

How Organizational Constraints Moderate the Impact of Heightened Risk Perception on Decisional Procrastination and Task Avoidance: A Quantitative Analysis

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List of Abbreviations

1. TA: Task Avoidance
2. DP: Decisional Procrastination
3. RB: Risk Behaviour
4. OC: Organizational Constraints
5. MDMQ: Melbourne Decision-Making Questionnaire
6. IQR: Interquartile Range
7. OCS: Organizational Constraints Scale
8. SPSS: Statistical Package for the Social Sciences
9. VIF: Variance Inflation Factor
10. HBR: Harvard Business Review

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Abstract

This study examines the interactions between task avoidance, decisional procrastination, risk behaviour (measured by hypervigilance due to heightened risk perception), and organizational constraints in the workplace. Using a quantitative methodology, data was gathered from 124 employees via an online survey utilizing validated scales. Findings reveal that heightened risk behaviour, stemming from increased vigilance in response to perceived threats, significantly influences both task avoidance and decisional procrastination. Employees who exhibit heightened risk behaviour due to factors such as uncertainty, inadequate resources, or unclear job responsibilities are more likely to delay decisions or avoid tasks. Contrary to initial assumptions, the study found no significant moderating effect of organizational constraints on the relationship between risk behaviour and procrastination tendencies. This suggests that while hypervigilance driven by risk perception directly shapes procrastination behaviours, organizational constraints may exert a more independent, direct influence on these behaviours. These insights underscore the importance of addressing perceived risks in the workplace to minimize procrastination and enhance employee performance.

1. Introduction

In today's fast-paced business environment, organizations continually strive to enhance efficiency and drive profitability. Despite significant investments in optimizing productivity, procrastination remains a pervasive and often underestimated challenge that undermines organizational performance. Procrastination, defined as the intentional delay of tasks despite awareness of potential negative consequences, is not merely a personal issue but a critical organizational concern with far-reaching implications (Steel, 2007). Procrastination in organizational settings can manifest in various forms, such as Task Avoidance and Decisional Procrastination. Task Avoidance can be seen as a form of procrastination where individuals delay or avoid engaging in regular tasks (Rothblum et al., 1986). On the other hand, Decisional Procrastination involves postponing decision-making processes, including minor decisions, which can lead to inefficiencies within an organization (Steel, 2007). Therefore, procrastination is believed to be one of the key factors that significantly impact decision-making processes, affecting individuals and organizations in various ways.

Criticality of Decision-making is evidenced by the increase in demand of employees in organizations to act as decision-makers, rising from 6% to 34% over six decades ending in 2018 (Deming, 2021). Despite this shift, many organizations struggle with decision-making effectiveness. A McKinsey survey revealed that 80% of respondents lack confidence in their organization's decision-making capabilities, while a Gallup survey supported these findings, with only 24% of U.S. managers agreeing that their co-workers make well-thought-out decisions (HBR, n.d.). Today, organizations face more complex and numerous decisions than ever before and making these choices more quickly and effectively than competitors is crucial for maintaining a competitive edge in innovation (HBR, n.d.). Decision-making is a cornerstone of organizational success, and procrastination in this domain can result in missed opportunities, delayed projects, and diminished overall performance (Ferrari et al., 1995).

Apart from Decision-Making Procrastination is also associated with the avoidance of tasks that are perceived as unnecessary or unpleasant (Soumilena, 2023). It may involve postponing important tasks in Favor of less essential activities, leading to delays in task completion (Randjelovic et al., 2021). When employees avoid completing tasks and postpone crucial decisions, the resulting delays can reverberate throughout the organization, causing disruptions that significantly affect both productivity and profitability (Haesevoets et al., 2021; Prem et al., 2018). Despite organizations investing millions of dollars to enhance productivity by

eliminating factors contributing to inefficiency, procrastination continues to subtly erode profitability by contributing to unproductivity.

While studies over the past two decades have provided numerous frameworks for managing procrastination, several factors continue to contribute to its persistence in organizational contexts. One major factor influencing procrastination is risk perception. In organizational settings, employees frequently encounter situations where decision outcomes are uncertain or tasks assigned are risky, leading to heightened anxiety and fear of failure. This fear can prompt individuals to procrastinate as a coping mechanism, deferring decisions or avoiding tasks to avoid immediate stress and potential negative outcomes (Sirois & Pychyl, 2013). Such behaviour can be particularly damaging in business environments, where timely and informed decision-making is vital for maintaining competitive advantage. Another critical factor influencing the procrastination behaviour where decisions or tasks are perceived risky is the presence of constraints within organizations. Operating under limited resources—whether in terms of time, budget, or personnel—adds complexity and pressure to both, tasks as well as decision-making process (Schmidt et al., 2009). These constraints heighten the stakes involved in decision-making or performing a task, exacerbating employees' fear of making the wrong choice. Consequently, the pressure from resource limitations or any other constraints within organization can intensify procrastination tendencies, with employees delaying decisions or shirking responsibility to evade the negative repercussions of perceived risky choices. Understanding how risk perception interacts with organization constraints to influence procrastination behaviour is crucial for organizations seeking to enhance decision-making efficiency and overall effectiveness.

While psychological aspects of procrastination have been extensively studied, its impact within the corporate context, particularly in relation to risk perception, decision-making and task completion under organizational constraints, has received less attention, warranting further exploration. This research aims to explore these intricate dynamics, particularly focusing on how the perception of risk affects procrastination behaviour particularly in decision-making and task completion when employees are subjected to organizational-constrained situations. By investigating the interplay between these factors, this study seeks to uncover insights that will enable organizations to mitigate procrastination behaviours and foster a more productive work environment. The findings will contribute to the existing body of knowledge on organizational behaviour, offering practical strategies for leaders to address procrastination and optimize decision-making processes under pressure.

2. Literature Review

2.1. Task Avoidance as a Form of Procrastination

Task avoidance refers to the tendency to delay tasks perceived as unpleasant, difficult, or anxiety-provoking. This form of procrastination arises from the aversive nature of the task itself, leading individuals to engage in avoidance behaviours (Blunt & Pychyl, 2000). It is commonly observed in academic settings, where students delay tasks due to perceived difficulty or boredom (Solomon & Rothblum, 1984). Research shows that task avoidance is influenced by task characteristics, such as complexity or ambiguity, and individual differences like low self-regulation or high anxiety (Milgram et al., 1988; Sirois & Pychyl, 2013). Consequences include lower productivity, increased stress, and reduced overall performance (Pychyl & Flett, 2012).

2.2. Decisional Procrastination as a Form of Procrastination

Decisional procrastination involves delaying decision-making, often due to fear of making the wrong choice or facing uncertainty (Ferrari, 1994). This is especially relevant in leadership or organizational settings where decision-making is critical. It manifests through over-collecting information, excessive deliberation, or postponing decisions (Anderson, 2003). Decisional procrastination is linked to perfectionism, fear of failure, and indecisiveness, where individuals delay decisions to avoid mistakes or negative outcomes (Frost & Shows, 1993; Ferrari et al., 1995). Indecisive individuals may also hesitate due to lack of confidence or fear of regret (Rassin, 2007). In organizations, delayed decisions can lead to missed opportunities and reduced efficiency, making it crucial to address this behaviour to improve performance (O'Donoghue & Rabin, 2008).

2.3. Task Avoidance and Decisional Procrastination: Interconnections and Distinctions

While there are key distinctions between the two. Task avoidance is primarily driven by the characteristics of the task itself, such as its perceived difficulty or unpleasantness, whereas decisional procrastination is more closely related to the decision-making process and the individual's cognitive and emotional responses to that process (Anderson, 2003). Additionally, task avoidance tends to involve more concrete and immediate tasks, while decisional procrastination often pertains to more abstract and long-term decisions (Ferrari, 2010). However, task avoidance and decisional procrastination are distinct forms of procrastination, they are also interconnected in several ways. Both types of procrastination involve a delay in action, whether it be the initiation of a task or the making of a decision.

Furthermore, both behaviours are influenced by similar psychological factors, such as fear of failure, perfectionism, and low self-regulation (Steel, 2007).

Research indicates that task avoidance and decisional procrastination are closely linked, sharing a positive correlation driven by underlying psychological factors. Task avoidance, which involves deliberately evading tasks perceived as difficult or unpleasant, is often associated with perfectionism, fear of failure, and anxiety—traits that similarly contribute to decisional procrastination (Pyckyl & Flett, 2012). When individuals face decisions involving uncertainty or potential negative outcomes, they may procrastinate in making those decisions, leading to decisional procrastination. This indecision often causes individuals to avoid tasks that could help resolve the pending decision, reinforcing a cycle of procrastination and avoidance. Studies have shown that individuals who exhibit higher levels of decisional procrastination are more likely to engage in task avoidance, as both behaviours stem from a desire to reduce immediate discomfort or anxiety (Milgram et al., 1988). This evidence supports the critical thought that task avoidance and decisional procrastination are positively correlated, with each behaviour exacerbating the other in organizational settings, thereby impacting overall productivity and decision-making effectiveness.

Research Question 1: How does decisional procrastination relate to task avoidance among employees?

Hypothesis 1: Decisional Procrastination and Task Avoidance are positively correlated.

NOTE: “In this study, Risk Behaviour is uniquely assessed through the construct of hypervigilance, which specifically captures employees' responses to heightened risk perception in decision-making scenarios. Unlike broader studies, this research focuses on how hypervigilance—characterized by heightened alertness and sensitivity to perceived organizational risks—directly influences procrastination and task avoidance within the unique organizational environment of UniAthena. This approach provides a deeper understanding of how individual risk perception, amplified by contextual pressures, shapes employee behaviour in ways that may differ from generalized findings.”

2.4. The Impact of Heightened Risk Perception on Hypervigilance Among Employees

Psychological factors influencing procrastination, such as fear of failure, perfectionism, and low self-regulation, significantly amplify employees' risk perception in organizational settings. Heightened risk perception triggers hypervigilance, where individuals become overly attentive to potential threats. This section explores how these

psychological traits influence Risk Behaviour by increased risk perception, fostering hypervigilant behaviours and impacting employee performance and well-being.

2.4.1. Heightened Risk Perception and Its Psychological Antecedents

Heightened risk perception arises when individuals perceive threats as more severe or likely than they are. Fear of failure leads employees to overestimate negative outcomes, viewing even minor challenges as significant risks. This results in constant alertness to avoid failure (Conroy et al., 2002; Elliot & Thrash, 2004). Perfectionists fear imperfection, interpreting any deviation from flawlessness as a major risk. Their heightened risk perception causes hypervigilance as they monitor every detail to avoid mistakes (Flett, 2002). Employees with low self-regulation struggle to manage emotions and impulses, which exacerbates their perception of risk. Feeling less capable of handling challenges, they become overly cautious and hypervigilant, constantly scanning for threats as a coping mechanism (Hofmann et al., 2012). Hypervigilance often leads to mental exhaustion, decision paralysis, and lower job satisfaction, negatively affecting workplace outcomes (Janis & Mann, 1977; Phillips, Paziienza, & Ferrin, 1984).

2.4.2. Hypervigilance as a Result of Heightened Risk Perception

Hypervigilance occurs when perceived risks lead to rushed, anxious decisions, often resulting in irrational or suboptimal choices (Mann et al., 1997; Janis & Mann, 1977). Hypervigilance, characterized by an excessive focus on detecting threats, arises directly from heightened risk perception. As employees' risk perception increases, their cognitive resources become concentrated on threat monitoring, resulting in behaviours such as overanalysing, decision avoidance, or seeking reassurance (Simmons & Granat, 2012). Employees perceiving high levels of risk are more prone to hypervigilance as they feel an urgent need for self-protection (Brosschot et al., 2006). This behaviour in the workplace leads to decision paralysis, reduced creativity, and increased stress, limiting risk-taking and innovation (Schaufeli & Buunk, 2003; Leiter & Maslach, 2003).

Psychological factors like fear of failure, perfectionism, and low self-regulation heighten risk perception, fostering hypervigilant behaviours as employees focus on avoiding perceived threats.

2.4.3. Risk Behaviour: Risk Perception's Influence on Task Avoidance

Risk perception significantly influences task avoidance behaviour within organizations. When employees perceive a task as high-risk—due to uncertainty, potential failure, or fear of negative evaluations—they are more likely to engage in avoidance behaviours as a protective response (LePine et al., 2005). This can manifest as delaying tasks, focusing on less challenging activities, or shirking responsibilities altogether (Baer & Frese, 2003). The underlying psychology is rooted in the desire to avoid negative consequences associated with perceived risks, leading to reduced productivity and organizational effectiveness.

Studies have established a clear connection between risk perception and avoidance behaviours. Sitkin and Pablo (1992) found that individuals perceiving higher risks are more likely to avoid actions that could result in failure, particularly in organizational cultures where mistakes are heavily penalized (Das & Teng, 2014). Yerkes and Dodson's (1908) classic theory suggest that while moderate risk perception can enhance performance, excessive risk induces anxiety and avoidance. LePine et al. (2005) further demonstrated that high stress levels, driven by risk perception, can lead to withdrawal behaviours, including task avoidance.

Research by Baer and Frese (2003) indicates that employees perceiving high risk often engage in defensive behaviours, such as task avoidance, to protect their self-esteem and job security, especially when they feel unsupported or lack necessary resources. In such cases, perceived threats become barriers to task engagement, undermining individual and organizational performance.

Research Question 2: What is the relationship between risk perception and task avoidance in organizational settings?

Hypothesis 2: Higher levels of perceived risk are associated with increased task avoidance in organizational settings.

2.4.4. Risk Behaviour: Risk Perception's Influence on Decisional Procrastination

Risk perception plays a crucial role in influencing decisional procrastination in organizational settings. When individuals perceive high risks, such as the potential for failure, criticism, or negative outcomes, they are more likely to delay decision-making as a psychological defence mechanism against the anxiety and stress associated with these risks.

