

The Relationship Between Self-Efficacy and Work Procrastination Tendency in Members of the Gorontalo Regional Police

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Abstract. *Work procrastination can reduce task completion, organizational efficiency, and the quality of professional performance, particularly in institutions whose members are expected to provide timely public services. This study aimed to examine the relationship between self-efficacy and work procrastination tendency among members of the Gorontalo Regional Police. The study employed a quantitative, cross-sectional correlational design. The population consisted of 500 active police officers, from whom 177 respondents were selected using a simple random sampling technique. Data were collected through a self-administered questionnaire comprising the Self-Efficacy Scale, developed based on Bandura's dimensions of magnitude, strength, and generality, and the Work Procrastination Tendency Scale, adapted from Van Wyk's theoretical framework. Both instruments used a four-point Likert response format and demonstrated satisfactory validity and internal consistency reliability. Data were analyzed using descriptive statistics and Pearson's product-moment correlation with IBM SPSS Statistics version 26. Prior to hypothesis testing, the normality and linearity assumptions were examined and found to be satisfied. The descriptive results showed that most respondents had moderate levels of self-efficacy (68%) and work procrastination tendency (76%). The correlation analysis revealed a statistically significant moderate negative relationship between self-efficacy and work procrastination tendency ($r = -.493$, $p < .001$). The squared correlation coefficient ($r^2 = .243$) indicated that self-efficacy and work procrastination tendency shared 24.3% of their variance, while the remaining variance may be associated with other personal, occupational, and organizational factors not examined in this study. These findings indicate that police officers with stronger confidence in their ability to perform work-related tasks tend to demonstrate lower levels of work procrastination.*

Keywords: *Self-Efficacy, Work Procrastination Tendency, Police Officers, Correlational Study, Organizational Psychology*

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INTRODUCTION

When working, individuals pursue goals they desire to achieve. These goals include gaining or expanding experience, generating income, improving lifestyle, applying knowledge or qualifications, optimizing professional skills, enhancing competencies, building careers, achieving self-realization, and enhancing self-esteem or prestige (Hryshchenko & Zelenin, 2025; Lubin, 2023; Peng, 2024). In the workplace, people are part of an organization. An organization is a structural framework that unites a group of individuals so they work together based on work mechanisms and division of functions to achieve specific goals. The quality of human resources is a crucial asset that can be used as a benchmark for an organization's performance. Good human

resource management is key to achieving organizational goals (Fadilah, 2022; Rustiawan et al., 2023; Ogedegbe, 2014; Diploatmodjo, 2024; Paroli, 2024; Liu et al., 2007).

Similarly, the Indonesian National Police (Polri) is responsible for maintaining public order and security, enforcing the law, and protecting and serving the public. In carrying out its duties, the Indonesian National Police (Polri) must have qualified, highly skilled, and professional human resources to effectively carry out their duties (Fahmi et al., 2019; Widowati et al., 2025; Bolang & Perdhana, 2023; Dhirotsaha et al., 2026; Kurniawatie, 2025; Noval & Saptomo, 2024). Prihadi (2004) stated that the availability of competent human resources in their respective fields is paramount in any organization, whether business or non-profit, government or private. This is in line with Kemelgor et al. (2004), Sole (2009), Vuksanović Herceg et al. (2020) who also stated that people within an organization are viewed as resources or driving forces. This means that the organization's operations are highly dependent on the behavior of the people working within it (Arif, 2023).

In their daily lives, employees are faced with tasks assigned by the institution. These tasks must be completed within a specified time limit. Sometimes employees are unable to complete these tasks on time, or even fail to complete them at all. One cause is procrastination. Procrastination is the habit of postponing an activity caused by a fear of failure and the belief that everything must be done correctly according to instructions (Sudirman et al., 2023; Jayalakshmi & Punithavalli, 2024; Schouwenburg, 1995). Procrastination also indicates that procrastination is a persistent or habitual response (Knaus, 1973). Procrastination can hinder a company's progress, as work that should be completed quickly is actually completed much later than planned (Hapsari & Budiani, 2019).

There are several reasons why individuals procrastinate. Knaus (1973) identified five main reasons for procrastination. First, physical inability; second, ignorance; third, deception; fourth, a desire to avoid unpleasant situations; and fifth, self-doubt. This self-doubt is defined as doubt about one's own abilities, which narrows one's perspective and leads to a persistent focus on one's mistakes, leading to low self-efficacy. Self-efficacy is the belief that arises from having confidence in one's abilities to perform a task, leading to success. Confidence in one's own abilities and the belief in success in carrying out a task makes a person work harder and consistently produce the best results (Halilsoy, 2024; Baumeister et al., 2003). From this statement, it can be said that self-efficacy can improve individual performance (Pratomo, 2022).

