

Bibliometric Analysis of Procrastination Among Gen Z in the Workplace

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ABSTRACT

Examining procrastination in the workplace, particularly concerning Generation Z, has attracted considerable attention. This paper aims to perform a bibliometric review of publications related to workplace procrastination, identify thematic patterns, and explore the influence of psychological factors on procrastination behaviors, especially within the Generation Z group. One hundred seven studies published between 1992 and 2025 were analyzed using tools like VOSviewer and Mendeley. The findings categorize the research into three primary clusters: Procrastination related to the workplace, psychological elements such as stress and self-control, and decisional procrastination. This paper also addresses gaps within the existing body of literature. It proposes potential areas for future research on the impact of workplace culture, leadership styles, and other organizational factors on procrastination, particularly among Generation Z workers.

Keywords: *Workplace, Procrastination Generation Z, Bibliometric Analysis, VOSviewer, Mendeley*

1. INTRODUCTION

Procrastination, or the habit of delaying tasks, has become a significant issue in the workplace, affecting individual performance and overall team productivity [1]. This phenomenon has increasingly attracted attention from academics, particularly in the context of Generation Z, who are beginning to enter the professional world. Given its substantial impact on efficiency and work quality, it is essential to grasp the dynamics of procrastination in the workplace, as the job done in this environment is heavily influenced by time management, deadlines, and individual performance. Therefore, procrastination is an issue that needs to be addressed to ensure optimal performance and worker well-being [2], [3].

Generation Z, individuals born between 1997 and 2012, refers to a group beginning their careers and demonstrating characteristics that differ significantly from previous generations. They are known for their high multitasking abilities, strong connection to digital technology, and greater comfort working flexibly [4], [5]. However, these habits can also pose challenges, including an increased tendency to procrastinate. Factors such as digital distractions, task delay habits, and reliance on technology make Procrastination among Generation Z a more complex issue that requires more intensive management [6], [7].

The impact of procrastination in the workplace is not limited to the individuals involved; it also affects teams' overall performance. Delaying tasks can lead to project delays, decreased work quality, and increased stress among employees experiencing it. This will undoubtedly affect the organization's overall performance, as each team member is expected to complete their tasks on time and contribute to achieving the team's goals [8], [9]. Furthermore, the stress caused by procrastination can also hurt employees' mental and physical well-being, which can lead to higher absenteeism and more serious health problems [10], [11].

Although procrastination in the workplace, particularly among Generation Z, is receiving more attention, research on this topic remains relatively limited, even though this phenomenon has

long been a focus in psychology and human resource management studies [12], [13]. Thus, this study aims to analyze the current body of literature on workplace procrastination using a bibliometric method. This method was chosen because it can provide a more objective overview of the development of this topic, as well as help map publication patterns and identify contributions from key authors in the field [14], [15]. Using a bibliometric approach, we can identify relationships between various topics, find the most influential research, and reveal areas that still need further development [16].

One of the reasons why procrastination in the workplace needs to be studied more deeply is its impact on team performance and organizational productivity. Procrastinating often forces individuals to complete their tasks within very limited timeframes, affecting work quality and operational efficiency [17]. Additionally, the stress induced by procrastination can disrupt the well-being of workers, ultimately affecting their enthusiasm and motivation to work [18], [19]. In the workplace, this can also lead to a decrease in the overall quality of team output and even create internal conflicts that can damage team dynamics [20].

Attention to procrastination in the context of Generation Z is especially important, given their more frequent use of digital technology and multitasking habits. These habits can increase external distractions, such as social media and other apps, contributing to procrastination. Therefore, it is important to understand further the procrastination patterns that occur among Generation Z in the workplace to formulate appropriate solutions to improve their performance and well-being [21], [22].

This study aims to provide deeper insights into the existing research trends related to procrastination in the workplace, with a focus on Generation Z. By using a bibliometric approach. This study is expected to map relevant topics, identify key contributions in the field, and open up opportunities for further research to address procrastination in the work environment [23], [24].

