



Proactive personality and its relationship with procrastination in employees of a hardware company

Personalidad proactiva y su relación con la procrastinación en los colaboradores de una empresa ferretera

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ABSTRACT

The relationship between proactive personality and procrastination is crucial for job performance. The objective was to determine the relationship between proactive personality and procrastination in employees of a hardware company. The research was applied, correlational, non-experimental design and cross-sectional. The collection instrument was a procrastination survey, with a sample of 40 employees. The results showed that the proactive personality variable was at a low level, with 95%, while 5% presented an average level. The relationship between the proactive personality variable and procrastination was 0.753 according to Pearson, indicating a moderately positive relationship. This suggests that, the more proactive the personality, the more procrastination tends to increase, although not in a strong or direct way. Therefore, it is concluded that there is indeed a high relationship.

Keywords: collaborators; digital laziness; job commitment; job performance; sense of service

RESUMEN

La relación entre personalidad proactiva y procrastinación es crucial para el desempeño laboral. El objetivo fue determinar la relación entre la personalidad proactiva y la procrastinación en los colaboradores de una empresa ferretera. La investigación fue de tipo aplicada, nivel correlacional, diseño no experimental y corte transversal. El instrumento de recolección fue una encuesta de procrastinación, teniendo como muestra a 40 colaboradores. Los resultados demostraron que la variable personalidad proactiva se encontraba en un nivel bajo, con un 95%, mientras que un 5% presentaba un nivel promedio. La relación entre la variable personalidad proactiva y procrastinación fue de 0,753 según Pearson; lo que indica una relación moderadamente positiva. Esto sugiere que, a mayor personalidad proactiva, tiende a haber un aumento en la procrastinación, aunque no de manera fuerte ni directa. Por lo tanto, se concluye que efectivamente existe una relación alta.

Palabras clave: colaboradores; ciberpereza; compromiso laboral; desempeño laboral; sentido de servicio



1. INTRODUCTION

Despite rapid technological advances and changes in work and organizations, human capital remains a key factor in determining organizational success in Europe and the United Kingdom, according to Op den Kamp et al. (2018), highlighting the need for suitable personnel, preferably individuals with a proactive personality. According to Carbajal Sifuentes (2017), such individuals are willing to improve their performance, take initiative, persevere in the face of change, and identify opportunities in the workplace. In parallel, Prem et al. (2018) indicate that procrastination is a form of self-regulation failure characterized by the irrational delay of tasks despite potentially negative consequences.

In Latin America, this issue is further supported by Quiñones Zavaleta (2019), who highlights the existence of a skills shortage, noting that up to 50% of formally established organizations do not hire candidates who meet the required profile. This may be related to the fact that, in this region, two out of five young people are neither studying nor working, while up to 55% of commerce operates informally. The International Labour Organization (ILO) reported that 45% of the working population in Latin America tends to postpone work-related activities. The available evidence also showed that countries such as Mexico and Brazil exceeded 50% in terms of skills shortages in Latin America and among countries of the Organisation for Economic Co-operation and Development (OECD). This revealed considerable difficulty in meeting the professional profiles demanded by formal-sector companies (Pages-Serra & Melguizo, 2017).

In Peru, a study conducted in a private company reported that most employees exhibited high job performance, primarily because 99.2% of the personnel showed a high level of proactivity, 98.4% demonstrated a high capacity for service when carrying out their assigned activities, and 100% exhibited a high level of diligence at work (Boada Llerena, 2019). This situation may be attributable to the developmental nature of proactivity, that is, the development of work-related attitudes through self-assessment, language development, and proactive decision-making aimed at progressively achieving organizational goals.

In the district of San Isidro, according to Quiñones Zavaleta (2019), information from the Ministry of Labor and Employment Promotion indicates that up to 30% of young employees postpone their work activities because they are studying, while 25% procrastinate chronically. In other words, they devote time to unnecessary distractions while performing their work duties. Likewise, in a public institution in the city of Arequipa, 75% of employees exhibited a high level of procrastination, 10% a moderate level, and 11% a low level, because they failed to plan their daily activities, obligations, and schedules, resulting in work being performed outside the established working hours (Arias Gonzáles, 2021).

