

The Influence of Procrastination and Leadership Traits on Employee Productivity, with Assertive Communication as a Moderating Factor

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Abstract

This research delves into the interplay of procrastination, leadership traits, and assertive communication, examining their combined influence on employee productivity. Procrastination, the tendency to delay tasks, has been identified as a significant factor affecting productivity. Concurrently, leadership traits, including intelligence, self-confidence, determination, and personal integrity, play a pivotal role in shaping employee behavior and performance. This study posits that assertive communication acts as a moderating variable, influencing the relationship between procrastination, leadership traits, and employee productivity. A quantitative approach is employed, utilizing a research model comprising two independent variables: procrastination and leadership traits. Assertive communication serves as the moderating variable, while employee productivity is the dependent variable. The study's hypotheses are tested using data collected from a sample of 159 employees from various companies, representing a diverse age range. The findings reveal that procrastination negatively influences employee productivity, while positive leadership traits positively impact employee productivity. Furthermore, assertive communication is found to have a moderating effect on the relationship between procrastination, leadership traits, and employee productivity. Employees exhibiting lower procrastination tendencies, coupled with effective assertive communication, demonstrate higher productivity levels. Similarly, positive leadership traits, complemented by assertive communication, contribute to increased employee productivity. In conclusion, this research underscores the importance of addressing procrastination and fostering assertive communication within organizations to enhance employee productivity. The presence of assertive communication, along with positive leadership traits, can mitigate the negative effects of procrastination and promote a more productive work environment.

Keywords: Procrastination, Leadership Traits, Employee Productivity, Assertive Communication

INTRODUCTION

One of the primary factors that companies measure for each employee is their work productivity. The Ministry of Manpower reported that Indonesian workforce productivity is at 74.4%. However, the World Bank's Human Capital Index (HCI) ranks Indonesia 87th. This demonstrates how far less productive Indonesia is than Singapore. One factor contributing to this lack of productivity is procrastination behavior, which involves delaying the start and completion of tasks or activities (Milgram et al. in Pratama & Prahara, 2023).

Procrastination is synonymous with delaying tasks or activities. Ferrari and colleagues in Pratama & Prahara (2023) state that the domain of procrastination consists of 4 components. Firstly, there's a delay in starting and completing tasks. Secondly, there's a postponement in completing tasks. Thirdly, there's a time gap between planning and actual execution. Fourthly, there's a tendency to switch to more enjoyable activities compared to other options. Two factors driving procrastination behavior are external and internal factors. External factors include rebellion against authority figures, environmental conditions, lack of task demands, and excessively high standards regarding an individual's ability to complete tasks (Ferrari et al. in Nugroho, 2020).

The external factors mention rebellion against authority figures, in this case, leaders, as one of the factors causing procrastination. This implies that leadership traits are crucial in influencing employees' procrastination behavior. Holsinger & Carlton (2018) state that there are four leadership traits that a leader should possess: intelligence, self-confidence, determination, and personal integrity. Intelligence means the leader has the mental capacity for understanding, reasoning, and perception, along with the ability to comprehend facts and relationships between various pieces of information. Self-confidence: A leader with self-confidence possesses realistic certainty in themselves, their judgment, ideas, abilities, strengths, decision-making, and skills. Determination: The motivation a leader needs to make decisions, encompassing characteristics like having passion, initiative, perseverance, and persistence. Personal Integrity: Adherence to personal values in daily behavior, being able to practice what they preach.

In a previous study, Pratama and Prahara (2023) found a negative relationship between grit and work procrastination. Their findings indicate that when grit shows a high score, the level of procrastination will be lower. Conversely, when grit shows a low level, the level of procrastination tends to be higher. Vivekananda in Pratama and Prahara (2023) explains that individuals with high grit or a gritty personality usually look for ways to achieve accomplishments in their work, so they tend to avoid procrastination as it affects their achievement of goals. Another finding by Sofyanty (2017) explains that transformational leadership, organizational climate, and organizational culture, both partially and simultaneously, have a positive and significant influence on work procrastination among millennial employees. Sofyanty suggests that leaders should be assertive towards their employees.