In this study, we will address several key questions, namely:

- 1) How are articles related to workplace procrastination grouped?
- 2) What trends have emerged in research on procrastination in the workplace among Generation Z?
- 3) Which topics related to workplace procrastination are most frequently published?
- 4) What areas of research on procrastination still require further development?

This study will begin with a literature review on the definition and concepts of procrastination and a review of previous relevant studies. The methodology section (Section 3) will explain the bibliometric analysis process, including the use of databases from major journals in this field. The research results will be presented in Section 4 using bibliometric software such as VOSviewer to analyze and map the data. Finally, the conclusions, recommendations, and limitations of this study will be presented in Section 5.

The phenomenon of procrastination in the workplace, particularly among Generation Z, is an important issue that requires greater attention. Given its long-term effects on productivity and worker well-being and the ongoing development of technology, this study aims to provide valuable input to the advancement of both theoretical knowledge and practical applications in the fields of human resource management and industrial psychology [25], [26].

Table 1. Previous research on Procrastination among Gen Z in the workplace

Author(s) & Year	Findings
[6]	This study examines the connection between temporal leadership, organizational time norms, and procrastination among employees. It was found that strong temporal leadership reduces procrastination. The study involved 240 full-time employees and has been cited 11 times.
[27]	This research investigates the impact of five different time perspectives on procrastination. It was found that past-negative and present-fatalistic perspectives were positively related to procrastination, while future-oriented perspectives had a negative association.
[28]	The study showed that providing intervention programs for loan officers resulted in more balanced workloads, higher job satisfaction, and reduced stress without compromising loan quality.
[29]	This research found that high workloads increase procrastination, while social support and effective time management help reduce it. Additionally, procrastination was more prevalent on weekdays than on weekends.
[7]	A curvilinear relationship between procrastination and creativity was identified, indicating that moderate procrastination fosters creativity, whereas both low and high levels of procrastination hinder it.
[30]	The study found that a hierarchical career plateau (HCP) leads to an increase in procrastination. The impact of HCP on Procrastination was not influenced by factors like gender, education, or years of experience.
[31]	This study revealed that polychronism increases procrastination through conflict. However, work autonomy was found to weaken this relationship, providing insight into how managing conflict and increasing autonomy could reduce procrastination.
[32]	A negative relationship was found between transformational leadership and procrastination, while paternalistic leadership had no significant effect. The results suggest that leadership style plays an important role in mitigating procrastination.
[37]	Interruptions in the workplace, such as phone calls and conversations with colleagues, increase time pressure, which contributes to procrastination. Strategies to minimize interruptions are recommended to improve productivity and reduce procrastination.
[38]	The study found that higher work engagement is negatively associated with procrastination and positively related to job performance. Creating a more engaging work environment can reduce procrastination and enhance overall job performance.

Research on procrastination in the workplace among Gen Z indicates that factors such as strong temporal leadership, time perspectives, and transformational leadership styles can help reduce procrastination. High workloads and workplace interruptions, like phone calls or conversations, tend to increase procrastination. On the other hand, social support, good time management, and greater work autonomy are associated with lower levels of procrastination. Additionally, moderate procrastination may enhance creativity. High work engagement is linked to less procrastination and better job performance, Emphasizing the need to establish a workplace that promotes active involvement.

2. METHODS

This study aims to analyze how publications related to workplace procrastination, particularly within the context of Generation Z, are grouped and developed over time. Furthermore, it seeks to identify research trends, the most commonly discussed topics, and potential areas that require further development in future studies.

2.1 Specific Journal Search on Workplace Procrastination

Bibliometric analysis is a commonly applied method in various academic disciplines, offering a quantitative way to assess the existing body of literature [33]. The initial step in this study involved conducting a search through the Google Scholar database to identify journals that specifically address workplace procrastination, with particular attention to Generation Z. Notable journals that relate to this subject include the Journal of Work and Organizational Psychology, Publications such as Frontiers in Psychology, Personality and Individual Differences, and the Journal of Business Economics and Management.

