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THE ANTECEDENTS OF PROCRASTINATION BEHAVIOR: PERSONALITY CHARACTERISTICS, SELF-ESTEEM AND SELF-EFFICACY

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ABSTRACT

This study aims to investigate some antecedents of procrastination behaviors of employees. Within the literature, studies suggest that some individual factors lead employees to procrastinate their jobs at another time. Therefore, big five personality characteristics, self-esteem and self-efficacy are considered as predictors of procrastination behaviors within the scope of the study. For this purpose, the data which were collected from 300 employees from hospitals by the survey method were analyzed using the structural equation modelling. The results of the study indicate that two personality characteristics of big five which are addressed as conscientiousness and neuroticism have a significant effect on procrastination behaviors of employees. In other words, while employees' conscientiousness level has a negative effect on procrastination behavior; neuroticism level has a positive effect on procrastination behavior. However, extraversion and agreeableness have no significant effect on procrastination behavior. In addition, employees' self-esteem levels have a positive and significant effect on procrastination behavior; whereas self-efficacy beliefs have negative and significant effect on procrastination behavior.

Keywords: Procrastination behaviour, big five personality, self-efficacy, self-esteem, antecedents

JEL Codes: M20, J20, D23

1. INTRODUCTION

Due to the time is a scarce resource in modern organizations, employees who organize their time in an effective manner will be perceived as greater value by employers, by virtue of the fact that they make a greater contribution to organizational efficiency (Gupta et al., 2012: 196). In other words, organizational and personal productivity are achieved through effective time management strategies such as planning time, meeting deadlines, time control and avoiding postponement of tasks. However, people like to have many excuses to say "later" in their lives, such as when paying bills, making appointments, or completing of tasks. Specifically, in working area, the longer employees put off their tasks, the more tasks accumulate and the less of them likely to be completed. In addition, when the tasks are left for later, either they are entirely forgotten or they are done at the last minute. This circumstance is defined as "procrastination" in the literature (Toker and Avci, 2015: 1158). Procrastination can be conceptualized as the irrational and vocational tendency to postpone or delay tasks which have to be completed before a certain deadline (Niermann and Scheres, 2014: 412). Procrastination is a behavior which is characterized by the postponement of tasks or decisions to a later time (Kaur and Kaur, 2011: 36). Procrastination can be considered as a part of vicious cycle which arises from lacking of time management, increasing time pressure, working conditions and etc. (Van Eerde, 2003: 421). Therefore, with the advancement of technologies and the changing nature of business world, today's employees are fed up due to the more and more task and shorter time periods given to complete these tasks (Wu, 2010: 26). In this increasingly frenetic and competitive working environment, employees are expected to manage their time and to perform their jobs (Skowronski and Mirowska, 2013: 4). However, in recent years, it is expected that due to the fluctuant conditions in employment, increased autonomy and responsibilities at work, increased pressure to bring a product to market are all affect work life considerably and lead to works to be procrastinated into a later time (Van Eerde, 2003: 421).

For today's working area; procrastination behavior seems as a very common and a serious problem due to the impact of both individual and organizational productivity (Hajloo, 2014: 42). In addition, the predominance of

procrastination in organization leads to the inevitable question of why people engage in this presumably maladaptive behavior. Therefore, by the reason of unavoidability and importance of procrastination behaviors, it is needed to identify factors that may be related to procrastination behaviors in the workplace (Fee and Tangney, 2000: 167). Over the last decades, there is a considerable amount of literature has been published on procrastination and its causes and consequences. It is seen that these studies have indicated that some of the individual factors like personality characteristics, self-efficacy, self-control, self-esteem, achievement, motivation as well as high impulsiveness and distractibility as determinants of procrastination (Beutel et al., 2016: 2). Furthermore, situational factors such as task characteristics, working conditions, family problem and ill health have also been shown as determinants of procrastination behavior. In addition, it has been linked to depression, anxiety, stress and a number of related psychological conditions (Mullen, 2014: 1). Therefore, it can be said that some individual and situational components are considered as antecedents of procrastination behaviors. In this study, some of the individual antecedents such as big five personality traits, self-efficacy and self-esteem are investigated. Accordingly, the aim of this study is to determine the individual antecedents of the procrastination behaviors in employees of health sector. Due to the procrastination behaviors have crucial effects on patients' safety, this research tested in this population. However, there is not any research existing literature investigating the antecedents of procrastination behaviors on employees of health sector. Thus, this study aims to investigate the individual antecedents of procrastination behaviors so it attempts to add contribution to the literature.

