
PERCEIVED PERFORMANCE AND PROCRASTINATION IN HOSPITALITY INDUSTRY: EXAMINING THE MEDIATOR ROLE OF WORK ENVIRONMENT

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Abstract

To enhance the profitability, organizations must be on the toes to manage the difficulties of steady change and rivalry. The managers and executives are the key elements, who are to streamline the procedure, actualize the constant change projects and screen the assembling productivity of the framework. The past investigations clearly clarified that individual performance was influenced by the different human behaviour components. The goal of the study was to look at the part of the work environment as a mediator between perceived performance and procrastination. Data was gathered from the five distinct urban areas of Punjab (India). A complete consideration has been given to choice of subjects. The sample incorporates managers, executives and supervisors and so forth having the basic leadership energy of concerned division. Correlations were measured by utilizing Karl Pearson's technique. The mediation, investigation was performed by utilizing Andrew F. Hayes (Process Macro). The aftereffects of relationship investigation delineated that performance; procrastination and work environment were fundamentally associated with each other. Further, then comes about delineating that perceived work environment and procrastination were altogether connected perceived performance of representatives. At long last work environment found a mediator between perceived performance and procrastination behaviour of employees.

Keywords: *Perceived Performance, Procrastination, Work Environment, Mediation, Hospitality Industry, Travel and Tourism*

Introduction

The hotel industry is the one of fundamental piece of tourism and hospitality industry. The Indian tourism and hospitality industry has a major commitment to gross domestic product of the nation. As it is a one of the key drivers of development it contributes 6.23 in gross domestic product and gives 8.78 percent work in the nation (Joseph, 2014). The enhanced frameworks and measures of industry have been fruitful to pull in outside travelers. According to Indian Brand Equity Foundation (2016) the level of contribution of travel and tourism sector in GDP of India is estimated to rise from US\$ 136.3 billion in 2015 to US\$ 275.2 billion in 2025.

Travel and tourism is the third biggest outside trade worker from India (IBEF, 2016). Hotel industry of India will undoubtedly become because of increment of remote and household voyagers. Subsequently, the execution lodging administration and inn staff has been turned into a fundamental issue to inquire about.

The achievement of each organization relies on its business performance. In any case, globalization has tossed different new difficulties formerly the associations to enhance their performance. Keeping in mind the end goal to enhance the efficiency, nature of items and administrations, associations must be on the toes to manage difficulties of consistent change and rivalry. The managers and executives are the key elements, who are to streamline the procedure, actualize the persistent change projects and screen the assembling effectiveness of the framework (Dhaliwal, 2008). Performance of an association relies on the aggregate performance of its workers. Subsequently, the changing situation of the overall economies has drawn a genuine consideration of social researchers and administration specialists towards execution. It is evident that different human conduct perspectives like personality, motivation, leadership, procrastination, attitude, etc. affect the performance. Likert (1961) expressed that style and behaviour of leaders encourage scholars to find the style that increased the corporate performance. Baumeister and Scher (1988) depicted that procrastination was self-indulgent behaviour which affected the performance negatively because one ended up with less time to work. Gordon and Di Tomaso (1992) also found that a strong culture as measured by the consistency of perceptions of company values was predictive of short-term company performance. Kahai et al. (2000) contended that transformational leadership increases group performance by overcoming

social loafing among members. Barrick et al. (2001) revealed that performance was affected by conscientiousness and emotional stability. Schneider et al. (2003) explained that healthier employee attitudes were required for financial and market performance. Ashtari et al. (2009) found that increased levels of burnout affected the performance in a negative way. Gana and Bababe (2011) showed that motivation had a significant impact on workers' performance. The previous studies are evidently explained that organizational performance was affected by the human behaviour related elements like motivation, attitude, personality etc.

