

## **LINKING PROCRASTINATION BEHAVIOUR WITH PERCEIVED PSYCHOLOGICAL PERFORMANCE**

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### **ABSTRACT**

*In order to improve the productivity, quality of products and services, organizations have to be on the toes to deal with challenges of constant change and competition. The previous studies evidently explained that organizational performance was affected by the various human behaviour elements. The goal of the study was to examine the impact of procrastination behaviour on psychological performance of hotel managers. The sample of the study consisted of 91 hotel managers. These employees were selected from the different 3 Star Hotels. The result revealed a significant influence of Procrastination behaviour on psychological performance.*

### **KEYWORDS**

Psychological Performance, Procrastination Behaviour, Manager

## **INTRODUCTION**

Performance is a wide term. It is associated with various psychological and non-psychological aspects. According to Business Dictionary (2016) performance can be defined as “The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.” Various psychological and non-psychological aspects are associated with the performance. As a psychological concept performance is a ratio of input behaviour and output of production. As performance is a multi-dimensional aspect of behaviour, performance of an individual depends upon various human elements like motivation, attitude, personality etc.

Procrastination has been the subject of research mainly in educational fields, whereas only a limited number of studies have been conducted in other organizations. It procrastination has a wider meaning. It is not just restricted to delay; the delay should be irrational (Steel, 2010). Hence, procrastination means an irrational delay of behaviour. Steel (2010) developed a scale and

discussed three types of procrastination viz. decisional, arousal and avoidant. Decisional Procrastination is related to delay in decision making , arousal procrastination related to starting work at the last moment and avoidant procrastination related to avoiding the task due to fear of failure.

## **REVIEW OF LITERATURE AND HYPOTHESIS**

Baumeister & Scher (1988) explained that procrastination had a negative relationship with the performance. Ariely & Steel et al. (2001) revealed the significant impact of procrastination on the performance. Wertenbroch (2002) examined that deadline, control the procrastination behaviour, but not improving task performance. Lakshminarayan et al. (2013) revealed a negative relationship between procrastination and performance. Kim & Seo (2015) had conducted a meta-analysis and concluded that procrastination and academic performance had a negative relationship. Chandrasekar (2011) examined that poor work environment effect the performance of the employee. The study added that quality of the employee's workplace environment that had most impact on level of motivation and subsequent performance. Oswald et al. (2012) found the significant impact of work environment on the performance. Nazir, et al. (2012) investigated the relationship between leadership style, culture and organizational performance. Further, the classification of the result showed that innovative culture positively and significantly associated with performance. On the basis of previous literature the following hypothesis was made:

*H1: There would be a significant impact of procrastination behaviour on psychological performance.*

## **RESEARCH MEHODOLOGY AND SCALE RELIABILITY**

The sample of the study consisted of ninety one middle level managers. These employees were selected by Judgment sampling technique from three Star Hotels of Chandigarh, Mohali and Patiala. The information regarding the performance of employees has been gathered by Self-Performance Appraisal Inventory (Dhaliwal, 2008). It has forty five items and twelve sub scales. The responses of the respondents were measured at 5- point Likert scale. The reliability of the scale was tested. Table 1 shows the range of Cronbach's alpha from 0.82 to 0.23.

Here, it was required to mention that some items were deleted to improve the reliability of the scale. Most of the dimensions were falling within the acceptable limit of Cronbach's alpha.

Further, a sub scale, viz., commitment and loyalty were not added in the analysis due to low level of reliability.

**Table 1 : Self-Performance Appraisal Inventory Reliability Analysis**

Sub Scales	Cronbach's Alpha	Number of Items
Commitment and loyalty	0.23	4
Sociability	0.59	6
Decision making	0.64	3
Creativity and innovation	0.63	4
Judgmental skills	0.61	4
Organizing ability	0.73	4
Attitude	0.74	5
Job knowledge and clarity	0.76	4
Leadership skills	0.78	5
Communication skills	0.80	3
Integrity and dependability	0.81	7
Target achievement	0.82	3

Procrastination was measured by the Pure Procrastination Scale (Steel, 2010). The scale has three sub scales, viz. decisional, arousal and avoidant procrastination. The responses of the respondents were measured at 5- point Likert scale. Overall scale has twelve items. The reliability of the scale was tested. Table 2 shows all the dimensions showed a satisfied range of reliability.

**Table 2 : Pure Procrastination Scale Reliability Analysis**

Sub Scales	Cronbach's Alpha	Number of Items
Decisional Procrastination	0.69	3
Arousal Procrastination	0.80	5
Avoidant Procrastination	0.87	4

## ANALYSIS AND INTERPRETATION

The data was analyzed by regression methods on SPSS. The overall index of the performance and procrastination exhibited a significant relationship ( $R = -0.253$ ,  $P < 0.05$ ). The value of R square was 0.06 which explained the 6 per cent variance of the performance index was explained by the procrastination score. The overall model of regression was highly significant as value of  $F = 6.073$  and  $p = 0.01$  (Table 3).

**Table 3 : Model Summary for Psychological Performance and Procrastination Behaviour**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.253 <sup>a</sup>	.064	.053	12.13832
a. Predictors: (Constant), Procrastination Behaviour				

**Table 4 : ANOVA<sup>a</sup> for Psychological Performance and Procrastination Behaviour**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	894.800	1	894.800	6.073	.016 <sup>b</sup>
	Residual	13113.156	89	147.339		
	Total	14007.956	90			
a. Dependent Variable: Psychological Performance						
b. Predictors: (Constant), Procrastination Behaviour						

The unstandardized coefficient beta was found  $-0.468$  (Table 5) which clearly indicated that with the increase of one unit of procrastination, performance will be decreased by 0.46 units reversely. The standardized beta coefficient was found  $-0.25$ . It reflected that a change of one standard deviation in procrastination will lead change 0.25 standard deviation in the performance score adversely.

**Table 5: Coefficients for Psychological Performance and Procrastination Behaviour**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	170.179	6.128		27.771	.000
	P	-.468	.190	-.253	-2.464	.016
a. Dependent Variable: Psychological Performance						

In sum, the results clearly indicated that the procrastination behaviour of the managers had a significant impact on the psychological performance of the managers. The results were matched with Steel (2001) and Baumeister & Scher (1988) who depicted that procrastination was self-indulgent behaviour which affected the performance negatively because one ended up with less time to work. Hence, the hypothesis “*There would be a significant impact of procrastination on performance*” was supported by empirical evidence.

## **CONCLUSION**

The performance of an employee contributes to the overall performance of an organization. The behaviour aspects of human beings are as important as other aspects of performance. The previous literature, evidently explained that the performance of an employee depends upon a number of other factors like motivation, work environment, personality, leadership, etc. The results clearly indicated that procrastination behaviour also affects the performance of employees. The results depicted that procrastination was a significant predictor of performance. Hence, it was concluded that procrastination behaviour had an impact on psychological performance of Hotel managers.

## **PRACTICAL IMPLICATIONS OF RESEARCH**

The study will be helpful to control the procrastination and improve performance of employees. The management can make advance plans to handle procrastination and performance. The effect of procrastination on performance leads to identify the training needs. Thus, management of hotels can identify the core areas quickly for training by using this model.

## **LIMITATION OF THE STUDY AND SCOPE OF FUTURE RESEARCH**

There are a number of variables which might be mediating the relationship between procrastination and performance. The information creates a scope of research related to moderation and mediation studies between procrastination and performance. Study can be replicated in other industries. The sample was not representing any particular city, area etc. The appropriation of sampling size was not determined. Further, demographic data was not analyzed in the study.

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