Janis and Mann (1977) provide foundational insights, showing that the higher the stakes and uncertainty, the more likely individuals are to defer decisions, hoping for reduced anxiety or clearer options over time. Similarly, Ferrari et al. (1995) found that individuals sensitive to risk often engage in decisional procrastination to avoid the perceived negative consequences of their choices. In organizations, this behavior leads to delayed decision-making, avoidance of responsibility, and reluctance to commit to action.

Howell and Watson (2007) further explain that high-risk perception leads to procrastination, as individuals fear making errors that could result in setbacks, especially in high-pressure industries. Sweeny and Cavanaugh (2012) show that perceived risk prompts extensive deliberation, often leading to indecision, particularly when long-term implications or uncertainties are involved. Chun Chu and Choi (2005) emphasize that individuals with heightened risk perception may procrastinate due to a lack of confidence in their decision-making abilities, resulting in a cycle of indecision and postponed decisions.

Research Question 3: How does risk perception influence decisional procrastination in the workplace?

Hypothesis 3: There is a positive relationship between employees' risk perception and decisional procrastination, with higher perceived risk linked to increased procrastination.

2.5. The Moderating Role of Organizational Constraints on the Relationship Between Risk Perception and Procrastination

Organizational constraints are workplace barriers that impede employees' ability to perform their tasks effectively, such as inadequate resources, unclear job expectations, bureaucratic delays, and lack of support. These constraints increase employee stress and uncertainty, elevating perceived risks in decision-making and task performance (Spector & Jex, 1998). As a result, employees often adopt risk-averse behaviours, including task avoidance and decisional procrastination, to protect themselves from potential failure or criticism (Pindek et al., 2017). Such behaviours can significantly reduce productivity and organizational efficiency, as employees delay decisions or avoid challenging tasks altogether (LePine et al., 2005). Studies suggest that mitigating organizational constraints

can improve employee performance and decision-making, fostering a more proactive and engaged workforce (Gilboa et al., 2008).

2.5.1. Organizational Constraints influencing Risk Behaviour and inducing Decisional Procrastination

Constraints such as inadequate equipment or supplies can diminish employees' confidence in their ability to perform tasks effectively. When resources are insufficient, employees may perceive higher risks associated with decision-making, prompting delays until they can address these limitations (O'Connor et al., 1984). Similarly, lack of adequate training leaves employees feeling unprepared and uncertain, which increases their risk perception and leads to procrastination as they seek more guidance or wait to feel more competent (Kraiger et al., 1993). Rigid organizational rules and procedures further contribute to this by restricting flexibility and increasing fear of policy violations, resulting in delays as employees wait for clearer instructions or avoid making decisions altogether (Baer & Frese, 2003). Interruptions from colleagues and lack of support can fragment focus, raise stress levels, and increase risk perception, further promoting procrastination (Jett & George, 2003; Spector & Jex, 1998).

Research Question 4: Do organizational constraints moderate the relationship between risk perception and decisional procrastination?

Hypothesis 4: Organizational constraints amplify the positive relationship between risk perception and decisional procrastination.

2.5.2. Organizational Constraints influencing Risk Behaviour and inducing Task Avoidance:

Similarly, organizational constraints affect task avoidance by intensifying perceived risks. Poor equipment and inadequate training make tasks seem more challenging and riskier, leading employees to avoid them to prevent potential failures (O'Connor et al., 1984; Kraiger et al., 1993). Rigid rules and procedures restrict employees' flexibility, creating a sense of entrapment and increasing task-related risks, which leads to avoidance as employees try to circumvent potential errors or rule violations (Baer & Frese, 2003). Frequent interruptions and lack of support also contribute to increased stress and perceived risks, resulting in task avoidance as employees seek to avoid the stress associated with disruptions (Jett & George, 2003; Spector & Jex, 1998).

Conflicting job demands further exacerbate this by causing stress and confusion, making tasks seem more daunting and encouraging avoidance in favour of more manageable responsibilities (Spector & Jex, 1998).

Research Question 5: Do organizational constraints moderate the relationship between risk perception and task avoidance?

Hypothesis 5: Organizational constraints strengthen the positive relationship between risk perception and task avoidance.

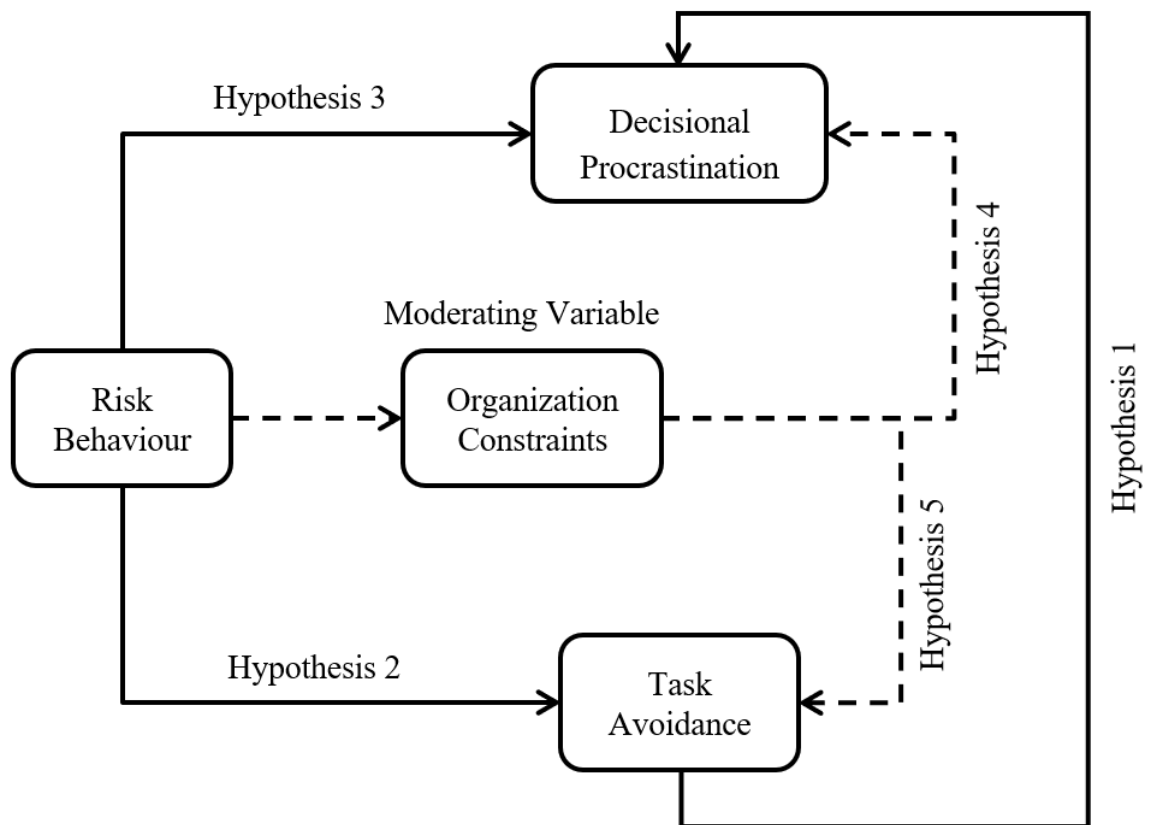


Fig. 1 Theoretical Model for Hypotheses

2.6. Equation Formulation

For Decisional Procrastination (DP), where Risk Behaviour (RB) is the independent variable, Organizational Constraints (OC) is the moderator, and the interaction term (RB × OC) is included:

$$DP = \beta_0 + \beta_1(RB) + \beta_2(OC) + \beta_3(RB \times OC) + \epsilon$$

Similarly, for Task Avoidance (TA), where Risk Behaviour (RB) is the independent variable, Organizational Constraints (OC) is the moderator, and Task Avoidance (TA) is the dependent variable:

$$TA = \beta_0 + \beta_1(RB) + \beta_2(OC) + \beta_3(RB \times OC) + \epsilon$$

Where:

- β_0 is the intercept (constant term)
- $\beta_1(RB)$ represents the effect of Risk Behaviour (independent variable) on Decisional Procrastination (dependent variable)
- $\beta_2(OC)$ represents the effect of Organizational Constraints (moderating variable)
- $\beta_3(RB \times OC)$ represents the interaction effect of RB and OC
- ϵ is the error term

This equation captures the relationship between the variables and how Organizational Constraints (OC) moderates the effect of Risk Behaviour (RB) on both Decisional Procrastination (DP) and Task Avoidance (TA).

3. Methodology

3.1. Research Design

This study follows a **positivist approach** to examine the relationships between Task Avoidance (TA), Decisional Procrastination (DP), Risk Behaviour (RB), and Organizational Constraints (OC). The positivist paradigm is appropriate for this research as it seeks to uncover objective, observable truths that can be generalized across various workplace contexts (Neuman, 2014).

A **deductive approach** was employed, beginning with hypotheses grounded in established theories about workplace behaviour. These hypotheses focus on how organizational constraints and individual behaviours, such as risk-taking, influence task-related outcomes like TA and DP (Weyant, 2022). Testing these hypotheses through empirical data allows for confirmation or refutation of these theories, contributing to the broader organizational behaviour framework.

The study uses a **quantitative research method**, ideal for analysing the relationships between TA, DP, RB, and OC through precise measurement and statistical techniques (Punch, 2013). Primary data collection ensures that current workplace dynamics are accurately captured, and the use of structured instruments enhances the reliability and validity of the findings (Hox & Boeije, 2005).

A **survey method** was used for data collection, utilizing a standardized questionnaire with validated scales to measure TA, DP, RB, and OC. Surveys are effective for gathering large datasets, enabling comprehensive statistical analysis (Fowler, 2014). The **cross-sectional design** collects data at a single point in time, suitable for identifying correlations between variables without needing long-term observation (Bryman, 2016).

Moderation analysis was also conducted to explore how OC influences the relationship between RB and both TA and DP, providing deeper insights into the impact of organizational constraints on decision-making and task engagement (Hayes, 2013).

3.2. Procedure: This research followed a structured approach for data collection, analysis, and visualization, aimed at exploring the relationships between Task Avoidance (TA), Decisional Procrastination (DP), Risk Behaviour (RB), and Organizational Constraints (OC). The procedure involved participant recruitment, data collection, and application of statistical techniques for analysis.

3.2.1. Survey Administration: The survey was distributed online to UniAthena employees using an internal communication platform. It consisted of four sections corresponding to the key variables: Risk Behaviour (Hypervigilance), Decisional Procrastination, Task Avoidance (Buck Passing), and Organizational Constraints (OCS). All scales used a Likert format, with responses ranging from "Strongly Disagree" (1) to "Strongly Agree" (5), designed to take 5-7 minutes to complete to minimize the burden on participants.

3.2.2. Participant Recruitment: Participants were recruited from UniAthena, with invitations sent through an online survey, a method noted for its efficiency and broad reach (Dillman, Smyth, & Christian, 2014). Out of 124 responses collected, 81 were deemed usable after data cleaning, following data quality and representativeness guidelines (Saunders, Lewis, & Thornhill, 2009).

3.2.3. Sampling and Participants: The final sample consisted of 81 participants (50.6% female, 49.4% male), categorized by age: under 25 years (23 participants), 25-34 years (52), and 35-44 years (6). Job levels included 18 entry-level, 44 mid-level, 12 senior-level, 6 executive-level participants, and 1 in "other" roles. Professional experience ranged from less than 1 year to more than 10 years (Fig. 1-4), providing a diverse sample for analysis.

3.2.4. Data Collection: Data was gathered through a secure online survey platform (Wright, 2005). Participants provided responses on TA, DP, RB, and OC alongside demographic data such as gender, job level, and experience. The validated scales ensured reliability and validity (Trochim & Donnelly, 2007; Bryman, 2016). The survey remained open for two weeks, with reminders sent to maximize participation rates (Dillman et al., 2014).

3.2.5. Data Analysis, Visualization, and Tools: Spearman's correlation coefficients were calculated using R to assess relationships between the key variables (Dancey & Reidy, 2017; Tabachnick & Fidell, 2019). Non-parametric tests, including the Wilcoxon rank-sum test for gender comparisons and the Kruskal-Wallis test for job roles, age, and experience, were employed due to non-normal data distribution (Mann & Whitney, 1947; Kruskal & Wallis, 1952; Field, 2013).

Moderation analysis examined whether Organizational Constraints (OC) moderated the relationship between Risk Behaviour (RB) and both Task Avoidance (TA) and Decisional Procrastination (DP) using a robust regression framework (Hayes, 2018).

Data visualization was carried out in R with tools like boxplots and scatterplots, using ggplot2 for enhanced clarity and presentation (Kabacoff, 2015; Wickham, 2016). R was the primary software for analysis due to its extensive libraries, and IBM SPSS was used for descriptive statistics as a cross-check (Pallant, 2020).

3.3. Measurement Instruments: All the scales were adapted to a 5-point Likert Scale

3.3.1. Buck Passing Subscale: The **Buck Passing Subscale** from the Melbourne Decision Making Questionnaire (MDMQ) was used to measure task avoidance. It assesses the tendency to shift decision-making responsibility to others, with items like "*I avoid making decisions*" and "*I prefer to leave decisions to others*". The subscale demonstrates strong internal consistency, with Cronbach's alpha ranging from 0.82 to 0.86 (Di Fabio & Blustein, 2010). Research has established its relevance in various settings, such as high-stress environments in healthcare (Breen et al., 2001) and organizational decision-making, where it correlates with decreased team morale (Mann et al., 1997). The **validity** of this subscale is well-supported, effectively capturing the core elements of task avoidance, including shifting responsibility and avoiding decisions (Mann et al., 1997; Breen et al., 2001). It has strong **convergent validity**, correlating with procrastination and decision-making anxiety, ensuring its applicability in psychological and

organizational research. Studies like Di Fabio and Blustein (2010) consistently report a **reliable** Cronbach's alpha of 0.82, indicating stable and accurate measures of task avoidance across various populations.