2.2 Reputation of Journals (Google Scholar)

At this point, journals with established reputations and significant relevance to the topics of Procrastination and Gen Z in the workplace were selected for further analysis. Table 2 displays citation and publication metrics, providing comprehensive data related to studies on Procrastination and Gen Z within the workplace. These indicators encompass citation totals, the volume of published articles, h-index, and other relevant measures that illustrate the impact and importance of these journals in the discipline.

The journals included in this analysis contribute meaningfully to the body of literature on procrastination and workplace behavior, especially concerning the Gen Z demographic. The data gathered reveals substantial influence in this area of research and highlights the publication trends over recent years. Metrics such as annual citations and article counts give insight into the extent of these journals' contributions to understanding how procrastination affects Gen Z in the workforce.

The standing of these journals can be evaluated through these metrics, which emphasize the reliability and quality of the research they publish. Several studies suggest that procrastination in the workplace is linked to increased stress and job satisfaction issues, which are especially relevant to Gen Z research. Other studies have validated a scale measuring procrastination at work with cross-national research in multiple languages. Additionally, procrastination is shown to impact work-related stress, thereby affecting workplace productivity [34], [35], [36].

Table 2 provides a comprehensive view of these metrics, illustrating the role these journals play in advancing research on the topic.

2.3 Journal Metrics Information

This section provides an overview of the citation and publication metrics relevant to the research on Procrastination among Generation Z in the workplace. These metrics are crucial in evaluating the academic impact and evolution of the research topic over time. The data was obtained through citation databases, showcasing trends in publication volumes, citation counts, and the contributions of authors in this field.

The citation metrics included here give insight into the volume of academic work published on the subject and its subsequent influence on the research community. These metrics also reflect the significance of this body of research within the broader academic landscape.

Table 2. Citation and Publication Metrics for Procrastination and Gen Z Workplace Research

Metric	Value
Publication Years	1992-2025
Citation Years	33 (1992-2025)
Papers	107
Total Citations	6649
Citations/Year	201.48
Citations/ Paper	62.14
Citations/Author	3418.83
Papers/Author	60.30
Authors/Paper	2.47
h-index	25

g-index	81
hI _{norm}	17
hI _{annual}	0.52
hA-index	12

2.4 Managing References

Once the relevant journals and articles have been downloaded, the following step involves organizing the references through Mendeley. This process ensures that the metadata for each article is organized comprehensively, including details such as authors, keywords, abstracts, and other essential elements. In the context of this research, reference management is crucial as it helps the researcher easily track and organize articles related to Procrastination among Generation Z in the workplace. Mendeley also allows for grouping references by themes, making it easier for the researcher to search for and access relevant sources related to the research topic. In this way, the researcher can ensure that the literature used in the study is well-organized and easily accessible when needed.

2.5 Bibliometric Analysis

Once the metadata for the articles has been verified as complete, the next phase involves performing a bibliometric analysis. For this research, the VOSviewer tool was employed to analyze the connections between various publications and trends in the field and to

Construct a visual representation of the main subjects commonly addressed in workplace procrastination studies, with a focus on Generation Z. The results from this analysis will help pinpoint significant studies, reveal collaboration patterns among researchers, and identify gaps where further investigation is necessary.

4. RESULTS AND DISCUSSION

To achieve the initial goal of this paper, which is to analyze how articles are classified through VosViewer software, a visualization map is generated based on textual information extracted from the title and abstract sections using the binary counting approach. A total of 670 terms were identified. By setting a minimum occurrence threshold of 3, 51 terms were found to meet the criteria.

A relevance score will be assigned to each of the 51 terms. Using this score, the most pertinent terms will be chosen. The default setting is to choose the top 60% of the most significant terms, which would amount to 31 terms. However, I opted to select all 51 terms in order to provide a more comprehensive representation of the data and to maximize the number of relevant terms.

The verification process involves manually removing irrelevant words such as 'effect,' 'impact,' 'relation,' and others. As a result, the overall count of terms that may be incorporated into the creation of the map is 9 terms.