Performance is an extensive term. It is related with various psychological and non-psychological aspects. According to Business Dictionary (2016) performance can be defined as "The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract." Various psychological and non-psychological aspects are related with the performance. Simply performance is a ratio of input behaviour and output of production. It is a multi-dimensional aspect of behavior science.

Procrastination has been the subject of research mainly in educational fields, whereas only a limited number of studies have been conducted in industrial organizations. The term 'procrastination' is related to delay. Prudence, patience and prioritization — all have the element of delay, but all these do not amount to procrastination. Procrastination word is a combination of Latin origins of *pro*, meaning "forward, forth, or in favor of," and *crastinus*, meaning "of tomorrow" (Klein, 1971). But procrastination has a wider meaning. It is not just restricted to delay; the delay should be irrational (Steel, 2010).

Generally, work environment denotes the setting around a person. An individual interacts with a number of people in the social and professional environment. There are various factors which determine the work environment of an organization. Generally, these factors are physical features, the organizational policies in the work setting and the characteristic behaviours of people at work (Chan and Huak, 2004). So there are various social, physical and psychological factors which constitute an environment. The concept of work environment is an actual comprehensive one including the physical, psychological and social aspects that make up the working condition (Jain and Kaur, 2014).

Review of Literature and Hypotheses

Performance and Procrastination

Baumeister and Scher (1988) depicted that procrastination was self-indulgent behaviour which affected the performance negatively because one ended up with less time to work. Ariely and Steel et al. (2001) recognized that procrastination was a strong predictor of performance. Wertenbroch (2002) examined that deadlines control the procrastination behaviour but not improving task performance. Lakshminarayan et al. (2013) revealed a negative relationship between procrastination and performance. Kim and Seo (2015) conducted a meta-analysis and concluded that procrastination and academic performance had an adverse relationship. Hence, in the light of the previous literature the following hypothesis made:

“H1: There would be a significant and negative relationship between procrastination behaviour and perceived performance”.

Procrastination and Work Environment

Harris and Sutton (1983) studied the conceptual framework on task procrastination in the organizations. The study gave emphasis to rise of procrastination by the work environment. It was presumed that procrastination had a negative impact on individuals as well as system effectiveness. Lonergan and Mahar (2000) investigated the interaction effect of locus of control between workplace procrastination and job characteristics. Abbasi et al. (2015) examined that procrastination and work environments were affected by each other. Various job characteristics were associated with the procrastination. Singh (2017) examined the significant impact of work environment on procrastination and the nature of the relationship was negative. Hence, in the light of the previous literature the following hypothesis made:

“H2: There would be a significant and negative relationship between procrastination behaviour and perceived work environment”.

Performance and Work Environment

Dhaliwal (2008) depicted that due to stressful work environments both physical and mental health illness rendered the employee unfit for work and reduced the performance and productivity level. Chandrasekar (2011) examined that poor work environment effect the performance of the employee. The study added that quality of the employee’s workplace environment that

most impact on level of motivation and subsequent performance. Oswald et al. (2012) found the significant impact of work environment on the performance. Nazir, et al. (2012) investigated the relationship between leadership style, culture and organizational performance. Further, the classification of the result showed that innovative culture positively and significantly associated with performance. Hence, in the light of the previous literature the following hypothesis made:

“H3: There would be a significant and positive relationship between procrastination behaviour and perceived performance”.

Gap Analysis

The review discussed in different segments provided very relevant information. Various studies established the relationship between procrastination and performance. Similarly, a number of studies depicted the association between the performance and work environment. But there was a lack of empirical studies showing a relationship between procrastination and work environment. But a number of studies indicated that motivation was positively related to the work environment (Tufail and Sajid, 2015) and adversely with the procrastination (Steel, 2010). Hence, the previous reviews evidently pointed out that work environment might directly or indirectly associate with procrastination. In the light of the previous literature the following hypothesis made:

H4: Work Environment would mediate the relationship between perceived performance and procrastination.

