



## Organizational Commitment as a Key Predictor Influencing Public Sector Employees' Procrastination Behavior

Sunarta<sup>1,\*</sup>, Ayu Diana Ansori<sup>1</sup>, Puteri Awaliatush Shofro<sup>1</sup>

<sup>1</sup>Department of Business and Finance, Faculty of Vocational, Universitas Negeri Yogyakarta, 55281, Indonesia

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### ABSTRACT

This study aims to compare the influence of achievement motivation and organizational commitment as dominant factors in influencing procrastination behavior through psychological contract fulfillment. The method used in this study is a quantitative method and research data were collected using a survey strategy on 100 State Civil Apparatus in the Gunungkidul district government. Measurement of research variables uses indicators and instruments from previous studies. Data analysis techniques use Structural Equation Modeling with the help of AMOS software. The results of the study found that organizational commitment is a dominant factor that has a negative effect on procrastination behavior. Achievement motivation, organizational commitment, and psychological contract fulfillment have a negative effect on procrastination behavior. Organizational commitment has a positive effect on psychological contract fulfillment, but achievement motivation does not have a significant effect on psychological contract fulfillment. Psychological contract fulfillment does not mediate the effect of achievement motivation on procrastination behavior, but psychological contract fulfillment mediates the effect of organizational commitment on procrastination behavior.

## 1. Introduction

Tourism is a strategic sector that plays a vital role in driving economic growth, both at the global, national, and regional levels[1][2]. The tourism paradigm in Indonesia has been influenced by changes at the global level and has undergone significant transformation[3]. In the past, tourism development was more focused on certain regions, whereas current global market trends tend to highlight the importance of local resources as tourist destination attractions. The tourism sector is now considered one of the most promising economic pillars in the world. With its rapid development, tourism has become a highly potential industry and is capable of making a significant contribution to the economic growth of a country and a region[3].

Contemporary issues regarding public sector organizations in public service require them to transform traditional practices to better align with future demands and changes [1]. The negative stigma surrounding the services provided by public sector employees to the public is undeniably still

\*Corresponding author.

E-mail address: [sunarta@uny.ac.id](mailto:sunarta@uny.ac.id)

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widely felt. Referring to Fithriyah et al. (2021), public service is a series of activities undertaken by the government to meet the needs of every citizen for goods, services, and/or administrative services, in accordance with established laws and regulations. Fithriyah further explained that the government's public service delivery must be acceptable and accessible to all levels of society without exception and without discrimination.

The government, as a public sector organization at all levels, provides services to the wider community through employees or State Civil Apparatus (ASN), both Civil Servants (PNS) and Government Employees with Special Agreements (PPPK). The role and function of ASN in the current era face significant challenges, as they must be able to work professionally and adapt to environmental changes. As stated in Law Number 20 of 2023 concerning ASN, Article 3 (2), an ASN employee must be able to implement the basic values of ASN which include: (1) service-oriented, (2) accountable, (3) competent, (4) harmonious, (5) loyal, (6) adaptive, and (7) collaborative.

The consequence of the above article is that ASN, whether they like it or not, are required to always be adaptive, namely to continue to innovate and be enthusiastic in driving and facing change. Other forms of demands for ASN are that an ASN must have the ability and speed to adapt to change, (2) continue to innovate, (3) develop creativity, (4) act proactively, and (5) be collaborative, namely building synergistic cooperation by providing opportunities for various parties to contribute, being open to working together to produce added value, and mobilizing the use of various resources for common goals.

The increasingly complex development of business and public organizational environments requires all employees/staff who work to be able to compete and behave professionally so that they are not merely bureaucratic staff behind the service desk, but also provide optimal contributions to the organization and the environment [3] [4] [5] [6]. Many challenges and problems in the public sector must be faced and resolved in line with the existing environmental dynamics, so that employees are also required to continue to excel and improve their abilities to achieve high achievements and commitment for themselves and the organization. In practice, many employees think only pragmatically, becoming trapped in quantitative, routine, and formal achievements. This situation is exacerbated by employee behavior that prioritizes job security, attendance, and work routines, with low achievement motivation and commitment to providing the best for the organization and the environment [6]. One common problem, characterized by deviant behavior among public sector employees, is procrastination.