3.3.2. Decisional Procrastination Subscale: The **Decisional Procrastination Subscale (DPS)** from the MDMQ was used to assess tendencies to delay decision-making, with items such as "*I delay making decisions until it is too late*" and "*I put off making decisions*". The subscale shows high internal consistency, with Cronbach's alpha values between 0.85 and 0.86 (Rassin et al., 2007). Studies like Ferrari and Tice (2000) found that higher DPS scores correlate with chronic procrastination, impacting academic performance, while Dewberry et al. (2013) linked high scores to stress-related health issues in occupational settings. The **validity** of the DPS is well-established, with strong **construct validity** demonstrated in both academic and workplace environments (Ferrari & Tice, 2000; Eerde, 2003). **Convergent validity** is supported by correlations with related constructs, such as indecisiveness and decision-making anxiety, confirming the DPS's ability to measure decisional procrastination effectively. The scale consistently yields **reliable** internal consistency scores, with Cronbach's alpha typically ranging from 0.82 to 0.85 (Rassin et al., 2007), ensuring its broad applicability.

3.3.3. Hypervigilance Subscale: The **Hypervigilance Subscale** of the MDMQ, developed by Mann et al. (1997), measures a panicked, rushed approach to decision-making driven by anxiety and heightened risk perception. Items such as "*I cannot think straight if I have to make a decision in a hurry*" and "*I feel as if I am under tremendous time pressure when making decisions*" capture the pressure individuals feel in high-stress situations. The subscale is particularly relevant for assessing Risk Behaviour while decision-making under stress, which is common in high-risk organizational settings (Mann et al., 1997). The **reliability** of this subscale is demonstrated by Cronbach's alpha values between 0.74 and 0.84, indicating good internal consistency (Mann et al., 1997).

3.3.4. Organizational Constraints Scale (OCS): The **Organizational Constraints Scale (OCS)** measures the extent to which employees perceive organizational factors as hindrances to their job performance. These factors include inadequate resources, conflicting demands, and unclear policies. In this study, the OCS was adapted to a 5-point Likert scale, with items like "*I find it difficult to do my job because of poor equipment or supplies*". The OCS has consistently demonstrated **high internal consistency**, with

Cronbach's alpha reported at 0.85 in studies such as Spector and Jex (1998). Its **reliability** is further supported in workplace settings, where it has been used to assess how constraints impact stress and job satisfaction (Pindek et al., 2017). The **validity** of the OCS is well-established, with studies confirming its ability to measure organizational constraints and their effects on performance and stress (Bliese & Castro, 2000). For example, Spector and Jex (1998) validated the scale across various industries, confirming its relevance for understanding workplace challenges.

3.4. Ethical Consideration:

This study followed the ethical guidelines of the University of Leeds and the British Psychological Society to protect participant rights and data integrity. Participants were fully informed of the study's purpose, and informed consent was obtained before participation. Confidentiality and anonymity were upheld, with data securely stored on a password-protected system.

Participants were also informed of their right to withdraw before the August 25th deadline, ensuring voluntary involvement. Ethical considerations regarding transparency and fairness in data use, as discussed by Fowler (2009), Małkowska et al. (2021), and Gagnon et al. (2020), were addressed. The research also followed Sloan et al.'s (2019) recommendations for transparency in data handling and adhered to Sherman and Fetter's (2007) guidelines for confidentiality protection.

4. Results

4.1. Reliability Analysis

The reliability of the scales used in this study was assessed using Cronbach's alpha, Fig. 2 a widely recognized measure of internal consistency (Cronbach, 1951). The Risk Behaviour (RB) scale yielded a Cronbach's alpha of 0.78, indicating good internal consistency (Taber, 2018). The Decisional Procrastination (DP) scale demonstrated higher reliability with a Cronbach's alpha of 0.82, suggesting strong internal consistency among the items (Tavakol & Dennick, 2011). The Task Avoidance (TA) scale had a Cronbach's alpha of 0.72, which is also acceptable and reflects moderate reliability (Kline, 2000). Lastly, the Organizational Constraints (OC) scale exhibited a Cronbach's alpha of 0.90, indicating excellent internal consistency (Gliem & Gliem, 2003).

Cronbach's Alpha for Each Scale

Scale	Reliability Statistics
	Cronbach's Alpha
Risk Behaviour (RB)	0.7752236
Decisional Procrastination (DP)	0.8214402
Task Avoidance (TA)	0.7232110
Organizational Constraints (OC)	0.9017627

Note:

Cronbach's Alpha values above 0.70 indicate acceptable internal consistency.

Fig. 2 Reliability Statistics

These results suggest that the items within each scale consistently measure their respective constructs, providing confidence in the reliability of the scales used for assessing the key variables in this study. Moreover, the "reliability if an item is dropped" analysis indicated that the removal of any single item would not significantly improve the overall Cronbach's alpha, further supporting the adequacy of the selected items for these scales (Revelle & Zinbarg, 2009). The findings align with established research, where similar scales have demonstrated comparable levels of reliability, thereby validating their application in organizational research.

4.2. Data Screening

4.2.1. Normality Analysis

The Shapiro-Wilk test and visual inspections through histograms and Q-Q plots were conducted to assess normality. The test results in Fig. 3 indicated that Risk Behaviour (RB) ($W = 0.956$, $p = 0.008$), Decisional Procrastination (DP) ($W = 0.927$, $p < 0.001$), and Organizational Constraints (OC) ($W = 0.950$, $p = 0.003$) deviate significantly from normality, as shown in Fig. 4 and Fig. 5

Shapiro-Wilk Test Results

Shapiro-Wilk Test Results		
Variable	W Statistic	p-Value
Risk Behaviour (RB)	0.9568	0.0081
Decisional Procrastination (DP)	0.9273	0.0002
Task Avoidance (TA)	0.9735	0.0904
Organizational Constraints (OC)	0.9502	0.0033

Fig. 3 Normality tests (Shapiro-Wilk)

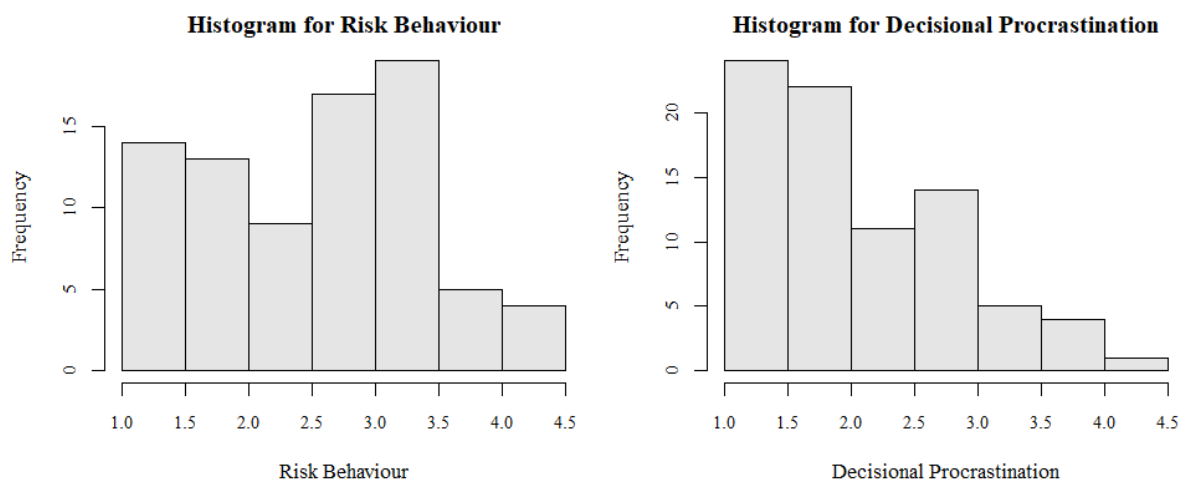


Fig. 4 Histograms for RB and DP

In contrast, Task Avoidance (TA) ($W = 0.973$, $p = 0.090$) was approximately normally distributed as shown in Fig. 5, but the non-normality of the other variables led to the use of non-parametric

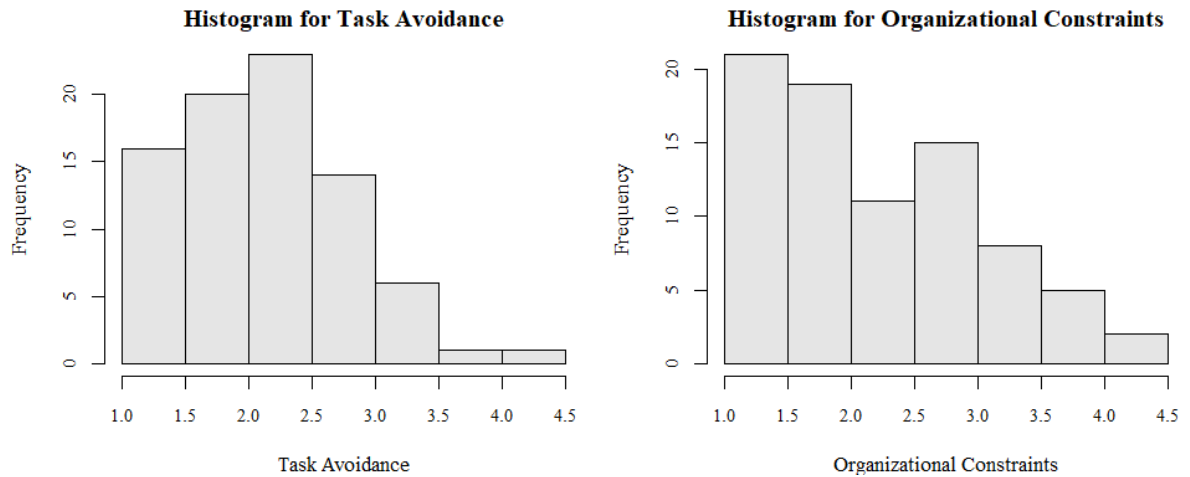


Fig. 5 Histograms for TA and OC

methods for consistency.

In contrast, Task Avoidance (TA) ($W = 0.973$, $p = 0.090$) was approximately normally distributed, but the non-normality of the other variables led to the use of non-parametric methods for consistency.

The histograms for RB, DP, and OC reveal skewed distributions, reinforcing their non-normality, while TA shows a more symmetrical distribution. Q-Q plots in Fig. 6 and Fig. 7 confirms that RB, DP, and OC deviate from normal distribution lines, with only TA aligning closely, suggesting near-normality.

Consequently, non-parametric tests were used for all variables to maintain consistency and accommodate the non-normal distributions of the majority of the data (Conover, 1999).

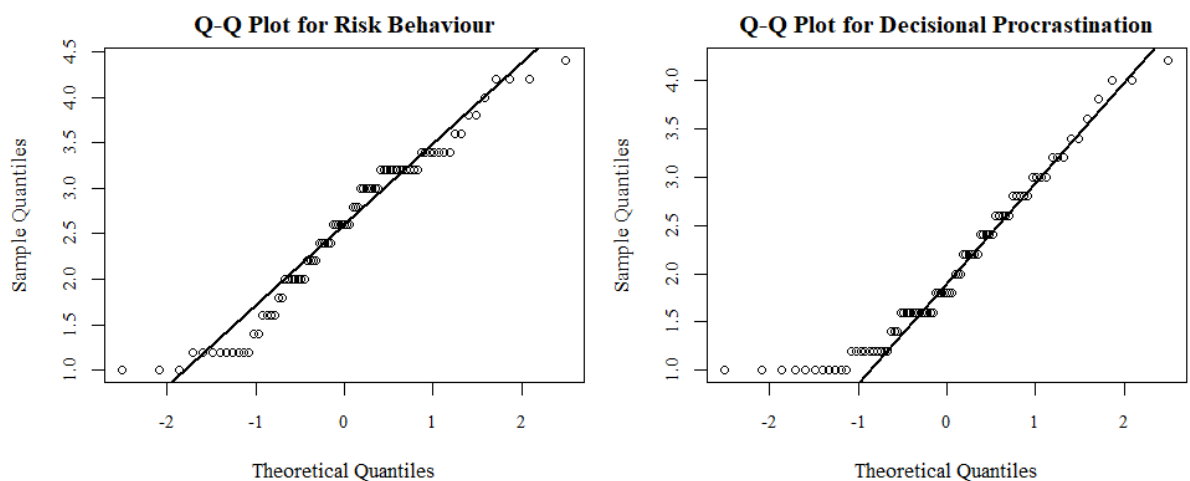


Fig. 6 Q-Q Plots for RB and DP

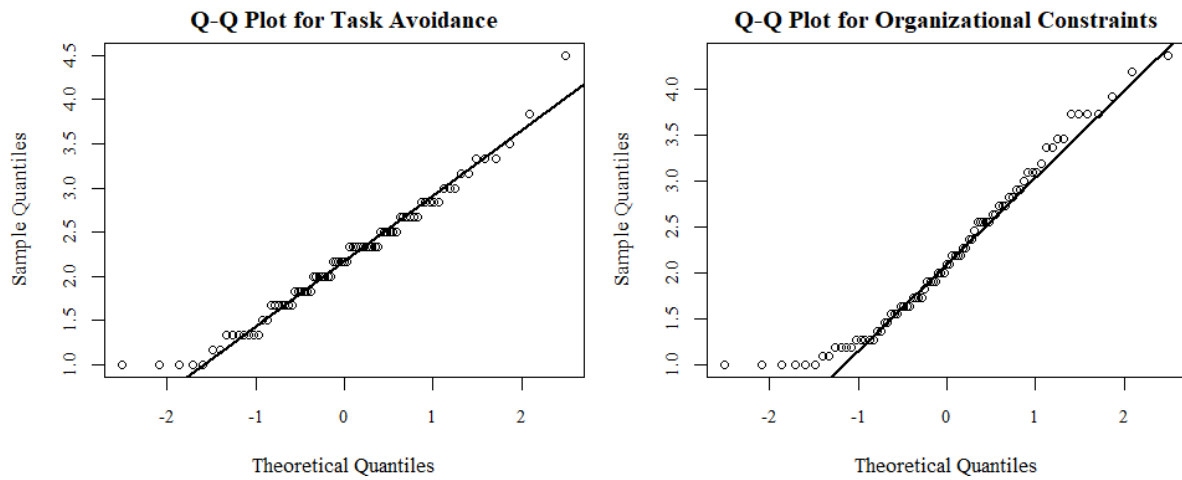


Fig. 7 Q-Q Plots for RB and DP

4.2.2. Multicollinearity Analysis

To ensure the reliability of the regression models, multicollinearity among predictor variables was assessed using variance inflation factors (VIF), following established guidelines (Kutner et al., 2005). The VIF values for the model with Decisional Procrastination (DP) as the outcome variable and Risk Behaviour (RB), Organizational Constraints (OC), and Task Avoidance (TA) as predictors were examined. VIF values were 1.6327 for RB, 1.5502 for OC, and 1.1569 for TA—well below the threshold of 5 (Tabachnick & Fidell, 2013), indicating minimal multicollinearity.