2. LITERATURE REVIEW

2.1. Procrastination Behavior

In general terms, procrastination is defined as postponing, delaying, or putting off work or action that would ideally be carried out in the present (Gupta et al., 2012: 196). Merriam-Webster's dictionary dates the term procrastinate back to the year 1588 with pro meaning forward and cras meaning tomorrow. Together these terms provide the definition of putting off intentionally and habitually something that should be done in the present (Miller, 2007: 1). The root of procrastination comes from the Latin and given its origins, any definition of procrastination should include, at a minimum, the notion of putting tasks off (Steel, 2002: 6). In other words, procrastination has been defined as the purposeful postponement or delaying of the performance of a task or the making of a decision. It has also been described as a self-regulatory style that delays the start or completion of a task or as the avoidance of the implementation of an intention (Owens et al., 2008: 366). Despite a variety of definitions, procrastination involves three common components: behavior, cognition, and affect (Hannok, 2011: 5). In addition to this, it is seen that researchers have used three criteria such as counterproductive, needless, and delaying to categorize procrastination. Procrastination involves putting off or avoiding to do something that must be done and it is seemed natural. Furthermore, excessive procrastination can result in guilt feelings about not doing a task when it should be done (Kaur and Kaur, 2011: 36). Therefore, it can be said that procrastination is a common concept in everyday life and it has become a more than occasional focus of empirical study in recent years. However, there is not a single consensual definition of the construct has been agreed upon, it is considered as maladaptive (Sigall et al., 2000: 283). On the other hand, to delay completing tasks is not always maladaptive. Procrastination becomes a problem if it results in negative consequences or there are penalties imposed on the procrastinator, but dysfunctional procrastination has drawn more attention in the literature (Hannok, 2011: 7).

Procrastination is familiar to most people. Human beings often delay doing their jobs, homeworks or other important tasks, and repeatedly declare that they will start their works or programs "tomorrow" (Peper et al., 2014: 82). Procrastination is particularly chronic in the working world. It comprises over a quarter of most people's working days and is costing employers about \$10,000 per employee per year (Ngyuen et al., 2013: 388). However, over 25% of the adult population identifies procrastination as a "significant problem" in their lives (Fee and Tangney, 2000: 167). In other words, procrastination which refers to the tendency to delay one's actions or decisions is reported as a very common occurrence among many normal and nonclinical adult populations (Specter and Ferrari, 2000: 197). In literature, procrastination is considered as a state when individuals procrastinate as a result of contextual or situational factors including the nature of the task or procrastination is said to be a trait if task postponement becomes chronic (Hannok, 2011: 7). On the other hand, researches on procrastination generally classify procrastination behavior according to four main components as an academic, work-related, life-routine and decisional. Academic procrastination is the most commonly reported among college students, and pertains to delay on academic tasks. Similarly, work-related procrastination examines procrastination in work settings. Life-routine procrastination refers to postpone

everyday tasks and responsibilities (Sokolowska, 2009: 10). On the other hand, decisional procrastination which is particularly relevant for the workplace indicates individual's inability to make decisions at all or within a specified time period (Lonergan and Maher, 2000: 214). In addition to these, Chu and Choi (2005) deemed procrastination behaviors necessary to divide into two categories as passive procrastinators and active procrastinators. Active procrastinators represent people who make intentional decisions to procrastinate, using their strong motivation under time pressure, whereas passive procrastinators are traditional procrastinators who postpone their tasks until the last minute because of an inability to make the decision to act in a timely manner (Kim and Seo, 2013: 1100).

Procrastination is a phenomenon in which a person ignores to attend to necessary responsibilities often despite their good intentions may cause inevitable negative and unpleasant consequences (Balkis and Duru, 2007: 377). Negative consequences of procrastination can arise in multiple contexts. Along with failure to complete certain goals or tasks on time, procrastinating can cause a person to disappoint and can lead to interpersonal problems due to the familial or social responsibilities are unfulfilled (Cerino, 2014: 156). However, procrastination is observed in everyday tasks and simple acts so it affects important areas of the overall well-being (Mullen, 2014: 1). In addition, procrastination bring forth a variety of negative outcomes have been linked to higher stress, increased illness and higher anxiety (Sirois, 2004: 270). In terms of working area, procrastination behaviors potentially impair the quality of work, lead to poor performance (Heward, 2010: 6). Therefore, procrastination has been considered as a self-handicapping behavior that leads to wasted time, poor performance, and increased stress. In contrast, it is suggested that procrastination behaviors do not always lead to negative outcomes. For example, many people claim that even when they start to work at the last minute, they can still finish on time and that they tend to work better and faster or generate more creative ideas under time pressure. According to this line of thought, on in some cases, procrastination behavior might lead to positive outcomes which can induce some short-term benefits (Chu and Choi, 2005: 246). Nevertheless, researchers suggest that procrastination behavior can indeed affect both organizational and individual productivity. In this context, from the organizational perspective, it is important to understand the factors that influence procrastination behaviors (Gupta et al., 2012: 196).