On the other hand, Rojas Chiroque (2020) explored the relationship between organizational commitment and workplace procrastination in a sample of 250 employees of a pastry company. The results revealed no significant overall relationship between the two variables; however, a significant negative correlation was identified between cyberslacking and organizational commitment. In addition, differences in procrastination levels were found according to salary.

The problem identified at the hardware company Distribuidora Lindo Atardecer EIRL, the organization under study, is primarily associated with employees' lack of a proactive and committed attitude toward their daily responsibilities, which has likely contributed to persistent procrastination in their work. If this situation persists, the company may experience delays in its activities, leading to customer dissatisfaction and potentially resulting in the cancellation of projects or purchases, or the loss of customers, ultimately causing financial losses for the organization.

The study proposes the general hypothesis that there is a relationship between proactive personality and procrastination among employees of Distribuidora Lindo Atardecer EIRL. The main objective is to determine the relationship between these two variables in this context, while the specific objectives seek

to establish the relationship between proactive personality and sense of service, as well as the relationship between proactive personality and cyberslacking among employees of the same company.

2. MATERIALS AND METHODS

The study was applied in nature because, based on the identification of the behavior of the proactive personality and workplace procrastination variables, recommendations were proposed to address the problem identified within the company. In addition, the study had a correlational scope, as it sought to determine whether a relationship existed between these variables in the business context under study. A descriptive scope was also included to characterize the variables and analyze their interdependence. The research design was non-experimental, as the variables were not manipulated, allowing data to be collected as they occurred naturally in the study setting. Finally, the study followed a cross-sectional design and was conducted during 2020.

The population was determined based on information provided by the representative of the hardware company and consisted of 40 employees according to employment contracts. The entire population was considered for the study; therefore, the sample also consisted of 40 employees of the hardware company. Non-probability sampling was used, allowing for the careful selection of participants based on specific criteria to obtain an adequate and representative sample (Hernández & Carpio, 2019).

The survey technique was used for data collection. It included 10 questions for the proactive personality variable, comprising five questions related to the indicator “trigger of changes in the work environment” and five questions focused on the indicator “work initiative.” For the workplace procrastination variable, 14 questions were formulated: 10 for the “sense of work” dimension and four for the “cyberslacking” dimension. The questionnaires used were Crant’s Proactive Personality Scale, scored from 1 (“Strongly disagree”) to 7 (“Strongly agree”), and the Procrastination at Work Scale (PAWS), assessed on a scale from 0 (“Never”) to 7 (“Not applicable”).

The reliability of the instruments was assessed using Cronbach’s alpha coefficient, whose values range from 0 to 1, with values closer to 1 indicating greater reliability. The results showed a Cronbach’s alpha of 0.946 for the proactive personality variable and 0.939 for the workplace procrastination variable, both indicating excellent internal consistency. As both values exceeded the threshold of 0.700, the instruments were considered highly reliable and were administered to the final study sample. Subsequently, the collected data were organized into a database using Microsoft Excel and then processed using SPSS statistical software, version 26, for variable coding and analysis.

Inferential statistical methods were used to analyze the behavior of the variables and determine the relationship between them. First, a one-sample Kolmogorov–Smirnov normality test was performed, which indicated that the data followed a normal distribution. Based on these results, the parametric Pearson correlation test was applied to assess the relationship between proactive personality and workplace procrastination within the context of the study.

3. RESULTS AND DISCUSSION

Within the framework of the study, the results for the proactive personality variable indicate that a significant proportion of employees exhibit high levels of proactivity, as reflected in their ability to anticipate problems, make decisions autonomously, and propose improvements to work processes. The data show that a considerable proportion of employees assume additional responsibilities without requiring external instructions, while another group exhibits moderate levels of proactivity, suggesting that contextual factors may influence their willingness to act proactively. These findings are essential for understanding the impact of proactive personality on organizational performance and provide a basis for analyzing its relationship with procrastination in the hardware company.

