



The Fulfillment of Psychological Contract and Job Satisfaction in Reducing Procrastination of Employees Working in the Public Sector

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ABSTRACT

This research aims to examine the factors that influence procrastination among education staff at a university. The research used mono methods: quantitative method, survey strategy, and cross-sectional research design. The data were collected by questionnaires distributed offline and online via Google Forms to 145 education staff at a state university in Yogyakarta. The data were analyzed using the Structural Equation Modeling equation based on Partial Least Square (SEM PLS). The research found that achievement motivation and organizational commitment influence procrastination directly and through the mediation of fulfilling the psychological contract. Meanwhile, job satisfaction does not significantly affect procrastination, nor does it mediate the influence of achievement motivation and organizational commitment on procrastination. The research results were then discussed according to the characteristics of organizations in the public sector in higher education.

INTRODUCTION

Procrastination (delaying or postponing something, e.g., work) is a negative behavior that often occurs in organizational practices in the public sector. A study (Sharma, 1999) confirms that employees working in public sector organizations tend to postpone work more often than those working in private organizations. Some employees procrastinate by browsing social media, while others avoid important tasks by doing unnecessary things. Specific rational and strategic considerations cause some forms of procrastination; however, there are times when it is irrational. If the causes of an employee postponing a task are due to concerns of time priorities, high workload, prioritization of the importance of the task, or searching for more fulfilled and accurate information so as not to make mistakes at work, then these things do not include procrastination since they are strategic importance (Gupta *et al.*, 2012).

A study of 195 civil servants (PNS ~*Ind.*) conducted at three state universities (PTN ~*Ind.*) in Yogyakarta (Sunarta *et al.*, 2023) found that at least 51 (45.5%) male PNS often delay work, even 20 (17.9%) male PNS in this category very often delay work. Likewise, at least 30 (36.1%) female PNS often delay work, and 19 (22.9%) female PNS very often delay work. Compensation for delaying work varies. Some employees spend their work time on non-work-related activities, such as slowing down the use of break time to browse social media, chat, daydream, or other things that are less important than their primary duties as PNS.

Procrastination in PNS working as education staff, especially in state universities, has its unique characteristics since the work relationships or systems implemented (such as performance appraisal systems, careers, salaries, and even work ethics and norms) have been formally stipulated in written provisions. However, not all work relationships can be regulated only in formal standards and procedures since, in practice, employee and organization relationship systems (apart from being in legal relationships) often occur in informal or unwritten relationships. Standardized and formal work systems form a working system that is rigid, procedural, and even goal-biased since it is too focused on fulfilling work standards rather than its substantive goals. On the other hand, informal or unwritten work systems (such as psychological contracts) provide more potential in terms of autonomy for employees. Previous research found that employees given autonomy tend to be more productive than those shown strict regulations (Adams *et al.*, 2014; Adolfsson, 2022; Davidson *et al.*, 2021; Thomson *et al.*, 2018). The unwritten nature of the psychological contract will quickly be forgotten or even not fulfilled.

Internal control within individuals, such as achievement motivation and organizational commitment, is essential. Previous studies also found that achievement motivation and organizational commitment are important factors that influence attitudes (Lee & Liu, 2009), such as job satisfaction (ST-Hilaire & de la Robertie, 2018; Sungu *et al.*, 2019; Yu *et al.*, 2014) and performance (Deshpandé *et al.*, 2013)(ST-Hilaire & de la Robertie, 2018; Sungu *et al.*, 2019; Yu *et al.*, 2014). However, this is only limited to its influence on fulfilling the

psychological contract and procrastination at the workplace. Thus, these things prompted this research.

LITTERATURE REVIEW

Procrastination behavior is a deliberate action to “postpone” or “delay” a task or work, either when starting work or fulfilling a task (Ferrari, 2023; Ferrari et al., 2009). Procrastination consists of four dimensions: (1) delaying starting or fulfilling tasks, (2) delays in carrying out tasks, (3) time gaps between plans and actual performance, and (4) doing other more enjoyable activities (Ferrari *et al.*, 2009).