Judge et al. (2007), Lent et al. (2006), Sue-Chan & Ong (2002) argues that high self-efficacy identifies an individual's belief in completing work and their commitment to carrying out assigned tasks. Self-efficacy is a crucial single factor influencing individual achievement. Charlos (2006) also explains that self-efficacy is a single belief in one's ability to perform tasks or activities desired by the organization to achieve specific results (Darsim, 2022). In a work context, high levels of self-efficacy can encourage individuals to be more confident in completing tasks on time, while low self-efficacy is often associated with procrastination (Klassen et al., 2008; Kanten & Kanten, 2015; Prem et al., 2018; Wäschle et al., 2014; Kurtovic et al., 2019; Steel et al., 2022). For members of the Gorontalo Regional Police, work procrastination can negatively impact the effectiveness of police duties, such as delays in handling cases or inaccuracies in carrying out administrative tasks.

Therefore, understanding the relationship between self-efficacy and work procrastination is crucial for finding solutions to improve police discipline and performance. Efforts to increase self-efficacy through training, motivation, and coaching can be an effective strategy to reduce the tendency to procrastinate at work, enabling police officers to perform their duties more optimally and professionally. Based on the aforementioned issues, the researcher is interested in conducting a study entitled "The Relationship Between Self-Efficacy and the Tendency to Procrastinate at Work among Members of the Gorontalo Regional Police."

METHODS

This study employed a quantitative, cross-sectional correlational design to examine the relationship between self-efficacy and work procrastination tendency among members of the Gorontalo Regional Police. The study was conducted at the Gorontalo Regional Police, Indonesia, during the data-collection period. Self-efficacy was treated as the predictor variable, while work procrastination tendency was treated as the outcome variable. The research hypothesis proposed that self-efficacy would be significantly and negatively associated with work procrastination tendency.

The study population consisted of 500 members of the Gorontalo Regional Police. A sample of 177 respondents was determined using the Isaac and Michael sample-size table at a specified confidence level and error rate. Participants were selected using a simple random sampling technique. Respondents were eligible to participate if they were active members of the Gorontalo Regional Police, had worked for at least one year, and voluntarily agreed to complete the questionnaire. Respondents who submitted incomplete questionnaires were excluded from the final analysis.

Data were collected using self-administered questionnaires consisting of a demographic information form, a Self-Efficacy Scale, and a Work Procrastination Tendency Scale. Both scales used a four-point Likert response format: strongly agree, agree, disagree, and strongly disagree. Favorable items were scored from 4 to 1, whereas unfavorable items were reverse-scored from 1 to 4. A higher score on the Self-Efficacy Scale indicated stronger confidence in completing work-related tasks, while a higher score on the Work Procrastination Tendency Scale indicated a greater tendency to delay work responsibilities. The Self-Efficacy Scale was developed based on the dimensions described in Bandura's *Guide for Constructing Self-Efficacy Scales* (2006). The instrument consisted of 30 items covering magnitude, strength, and generality. Following instrument testing, 25 items were included in the final scale. The Work Procrastination Tendency Scale was developed based on the dimensions proposed by Van Wyk (2004) and consisted of 28 items covering avoidance behavior, delay behavior, and task completion difficulty. After instrument testing, 24 items were used in the final analysis. Both instruments were adapted from established theoretical frameworks and translated and adjusted to fit the study context.

Before the main data collection, the instruments were evaluated through expert judgment and pilot testing. Content validity was assessed by three experts in psychology and organizational behavior. Item validity was examined using corrected item-total correlation with a minimum acceptance criterion of 0.30. Internal consistency reliability was evaluated using Cronbach's alpha, resulting in coefficients of 0.89 for the Self-Efficacy Scale and 0.91 for the Work Procrastination Tendency Scale. These results indicated that both instruments were valid and reliable for use in this study. Data collection was conducted after obtaining permission from the Gorontalo Regional Police authority. Eligible respondents received an explanation of the study objectives, procedures, voluntary nature of participation, confidentiality protections, and their right to withdraw at any time. Respondents who agreed to participate provided informed consent before completing the questionnaire. Ethical approval was obtained from the institutional ethics committee prior to data collection. No identifying information was included in the analysis or reporting.