2.2. Antecedents of Procrastination Behavior and Hypotheses Development

In literature, it can be seen that extensive researches indicate the causes of procrastination. One of the most basic causes of the procrastination behavior is the characteristics of the task such as the aversiveness of the task and the timing of punishments and rewards. If a task is difficult and yields very few immediate rewards, typically people feel hesitant to initiate and complete the task (Heward, 2010: 7). In other words, the tasks which are boring, tedious, or aversive, ambiguous or difficulty to perform, and involve delayed gratification are most susceptible to procrastination (Skowronski and Mirowska, 2013: 5). However, many contributing factors to procrastination behavior have been identified in the research literature such as feelings of being overwhelmed, lack of motivation, perfectionism, poor time management, organizational skills, unrealistic expectations, fear and anxiety etc. (Balkis and Duru, 2007: 378). Therefore, it is seen that antecedents of procrastination behavior in literature firstly include the reasons based on individual differences such as personality traits, fear of failure or perfectionism; as second, they are task-related reasons which include situational conditions such as difficulty of the task or dissatisfaction of work. Third component is ability perception reasons like self-esteem, self-concept and self-efficacy (Sokolowska, 2009: 12). Accordingly, in this study, big five personality traits scope of the trait-based characteristics and ability perception reasons perspective, self-esteem and self-efficacy will be examined.

Personality refers to a set of underlying traits which designate how an individual typically behaves, thinks, and feels. Personality traits are conceptualized as stable individual differences which are explaining an individual's disposition to particular patterns of behavior, cognitions, and emotions. In literature, it is seen a wide range of studies on personality which have classified individual differences into categories. The five-factor model is one of the basic theories which represent the dominant conceptualization of personality structure in the current literature (Karatas, 2015: 244). According to this model, there are five factors which are addressed as openness, conscientiousness, extraversion, agreeableness and neuroticism. Openness represents; adventure, unusual ideas, imagination, curiosity and variety of experience. Conscientiousness is refers to a tendency to show self-discipline, act dutifully, and aim for achievement. Extraversion means full of energy, compassionate, cooperative emotions rather than suspicion and antagonism towards others. Moreover, neuroticism represents a tendency to experience unpleasant emotions easily such as longer anxiety, depression or vulnerability

(Adesina, 2011: 85). In literature, it is suggested that, one's personality characteristics influence workplace procrastination (Gupta et al., 2012: 196).

Researches indicated that specifically procrastination is linked to five factor model. As to five factor model, the most highly related one to procrastination is conscientiousness. This relation is a negative one, as conscientiousness entails personality traits that are contrary to procrastination behaviors' such as deliberation, dutifulness, and high striving for achievement. Neuroticism is also noted as highly related to procrastination, but this relation is positive. In addition to these, extraversion is also positively related to procrastination, in that, extraverts are more likely to be impulsive and seek sensation which may increase the likelihood to procrastination behavior. Agreeableness and openness experiences were found to have very little or no relation to procrastination behaviors (Heward, 2010: 8). However, studies of Watson (2001) and Di Fabio (2006) suggested that neuroticism is positively related while conscientiousness and extroversion negatively related to procrastination behavior. Moreover, in these studies it is found that no significant relationship between procrastination behavior and agreeableness and openness dimension of five factor model. In addition to these, Schouwenburg and Lay (1995); Doğan et al., (2014); Steel and Klingsieck (2016) have found that neuroticism is positively related while conscientiousness negatively related to procrastination behavior. Therefore, it is possible to express that big five factor model considered is as one of the individual antecedents of procrastination behavior. Accordingly, the following hypotheses are proposed:

H₁: Extraversion influences employees' procrastination behavior.