For a model examining only DP with RB and OC as predictors, VIF values were 1.5354 for both RB and OC, confirming the absence of significant multicollinearity issues.

However, introducing the interaction term (RB * OC) resulted in a significant increase in VIF values: 7.7152 for RB, 12.5900 for OC, and 27.9958 for the interaction term, indicating multicollinearity due to the interaction (Chatterjee & Hadi, 2012). To mitigate this, predictor variables were centred by subtracting the mean from each value, as recommended by Aiken and West (1991).

After centering, the VIF values dropped significantly, with RB_centered at 1.5645, OC_centered at 1.6364, and the interaction term RB_centered * OC_centered at 1.0661. These VIF values were consistent for the Task Avoidance (TA) model, confirming that centering effectively reduced multicollinearity. Thus, the data are appropriately prepared for further regression analysis, free from multicollinearity concerns.

4.2.3. Outliers

During data screening, only one outlier was detected across all variables in the Task Avoidance (TA) can be seen in Fig. 8. After careful consideration, the outlier was found to be a legitimate value rather than a data entry error. To ensure the robustness of the analysis, the data was reanalysed both with and without the outlier. The results were consistent, suggesting that the outlier did not unduly influence the overall findings. Therefore, the decision was made to retain the outlier in the dataset, reflecting the natural variability of Task Avoidance within the study population. Alternatively, robust statistical methods were also considered to ensure that the outlier did not bias the results.

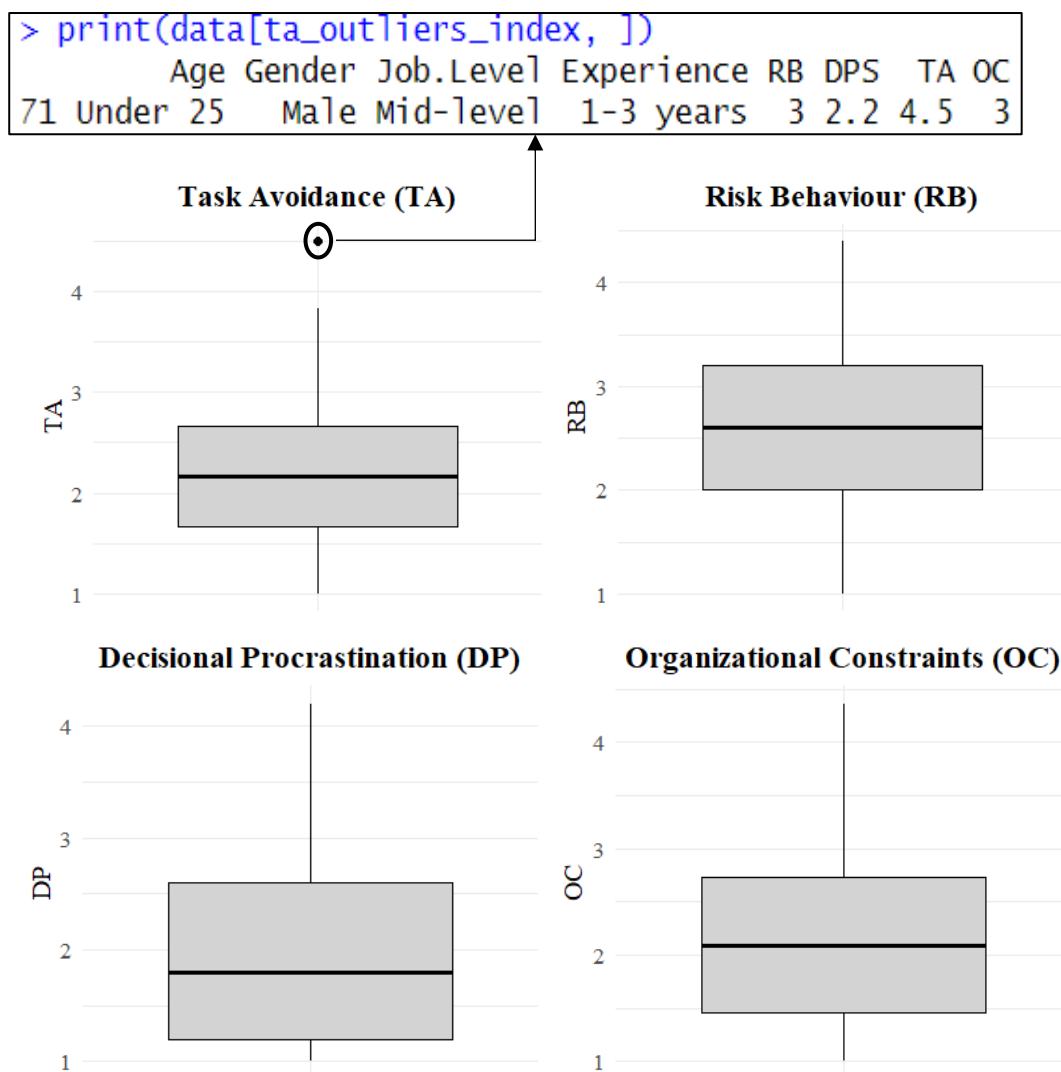


Fig. 8 Outlier Point and Boxplots of Continuous Variables(TA, DP, RB, OC)

The data point identified as an outlier for the variable TA was thoroughly analysed and determined to be a legitimate response. This particular data point, with a TA value of 4.5, was reviewed in the context of the entire dataset and found to represent a valid and relevant

observation rather than an error. Consequently, this outlier will be included in the subsequent analysis. By incorporating this data point, the analysis will better reflect the full spectrum of responses and enhance the robustness of the findings.

4.3. Preliminary Analysis

Descriptive statistics were calculated to provide an overview of the dataset, focusing on key variables such as TA, OC, DP, and RB, alongside categorical variables like Gender, Age Group, Job Level, and Experience. This analysis is vital for understanding the general characteristics of the data before proceeding to more complex analyses.

4.3.1. Continuous Variables:

The continuous variables in this study include Task Avoidance (TA), Organizational Constraints (OC), Decisional Procrastination (DP), and Risk Behaviour (RB). In Fig. 9 the mean values suggest moderate levels across these variables, with TA and OC both averaging 2.19, DP at 2.04, and RB at 2.56. The standard deviations indicate moderate variability, particularly for RB (0.898) and OC (0.869), reflecting diversity in participants' perceptions of risk and organizational constraints. Fig. 8 present box plots for each variable, visually representing the distribution and highlighting potential outliers and spread within the dataset.

<i>Statistics</i>		RB	DPS	TA	OC
N	Valid	81	81	81	81
	Missing	0	0	0	0
Mean		2.556	2.040	2.18930041148	2.18742985409
Median		2.600	1.800	2.16666666700	2.09090909100
Mode		3.2	1.6	2.333333333	1.000000000
Std. Deviation		.8978	.8476	.706985524755	.869875273534
Skewness		-.101	.649	.445	.519
Std. Error of Skewness		.267	.267	.267	.267
Kurtosis		-.893	-.411	.405	-.569
Std. Error of Kurtosis		.529	.529	.529	.529
Minimum		1.0	1.0	1.000000000	1.000000000
Maximum		4.4	4.2	4.500000000	4.363636364
Percentiles	25	1.900	1.200	1.66666666700	1.45454545500
	50	2.600	1.800	2.16666666700	2.09090909100
	75	3.200	2.600	2.66666666700	2.77272727250

Fig. 9 Descriptive Statistics of RB, DP, TA, OC

The data distribution shows slight deviations from normality, as evidenced by skewness values indicating a slight positive skew for DP (0.649), TA (0.445), and OC (0.519),

while RB shows near-symmetry with a skewness of -0.101. Kurtosis values for OC (-0.569) and RB (-0.893) suggest flatter distributions, with DP (-0.411) and TA (0.405) being closer to a normal distribution. Given these distribution characteristics, non-parametric statistical tests are more appropriate for subsequent analysis, as they do not assume normality (Kabacoff, R., 2022).

4.3.2. Demographical Variables:

In terms of Demographical variables, the data in Fig. 10 shows a balanced gender distribution with 50.6% female and 49.4% male participants. The distribution of experience highlights that most participants have 1-3 years of experience (41.98%), with a significant portion having less than one year (25.93%), and fewer with 4-7 years (19.75%) and more than 10 years of experience (6.17%). The diversity in experience levels enriches the dataset and supports the robustness of the subsequent analysis.

<i>Experience</i>			<i>Gender</i>		
	N	%		N	%
1-3 years	34	42.0%	Female	41	50.6%
4-7 years	16	19.8%	Male	40	49.4%
8-10 years	5	6.2%			
Less than 1 year	21	25.9%			
More than 10 years	5	6.2%			

Fig. 10 Descriptive Statistics of Experience and Gender

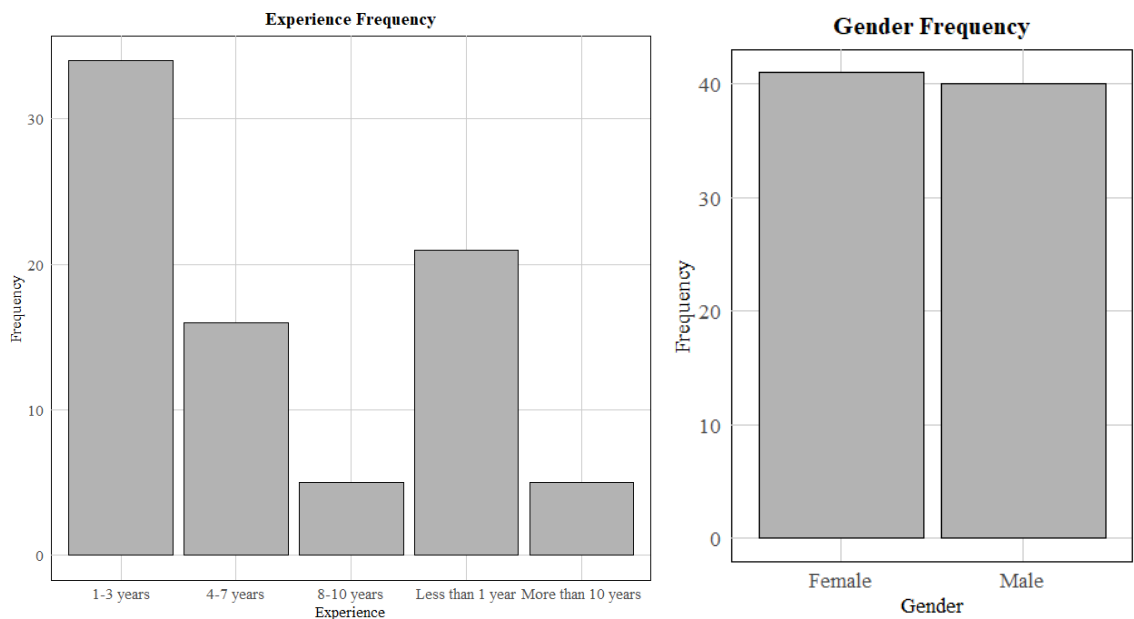


Fig. 11 Frequency Bar plot for Experience and Gender

As shown in

Fig. 12 and *Fig. 13*, Regarding job levels, over half of the participants are in mid-level positions (54.3%), with smaller proportions in entry-level (22.2%), senior-level (14.8%), and executive roles (7.4%).

<i>JobLevel</i>			<i>Age</i>		
	N	%		N	%
Entry-level	18	22.2%	25-34	52	64.2%
Executive	6	7.4%	35-44	6	7.4%
Mid-level	44	54.3%	Under 25	23	28.4%
Other	1	1.2%			
Senior-level	12	14.8%			

Fig. 12 Descriptive Statistics of Job Level and Age

Lastly, As shown in

Fig. 12 and *Fig. 13* The majority of the sample falls within the 25-34 age group (64.2%), followed by 28.4% under 25, and a smaller proportion (7.4%) in the 35-44 age range and 0% belonging to 45-55 and over 55.

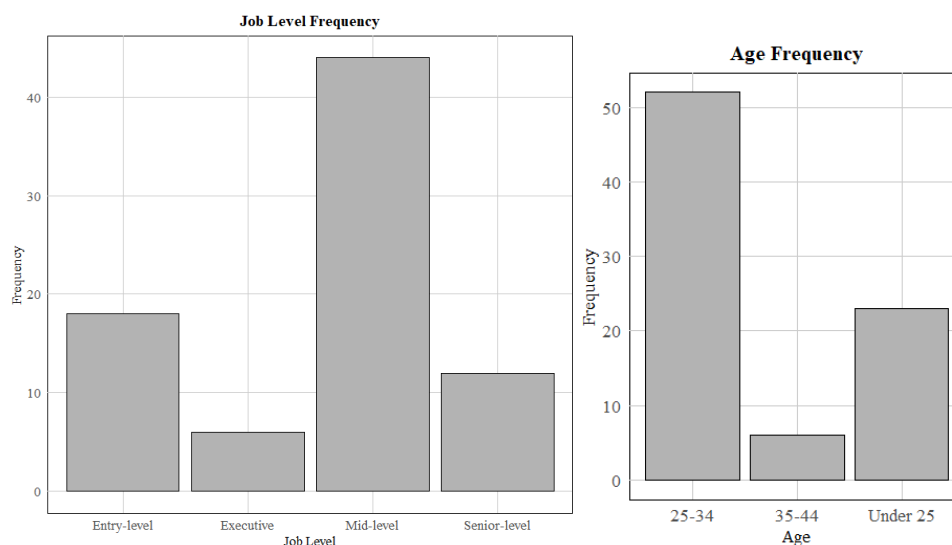


Fig. 13 Frequency Bar plot for Experience and Gender

4.4. Correlation Analysis

The Spearman correlation analysis revealed several significant relationships between the variables of interest. In *Fig. 14*, Decisional Procrastination (DP) showed a strong positive correlation with both Risk Behaviour (RB) ($r = 0.65$) and Organizational Constraints (OC)

($r = 0.63$), indicating that higher procrastination is associated with increased risk perception and organizational constraints.