Based on behavioral theory by Solomon & Rothblum (quoted by Siaputra, 2010), both positive or negative behavior and productive or counterproductive behavior are influenced by attitudes. Attitude is an evaluative statement towards an object, person, or event that reflects a person’s feelings about something. In this case, the attitude relates to organizational commitment, job satisfaction, and attitudes toward fulfilling the psychological contract. External stimuli and personal characteristics influence attitudes. Personality characteristics include motivation from the individual’s internal source and achievement motivation.

Motivation is a human urge to fulfill needs. Motivation to achieve physical, health, and psychological needs and self-actualization through achievement will encourage positive behavior and avoid harmful behavior to meet these needs. In this case, achievement motivation is an essential factor that can influence behavior (Deshpandé *et al.*, 2013). Achievement motivation encourages employees to work and fulfill material (physical) needs, job security, formal procedures, and work absences as an incentive to provide the best achievements or contribute to the organization and the environment. Thus, the hypothesis can be formulated as follows.

H1: Achievement motivation has a positive influence on procrastination behavior.

Organizational commitment causes employees to initiate themselves with corporate identity to serve the organization, society, and the environment. Organizational commitment requires employees to remain willing to make high efforts to achieve organizational goals (ST-Hilaire & de la Robertie, 2018; Sungu *et al.*, 2019; Yu *et al.*, 2014) and avoid counterproductive behavior. Employees with high organizational commitment will be encouraged to increase positive behavior and control negative behavior of delaying work that is their responsibility. On the other hand, employees with low organizational commitment are motivated to increase positive behavior and control harmful behavior, such as procrastinating their routine work. The influence of organizational commitment on performance (ST-Hilaire & de la Robertie, 2018; Sungu *et al.*, 2019; Yu *et al.*, 2014) has been widely proven in previous research, but its influence on procrastination behavior is still limited. Thus, the hypothesis can be formulated as follows.

H2: Organizational commitment has a positive influence on procrastination behavior.

Informal-relational work relationships in the form of psychological contracts provide more autonomy for employees in managing themselves to contribute optimally to the organization. Unwritten agreements are in the form of promises or (psychological) hopes that prioritize long-term relational relationships. Employees who feel that their psychological contract is fulfilled according to the pledges received will be encouraged to increase positive behavior and control harmful behavior, such as procrastinating on work that is their responsibility. Study results from Coyle-Shapiro, 2012; Katou & Budhwar, 2012) show that fulfilling the psychological contract plays a vital role in performance (Tsai & Lin, 2014) and work deviation (Cioca *et al.*, 2020). However, much of the literature discusses the impact of fulfilling the psychological contract on procrastination behavior. Thus, the hypothesis can be formulated as follows.
H3: Fulfillment of the psychological contract positively influences procrastination behavior.

Job satisfaction is essential in human resource management in public sector organizations because this concept is a significant predictor of behavior and performance. Job satisfaction incentive individuals to behave positively (productive, disciplined, obedient, innovative, helpful) and control negative behavior (counterproductive: corruption, theft, vandalism, delaying work). The more the employees are satisfied with their current job, the more they will show positive behavior and lower negative behavior, such as procrastinating work. However, the relationship between employees and organizations in daily work practices is not only regulated in formal-transactional employment contracts but also in an informal-relational context. Likewise, the influence of job satisfaction on work procrastination behavior is not only in the context of formal work contracts but also in informal work contracts. Thus, the hypothesis can be formulated as follows.

H4: Job satisfaction has a positive influence on procrastination behavior.