H₂: Conscientiousness influences employees' procrastination behavior.

H₃: Agreeableness influences employees' procrastination behavior.

H₄: Neuroticism influences employees' procrastination behavior.

Self-efficacy is a personality construct or an individual characteristic is emerged from social cognitive theory. This theory indicates that self-efficacy is regarded as a self-regulatory mechanism that manages the motivation and actions of human-beings. Bandura (1997) has defined "self-efficacy as an individual's belief in his or her capacity to muster the cognitive, motivational, and behavioral resources required to perform in a given situation (Kanten, 2014: 117). In other words, self-efficacy plays a central role in the development of human behaviors; it is defined as an individual's self-perceived capabilities and confidence to complete task successfully and reach goals (Tan et al., 2015: 1266). In addition to this, self-efficacy was described as a source of motivation that an individual has that can influence their levels of procrastination (Cerino, 2014: 158). The association between self-efficacy and procrastination was first introduced by Bandura (1986). Bandura hypothesized that when adequate levels of ability and motivation exist, self-efficacy belief will affect an employee's task initiation and persistence (Chu and Choi, 2005: 248). Therefore, self-efficacy reflects beliefs about our own ability to achieve a desired outcome successfully. Bandura (1986) argues that when our self-efficacy is weak, it reduces expectancy about success, damages motivation, and ultimately causes procrastination (Steel, 2002: 35). Since that time, it is seen that researchers Seo (2008); Klassen et al., (2008); Aremu et al., (2011); Cerino (2014); Tan et al., (2015) have reported a negative relation between self-efficacy and procrastination behavior. On the other hand, it is seen that studies of Hajloo (2013) and Chu and Choi (2005) have reported positive relationships between self-efficacy and procrastination behavior. Consequently, self-efficacy has an impact on cognitive, motivational, and emotional processes, which in turn contribute to performance of employees. Accordingly, employees with strong self-efficacy beliefs set challenging goals for themselves and endeavor to meet their goals. In contrast, employees with low self-efficacy, tend to take on easy tasks, put less effort into tasks and procrastinate these tasks in other time easily (Hannok, 2011: 12). In this context, it is possible to express that self-efficacy considered as antecedents of procrastination behavior. Thus, the following hypothesis is proposed:

H₅: Self efficacy belief influences employees' procrastination behavior.

Self-esteem refers to "an individual's subjective evaluation of his or her worth as a person" and it is arguably one of the most widely studied constructs in the modern social sciences (Bleidorn et al., 2015: 1). In other words, self-esteem can be defined as one's evaluation from him/herself or the degree to which a person values, respect or approves him/her. However, according to Maslow's theory of hierarchical needs, self-esteem can be considered as a need for humans (Bahrami and Bahrami, 2015: 65). In addition, social psychologists believe that self-esteem is one of the humans' behavior characteristics that plays an important role in motivating and progress of people, so that can be resulting humans' dynamics, learning and evolving (Pahlavani

et al., 2015: 4882). In literature, it is suggested that there is a considerable attention to relationships between self-esteem and procrastination (Hajloo, 2014: 43). However, according to the procrastination researches, it is hypothesized that individuals with low self-esteem tend to protect their self-worth by delaying the start or completion of a task. In contrast, individuals with high self-esteem will complete tasks effectively to maintain a sense of positive self-worth (Tan et al., 2015: 1266). Therefore, it can be said that low self-esteem is associated with diminished self-confidence, increased anxiety and may cause procrastination (Steel, 2002: 36). Moreover, low self-esteem prevents individuals from trying hard on their tasks so resulting in people eventually giving up on tasks. Due to the people who have low self-esteem postpone completing tasks their true performance ability is never seen and judged. Researchers suggested that there is also bidirectional relationship between self-esteem and procrastination behavior. As follows, people with low self-esteem could be expected to delay completion of tasks and conversely, task delay could lower their self-esteem over time (Hannok, 2011: 20). Di Fabio (2006); Saleem and Rafeque (2012); Kandemir et al., (2014); Hajloo (2014); Pahlavani et al. (2015) and Tan et al. (2015) have reported a negative relation between self-esteem and procrastination behavior. In this context, it is possible to express that self-esteem is considered as antecedents of procrastination behavior. Thus, the following hypothesis is proposed:

H₆: Self-esteem influences employees' procrastination behavior.