Objectives of the Study

The study was based on the following objectives:

- To study the relationship between measures of performance, procrastination and work environment.
- To examine the role of work environment as a mediator between perceived performance and procrastination behaviour.

Research Methodology

Sampling Design

The sample of the study consisted of 155 middle level employees. These employees were selected from the different 3 Star Hotels of different big cities

of Punjab (a state of India) viz. Jalandhar, Mohali, Ludhiana, Amritsar and Patiala. These cities were selected by judgment sampling technique from the different geographical division of Punjab viz. Majah, Malwa, Doaba. At least one city selected from each division and three cities selected from Malwa region due to vast coverage of area. The employees were selected by Judgment sampling technique from 24 hotels. Approximately 30 per cent to 40 per cent employees were selected from each hotel. A care full attention has been given to the selection of subjects. The sample includes managers, executives and supervisors, etc. having the decision making power of concerned department. The respondents' age, gender, qualification, experience, marital status, department and annual income were modelled as control variables. All the respondents were male. The average age of the respondents was 32.12 years with 3.7 standard deviation.

Scales and Inventories

Self-Performance Appraisal Inventory (Dhaliwal, 2008)

The information regarding the performance of employees has been gathered by Self-Performance Appraisal Inventory. It has 45 items and 12 sub scales. The responses of the respondents were measured at five- point Likert scale. The sub-scales were as follows (i) Organizing ability (OA) : It is related to organizing, ability of planning and delegation (ii) Job knowledge and clarity (JKC): It is related with objective clarity and conformity regarding policies and strategies (iii) Communication skills (CS): related to power of expression and convincing in written and oral mode (iv) Decision making (DM): It is related with rational and effective decision- making (v) Judgmental skills (JS): use of discretion and judgment and management of resources(vi) Sociability (S): It is related to relationship, dealing and cooperation (vii) Leadership skills (LS) : It is related to ability of influence (viii) Integrity and dependability (ID) : straightforwardness and courage to disagree even with seniors (ix) Commitment and loyalty (CL) : towards work and organization. (x) Creativity and innovation (CI) : creative and unique thinking (xi) Attitude (A) : It refers to positive attitude towards customers, work and learning from past experiences. (xii) Target achievement (TA) : related to task performance.

Here, it was required to mention that some items were deleted to improve the reliability of the scale. Further, a sub scale, viz., creativity and innovation was not added in the analysis due to low level of reliability.

Reliability of Scale

Table 1: Self-Performance Appraisal Inventory Reliability Analysis

Sub Scales	Cronbach's Alpha	Number of Items
Organizing ability	0.72	4
Job knowledge and clarity	0.76	4
Communication skills	0.89	3
Decision making	0.65	3
Judgmental skills	0.67	4
Sociability	0.59	6
Leadership skills	0.78	5
Integrity and dependability	0.81	7
Commitment and loyalty	0.65	4
Creativity and innovation	0.35	4
Attitude	0.74	5
Target achievement	0.82	3

Source: Prepared by Author

Pure Procrastination Scale (Steel, 2010)

Procrastination was measured by the Pure Procrastination Scale. The scale has three sub scales, viz. decisional, arousal and avoidant procrastination. The responses of the respondents were measured at five-point Likert scale. Overall scale has 12 items. The three sub scales were as follows: (i) Decisional Procrastination (DP): It is concerned with delay in decision-making. (ii) Arousal Procrastination (AR): It is related to starting of work at the last moment (iii) Avoidant Procrastination (AP): It is related to avoid the task due to fear of failure.