The difference between this research and previous studies lies in its main focus. Not many studies have explored how assertive communication and work productivity can be influenced by leadership traits and procrastination. Individuals capable of communicating assertively can express their feelings, thoughts, and desires. Secondly, they can initiate and maintain comfortable relationships with others. Thirdly, they can control their anger, not by repressing their feelings, but by managing it with sound reasoning. Fourthly, they can compromise with others rather than always imposing their will. Lastly, assertive individuals consider not only their personal needs but also the needs of others.

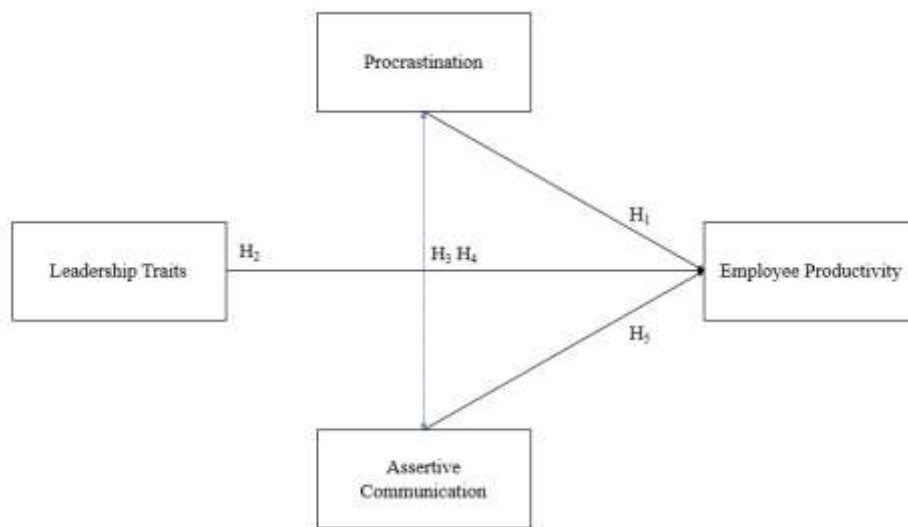
This study aims to enrich knowledge by examining the impact of assertive communication and work productivity within the work environment, focusing on a wider age

range of employees. Pratama and Prahara's previous study (2023) only involved millennial employees aged 24 to 42 years. This study will observe a larger subject group, namely employees under 31 years old to over 50 years old from various companies, to provide a more representative picture. Based on the description above, this research aims to investigate the positive relationship between assertive communication and work productivity within the context of procrastination and leadership traits.

HYPOTHESES

Procrastination and leadership qualities are the two independent variables that make up the research model. Employee productivity is the dependent variable, and assertive communication is the moderating variable. Three direct hypotheses and two indirect hypotheses are tested by this model.

Figure 1. Research Framework



The connection between employee productivity and procrastination

Procrastination originates from the word "procrastinare," with the prefix "pro" meaning to move forward and the suffix "crastinare" meaning belonging to tomorrow. Combined, it means "to postpone until the next day" (Ferrari, 1995). Procrastination leads to decreased employee work productivity. Fuad and Luturlean's (2021) research indicated an influence of procrastination on employee productivity. The higher the procrastination, the lower the employee productivity. Conversely, the lower the procrastination, the higher the employee productivity. This implies that procrastination behavior remains a relevant variable in employee productivity. Based on previous research and the arguments presented above, the first hypothesis of this study is established.

H₁: Procrastination influences employee productivity.

The connection between employee productivity and leadership traits

The role of a leader is vital in boosting employee morale and productivity. In Suryani et al (2020) research, leadership style was found to have an influence on employee productivity. Jumady (2020) research indicated an influence of leadership on work productivity. According to research by Shehzad et al. (2019), employee performance is impacted by leadership and leader quality. The aforementioned study findings demonstrate a favorable correlation between staff productivity and leadership. Employee productivity increases with the caliber of a leader's

leadership. The study's second hypothesis has been established based on prior research and the aforementioned justifications.

H₂: Employee productivity is influenced by leadership traits.