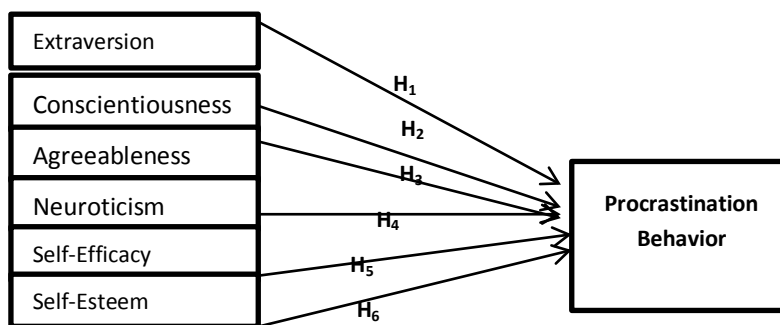


Figure 1. Research Model

3. RESEARCH METHOD

3.1. Sample and Procedures

The sample of the research was composed of four hospitals which are located in Antalya and Isparta cities. The sample used for the study is consisted of 300 employees who are working for four different hospitals which are determined via convenient sampling method. From the 400 questionnaires that have been sent out, 315 have been returned, representing a response rate of 78%. After elimination of cases that have incomplete data and outliers, 300 questionnaires (75%) have been accepted as valid and included in the evaluations. However, questionnaire survey method is used for data collection in this study. Questionnaire form contains four different measures related to research variables.

3.2. Measures

Measures used in the questionnaire forms have been adapted from the previous studies in the literature. All measures have been adapted to Turkish by the lecturers and pilot study has been conducted for the validity of these measures. Before the distribution of the survey to the actual sample, a pilot study was conducted in order to determine whether the questions had been understood properly and to check the reliability of the scales. As a result of the pilot study, some corrections have been conducted in the questionnaire forms. A Likert-type metric, that is, expressions with five intervals has been used for answers to the statements of survey. Anchored such; "1- strongly disagree, 2- disagree, 3- agree or not agree, 4- agree, 5-strongly agree". However, 5 demographic questions were asked in the questionnaire form. Firstly, all scales were subjected to the exploratory factor analyses to check the dimensions, and then confirmatory factor analyses were applied to all scales.

- **Big Five Personality Scale:** Employees' big five personality characteristics measured with 25 items which was developed by Yoo and Gretzel (2011). Exploratory factor analysis using principal component analysis with

varimax rotation was applied to the adapted scale to check the dimensions. As a result of the varimax rotation of the data related to the big five personality variables, eight items were removed from the analysis due to the factor loadings under 0.50 and four factor solutions; (**conscientiousness, extraversion, agreeableness and neuroticism**) were obtained per theoretical structure. Factor loadings of the items ranged from .54 to .86. The Cronbach's alpha coefficient of the big five personality scale items is .82

- **Self-Efficacy Scale:** Employees' self-efficacy belief levels measured with 10 items which was developed by Schwarzer and Jerusalem (1995). As a result of the exploratory factor analysis data related to the self-efficacy variables, one factor solution was obtained per theoretical structure. Factor loadings of the items ranged from .61 to .83. The Cronbach's alpha coefficient of the self-efficacy scale items is .91.

- **Self-Esteem Scale:** Employees' self-esteem levels were measured with 10 items from Rosenberg Self-Esteem Scale (1965). As a result of the exploratory factor analysis of the data related to the self-esteem variables four items removed from the analysis due to the factor loadings under 0.50 and one factor solution obtained per theoretical structure. Factor loadings of the item ranged from .63 to .79. The Cronbach's alpha coefficient of the self-esteem scale items is .81.

- **Procrastination Scale:** Employees' procrastination behavior levels measured with 16 items which was developed by Tuckman (1991). As a result of the exploratory factor analysis of the data related to the procrastination variables six items were removed from the analysis due to the factor loadings under 0.50 and one factor solution was obtained per theoretical structure. Factor loadings of the items ranged from .67 to .79. The Cronbach's alpha coefficient of the procrastination scale items is .90.

After the exploratory factor analyses, the confirmatory factor analysis has been conducted by Lisrel 8.8 for all scales. Goodness of fit indexes is presented in Table 1. It can be seen that all of the fit indexes fall within the acceptable ranges (Schermelleh-Engel et al., 2003: 52; Meydan and Şeşen, 2011: 35).

