity and innovation which serve as a crucial element. Katrin and Kling Sieck, (2013). Procrastination is the purposeful delay of decisions or activities in other words Procrastination is a common issue that may result in missed chances and frustration. Furthermore, people commonly miscalculate it, making it challenging to stop postponing. (Singh et al. 2018). Procrastination is typically defined as activities and behaviors that have a detrimental impact on an individual's productivity. Malikeh Beheshtifar et al. (2011)

Procrastination refers to the delay or postponement of vital tasks in Favor of less important or enjoyable activities. Procrastination can manifest in several ways, each with unique causes and characteristics. (Singh et al. 2022). Procrastination is a possible obstacle to employee creativity. Tessa Haesevoets et al. (2021). Procrastination may also be referred to as the fear of failure or success, since people often delay work due to this fear, they may avoid completing undertakings due to fear of insufficient effort. (Singh et al. 2021) Procrastination at work may be described as deferring work-related tasks by indulging in nonwork-related activities during working hours. Baran Metin et al. (2016). Procrastination has long been associated with decreased employee productivity, which has a detrimental impact on both people and organizations. Jolita Vveinhardt and Włodzimierz Sroka. (2022).

### Performance

Performance is defined as the ratio of input behavior to output in production. It is a complicated topic in behavioral science. The collective performance of its personnel determines organisational performance. As global economies change, social scientists and administration experts are focussing more on execution, Various aspects of human behavior, including personality, desire, leadership, procrastination, and attitude, can influence performance. (Singh 2019). procrastination is one of the above aspects which negatively affect performance, but according to the report, academic professionals may consider leaving their employment while under stress. Surprisingly, this desire to depart impacts their performance. (Singh et al. 2024).

The results show that morale also influences performance in an approximately linear fashion. When a company's culture and ethics are strong, morale has a greater impact on productivity. David and Stephen, (2006). In order to understand the causes of company success, it is necessary to analyze employee-level data, as employee behavior and actions can impact workplace performance. Saarah Brown, et al. (2011). A worker's performance is the amount and quality of their work output, based on the responsibilities for which they were assigned Haris Fauzi (2024). According to the results, individuals with higher levels of procrastination perform worse overall. (Singh et al. 2020)

### Work Engagement

Engagement has been defined in various ways. Generally, workplace engagement is seen as a positive, satisfying, affective-motivational state of well-being related to work. Woocheol Kim, (2013). Engagement is defined as "being emotionally invested" and "being prepared." Engaged workers perceive fatigue as positive because it is associated with successful outcomes, despite experiencing it after an exhausting workday. In addition to their professional responsibilities, engaged employees enjoy activities outside their work environment, Arnold, et al. (2011). The hybrid workplace model, which combines telework and flexible work, enhances job performance via employee engagement. Flexible work significantly enhances job performance, rather than telework. Naqshbandi, et al. (2024).

The researchers mentioned a favorable correlation between emotional intelligence and organizational commitment, highlighting several processes involved. Employers should consider their employees' emotional intelligence when developing strategies and making decisions since it aligns with organizational commitments. (Singh et al.2021). workplace phubbing has a detrimental impact on employee engagement levels. Nanda & Prihatsanti, (2023, October). The pandemic affected all countries, unlike previous epidemics, and also fear of the pandemic caused the employees to be disappointed in their jobs and organization. Governments worldwide took several preventive measures to curb the spread of the illness, many countries used strict lockdowns and jail measures. To prevent the spread of COVID-19, governments worldwide took necessary safeguards and adopted work-from-home policies. (Singh et al 2023). However, COVID-19 did not significantly impact personal financial planning, according to the findings. The analysis validates the factors influencing investment decisions during the epidemic. (Singh et al. 2020) However, these possible negative implications of job engagement do not entail that they be taken into account when conceptualizing and measuring work engagement. Similarly, work involvement is related to improved performance. Sabine Sonnentag, (2011).

### Leadership effectiveness

The study found that transactional leadership styles had a strong but negative correlation with the work environment, whereas transformational leadership approaches had no significant correlation. Singh and Bala (2022). A substantial link was shown between procrastination and transformational leadership style. Transformational leadership significantly affects procrastination, according to a regression study. Daliwal and Sing (2015). Leadership styles (Management by Exception, Passive, and Laissez-Faire) are linked to perceived procrastination among leaders. Research suggests that MBEP and LF can predict perceived procrastination in leaders. Future studies on procrastination should take leadership styles into account, as these findings are significant. Singh et al (2021)

## 2. LITERATURE REVIEW

Many factors differentiate the current procrastination from Classic procrastination, Classic procrastination happens when people put off responsibilities without a valid reason. Individuals may overestimate the duration of a work, creating the feeling of having more time than is actually available. Perfectionists often experience procrastination due to their high standards. Many people delay starting or finishing duties due to feelings of inadequacy and failure. (Singh et al. 2015). procrastination has a major impact on psychological performance. Singh, (2017) External distractions, such as alarms, social media, and entertainment, might lead to procrastination at work. (Singh et al. 2015). procrastination has a significant influence on corporate success due to employee underperformance. The research identifies the following causes: lack of motivation, poor time management, task prioritization, inability to make rapid decisions, self-efficacy, personal concerns, and work-related pressure. Shaikh, et al. (2020). Procrastination and transformational leadership style have a strong positive correlation, Transformational leadership significantly impacted procrastination rates. Singh and Daliwal (2015). Reducing procrastination through educational innovation in response to Covid 19. Effective teaching prioritizes understanding young people's thoughts and behaviors. Findings indicate that older students are less content with the study compared to younger students. Adopting new technology into the curriculum might be challenging, but there are creative solutions available to improve visual, effective, and enjoyable learning. Tkáčová, et al. (2021). This study examined the procrastinating habits of educators across many professions. After adjusting for demographic variables, this study examines how respondents' profiles impact their procrastination habits. A significant link was established between respondents' procrastination habits and their age. Singh et al. 2017 Procrastination can negatively impact performance and well-being. Katrin Klingsieck, (2013). Improving employee engagement can lead to better alignment with organizational goals and less workplace procrastination. Baran Metin,et al, (2018). role of procrastination in work performance shows that workplace procrastination is widespread and has severe consequences. Steel, et al. (2022). Procrastination have a negative and strong correlation with task performance based on personality characteristics. Research indicates that higher levels of work-related procrastination led to worse task performance. Çetin, & Kumkale, (2017). companies should prioritize employee engagement to ensure consistent performance. Research suggests that increased cyberloafing leads to lower employee engagement. Procrastination leads to decreased employee engagement. Furthermore, employee engagement directly impacts performance. Putrie, & Rahayu, (2024).