Employees deliberately procrastinate because they fear completing tasks assigned by their superiors incorrectly. Mistakes in completing tasks can have psychological consequences, resulting in the shame of feeling unable to perform and the fear of being transferred or reassigned to a position unsuitable for their needs. In terms of motives, some employees in Gunungkidul Regency procrastinate due to various factors, including the work being difficult to complete, the work not being urgent, unclear deadlines, and perceived unfair leadership in enforcing work discipline rules.

Procrastination is the act of postponing unnecessary work [7], [8]. Procrastination is often found in academic settings [9] [10] [11] [12] and the workplace [8] [13] [14] [15] [16] [17] [18] [19] [20].

In educational organizations, procrastination is often found among students, lecturers [21], and administrative staff [19] [20]. Procrastination often has negative consequences, such as work piling up at the end of the day, work being completed past the deadline, and decreased work quality due to rushed work [9] [22] [23]. Procrastination also often results in work stress [24].

Procrastination in the workplace is often influenced by internal and external factors. Internal individual factors such as personality traits [9] [17] [25], motivation [23], and organizational commitment [26] [27] [28]. Likewise, external individual factors that can encourage employees to procrastinate include high workloads, reward and punishment systems, performance appraisal

systems, and career systems [9] [13] [17]. The external environment, such as workload, work conflicts, and work systems, is also dynamic (changing), so it is important to develop control over procrastination behavior from within the individual through achievement motivation and organizational commitment.

Employees sometimes intentionally procrastinate because they find it difficult to develop their careers. Laziness in completing tasks at work and low achievement motivation directly or indirectly result in delayed work completion targets, thus harming the organization in achieving its goals. High achievement motivation and organizational commitment from employees significantly impact daily work attitudes and behavior. Employees who are motivated to achieve and committed to the organization will carry out their main tasks and functions quickly, accurately, and without delay, even if these tasks are not urgent in terms of time and priority [26] [27] [28] [29] [30] [31] [32].

Organizational commitment is related to loyalty and the extent to which employees identify with the organization's vision and goals. During the process of realizing the vision and goals, it is necessary to build togetherness and synergistic working relationships between employees. The working relationship between employees and the organization is not only regulated through formal relationships, but also often takes the form of unwritten informal relationships. Many aspects of work cannot be regulated by formal standards because standardization and formalization often make the work system seem rigid and even biased towards goals. Goal bias means pursuing work standards too much over substantive goals. On the other hand, psychological contracts provide more opportunities and potential for autonomy for employees. Employees who are given autonomy are more productive than those who are strictly regulated [3] [4] [5] [6].

Achievement motivation and organizational commitment, in this case, become the driving force for employees to fulfill promises and desired expectations on the one hand and avoid deviant work behavior by procrastinating on the other. Employees with high achievement motivation and organizational commitment will provide encouragement to fulfill the psychological contract, and conversely, employees with low achievement motivation and organizational commitment are very likely to not fulfill the psychological contract they have made to the organization. The benefits for organizations that have employees with high achievement motivation and organizational commitment, not only can have a direct influence on procrastination behavior but can also through a mediating role in fulfilling the psychological contract.

#### 1.1. Achievement motivation towards procrastination behavior

Achievement motivation can act as a driver of procrastination [23]. A person with high achievement motivation will strive to give their best to their work and organization to achieve high performance by avoiding procrastination, as procrastination is counterproductive for both the individual and the organization. Conversely, a person with low achievement motivation will try to reduce their efforts to achieve their best performance for themselves and the organization [33].