Table 1: Goodness of Fit Indexes of the Scales

Variables	χ^2	df.	χ^2/df ≤ 5	GFI ≥ .85	AGFI ≥ .80	CFI ≥ .90	NFI ≥ .90	NNFI ≥ .90	RMSEA ≤ 0.08
Big Five Personality	253.17	111	2.28	0.91	0.88	0.97	0.94	0.96	0.065
Self-Esteem	11.42	7	1.63	0.99	0.96	1.00	0.99	0.99	0.046
Self-Efficacy	50.91	19	2.67	0.96	0.92	0.99	0.98	0.98	0.075
Procrastination	94.38	34	2.77	0.94	0.90	0.98	0.97	0.97	0.077

3.3. Data Analysis

SPSS for Windows 20.0 and Lisrel 8.80 programs were used to analyze the obtained data. After the exploratory and confirmatory analysis, descriptive statistics such as means, standard deviations and pearson correlation analysis of the study variables were examined. Following that, structural equation modelling (SEM) was used to conduct a test of the variables in the research model to examine what extent it is consistent with the data.

4. RESEARCH FINDINGS

4.1. Respondent Profile

Majorities (55%) of the employees were female and 45% were male. 45% of the employees were between the ages 35-49, 37% of them under 35, whereas 18% of them older than 50. In terms of education level, 47% had a high school education, 36% of them had a bachelor's degree and, %17 of them had a primary school education. From the working unit perspective, 47% of the employees are working in service units and outpatient clinics. 26% of them are working in emergency departments, 17% of the employees are working in blood center and laboratory, and 10% of them are working in intensive care unit. Majorities (65%) of the participants have been working for between 2-6 years and 12% of them have been working for more than 7 years while 23% of them less than one year in the same hospital.

4.2.Descriptive Analyses

In the scope of the descriptive analyses means, standard deviations and correlations have been conducted which are related to big five personality characteristics, self-esteem, self-efficacy and procrastination behavior. The values are given in Table 2.

Table 2: Means, Standard Deviations and Correlations of the Study Variables

	Ort.	S.S	1	2	3	4	5	6	7
Conscientiousness	3.42	1.01	1						
Extraversion	3.26	.94	.291**	1					
Agreeableness	3.58	.96	.640**	.433**	1				
Neuroticism	2.89	1.04	.126*	-.148*	.109	1			
Self-Esteem	3.43	.97	.603**	.360**	.627**	-.008	1		
Self-Efficacy	3.45	.89	.602**	.379**	.595**	-.019	.770**	1	
Procrastination	2.92	.92	-.341**	-.261**	-.224**	.214**	-.219**	-.420**	1

** $p < 0.01$

As can be seen in Table 2, employees' self-efficacy belief and self-esteem levels were relatively high. However, the results of correlation analysis shows that employees conscientiousness levels were positively related to their self-esteem levels ($r=.603$, $p < 0.01$) and self-efficacy beliefs ($r=.602$, $p < 0.01$) and employees conscientiousness levels were negatively related to their procrastination behaviors ($r=-.341$, $p < 0.01$). In addition, employees extraversion levels were positively related to their self-esteem levels ($r=.360$, $p < 0.01$) and self-efficacy beliefs ($r=.379$, $p < 0.01$) and also extraversion levels were negatively related to their procrastination behaviors ($r=-.261$, $p < 0.01$). Employees agreeableness levels were positively related to their self-esteem levels ($r=.627$, $p < 0.01$) and self-efficacy beliefs ($r=.595$, $p < 0.01$) and agreeableness levels were negatively related to their procrastination behaviors ($r=-.224$, $p < 0.01$). Moreover, employees neuroticism levels were positively related to their procrastination behaviors ($r=.214$, $p < 0.01$).