Employees working in an organization are bound by an agreement or employment contract, both formal-written and informal-unwritten (Conway & Coyle-Shapiro, 2012). Informal or psychological contract is an unwritten agreement between an employee and an organization or organizational agent in the form of promises, hopes, and obligations (Rousseau, 1995) to motivate employees and organizations to fulfill each other's goals. Motivation of each employee for fulfilling the psychological contract can vary, depending on their motivation for achievement. Empirical studies of the influence of achievement motivation on behavior are available (Katou & Budhwar, 2012). The results of a survey (Katou & Budhwar, 2012) conducted on public sector employees in Greece found an indirect influence of motivation on performance through the psychological contract. However, there is still a gap in its impact on the behavior of fulfilling the psychological contract. Thus, the hypothesis can be formulated as follows.

H5: Motivasi berprestasi berpengaruh positif terhadap pemenuhan kontrak psikologis.

Motivation is a human urge to fulfill intrinsic and extrinsic needs. Job satisfaction in the motivation theory approach is not only influenced by satisfaction with fulfilling physical, health, and psychological needs but also self-actualization through achievement. Every individual working in an organization has a different motivation to have more achievement. Whether he realizes it or not, an individual with high achievement motivation has the motivation to achieve success firmer than to avoid failure, and vice versa. Thus, an employee basically could excel above the abilities of other people. An employee is considered to have high motivation for achievement if the employee has the desire to perform work better than other people in several situations. The results of a study (Lee & Liu, 2009) found a positive relationship between achievement motivation and the attitudes shown by individuals. Achievement motivation provides indirect incentives for job satisfaction. Thus, the hypothesis can be formulated as follows.

H6: Achievement motivation has a significant positive influence on job satisfaction

The attitude of solid commitment of employees toward the organization will encourage the behavior to fulfill the psychological contract that has been promised or spoken. Employees with a solid commitment to the organization will put all their abilities and resources into contributing, including fulfilling the psychological contract. The reciprocal relationship between employees and organizations is an essential factor in the psychological contract since employees positively respond to favorable behavior from the organization they are working for (Conway & Coyle-Shapiro, 2012). Strong commitment, in turn, will impact employees in fulfilling their promises to the organization (Katou & Budhwar, 2012). The next hypothesis can be formulated as follows.

H7: Organizational commitment has a positive influence on fulfilling the psychological contract.

Allen & Meyer in the 1990s (Sungu *et al.*, 2019; Yu *et al.*, 2014) stated how important organizational commitment is for an employee to strongly contribute to organizational goals. Organizational commitment is a person's strong identification and involvement with the organization. Individual employees who have high commitment are manifested through their efforts in carrying out tasks given by the leadership as representatives of the organization. Previous studies (Mcdonald & Makin, 2000) found that different characteristics of contract and permanent employees influence commitment, job satisfaction, and employee behavior. Other studies (ST-Hilaire & de la Robertie, 2018; Sungu *et al.*, 2019; Yu *et al.*, 2014) found a positive influence between organizational commitment and job satisfaction. Thus, the hypothesis can be formulated as follows.

H8: Organizational commitment has a positive influence on job satisfaction.

High achievement motivation and organizational commitment can directly influence behavior and performance and mediate the fulfillment of the psychological contract (Katou & Budhwar, 2012). Psychological contract provides autonomy and opportunity for individuals to their plan performance

targets and contributions to the organization. Achievement motivation encourages employees to fulfill their promises to improve performance achievement. Employees with high achievement motivation will provide strong encouragement in fulfilling the psychological contract. On the contrary, employees with low achievement motivation will also tend to have less enthusiasm in fulfilling the psychological contract, triggering procrastination at work. Several previous studies have found that achievement motivation (Deshpandé *et al.*, 2013) directly affects output. Likewise, another study (Katou & Budhwar, 2012) also found an indirect influence of motivation on production but through the mediation of fulfilling the psychological contract. Thus, the hypothesis can be formulated as follows.

H9: Fulfillment of the psychological contract mediates the influence of achievement motivation on procrastination behavior.