A neuroscience-based study [29] found an effect of achievement motivation on procrastination. Individuals with high achievement motivation also engaged in less procrastination [29] [30] [31] [32]. Procrastination can theoretically be caused by an individual's failure or inability to self-regulate [23] [34]. Motivation-based self-regulation strategies can be used to control procrastination [30] [31] [32]. Thus, the following hypothesis can be formulated:

*H1: Achievement motivation has a negative effect on procrastination.*

#### 1.2. Organizational commitment to procrastination

In addition to achievement motivation, organizational commitment can also drive and control procrastination. Organizational commitment reflects an employee's attitude of being a crucial part of completing work within the organization. The level of organizational commitment is characterized

by an employee's loyalty and willingness, purely of their own free will, to achieve organizational goals with all their abilities.

A person with high organizational commitment will strive to give their best to their work and the organization, thus avoiding procrastination. Conversely, a person with low organizational commitment will exert little effort for either themselves or the organization. Previous research has extensively explained the effect of organizational commitment on performance [26], [27], [28], but has been limited to its influence on procrastination. Therefore, the following hypothesis can be formulated:

*H2: Organizational commitment has a negative effect on procrastination.*

### 1.3. Psychological contract fulfillment to procrastination

In addition to internal factors, procrastination can also be influenced by a sense of fairness in the individual-organization relationship [35], [36]. The relationship between an individual and an organization can be transactional or relational [37]. Transactional relationships between individuals and organizations are governed by formal, written rules, such as salary systems, career systems, and work procedures. Relational relationships between individuals and organizations are governed by informal, unwritten rules, such as psychological contracts.

Psychological contracts are often beneficial in providing employees with autonomy to manage themselves [42], but psychological contracts, which are unwritten agreements, promises, and expectations, are easily violated. A sense of fairness in fulfilling a psychological contract can encourage positive behavior and control negative behaviors such as procrastination. Conversely, a sense of unfairness in fulfilling a psychological contract can encourage procrastination. Employees who feel their psychological contract is not being fulfilled will reduce their efforts or experience a decreased motivation to complete work on time by procrastinating [36].

Fulfilling a psychological contract can control procrastination because it provides autonomy [38] for self-regulation [9] [22] [39] and utilizing free time [38]. Conversely, psychological contract breach will have a positive effect on employee procrastination behavior in the workplace [40] [41]. Thus, the hypothesis can be formulated as follows.

*H3: Psychological contract fulfillment has a negative effect on procrastination behavior.*

### 1.4. Achievement motivation to psychological contract fulfillment

Employees with high achievement motivation will drive their performance and contribution to the organization. High achievement motivation demonstrated by employees is a crucial factor for organizations, thus encouraging organizations to fulfill their psychological contracts with employees, maintaining and encouraging more positive work attitudes and behaviors [33]. A study of 362 banking employees in Taiwan found the influence of achievement motivation on psychological contract fulfillment. Organizations or organizational agents will keep promises in accordance with employee behavior. When employees keep their promises, leaders will also keep their promises to employees [42] [43]. Thus, the hypothesis can be formulated as follows:

*H4: Achievement motivation has a positive effect on psychological contract fulfillment.*

### 1.5. Organizational commitment to psychological contract fulfillment

Employees with high organizational commitment will maintain their contributions to the organization and even become valuable assets to the organization, thus encouraging the organization to fulfill its psychological contract. Reciprocity [42] [43] is an important factor in the psychological contract. When employees positively demonstrate favorable attitudes toward the

organization, the organization will also strive to fulfill its promises to them (Conway & Coyle-Shapiro, 2012).

The relationship between organizational commitment and psychological contract fulfillment is explained by a previous study [44]. The study, conducted through a questionnaire with 1,200 employees in various organizational divisions in the UK, found a relationship between organizational commitment and psychological contract fulfillment. Thus, the hypothesis can be formulated as follows:

*H5: Organizational commitment has a positive effect on psychological contract fulfillment.*

#### 1.6. Psychological contract fulfillment in mediating the influence of achievement motivation and organizational commitment on procrastination

Achievement motivation and organizational commitment can not only drive and control negative behaviors such as procrastination, but can also encourage organizations to fulfill the psychological contract in employee-organization relationships. The role of psychological contract fulfillment in mediating the influence of achievement motivation and organizational commitment on procrastination remains a gap in this research.