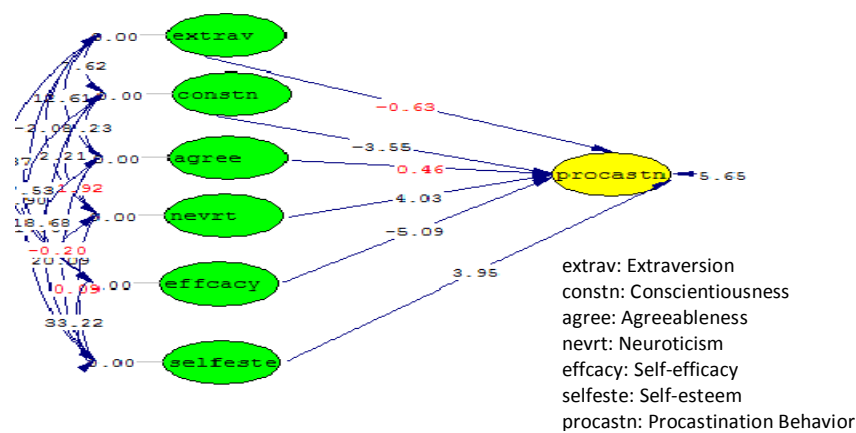
4.3. Measurement Model

For the verification of the model two step approach by Anderson and Gerbing (1988) has been used. According to this approach, prior to testing the hypothesized structural model, firstly the research model needs to be tested to reach a sufficient goodness of fit indexes. After obtaining acceptable indexes it can be proceed with structural model. As a result of the measurement model, 7 latent and 35 observed variables were found. Observed variables were consist of 4 items related to extraversion, 5 items related to conscientiousness, 3 items related to agreeableness, 3 items related to neuroticism, 4 items related to self-esteem, 7 items related to self-efficacy and 9 items related to procrastination. The results of the measurement model were; χ^2 : 940.48; df: 531; χ^2/df : 1.77; RMSEA: 0.051; IFI: 0.98; CFI: 0.98; NFI: 0.95; NNFI: 0.97; GFI: 0.85. These values indicate that measurement model has been acceptable (Schermelleh-Engel et al., 2003: 52; Meydan and Şeşen, 2011: 37).

4.4. Structural Equation Model

After the measurement model was demonstrated as acceptable, the structural equation model was applied to verify hypotheses for the causal relationships in the research model. The results of the structural equation model were; χ^2 : 940.93; df: 531; χ^2/df : 1.77; RMSEA: 0.051; CFI: 0.98; IFI: 0.98; NFI: 0.95; NNFI: 0.97; GFI: 0.85. These results indicate that structural model has been acceptable (Schermelleh-Engel et al., 2003: 52; Meydan and Şeşen, 2011: 37).

Figure 2: Structural Model and Path Coefficients



Chi-Square=947.04, df=532, P-value=0.00000, RMSEA=0.051

According to the results of structural equation model, the path parameter and significance levels show that conscientiousness has a negative and significant effect on employees' procrastination behaviors ($\gamma=-0.38$; t-value=-3.55), so H₂ hypothesis was supported. However, neuroticism has a positive and significant effect on employees' procrastination behaviors ($\gamma=0.27$; t-value=4.03) and H₄ hypothesis was supported. Extraversion ($\gamma=-0.05$; t-value=-0.63) and agreeableness ($\gamma=0.06$; t-value=0.46) have no significant effects on employees' procrastination behaviors, thus H₁ and H₃ hypothesis were not supported. In addition to this, self-efficacy belief has a negative and significant effect on employees' procrastination behaviors ($\gamma=-0.71$; t-value=-5.09) and H₅ hypothesis was supported. On the other hand, it is found out that employees self-esteem levels has a positive and significant effect on their procrastination behaviors ($\gamma=0.58$; t-value=3.95) so H₆ hypothesis was supported. In this regard, it is possible to express that self-efficacy beliefs and self-esteem levels of employees and some personality characteristics such as conscientiousness and neuroticism can be considered as antecedents of procrastination behaviors. Moreover, research results indicate that employees conscientiousness levels and self-efficacy beliefs decrease their procrastination behaviors; whereas neuroticism and self-esteem levels increase procrastination behaviors.

5. CONCLUSION

Procrastination behavior is one of the major problems that individuals often face in virtually every section of their life in today's society. For various reasons during their lives, individuals are postponing their tasks by shifting their businesses of organizational environment, meeting with their friends or acquaintances or several payments to another time. In particular, conditions such as long working hours, increasing demands for jobs, increasing time pressure, the complexity and difficulty of the works which arisen from rapid and severe changes in existing working life requires individuals to manage their time more effectively. It is seen that the individuals who are not able to organize and manage their time successfully in their business and social life tend to postpone their tasks more often due to today's dynamic conditions. Procrastination is considered as a behavior that individuals generally demonstrate in order to benefit in their work and social life in the short term but that turns into a process which cause damages at individual and organizational in the long term. Because, by affecting their service processes in a negative way in organizations in which timing has a critical impact, procrastination behaviors lead to victimization of individual who get service, thus it impair the organizations productivity and reputation. Therefore, evaluating the factors that encourage individuals to demonstrate procrastination behaviors in organizational life and social activities is very important in terms of reducing or eliminating these behaviors.

