

# Bibliometric Analysis of Employee Procrastination Behavior: A Lack of Contribution to Organizational Productivity

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## ABSTRACT

Procrastination behavior among employees is a growing concern in organizational settings, negatively impacting productivity and overall work efficiency. This study conducts a bibliometric analysis of scientific literature on employee procrastination and its effect on organizational productivity, focusing on the trends, research gaps, and collaboration patterns from 2015 to 2025. Using data from academic databases such as Scopus, Web of Science, and Google Scholar, the study identifies key publications, analyzes the evolution of research topics, and assesses the contributions of various authors in this field. The results reveal a significant increase in studies related to procrastination in the workplace, with a focus on time management, leadership influence, and the role of organizational culture in mitigating procrastination. The findings suggest that understanding the underlying causes of procrastination and implementing strategies to address it can lead to improved organizational performance. This research offers valuable insights for human resource management and sets the foundation for future studies in addressing procrastination in the workplace.

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## 1. INTRODUCTION

Procrastination is a psychological and behavioral issue that is increasingly receiving attention in the modern work environment. This phenomenon describes the actions of individuals who consciously choose to postpone certain tasks or responsibilities, even though they understand the negative consequences that may arise from the delay [1]. In the context of an organization, procrastination behavior in employees is a serious challenge because it is directly related to decreased work efficiency, delays in completing tasks, and reduced quality of

products or services produced [2]. When this behavior becomes a recurring pattern in an organization, its impact can create a detrimental domino effect on overall performance and work culture. Therefore, a deep understanding of the patterns, causative factors, and impacts of this behavior is crucial, both for human resource practitioners and researchers in the fields of management and organizational behavior.

Along with technological advances and the increasing complexity of the world of work, the pressure on individuals to complete tasks quickly and on time is also increasing. In this condition, not a few employees feel

overwhelmed in managing their workload, thus triggering a tendency to postpone work [3]. This procrastination behavior is not solely influenced by internal factors such as motivation, discipline, and time management skills, but also by external factors such as an unsupportive work environment, unresponsive leadership style, and an organizational culture that does not instill productivity values [4]. In many cases, task procrastination occurs due to a lack of clarity of work goals, the absence of a consistent evaluation system, and low feedback. The accumulation of these conditions will ultimately have a significant impact on decreasing organizational productivity, both in the short and long term.

As a multidisciplinary issue, employee procrastination behavior has been widely studied from various perspectives, ranging from psychology, human resource management, to organizational behavioral science [1][5][6]. However, these studies are generally still separate and focus on certain aspects, so they do not provide a comprehensive picture of the development of this topic in the scientific literature. Therefore, an approach is needed that can systematically map the overall dynamics of research on this topic. One relevant approach is bibliometric analysis, a method that allows quantitative analysis of scientific publication metadata to identify trends, collaborations, and contributions in a field of research [7]. Thus, this approach can provide a macro picture of how the issue of procrastination in an organizational context has been studied and to what extent this topic has attracted the attention of the scientific community.

Bibliometric methods provide advantages in terms of objectivity and scalability. Through this analysis, researchers can access and analyze large amounts of data in a structured manner, so that conceptual and visual maps of the existing knowledge structure can be compiled [8]. The use of software such as VOSviewer, Biblioshiny, or CiteSpace allows visualization of collaboration networks between authors, identification of dominant keywords, and temporal analysis of publication trends that

have occurred over the past decade. With this visualization, not only research trends can be seen, but also research gaps that can be used as a basis for further exploration. This certainly has direct implications for our understanding of the correlation between procrastination behavior and organizational productivity.

The contribution of low organizational productivity due to procrastination behavior is not a trivial matter. In the era of globalization and increasingly competitive business competition, every form of inefficiency in an organization can cause major losses, both financially and reputationally [9]. Therefore, it is important for organizations to actively identify, understand, and address the factors that cause procrastination behavior in the workplace. Through a comprehensive review of scientific literature, we can review how far the relationship between procrastination behavior and decreased productivity has been studied, and how the research results can be applied in managerial practices and strategic decision-making in organizations.