Organizational commitment encourages employees to fulfill promises and expectations to achieve better performance. Employees with high organizational commitment will provide tremendous encouragement to fulfill this psychological contract. On the other hand, employees with low organizational commitment have little incentive to fulfill their psychological contract, encouraging negative behavior like procrastination. Previous studies have explained a relationship between the fulfillment of the psychological contract, commitment, and performance, while behavior is one of the dimensions of performance (process performance) and output performance. Likewise, the results of a study (Katou & Budhwar, 2012) found that commitment indirectly influences performance through the mediation of fulfilling the psychological contract. Fulfilling the organization's psychological contract will increase employee commitment, while employee commitment will encourage them to fulfill their promises. Thus, the hypothesis can be formulated as follows.

H10: Fulfillment of the psychological contract mediates the influence of organizational commitment on procrastination behavior.

High achievement motivation can influence attitudes in the form of job satisfaction, which is an antecedent in behavior. Empirical studies of the relationship between job satisfaction and procrastination were carried out by (Beutel *et al.*, 2016; Cadena *et al.*, 2011; Mohsin & Ayub, 2014). The more the employees are satisfied with their current job, the more positive they will have and the lower the negative behavior, such as procrastinating work. Thus, the hypothesis can be formulated as follows.

H11: Job satisfaction mediates achievement motivation on procrastination behavior.

High organizational commitment can influence attitude in the form of job satisfaction. Employee's organizational commitment is shown by a work attitude of serious attention to the tasks they receive, having responsibility for carrying out tasks, and being loyal to the organization. Commitment has a real effect on job satisfaction, which is an antecedent in behavior. Empirical studies of the relationship between job satisfaction and procrastination behavior were carried out by (Beutel *et al.*, 2016; Cadena *et al.*, 2011; Mohsin & Ayub, 2014).

Dissatisfaction, on the other hand, will encourage negative behavior, such as procrastinating work. Thus, the hypothesis can be formulated as follows.

H12: Job satisfaction as a mediator of the influence of organizational commitment on procrastination behavior.



Figure 1. Research Conceptual Framework

METHODOLOGY

This research used a survey method, applying a cross-sectional design. The target population in this study was 403 civil servant education staff at education staff at a state university in Yogyakarta. The research variables consisted of two independent variables: one dependent variable and one mediating variable. The independent variables were achievement motivation (AM) and organizational commitment (OC), the dependent variable was work procrastination behavior (PB), and the mediating variables were psychological contract fulfillment (PCF) and job satisfaction (JS). Separately, the operational definition of each variable will be described below.

Procrastination behavior is a common and complex psychological phenomenon defined as a purposive delay in starting or completing a task (Ferrari *et al.*, 2009). The instrument used to measure the construct of procrastination behavior (PB) was adapted from Tuckman (1991), which has been modified by (Özer *et al.*, 2013), and consists of 6 question/statement items. Job satisfaction is obtained by comparing the fulfillment of goals and expectations (Dhamija *et al.*, 2019). Individuals are satisfied if the fulfillment of expectation equals or exceeds the expectation itself. Conversely, individuals are dissatisfied if the fulfillment of expectations equals or is smaller than the expectation. The instrument used to measure satisfaction (JS) was adapted from Spector (1985), which has been modified (Dhamija *et al.*, 2019), and consists of 12 question/statement items.

Achievement motivation was analyzed using McClelland's theory about the high and low levels of encouragement to achieve achievement. Achievement motivation was measured through a questionnaire to employees through nine questions developed by previous research (Deshpandé *et al.*, 2013). Organizational commitment refers to the opinion of Meyer and Allen (Sungu *et al.*, 2019; Yu *et al.*, 2014), which states that organizational commitment is a person's relatively strong identification and involvement with the organization.

Organizational commitment was measured using 14 questions developed from previous research (Sungu *et al.*, 2019; Yu *et al.*, 2014). Fulfillment of the psychological contract is the employee's perception of whether the organization's promised remuneration is fulfilled. Fulfillment of the psychological contract is measured through a questionnaire to employees with eight indicators developed in previous research (Katou & Budhwar, 2012). Respondents' answers were measured using a 1-5 Likert Scale. Based on the instrument validity test on 30 respondents, the correlation value between the items and the total for all items (p-value) was <0.05 , meaning that the instrument was declared valid since it was more significant than the minimum required limit. Likewise, based on the reliability test results, the Cronbach Alpha numbers produced by all variables were more significant than 0.6, the minimum standard necessary for the reliability test, meaning that it could be used to retrieve actual data.