Reliability of Scale

Table 2: Pure Procrastination Scale Reliability Analysis

Sub Scales	Cronbach's Alpha	Number of Items
Decisional Procrastination	0.73	3
Arousal Procrastination	0.81	5
Avoidant Procrastination	0.89	4

Source: Prepared by Author

Work Environment Scale (Moos, 1994)

The work environment scale used to assess the human as well as system aspects of the work environment. The scale consisted of 90 items and 10 sub scales. The perceptions of the respondents about the work environment have been studied. The respondents were required to mark true or false on response sheet. A score for each dimension was calculated according to manual of scale. The sub scales are as follows:

(i) Involvement (IN): It shows the level about how much employees are concerned and committed to their job. (ii) Coworker Cohesion (CC): The sub scale measures the extent of supportive and friendly environment (iii) Supervisory Support (SS): It measures the extent to which management is supportive of employees. (iv) Autonomy (A): The sub scale measures the extent about how much employees are encouraged to be self-sufficient to make their own decisions. (v) Task Orientation (TO): It measures the extent of the emphasis which is given to good planning, efficiency and getting the job done. (vi) Work Pressure (WP): It measures the degree to which high work demands and time pressure dominates the job milieu (vii) Clarity (C): The sub scale measures whether employees know to expect in their daily routine; and how explicitly rules and policies are communicated. (viii) Managerial Control (MC): It expresses how much management uses rules and procedure to keep employees under control (ix) Innovation (INN) : It measures the extent of emphasis assigned to variety, change and new approaches (x) Physical Comfort (PC): It expresses the extent to which the physical surroundings contribute to a pleasant work environment. Reliability of work environment scale was tested. The test-retest reliabilities (N =10) of 10 sub-scales varied from as low 0.65 to high of 0.80

Statistical Tools and Techniques

Data was analysed by using various statistical tools and conducted on SPSS. Correlation was measured by using Karl Pearson's method. The mediation analysis was performed by using Andrew F. Hayes process.

Analysis and Interpretation

Relationship between Perceived Performance and Procrastination Behaviour

The overall all index of the performance and procrastination was correlated significantly ($r = -0.253, P < 0.05$). The nature of the relationship was negative. Especially avoidant procrastination was significantly linked with the integrity

and dependability ($r = -0.69$, $P < 0.01$). Arousal procrastination was adversely correlated with judgment skill and sociability respectively ($r = -0.28$ and -0.21 , $P < 0.01$ and $P < 0.05$). Thus, overall picture of results depicted that performance had an adverse relationship with procrastination among the employees. Especially arousal and avoidant procrastination was associated with the different performance parameters. The results depicted that a higher degree of integrity and dependability decreases avoidant procrastination behaviour. Similarly, higher judgment skills and sociability of an individual contribute effectively to the overall performance and in such a circumstances possibility of procrastination may decrease. The previous literature is also indicated the same relationship and results are similar with Ariely and Wertenbroch (2002), and Kim and Seo (2015). Hence, the hypotheses “*H1: There would be a significant and negative relationship between procrastination behaviour and perceived performance*” was supported.

Table 3: Correlation between Perceived Performance and Procrastination Behaviour

	DP	AR	AP	Procrastination (total)
OA	-.183	-.091	.125	-.002
JKC	-.142	-.071	.112	.011
CS	.077	.145	.117	.202
DM	.175	.136	-.035	.101
JS	-.180	-.283**	.046	-.166
S	-.003	-.217*	.186	.050
LS	-.088	-.129	.135	.021
ID	.201	.191	-.690**	-.641**
CL	-.073	-.089	.098	.014
A	-.028	.007	.060	.045
TA	-.083	-.051	.104	.034
PRF	-.034	-.083	-.231*	-.253*

$P^* < 0.05$, $P^{**} < 0.01$, $N = 155$

Source: Prepared by Author

Relationship between Perceived Performance and Work Environment

The overall index of performance was found significantly correlated with the work environment ($r = 0.464$, $P < 0.01$). Organizing ability was correlated

with involvement, co-worker cohesion, autonomy, task orientation, managerial control, innovation and physical comfort respectively. Job knowledge and clarity, dimensions were correlated with each sub-scale of work environment except involvement and innovation in a positive manner. Communication skill dimension was correlated with autonomy and innovation in an adverse manner. Decision-making was correlated with autonomy in a positive manner. Sociability was positively correlated with involvement and co-worker cohesion. Clarity was correlated with co-worker cohesion adversely. Table 4 shows all these correlations. Thus, the hypothesis “*H3: There would be a significant and positive relationship between procrastination behaviour and perceived performance*” was supported by the results.