DPS also exhibited a moderate correlation with Task Avoidance (TA) ($r = 0.38$), suggesting that individuals who procrastinate tend to avoid tasks more frequently. Similarly, Risk Behaviour (RB) was moderately correlated with TA ($r = 0.35$) and OC ($r = 0.59$), highlighting the influence of risk perception on task engagement and perceived organizational barriers. Task Avoidance (TA) showed a weaker correlation with Organizational Constraints (OC) ($r = 0.28$), indicating that while task avoidance and organizational constraints are related, the relationship is less pronounced. These correlations provide a foundation for understanding how variables interact, supporting the hypotheses in the study.

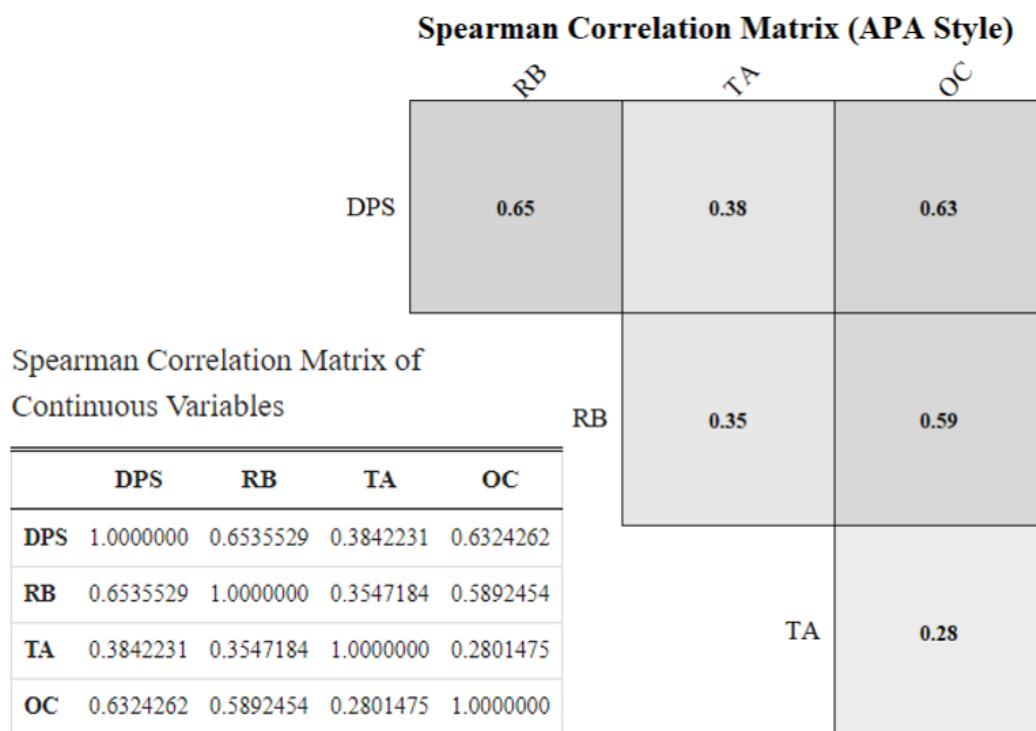


Fig. 14 Spearman Correlation Matrix

4.5. Hypothesis Testing

4.5.1. Hypothesis 1: The first hypothesis proposed that decisional procrastination (DP) and task avoidance (TA) are positively correlated. The Spearman's rank correlation coefficient was calculated, yielding a statistically significant positive correlation ($\rho = 0.384$, $p = 0.0004$). This result supports the hypothesis, indicating that higher levels of decisional procrastination are associated with increased task avoidance. This aligns with the findings of Steel (2007), who demonstrated that

procrastination tendencies are often linked to avoidance behaviours, particularly in high-stress or high-demand environments.

4.5.2. Hypothesis 2: The second hypothesis suggested a positive relationship between employees' Risk Behaviour (RB) and Task Avoidance (TA) in organizational settings. The Spearman's rank correlation analysis indicated a significant positive correlation ($\rho = 0.355$, $p = 0.0012$). This finding supports the hypothesis and suggests that as employees perceive higher levels of risk, they are more likely to engage in task avoidance behaviours. This is consistent with previous research, which has shown that risk perception can lead to avoidance strategies as a coping mechanism in the workplace (Gilboa, Shirom, Fried, & Cooper, 2008).

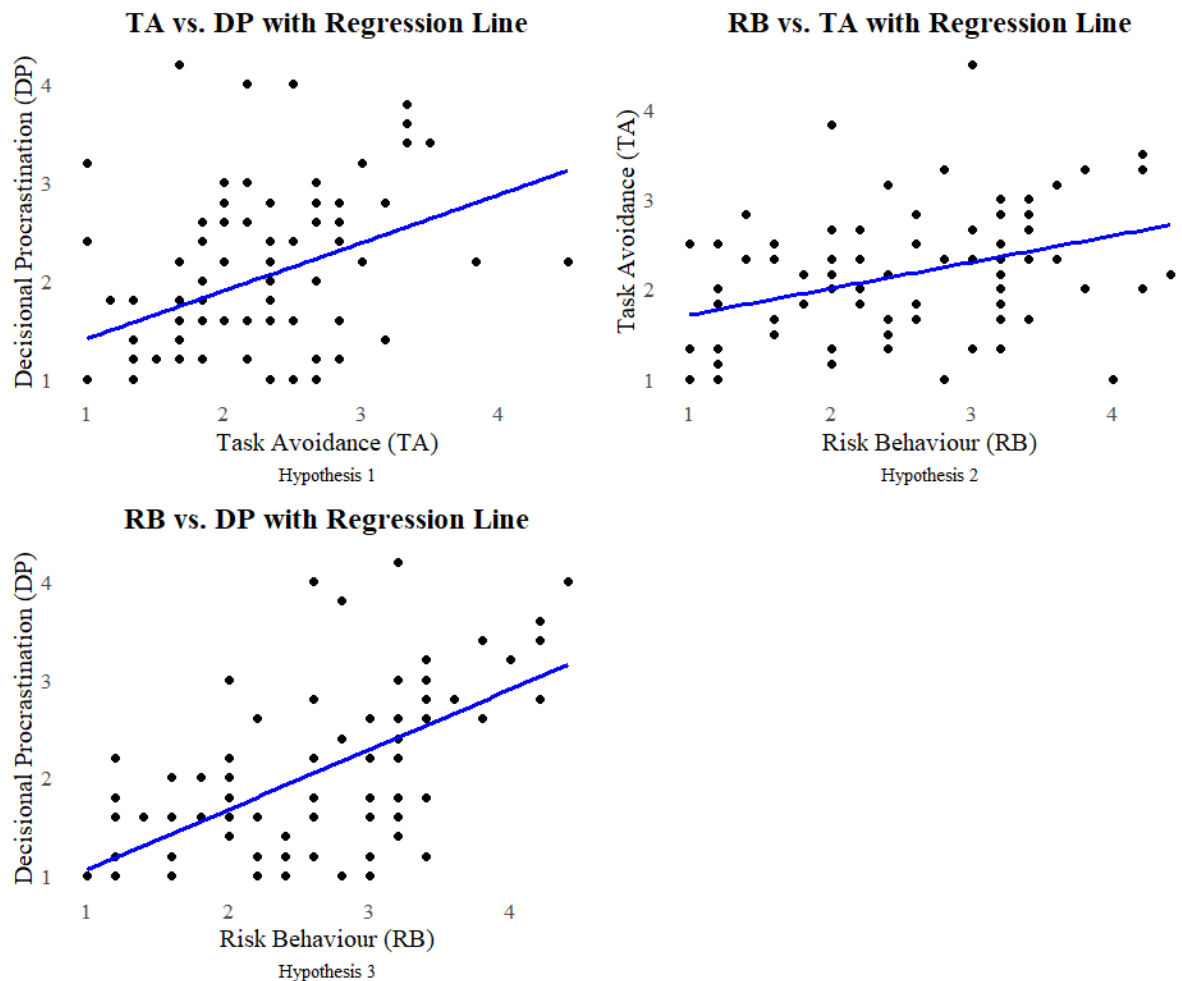


Fig. 15 Scatterplot with Regression Line of TA vs DP(Hypothesis 1), RB vs TA (Hypothesis 2), Rb vs DP (Hypothesis 3)

The scatter plots in Fig. 15 further illustrate the relationships between the variables, complementing the correlation analysis. Each plot clearly shows the linear trends through regression lines: *TA vs. DP* (Hypothesis 1) reveals a positive slope, suggesting

a moderate positive relationship; *RB* vs. *TA* (Hypothesis 2) shows a weak positive trend; and *RB* vs. *DP* (Hypothesis 3) indicates a stronger positive correlation. These visual representations support the statistical findings, making the relationships between the variables more evident.

4.5.3. Hypothesis 3: The third hypothesis proposed a positive relationship between employees' risk perception and decisional procrastination. The correlation analysis confirmed this relationship, revealing a strong positive correlation ($\rho = 0.654$, $p < 0.0001$). This result suggests that employees who perceive higher risks are more likely to delay decision-making, potentially due to the increased cognitive load and stress associated with risk (Schraw, Wadkins, & Olafson, 2007).

4.5.4. Hypothesis 4: The fourth hypothesis examined whether organizational constraints (OC) moderate the relationship between risk behaviour and decisional procrastination (DP). The moderation analysis in Fig. 16, conducted using a centred interaction term between risk behaviour and organizational constraints, did not yield a significant interaction effect ($\beta = 0.138$, $p = .13$). While both main effects of risk behaviour ($\beta = 0.390$, $p < .001$) and organizational constraints ($\beta = 0.354$, $p < .001$) were significant, the interaction term was not. This suggests that although risk behaviour and organizational constraints independently contribute to decisional procrastination, the hypothesized amplifying effect of organizational constraints on the relationship between risk behaviour and decisional procrastination was not supported in this sample. The absence of this moderation effect may indicate that the role of organizational constraints is more complex and could vary depending on additional factors, such as the specific work environment, job roles, or individual coping strategies (Ilgen & Hollenbeck, 1991).

Regression Summary for Decisional Procrastination (DP)

Term	B	SE	t	p
Intercept	-0.093	0.077	-1.21	NA
RB_centered	0.390	0.091	4.27	< .001
OC_centered	0.354	0.096	3.68	< .001
RB_centered × OC_centered	0.138	0.089	1.55	.13

Fig. 16 Regression Summary Table (Hypothesis 4) RBxOC vs DP

4.5.5. Hypothesis 5: The final hypothesis proposed that organizational constraints (OC) moderate the relationship between risk behaviour and task avoidance (TA). The results in Fig. 17 showed a significant main effect for risk behaviour ($\beta = 0.254$, $p < .05$), indicating that higher levels of risk behaviour are associated with greater task avoidance. However, the interaction term between risk behaviour and organizational constraints was not significant ($\beta = 0.075$, $p = .43$). This suggests that organizational constraints do not significantly moderate the relationship between risk behaviour and task avoidance.

Regression Summary for Task Avoidance (TA)

Term	B	SE	t	p
Intercept	-0.056	0.082	-0.68	NA
RB_centered	0.254	0.098	2.59	<.05
OC_centered	0.067	0.103	0.65	.52
RB_centered × OC_centered	0.075	0.095	0.79	.43

Fig. 17 Regression Summary Table (Hypothesis 5) RBxOC vs TA

Additionally, the main effect of organizational constraints was also non-significant ($\beta = 0.067$, $p = .52$), further supporting that while risk behaviour plays a direct role in influencing task avoidance, organizational constraints do not appear to act as a moderator in this relationship. The lack of moderation could imply that the effects of organizational constraints on task avoidance are more indirect or that other factors, such as job roles or organizational culture, may influence this relationship (Zhao & Olivera, 2006).

4.6. Additional Analysis

4.6.1. Categorical Variable Analysis

The Wilcoxon rank sum test revealed no significant gender differences for Task Avoidance (TA), Decisional Procrastination (DP), Risk Behaviour (RB), or Organizational Constraints (OC), with p-values of 0.2075, 0.5467, 0.3576, and 0.1221,

respectively. This indicates that gender does not significantly influence these workplace behaviours and perceptions.

Similarly, the Kruskal-Wallis test found no significant differences across job levels for TA ($p = 0.2589$), DP ($p = 0.115$), RB ($p = 0.6102$), or OC ($p = 0.4954$). Experience also had no significant effect on these variables, with p-values of 0.3872 for TA, 0.8355 for DP, 0.7121 for RB, and 0.6901 for OC.

Age was not a significant factor either, as shown by the p-values for TA (0.3362), DP (0.1534), RB (0.2249), and OC (0.255). While these factors did not show significant effects, subtle differences in experience and age may indicate potential shifts in perception over time.

4.6.2. Additional Insights on Gender Roles

The analysis of gender in Fig. 18 differences revealed females reported a higher median TA score (2.33) compared to males (2.00), suggesting they may engage in task avoidance more consistently, potentially due to higher perceived stress or barriers in task completion (Beilock & Carr, 2005).