Assertive communication as a moderator in the relationship between employee productivity and procrastination

Assertive communication is honest communication that upholds personal rights without violating the rights of others (Hairina et al., 2023). Yuliza et al.'s (2022) research indicated an influence of time management on procrastination among final-year working students. The study mentioned that being assertive is a component of time management. Aprilistyan and Ikhwan (2022) explained that assertive communication contributes to work productivity. The third hypothesis of this investigation is established based on the aforementioned arguments and prior research.

H₃: Employee productivity and procrastination are impacted by assertive communication as a moderator.

Assertive communication acts as a moderator in the relationship between employee productivity and leadership traits.

Leadership is the process of effectively influencing others, directing organizational members to achieve common goals (Fuadi, 2014). The results of Paputungan et al.'s (2021) research explain that leaders can influence every employee through an assertive communication style by trying to empathize and listen to the opinions of each employee so that employees are motivated to perform their best for the organization. Aprilistyan and Ikhwan's (2022) study found that staff productivity is impacted by leadership. In light of the aforementioned considerations and prior research, the fourth hypothesis of this study is established.

H₄: Employee productivity and leadership traits are impacted by assertive communication as a moderator.

The connection between employee productivity and assertive communication

High work productivity is the desire of every manager. Individuals who are performance-oriented will certainly increase work productivity (Uli et al., 2019). Julianto and Carnarez (2021) produced research explaining that assertive communication as effective communication has an influence on professional organizations. Widyastuti et al. (2020) proved in their research that assertive communication plays an important role in reducing interpersonal conflict and has a significant effect on improving work. The fifth hypothesis of this study is established based on the arguments presented above and on prior research.

H₅: Employee productivity is impacted by assertive communication.

RESEARCH METHODS

The quantitative testing methodology for this study is based on the deductive-inductive strategy, which is a problem phenomenon approach followed by hypothesis testing from a research sample. This study's objective is to test hypotheses, and the findings are extrapolated to the general truth; the truth that emerges from the hypothesis testing process is anticipated to address the phenomenon under investigation. Four topics are examined in this study: assertive communication, employee productivity, leadership traits, and procrastination. The research subjects were private-sector employees with at least one year of work experience and familiarity with the concepts of procrastination, leadership traits, employee productivity, and assertive communication.

The community being studied is the population, while the sample is representative of the responses. The study's population, which consists of private workers with more than a year

of experience, is unknown. The Hair method, which is computed by multiplying the greatest number of indicators from the variables under consideration by 10, was used to determine the number of samples in this investigation. The sample selection process combines Purposive Sampling—that is, samples that meet specific criteria—with the Convenience technique, which is the approach that is most accessible to respondents. Respondents are chosen via Purposive Sampling based on factors that are pertinent to the study variables.

The research questionnaire used for data collection was created using indicators of each variable under study. Strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5) are the five Likert scales used to rate respondents' responses. Four variables make up the Structural Equation Modeling (SEM) research model used in this study.

Procrastination, defined as the act of postponing a task or decision with unfavorable outcomes, is the first definition of the metrics used to measure each variable. The procrastination domain consists of four components, namely delays in starting and completing tasks, delays in completing tasks, a time gap between plans and realization, and a tendency to switch to more enjoyable activities compared to focusing on the initial goal (Pratama & Prahara, 2023). Second, leadership traits consist of four indicators: intelligence, self-confidence, determination, and self-integrity.

Third, work productivity is a form of performance optimization that can be seen from the ability of employees to achieve organizational targets (Zulkarnaen et al., 2018:160). Work productivity is measured along three dimensions: timeliness, quantity, and quality (Simamora in Mogalana et al., 2020). Fourth, assertive communication, which is communicating directly to convey what is felt, thought, and desired without disturbing the rights of others. Five characteristics of individuals who are able to communicate assertively are, first, freely expressing their feelings, thoughts, and desires. Second, being able to initiate and maintain good relationships with others. Third, being able to control their anger without repression. Fourth, being able to compromise with other people's opinions. Finally, being able to consider the needs of others, not just one's own needs (Griggs, 2018).