In sum, overall results depicted that most of dimensions of performance and work environment were positively correlated. A favourable environment in terms of higher involvement, co-worker cohesion, autonomy, task orientation, managerial control, innovation and physical comfort increases the performance. Further, various negative correlation results depicted that availability of traits sometimes effects to the performance adversely. According to results a higher degree of co-worker cohesion may reduce the clarity level of the employees. Further, most of significant and positive correlations were indicated that a favourable work environment was a function of performance among employees.

Relationship between Procrastination Behaviour and Perceived Work Environment

The overall index of procrastination and work environment depicted a negative relationship ($r = -0.358$, $P < 0.01$). Decisional procrastination was correlated adversely with clarity and managerial control. Arousal procrastination was adversely correlated with clarity, managerial control and innovation and positively with work pressure. Avoidant procrastination was not correlated significantly with any of sub-scale of work environment. The results provide an empirical support to the hypothesis “*H2: There would be a significant and negative relationship between procrastination behaviour and perceived work environment*”. The results matched to findings of Abbasi et al. (2015). In sum results depicted that work environment can be a source of procrastination among the employees. A favourable work environment provides a mechanism for completion of task. In such a work settings tendency of procrastination would not be expected.

Table 4: Correlation between Perceived Performance and Work Environment

	OA	JKC	CS	DM	JS	S	LS	ID	CL	A	TA	PRF
IN	.229*	.195	-.001	.024	.091	.235*	-.056	.091	-.070	-.075	-.023	.194
CC	.225*	.222*	.009	-.011	-.079	.232*	-.008	-.041	-.306**	-.135	-.147	.015
SS	.196	.207*	.043	.110	.134	.021	.098	.153	-.080	-.014	-.109	.283**
AU	.217*	.246*	.209*	.219*	-.140	.021	.093	.131	.095	-.152	-.109	.312**
TO	.329**	.348**	-.021	.022	-.080	-.026	-.154	.093	.140	-.154	-.145	.137
WP	.185	.215*	.019	.037	-.101	-.048	.059	.096	.182	.062	.011	.248*
C	.201	.234*	-.056	.023	-.016	-.126	-.018	.100	.065	.088	.072	.194
MC	.228*	.214*	-.158	-.148	-.013	.140	.116	.087	-.052	-.090	-.101	.120
INN	.220*	.198	-.226*	-.162	.027	.044	-.025	.139	-.081	-.025	-.042	.066
PC	.214*	.212*	-.076	-.002	.038	.103	-.118	.108	.000	-.035	-.039	.132
WE	.602**	.608**	-.046	.051	-.014	.204	-.002	.256*	-.072	-.159	-.184	.464**

$P^* < 0.05$, $P^{**} < 0.01$, $N = 155$

Source: prepared by author

Table 5: Correlation between Procrastination Behaviour and Perceived Work Environment

	DP	AR	AP	P
IN	-.081	.039	-.078	-.077
CC	.056	.069	.076	.120
SS	-.069	.177	-.084	-.008
AU	-.100	-.091	-.108	-.174
TAO	.138	.074	-.157	-.049
WP	.023	.224*	-.099	.035
CL	-.265*	-.213*	-.117	-.302**
MC	-.317**	-.342**	-.137	-.402**
INN	-.137	-.327**	-.161	-.352**
PC	-.114	-.186	-.130	-.246*
WE	-.222*	-.125	-.251*	-.358**