Furthermore, the bibliometric approach is not only relevant for academic purposes, but also provides practical benefits for policy makers in the field of human resource management. With a comprehensive literature mapping, managers can find out what strategies have proven effective in overcoming procrastination, as well as identify risk factors that are still challenges in their implementation. The results of this analysis can be the basis for developing a more adaptive work system, providing performance-based incentives, and creating a work culture that supports employee welfare. In the long term, organizations that successfully overcome procrastination behavior tend to have higher productivity, a healthy work climate, and better employee retention rates.

In the academic realm, this study is expected to be able to contribute to the development of scientific knowledge in the field of organizational management, especially in understanding the interaction between individual behavior and collective

performance results. By presenting a macro-overview of existing publications, this study can be a starting point for further research that is more in-depth and applicable. For example, future research could test the effectiveness of digital technology-based interventions in reducing procrastination, or develop predictive models to identify employees at high risk of procrastination based on their psychological profiles and work environments. Thus, the academic value of this study lies not only in its findings, but also in the opportunities for scientific development it offers.

Based on the description above, this study aims to conduct a bibliometric analysis of scientific publications that discuss employee procrastination behavior and its impact on organizational productivity. The main focus of this study is to map publication trends over the past decade, identify collaborations between authors, and evaluate the contribution of each study to the development of this topic. In addition, this study also aims to find research gaps that can be used as a basis for further research. With the findings of this study, it is hoped that a strong basis can be obtained for the formulation of more effective, adaptive, and evidence-based human resource management strategies.

## 2. LITERATURE REVIEW

### 2.1 Concept of Procrastination in the Workplace

Procrastination or the tendency to postpone work that should be done, is one of the most common dysfunctional behaviors found in the modern work environment [9]. Procrastination not only affects individual productivity, but also has major consequences for the performance of the team and the organization as a whole [10]. In the context of work, this behavior reflects a failure in time management, task management, and timely decision making.

Zhijie et al. explained that procrastination is the result of the interaction between individual factors and the work environment. This study shows that

characteristics such as polychronicity, namely an individual's preference for handling several tasks simultaneously, influence the behavior of procrastinating. In addition, a person's time perspective, such as present or future orientation, also influences the extent to which a person is motivated to complete tasks on time or postpone them. Individuals who are more focused on current comfort tend to show higher levels of procrastination than those who have a long-term view and realize the importance of completing tasks on time [1].

In an organizational environment, procrastination is often a response to work pressure, lack of role clarity, and excessive workload. Roster and Ferrari assert that low perceptions of time control contribute greatly to emotional exhaustion, which in turn reinforces the cycle of procrastination [3]. When employees feel that time is out of their control, they tend to avoid important tasks and switch to more enjoyable but unproductive activities.

### 2.2 Factors Affecting Procrastination Behavior

Recent studies have shown that employee procrastination behavior cannot be separated from the accompanying psychological, social, and structural dimensions. Factors such as motivation, job autonomy, and task involvement directly influence procrastination, highlighting key areas of interest and emerging trends in the field.

Adeel et al. found that in some cases, procrastination does not always have a negative impact. When employees have a high level of autonomous motivation and good knowledge sharing skills, the delays made can actually be a means to generate creative ideas [2]. This is known as "strategic procrastination," where additional time is used to think more deeply before making a decision. However, this phenomenon must still be distinguished from maladaptive procrastination, which is a delay that has no added value and only leads to delays and stress.

In the context of higher education, Kiran et al. [4] stated that the effectiveness of supervisor scheduling has a significant influence on procrastination behavior among students. When the supervision schedule is irregular or inconsistent, students tend to lose direction and delay the process of completing their final assignments or research. This reflects the importance of organizational structure in supporting punctuality in completing work.

In addition, Zhang et al. introduced the concept of temporal leadership, a leadership style that explicitly emphasizes the importance of time management [5]. Leaders with this style encourage the creation of clear time norms in the work environment, such as realistic deadlines, structured workflows, and measurable expectations. This time-based leadership has been shown to reduce the tendency to procrastinate by creating a work environment that supports efficiency and time discipline.