The mediating role of psychological contract fulfillment is important because not all work relationships between employees and organizations can be regulated by formal, written contracts; they are often regulated by work norms, work ethics, and unwritten relational relationships. Therefore, the following hypotheses can be formulated:

*H6: Psychological contract fulfillment mediates the effect of achievement motivation on procrastination.*

*H7: Psychological contract fulfillment mediates the effect of organizational commitment on procrastination.*

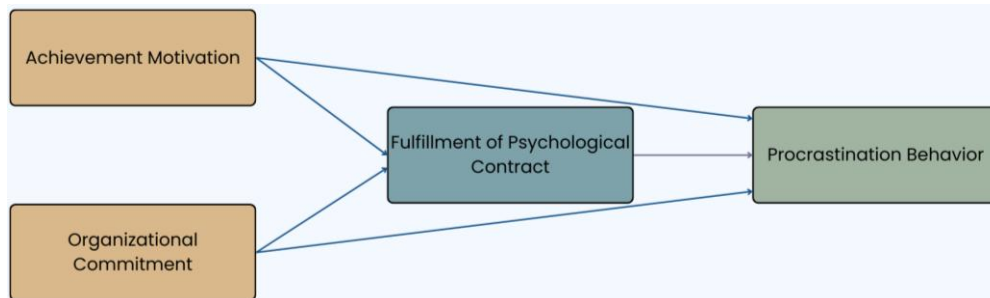


Figure 1. Research Paradigm

## 2. Method

This study employed a quantitative method through a survey of Civil Servants in the Gunungkidul Regency Government of Yogyakarta Special Region. The processed data were primary data obtained using a closed-ended questionnaire from 100 respondents from the total population of 315. Simple random sampling was used, considering the homogenous characteristics of the population.

The research variables consisted of exogenous variables, mediating variables, and endogenous variables. Procrastination, as the endogenous variable, was measured using six indicators developed by Tuckman (1991) and modified [45]. Psychological contract fulfillment, as the mediating variable, was measured using a questionnaire distributed to Civil Servants in the Gunungkidul Regional Government using eight indicators developed in previous research [46]. The measurement scale used a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Achievement motivation was measured using McClelland's theory, which examines the level of drive to achieve. Achievement motivation, as the exogenous variable, was measured using a

questionnaire with nine indicators developed from previous research [47]. Organizational commitment, as an exogenous variable, was measured using a questionnaire using 14 indicators developed from previous research [27] [28]. The total indicators for all constructs was 37, consisting of 23 exogenous constructs and 14 endogenous constructs.

Confirmatory Factor Analysis (CFA) was used to measure the validity of a construct's measurement scale. Through analysis of the measurement model, the indicators were tested for their validity as manifest latent variables [48]. The reliability of a measuring instrument can be assessed from the resulting CR (Construct Reliability) and VE (Variance Extracted) values. If the calculated CR value is  $\geq 0.70$  and the calculated VE value is  $\geq 0.50$  (Hair et al. 2014), the measuring instrument for that variable is considered reliable.

The research data was analyzed using Structural Equation Modeling (SEM). The first to seventh hypotheses were tested in this study by comparing the Critical Ratio (CR) and Probability (P) values from the Full Model SEM calculations. The required statistical limits are a CR value above 1.96 and a P value  $<0.05$ . If the calculated values meet the requirements, the proposed research hypothesis is accepted.