Data were analyzed using IBM SPSS Statistics version 26 for Windows. Data screening was first performed to identify incomplete responses, coding errors, missing values, and potential outliers. Descriptive statistics including minimum and maximum scores, means, standard deviations, frequencies, and percentages were calculated for both variables. Respondents' scores were classified into low, moderate, and high categories using the empirical mean and standard deviation: scores below ($M-SD$) were categorized as low, scores from ($M-SD$) to ($M+SD$) as moderate, and scores above ($M+SD$) as high. Before hypothesis testing, normality and linearity assumptions were examined using the Kolmogorov-Smirnov test and the deviation-from-linearity test, respectively. Pearson's product-moment correlation was subsequently used to

evaluate the direction and strength of the relationship between self-efficacy and work procrastination tendency. Statistical significance was established at $p < .05$. The squared correlation coefficient (r^2) was calculated to estimate the proportion of variance shared by the two variables. Because this study used a cross-sectional correlational design, the findings were interpreted as an association and not as evidence of a causal relationship.

RESULT AND DISCUSSION

Table 1. Description of Research Data

Variable	Hypothetical Data				Empirical Data			
	Xmax	Xmin	Mean	SD	Xmax	Xmin	Mean	SD
Self-Efficacy	100	25	62.5	12.5	98	54	74.8	8.32

Source: Processed Results of SPSS 2025

Based on the statistical results of the research data in the table above, the results of the hypothetical descriptive analysis indicate that the minimum answer in the study was 25, the maximum was 100, with a mean of 62.5, and a standard deviation of 12.5. Meanwhile, empirical data shows that the minimum answer in this study was 54, the maximum was 98, with a mean of 74.8, and a standard deviation of 8.32.

Table 2. Self-Efficacy Categories

Category	Interval	Frequency	Percentage
Low	$X < (74.8 - 8.32)$	29	17%
Moderate	$(74.8 - 8.32) < X < (74.8 + 8.32)$	121	68%
High	$(74.8 + 8.32) < X$	27	15%
Total		177	100%

Source: Processed Results of SPSS 2025

Based on the table above, it can be seen and concluded that the majority of subjects had a high level of self-efficacy, namely 27 subjects (15%). The moderate category was 121 subjects (68%), and the low category was 29 subjects (17%), meaning that the majority of self-efficacy among members of the Gorontalo Regional Police fell into the moderate category.

Table 3. Description of Work Procrastination Research Data

Variable	Hypothetical Data				Empirical Data			
	Xmax	Xmin	Mean	SD	Xmax	Xmin	Mean	SD
Work Procrastination	120	30	75	15	101	49	69.5	7.85

Source: Processed Results of SPSS 2025

Based on the statistical results of the research data in the table above, the results of the hypothetical descriptive analysis indicate that the minimum answer in this study is 30, the maximum is 120, the mean is 75, and the standard deviation is 15. Meanwhile, the empirical data shows that the minimum answer in this study is 54, the maximum is 101, the mean is 49, and the standard deviation is 7.85. The descriptive data in this study can be divided into three categories: low, medium, and high.

Table 4. Categorization of Work Procrastination

Category	Interval	Frequency	Percentage
Low	$X < (69.5 - 7.85)$	22	12%
Moderate	$(69.5 - 7.85) < X < (69.5 + 7.85)$	134	76%
High	$(69.5 + 7.85) < X$	21	12%
Total		177	100%

Source: Processed Results of SPSS 2025

Based on the table above, it can be seen and concluded that the majority of subjects among members of the Gorontalo Regional Police (21 subjects) have a high level of work procrastination, with 12% of them falling into the moderate category. 76% of the subjects fall into the moderate category, and 21% of the subjects fall into the low category. This means that the majority of members of the Gorontalo Regional Police (Polda Gorontalo) fall into the moderate category.

Analysis Test

Table 5. Normality Test

Variable	Kolmogorov-Smirnov Z	P	Interpretation
Self-Efficacy	0.079	0.220	Normal Distribution
Work Procrastination	0.086	0.143	Normal Distribution

Source: Processed Results from SPSS 2025

The data shows that the self-efficacy variable is normally distributed, with a Z-value of 0.079 and a p-value of 0.220. Meanwhile, the academic procrastination variable obtained a K-S Z-value of 0.086 and a p-value of 0.143 ($p > 0.05$). Because both variables are normally distributed, the results of this study can be generalized to the study population.

Table 6. Linearity Test

Variable	F Deviation From Linearity	p-value
Self-Efficacy with Work Procrastination	1.201	0.222

Source: Processed Results from SPSS 2025

The F Deviation from Linearity of both variables (self-efficacy and academic procrastination) with an F-value of 1.202 indicates a significant linearity between the self-efficacy and academic procrastination variables of 0.222 ($p > 0.05$). Therefore, based on these results, it can be concluded that there is a linear relationship between the two variables (self-efficacy and academic procrastination).