Due to the importance of procrastination behavior on both employees and organizations, it is seen that managers and researchers emphasize how it can be performed in organizations and also they began to investigate its antecedents and outcomes. According to the previous studies in the literature, it is indicated that there are crucial individual and organizational antecedents of procrastination behavior. Therefore, this study

aims to investigate some individual antecedents of procrastination behavior. From the individual perspective big five personality characteristics, self-efficacy and self-esteem are examined in this research. As a result of the research findings, it has been obtained that some of the big five personality characteristics which are labeled as conscientiousness and neuroticism have a significant effect on employees' procrastination behaviors. In other words, while conscientiousness has a negative effect on employees' procrastination behaviors, neuroticism has a positive effect on their procrastination behaviors, thus H₂ and H₄ hypotheses were supported. However, it is found that there is no significant effect of the other big five personality characteristics such as extraversion and agreeableness on employees' procrastination behaviors, so H₁ and H₃ hypothesis were not supported. That is to say, some of the personality traits can be considered as antecedent of employees' procrastination behavior within the scope of hospitals. Specially, it is seen that conscientiousness levels of the employees was relatively high, which shows self-discipline, taking responsibility, and delivering works on time and to aim for achievement. Therefore, it can be said that due to these personality characteristics, employees have lower tendency to exhibit procrastination behavior. On the other hand, neuroticism which represents employees' higher levels of anxiety, depression and stress lead them to postpone of their works to another time.

In addition, it has been observed that the level of self-efficacy beliefs of the employees has a negative and significant effect on their procrastination behaviors, so H₅ hypothesis was supported. Accordingly it can be expressed that self-efficacy beliefs which shows that individuals have a capability and confidence about their abilities to perform work roles effectively, take on more tasks and set higher goals lead them to lower tendency to exhibit procrastination behavior. Specifically, self-efficacy is one of the vital traits that hospital employees are needed to have to handle the higher demanding working conditions and to have not a disposition to postponement of works to another time. In other words, due to the hospitals represents the crucial organizations in people's life, it is important that employees to rely on their abilities which stimulate them to overcome on works. Furthermore, it is found that self-esteem levels of employees have a positive and significant effect on their procrastination behaviors, so H₆ hypothesis was supported. In this context, it can be said that self-esteem which shows employees evaluation, approval or respect levels lead them to exhibit procrastination in their works. According to research results, employees' self-esteem levels were relatively high which reflect their confidence and belief that lead to have success. Due to these reasons, it is seen that employees have higher tendency to postpone their works. In conclusion, employees' procrastination behaviors were affected from their conscientiousness, neuroticism, self-efficacy and self-esteem levels. Therefore, it can be inferred that the employees who work in hospitals are required to have self-efficacy beliefs and higher levels of self-esteem to get over intense and complex working conditions. In addition, they have to possess a higher level of conscientiousness and lower level of neuroticism. It can be expressed that due to these individual characteristics, employees feel confidence to perform their work roles effectively that may lead them to have a lower tendency of postponement of their works.

In the literature, there are some studies related to individual and organizational antecedents of procrastination behaviors. However, studies with procrastination behaviors and its antecedents are relatively scant in the health sector. Therefore, this study aims to add several contributions to the theory by exploring the relationships among these variables and determining the antecedents of procrastination behavior. In addition, this study reveals factors that can be considered for procrastination behaviors in the health sector. In this context, it can be said that in health sector it is needed to attract and retain employees who have higher levels of conscientiousness and lower levels of neuroticism. However, according to the results of the study, it is needed to employ individuals who have self-efficacy beliefs in the health sector. Therefore, it is possible to express that avoiding of procrastination behaviors depends on individual traits of employees. Accordingly, the results of the study are valid only for the hospitals included in this study. For future studies, it is recommended that the research model can be tested with larger samples or in other service sectors such as tourism, education or logistics and the results can be compared. However, since the procrastination behavior is also considered as an important behavior for managers and supervisors in particular, the data from the managers/supervisors can be collected and the results can be compared. Moreover, the research model can be designed by adding some other individual and organizational variables within the scope of antecedents of procrastination behavior. For example, from the individual perspective some antecedents such as dark personality trait, perfectionism, type A and type B personality, self-confidence can be investigated. In addition, quality of working life, policies of human resource management, organizational justice, organizational identification or etc. also may be examined as organizational antecedents in the future studies.

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