### *2.3 Impact of Procastination on Organization*

Procrastination is a form of dysfunctional behavior that can significantly affect effectiveness and efficiency in an organizational context. In the scope of organizational behavior, procrastination not only impacts the individual who delays it, but also affects team dynamics and overall organizational performance. The act of delaying work causes delays in task completion, loss of work momentum, and creates obstacles in coordination between work units that are interdependent on each other.

According to Abbasi and Alghamdi [6], procrastination is caused by various internal and external factors, such as lack of intrinsic motivation, fear of failure, perfectionism, and stress avoidance mechanisms. This condition is exacerbated by an organizational culture that does not have strong time control or does not provide systemic encouragement for timely task completion. As a result, aggregate organizational productivity experiences a decline that is not always directly detected,

but has a long-term impact on the company's strategic achievements.

In addition, Zhang et al. [5] explain the importance of time norms as part of organizational culture. When time norms are internalized in daily work values and behaviors, individuals tend to be more disciplined in managing time and completing tasks. This norm not only minimizes ambiguity in the division of responsibilities, but also encourages collaboration between departments due to a shared perception of urgency and deadlines.

Research conducted by Barabanshchikova et al. [11] in a modern Russian industrial environment identified that procrastination is influenced by personal factors such as the level of openness to new experiences, awareness of details, and social tendencies such as the desire for social acceptance (social desirability). In addition, professional and organizational factors, such as task complexity, work pressure (stress), anxiety, and openness to change in the organization, are also important determinants. This study shows that procrastination is not just an individual bad habit, but can be a response to a stressful work environment or one that does not support personal growth.

Furthermore, Ahmad et al. [12] emphasized the importance of understanding procrastination in the context of employee work performance, both in the public and private sectors. Based on the theory of temporal motivation and the job demand-resource model, procrastination acts as one of the factors that reduce work performance. This study revealed that procrastination has a significant negative relationship with work performance, and that the employment sector (public or private) plays a role as a moderating variable in the relationship. This means that the impact of procrastination on performance can vary depending on the institutional context and type of organization in which a person works. These results emphasize the importance of contextual and adaptive management strategies to reduce

procrastination according to the characteristics of the employment sector.

From the various research results, it can be concluded that procrastination cannot be viewed as an individual problem alone, but rather as a complex phenomenon involving interactions between personality factors, the work environment, and organizational policies. Therefore, the approach needed to overcome it must be holistic, including time management training, employee empowerment through coaching, the development of a results-based reward system, and the creation of an adaptive and supportive work culture for completing tasks. Organizations that are able to identify and manage the potential for procrastination strategically will be better able to maintain high levels of productivity sustainably.

#### **2.4 Bibliometric Approach in Procrastination**

To understand the dynamics and development of procrastination studies comprehensively, the bibliometric approach is a very relevant method. Bibliometrics is a quantitative technique used to analyze scientific publication patterns, collaboration networks, and emerging topics in a field of study. Mukherjee et al. [7] stated that bibliometrics is not only a statistical tool, but also a foundation in formulating future research directions.

In the context of procrastination studies, bibliometrics can be used to identify the extent to which this topic has been explored, which journals or institutions have contributed the most, and how collaboration between researchers has formed. With bibliometric analysis, researchers can identify research gaps, avoid duplication of studies, and design research that is more innovative and relevant to the needs of today's organizations.

The importance of bibliometrics is also seen in how this approach helps formulate evidence-based organizational policy strategies. By knowing employee behavior trends based on extensive empirical data, organizational management can make more accurate and strategic decisions.

### **3. METHODS**

This study uses a bibliometric method, which is a quantitative approach that aims to systematically analyze scientific publications in order to obtain patterns and trends in a particular field of study [13]. This type of research is included in the category of quantitative descriptive studies, because it focuses on collecting and analyzing relevant publication data regarding employee procrastination behavior and its impact on organizational productivity.

The subjects of this study are scientific documents in the form of journal articles, conference proceedings, and other publications that discuss topics related to employee procrastination behavior. While the object of research is focused on scientific content that examines the relationship between procrastination and organizational productivity.

The time of implementation of this research was carried out during April to May 2025. The location of the research is digital, because all data is collected through an internationally indexed online database.