3.1. Descriptive Results

3.1.1. Variable 1: Proactive Personality

Table 1 reveals that the proactive personality variable was predominantly at a low level, accounting for 95% of the cases, while the remaining 5% exhibited an average level. These results partially coincide with the study by Caniëls et al. (2018), who, when analyzing the relationship between job demands and resources, highlighted that this relationship is moderated by three factors: proactive personality, growth mindset, and transformational leadership. The authors reported that proactive personality had a direct positive effect on employees' work engagement.

Table 1. Frequencies of results for the proactive personality variable

Level	Range		Freq.	%
	From	To		
Low	20	46	38	95%
Average	47	73	2	5%
High	74	100	0	0%
Total			40	100%

Table 2 presents the frequency results for the trigger of changes in the work environment dimension. The average level had the highest frequency (40%), followed by the low level (33%) and, finally, the high level (28%). This indicates that most participants were at an average level regarding changes in the work environment, while smaller proportions reported low or high levels..

Table 2. Frequencies of results for the trigger of changes in the work environment dimension

Level	Range		Freq.	%
	From	To		
Low	5	12	13	33%
Average	13	20	16	40%
High	21	25	11	28%
Total			40	100%

Table 3 presents the frequencies of the results obtained for the work initiative dimension of the proactive personality variable. It was observed that 43% of the participants were at an average level, making it the predominant category. A total of 35% were at a low level, while the remaining 23% reached a high level. These data show a distribution concentrated mainly at the average and low levels, suggesting that work initiative could be an area for improvement in the population studied.

Table 3. Frequencies of results for the work initiative dimension

Level	Range		Freq.	%
	From	To		
Low	5	12	14	35%
Average	13	20	17	43%
High	21	25	9	23%
Total			40	100%

3.1.2. Variable 2: Procrastination

Table 4 shows that the procrastination variable was predominantly at a low level, accounting for 85% of the cases, while the remaining 15% were at a moderate level. When comparing these results with the study by Vermooten et al. (2019), factors such as job crafting, meaningful work, and proactive personality were found to influence variations in employee engagement and turnover intention. In their conclusions, the authors highlighted that proactive personality has a significant impact on employee engagement and turnover intention.

Table 4. Frequencies of results for the procrastination variable

Level	Range		Freq.	%
	From	To		
Low	22	50	34	85%
Moderate	51	79	6	15%
High	80	110	0	0%
Total			40	100%

Table 5 showed that the procrastination variable, in its sense of service dimension, was predominantly at a moderate level (58%), followed by 30% at a low level, while only 13% exhibited a high level.

Table 5. Frequencies of results for the sense of service dimension

Level	Range		Freq.	%
	From	To		
Low	10	23	12	30%
Moderate	24	37	23	58%
High	38	50	5	13%
Total			40	100%

Table 6 showed that the procrastination variable, in its cyberslacking dimension, was predominantly at a moderate level (60%), followed by 25% at a low level, while only 15% exhibited a high level.

Table 6. Frequencies of results for the cyberslacking dimension

Level	Range		Freq.	%
	From	To		
Low	4	9	10	25%
Moderate	10	15	24	60%
High	16	20	6	15%
Total			40	100%

3.2. Inferential Results

To test the proposed hypothesis, a normality test was first applied to the results of the variables (Table 7). Subsequently, Pearson's correlation coefficient was used (Table 8), and finally, the hypothesis proposed in the present study was tested.

Table 7. One-Sample Kolmogorov-Smirnov Test

		Proactive Personality	Workplace Procrastination
N		40	40
Normal	Mean	52.72	66.18
Parameters ^{a,b}	Std. Deviation	13.026	16.530
Most Extreme Differences	Absolute	.189	.141
	Positive	.189	.141
	Negative	-.098	-.125
Test Statistic		.189	.141
Asymp. Sig. (2-tailed)		.000 ^c	.001 ^c

Note: a. The distribution is normal. b. Calculated from data. c. Lilliefors significance correction.