### 3. Results and Discussion

#### 3.1. Results

The results of the initial CFA analysis of the model obtained 1 exogenous construct indicator and 4 endogenous construct indicators that had loading factors below 0.5, so these indicators were removed from the model. Next, the improved model was carried out by removing indicators with loading factors  $<0.5$  and removing other indicators by following the Modification Indices to achieve a fit model (according to the data), which was 9 indicators. Thus, a total of 14 indicators were removed from the model. The total remaining indicators were 24 indicators, consisting of 7 achievement motivation variables, 8 organizational commitment variables, 6 psychological contract fulfillment variables, and 3 procrastination behavior variables. The results of the improved model CFA analysis obtained factor loadings for all indicators above 0.5 (Table 1).

Table 1. Confirmatory Factor Analysis Test Results

	AM	OC	PCF	PB
AM2	0.565			
AM3	0.583			
AM4	0.834			
AM5	0.749			
AM6	0.793			
AM7	0.635			
AM8	0.813			
OC1		0.601		
OC3		0.677		
OC4		0.714		
OC6		0.802		
OC7		0.579		
OC9		0.616		
OC13		0.646		
OC14		0.602		
PCF1			0.604	

PCF4	0.665	
PCF5	0.864	
PCF6	0.914	
PCF7	0.801	
PCF8	0.866	
PB2		0.932
PB5		0.973
PB6		0.940

Table 2. Correlation Matrix Between Constructs

Variable	AM	OC	PCF	PB	CR	VE
AM	<b>0.585</b>				0.878	0.548
OC	0.273	<b>0.333</b>			0.858	0.533
PCF	0.252	0.232	<b>0.394</b>		0.909	0.603
PB	-0.451	-0.379	-0.371	<b>0.912</b>	0.964	0.900

Note: the diagonal value in bold is the square root of AVE (√AVE), the value below the diagonal is the correlation between constructs

The Construct Reliability (CR) values for all variables were >0.7, while the Variance Extracted (VE) values for all variables were >0.5 (Table 2). This indicates that the measurement scales for the variables Procrastination Behavior (PB), Psychological Contract Fulfillment (PCF), Achievement Motivation (AM), and Organizational Commitment (OC) have high reliability. The results of the inter-construct correlation matrix (Table 2) indicate that there is no correlation between exogenous variables significantly above +0.80. Based on these results, it can be concluded that there is no indication of multicollinearity in the Full Model SEM. The discriminant validity test can be seen from the diagonal value in bold, which is the square root of the AVE (√AVE), while the values below the diagonal represent the correlation between constructs. The discriminant validity test results are considered satisfactory if all variables have a value of √AVE > the correlation between variables. This finding confirms the discriminant validity analysis, allowing the analysis to proceed to the Full Model SEM test.

The results of the previous measurement model test indicate that there are 24 remaining valid indicators. A total of 6 indicators were removed to meet the GOF assumption, leaving 18 indicators, with details of the variables Procrastination Behavior (PB) 3 indicators, Psychological Contract Fulfillment (PCF) 4 indicators, Achievement Motivation (AM) 4 indicators, and Organizational Commitment (OC) 7 indicators. The results of the calculation of the full SEM model estimation parameters without moderating variables can be shown in the following figure.