The sampling method was carried out using the purposive sampling technique, where only publications that met certain criteria were analyzed. The criteria include:

- 1) publications in English or Indonesian,
- 2) published in the 2015–2025 time frame,
- 3) containing keywords such as “employee procrastination,” “organizational productivity,” and “work performance.”

Data collection was carried out by searching various scientific databases such as Scopus, Web of Science, and Google Scholar. All articles that met the criteria were then downloaded for their metadata (title, author name, year, abstract, keywords, and journal).

Data analysis was carried out using a bibliometric approach through several stages, namely:

- 1) analysis of publication trends per year,

- 2) analysis of frequently appearing keywords,
- 3) analysis of collaboration networks between authors and institutions, and
- 4) citation analysis to identify the most influential articles in this field of study.

Through this method, it is hoped that it can be known to what extent employee procrastination behavior has been researched and published in academic literature, as well as how it contributes to decreased organizational productivity based on previously published scientific analysis.

4. RESULT AND DISCUSSION

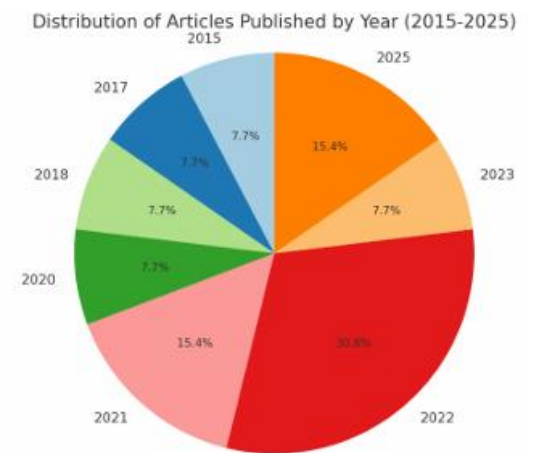
To analyze the publication trends of studies on employee procrastination behavior, especially its impact on organizational productivity, the researcher will base the analysis on the references found. These studies cover various factors that influence procrastination and its impact, highlighting trends in workplace behavior, time management, and employee performance. Here is an overview of publication trends from 2015 to 2025:



Figure 1. Publication trend by year

Furthermore, the distribution of articles on employee procrastination behavior in the period 2015-2025 shows a varied trend with a significant concentration in the last few years. The first article that appeared in 2015 by Abbasi & Alghamdi provided a basis for understanding the prevalence and impact of procrastination in various contexts. Over time, research has grown with various related topics, such as the influence of procrastination

on employee creativity in 2023 by Adeel et al., and research on time management and temporal leadership that appeared in 2022 and 2025. Overall, although research on procrastination began to emerge in 2015, this topic has received greater attention in the following years, with a deeper focus on mitigation strategies and its impact on organizational productivity. The following is the distribution of article trends from 2015-



2025.

Figure 2. Publication types and distribution  
To provide a comprehensive overview of research trends on employee procrastination behavior from 2015 to 2025, Table 1 summarizes the major studies published over the past decade. The table summarizes the research objectives, methodologies, and findings that have shaped our understanding of procrastination in various organizational settings. The studies presented reflect a growing recognition of the impact of procrastination on employee performance, creativity, time management, and organizational productivity. These articles, spanning a wide range of domains and using a variety of research methods, illustrate how procrastination is influenced by individual and external factors such as leadership, time management strategies, and cultural context.

These findings reveal a growing perspective on mitigating procrastination and improving workplace efficiency through better time management and motivation.