In the SEM research model, hypotheses are tested using quantitative analysis as the analytical technique. Software called Smart PLS is used for data analysis. The initial level of data processing is Respondent Demographics Statistics, which provide the identify of research participants. To ascertain the lowest, maximum, average, and standard deviation of the research variables, the second step is to use descriptive statistics. Thirdly, the data validity and reliability tests are used to assess the questionnaire's question quality and the respondents' consistency in responding it. Fourth, the Coefficient of Determination Test (R Square) assesses the mediating effect of the moderating variables and the possible influence of the independent factors on the dependent variable. Fifth, a hypothesis If the t-statistic value is more than 1.96 and the P-Value is less than 0.05, the hypothesis will be accepted after testing using a measurement standard. Sixth, calculate the mediating effect on the dependent variable and the amount of each independent variable's coefficient of influence using the regression equation (Sitorus et al., 2023).

ANALYSIS AND DISCUSSION

In order to examine data, descriptive statistics give a summary or description without drawing generalizable judgments. The lowest, maximum, average, and standard deviation of research variables are ascertained using descriptive statistics (Andini et al., 2020). The following is a description of the study's respondents' demographic information. Sixty-one female respondents and 98 male respondents make up the total of 159 respondents. Of the respondents, 55 have completed high school or its equivalent, 93 have earned a bachelor's

degree or its equivalent, and 11 have earned a master's degree or its equivalent. The research variable data shown below has the descriptive statistics listed below.

Table 1. Research Data Descriptive Statistics

No.	Research Variables	Minimum	Maximum	Average
1	Procrastination	1	5	3,99
2	Leadership Traits	1	5	3,79
3	Assertive Communication	1	5	3,89
4	Employee Productivity	1	5	3,92

Source: Processed by the Author (2023)

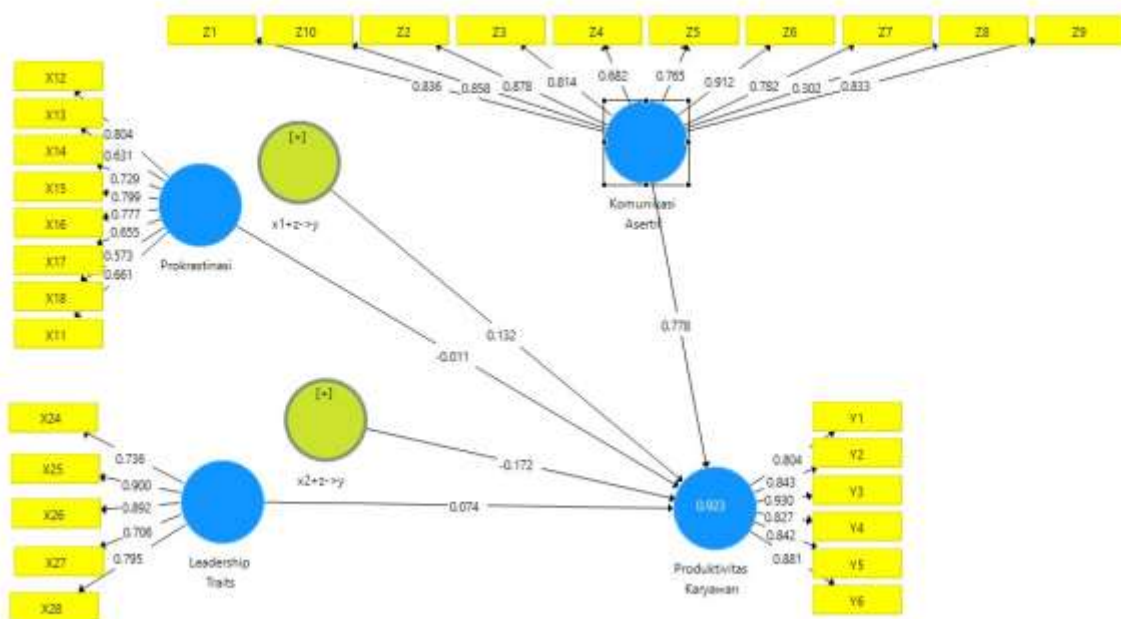
The procrastination variable has an implementation level of 1 at the lowest, 5 at the highest, and 3.99 on average. An additional 20% must be added since the average value of 3.99 corresponds to 80% implementation. Implementation of leadership qualities occurs at an average level of 3.79, a maximum level of 5, and a minimum level of 1. An extra 24% must be added because the average value of 3.79 indicates 76% implementation. The minimal level of assertive communication is 1, the highest level is 5, and the average level is 3.89. An additional 22% must be added since the average value of 3.89 corresponds to 78% implementation. The average employee productivity implementation level is 3.92, with a minimum of 1 and a maximum of 5. Since the average value of 3.92 corresponds to 78% implementation, an additional 22% must be added.