$P^* < 0.05$, $P^{**} < 0.01$, $N = 155$

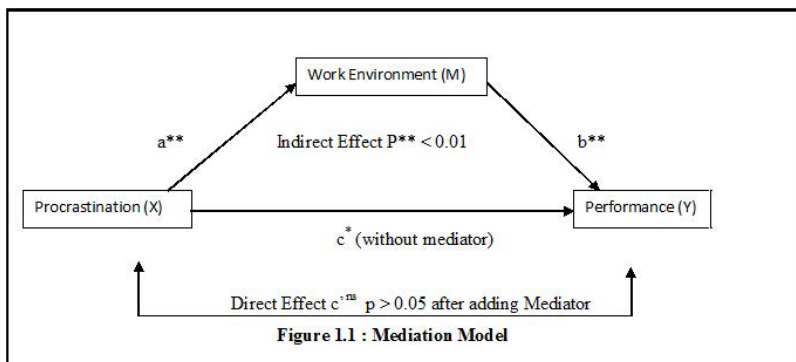
Source: Prepared by Author

Mediation Analysis

The results of correlation analysis depicted that overall indices of performance, procrastination and work environment were significantly correlated. The results provided a possibility of mediation between performance and procrastination by work environment. In order to test mediation, a multiple regression performed with Andrew F. Hayes Process. The approach tests the indirect effect with bootstrapping procedure. The approach found best as it is not based on some unrealistic assumption like normal sampling distribution, hence found the best as compare to other approaches (Preacher and Hayes, 2004, Shrout and Bolger, 2002). For further clarity a graphic model of mediation analysis formulated (Fig.1.1 Mediation Model).

According to the procedure, first of all work environment was predicted by procrastination. The beta coefficient (unstandardized) was found -0.341 and path “a” found highly significant ($p < 0.01$). Procrastination predicted work environment significantly and the nature of relationship was negative. In the next step procrastination and work environment was entered. The beta coefficients (unstandardized) values of work environment and procrastination (path c’) found 0.8334 ($p < 0.01$) and for path “b” = - 0. 1836 ($p > 0.05$) respectively. Here, a striking fact comes out that relationship between

procrastination and performance did not remain significant. The next step predicted performance by procrastination without entering work environment. The beta coefficient (unstandardized) was found -0.4681 ($p < 0.05$) and path “c” found significant. The indirect effect of procrastination on performance found significant as 95 per cent bias corrected bootstrapping confidence interval range lies between -0.5366 to -0.1128 for lower and upper bound respectively. There was no zero between lower and upper bound and indirect effect claimed (Hayes, 2009). Hence a bias-corrected bootstrap 95 per cent confidence interval indicated that mediator was significant as indirect effect -0.28 , at 95per cent CI $\{-.5366, -.1128\}$. Further, Normal theory test for indirect effect found highly significant ($p = 0.009$).



Source: Prepared by Author

Hence, the results depicted that autonomously work environment and procrastination were significantly associated with performance of employees. But when the both variables jointly entered in the model than procrastination did not remain significant. This fact was a clear indicator of full mediation of work environment between performance and procrastination (Baron and Kenny (1986). For further clarifications results depicted that the total effect of procrastination on performance was significant and direct effect of procrastination remained no longer significant after adding mediator. The indirect effect of procrastination through work environment on performance was found significant ($p < 0.01$). The results provided an empirical support to hypothesis H4: *Work Environment would mediate the relationship between performance and procrastination*. The graphical presentation of the model (Figure 1.1) depicts that there was a significant relationship between performance and procrastination. Work environment significantly correlated with performance and procrastination. When work environment entered as a mediator then the relationship between performance and procrastination remained no longer significant. Indirect effect of procrastination on perceived performance of the employees found also significant.