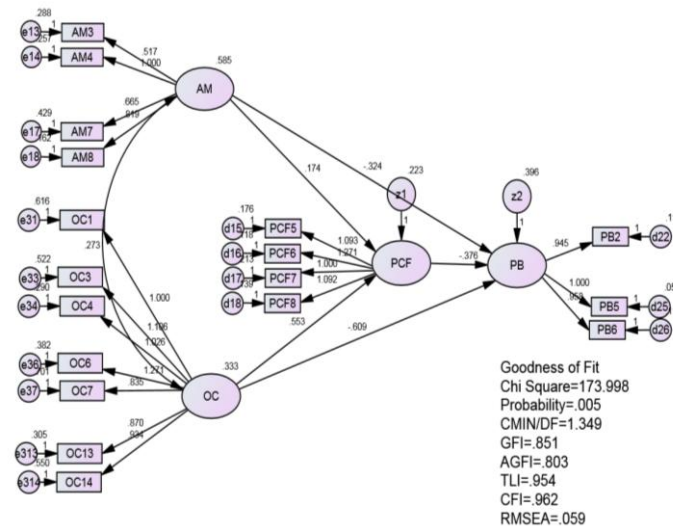


Figure 2. Full Model Estimation

Table 4 explains the feasibility of the Full SEM Model is stated to be fit or good, the feasibility index can be accepted by comparing the reference values. This is proven by the chi square value =  $173.998 < 2 \times DF = 2 \times 129 = 258$ ). The results of other GOF index tests, namely Significance Probability = 0.05 are at  $0.01 < p < 0.05$  so they can be accepted,  $GFI = 0.851$  is at the criteria of  $0.80 < GFI < 0.90$  is stated to be acceptable, and  $AGFI = 0.803$  is at the criteria of  $0.80 < AGFI < 0.89$  or can be accepted. Other GOF values are stated to be fit or good including  $TLI = 0.954 > 0.95$ ,  $CFI = 0.962 > 0.95$ ,  $CMIN / DF = 1.349 < 2$  and  $RMSEA = 0.059$  or is within  $0.05 < RMSEA < 0.08$  so they are stated to be fit or good.

Table 3. Model Feasibility Index

Feasibility Index	Assessment criteria		Estimation Results	Evaluation
	Good	Fit Index		
Chi-Square ( $X^2$ )	$0 \leq X^2 \leq 2df$	$2df < X^2 \leq 3df$	173.998	Good
Probability	$0.05 \leq p \leq 1.00$	$0.01 < p < 0.05$	0.005	Fit
CMIN/DF	$0 \leq CMIN/DF \leq 2$	$2 < CMIN/DF \leq 3$	1.349	Good
GFI	$GFI > 0.90$	$0.80 < GFI < 0.90$	0.851	Fit
AGFI	$AGFI > 0.89$	$0.80 < AGFI < 0.89$	0.803	Fit
TLI	$TLI \geq 0.95$	$0.80 < TLI < 0.95$	0.954	Good
CFI	$CFI \geq 0.95$	$0.80 < CFI < 0.95$	0.962	Good
RMSEA	$0.05 < RMSEA \leq 0.08$	$0 < RMSEA \leq 0.05$	0.059	Good

The coefficient of determination ( $R^2$ ) essentially measures the extent to which exogenous (independent) variables explain endogenous (dependent) variables. The results of the coefficient of determination ( $R^2$ ) test using the AMOS version 22 program can be seen in Table 4.

Table 4. Testing the Coefficient of Determination ( $R^2$ )

	Estimate
PCF	0.436
PB	0.566

The coefficient of determination ( $R^2$ ) for the psychological contract fulfillment (PCF) variable is 0.436. This means that exogenous variables are able to explain the variation in the psychological contract fulfillment variable by 43.6% and the remaining 56.4% is explained by other variables outside the model. The coefficient of determination ( $R^2$ ) for the Procrastination Behavior (PB) variable is 0.566, this means that the ability of the psychological contract fulfillment (PCF), achievement motivation (AM), and organizational commitment (OC) variables is able to explain the



variation in the procrastination behavior variable by 56.6%. The remaining 43.4% is explained by other variables outside the three variables.

Table 5. Full Model SEM Regression Coefficient

			Estimate	S.E.	C.R.	P	Label
PB	<---	AM	-.324	.140	-2.321	.020	H1 accepted
PB	<---	OC	-.609	.232	-2.629	.009	H2 accepted
PB	<---	PCF	-.376	.164	-2.298	.022	H3 accepted
PCF	<---	AM	.174	.107	1.618	.106	H4 rejected
PCF	<---	OC	.553	.167	3.318	***	H5 accepted

Table 5 shows that of the 5 hypotheses, 4 direct influence hypotheses were accepted, and 1 hypothesis was rejected. Achievement motivation, organizational commitment, and psychological contract fulfillment negatively influenced procrastination behavior ( $p < 0.5$ ). Organizational commitment positively influenced psychological contract fulfillment ( $p < 0.5$ ), but achievement motivation did not significantly influence psychological contract fulfillment ( $p > 0.5$ ). Testing the mediation role with the Sobel Test can be done as shown in Table 25.