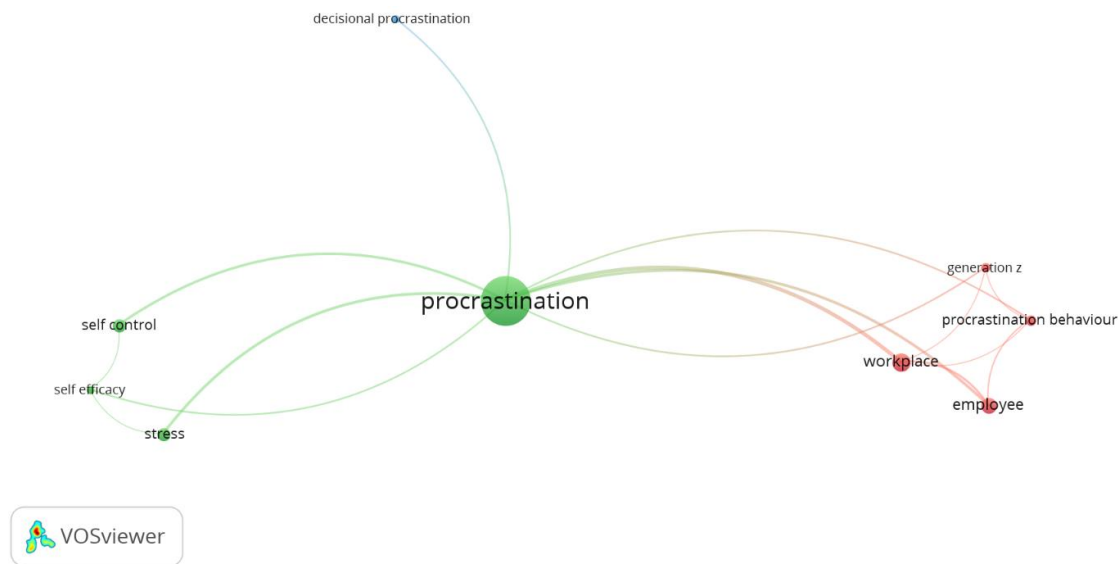


Figure.1. Network visualization map generated by VOSviewer of keywords

To understand the research landscape on procrastination in the workplace, particularly among Generation Z, a bibliometric analysis was conducted using VOSviewer. The generated visualization (Figure 1) highlights thematic clusters and keyword relationships within the existing literature.

The analysis shows that "procrastination" is the most frequently occurring keyword, indicating its central role in the research. Several closely related terms, such as "employee," "workplace," and "procrastination behaviour," suggest that procrastination is widely studied in professional settings, particularly in relation to behavioral patterns in the workplace. Psychological factors like "self-control," "stress," and "self-efficacy" also emerge as key themes, reflecting the strong connection between procrastination and personal psychological traits. Additionally, "decisional procrastination" appears to be an important term, indicating interest in understanding different forms of procrastination.

The visualization categorizes keywords into different clusters: the red cluster focuses on workplace-related procrastination, including "employee," "workplace," "generation z," and "procrastination behaviour"; the green cluster emphasizes psychological aspects such as "self-control," "self-efficacy," and "stress"; while the blue cluster highlights individual decision-making with "decisional procrastination."

The findings from this analysis reveal that procrastination is strongly linked to self-regulation factors, particularly self-control and stress. Furthermore, the workplace context has become a significant area of interest, especially regarding procrastination behaviors among employees and Generation Z. These results indicate that research on workplace procrastination continues to evolve, intersecting with fields such as psychology, organizational behavior, and human resource management

Table 3. Identified Clusters and Associated Keywords

Cluster	Total Number of Items	Most Frequent Keywords (Occurrences)
1	4	Employee (10), Generation Z (4), Procrastination Behaviour (5), Workplace (16)
2	4	Procrastination (88), Self-control (7), Self-efficacy (3), Stress (8)
3	1	Decisional Procrastination (3)

To understand the trends in research on workplace procrastination, we can analyze the results presented in the clusters. Figure 2 shows the density map of the published articles on this topic. In Cluster 1, the most frequent keywords are Employee (10), Generation Z (4), Procrastination Behaviour (5), and Workplace (16), indicating that much of the research in this cluster focuses on understanding procrastination behaviors among employees, particularly within Generation Z, and how these behaviors affect the workplace environment.