No	Author(s)	Research Objectives	Location	Methodology	Findings
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1.	Zhijie, S., Gull, N., Asghar, M., Sarfraz, M., Shi, R., & Rafique, M. A. (2022)	To identify differences in procrastination and the use of polychronicity in a cross-cultural context.	Pakistan	Structural Equation Modeling (SEM)	Polychronicity increased procrastination; autonomy acted as a negative moderator, weakening the mediation between polychronicity and procrastination behavior.
2.	Adeel, A., Sarminah, S., Jie, L., Kee, D. M. H., Daghriri, Y. Q., & Alghafes, R. A. (2023)	To investigate procrastination as a constructive element in the creative process among employees.	China	Simple regression analysis, mediated moderated analyses	Moderate procrastination led to creativity, especially when combined with strong autonomous motivation and task engagement.
3.	Roster, C. A., & Ferrari, J. R. (2020)	To assess how perceived control of time and procrastination influence emotional exhaustion at work.	USA	Internet survey, 356 US office workers	Perceived control of time buffered emotional exhaustion; procrastination tendencies weakened this effect.
4.	Kiran, S., Nazir, N., & Mahnaz, W. (2025)	To examine the influence of supervisor scheduling on motivation, procrastination, and academic success in universities.	Pakistan (Rawalpindi & Islamabad)	Quantitative research, self developed questionnaire	Effective time management strategies by supervisors improved research performance by 27.7%, with prioritization and procrastination reduction being most influential.
5.	Zhang, J., Zhang, S., Liu, F., & Chen, W. (2022)	To examine the role of temporal leadership, procrastination, and organizational time norms in employee work availability.	Not specified	Cross-sectional survey, 240 full time employees	Temporal leadership has a U shaped relationship with employee EWA; procrastination and organizational time norms positively related to EWA.
6.	Abbasi, I. S., &	To review the prevalence,	Not specified	Literature review	Procrastination is linked to lower

	Alghamdi, N. G. (2015)	causes, and treatment of procrastination in general, academic, and work settings.			health, wealth, and well-being, with factors like evaluation anxiety, fear of failure, and perfectionism playing key roles.
7.	Zia, M. H., & Tabassam, A. (2025)	To critically analyze globalization's effects on business strategy and performance.	Not specified	Qualitative analysis, case studies	Globalization offers opportunities (market expansion, innovation) but also presents challenges (regulatory complexities, cultural adaptation). Companies adopting adaptive, tech-driven strategies can mitigate challenges.
8.	Khattak, A. N., & Ilyas, M. (2017)	To explore the causes of task procrastination through social exchange theory (SET).	Not specified	Interpretative Phenomenological Analysis (IPA), semi-structured interviews	Key causes of procrastination include unethical practices, low psychological association, lack of interest, and low self-esteem.
9.	Vveinhardt, J., & Sroka, W. (2022)	To identify the factors determining employee procrastination and multitasking in the workplace.	Not specified	Empirical study, analysis of procrastination and multitasking behavior	Procrastination and multitasking at work are more often due to mismanagement than personal qualities; employees multitask out of necessity.

## 5. CONCLUSION

This bibliometric analysis of employee procrastination behavior reveals significant trends and insights into how procrastination affects organizational productivity. The study highlights a growing body of literature that addresses the multifaceted nature of procrastination in the workplace, with a focus on its psychological, behavioral, and organizational impacts. From 2015 to 2025, the research on procrastination has evolved, reflecting an increasing

recognition of its detrimental effects on employee performance, creativity, and overall productivity. This study identifies key factors contributing to procrastination, such as individual characteristics (e.g., motivation, time management) and external influences like leadership style and organizational culture.

Despite the increasing volume of research on procrastination, the findings suggest that there is still a significant gap in understanding its direct relationship with organizational



productivity. Although some studies propose strategies for mitigating procrastination, such as improving time management and leadership interventions, the practical application of these findings within organizational settings remains underdeveloped. Moreover, the existing literature often treats procrastination as an isolated issue, overlooking the broader organizational context in which it occurs.

This analysis also uncovers the need for more comprehensive, interdisciplinary approaches to understanding procrastination and its consequences. Future research should focus on exploring the interconnectedness between procrastination behavior and organizational productivity more systematically. Studies could investigate the role of digital tools and interventions in

reducing procrastination or explore the psychological profiles of employees most prone to procrastination. Additionally, a more nuanced examination of the cultural and contextual factors influencing procrastination could provide deeper insights into its global implications.

Ultimately, addressing employee procrastination in a meaningful way requires a holistic approach that integrates organizational strategies, managerial practices, and individual development. The findings from this bibliometric analysis can serve as a foundation for future research and offer valuable guidance for human resource management practices aimed at reducing procrastination and enhancing productivity in the workplace.




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