Table 6. Mediation Test Results

Peran Mediator	Pengaruh Langsung	Koefisien	SE	Sobel Test	Sig.
AM $\rightarrow$ PCF $\rightarrow$ PB	AM $\rightarrow$ PCF	0.174	0.107	-1.326	0,184
	PCF $\rightarrow$ PB	-0.376	0.164		
OC $\rightarrow$ PCF $\rightarrow$ PB	OC $\rightarrow$ PCF	0.553	0.167	-1.884	0,059
	PCF $\rightarrow$ PB	-0.376	0.164		

The results of the test for the mediation role (Table 6), it can be concluded that the fulfillment of psychological contracts does not mediate the influence between achievement motivation on procrastination behavior ( $p = 0.184 > 0.05$ ), but the fulfillment of psychological contracts mediates the influence between organizational commitment on procrastination behavior ( $p = 0.059 < 0.10$ ) at a significance probability level below 10%.

## 2.4. Discussion

Civil servants (ASN) are a component of human resources that hold a crucial position and role in government organizations. They also serve as the backbone of government in implementing development to achieve national goals [49]. The era of globalization presents challenges in human resource development in the public sector. Civil servants challenge public sector employees to not only serve as bureaucratic staff behind the service desk, but also to make optimal contributions to the organization and the environment [3] [4] [5, [6], and address various public sector issues. Civil servants need to exhibit productive behavior and avoid counterproductive behaviors such as procrastination.

Procrastination is common in both public and private organizations [16]. This study found that procrastination is prevalent in public organizations, particularly among civil servants in local government agencies in Gunungkidul Regency. The majority of respondents (43%) stated that they rarely procrastinate. However, the study found that 12% and 1% of respondents procrastinated frequently and very frequently, respectively.

Procrastination behavior in the workplace is influenced by many internal and external factors. Internal factors include personality traits [9] [17] [25], motivation [23], and organizational commitment [26] [27] [28]. External factors include task or job characteristics, such as workload, reward-punishment systems, performance appraisal systems, and career systems [9] [13] [17]. This study found that procrastination behavior is negatively influenced by achievement motivation,

organizational commitment, and psychological contract fulfillment. This means that these three variables—achievement motivation, organizational commitment, and psychological contract fulfillment—can control procrastination behavior.

Achievement motivation has a positive effect on procrastination behavior. Higher achievement motivation is followed by lower procrastination behavior, and vice versa, lower achievement motivation is followed by higher procrastination behavior. This study's results support previous research [29] [30] [31] [32], which also found that achievement motivation can be used to control procrastination behavior in the workplace.

Organizational commitment has a positive effect on procrastination behavior. Higher organizational commitment will be followed by lower procrastination behavior and vice versa, lower organizational commitment will be followed by higher procrastination behavior. The results of this study support previous research [50] [51] which also found that organizational commitment can be used to control procrastination behavior in the workplace. Developing employee commitment in the public sector is important, because committed ASNs make a positive contribution to organizational competitiveness through their behavior and identification with organizational values and goals [52] [53]. Highly committed ASNs tend to be less easily provoked, behave positively, and avoid counterproductive behavior, such as procrastination behavior.

Psychological contract fulfillment negatively influences procrastination. Higher levels of psychological contract fulfillment are associated with lower levels of procrastination, and conversely, lower levels of psychological contract fulfillment are associated with higher levels of procrastination. Psychological contract fulfillment can control procrastination because it provides autonomy [38], self-regulation [9] [22] [39], and free time management [38]. Conversely, psychological contract violation positively influences employee procrastination in the workplace [40] [41].