This research data were analyzed using the Structural Equation Modeling (SEM) model. The software program used was Partial Least Square (PLS), referring to the opinion of (Ghozali, 2017), which states that covariance-based SEM is generally used to test theories while PLS software is used to predict models (model predictive). PLS model evaluation is based on prediction measurements that have non-parametric properties. Therefore, the PLS model is evaluated by assessing the outer and inner models.

RESEARCH RESULT

Based on the results of the initial measurement model test (outer model), several indicators have a correlation value with the construct (loading factor) < 0.70 , which means that several indicators need to be removed from the model. Of the 9 indicators used to measure the construct of achievement motivation (AM), 3 indicators have a loading factor of > 0.7 , while the other 6 indicators have a loading factor of < 0.7 . Based on the construct of job satisfaction (JS), of the 12 indicators, 5 indicators have a loading factor of > 0.7 , and 6 indicators have a loading factor of < 0.7 . According to the construct of organizational commitment (OC), of the 14 indicators, 6 indicators have a loading factor of > 0.7 , while the other 8 indicators have a loading factor of < 0.7 . Likewise, based on the construct of procrastination behavior (PB), of the 6 existing indicators, 3 indicators have a loading factor of > 0.7 , while the other 3 indicators have a loading factor of < 0.7 . Furthermore, based on the psychological contract fulfillment (PCF) construct, 6 of 8 existing indicators have a loading factor of > 0.7 , while the other 2 indicators have a loading factor of < 0.7 .

Tabel 1. Improvement Loading Factor

	AM	JS	OC	PB	PCF
AM1	0.851				
AM3	0.808				
AM6	0.740				
JS1		0.822			
JS10		0.809			
JS2		0.762			
JS8		0.818			

JS9	0.791		
OC10		0.778	
OC12		0.787	
OC2		0.752	
OC3		0.803	
OC4		0.789	
OC9		0.773	
PB2			0.795
PB4			0.902
PB5			0.900
PCF1			0.865
PCF2			0.883
PCF3			0.823
PCF4			0.847
PCF5			0.709
PCF8			0.612

Source: Data Processing (2023).

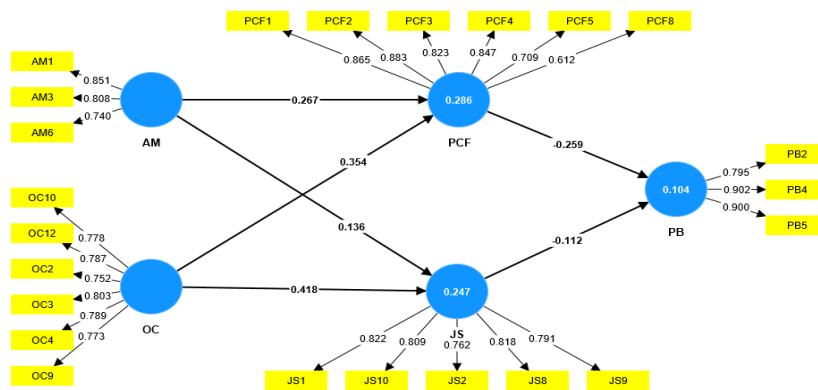


Figure 1. Diagram of Factor Loading Value of Outer Model Evaluation

The improvement model (Figure 1 and Table 3) shows that all indicators have good convergent validity in latent reflection since they have a loading factor value > 0.70 . Table 3 also shows the factor loading values for each construct from each variable. Thus, all constructs can be declared valid based on the factor loading results. Likewise, Table 4 shows that all latent variables have an AVE value greater than 0.5, Cronbach's alpha value of > 0.7 , and a Composite reliability value of > 0.7 , so all constructs are declared reliable.