The hypotheses in this study are tested using partial least squares (PLS) analysis, a different variance-based analytical technique for structural equation modeling (SEM). Helping researchers identify latent variables for prediction is the aim of PLS. This approach has the advantages of not requiring assumptions and being able to be estimated with a comparatively small sample size. A tool for estimating structural equations on a variance basis is Smart PLS Version 3.

Outer Model Testing

The purpose of outer model testing is to determine the reliability and validity of the model being studied. This test analysis will be conducted using the Average Variance Extracted (AVE) effect.

Figure 2. Results of the Outer Model Algorithm



Since the Average Variance Extracted (AVE) value is derived from the convergent validity output, it is utilized in convergent validity testing. Every construct of the hidden variable will have a value above 0.5 or greater than 0.5 because the study's projected AVE value is greater than 0.5. The table below displays the AVE results for further information:

Table 2. Reliability and AVE Values

Construct Reliability and Validity	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Procrastination	0,852	0,898	0,887	0,570
Leadership Traits	0,819	0,885	0,872	0,554
Employee Productivity	0,926	0,930	0,942	0,732
Assertive Communication	0,923	0,942	0,938	0,615

Source: Output Smart PLS (2023)

Hypothesis Testing

In this study, T Statistics and P Values are used for hypothesis testing. If the T Statistics value is greater than 1.96 and the P Values are less than 0.05, the hypothesis is considered accepted. The following are the results of the Path Coefficients for direct and indirect effects:

Table 3. Path Coefficients of Direct Effects

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
Procrastination → Employee Productivity	-0,109	-0,108	0,040	2,707	0,007	Accepted
Leadership Traits → Employee Productivity	0,149	0,145	0,043	3,465	0,001	Accepted
Assertive Communication → Employee Productivity	0,814	0,820	0,031	26,199	0,000	Accepted

Source: Output Smart PLS (2023)

Three assumptions have a direct impact, as the above graphic illustrates. The P-value is less than 0.05 and the T statistic value greater than 1.96 support the acceptance of the three hypotheses:

- Procrastination has a T-statistic value of 2.707 > T Table 1.984 for employee productivity. This indicates that procrastination has an impact on worker productivity.
- The Leadership Traits T-statistic value on Employee Productivity is 3.465 > T Table 1.984. This demonstrates how leadership traits have a big impact on worker productivity.
- Assertive communication's T-statistic value on worker productivity is 26.199 > T Table 1.984. This indicates that assertive communication significantly affects worker productivity.

Table 4. Path Coefficients of Indirect Effects

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
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Procrastination → Assertive Communication → Employee Productivity	0,112	0,109	0,049	2,289	0,023	Accepted
Leadership Traits → Assertive Communication → Employee Productivity	-0,161	-0,157	0,044	3,668	0,000	Accepted

Source: Output Smart PLS (2023)

According to the above table, both indirect-effect hypotheses are accepted since the P-Values are less than 0.05 and the T-Statistics value is greater than 1.96.

Coefficient of Determination (R Square)

The purpose of the coefficient of determination test is to evaluate a model's capacity to demonstrate the simultaneous influence of independent variables on the dependent variable, as demonstrated by the modified R-Square value (Ghozali, 2016). By computing the R Square value, one can ascertain the coefficient of determination. This value shows the extent to which changes in the dependent variable may be explained by the dependent variable's contribution in the regression model.

The dependent variable cannot be well explained by the independent variables when the coefficient of determination value is around zero, according to Ghozali (2016). In contrast, the independent variables can supply all the information needed to predict the dependent component when the coefficient of determination value is close to one.

Table 5. Coefficient of Determination

R Square	R Square	R Square Adjusted
Employee Productivity	0,923	0,922

Source: Output Smart PLS (2023)

Table 5 indicates that the Employee Productivity variable's Coefficient of Determination (R-Square) value is 0.923. This indicates that the dependent variable, employee productivity, is 92.3% influenced by all independent variables at the same time. Other factors that were not investigated in this study have an impact on the remaining 7.7%.