In Cluster 2, the most frequent keywords are procrastination (88), Self-control (7), Self-efficacy (3), and Stress (8), suggesting that research in this cluster primarily examines the psychological factors influencing procrastination, such as self-control, self-efficacy, and stress. This cluster emphasizes the importance of understanding the psychological dimensions of procrastination in managing this behavior in the workplace.

In Cluster 3, the only keyword is Decisional Procrastination (3), highlighting that a specific aspect of procrastination, namely the delay in decision-making, has become a topic of interest. This cluster suggests that research is starting to focus on the role decision-making plays in procrastination, exploring how delays in making decisions contribute to procrastination behaviors in the workplace.

This analysis helps identify the key themes and areas of focus in workplace procrastination research, especially the psychological and behavioral factors involved, as well as the context in which these issues are being studied, such as within Generation Z or in the workplace environment.

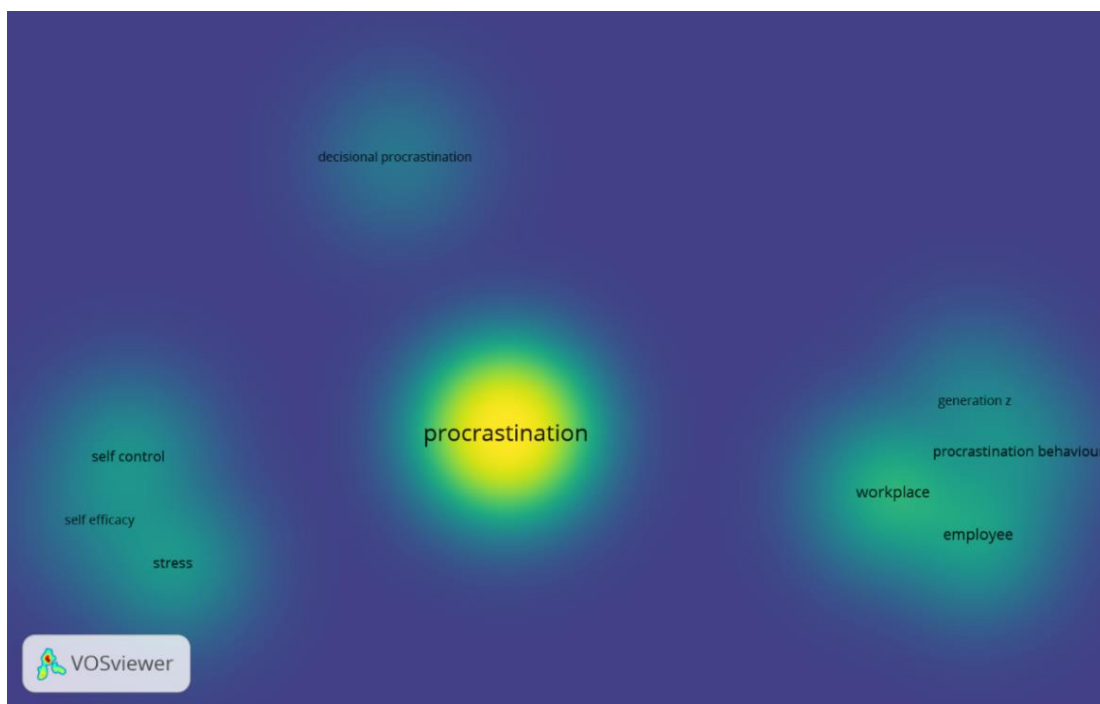


Figure 2. Density visualization map of keywords

The mapping results highlight procrastination as a central theme, strongly associated with self-control, stress, and self-efficacy, underlining its psychological dimensions. Another prominent cluster includes workplace-related factors such as employee behavior, procrastination behavior, and Generation Z, emphasizing its significance in professional environments. Additionally, decisional procrastination appears as a distinct yet less frequent concept, indicating interest in understanding decision-making tendencies. These findings suggest that further investigation into workplace procrastination, particularly among Generation Z, and its connection to psychological factors could provide valuable insights for future research.