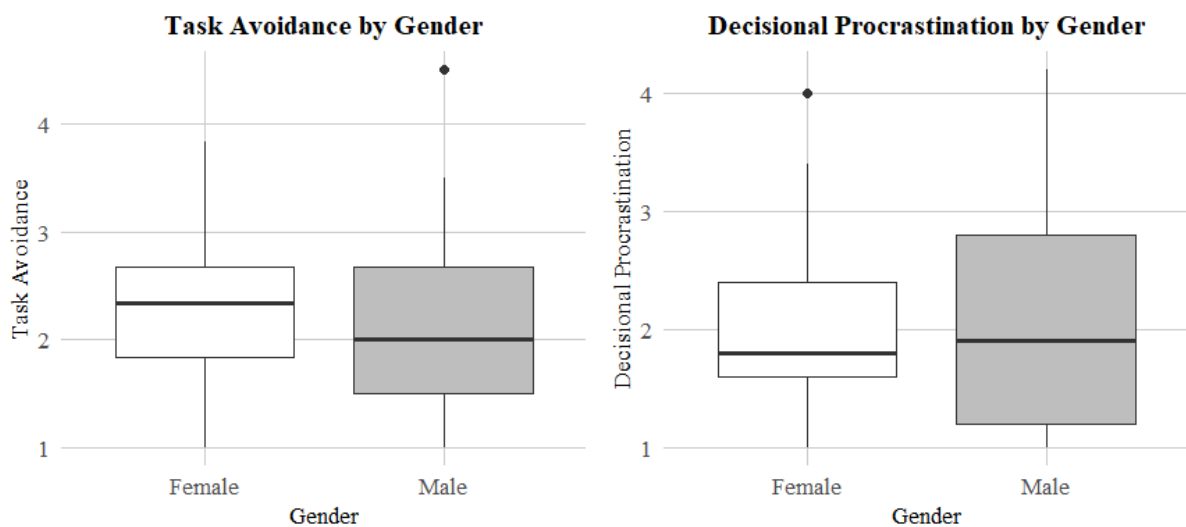


Fig. 18 Box Plot for Gender vs TA and Gender vs DP

On the other hand, males exhibited slightly higher levels of DP (1.9 vs. 1.8 for females) with more variability, indicating they might delay decisions more frequently. This difference could be linked to distinct approaches in how men manage decision-making challenges (Steel, 2007).

In terms of vigilance, measured as Risk Behaviour, males had higher median scores (2.8 compared to 2.6 for females) as shown in Fig. 19. This suggests men may experience heightened vigilance due to greater perceptions of risk, which aligns with research showing that men often react more intensely to perceived threats (Byrnes et al., 1999).

Lastly, men reported higher Organizational Constraints (2.32 vs. 1.91 for females), potentially reflecting more substantial operational barriers or structural issues in their roles (Eagly & Wood, 1999). These results highlight gender-specific experiences of workplace stressors, particularly in terms of risk perception, decision-making, and task avoidance (Croson & Gneezy, 2009).

These findings are also illustrated by the box plots, Fig. 18.

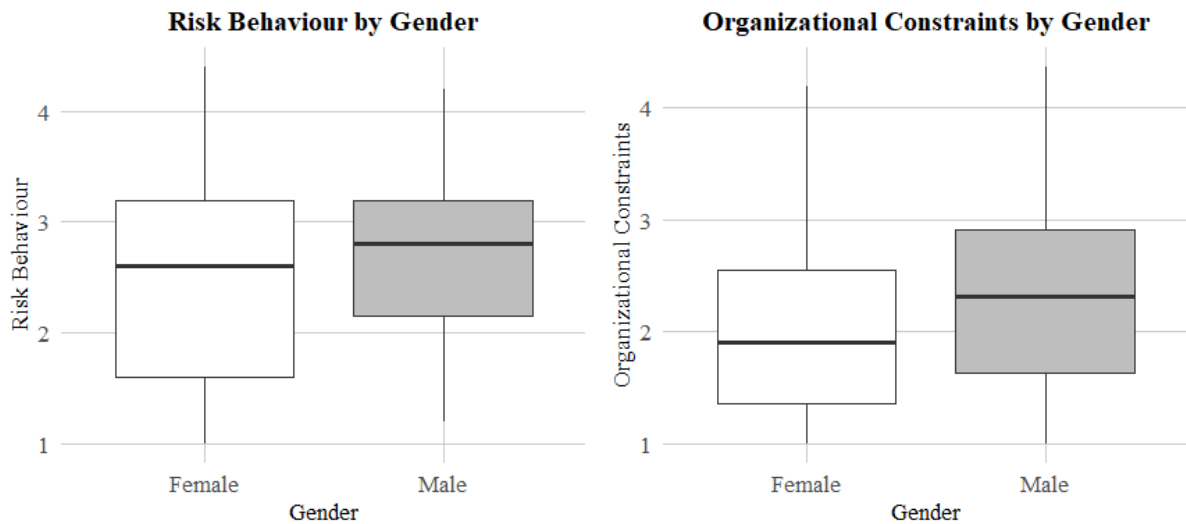


Fig. 19 Box Plot for Gender vs TA and Gender vs DP

4.6.3. Additional Insights on Job Roles

While the Kruskal-Wallis tests showed no statistically significant differences with p-values of 0.2589 for TA, 0.115 for DP, 0.6102 for RB, and 0.4954 for OC, distinct patterns emerged across job levels.

Entry-level employees exhibited the highest levels of Task Avoidance, which declined as job level increased, suggesting that senior employees may be more proactive in task management (Blau & Boal, 1987). Conversely, Decisional Procrastination was lowest among executives and highest for senior-level employees, likely reflecting the increased complexity of decisions at senior levels (Steel, 2007). In terms of Risk Behaviour, senior employees reported slightly higher vigilance, aligning with the idea that individuals in higher positions often face greater perceived risks (Tversky & Kahneman, 1992).

Finally, Organizational Constraints were perceived most by senior employees, likely due to greater exposure to organizational challenges and resource limitations (Pfeffer & Salancik, 1978). Similar patterns can be seen in boxplots in Fig. 20

These patterns, while not statistically significant, provide meaningful insights into the experiences of employees across different job levels, reflecting broader findings in organizational behaviour literature.

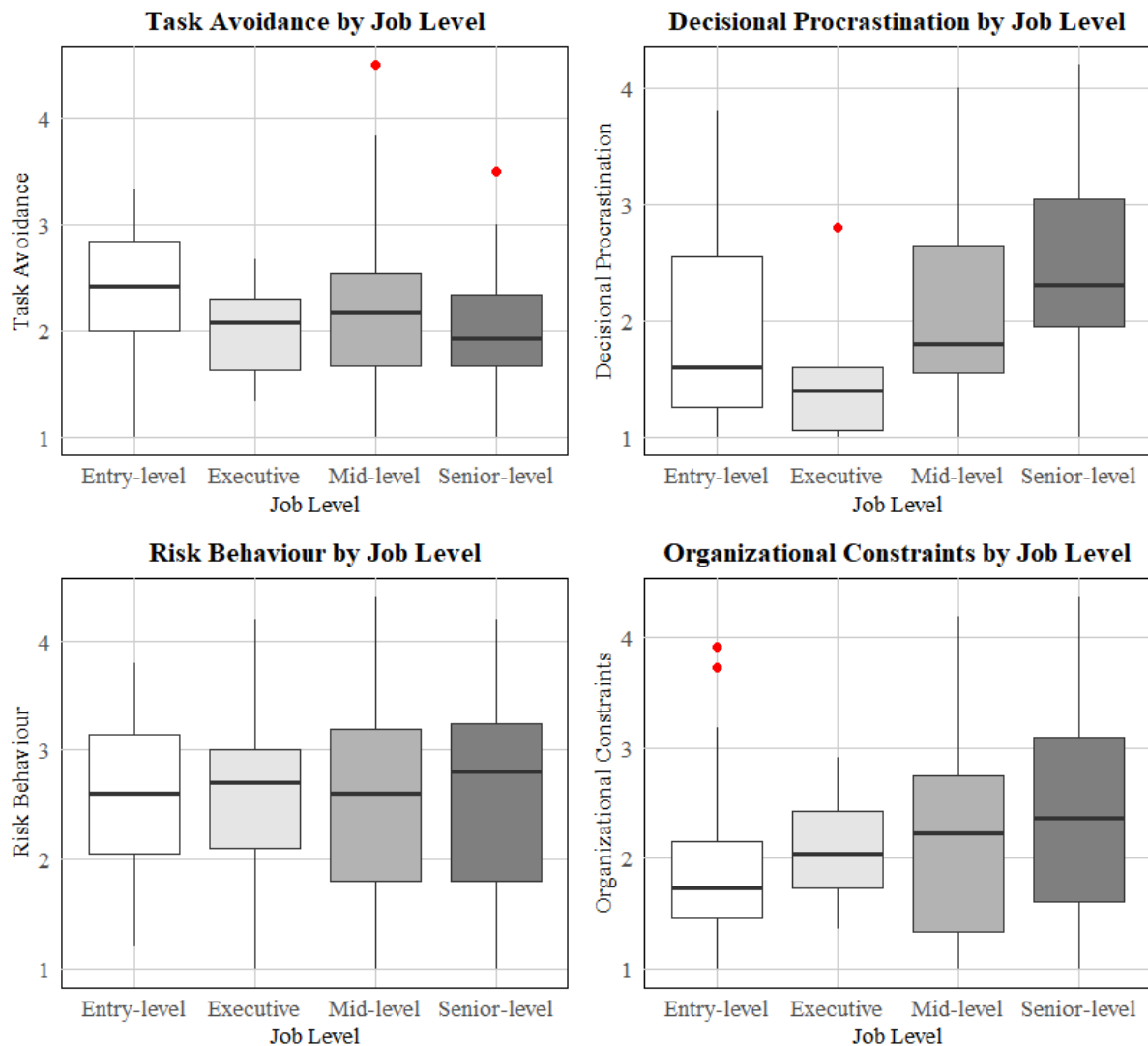


Fig. 20 Box Plot for Job Level vs TA, DP, RB, OC

4.6.4. Additional Insights on Experience

For task avoidance, employees with less than 1 year of experience showed the highest median TA (2.50), while those with 8-10 years reported the lowest (1.67), suggesting that newer employees may engage in higher task avoidance, potentially due to unfamiliarity with tasks. As employees gain more experience, task avoidance appears to

decrease. This pattern, seen in Fig. 21, highlights how task avoidance may evolve over time.

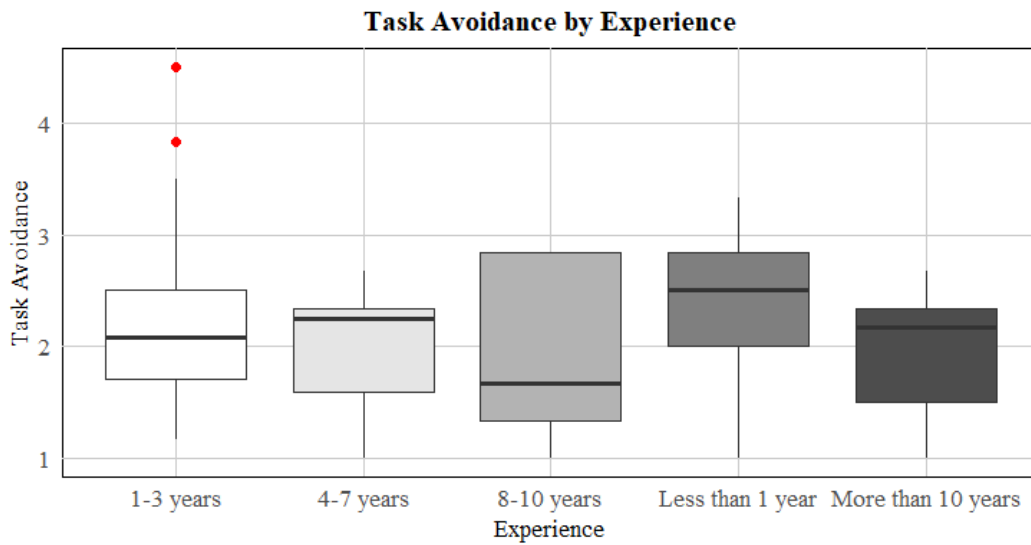


Fig. 21 Box Plot for Experience vs TA

In terms of decisional procrastination, those with 8-10 years of experience reported the highest median DP (2.40), while those with less than 1 year had the lowest (1.60). Fig. 22 suggests that as employees take on more responsibilities and face complex decisions, procrastination may increase, particularly among those in the mid-range of experience.

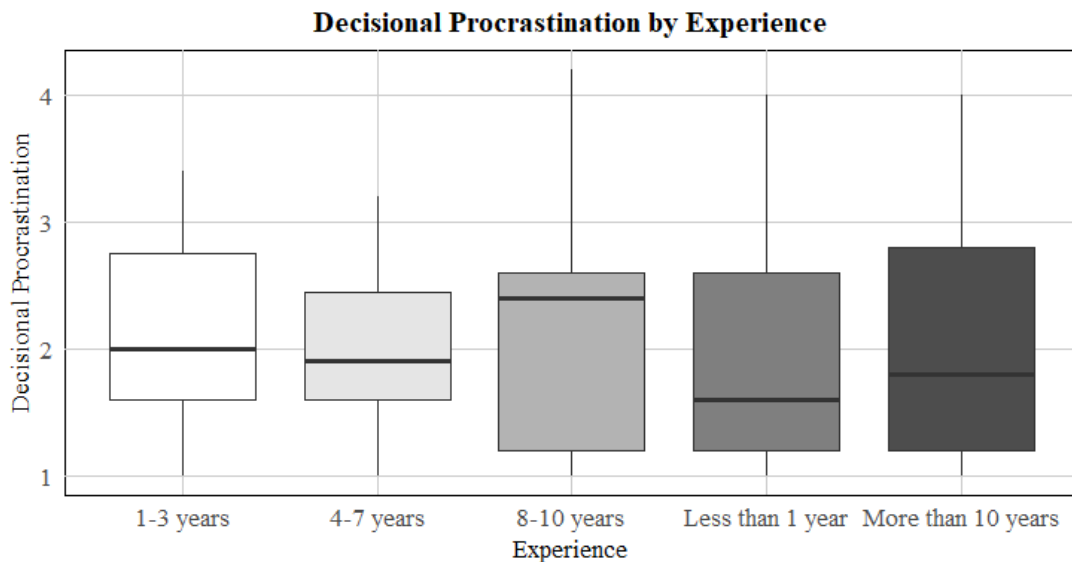


Fig. 22 Box Plot for Experience vs DP

For risk perception (RB), the most experienced employees (over 10 years) reported the highest levels of vigilance (3.40), followed closely by those with 8-10 years of experience (3.20). Fig. 23 indicates that as employees become more experienced, their

awareness of potential risks increases, possibly due to their expanded responsibilities and exposure to risk factors.