Table 2. Reliability test results

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
AM	0.719	0.725	0.842	0.641
JS	0.860	0.861	0.899	0.641
OC	0.872	0.872	0.904	0.610

PB	0.833	0.840	0.900	0.751
PCF	0.881	0.894	0.911	0.633

Source: Data Processing (2023).

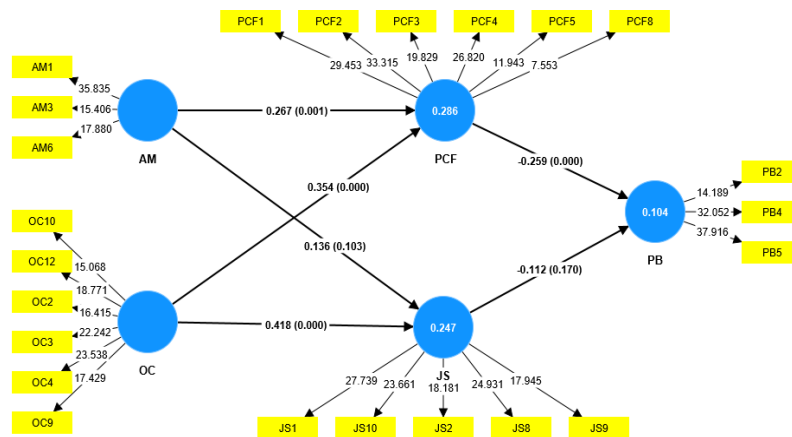
Structural Model Testing (Inner Model)

The R-Square value for the Psychological Contract Fulfillment (PCF) variable is 0.286, which means that Achievement Motivation (AM) and Organizational Commitment (OC) contribute an influence of 28.6% to Psychological Contract Fulfillment (PCF). Meanwhile, the remaining 71.4% is the influence of other unobserved factors. The R-Square for the Job Satisfaction (JS) variable is 0.247, which means that Achievement Motivation (AM) and Organizational Commitment (OC) contribute an influence of 24.7% to Job Satisfaction (JS). Meanwhile, the remaining 75.3% is the influence of other unobserved factors. The R-Square for the variable procrastination behavior (PB) is 0.104, which means that Achievement Motivation (AM), Organizational Commitment (OC), and Psychological Contract Fulfillment (PCF) contribute an influence of 10.4% to Procrastination Behavior (PB). Meanwhile, the remaining 89.6% is the influence of other unobserved factors.

Hypothesis Testing

Table 5 shows that 8 of 12 proposed hypotheses are accepted since the significance value (p value) is <0.05. A total of 4 hypotheses are rejected since the significance value (p-value) is > 0.05.

Figure 2. Significance Value (path coefficient, p-value)



Source: Data processing output using Smart PLS (2023)

Table 3. Results of path coefficient values and t-count

	β	T statistics	p values	Conclusion
AM -> PB	-0.084	2.339	0.020	Accepte H1
OC -> PB	-0.139	3.061	0.002	Accepte H2
PCF -> PB	-0.259	3.589	0.000	Accepte H3
JS -> PB	-0.112	1.375	0.170	Rejected H4

AM -> PCF	0.267	3.204	0.001	Accepte H5
AM -> JS	0.136	1.631	0.103	Rejected H6
OC -> PCF	0.354	4.522	0.000	Accepte H7
OC -> JS	0.418	4.305	0.000	Accepte H8
AM -> PCF -> PB	-0.069	2.141	0.032	Accepte H9
OC -> PCF -> PB	-0.092	2.773	0.006	Accepte H10
AM -> JS -> PB	-0.015	0.954	0.341	Rejected H11
OC -> JS -> PB	-0.047	1.280	0.201	Rejected H12

Source: Data Processing (2023)