Regression Equation

Table 3 shows the Regression Equation Model. The regression equation derived from the table is as follows:

Model 1 : Employee Productivity = -0,109 Procrastination + 0,149 Leadership Traits
 Model 2 : Employee Productivity = -0,109 Procrastination + 0,149 Leadership Traits + 0,814 Assertive Communication

The meaning of the regression equation is as follows. The first step in increasing employee productivity is to decrease procrastination among employees. Second, if an organization wants to boost worker productivity, it must enhance leadership qualities and aggressive communication in coordination while also reducing employee procrastination.

DISCUSSION

In this investigation, the first hypothesis is accepted. Employee productivity suffers when procrastination occurs. There are four components used to measure procrastination, namely delays in starting and completing tasks, delays in completing tasks, a time gap between plans and realization, and a tendency to switch to more enjoyable activities compared to

focusing on the initial goal. Three of the four components mentioned are found to positively impact worker productivity. The more productive employees are, the less they procrastinate. The findings of this investigation uniformly corroborate and enhance the earlier research by Fuad and Luturlean (2021).

This investigation's second hypothesis is approved. Leadership Traits affect Employee Productivity. Leadership Traits are implemented into four indicators, namely intelligence, self-confidence, determination, and personal integrity. Three of the four indicators are proven to have a positive effect on employee productivity. This means that leaders who have realistic confidence in providing ideas, making decisions, being skilled (self-confidence), having motivation, persistence, initiative, perseverance (determination), and adhering to personal values that are spoken in daily life (personal integrity) have a significant effect on increasing employee productivity. According to the study's findings, the earlier research by Jumady (2020) and Suryani et al (2020) is continuously supported and enhanced.

The third hypothesis in this study is accepted. Assertive Communication as a Moderator has an influence on Procrastination and Employee Productivity. There are five characteristics of individuals who are able to communicate assertively. First, they are free to express their feelings, thoughts, and desires. Second, they are able to initiate and maintain comfortable relationships with others. Third, they are able to control their anger, not by repressing their feelings, but by managing anger with sound reasoning. Fourth, they are able to compromise with others rather than always imposing their will. Fifth, assertive individuals not only consider their personal needs but also take into account the needs of others. The less procrastination is done, accompanied by good quality assertive communication from an employee, the higher the level of productivity. Conversely, the more often employees procrastinate, followed by poor quality of assertive communication from an employee, the lower the level of productivity. The results of this study consistently support and complement the research that was previously conducted by Yuliza et al. (2022) and Aprilistyan and Ikhwan (2022).

The fourth hypothesis in this study is accepted. Assertive Communication as a Moderator has an influence on Leadership Traits on Employee Productivity. Similar to the third hypothesis, assertive communication as a moderator is proven to have an influence on leadership traits on employee productivity. Therefore, the more positive the leadership traits of leaders in the company, accompanied by good quality assertive communication skills, the more employee productivity will increase. Conversely, the worse the leadership traits of leaders in the company, followed by poor quality of assertive communication, the lower the level of employee productivity. The results of this study are in line with previous research and complement the research that was previously conducted by Paputungan et al. (2021) and Aprilistyan and Ikhwan (2022).

This study's fifth hypothesis is accepted. The productivity of employees is impacted by assertive communication. Individuals who have the five characteristics of assertive communication that have been mentioned previously have a significant positive influence on employee productivity. Both leaders and employees who are able to communicate assertively with good quality can increase employee productivity. Conversely, leaders and employees who are less or unable to communicate assertively will also decrease their level of productivity. The findings of this study consistently corroborate and enhance the earlier studies published by Julianto and Carnarez (2021) and Widyastuti et al. (2020).

CONCLUSIONS

The discussion led to the conclusion that procrastination has a major impact on employee productivity, leadership traits have a significant impact on employee productivity, and assertive communication has a significant impact on employee productivity as a moderator of

procrastination. In addition to having a big impact on employee productivity, assertive communication also has a significant impact on employee productivity as a moderator of leadership traits.

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