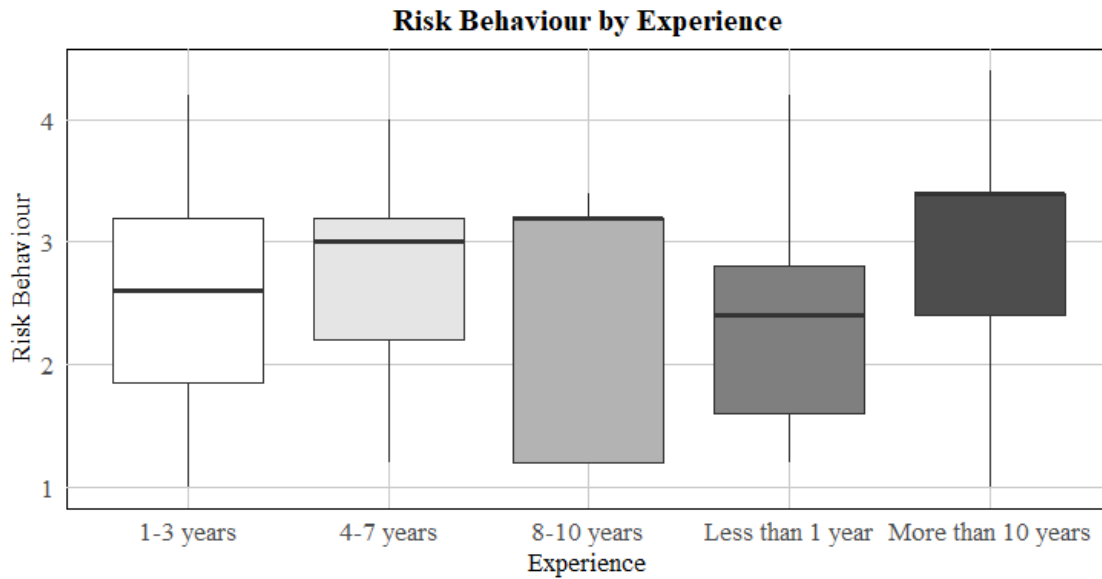


Fig. 23 Box Plot for Experience vs RB

Finally, the analysis of organizational constraints (OC) in Fig. 24 showed that employees with 8-10 years of experience reported the highest median OC (2.82), suggesting that those with intermediate to senior experience may perceive more organizational barriers. Fig. 27 Those with less than 1 year reported the lowest OC (1.73), indicating that newer employees might feel fewer constraints, potentially due to less complex job roles and responsibilities. These patterns, although not statistically significant, provide important insights into how experience affects employees' work behaviours and perceptions.

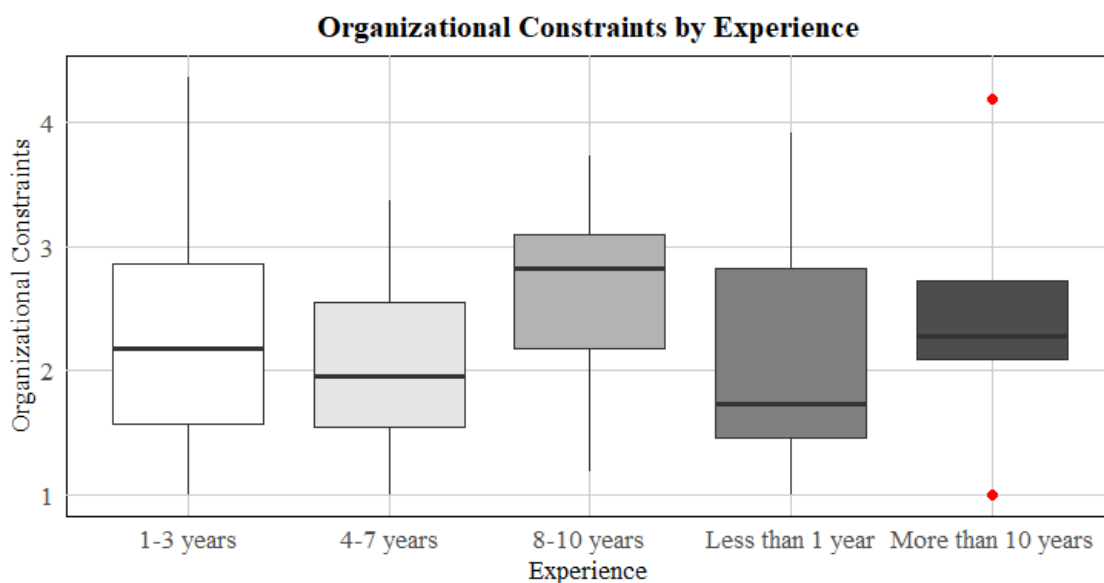


Fig. 24 Box Plot for Experience vs DP

4.6.5. Additional Insights on Age

The analysis (TA) by age in Fig. 25 reveals that employees aged 35-44 exhibit the highest median TA (2.42), suggesting slightly elevated avoidance compared to younger groups, who report medians of 2.33 (under 25) and 2.08 (25-34) (Nguyen et al., 2013). Similarly, (DP) is highest among those aged 35-44 (median = 3.10), likely due to increased work pressures, while younger employees show lower procrastination levels, with medians of 1.80 across both younger age groups (Beutel et al., 2015).

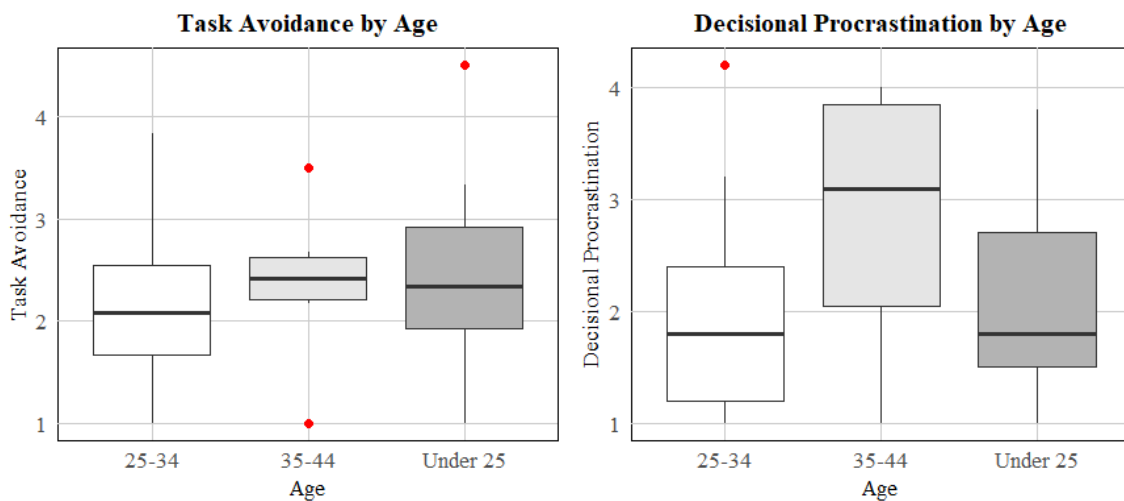


Fig. 25 Box Plot for Age vs TA and Age vs DP

(OC) in Fig. 26 follow a similar trend, with employees aged 35-44 reporting the highest perceptions of constraints (median = 2.91), while younger employees perceive fewer constraints (median = 2.09 for under 25 and 2.00 for 25-34) (Zacher & Rosing, 2015). These trends suggest increasing work-related challenges with age and career progression

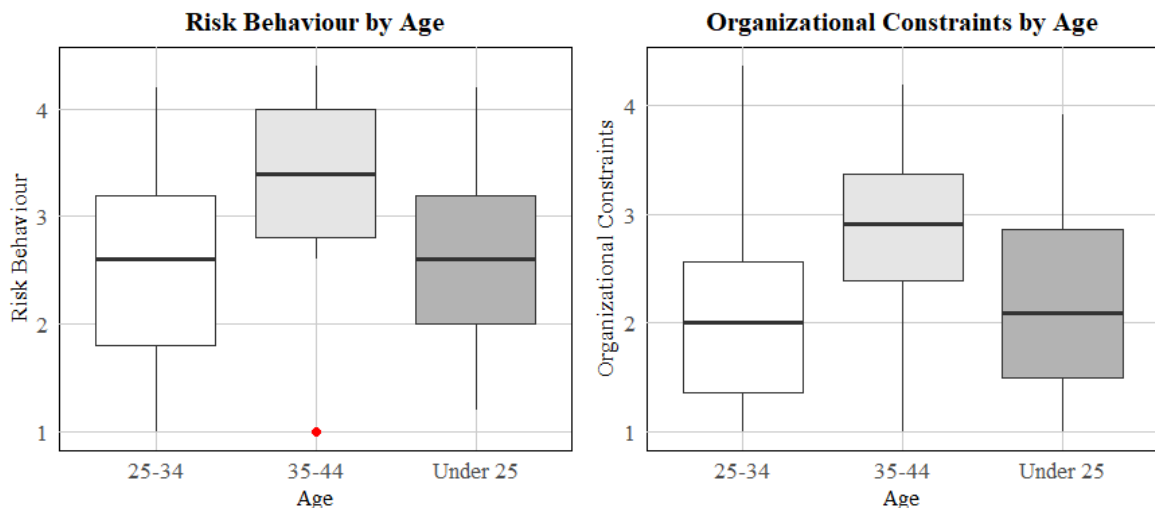


Fig. 26 Box Plot for Age vs RB and Age vs OC

4.6.6. Surprising Discovery

The findings from the analysis present a surprising yet logically consistent discovery regarding the role of Organizational Constraints (OC) in influencing behavioural outcomes. Specifically, OC significantly impacts Decisional Procrastination (DP), Task Avoidance (TA), and Risk Behaviour (RB). The strong positive relationship between OC and DP (coefficient = 0.6639, $t = 8.2836$) in Fig. 27 indicates that higher constraints lead to increased procrastination, aligning with the notion that constraints heighten feelings of uncertainty and avoidance (Steel & Klingsieck, 2016).

Similarly, OC's positive effect in Fig. 27 on TA (coefficient = 0.2378, $t = 2.7189$) suggests that constraints encourage avoidance of tasks, a behaviour that can be attributed to the desire to evade challenges (Higgins & Spiegel, 2004).

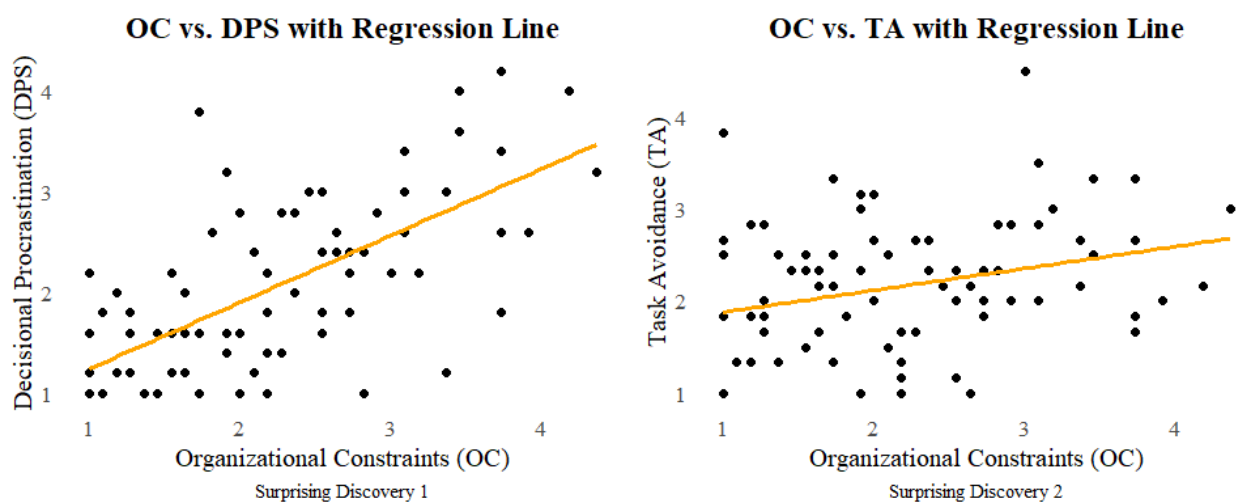


Fig. 27 Scatterplot with Regression Line of OC vs DP, OC vs TA

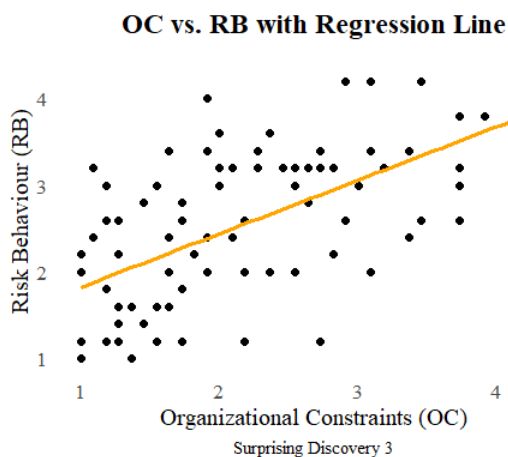


Fig. 28 Scatterplot with Regression Line of OC vs RB

Most unexpectedly,

Fig. 28 OC also shows a substantial influence on RB (coefficient = 0.6185, $t = 6.3302$), implying that constraints may drive individuals to engage in riskier behaviours as a means of overcoming perceived limitations (Morrison & Phelps, 1999).