Table 6: Mediation Analysis

Y = PRF (Performance) X = P (Procrastination) M = WE (Work Environment)						
Sample size 155						
Outcome: WE						
Model Summary	R	R-sq	F	df1	df2	p
	.3581	.1283	13.6092	1.0000	153.0000	.0004
Model	coeff	se	t	p	LLCI	ULCI
constant	42.9166	2.9918	14.3447	.0000	36.9719	48.8612
P	-.3414	.0925	-3.6891	.0004	-.5252	-.1575
Outcome: PRF						
Model Summary	R	R-sq	F	df1	df2	p
	.4736	.2243	9.4278	2.0000	152.0000	.0002
Model	coeff	se	t	p	LLCI	ULCI
constant	121.4132	10.6579	11.3918	.0000	100.2328	142.5936
WE	.8334	.2222	3.7509	.0003	.3918	1.2749
P	-.1836	.1990	-.9223	.3589	-.5791	.2120
TOTAL EFFECT MODEL						
Outcome: PRF						
Model Summary	R	R-sq	F	df1	df2	p
	.2527	.0639	4.8349	1.0000	153.0000	.0305
Model	coeff	se	t	p	LLCI	ULCI
constant	157.1786	6.5823	23.8788	.0000	144.0996	170.2577
P	-.4681	.2129	-2.1988	.0305	-.8910	-.0451
TOTAL, DIRECT, AND INDIRECT EFFECTS						
Total effect of X on Y						
Effect	SE	t	p	LLCI	ULCI	
-.4681	.2129	-2.1988	.0305	-.8910	-.0451	
Direct effect of X on Y						
Effect	SE	t	p	LLCI	ULCI	
-.1836	.1990	-.9223	.3589	-.5791	.2120	
Indirect effect of X on Y						
Effect	Boot	SE	BootLLCI	BootULCI		
WE	-.2845	.1061	-.5366	-.1128		

Partially standardized indirect effect of X on Y						
Normal theory tests for indirect effect						
Effect	se	Z	p			
-.2845	.1101	-2.5839	.0098			

Source: Prepared by Author

Discussion and Conclusion

The results revealed that perceived performance of the employees was associated with the procrastination behaviour and work environment among the employee. The inter dimension correlation cleared the whole picture. Further, it was required to test the mediation model as far as past studies and present outcomes. Different investigations clearly delineated that a decent workplace is an incredible wellspring of inspiration and it was unfavorably connected with procrastination. On the other side performance and motivation are move together (Gana and Bababe, 2011). Directly procrastination was not correlated with the work environment in the previous studies. But work environment directly correlated with motivation and motivation was found connected with the work environment. Performance was adversely correlated with procrastination (Baumeister and Scher, 1988; Ariely and Wertenbroch, 2002; Lakshminarayan et al., 2013) The chain of relationship provides a support to the model where a motivation drives through the work environment and indirectly it control procrastination and improve performance of employee. Hence, perceived work environment found a mediator between the performances.

The employees perceived work environment as a mediator between performance and procrastination. The study will be helpful to control the procrastination and improve performance of employees by controlling the effect of work environment in the hospitality Industry. The effect of work environment and procrastination on performance leads to identify the training needs. Thus, management of hotels can identify the core areas quickly for training by using this model. Every organization should make a constant effort to keep a cordial work environment which is essential to avoid the negative consequences of procrastination. The employees' participation and belongings in the affairs of the organization can play a great dividend. Procrastination and work performance cannot move together. Thus, the benefits such as promotions and annual increments awarded to the employees must be based on the performance appraisal of the employees and their inclination towards procrastination in Hotel Industry. Previous literature provides significant

information that motivation is another factor which was associated with performance, procrastination and work environment. The information creates a scope of research related to moderation and mediation studies. Such studies can replicate in other industries. Inter-item correlations provide the inner picture of the relationship among the dimensions. These relationships would be useful for structural modeling in the future.

Limitations of the Study

There was a lack of studies showing a relationship between work environment and procrastination so this might affect feasibility of the mediation model. The sample was not representing any particular city, area, etc. and appropriation of sampling size was not determined. Further, the sample units were a blend of various profiles like managers, executives and supervisors.

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