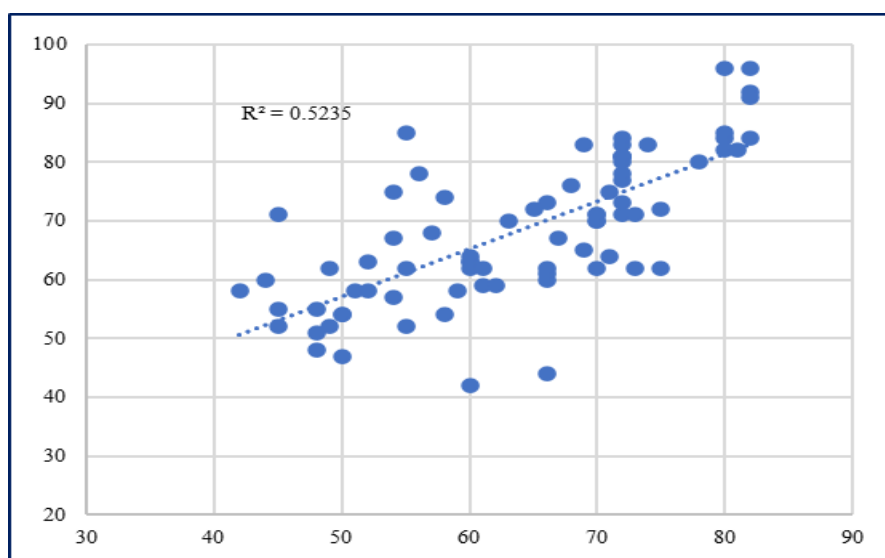
Table 7 shows that the Asymp. Sig. (2-tailed) value was < 0.05 for both variables (proactive personality = 0.000 and workplace procrastination = 0.001); therefore, the variables were considered to follow a normal distribution, and Pearson's correlation coefficient was subsequently applied.

Table 8. Correlation test between the proactive personality and workplace procrastination variables

	Proactive Personality	Workplace Procrastination
	r	1
	p	.724**
Proactive Personality	N	40
	r	.724**
	p	.000
Workplace Procrastination	N	40

** . Correlation is significant at the 0.01 level (2-tailed).

A significant relationship was found between the variables studied, with a significance value of $p = 0.000$ and a strong positive relationship, as evidenced by a correlation coefficient of 0.724. Squaring this coefficient indicates that Variable I accounts for 52% of the variation in Variable II. This indicates that higher levels of proactive personality among employees are associated with lower levels of workplace procrastination at Distribuidora Lindo Atardecer EIRL. Likewise, the research hypothesis, which establishes the existence of a significant relationship between proactive personality and workplace procrastination in the company analyzed, was confirmed. This finding supports the importance of fostering proactive behaviors among employees to reduce behaviors associated with workplace procrastination, thereby promoting a more productive and efficient work environment..

**Figure 1.** Scatter plot of proactive personality and workplace procrastination

The results are consistent with previous research. For example, Quiñones Zavaleta (2019) identified an inverse relationship between proactive personality and workplace procrastination, indicating that employees with higher levels of proactivity tend to postpone their tasks less frequently. Similarly, Urcia Avellaneda (2020) highlighted that workplace procrastination affects performance and goal achievement. In addition, Espinoza Gloria (2018) concluded that employees with greater willingness and initiative in response to changes in the work environment exhibit fewer procrastination behaviors, underscoring the relevance of both variables to job performance and the achievement of organizational goals.

Specific Hypothesis 1: There is a relationship between proactive personality and the sense of service among employees of Distribuidora Lindo Atardecer EIRL during 2020.