The influence of Achievement Motivation (AM) on Procrastination Behavior (PB) is significant in the 2-tailed test ($p\text{-value} = 0.020 < 0.05$). Thus, **H1 is accepted**. The influence of Organizational Commitment (OC) on Procrastination Behavior (PB) is significant in the 2-tailed test ($p\text{-value} = 0.000 < 0.05$). Thus, **H2 is accepted**. The influence of Psychological Contract Fulfillment (PCF) on Procrastination Behavior (PB) is significant in the 2-tailed test ($p\text{-value} = 0.000 < 0.05$). Thus, **H3 is accepted**. Based on the results of Table 5, the influence of Job Satisfaction (JS) on Procrastination Behavior (PB) is not significant in the 2-tailed test ($p\text{-value} = 0.170 > 0.05$). Thus, **H4 is rejected**.

The influence of Achievement Motivation (AM) on Psychological Contract Fulfillment (PCF) is significant in the 2-tailed test ($p\text{-value} = 0.000 < 0.05$). Thus, **H5 is accepted**. The influence of Achievement Motivation (AM) on Job Satisfaction (JS) is not significant in the 2-tailed test ($p\text{-value} = 0.103 > 0.05$). Thus, **H6 is rejected**. The influence of Organizational Commitment (OC) on Psychological Contract Fulfillment (PCF) is significant in the 2-tailed test ($p\text{-value} = 0.000 < 0.05$). Thus, **H7 is accepted**. The influence of Organizational Commitment (OC) on Job Satisfaction (JS) is significant in the 2-tailed test ($p\text{-value} = 0.000 < 0.05$). Thus, **H8 is accepted**.

The influence of Achievement Motivation (AM) on Procrastination Behavior (PB) mediated by Psychological Contract Fulfillment (PCF) is significant in the 2-tailed test ($p\text{-value} = 0.032 < 0.05$). Thus, **H9 is accepted**. The influence of Organizational Commitment (OC) on Procrastination Behavior (PB) mediated by Psychological Contract Fulfillment (PCF) is significant in the 2-tailed test ($p\text{-value} = 0.006 < 0.05$). Thus, **H10 is accepted**. Based on Table 20, the influence of Achievement Motivation (AM) on Procrastination Behavior (PB) mediated by Job Satisfaction (JS) is not significant in the 2-tailed test ($p\text{-value} = 0.341 > 0.05$). Thus, **H11 is rejected**. Based on Table 20, the influence of Organizational Commitment (OC) and Procrastination Behavior (PB) mediated by Job Satisfaction (JS) is not significant in the 2-tailed test ($p\text{-value} = 0.201 > 0.05$). Thus, **H12 is rejected**.

DISCUSSION

The aggregate research results (average) of procrastination behavior conducted on education staff at Universitas Negeri Yogyakarta found that among 145 respondents, there were 84.8% of respondents who stated that they had ever postponed work, 24.8% said that they sometimes postponed work, 3.4%

stated that they often postponed work, and 1.4% revealed that they very often procrastinate their work. Another study conducted by Foroux (Foroux, 2020) found that 88% of employees admit to procrastinating one hour a day. Procrastination behavior in the workplace is a problem often found in almost every organization, both government and private organizations, on small and large scales, and even at nearly all organizational levels (Cadena et al., 2011). Likewise, a study by Sharma (1999) found that employees in public organizations tend to procrastinate more than private workers. Employees often spend time doing non-work-related activities, such as taking too long breaks, chatting, browsing social media, or doing other unnecessary things. Employees also often spend time doing tasks or work that is easy and unimportant for some other employees; this is intentionally to postpone doing heavier and more critical tasks.

Procrastination behavior is influenced by many factors, including personal characteristics (Kim et al., 2017; Steel, 2007; van Eerde & Klingsieck, 2018), task or job characteristics, and organizational characteristics (Karimi & Andam, 2016). This research found the influence of achievement motivation and organizational commitment on procrastination behavior directly and indirectly through the mediation of psychological contract fulfillment and job satisfaction.