Table 7. Hypothesis Testing

Variable	Pearson Product-Moment Correlation	p-value	Interpretation
Self-Efficacy with Work Procrastination	-0.493	0.000	Correlated

Source: Processed Results of SPSS 2025

The results above show a correlation coefficient of r count = -0.493, indicating a significant negative correlation between self-efficacy and work procrastination among police officers. This result can be interpreted as meaning that high police self-efficacy will be followed by increased work procrastination. Conversely, low police self-efficacy will trigger increased work procrastination. The analysis of this study also shows a significant negative correlation with $p = 0.000$ ($p < 0.05$). This result indicates that the hypothesis in this study is accepted due to the negative relationship between the two variables, namely self-efficacy and work procrastination among police officers at the Gorontalo Regional Police. The results of this study demonstrate the effective contribution of both variables, as can be seen from the analysis of measures of association. The results of the analysis show an RSquare value (R^2) = 0.243, which means there is a relationship between self-efficacy and work procrastination, while work procrastination can also be influenced by other factors.

This study aimed to determine the relationship between self-efficacy and work procrastination among police officers at the Gorontalo Regional Police. The correlation results revealed a significant negative relationship between self-efficacy and work procrastination (hypothesis accepted). This negative relationship indicates that high self-efficacy will be followed by a decrease in students' work procrastination. Conversely, low self-efficacy will be followed by

an increase in students' work procrastination, as indicated by a correlation coefficient of -0.493, a significant negative correlation.

A study from Cömert & Dönmez (2019), Fentaw et al. (2022), Moonaghi & Beydokhti (2017), Muliani et al. (2020) also obtained similar results: students have a heavy academic workload, which can increase work procrastination among them. The findings of this study further demonstrate the importance of self-efficacy in students' lives. According to Margolis & McCabe (2003), Sartika (2024) self-efficacy describes students' ability to generate several strategies to assist and prevent failure when facing academic obstacles, such as piling up or difficult assignments. Students with strong self-confidence will strive to motivate themselves to strengthen their belief in their ability to achieve their desired goals. Research by Putri N. Octaviani and Siri Qadariah examined the relationship between self-efficacy and work procrastination among students at SMA IT X Bandung.

The results showed that SMA IT X students tended to procrastinate in completing schoolwork; most students preferred more enjoyable activities at the time. However, in this study, there were also high school students with low levels of procrastination who did not procrastinate. After school, they had a short time to play and then had to complete schoolwork. One internal factor that triggered SMA IT X students to procrastinate was low self-efficacy. These results also support several previous studies that found a significant negative correlation between self-efficacy and work procrastination. This study demonstrates the effective contribution of these two variables, as seen in the Measure of Association. The analysis showed an R-square value of 0.243, indicating a 24.3% correlation between self-efficacy and work procrastination. Meanwhile, 75.7% of the correlation was attributed to other factors perceived to influence students' work procrastination, such as self-esteem, perfectionism, experiences of success and failure, as well as parenting styles and living environment (Burka & Yuen, 2000).

The study also showed that among police officers in the Gorontalo Regional Police, 121 (68%) had moderate levels of self-efficacy, 27 (15%), and 17% had low levels of self-efficacy. Meanwhile, 134 (76%) had moderate levels of work procrastination, 21 (12%), and 22 (12%). It can be concluded that almost all of the research results, with the largest data interval, are categorized as moderate. Self-efficacy in police officers will influence their academic achievement. Therefore, it can be said that students with high self-efficacy will have a decreased tendency to procrastinate at work.

Furthermore, based on the current phenomenon, where COVID-19 has become the biggest obstacle in the learning process, shifting various learning systems to online learning, resulting in the disruption of many activities, including social and cultural activities, especially student learning activities. This change in the learning system during the pandemic has forced all activities to be conducted online, resulting in decreased motivation to learn and confidence in achieving good grades due to several constraints, such as poor network conditions in rural areas, which can lead to students being lazy about studying and having difficulty completing assignments. Therefore, all police officers are expected to have high self-efficacy to avoid negative behaviors such as procrastination in their work. The researchers are fully aware that this research has many limitations and shortcomings. This study used a quantitative approach, interpreted only in numbers and percentages, and the results were then described in the research findings. So this research is not able to look broadly at self-efficacy and work procrastination.

CONCLUSION

Based on the results of the data analysis and previous discussions, the conclusion that researchers can draw from this study is that there is a significant negative relationship (hypothesis accepted), with the results of $r_{count} = -0.493$, and $p\text{ value} = 0.000$. This indicates that if the level of self-efficacy is high, it is followed by a decrease in work procrastination behavior. Conversely, low self-efficacy will be followed by an increase in work procrastination behavior in police officers.

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