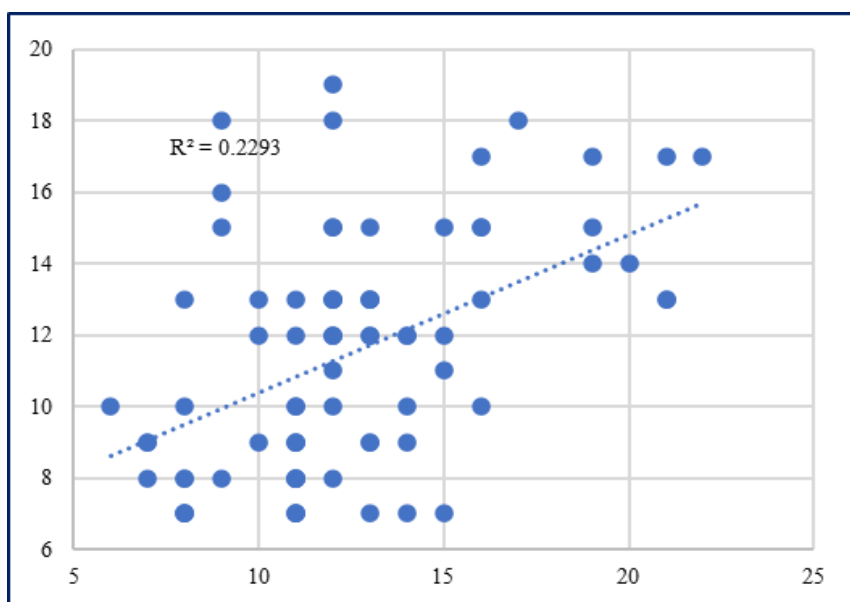
Based on the formulation of the specific hypothesis, a correlation test was conducted to assess the relationship between the proactive personality variable and the sense of service dimension of the second variable (Table 9).

Table 9. Correlation test between proactive personality and the sense of service dimension

	Proactive Personality	Sense of Service
Proactive Personality	r	1
	p	.479**
	N	40
Sense of Service	r	.479**
	p	.000
	N	40

** . Correlation is significant at the 0.01 level (2-tailed).

A significant relationship was found between the dimension and the variable, with a significance value of 0.000. Furthermore, a moderately strong positive relationship was observed, with a correlation coefficient of 0.479. Squaring this coefficient indicates that Variable I accounts for 22% of the variation in Dimension I of Variable II (Figure 2). This demonstrates that higher levels of proactive personality are associated with a stronger sense of service among employees of Distribuidora Lindo Atardecer. Accordingly, the first specific hypothesis was accepted.

**Figure 2.** Scatter plot of proactive personality and the sense of service dimension

Regarding the relationship between proactive personality and the sense of service dimension, a moderately strong positive relationship was observed. When these results are compared with those of Saelinger (2018), several job characteristics, including job autonomy, task variety, and problem solving, were found to be positively related to intrinsic motivation, while intrinsic motivation was positively related to goal achievement. Likewise, Salessi and Omar (2021) validated the Proactive Personality Scale in Argentina using a sample of 465 workers. The results showed that the scale has good psychometric properties and is suitable for use in the workplace context.

Similarly, Saraih et al. (2019) analyzed the job performance of 152 employees at a manufacturing company in Malaysia and found positive correlations between performance and interpersonal communication ($r = .53$, $p = .00$), as well as between performance and task design ($r = .54$, $p = .00$). These results underscore the relevance of these factors to job performance.

Likewise, Soelton and Atnani (2018) examined the influence of the work environment, job satisfaction, and job stress on turnover intention among technical staff at a secondary school in Jakarta. The results showed that these variables significantly affect turnover intention. Similarly, Van den Hee et al. (2020), in a study

involving 397 unemployed job seekers, found that trait procrastination negatively affects job-search behavior, particularly in the absence of autonomous motivation.

Specific Hypothesis 2: There is a relationship between proactive personality and cyberslacking among employees of Distribuidora Lindo Atardecer EIRL during 2020.