The results of this research found several findings as follows. First, achievement motivation and organizational commitment positively and significantly affect procrastination behavior, both directly and through the mediation of fulfilling the psychological contract. The findings of this research complement previous research, which also found the role of psychological contract fulfillment in mediating achievement motivation and organizational commitment to procrastination behavior (Katou & Budhwar, 2012). This research found the role of psychological contract fulfillment in mediating achievement motivation and organizational commitment to negative behavior, namely procrastination behavior. Fulfillment of the psychological contract has been proven to play an important role not only in performance (Cioca *et al.*, 2020; Conway & Coyle-Shapiro, 2012; Katou & Budhwar, 2012), both in-role and extra-role (Tsai & Lin, 2014), but also work deviation (Cioca *et al.*, 2020), including negative behavior of procrastination found in this research.

Second, the results of this research found that job satisfaction does not significantly affect procrastination behavior and does not mediate the influence of achievement motivation and organizational commitment on procrastination behavior. Achievement motivation and organizational commitment in this research are proven to affect job satisfaction and previous research findings significantly (St-Hilaire & de la Robertie, 2018; Sungu *et al.*, 2019; Yu *et al.*, 2014). However, job satisfaction did not considerably affect procrastination behavior or mediate the influence of achievement motivation and organizational commitment on procrastination behavior.

These differences in findings can be due to the characteristics of the context of public service organizations, which have standardized and formalized procedures and work contracts. Employee job satisfaction is more on the material-formal aspect, while the psychological contract is more relational-informal. In public organizations in the higher education sector, various matters

relating to employee rights and obligations, compensation systems, performance appraisal procedures, and work procedures are clearly stated in each regulation that covers them so that everything is written formally. However, several aspects have not been regulated in formal regulations, such as appointments as permanent employees, career systems, bonuses/incentives, and termination of employment. Some of these aspects are often not regulated in formal agreements but in the form of unwritten, informal agreements. Thus, it can make the fulfillment of the psychological contract influence procrastination behavior.

CONCLUSIONS AND RECOMMENDATION

This research provides empirical evidence of the influence of achievement motivation and organizational commitment on procrastination behavior directly and indirectly through the fulfillment of the psychological contract. The influence of achievement motivation and organizational commitment on procrastination behavior is not mediated by job satisfaction. This research provides theoretical implications in expanding the literature on procrastination behavior in human resource management approaches, especially in the context of public universities (PTN) as public sector organizations.

This research also provides practical implications for higher education human resource management. Organization leaders can control work procrastination behavior through internal control of employees by encouraging and increasing employee achievement, motivation, and commitment as well as providing autonomy through a psychological contract. Organization leaders can continue to promote and foster employee achievement, motivation, and commitment by enabling them to improve their competencies, providing opportunities for career development, and giving appreciation/rewards to employees with good performance. Employees with achievement motivation tend to complete more work better and on time and control their procrastination behavior. Employees with achievement motivation will be more motivated to do their job, feeling that their work has a purpose other than fulfilling their responsibilities. Organization leaders can also control procrastination behavior by providing autonomy through a psychological contract. Efforts can be made to increase the fulfillment of the psychological contract by increasing employee achievement, motivation, and commitment.

The results of this study have several limitations. *First*, procrastination behavior is measured by the self-evaluation (self-report) of research respondents (the employees). This method can be subjective even though it has been explained that respondents' answers are confidential and only for research purposes. Self-evaluation (self-report) has limitations since employees who become the research respondents do not report actual conditions. Future research can compare self-evaluation results with other methods, such as leader evaluation, for more accurate results. *Second*, this research is conducted on education staff at public universities (PTN) as a public sector organization. Research may provide different results with different characteristics of employees and organizations, such as private universities or private companies.

ADVANCED RESEARCH

The ability of researchers to explore the data being studied, the limitations of data that every research certainly has limitations. Limitations in the sense of limitations of research that affect availability, or external factors of research such as limitations of time and resources. So that further research is needed for the perfection of this research.

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