Table 4. Overview of Key References on Workplace Procrastination

No	Authors and Year	Title	Journal/Source	Key Focus/Contribution
1	[44]	"The role of ethical leadership in reducing workplace procrastination: Evidence from public universities in the Kurdistan Region of Iraq (KRG)."	L_ Journal of Business and Management	Explores how ethical leadership contributes to minimizing procrastination behaviors in the workplace.
2	[45]	"The prevalence, predictors, causes, treatment, and implications of procrastination behaviors in general, academic, and work settings"	International Journal of Psychological Studies	Explores the prevalence and predictors of procrastination in different work settings.
3	[46]	"The thief of time and social sustainability: Analysis of a procrastination at work model"	Forum de Administração e Empresas	Analyzes a model of procrastination at work and its impact on social sustainability.
4	[47]	"Prevention of procrastination at work through motivation enhancement in small and medium enterprises in Slovakia"	Entrepreneurship and Sustainability Issues	Focuses on preventing Procrastination in SMEs through motivation improvement.
5	[48]	"Task procrastination in organizations: A framework for research"	Administrative Science Quarterly	Provides a foundational framework for understanding task procrastination in organizational contexts.
6	[49]	"Procrastination and job performance of employees working in public and private sector organizations"	Pakistan Social Sciences Review	Examines the effect of procrastination on job performance across different sectors.
7	[50]	"Excess and defect: How job-family responsibilities congruence affect the employee procrastination behavior."	Psychology Research and Behavior Management	Explores the connection between job-family alignment and procrastination behavior.
8	[51]	"Targeting procrastination using psychological treatments: A systematic review and meta-analysis."	Frontiers in Psychology	Reviews and analyzes psychological treatments for reducing procrastination in work and academic settings.
9	[52]	"More sense of self-discipline, less procrastination: The mediation of autonomous motivation."	Frontiers in Psychology	Explores how self-discipline and autonomous motivation help reduce procrastination.
10	[53]	"Effectiveness of working time restriction in the treatment of procrastination"	Verhaltenstherapie	Examines the effect of limiting working hours as a strategy to address procrastination in the workplace.

Table 4 summarizes key references on workplace procrastination, focusing on factors like mental health, leadership, motivation, and productivity. Several studies explore the link between procrastination and psychological factors such as self-control and stress [39], [40], as well as the role of workplace interventions, including ethical leadership in public universities [41]. Other references highlight the impact of culture and corporate social responsibility on employee procrastination [42], [43]. These studies offer valuable insights into procrastination from psychological, social, and managerial perspectives.

CONCLUSION

This study conducted a bibliometric analysis of 107 papers on workplace procrastination, focusing on Generation Z, published between 1992 and 2025. Using VOSviewer and Mendeley, the research identified key themes such as psychological factors (self-control, stress, self-efficacy) and workplace behaviors, particularly within Generation Z. Three main clusters emerged: workplace-related Procrastination, psychological aspects, and decisional Procrastination.

The results emphasize the important influence of the work environment and mental characteristics in shaping procrastination. However, the study has limitations, including the focus on specific citation databases and potential biases in keyword selection.

Future research should broaden the sample and explore the relationship between procrastination and organizational factors, such as leadership styles and workplace culture, to deepen our understanding of procrastination and develop interventions for Generation Z employees.

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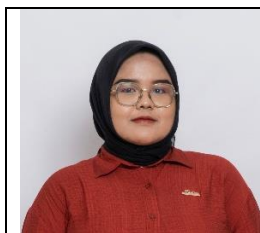
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