Organizational commitment negatively influences psychological contract fulfillment. Higher levels of organizational commitment are associated with higher levels of psychological contract fulfillment by both employees and the organization, and conversely, lower levels of organizational commitment are associated with lower levels of psychological contract fulfillment. The results of this study support a previous study [44] that found organizational commitment to psychological contract fulfillment.

Achievement motivation does not significantly influence psychological contract fulfillment. Psychological contract fulfillment does not mediate the effect of achievement motivation on procrastination, but psychological contract fulfillment does mediate the effect of organizational commitment on procrastination. The results of this study differ from those of a previous study [33] which found an effect of achievement motivation on psychological contract fulfillment. This finding may be due to the characteristics of public organizations. Public service organizations, such as the Gunungkidul Regency Government, are characterized by social and non-profit organizations. As social organizations, employees are oriented toward service rather than transactional (short-term) engagement. The working relationship between employees and the organization is better explained by the social exchange theory model than the economic transactional one. Organizational commitment and psychological contract fulfillment are both relational and long-term, as explained in social exchange theory [54]. Achievement motivation is evaluated by employees in the short term, while organizational commitment is evaluated by employees in the long term through psychological contract fulfillment.

Employees with achievement motivation have expectations of rewards within the existing formal system. Unlike achievement motivation, organizational commitment is not only formal-transactional but also emotional and relational (attachment) to the organization. Employees with

high organizational commitment are not always dependent on the formal system, but also on informal (relational) systems, such as through psychological contract fulfillment. This is why achievement motivation has a direct effect on performance, while organizational commitment has an indirect effect on performance through psychological contract fulfillment.

Organizational commitment is a dominant factor that negatively influences procrastination behavior, either directly or through fulfilling the psychological contract. The main characteristic of commitment is the intention or desire to maintain a long-term relationship between employees and the organization [54]. This causes one party, such as employees, to exhibit positive behavior for the common good and avoid negative behavior such as procrastination. Committed employees tend to be less easily provoked, behave positively, and avoid counterproductive behavior, such as procrastination.

#### **4. Conclusions**

The results of this study conclude that organizational commitment is the dominant factor negatively influencing procrastination, both directly and through psychological contract fulfillment. Achievement motivation, organizational commitment, and psychological contract fulfillment negatively influence procrastination. Organizational commitment positively influences psychological contract fulfillment, but achievement motivation does not significantly influence psychological contract fulfillment. Psychological contract fulfillment does not mediate the effect of achievement motivation on procrastination, but psychological contract fulfillment does mediate the effect of organizational commitment on procrastination. This study provides implications for the literature related to controlling procrastination through organizational commitment, a pillar of Social Exchange Theory, relevant to the context of public sector organizations.

These results provide managerial implications for controlling procrastination through achievement motivation and organizational commitment. Civil servants with high achievement motivation and organizational commitment do not simply pursue aspects such as job security, attendance, and work routines, but are more motivated and committed to providing the best for the organization and the environment. Organizational leaders can control procrastination by maintaining and enhancing psychological contract fulfillment. Efforts to improve psychological contract fulfillment can be made by increasing employee achievement motivation and commitment.

This study has several limitations. First, procrastination behavior was measured using self-evaluations from the employees who participated in the study. This method can be subjective, although it was explained that respondents' answers would be confidential and for research purposes only. Future research could compare the results of self-evaluations with other methods, such as leadership evaluations, to obtain better results. Second, this study was conducted on civil servants (PNS and PPPK) in local government agencies in Gunungkidul Regency. Research may yield different results with different employee and organizational characteristics, such as in the private sector or other public organizations. Third, the empirical literature on factors influencing procrastination behavior is largely within the scope of psychology and limited to the field of organizational human resource management. Variables in personal characteristics are considered random across all study populations and samples. Future research could incorporate personal characteristics as both primary and control variables.

#### **Conflict of interest**

The authors declare no conflict of interest.

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