Based on the formulation of the specific hypothesis, a correlation test was conducted to assess the relationship between the proactive personality variable and the cyberslacking dimension of the second variable (Table 10).

Table 10. Correlation test between proactive personality and the cyberslacking dimension

	Proactive Personality	Cyberslacking
Proactive Personality	r	1
	p	.753**
	N	40
Cyberslacking	r	.753**
	p	.000
	N	40

**, Correlation is significant at the 0.01 level (2-tailed).

Inferential statistical analysis demonstrated a highly significant relationship between the variables, with a value of $p = .000$. Likewise, a strong positive relationship was observed, with a correlation coefficient of 0.753. Squaring this coefficient indicates that Variable I accounts for 56% of the variation in Dimension II of Variable II (Figure 3). This demonstrates that higher levels of proactive personality are associated with lower levels of cyberslacking among employees of Distribuidora Lindo Atardecer.

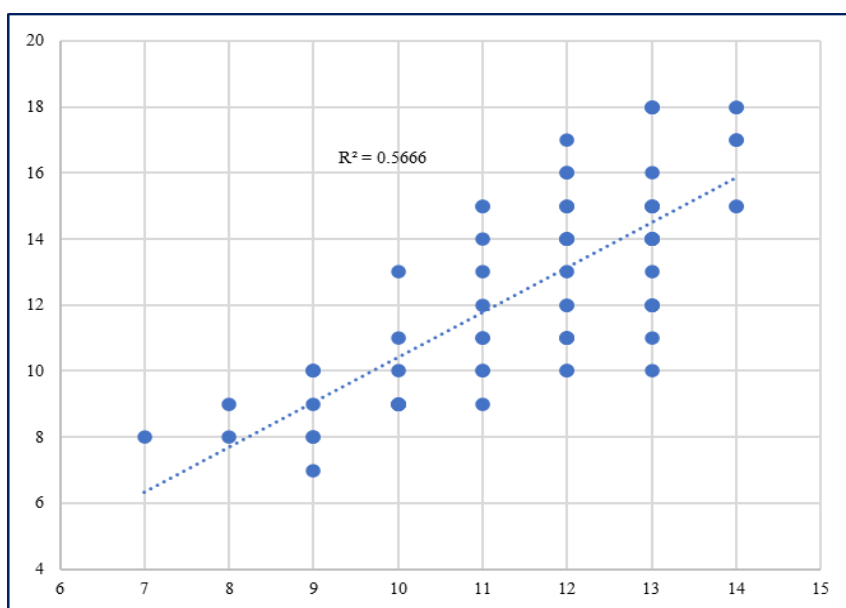


Figure 3. Scatter plot of proactive personality and the cyberslacking dimension

In this regard, the results showed a relationship between the proactive personality variable and the cyberslacking dimension, with a significance value of 0.753, indicating a strong relationship. This result is consistent with the study by Quiñones Zavaleta (2019), who found a significant inverse correlation between the two study variables, with a value of $r = 0.360$. Likewise, more than half of the employees reported a high level of proactivity.

These results suggest that fostering proactive personality among employees could be a key strategy for reducing cyberslacking in the workplace. A proactive personality enables employees to adopt an anticipatory and problem-solving attitude, thereby reducing the tendency to become distracted or postpone tasks due to the inappropriate use of digital resources. Therefore, implementing training

programs or organizational strategies that promote proactive skills may contribute to improving efficiency and job performance.

CONCLUSIONS

The statistical results confirmed the existence of a direct relationship between proactive personality and procrastination. This finding suggests that as employees' proactivity increases, procrastination tends to decrease. Therefore, the proposed research hypothesis can be accepted, indicating that proactive personality is a factor that helps reduce procrastination among employees.

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CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest related to the subject matter of this study.

AUTHOR CONTRIBUTIONS

Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Visualization, Writing – original draft, Writing – review and editing: Verona-Guerrero, J. K., Requejo-Conde, S. L., and Hasbún-Mancilla, J. O.

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