This complex relationship underscores how organizational constraints can paradoxically both hinder and stimulate risk-taking, presenting a nuanced view of their impact on employee behaviour.

4.6.7. Nuanced Analysis: Organizational Constraints Across Demographic Groups

The table in Appendix (Fig. 29) presents an analysis of Organizational Constraints (OC) across different demographic groups, including age, job level, experience, and gender. The results show varying perceptions of OC based on these factors.

Among age groups, employees aged 35-44 report the highest average score for most OC items, particularly in "inadequate training" (2.83) and "interruptions by others" (2.83), which suggests that this group faces more challenges in terms of organizational support and workplace distractions compared to younger or older employees. Meanwhile, employees under 25 reported the lowest average score in areas such as "obstacles from supervisors" (1.74), indicating that younger employees may experience fewer hierarchical barriers compared to older counterparts.

In terms of job level, senior-level employees consistently reported higher scores across multiple OC items, particularly "organizational rules and procedures" (3.00) and "interactions with other employees" (2.42), suggesting they perceive greater organizational hindrances. Conversely, entry-level employees had lower average scores, indicating they may feel fewer organizational barriers at this stage of their careers.

Experience also plays a significant role, with employees having 8-10 years of experience reporting higher average OC scores, particularly in "inadequate training" (2.38) and "interruptions" (3.60). This suggests that mid-experience employees may feel more constrained in the workplace as they encounter increased responsibilities. Those with less than a year of experience reported lower scores, which may reflect a lack of exposure to organizational barriers at the early stages of their employment.

Finally, gender-based analysis reveals that males generally report higher OC scores compared to females, particularly in "inadequate training" (2.50) and "organizational rules" (2.35). This suggests that men might perceive greater organizational constraints, possibly due to different roles or expectations within the workplace.

This additional analysis highlights the nuanced ways in which organizational constraints affect various demographic groups, suggesting that interventions to reduce these constraints may need to be tailored to the specific needs of different groups.

5. Discussion

5.1. Hypothesis Testing Results and Interpretations

The hypothesis testing yielded insightful results that helped clarify the relationships between key variables in this study. The first three hypotheses, which proposed positive correlations between decisional procrastination (DP) and task avoidance (TA), risk Behaviour (RB) and TA, and RB and DP, were all supported by significant positive correlations, confirming the expected associations.

Hypothesis	Test	Result	Status
<i>Hypothesis 1: Decisional procrastination (DP) and task avoidance (TA) are positively correlated.</i>	Spearman's rank correlation ($\rho = 0.384$, $p = 0.0004$)	Significant positive correlation.	Accepted
<i>Hypothesis 2: Risk Behaviour (RB) and task avoidance (TA) are positively correlated.</i>	Spearman's rank correlation ($\rho = 0.355$, $p = 0.0012$)	Significant positive correlation.	Accepted
<i>Hypothesis 3: Risk Behaviour (RB) and decisional procrastination (DP) are positively correlated.</i>	Spearman's rank correlation ($\rho = 0.654$, $p < 0.0001$)	Strong positive correlation.	Accepted
<i>Hypothesis 4: Organizational constraints (OC) moderate the relationship between Risk Behaviour (RB) and decisional procrastination (DP).</i>	Moderation analysis ($\beta = 0.119$, $p = 0.1866$)	Non-significant interaction effect.	Rejected
<i>Hypothesis 5: Organizational constraints (OC) moderate the relationship between Risk Behaviour (RB) and task avoidance (TA).</i>	Moderation analysis ($\beta = 0.084$, $p = 0.4068$)	Non-significant interaction effect.	Rejected

These findings are consistent with existing literature, suggesting that higher levels of procrastination and risk perception are linked to increased avoidance behaviours. However, the last two hypotheses, which explored the moderating role of organizational constraints (OC) on the relationships between RB and both DP and TA, were not

supported. The moderation analyses did not reveal significant interaction effects, indicating that organizational constraints do not significantly amplify the impact of risk perception on procrastination or avoidance. These results suggest that while risk perception is a key factor in procrastination and avoidance, the moderating influence of organizational constraints may be more complex and potentially influenced by other variables not captured in this study.

5.2. Risk Behaviour and Decisional Procrastination

The strong positive correlation between RB and DP indicates that as employees perceive greater risks, they tend to delay decision-making. This could be attributed to the psychological impact of risk perception, where heightened awareness of potential negative outcomes leads to increased anxiety and a subsequent delay in decision-making (Ferrari, 2010). This finding is consistent with theories of risk aversion, which propose that individuals delay decisions as a coping mechanism to avoid potential negative consequences (Kuhnen & Knutson, 2005).

5.3. Risk Behaviour and Task Avoidance

The moderate correlation between RB and TA further suggests that higher risk perception is associated with a tendency to avoid tasks. This relationship may be explained by the cognitive load imposed by risk perception, where the anticipation of potential failure or negative outcomes leads individuals to disengage from tasks altogether (Klein & Yitzhaki, 2017). Such behaviour could be particularly detrimental in high-risk occupations where task avoidance could lead to significant performance issues (Johns, 2010).

5.4. Decisional Procrastination and Task Avoidance

The correlation between DP and TA implies that procrastination in decision-making is linked with a higher tendency to avoid tasks. This relationship may be reflective of a broader pattern of avoidance behaviour, where procrastination in decisions is accompanied by a general disengagement from task execution (Pychyl & Flett, 2012). This finding aligns with previous research that links procrastination with avoidance strategies as a means to cope with stress and anxiety (Blunt & Pychyl, 2000).

5.5. Regression Analyses: The Role of Organizational Constraints

Results suggest that while risk behaviour (RB) is correlated with decisional procrastination (DP) and task avoidance (TA), the moderating role of organizational constraints (OC) may

be less impactful than initially anticipated (Podsakoff et al., 2003). However, although OC did not significantly moderate the relationship between RB and DP or TA, it demonstrated a direct influence on both DP and RB. This suggests that organizational constraints can directly heighten procrastination and risk perception, possibly by exacerbating stressors or resource limitations that hinder decision-making and increase vigilance (Jex et al., 2001). Thus, OC may still play a critical role, though its impact appears to be more direct rather than moderating.

5.6. Demographic Factors: Gender, Job Level, and Experience

The analyses revealed no significant differences in DP, TA, or RB across gender, job levels, or experience. This lack of significance challenges common assumptions that these demographic factors heavily influence workplace behaviour (Ng & Feldman, 2010). It suggests that the propensity to engage in procrastination and avoidance may be more universally experienced, driven by individual psychological factors rather than by demographic or organizational characteristics (Judge & Ilies, 2002).

6. Limitations & Future Scope

This study provides valuable insights into the relationship between risk behaviour, decisional procrastination, and task avoidance in the workplace, but it has certain limitations that suggest areas for future research. One key limitation is the exclusive reliance on online data collection from UniAthena employees, which may introduce sampling bias, as participants who were particularly motivated or interested in the topic may have self-selected into the study, potentially skewing the results (Bethlehem, 2010). Additionally, self-reported data may be subject to social desirability bias, with respondents potentially underreporting negative behaviours like procrastination (Van de Mortel, 2008). The cross-sectional design of the study also restricts its ability to infer causality or track changes over time, limiting a deeper understanding of how these variables evolve within different contexts (Caruana et al., 2015). Furthermore, the study's focus on a specific organizational context—UniAthena—may restrict the generalizability of the findings to other industries or work environments, as organizational dynamics, such as culture and structure, can heavily influence the observed behaviours (Creswell & Creswell, 2017). Moreover, the study did not account for potential moderating variables like task nature, workload, or personality traits, which could have significant effects on risk behaviour and procrastination.

Despite these limitations, there are numerous avenues for future research that can build on the findings of this study. First, expanding the research to include more diverse samples from different industries and cultural contexts would help enhance the generalizability of the results (Bryman, 2016). Since industries such as healthcare or finance, which face higher inherent risks, may exhibit different risk behaviours compared to less risky sectors, exploring industry-specific contexts can deepen our understanding (Baer & Frese, 2003). Additionally, future studies could incorporate longitudinal designs to track how risk behaviour, decisional procrastination, and task avoidance change over time, especially in response to organizational interventions (Menard, 2002). Experimental designs may also help establish causality and assess the effectiveness of interventions aimed at reducing procrastination or modifying risk behaviours (Cook et al., 1979). Incorporating moderating and mediating variables such as personality traits, task complexity, and organizational culture would provide further insight into the factors influencing procrastination and risk behaviours (Barrick & Mount, 1991; Erez & Judge, 2001). Furthermore, exploring how different leadership styles or team dynamics affect these behaviours could inform the development of more targeted interventions that enhance both employee productivity and organizational well-being (Spector & Jex, 1998; Hofstede, 2001). Ultimately, these avenues for future research will contribute to a more nuanced understanding of organizational behaviour and enable the development of more effective strategies for improving workplace performance and employee satisfaction.

7. Interventions

Based on the findings of this study, several interventions could be considered to address the issues of decisional procrastination and task avoidance within organizations. One approach could involve enhancing task design to reduce ambiguity and increase personal relevance. By making tasks more engaging and aligned with employees' strengths and interests, organizations can reduce the likelihood of task avoidance and increase overall productivity (Hackman & Oldham, 1976).

Training programs focused on improving self-regulation skills and stress management could also be effective. Providing employees with tools and techniques to manage anxiety and improve time management could help mitigate procrastination behaviours (Baumeister et al., 1994). Moreover, fostering a supportive organizational culture that encourages open communication and provides clear expectations can reduce the perceived risks associated with decision-making, thereby reducing procrastination (Gagné & Deci, 2005).

Implementing regular feedback mechanisms and performance reviews can also help in identifying procrastination tendencies early and addressing them before they impact productivity (Kluger & DeNisi, 1996). Additionally, leadership development programs that train managers to recognize and address procrastination behaviours in their teams can be instrumental in creating a more proactive and efficient work environment (Judge & Piccolo, 2004).

In conclusion, while this study provides important insights into the dynamics of risk behaviour, decisional procrastination, and task avoidance, it also highlights the need for further research and targeted interventions to fully understand and address these issues in the workplace. By continuing to explore these areas, organizations can develop more effective strategies to enhance employee performance and well-being.

8. Conclusion

This study highlights the significant relationships between Risk Behaviour, Decisional Procrastination, and Task Avoidance, providing evidence that as employees perceive higher risks, they are more likely to procrastinate and avoid tasks. However, the influence of Organizational Constraints and demographic factors on these behaviours appears to be minimal. These findings suggest that interventions aimed at reducing procrastination and avoidance should focus more on individual-level psychological strategies rather than solely on organizational changes. Future research should explore additional variables, such as stress management techniques or cognitive-behavioural interventions, to better understand and mitigate these workplace behaviours.

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10. Appendix:

10.1. OC Analysis Sheet

Organisation Constraints	Overall Score	Age			Job Level				Experience					Gender	
		Average 25-34	Average 35-44	Average Under 25	Average Entry Level	Average Executive	Average Middle level	Average Senior level	Average 1-3 yrs	Average 4-7 yrs	Average 8-10 yrs	Average <1 yr	Average >10yrs	Average Female	Average Male
I find it difficult to do my job because of poor equipment or supplies.	173	2.11538	3	1.95652	2.20588	2.5	2.13636	2.33333	2.20588	1.875	2.6	1.90476	3	1.95122	2.325
Organizational rules and procedures make it challenging to perform my tasks.	177	2.21154	2.83333	1.95652	2.26471	1.83333	2.11364	3	2.26471	2.375	2.2	1.95238	2	2.02439	2.35
Interactions with other employees hinder my ability to do my job effectively.	166	2	2.16667	2.13043	2.23529	2	1.97727	2.41667	2.23529	1.9375	2.6	1.7619	1.8	1.95122	2.15
obstacles that affect my job performance.	128	1.48077	1.83333	1.73913	1.70588	1.16667	1.61364	1.83333	1.70588	1.5	1.8	1.38095	1.6	1.41463	1.75
The lack of equipment or supplies impacts my ability to complete tasks.	192	2.36538	2.83333	2.26087	2.32353	2.33333	2.5	2.41667	2.32353	2.125	3	2.38095	2.8	2.2439	2.5
Inadequate training limits my effectiveness in performing my job.	185	2.21154	2.83333	2.30435	2.35294	2	2.36364	2.25	2.35294	2.125	2.6	2.2381	2.2	2.31707	2.25
Interruptions by other people disrupt my work and affect my productivity.	203	2.40385	2.83333	2.65217	2.38235	2.16667	2.54545	2.83333	2.38235	2.5625	3.6	2.52381	2	2.29268	2.725
Information about what to do or how to do it.	175	1.90385	2.5	2.65217	2.14706	2.16667	2.09091	2	2.14706	1.5625	2.6	2.42857	2.6	2	2.325
Conflicting job demands make it difficult to manage my responsibilities.	180	2.09615	3.16667	2.26087	2.20588	1.83333	2.25	2.58333	2.20588	2.25	2.8	1.95238	2.8	2.17073	2.275
I receive inadequate help from others, affecting my job performance.	159	1.78846	3	2.08696	1.97059	2.16667	1.90909	2.08333	1.97059	1.625	1.8	2	3	1.73171	2.2
Incorrect instructions contribute to difficulties in carrying out my tasks.	211	2.57692	3.66667	2.3913	2.64706	2.83333	2.59091	2.75	2.64706	2.5	3	2.38095	3.2	2.5122	2.7

Fig. 29 OC Analysis Sheet