Procrastination and disengagement from work can lead to a lack of motivation to accomplish duties and a preference for other priorities and it found that procrastinating negatively impacts employee engagement. Sigauke, (2021). job performance and turnover intention are significantly influenced by work engagement. Kim, Han, & Park, (2019). employee resilience and work engagement positively enhance project performance. Innovative work behavior can regulate the link between employee resilience, project success, and job engagement. Fostering employee resilience and engagement is crucial for project success, and creative work behavior plays a key role in promoting this connection. Iqbal et al. (2023). Doing off-work things at work may have a detrimental impact on job engagement, which is crucial for performance. Procrastination is thought to be linked to lower work engagement. Sigauke, (2021). Promoting environmental awareness leads to improved work performance, this study investigates how environmental sensitivity (ES) and attitude (EA) mediate the relationship between environmental knowledge (EK) and environmental behavior intention (EBI). In a contract, performance refers to fulfilling an obligation in a way that relieves the performer of all remaining responsibilities. Various psychological and non-psychological elements affect performance. (Singh, 2023). This study investigates the role of gender in the relationship between perceived ESE and EI among students, with EM acting as a mediator.

The significant empirical data suggests that females are more likely to become entrepreneurs. Career counseling and evaluation of ESE for young students may encourage entrepreneurial initiatives. Singh et al. (2023). If firms and public organizations want to keep their employees they should increase the salary and bonus for their staff and when possible that the government has a good economy and GDP growth, in the case of Brazil as well as China, growth in GDP caused growth in Tourism Receipts whereas reciprocal relationship exists for other countries. Singh and Sharma (2022) As a potential source of economic development, the government should prioritize economic measures that enhance receipts and expenditures. Bala and Singh (2014). Currently, economic progress is often associated with wealth. There is a need to balance economic development and resource use.

Bala and Singh (2024) Banks may obtain a competitive edge by strategically using Shared Value Creation initiatives. Banks must change their strategy to meet the changing requirements of stakeholders. Banks should include shared value generation in their strategic plans. Singh et al. (2024) Social commerce structures significantly influenced social support, whereas trust was influenced by social support. Singh et al. (2022) Entrepreneurship and innovation are necessary for the state's economic growth. To enhance the innovation and entrepreneurial ecosystem, The State prioritises entrepreneur-centric approaches to promote learning and networking. The State fosters networking between entrepreneurs and entrepreneurship support organisations by convening them in a learning environment. Singh (2021) Social responsibility initiatives have a favourable effect on A competitive advantage. Banks that actively engage in social responsibility measures may gain a competitive edge. Singh et al (2024) financial investors and regulatory authorities are the most crucial stakeholders in adopting and implementing climate change management approaches. Bala and Singh (2023).

### 3. RESEARCH METHODOLOGY

This research is based on simple review of literature and analysed the results of previous studies to conclude how procrastination effects employee work engagement, leadership effectiveness, and performance. To provide a comprehensive picture, I conducted a multidisciplinary examination of over 50 current studies, research in many domains has diverse approaches and focuses. In this review, the focus is on the effect of procrastination on work engagement, performance, and leadership effectiveness.

#### 3.1 Implication and Discussion

To maintain constant performance, firms should prioritize employee engagement. Organizations may adopt methods to increase staff resilience and engagement, as well as develop a creative culture, to assure project success.

Procrastination has a detrimental influence on job engagement because it reduces a person's capacity to remain focused, dedicated, and engrossed in their activities. When employees postpone, they frequently suffer tension and worry, which lowers their engagement levels. This not only reduces individual productivity, but it may also diminish overall team morale, since one member's disengagement can have an impact on others.

Procrastination is closely related to worse performance. When people postpone jobs, they typically rush to do them, which can lead to mistakes, worse quality work, and missed deadlines. Time wasted due to procrastination is difficult to recoup, and inefficiency may have a substantial influence on an organization's capacity to fulfil its goals.

Leaders who delay may fail to make timely choices, offer needed direction, or set a positive example for their people. Furthermore, procrastination can impede leaders from addressing significant issues in a timely way, leading to problem escalation and team disruption.

#### 4. CONCLUSION

Nowadays in all organizations, the HR departments are trying to work and study the employees of the companies from a psychological angle because many psychological problems affect employees and workers and cause them not to be engaged with their work, causing procrastination in the workplace, if procrastination is in the workplace this will have a negative impact in all performance of the organization so this should be in consideration of researches that how we can engage the employees with work and facilitate the environment for them to be innovative in the workplace. Procrastination, a common and serious delay, links to various self-control issues and has roots in our brain function, but external factors can worsen it. Despite effective treatments, procrastination tends to persist because those who procrastinate prioritize emotional coping over addressing the underlying causes of their delays.

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